

FUGG

LEXINGTON FAYETTE

URBAN COUNTY

GOVERNMENT

DIVISION OF PARKS & RECREATION



2009

COMPREHENSIVE PARKS AND RECREATION MASTER PLAN UPDATE



DIVISION OF PARKS & RECREATION

2009

COMPREHENSIVE PARKS AND RECREATION MASTER PLAN UPDATE

Prepared by:



Wiser, Hemlepp & Associates
Public Relations • Marketing • Research



1101 Bannock Street
Denver, Colorado 80204
P 303.892.1166
F 303.892.1186
www.norris-design.com



ACKNOWLEDGEMENTS

Lose & Associates would like to thank the citizens, elected officials, LFUCG Parks Advisory Board, Division of Parks and Recreation and county staff, and all members of the Fayette County community who participated in the Parks and Recreation Master Plan. Your dedication and commitment to your community are a testament to the high quality of life that is present in Fayette County. Special thanks are due to the following:

Mayor Jim Newberry

Commissioner of General Services

Kimra Cole

Urban County Council

Vice Mayor Jim Gray
Linda Gorton, At-Large
Chuck Ellinger, At-Large
Andrea James, 1st District
Tom Blues, 2nd District
Dick DeCamp, 3rd District
Julian Beard, 4th District
David Stevens, 5th District
Kevin Stinnett, 6th District
K.C. Crosbie, 7th District
George Myers, 8th District
Jay McChord, 9th District
Don Blevins, 10th District
Peggy Henson, 11th District
Ed Lane, 12th District

Parks Advisory Board

Joan Gaines
Lisa Johnson
Barry Bryant
Bill Huffman
Mark C. Nicolay
Lou T. Procter
Lee Meyer
Gary Fogtman
Freddy Peralta
Ginny Howard
Dr. David Stevens
Linda Gorton
Donald L. Adkins

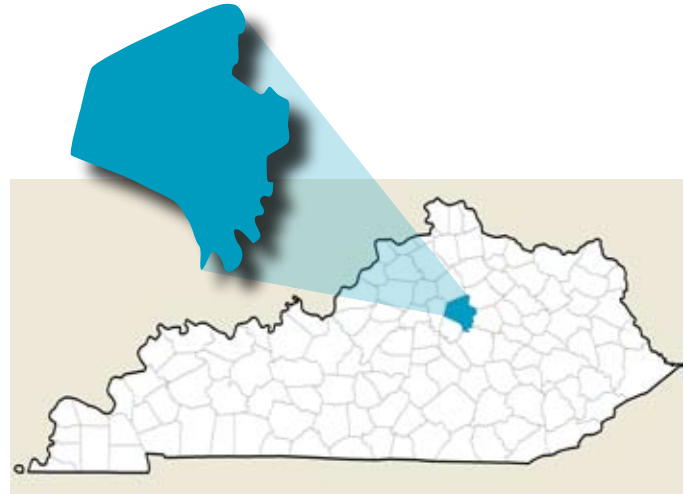
LFUCG Division of Parks and Recreation Staff



SECTION 1

INTRODUCTION

Lexington-Fayette County is a community of undeniable beauty, character and history. The familiar moniker, The Horse Capital of the World, evokes images of sleek thoroughbreds, immaculate fences and the most famous bluegrass in the country. It is a county with a large percentage of highly educated citizens composing a predominantly white-collar workforce. There is, however, a good diversity of residents, ethnically, racially and socio-economically, which adds a variety of interests and preferences to the population and character of the county. This is a population that has grown 22% since the 1990 Census by U. S. Census estimates, representing positive but not uncontained growth. This growth and the simple passing of time has dictated that the county's planning documents be updated.



Fayette County

In 1996 Lose & Associates, Inc. was engaged to create a Comprehensive Parks and Recreation Master Plan for Lexington-Fayette County Urban Government, or LFUCG. This document, which was published in 1998, was intended to serve as a guide for expansion, open space acquisition, facility and program planning. The County has made great strides in implementing this plan, particularly in addressing the public's overwhelming recommendations of renovating and improving maintenance at the parks' restrooms and in building more parks and acquiring land for further development. In early 2008 we were again engaged to produce this document as an update to the original plan and to serve as a guide for parks and recreation development and land acquisition for the next ten years. The planning team has made an exhaustive effort to research existing documents including the *Urban Services Area Expansion Master Plan*, the county's *Greenway Master Plan*, the 1994 *Greenspace Plan*, the 2007 *Comprehensive Plan for Lexington-Fayette County* and the 2007 *Bicycle and Pedestrian Master Plan*, to provide the foundation and background for this updated Parks and Recreation master plan.

In 2006, the Division, in partnership with Lose & Associates, distributed a mail survey to 10,000 randomly selected households throughout the study area. The 780 returns were recorded in a spreadsheet by the LFUCG parks staff and delivered to Lose for interpretation and recommendations. Subsequently, in fall 2008, the Division of Parks and Recreation included an online survey on their website for a month. The results of both surveys, which have been tabulated and exhibited in this report, provided an insight into the citizens' desires and perceptions of the Division, providing an additional basis for recommendations and analyses in this report.

In preparing this report, the planning team has researched local demographics using data from the Kentucky State Data Center (KSDC), the U. S. Census Bureau and the reporting from our subscription service, *Demographics Now*. Demographic evaluations, combined with information provided in the abovementioned resource documents, are detailed in Section 2.



Public meeting at Bryan Station High School.



Hisle Farm



Woodland Park

Public input is the driving force of this document; interviews with parks staff, public officials and with user groups were held over two three-day periods: July 9 – 11, 2008 and August 4 – 6, 2008. During these visits, the planning team also held five public meetings throughout the county. Over 200 citizens came out to express their opinions and recreation needs. Most of the results of these interviews, public meetings and the survey data are included in the Section 3 of the report.

The team conducted an in-depth assessment of the existing organizational structure of the Division of Parks and Recreation to understand how communication, direct reporting and each individual's daily duties were impacted, both negatively and positively, by the current organization of the Division. Subsequently, recommendations were made that will enable the Division to operate at a higher level of efficiency and with greater communication. The same intensive review of the current park programming was conducted, and the assessments and recommendations for both are found in Sections 4 and 5. The Division's current budget and funding and recommendations for funding sources for both operations and capital projects are discussed in Section 6.

Section 7 of the report addresses the existing conditions found at 20 representative parks throughout the system including parks of all ages, conditions and sizes. The understanding is that recommendations applied to the studied facilities can be adapted throughout the park system. This same section includes recommendations for park development and renovations, needed facilities based on local and national recreation standards and project prioritization.

The recommendations included in this report present an array of exciting opportunities for the Division of Parks and Recreation. There are challenges, to be sure, but the Division has made enviable progress in the last ten years, and the next ten years can be even more productive. The opportunity for parks, greenways and open space to contribute to healthy lifestyles, economic development scouting, and to the LFUCG environment's sustainability has never been more prime.



SECTION 2

DEMOGRAPHIC PROFILE

It is difficult to plan for a community's current and future needs without a clear understanding of its population characteristics and the projected growth trends over the life of this master plan. This section will assess how Fayette County has changed since the original 1998 plan, the current demographic make-up of the community, and future growth patterns that may impact the parks and recreation system. Specifically, we examined population relative to density, geographic distribution, age, median household income and socio-economic factors. A demographic analysis provides a barometer for gauging how and where the population is changing and the nature of those changes. These factors aid in the determination of what the recreation needs are based on the community's unique composition.

To begin the demographic analysis, the planning team gathered information from the *2007 Comprehensive Plan for Lexington - Fayette County, Kentucky* and the Kentucky State Data Center (KSDC). Both of these sources provide data from the U.S. Census Bureau and provide population projections to the year 2030. The planning team also uses information from the online subscription-based resource *DemographicsNow*, which compiles U.S. Census data and also provides population estimates and projections. While the other sources are specific to Kentucky and Lexington-Fayette County, *DemographicsNow* provides more extensive data and the ability to compare communities across the country.

The following narrative provides an overview of Fayette County's overall population characteristics compared to state and national population figures. Population characteristics are then examined and compared for each of the county's nine unique park planning districts. The development of these park planning districts is described in Section 7.

Overall Population Characteristics

The most recent Census was conducted in 2000, soon after the publication of the original master plan. At that time Fayette County's population was 260,512. The KSDC projects the County population will reach 281,613 in 2010 and 310,262 in 2020, which is close to the time frame for this master plan update.

Not only has the population increased by over 20,000 since the last master plan was published, but it will increase by more than 28,000 during this ten-year planning period. While Fayette County is not experiencing rapid growth, the county does have steady and consistent growth that is comparable to the state's overall growth. Another consideration is the University of Kentucky, which had over 25,000 students enrolled for the 2007 school year. This population fluctuates throughout the year, and enrollment is expected to grow. With proper planning and foresight, the necessary infrastructure can be put into place to accommodate the recreation needs of the existing and future population of Fayette County.

Table 2.1: Fayette County and State Current and Projected Population

	Census 2000	Projected 2010	Projected 2020
Kentucky	4,041,769	4,326,490	4,660,703
Percent Change		7.0%	7.7%
Fayette County	260,512	281,613	310,262
Percent Change		8.1%	10.2%

Source: KSDC

Population Density

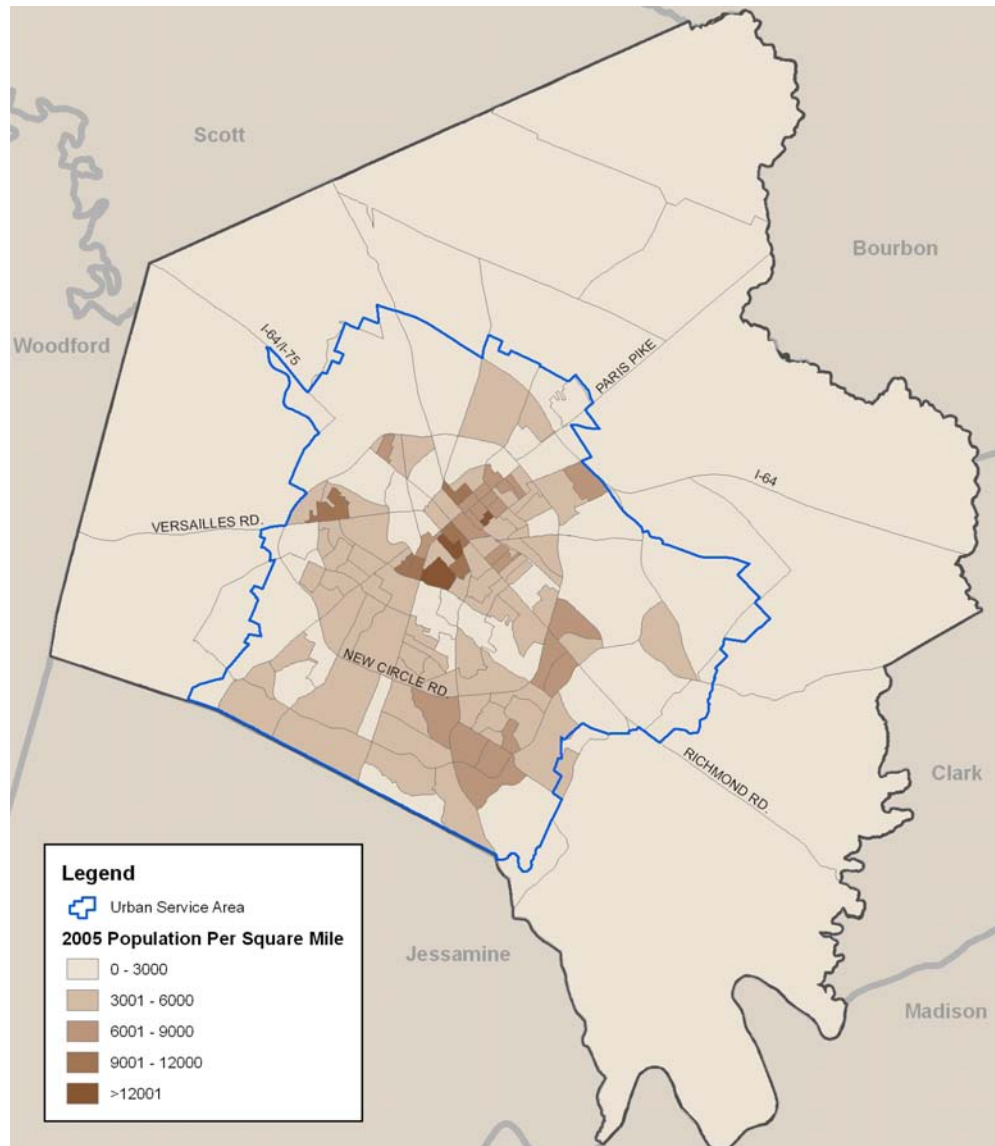
Figure 2.1 illustrates the population density (people per square mile) of Fayette County, with darker shades representing high density and lighter shades representing low density. At look at the population distribution shows that the majority of the population is located within and around New Circle Road, while the rural areas of the county are far less populated. This pattern of population distribution is expected since the county's primary residential development has taken place within the urban service area while the outer limits of the county have been reserved for farmland.

Table 2.2: Fayette County and State Current and Projected Population Density per Square Mile

	Census 2000	Projected 2010	Projected 2020
Kentucky	4,041,769	4,326,490	4,660,703
Population Density	100.0	107.0	115.3
Fayette County	260,512	281,613	310,262
Population Density	910.9	984.7	1084.8

Source: KSDC

Figure 2.1: Fayette County Population Density per Square Mile



Age Groups

Examining population trends in age groups is of special importance to recreation planning. Age group demographics are an excellent indicator of the types and mix of recreation programs and facilities that should be provided in a community. Fayette County's age group distribution is reflective of both statewide and national trends; however, projections show that the county's 55+ population is growing at higher rate than the rest of the state. The largest percent change projected by 2020 is in the 65 to 74 age group with predictions of a 73.5% increase, followed by the 60 to 64 (35.0%), 75 to 84 (27.8%) and 55 to 59 (25.3%) age groups.

Table 2.3: Fayette County Population by Age Group

Age Group	Census 2000	Projected 2010	Projected 2020	Percent Change 2000 to 2010	Percent Change 2010 to 2020
0 to 4	16,146	17,093	17,337	5.9%	1.4%
5 to 9	15,711	16,536	16,835	5.3%	1.8%
10 to 14	14,947	15,691	16,627	5.0%	6.0%
15 to 19	18,422	18,725	19,070	1.6%	1.8%
20 to 24	28,355	28,831	29,219	1.7%	1.3%
25 to 34	44,542	43,889	44,760	-1.5%	2.0%
35 to 44	41,824	41,460	41,689	-0.9%	0.6%
45 to 54	34,491	40,405	42,124	17.1%	4.3%
55 to 59	11,275	16,909	21,194	50.0%	25.3%
60 to 64	8,625	13,748	18,562	59.4%	35.0%
65 to 74	13,890	15,889	27,566	14.4%	73.5%
75 to 84	9,149	8,941	11,431	-2.3%	27.8%
85+	3,135	3,496	3,848	11.5%	10.1%

Source: KSDC

The increase in the 55+ age groups is no surprise as it is a nationwide trend. As the baby boomers age, this segment of the population is increasing rapidly. The baby boomer group is just entering what is commonly referred to as "senior citizens." It has been predicted that this group will never think of themselves as growing old. This is an energetic and generally participatory group in park and recreation activities, and, as empty-nesters, they have more time to spend than when they were raising families. Recent retirees in the 65 to 74 age group also fit this active and participatory description. Today's 70 year-old is generally far from a sedentary lifestyle. Many are retired with both disposable income and flexible time. With unique awareness of the benefits of healthy exercise to the quality of their lives, many remain active in sports longer than prior generations. This group participates in the same activities as the 20 to 54 age groups since they tend to continue to participate in the same activities. The 55+ age groups are also generally interested in daytime activities whereas the younger, working adults with families have nights and weekends free to participate in programs. Attention should be given to some of the activities most often utilized by this age group: tennis, swimming, golf, walking, arts and crafts programs, fitness programs and special events. This age group is also a wealthy pool of potential volunteers.

Income

Income levels are of particular importance because they affect the community's ability to afford recreation programs and services. In communities with low income levels, the government typically plays a major role in meeting citizens' recreation needs by providing funding for public recreation to subsidize recreation programs. Program fees also have to be lower than those offered in more affluent communities in order to meet the needs of the lower-income citizens, and this affects the amount of revenue a department can self-generate to offset programming cost. As a whole, Fayette County's median household income would exclude the county from this low income category. Fayette County's 2007 estimated median household income is \$49,495, which is just under the national figure (\$51,680) and well over the state's (\$41,346). However, as discussed later in this section, a look at the individual park planning districts reveals a greater disparity in income levels.

In Section 6, we compare Fayette County's per capita spending to other major, mature urban parks and recreation departments in order to provide benchmark comparisons both in overall spending and in capital funding. Using the per capita income figure allows us to compare values among communities of different size. Here, Fayette County exceeds both the state and national level, but is comparable to the other communities.

Race and Ethnicity

Just as age characteristics impact the type of programs provided by a recreation department, ethnic diversity should also be reflected within the programs. Changes in the ethnicity mix certainly impact the cultural needs of a community. Recreation departments are seeing this trend nationwide and are beginning to offer more diverse programming in response to these changes. Fayette County is no exception to this trend as its population is becoming more diverse. A look at the past, current and projected population figures shows a gradual change over time, but the greatest increase is among the Asian and Hispanic groups. The Hispanic population grew by 234.9% between 1990 and 2000 and is projected to grow significantly over the next four years.

Our work in other communities and interviews in Fayette County reveal a common trend of having difficulty in assimilating these growing minority populations into the mainstream programs. While there has been success in Fayette County in creating some new leagues and programs that are dominated by the Hispanic populations, participation in regular programming has been low.

Focused outreach to these growing minority populations should be continued. Offering more inclusive programs that are built around their ethnic background, but targeted at non-Hispanic or Asian populations should be considered. Several departments we have worked with have sought instructors from within these minority groups to lead cultural-based programs. In order to build trust, it is also important to have staff members that reflect these ethnic groups.

Table 2.4: Fayette County and Comparison Community Per Capita Income

	2007 Estimate Per Capita Income
Fayette County	\$26,325
Asheville, NC	\$30,391
Charlotte, NC	\$23,350
Cobb Co., GA	\$28,363
Denver, CO	\$26,582
Gwinnett Co., GA	\$27,657
Louisville-Jefferson Co., KY	\$26,292
Nashville-Davidson Co., TN	\$27,117
Roanoke, VA	\$22,701
Kentucky	\$21,343
United States	\$25,232

Source: DemographicsNow

Table 2.5: Fayette County Population by Race

									Percent Change	
	1990 Census	% of Pop.	2000 Census	% of Pop.	2007 Estimate	% of Pop.	2012 Projection	% of Pop.	1990 to 2000	2007 to 2012
White	190,448	84.5%	211,120	81.0%	219,061	80.4%	224,498	80.0%	10.9%	2.5%
Black	30,142	13.4%	35,116	13.5%	34,807	12.8%	34,678	12.4%	16.5%	-0.4%
American Indian or Alaska Native	351	0.2%	507	0.2%	514	0.2%	498	0.2%	44.4%	-3.1%
Asian or Pacific Islander	3,714	1.7%	6,490	2.5%	9,088	3.3%	10,913	3.9%	74.7%	20.1%
Some Other Race	711	0.3%	3,165	1.2%	3,858	1.4%	5,145	1.8%	345.1%	33.4%
Two or More Races			4,114	1.6%	5,136	1.9%	4,889	1.7%		-4.8%
Hispanic Ethnicity	2,556	1.1%	8,561	3.3%	14,862	5.5%	19,141	6.8%	234.9%	28.8%
Not Hispanic or Latino	222,811	98.9%	251,951	96.7%	257,608	94.5%	261,491	93.2%	13.1%	1.5%

Source: DemographicsNow

See the Section 5 more discussion on new programs.

Park Planning District Population Characteristics

In addition to examining the overall population characteristics of the county, further inspection of the nine proposed park planning districts reveals the unique population characteristics of Fayette County's subsections. Dividing the county into these park planning districts, as illustrated in Figure 2.2, allows for a greater balance of recreation opportunities within each district and throughout the county as a whole. The districts will fall into three distinct categories: Urban Core Parks (1 district), Suburban Parks (4 districts) and Rural Parks (4 districts). The rationale for dividing the county into these districts and the boundaries of each is explained in greater detail in Section 7.

This overview will focus on each district's population density, age group distribution, median household income and vehicles available per household. These factors combined help determine the type and mix of recreation facilities that should be considered for the parks within that district; they also help us to understand how the parks system should work as a whole. For instance, if the County should decide to build a special use recreation facility, issues such as transportation should be considered. If this facility were to be constructed in the rural areas of the county, would the citizens living in the urban core have access to it? What are the transportation options? Likewise, it could show the types of programming that should be offered in a particular area. If a certain district shows a higher number of senior citizens and population projections show that that number will continue to grow, then programming options should be provided in that area that are geared toward that age group. Looking at the make-up of each of these districts can also help guide the Division in their marketing efforts by allowing them to target specific audiences.

The following demographic information is based on the census tracts that most accurately match the boundaries of the proposed park planning districts. While there may be some overlap, these figures are a good representation of each district's general make-up.

Figure 2.2: Park Planning Districts

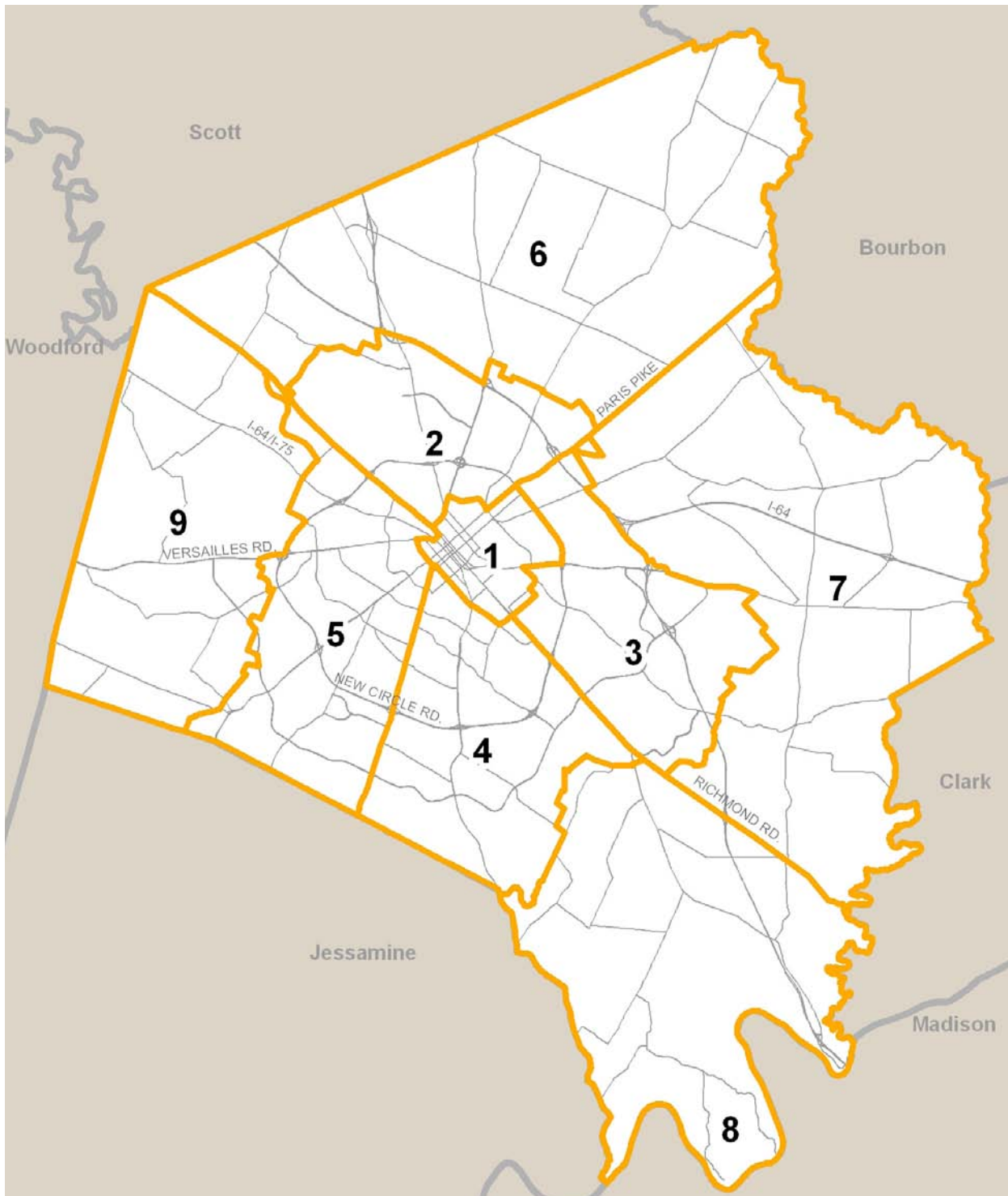


Table 2.6: Fayette County Population by Park Planning District

	2000 Census	2007 Estimate	% Change 2000 to 2007	2012 Projection	% Change 2007 to 2005
Fayette County	260,512	272,470	4.6%	280,632	3.0%
District 1	27,191	26,567	-2.3%	26,310	-1.0%
SUBURBAN					
District 2	28,098	28,288	0.7%	28,567	1.0%
District 3	31,409	33,303	6.0%	34,689	4.2%
District 4	95,634	97,038	1.5%	98,502	1.5%
District 5	52,775	54,802	3.8%	56,405	2.9%
RURAL					
District 6	2,405	2,415	0.4%	2,432	0.7%
District 7	3,907	6,270	60.5%	7,458	18.9%
District 8	5,033	5,007	-0.5%	5,022	0.3%
District 9	14,060	18,780	33.6%	21,247	13.1%

Source: DemographicsNow

Overall Population

With the exception of Districts 1 and 8, all districts have experienced population increases and are projected to continue growing. The change in District 1 is not entirely unexpected as the downtown area has not seen quite the same growth in residential units as it has office, commercial and retail space. According to the Lexington Downtown Development Authority, the downtown area has 2.2 million square feet of office space and over 1,300 businesses (www.lexingtondda.com).

Districts 7 and 9 have seen substantial growth since 2000, 60.5% and 33.6% respectively. They are projected to continue growing at rates much higher than the other districts. The increase is due to new subdivision development along the eastern and western edges of the urban service boundary; however, this growth is most likely indicative of changes actually occurring in Districts 2 and 3, since demographic data did not match the exact boundaries of the park planning districts. Regardless, this development pattern is not expected to spread beyond the current urban service boundary.

Population Density

The Suburban districts are the most populous and, as one would expect, have the greatest population density. These districts are comprised of clustered neighborhoods with interspersed pockets of office, commercial and retail space, as well as parks. Conversely, the Rural districts, which are primarily farmland, have a much lower population density.

The lower population density in the Rural Park planning districts is not expected to change much over time. Much of the land in the rural area of the county is comprised of large, contiguous parcels used as horse farms or for other agricultural purposes. Zoning ordinances for residential development are very restrictive, particularly related to density. Several of the properties are also protected under LFUCG's Purchase of Development Rights (PDR) Program. The PDR Program purchases conservation easements from property owners, thereby restricting the use of the land. The property owner still owns the land and may sell it, but the conservation easement remains in perpetuity. The intent of the program is to prevent urban sprawl in these areas by protecting "the agricultural, equine and tourism economies of

Fayette County" and conserving and protecting "the natural, scenic, open space, historic and agricultural resources of rural Fayette County". To date, the program has 194 farms for a total of 22,444 acres, but the program's goal is to protect 50,000 acres (www.lfucg.com/pdr/index.asp).

Age Groups

For the purpose of this comparison, we combined certain age groups into four park-user categories: playground age (14 and under), youth sports participants (5 to 19), active adults (20 to 54) and seniors (55+). This was done to specifically address programming options. While some programs appeal to all age groups (e.g., special events, nature programs), there are some basic distinctions that can be made between each group and their preferred program options.

Table 2.7: Fayette County Population Density per Square Mile by Park Planning District

	2000 Census	2007 Estimate	2012 Projection
Fayette County	912.5	954.4	983.0
District 1	5,206.5	5,087.0	5,037.8
District 2	2,404.6	2,420.8	2,444.7
District 3	2,478.7	2,628.2	2,737.5
District 4	4,404.8	4,469.5	4,536.9
District 5	3,426.7	3,558.3	3,662.4
District 6	45.6	45.7	46.1
District 7	58.6	94.0	111.8
District 8	116.5	115.9	116.2
District 9	250.7	334.8	378.8

Source: DemographicsNow

Table 2.8: Fayette County Population by Park User Groups

	Playground Age (14 and under)		Youth Sports (5-19)		Active Adults (20-54)		Seniors (55+)	
	2007	2012	2007	2012	2007	2012	2007	2012
Fayette County	18.6%	19.3%	17.7%	17.8%	54.2%	51.4%	21.2%	23.9%
District 1	18.0%	18.6%	17.4%	17.4%	53.5%	50.6%	22.5%	25.3%
District 2	19.1%	19.6%	18.3%	18.2%	49.8%	46.9%	25.1%	28.4%
District 3	19.1%	19.7%	15.0%	15.3%	55.6%	53.2%	21.1%	23.6%
District 4	18.5%	19.7%	18.5%	18.8%	56.5%	53.5%	18.0%	20.6%
District 5	18.4%	19.2%	17.4%	17.6%	52.1%	49.3%	23.9%	26.6%
District 6	17.7%	17.8%	18.2%	17.9%	50.4%	47.5%	26.1%	29.5%
District 7	16.9%	17.0%	17.0%	16.7%	46.5%	43.9%	31.0%	34.4%
District 8	25.0%	25.7%	24.8%	24.8%	50.2%	48.4%	17.6%	19.7%
District 9	17.0%	17.7%	16.9%	16.9%	58.2%	55.7%	19.6%	22.0%

Source: DemographicsNow

Table 2.8 illustrates what percentage of the overall population each age group represents in each of the districts. This comparison shows that there is very little difference between each of the districts, and they closely match the overall county's breakdown. There is, however, a slightly higher percentage of the playground and youth sport participant age groups in District 8. Likewise, District 7 has a higher percentage of seniors than the other districts. These figures alone do not necessarily suggest that specific facilities should be provided for these age groups in these districts; however, it may suggest that these areas could be targeted for more marketing of the Division's youth sports and senior program options.

Income

Perhaps the biggest difference between districts can be seen in the median household incomes. As previously noted, the 2007 estimated median household income is \$49,495. While most districts exceed this figure, some nearly double, the Urban Core's median household income is substantially less (\$27,016).

As previously noted, income affects a community's ability to afford recreation programs and services. In the park planning districts with low income levels, the Division may see a greater need of subsidized recreation programs. Participants from these areas may require more scholarships and decreased fees for families with multiple children in a park program, both of which are services currently offered by the Division.

Table 2.9: Fayette County Median Household Income by Park Planning District

	2007	2012
Fayette County	\$49,495	\$55,839
District 1	\$27,016	\$29,963
District 2	\$38,145	\$42,317
District 3	\$52,885	\$59,358
District 4	\$50,616	\$56,979
District 5	\$51,903	\$57,456
District 6	\$57,861	\$64,353
District 7	\$75,069	\$86,430
District 8	\$119,475	\$137,994
District 9	\$85,680	\$95,808

Source: DemographicsNow

Vehicles Per Household

Another important community factor is to evaluate the ability of citizens to travel to park facilities provided throughout the county. The local bus service, LEXTRAN, offers routes within the urban service boundary, with only two routes reaching out beyond the boundary. As previously noted, the majority of the county's population (88%) is concentrated within the urban service boundary, but some park facilities are located outside of this area. Without bus service or trail connections, access to these parks is limited to vehicles.

Table 2.10: Fayette County Vehicles Available per Household by Park Planning District

		0 Vehicles		1 Vehicle		2+ Vehicles	
		2007	2012	2007	2012	2007	2012
Fayette County		6.6%	5.8%	36.5%	35.0%	56.9%	59.2%
SUBURBAN	District 1	17.7%	15.4%	41.8%	40.2%	40.6%	44.4%
	District 2	9.2%	7.8%	42.1%	39.8%	48.7%	52.4%
	District 3	5.6%	5.0%	36.8%	35.3%	57.6%	59.7%
	District 4	5.0%	4.6%	38.1%	36.4%	56.9%	59.0%
	District 5	5.4%	4.8%	34.5%	33.5%	60.1%	61.7%
RURAL	District 6	4.9%	4.6%	27.6%	27.6%	67.5%	67.7%
	District 7	2.0%	1.7%	20.7%	21.1%	77.4%	77.1%
	District 8	1.0%	0.9%	19.2%	20.3%	79.7%	78.8%
	District 9	1.5%	1.2%	25.3%	25.5%	73.2%	73.2%

Source: DemographicsNow

Out of the nine districts, District 1 (the Urban Core) has the greatest number of households with no vehicles available (17.7% or 2,089 households). The high number of households without vehicles is an important factor when locating park facilities. While communities may only have funds to build a limited number of special use facilities, making these facilities accessible to those without vehicles should be considered when selecting sites. When special use facilities are located outside of densely populated areas, providing good access with sidewalks, bicycle lanes, shared-use greenways and public transportation should be considered. These connection issues must also be considered for those unable to drive, whether they are too young to drive, do not have a license, or are no longer able to drive themselves.



SECTION 3

PUBLIC INPUT

Public input is the driving force behind all parks and recreation master plans. For the plan to be effective it must accurately reflect the facilities and programs most desired by the citizens of the community. The citizens are the participants in and users of the parks system and recreation programs, and without strong support and usage by them, the parks system becomes ineffective. The recommendations contained later in this master plan were driven by public input gathered through a variety of forums—input recorded in interviews public meetings, and two user surveys (online and a randomly distributed survey mailed to residents of Fayette County). Quotes throughout this section are selected from the comments on the returned surveys.

The public input process started with interviews that included meetings with parks and recreation staff, the Mayor and Urban County Council members, and other county staff. These interviews were necessary to develop an understanding of how the Division and LFUCG functions, but also to develop an understanding of issues that exist within the community and the Division of Parks and Recreation itself. Interviews with the Mayor and Council members provided the planning team with an overview of how the parks and recreation staff interacts with elected officials and shares information. The interviews also provided insight into their vision for long-term planning and administration of the Division and on their priorities for the Division as part of the overall LFUCG. Interviews with allied county division representatives helped to uncover past and current planning efforts and how parks and recreation interacts on a regular basis with other LFUCG divisions. The input process was complemented by public meetings where issues identified included everything from desired park programs and facilities to safety and maintenance issues to the need for new and renovated facilities.

Interview Findings

Interviews with parks staff, public officials and with user groups were held over two three-day periods: July 9-11, 2008 and again August 4-6, 2008. These interviews and subsequent follow-up interviews and telephone conversations explored administrative, maintenance and support staff responsibilities, and factors related to funding and park usage. Interviews with parks and recreation staff revealed information about the daily operations of the Division and also offered insight into the opportunities and constraints that staff is faced with on a day-to-day basis. These interviews served to provide a historical perspective of the evolution of parks and recreation in the county as well as to provide additional information about relationships with leagues and organizations and opinions for needed facilities.

The following is a bulleted summary of the issues that were the most commonly discussed in the interviews.

Operations

- The Division's role in the 2010 Equestrian World Games has not been established, but there is a lot of potential for involvement (e.g., rentals, special events, etc.)
- There are concerns over the management audit's elimination of the Recreation and Enterprise Superintendents, thereby consolidating those groups under another superintendent. This action would greatly increase the number of reports to the Recreation (Special Programs) Superintendent.

- Morale is low in some areas of the Division, due in part to an imbalance of workload and responsibilities and the lack of incentives, accountability and discipline/reprimands.
- Due to a hiring freeze, there are 28 positions that are vacant. This equates to 16% of the Division's authorized work force. This is impacting the Division's delivery of services.
- The Division needs to hire more staff with a "parks background."
- Attendance at training workshops, continuing education and conferences needs to be supported on a more regular basis.
- There needs to be more cross-training, especially when someone is entering a position that another person is leaving. The current personnel procedures do not allow for this because a position is not posted until the person is gone.
- The Division needs a land management plan for their park properties with special consideration given to urban forestry and water quality.
- Many athletic associations/franchise leagues take ownership of the fields they use and do not allow anyone else to use them. This creates confusion and frustration for the public when they get run out of public park facilities.
- There are issues with the amount of time it takes to get parks projects built/implemented. In general, projects are not being completed within a satisfactory time frame.
- The Planning and Design group should update Council about projects on a more regular basis.
- More park projects should be contracted out to relieve the workload on the Planning and Design group. There are currently no standards for what projects get contracted out (e.g., project complexity, cost, etc.).
- More of the Division's maintenance responsibilities (e.g., mowing and landscaping) should be outsourced.
- There needs to be a better preventive maintenance program and a system for tracking maintenance and parks improvements records (e.g., dates of roof replacement, age of plumbing, etc.).
- Money has not been set aside for deferred maintenance, and new projects are often implemented without a maintenance plan or budget.
- There is concern that moving the skilled trades crew and the marketing staff out of the Division of Parks and Recreation, as recommended by the LFUCG management audit, will have negative impacts. There are also concerns over the loss of office equipment, vehicles and other equipment, also recommended by the management audit.
- A system is needed to gain community input to know what programs and facilities are desired.
- The new RecTrac software has greatly improved the Division's efficiency, but training is needed to learn the full capabilities of the software.
- The Parks Advisory Board is underutilized.
- The Division needs a stronger volunteer effort, but they do not have a volunteer coordinator.
- More partnerships should be developed between the Division and schools, local universities, volunteers, corporate sponsors, athletic associations, neighborhood groups and "friends of parks" groups.
- The Division should seek more student interns from the local universities.
- Special events and other duties are taking away from the Division's ability to provide basic maintenance services.
- The Division's role in special events and the procedures for deciding which special events they will assist/sponsor needs to be more clearly defined.
- The Division needs a pricing system for special events (i.e., a tiered system for non-LFUCG-sponsored events).
- Approximately 50% of the Division's overtime budget is used for maintenance.
- Staff in all subsections of the Division thinks they are too reactive instead of being proactive.

- Having Parks staff divided between multiple locations makes communication difficult.
- Communication within the subsections of the Division is good, but communication within the entire Division could be improved.

Marketing

- The Division's website is good, but the public needs to be better informed about it, and it should be more interactive.
- Marketing for special events is excellent, but the marketing of the overall Division's offerings could be improved.
- The Division does not do enough branding nor does it get enough credit for its involvement in special events.

Funding

- The Division does not have dedicated funding, but it is an option.
- The revenue that the parks programs makes goes back into the general fund, but the Division would like to see some retained earnings to improve and expand their programs.
- The Division should be more aggressive in going after alternative funding sources, such as grants; however, at this time the Division does not have a grant writer.

Programs and Facilities

- Current programming is not innovative or "fresh" and many facilities are older and lack a "wow" factor. Staff is concerned that they are losing customers to private providers with newer facilities and more inventive programming.
- The recently implemented playground program has been a big success and would likely be successful if offered in other parks.
- The youth athletic programming needs are being met, but more programming is needed for teenagers, adults and seniors. Programs should be expanded to include non-athletic options (e.g., arts and crafts, cultural programs, fitness classes, instructional courses, etc.).
- Some parks programs are so popular that participants are selected through a lottery system. The programs that are requiring this lottery system cannot grow because of limiting factors (e.g., inadequate indoor space, not enough horses for the riding lessons, not enough vans to transport participants, lack of staff, lack of funding, etc.)
- There is a perception that the Division's recreation league facilities are not as good as the franchise league facilities. There is some truth to this as the franchise leagues put a lot of work and capital improvements (funded by league fees and donations) into the facilities they use.
- There is a perception of inequality of park facilities between the northern and southern portions of the county.
- The park facilities are behind on technology (e.g., automatic locking systems, security systems).
- There needs to be a better balance between passive and active park space.
- There need to be more multi-use, non-dedicated athletic fields located throughout the parks system.
- More trails/greenways are needed within parks and throughout the entire county.
- There is a lot of repetition of facilities in the parks. There needs to be more diversity between parks.
- The construction of tournament facilities would have a positive impact on the local economy.
- The most frequent community requests coming into the Planning and Design office are for repairs to playgrounds, ballfields and tennis courts.

- The lacrosse community is growing, but they do not have facilities to accommodate them.
- ADA accessibility needs to be addressed throughout the parks system (e.g., barrier free playgrounds, accessible water fountains and restrooms, better sidewalk connections, etc.).
- The Division's community centers/indoor facilities are not being used to their full potential throughout the year, especially during the summer. At this time, not all of the community centers offer programming throughout the summer.
- The community centers are outdated, with the exception of the new William Wells Center, and lack adequate space to program effectively.
- The online registration option has greatly improved the registration process.
- The Division's scholarship provides a 50% fee reduction for those who qualify, but the Division still gets complaints from people who cannot afford the reduced rate.



Public Meeting at Meadowthorpe Neighborhood Building

Public Meeting Findings

Another form of public input used during the master plan process was open public meetings. The planning team held five public meetings at locations throughout the county. On August 4, 2008, meetings were held at Tates Creek Ballroom and Picadome. The following evening, two additional meetings were held at the Meadowthorpe Neighborhood Building and Dunbar Community Center. The final public input meeting was held the morning of August 6, 2008 at the Senior Center on Nicholasville Road. More than

200 individuals came to the meetings to share their opinions of the park system, their desired facilities and programs, and their vision for the future of Fayette County's parks and recreation. Several of the meeting participants represented special interests and came to the meetings in large groups.

The general "wish lists" developed during these meetings included improvements to existing facilities, development of new facilities, and new programming opportunities. While the Division was given several compliments for the work they are currently doing, the public also voiced their concerns with certain aspects of the Division's operations, maintenance and funding. The following bulleted lists include the most frequently discussed topics and the most requested items during the public meetings:

Facilities

- More equestrian trails and facilities
- More trails, greenways and bike lanes for connectivity within and between parks
- More mountain biking facilities
- Improvements to existing tennis courts
- Improved ADA accessibility in parks
- More open, non-programmed greenspace in parks
- More dog parks
- More disc golf courses

- Another skate park (larger than the one at Woodland Park)
- BMX facility
- Climbing wall
- Tournament facilities
- Lacrosse fields
- Archery facilities
- More senior centers throughout the community
- More fishing facilities
- Public access to waterways for kayaking and canoeing

Programs

- More non-athletic programming options for children and teenagers such as arts and crafts, dance, music and environmental education
- More programming of all types for adults and seniors such as arts and crafts, instructional courses, fitness classes and more athletic options
- Healthy lifestyle programs to help battle obesity
- More year-round programming for the youth who live in the inner city
- Programming in the community centers during the summer
- Expanding the playground program into more parks

General Comments

- Several individuals voiced concerns about vehicular traffic at Masterson Station causing safety issues for pedestrians and equestrians. Several meeting participants requested that roads be blocked to prevent cut-through traffic.
- Participants stated they want to see more partnerships between the Division and other groups (police department, schools, universities, corporations, advocacy groups, private providers, etc.) to provide more facilities and program options.
- Transportation is a limiting factor for those who are unable to drive. Several participants mentioned that the bus service to parks should be improved.
- There should be regional coordination to plan for a larger trail network that would connect Fayette County to surrounding communities.
- Mowing in some parks should be reduced to encourage natural areas for activities like bird watching. Several participants cited that reducing mowing would have many environmental and cost-saving benefits.
- User fees should be implemented to help raise funds for parks. Several participants mentioned paying fees in other communities for bridle tags in order to use certain equestrian facilities. Other participants mentioned similar user fees, such as parking permits and bicycle tags for certain park facilities. In all cases, the money was put back into the facility where the fee was charged, and the system was “policed” by other park users.
- Communication with the public needs to be improved. Several participants felt uninformed about projects taking place in the parks they use. Others did not understand why certain facilities they were promised have not been implemented. They do not know who to go to for answers.
- Implement more sustainable design into parks, such as solar powered lights, green roofs and pervious parking.
- Several participants felt that developers should be required to set aside land for park development.

All of the comments reflected the citizens’ caring about the parks system and an overall desire to have a system of which they could be proud.

Community Survey Findings

Data was collected from two separate survey instruments: a mail survey sent to random Fayette County households and an online survey linked to the Division's website. The mail survey was conducted in 2006 as part of a needs analysis for the Division's accreditation process.

The mail survey was distributed on November 14, 2006 to a total of 10,000 homes. The 20-question survey was sent to a random sampling of households in Fayette County, and a total of 780 surveys were returned by the cutoff date. For a population the size of Fayette County, a sample of at least 383 surveys is needed to make estimates with a sampling error of no more than $\pm 5\%$, at the 95% confidence level (Salant and Dillman, *How to Conduct Your Own Survey*).

The online survey was posted on the Division of Parks and Recreation's website from September 12 – 30, 2008. The survey contained 14 questions, most of which were identical to the 2006 mail survey, and a total of 754 responses were submitted. The results of this survey are not considered to be statistically valid, but the results proved to be very similar to the mail survey.

Both surveys contained questions assessing the types of programs in which citizens are currently participating and those that show a future interest of participation. Questions also assessed the priority for future facility development, renovations that should be undertaken by the Division, and possible options for funding the improvements. Survey results were intended to provide insight into the community's desires for public recreation.

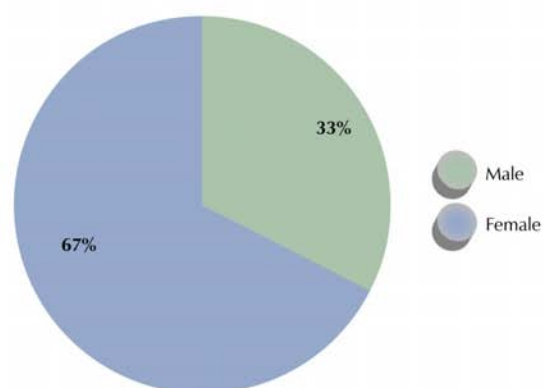
The following charts and graphs illustrate some of the survey results and compare responses to both. Also included are selected comments from respondents. To see all survey results and a copy of the presentation of the 2006 survey, refer to the Appendix.

Respondent Demographics

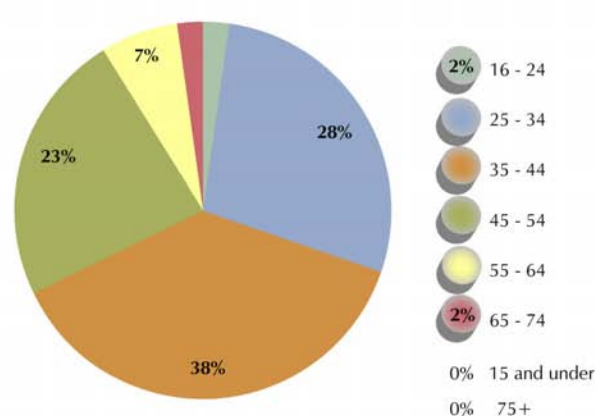
Responses to both surveys came in from all of the county's zip codes. The responses were relatively even as percentage representations of the populations in each zip code. The online survey included a few zip codes in neighboring counties, but came from individuals who use LFUCG park facilities. In both surveys, zip codes 40502, 40503, 40509 and 40515 had the most responses, though 40517 also had a high level of response to the mail survey. These zip codes are representative of areas in the southern and southeastern portions of the county, which is also the most heavily populated.

Figure 3.1: Respondent Demographics - Online Survey

13) Gender:



Age:



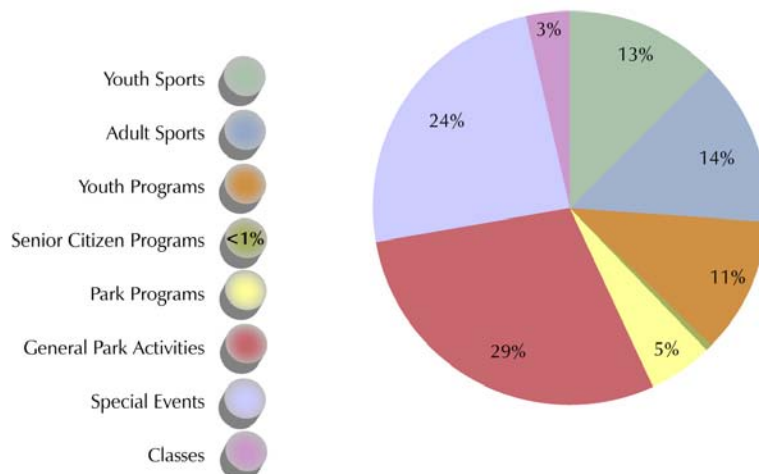
Females represented the majority of respondents in both surveys, as did those in the 25 to 64 age groups. The 15 and under or 75+ age groups represented 4% and 6% of respondents, respectively, to the mail survey, but we received no responses from these groups to the online survey. This is likely due to either lack of computer access or unfamiliarity with computers and the internet.

Program and Activity Participation

In both surveys, the results revealed that general park activities (e.g., walking on trails, visiting a playground, picnicking) and special events were the most popular park activities by a wide margin. This is not surprising as it is consistent with the preferences of many other communities the planning team has studied over the last three years. It is common to see individual-oriented and family-oriented activities ranked high because they are usually free, do not require any special skills or knowledge of a sport, and appeal to a broader audience.

Figure 3.2: Program Participation - Online Survey

1) Please indicate the activities that you or members of your family have participated in over the past five (5) years.



When asked to list the programs, activities and events that were their or their family's *favorites*, online survey respondents' top answers, in no particular order, were:

- Woodland Art Fair
- Free Friday Flicks
- Camp Kearney
- Kiddie Kapers
- Summer camps
- Equestrian programs
- ESP
- Golf (casual play and lessons)
- Tennis (casual play and lessons)
- Swimming
- Walking
- Visiting Raven Run and McConnell Springs
- Youth sports

Again, several of these activities are what would be considered individual and family-oriented activities. These answers also closely reflect the favorites listed in the 2006 mail survey, which included general park activities (44%) and special events (26%) as favorite activities.

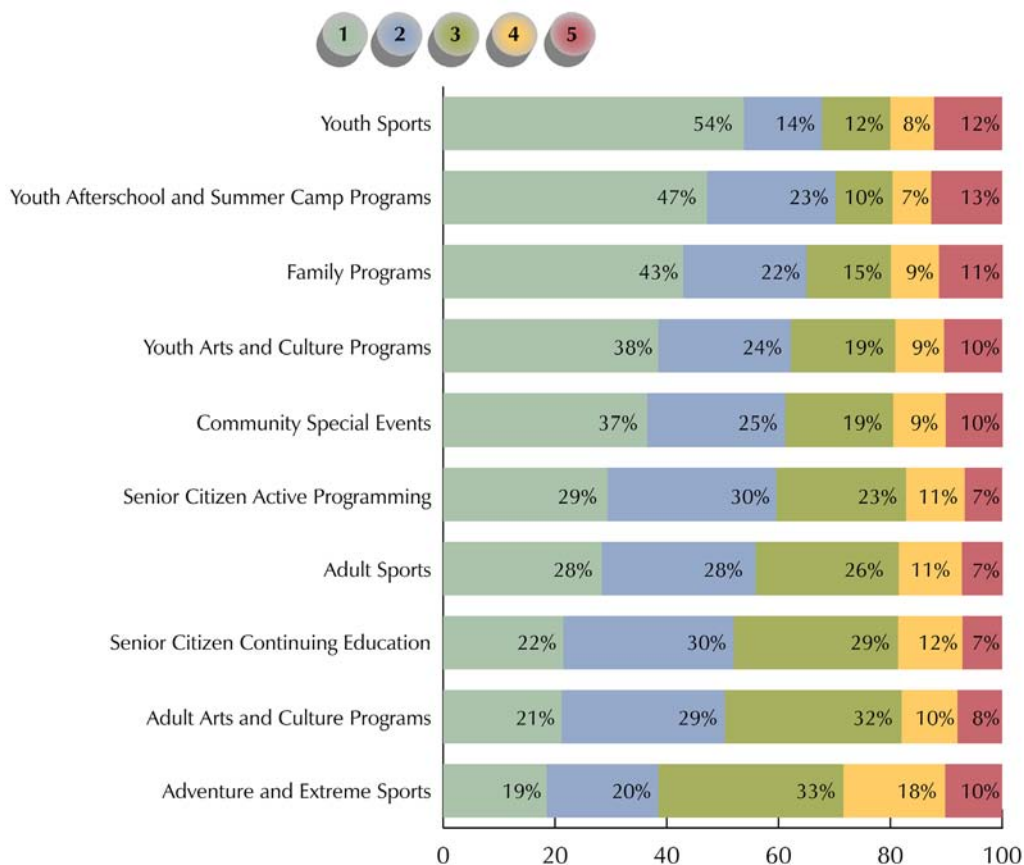
Program Adequacy

The online survey asked respondents to indicate what programs and activities are the most and least needed. Youth sports (54%) and youth after-school and summer camp programs (47%) both ranked very high. Family programs (43%), youth arts and culture programs (38%) and community special events programs (37%) followed closely behind.

Figure 3.3: Needed Programs - Online Survey

3) Please rate your opinion on Fayette County's need for the following programs and activities.

(1) Most Needed to (5) Least Needed:



Online survey respondents were asked to list up to five new programs they would like the Division to offer. Many of the programs listed are activities the Division already offers, which may indicate that these individuals are unaware of all of the Division's offerings. The programs most listed, in no particular order, were:

- More adult programs (all types)
- Youth gymnastics
- More athletic programs for teens (14 and up)
- More tennis programs (all ages)
- More after-school programs
- More equestrian programs
- More summer camps
- Indoor swimming activities (swim team, lessons, aerobics)
- Programs for preschool age children
- More family-oriented activities
- Martial arts classes (all ages)
- Art classes (pottery, photography, figure drawing)
- Senior citizen education programs
- Fitness/exercise classes
- Environmental education programs
- Community gardening

"There doesn't seem to be much for the early teens through adults. This age range is when the most kids seem to start getting into trouble because they don't have enough to keep them occupied and go out and find sometimes not the best things to do. Interaction with and intervention from adults could help in this area. The parks system is a good place for them to find this."

"Events and facilities that are family-centered are used abundantly in Lexington. We could really use more family cultural events and a facility that is family friendly."

"My son has attended the ESP program...for 2 years. Prior to that, he was in a church based program. ESP is far superior to the other program. The site director is accessible, the staff is young and energetic, there are a variety of interesting activities, and the children are well monitored. Good behavior is rewarded and bad behavior is not tolerated. The price is right and the program fills an important need for many county parents."

"Thank you for your great programs, summer camps and parks. We are a low income family and we cannot send our kids to other camps/ expensive cultural programs."

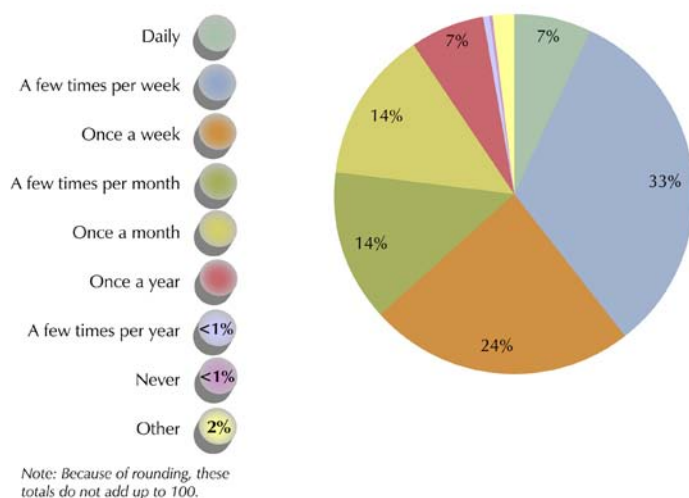
"It would be nice to have a more flexible schedule to choose activities. So many activities are offered on a specific day and time for a particular activity/age level and if we have a schedule conflict, we cannot sign up for something we are really interested in."

"Compared to many cities, I think Lexington does a terrific job with the Parks and Rec programs! I am disappointed that some of the 'team' activities, such as volleyball, require that you sign up as a league. It would be nice if you could sign up as an individual and be assigned to a specific team."

-Comments from the online survey

Figure 3.4: Frequency of Park Visits - Online Survey

5) Please indicate how often you normally visit any park in Fayette County.



Park Usage

When asked how often respondents visit county parks, the two surveys produced very different results. The two highest responses to the online survey respondents were 'a few times a week' (32%) followed by 'once a week' (24%). These results are not entirely surprising. Individuals who responded to the online survey were most likely regular park users who were aware of the survey because of their participation in parks and park programs, familiarity with the Division's website (where the survey was posted), or because their email address was in the Division's database. Respondents to the mail

survey are more representative of the average Fayette County citizen. The highest responses to the mail survey were 'once a month' (25%) and 'once a year' (24%). These respondents most likely visit parks for special events. Still, when the results to the mail survey are combined, 33% of respondents visit parks at least once a week and 69% of respondents visit parks at least once a month. On both surveys, the lowest response was 'never' (<1%), which indicates that the Division touches the lives of nearly all residents in some way.

The online survey asked respondents who answered ‘once a month’ or less to indicate what would entice them to visit parks more often. Responses ranged from better/improved park facilities to more activities/programs to more free time in their lives. Several respondents indicated that a trail system that provided connectivity for pedestrians/cyclists would make them visit parks more often.

During the public meetings, several attendees stated that they frequently use park facilities in communities outside of Fayette County. When asked why, they usually answered that the particular program or facility was not offered in Fayette County or that the facility was closer to their home. We asked online survey respondents to indicate whether they use facilities outside of the county, and 57% answered ‘yes.’ The survey asked those who answered ‘yes’ to indicate what facilities they used and why. As in the public meetings, most respondents indicated that they used outside facilities because they were not offered in Fayette County or because they felt the other facilities were better or newer. Examples of these outside providers and facilities include:

- Aquatic facilities at Georgetown Pavilion (indoor pool) and Nicholasville Aquatic Center (outdoor aquatic facilities)
- Mountain biking trails in Frankfort
- Fishing at Lake Reba
- State parks

I live right next to Castlewood Park but I always go to Woodland Park to hangout because of the skate park. It makes spending time in the park so much more enjoyable. I would love to see the skate park expanded.

-Comment from online survey

Perception of Safety

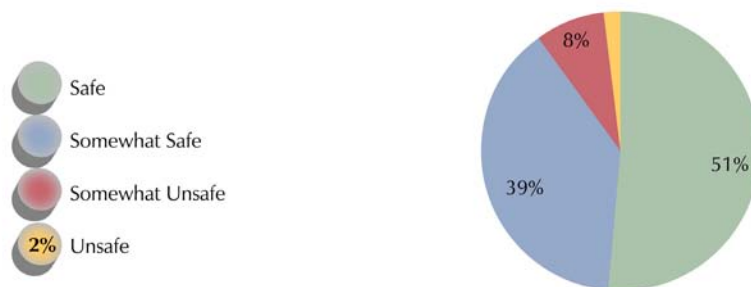
During the public meetings, a few attendees indicated they felt unsafe in parks. Most indicated the reason to be a lack of police presence or that they did not feel there was sufficient lighting. To gain an understanding of how safe individuals felt in the parks, the online survey asked respondents to rate their perceived safety. Fifty-one percent of respondents felt ‘safe’ in parks, followed by 39% who felt ‘somewhat safe.’ This is an excellent response. Only 8% indicated they felt ‘somewhat unsafe,’ while 2% said ‘unsafe.’ When asked what would make those who felt ‘somewhat unsafe’ or ‘unsafe’ feel safer in parks, the top answers were:

- Provide better lighting (especially in parking lots and on trails)
- More police patrols/presence
- Remove graffiti and vandalism

Several respondents stated that they felt unsafe in parks because of ‘gang activity’ or because they were approached by panhandlers. Both of these issues could be addressed with regular police patrols.

Figure 3.5: Perception of Safety - Online Survey

7) Please indicate how safe you feel in Fayette County park facilities.



Facility Priorities

In both surveys, respondents were asked to prioritize facility renovations and development into five categories: projects that should be started and completed in one year, started and completed in two years, started and completed in three to five years, put into a long-term five to ten year plan, and those that should not be started at all. The top response to both surveys was 'renovate existing park restrooms.' After the completion of the 2006 mail survey, this issue was immediately addressed and the Division secured funding to begin renovating facilities.

Figures 3.6 and 3.7 show how the remaining park projects ranked. Both surveys had similar responses for the top six items. As previously noted, park restroom renovations ranked first, but other top priorities included more walking trails, bike paths through the county, renovations to existing park facilities, and a new indoor pool and aquatic center. Items in bold indicate those projects that respondents to both surveys believed were the highest priority.

"All park land should be managed with goals of preserving the biodiversity of our region's flora and fauna, as well as protecting the quality of our soil, water, and air."

"There is typically no free space for practicing a sport or playing non-organized sports and LYSA owns the fields in Masterson Station. If you can find more land to use as extra land that isn't committed to sports 100%, residents would be free to use it when they wanted."

"The current state of the public tennis courts is poor. Shillito Park courts are becoming unplayable due to cracks and need immediate resurfacing. The tennis community uses these on a daily basis for league play and our community is strong. Unfortunately all USTA state level tournaments have left Lexington due to the poor condition of all courts rendering it difficult for a quality tournament to be run in Central Kentucky forcing players to travel...for these matches. Please upgrade these facilities so that USTA players and recreational players alike can participate in a safe environment."

"Add more off road bike trails to the parks. If I wanted to ride on pavement I would just stay in the neighborhood. We call ourselves a "bike friendly" city, but how many city parks specifically prohibit biking."

"I would like to see more pathways/bikeways/walking trails that connect to each other through the entire city."

"Mountain biking trails can also be used for hiking and jogging. Fayette County could use this type of facility to attract young families to the area. Mountain bike trails can be built in fairly small areas without the need for heavily wooded land."

"Lexington really needs to encourage bicycling as a reliable mode of transport to lower its carbon footprint and improve the health of its citizens."

"Kentucky is #1 in adult obesity and part of the problem is that our parks do not offer much opportunity for just getting out and riding a bike or walking safely. We need more paved and unpaved trails and better signage and maps so people feel comfortable about going out on their own."

"I am pleased to see Parks & Rec taking this vital step to improve our park system. I am often disappointed when I compare Lexington parks to many other cities. The vast majority of our parks lack facilities, access and most importantly, shade. I implore you to link our park system with bike trails, add more facilities (picnic tables, bathrooms, courts, bike racks, etc.) and add more shade. Use our one crown jewel as a model, Woodland Park. It's a real community center, the way a park should be."

"It would be nice to have some parks more passive than others. Not all parks across the board need to be all sports."

"Lexington is in dire need of more public tennis courts. Many of the courts are in disrepair and only Shillito has lights. There are not enough courts to support the level of interest in the sport!"

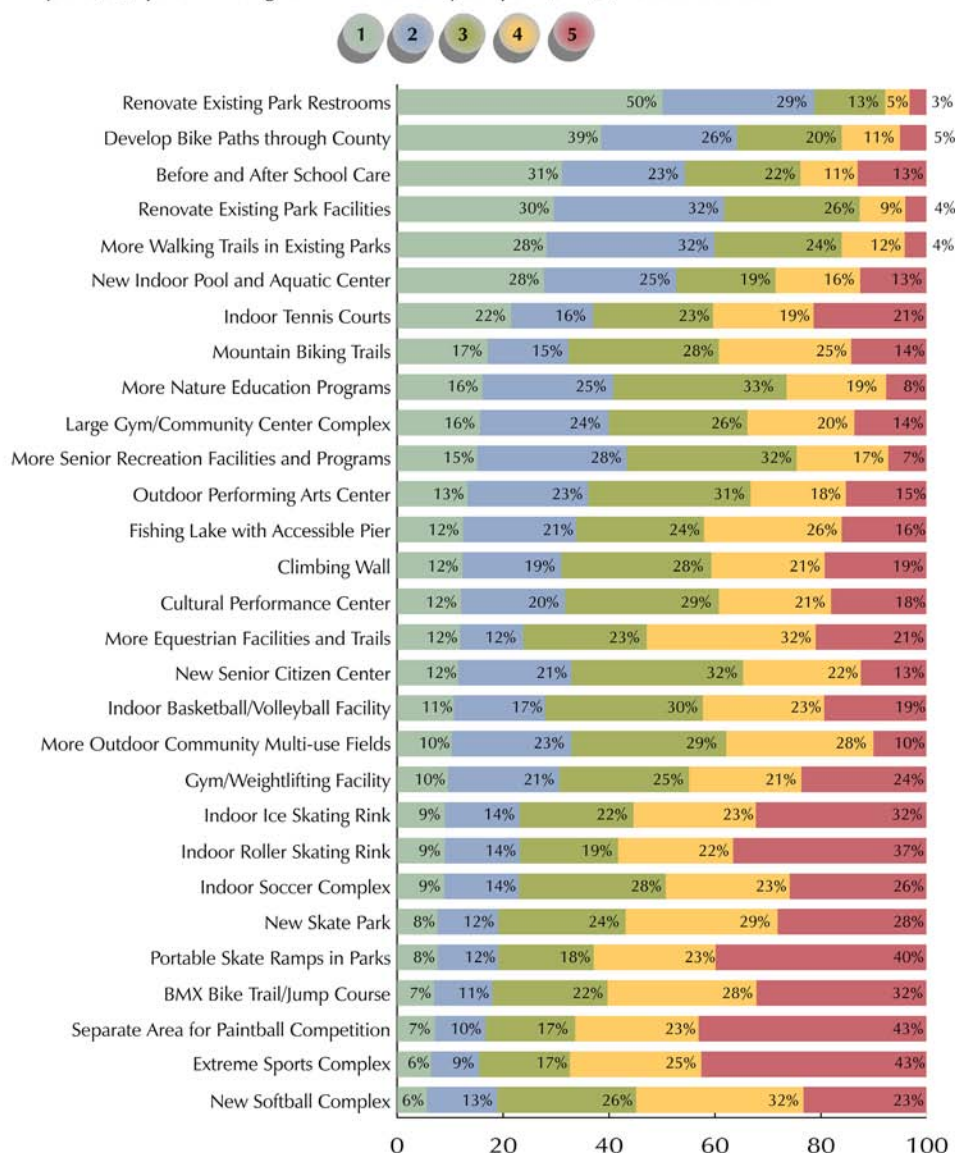
-Comments from online survey

When you combine the responses to the online survey for the projects to be started and completed in one, two, or three to five years, there is strong support for these prioritized steps:

1. **Renovate existing park restrooms** (92%)
2. **Renovate existing park facilities** (88%)
3. **More walking trails in existing parks** (84%)
4. **Develop bike paths through county** (85%)
5. Before- and after-school care (76%)
6. More senior recreation facilities and programs (75%)
7. More nature education programs (74%)
8. **New indoor pool and aquatic center** (72%)
9. **Outdoor performing arts center** (67%)
10. **New senior citizen center** (65%)

Figure 3.6: Facility Priority Rankings - Online Survey

8) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:



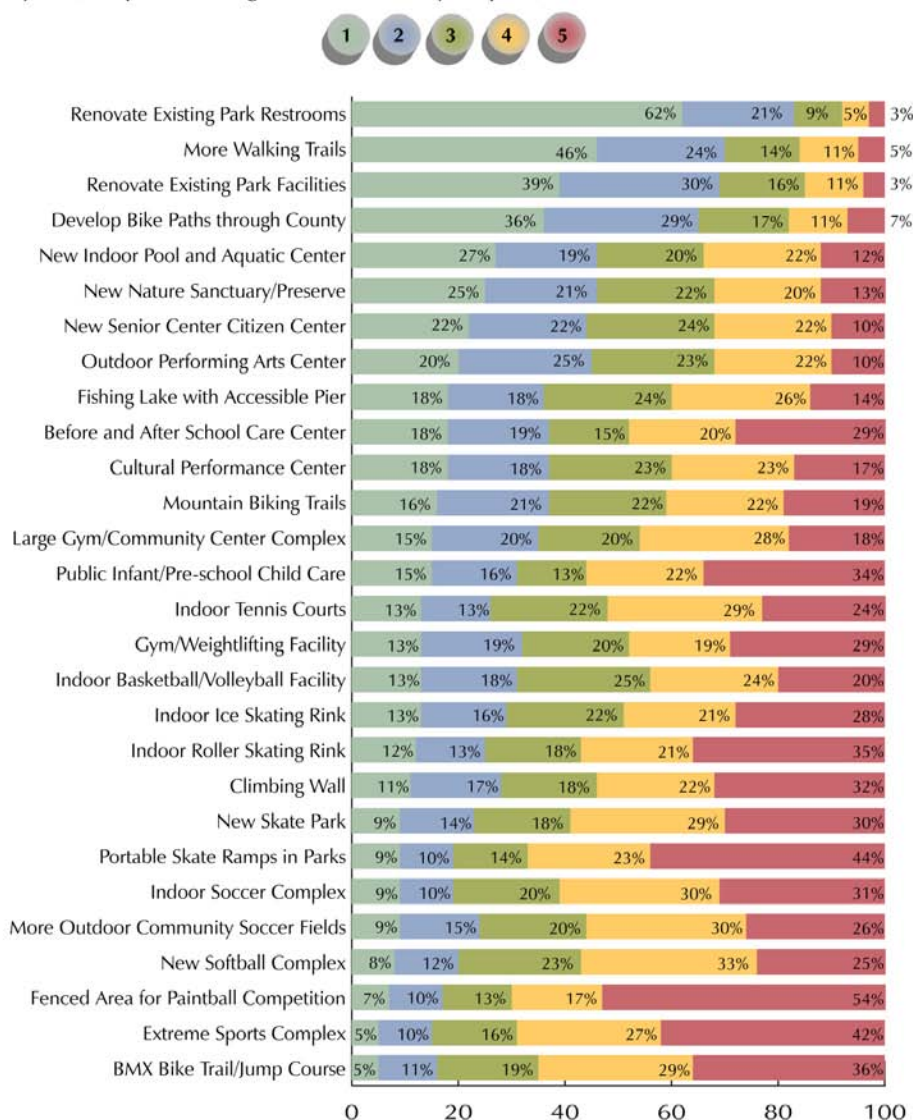
Note: Because of rounding, these totals do not add up to 100.

This list is very similar to the mail survey response for the top projects to be completed in five years:

1. **Renovate existing park restrooms** (92%)
2. **More walking trails** (84%)
3. **Renovate existing parks** (85%)
4. **Develop bike paths through county** (82%)
5. **New senior citizen center** (68%)
6. **Outdoor performing arts center** (68%)
7. New nature sanctuary/preserve (68%)
8. **New indoor pool and aquatic center** (66%)
9. Fishing lake with accessible pier (60%)
10. Cultural performance center (59%)

Figure 3.7: Facility Priority Rankings - 2006 Mail Survey

6) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:



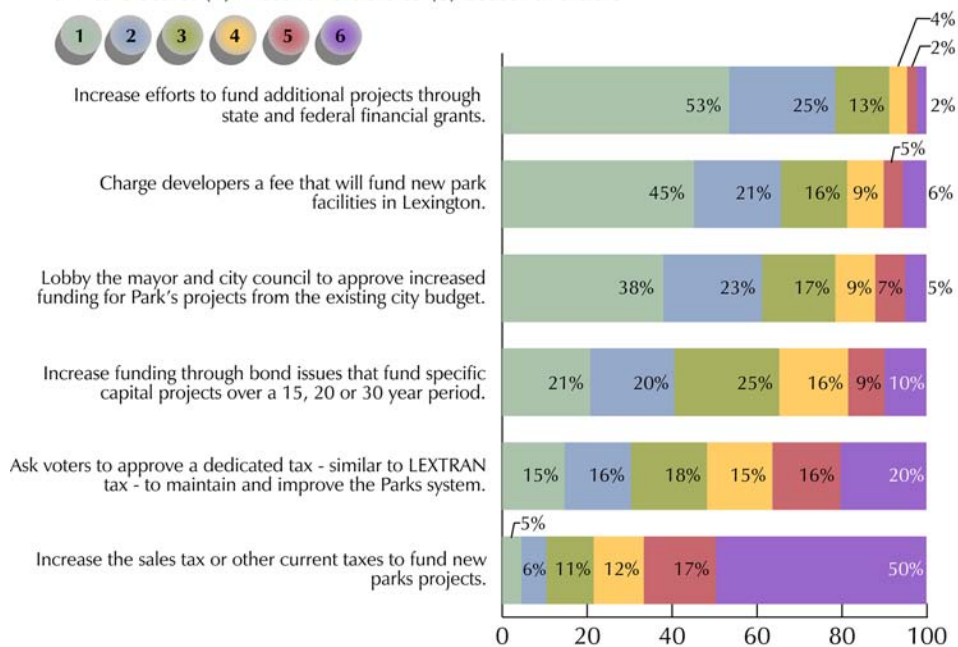
Park Support and Funding

The surveys asked respondents what methods of funding were preferred in order to maintain and improve current parks and recreation programs, events, activities and services. Respondents were asked to rank six options from most to least favorable. The options were ranked identically in both surveys. The strongest support was for efforts for securing state and federal grants, followed closely by charging developers a fee (i.e., impact fee) to fund new park facilities. Respondents also strongly supported the option to increase funding for park projects from the existing LFUCG budget. Charging impact fees and increasing the allocations from the existing budget are the top choices in all communities we have surveyed in recent years. Like these other communities, respondents indicated increasing taxes as the least favorable option.

When asked to share their own ideas for funding methods, there was an overwhelming response to seek more donations and do more fundraising. Respondents also suggested increasing program fees, particularly for adult programs, and charging admission to special events.

Figure 3.8: Preferred Funding Methods - Online Survey

10) In order to maintain and improve current Parks and Recreation programs, events, activities and services, more funding will be needed. Please rank the funding options below using a 1 to 6 scale. (1) Most Favorable to (6) Least Favorable

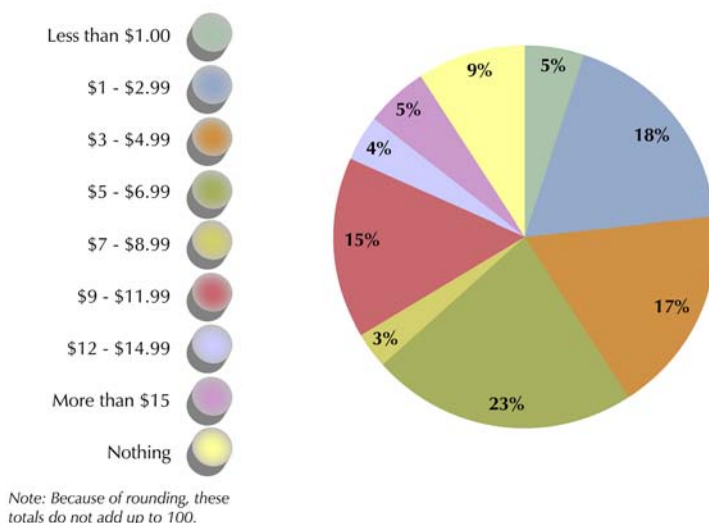


Note: Because of rounding, these totals do not add up to 100.

The surveys went on to ask how much respondents would be willing to spend per household *per month* to support new and/or improved park programs and facilities. The source of these funds was unspecified, but they could come from park user fees, program fees, or a dedicated recreation tax or millage. On both surveys, the \$5 – \$6.99 range was the most popular response. The \$1 - \$2.99, \$3 - \$4.99 and \$9 – \$11.99 ranges also received higher responses. When results are combined, 61% of mail survey respondents and 67% of online survey respondents would be willing to spend at least \$3.00 per household per month. This response clearly indicates a willingness to have a dedicated funding source to support new and/or improved park programs and facilities. Based on the 2007 estimate of the total number of households in Fayette County (114,973 households), a \$3.00 per month per household fee would generate just over \$4 million in one year.

Figure 3.9: Park Support - Online Survey

11) How much are you willing to spend per month to support new and/or improved park programs and facilities?

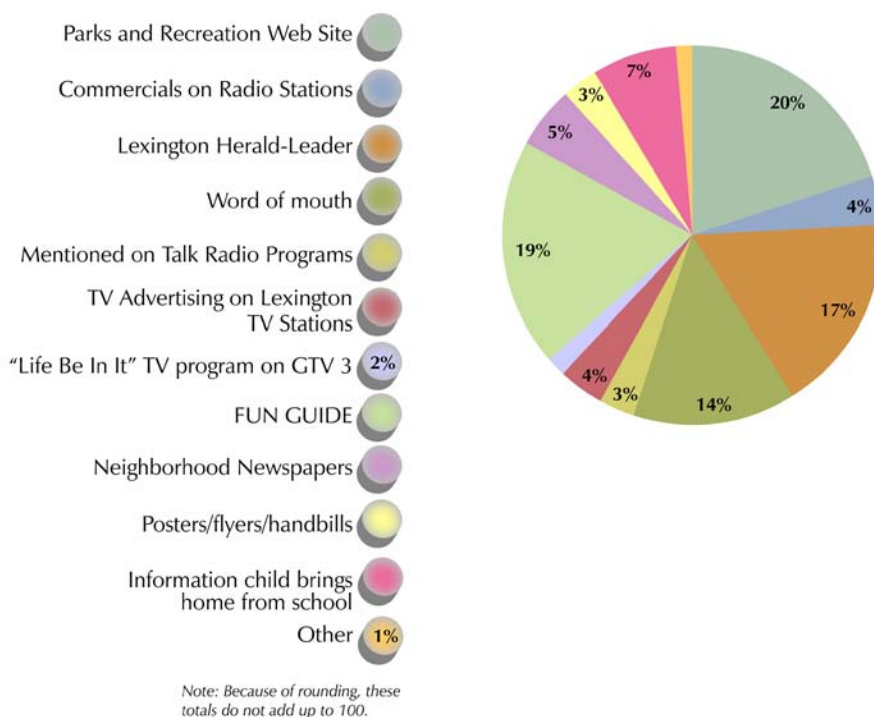


"I think we have some really nice parks in the area. I recently became a Fayette County resident and am excited about the parks in the area and use them quite frequently to get outdoors and stay active. I think by allocating funds to pertinent projects and maintaining safe and useful facilities, for those parks that are high use, we can provide places for our community to come together."

-Comment from online survey

Figure 3.10: Information Gathering Methods- Online Survey

9) Which of the following ways do you get information about Lexington Parks and Recreation events and programs?



Marketing

Both surveys asked respondents to identify how they got information about parks and recreation events and programs. The top four responses to the online survey were the Parks and Recreation website (20%), the Division's biannual *Fun Guide* (19%), the Lexington Herald-Leader (17%) and by word of mouth (14%). Responses to the mail survey were similar, with the Lexington Herald-Leader first, followed by

word of mouth, the *Fun Guide* and TV advertising. The fact that the website was listed first in the online survey is not too much of a surprise as the survey was linked to the Division's website, which would have been seen by regular visitors. The dissemination of information by word of mouth on both lists is also unsurprising, as it ranks high in nearly all surveys we have completed. Finally, the *Fun Guide* has proven to be a very effective tool for providing the community with information about the Division and with its being increased to two issues a year, will be an even more valuable resource for Fayette County residents.

A detailed analysis of the Division's current marketing efforts is discussed in Section 4.

Summary of Public Input

The completion of public input brought about consistent themes throughout the various stages of the process. While some input forums had stronger desires for specific facilities over others, the overall direction for future improvements was relatively parallel among all the groups. The priorities were also consistent with the deficiencies noted during the planning team's analysis of the current parks and recreation system. The most consistent evaluation throughout the entire process was that it was time for the County to focus on renovation and improvements to current parks and a trail system within individual parks and throughout the county as a whole.

The surveys were intended to further gauge the community's desire for recreation facilities and programs. As with the public meetings, the top priorities were similar. A few priorities that had been highly desired in the public meetings did, however, receive a lower priority by survey respondents and vice versa. The public meetings and online survey respondents are generally representative of current park users. The mail survey also includes non-users, which is why it is such an important component of the overall response.

Various funding solutions were discussed throughout the public input process. The response by survey participants was a desire to fund park projects with increased allocations from existing county revenues and through developers' fees. The survey also points to support for dedicating funding to parks.

In conclusion, the people of Fayette County want programs that meet their needs and the needs of their families; they want walking trails; they want to feel safe at their parks; they want facilities that will provide a range of recreation opportunities; and they want well-maintained facilities. With the enthusiasm of the citizens, Fayette County is primed for redevelopment of parks and effective program delivery.



SECTION 4

DIVISION ORGANIZATION AND ANALYSIS

The Division of Parks and Recreation is part of the Department of General Services of the Lexington Fayette Urban County Government (LFUCG). The Division is managed by a Director who oversees five superintendents and the administration of the entire Division. As of the publication of this master plan, the Division has 177 authorized work force positions, 28 of which are vacant. This accounts for 16% of the Division's work force. In spite of these vacancies the Division is doing a great job, but the vacancies have affected the Division's ability to perform and the quality of the services they provide. The Parks Maintenance section, in particular, has been seriously impacted by the vacancies. While the parks are well-maintained, crews struggle to keep up with the maintenance demands on a weekly basis and the vacancies stretch them even further. The vacancies' greatest impact can be felt when maintenance staff are pulled off regular duties to assist with major community-wide special events. While their ability to continue to provide services despite the staff shortage illustrates one of the Division's strengths, it also leads to increased overtime and has a negative impact on staff morale.

Just prior to the development of this master plan, LFUCG received government-wide management recommendations through a management audit prepared by Management Partners, Inc. The LFUCG's management audit made recommendations that have affected the way the Division of Parks and Recreation provides programs and support services both internally and with respect to working with other LFUCG divisions. Several of the recommended changes in the management audit will impact the Division. The Division's marketing staff has been reallocated to the Mayor's office as a way to brand and market all government information with a common theme. The centralized marketing effort will be tasked with serving all divisions of government, including assisting the Division of Parks and Recreation with outreach efforts and program marketing. It will be important to maintain close lines of communications between the Division and the centralized marketing staff to be sure that the proper parks message is presented. As an example, during the master planning effort, a local television station used as a lead for a news story "parks: a hot bed for crime" throughout the day to draw viewers to their evening news story. While the story had little to do with parks, the centralized marketing group should follow up with the local stations and express displeasure with their presentation of parks. If LFUCG is to promote a unified campaign to build the reputation of the government, staff must be on the lookout and respond to this type of misinformation.

The management audit also recommended reducing the number of superintendents who report directly to the Director and moving the Skilled Trades work group from Parks Maintenance to the Division of Facilities and Fleet Management. These recommendations have not been supported internally by the Division of Parks and Recreation staff who feel that the management audit team did not fully understand some of the unique factors that go into the delivery of parks and recreation services and specialized seasonal maintenance requirements. While they have not fully supported the findings, they are moving forward with the understanding that the recommendations will be carried out.

Throughout this section new position titles/reclassifications and entirely new positions have been recommended. New positions that will require new hires, as recommended by the planning team, are indicated in the proposed organization charts with an asterisk. Some new titles/reclassifications have also been recommended for existing positions and have been noted throughout the text and on the proposed organization charts. The new positions and all positions from the manager level up should be filled by individuals with a degree in that particular field, or a comparable field, and they should hold

certifications relative to their work area (e.g. the golf managers should be PGA certified, recreation staff should be Certified Parks and Recreation Professionals/CPRP). A full summary of eliminated positions, new positions, reclassifications and title changes are provided in Table 4.4.

Division Overview

A review of the existing structure reveals that while there are currently six listed Division sections (Administration, Parks Maintenance, Recreation, Special Programs, Enterprise, and Planning and Design), there are actually five functional sections within the Division:

- Administration
- Parks Maintenance
- Recreation Programming
- Enterprise
- Planning and Support Services

These functional sections vary slightly from the Division's organizational structure, but better represent the true nature of how the Division operates. Organization charts for each of these sections can be found in the analysis and recommendations narratives for each. The planning team's recommendations for reorganization were primarily from the manager level up, although some changes were made at the supervisor level. Depending on how facility development (see Section 7) and organization recommendations are followed, several of the positions below the manager level will be consolidated and reassigned. The Director and the three Deputy Director positions recommended by the planning team should analyze the organizational structure below the manager-level positions to determine the organization of these work groups and the placement of positions to reflect the facility and program recommendations made in Sections 5 and 7.

These five functional sections and their role in the Division are summarized in the following narrative.

Administration

The Administration section is headed by the Director and provides oversight of the entire Division. Key functions of this section include financial and human resource management, communication to the administration and Council and oversight of the delivery of recreation services. The current structure also includes administrative staff, a Management Analyst (vacant), a Program Supervisor and a Deputy Director.

Parks Maintenance

Parks Maintenance is tasked with maintaining park facilities, some light construction activities in parks, and being the backbone of the special events programs offered by LFUCG and the Division of Parks and Recreation. Parks Maintenance has three work groups. The general maintenance work group is responsible for mowing, trash collection, landscaping and regular daily maintenance functions. The Skilled Trades work group, which includes electricians, plumbers, a welder and others with specialized skills, are needed to maintain buildings, mechanical systems, playgrounds and the other facilities found in the parks. There is a third work group who primarily mows LFUCG and park properties, but also has leaf collection duties and other tasks that are not primarily related to the parks.

Recreation Programming

Recreation programming handles the management and operations related to recreation programs (athletics, extreme sports, etc.), special needs and senior programming, extended school programs, and special events, both in a support role and as the primary facilitator of the Division's special events. This

section oversees all community centers, summer programs in the parks, summer camps and delivery of all the core recreation programs offered by the Division. This is the largest work group of full-time employees outside of maintenance staff.

Enterprise

Enterprise currently oversees all golf operations, rentals, assists with special events, and manages the Division's aquatics and concession activities. The golf operation is the largest work group within the Enterprise section and includes professional management staff, pro shop employees and course management employees. Unlike the Recreation section, with the exception of the ESP program, Enterprise is the only area within the Division that focuses on revenue production as a part of their core mission. The management audit recommends that the golf operation be self supportive within 18 to 24 months, which further reinforces the clear message for Enterprise to be a revenue center for the overall Division.

Planning and Support Services

Planning and Support Services is not an official section of the Division as depicted by the current organization chart; however, the previous Deputy Director had been the former Planning and Design Superintendent and served as a clearing house for both planning and support service activities. The current organization chart has a Planning and Design Superintendent whose job is to oversee capital projects and planning efforts related to park facilities. The need for good communication and oversight of planning duties and their direct relationship to budget, funding and operations illustrates the need for close communication between the Administration and the Planning and Design sections. The relationship is beneficial to the Division and should be continued in order to better manage the Division's near-term and long-term planning duties.

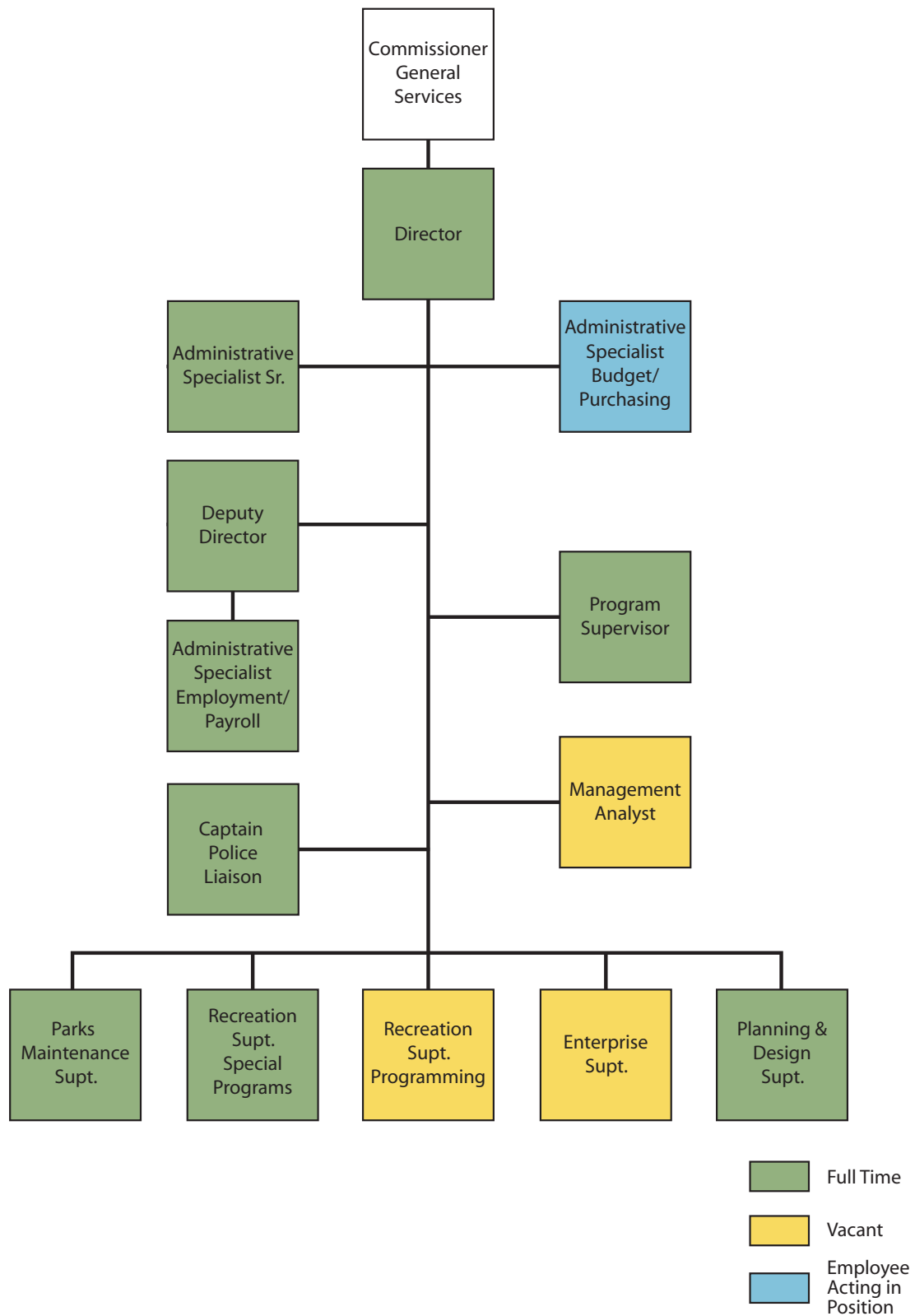
In the following analysis the planning team has evaluated the Division's current organization and the function of each section with an understanding of the general intent of the recent management audit. The first area of analysis is the Administration section, which should be made up of the Division's senior management and support staff who work with the Director. We have recommended a reorganization that reduces the direct reports to the Director and better balances direct reports to all senior staff. The analysis of the Division's administration is followed by analyses of the existing sections within the Division and recommendations that are consistent with the new organization of senior staff in the Administration section.

Administration

The Administration section is currently made up of a Director, Deputy Director, three Administrative Specialists, a Program Supervisor, a Management Analyst (vacant), a Captain Police Liaison and five Superintendents, two of which are vacant positions. It should be noted that all superintendents serve both in the Administration section and the five sections they oversee: Parks Maintenance, Recreation, Special Programs, Enterprise, and Planning and Design.

The Director, who is a civil service employee, reports to the LFUCG Commissioner of General Services. The Commissioner is a mayoral appointee and is a part of the County's senior leadership team. The Director position was filled by the former Enterprise Superintendent, leaving a vacancy in that position. The Deputy Director position, which had been vacant, was filled in January 2009. The current organization chart with the pre-management audit recommendation is shown in Figure 4.1.

Figure 4.1: Existing Administration Organization



The Division's administration provides daily management of operations as well as long-term visioning and planning for the Division's future. Administrative functions include finance, purchasing, office coordination, human resource management, risk management, oversight of all planning, and advisory board activities, in addition to coordination with other division directors, Council and the Mayor's administrative staff.

Administration Analysis

The recent promotion of the current Director from the Enterprise Superintendent has provided some continuity and stability within the Division during the current reorganization of divisions throughout LFUCG. During this time of transition, the Director will play a key role within the Division. The Director needs to be the visionary leader for the Division and the person who is out in front "telling the story" of the benefits of parks and recreation, not only in the areas of quality of life, but also in the areas of open space, environmental stewardship and economic benefit.

The recently filled Deputy Director position will provide the Director with assistance in administrative oversight of operations within the entire Division. It will also allow the Director more time to focus on being the spokesperson for the Division and time to work with the Mayor and Council to implement a unified vision for parks and recreation services.

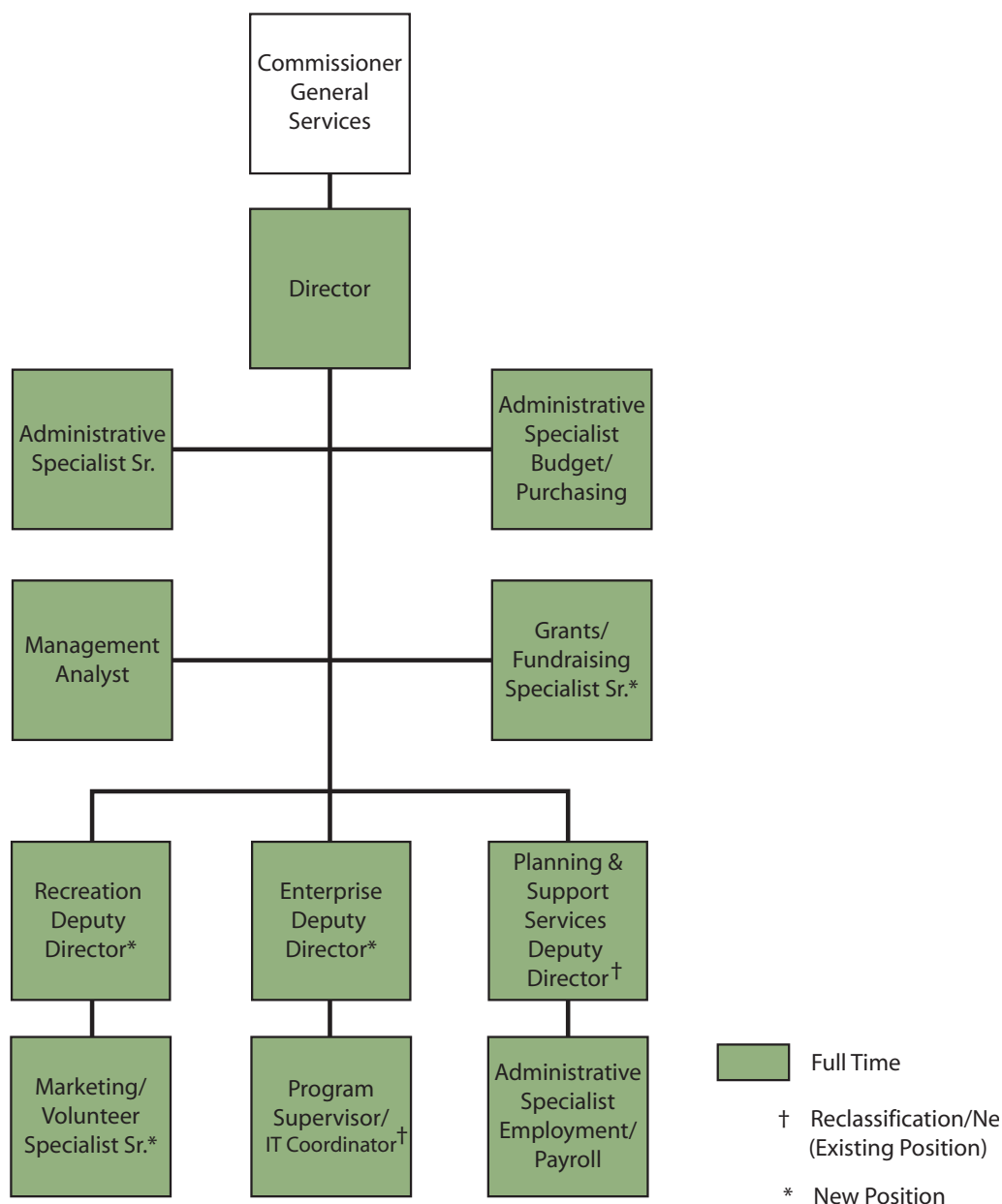
In evaluating the management audit recommendations for a reduction in the number of superintendents, our planning team was concerned with the number of direct reports to the Recreation Superintendent. A review of the overall Division organization also revealed that senior staff report directly to the Director with the Deputy Director, who supports the Director, out of the direct line of communications. In addition, we were concerned with the lack of performance observed in several work groups within the Division. Our concern was the direct result of the many interviews we conducted and the feedback that was expressed both within the Division and from those interviewed outside the Division. We have recommended a slightly different approach than was presented in the management audit, but one that maintains the same number of three direct reports to the Director. We have outlined our recommendations in the following pages.

Administration Recommendations

To maintain the same number of upper management reports recommended by the management audit, we are recommending that the Division reorganize with not one, but three Deputy Directors and eliminate the superintendent title. The Director should have an overall comprehension of what is happening operationally within the Division, but should leave the daily operations management to the three Deputy Directors. This will reduce the overall number of reports to the Director and should allow for better communication up- and down-line. With direct reports from the Deputy Directors, the Director should be able to have a full understanding of what is going on within the Division and be in a better position to be proactive in managing rather than reacting to issues as they arise.

The planning team is recommending Deputy Directors of Recreation, Enterprise, and Planning and Support Services. Under the Deputy Directors would be a group of managers to oversee the day-to-day planning and implementation functions within the Division and have direct communication up-line to the Deputy Directors and down-line to supervisory staff who oversee implementation of activities within their work groups. Some of these managers who oversee multi-million dollar operations and projects (e.g., golf, ESP) have been given a senior manager title. These senior managers have a greater deal of responsibility and their title and pay grade should reflect that. By elevating these titles, the Division will be able to attract and retain quality staff.

Figure 4.2: Proposed Administration Organization



Administration

To better manage the Division, the Director needs to have the support of three Deputy Directors and core staff who assist with financial, human resources, purchasing, and planning duties in addition to the enterprise, parks and recreation functions. The Deputy Directors outlined in the following pages would make up the Administration section along with three Administrative Specialists. These administrative support positions would manage purchasing, finance, office coordination and human resource management. The ability to hire and discipline people is of concern within the Division, and someone trained in this area is needed. The Administration section would also be supported by a Management Analyst and a Program Supervisor/IT Coordinator (formerly titled Program Supervisor).

The importance of marketing the benefits of parks and recreation is vital to program success throughout the Division. While the management audit recommended removal of the Division's marketing staff, having a marketing component within the Division that can coordinate with LFUCG overall marketing could create the necessary link to enhance the branding, image and benefits of the Division to the entire community. Removal of the Division's marketing staff is one area that concerns the planning team and one area that we feel the management audit recommendations should be reconsidered. Interviews also indicated that there is not a dedicated volunteer coordinator position within the Division. The planning team recommends creating a new Marketing/Volunteer Specialist Sr. position. The Marketing/Volunteer Specialist Sr. would craft volunteer policies, coordinate volunteers that assist the Division and would coordinate marketing with the Division of Government Communications. With this new position in place, the Administration section would be the conduit for parks marketing and communications in creating the unified identity for the Division and LFUCG.

Interviews revealed that there is not a position dedicated to coordinating grant activities and that fundraising is an area that can be expanded. The current fundraising activities are primarily focused on sponsorships and some capital funding coming from athletic associations. Many departments across the country bring in much larger amounts of money through friends groups, activities of the parks board and by fostering long-term relationships with philanthropic foundations. As the Division transitions into finding more outside partnerships and attempts to garner more funding, a dedicated position is needed to focus on these efforts. A new Grants/Fundraising Specialist Sr. position should be created to seek alternative funding and partners in the community, and write and coordinate all grant activities. This position should actively work with the Parks Advisory Board and all friends groups to develop annual fundraising goals and strategies, as well as assisting special activities. In addition, this position should work to expand the Division's sponsorship and fundraising activities to go after larger benefactors and foundation support, not just the usual team sponsors. Chattanooga, Tennessee, is a great example of a city that has developed strong ties with local foundations and brought in millions of dollars to help construct public projects. More emphasis on developing larger and sustainable fundraising efforts is needed and should be led by the Director and the new Grants/Fundraising Specialist Sr.

As part of the Administration's reorganization, the new Marketing/Volunteer Specialist Sr., Administrative Specialist (Employment/Payroll), and Program Supervisor/IT Coordinator have been placed under the three Deputy Directors in the work group they best fit and where their time will be most spent. These positions will provide services for the entire Division, but placing them with a Deputy Director helps balance the administrative workload. Figure 4.2 shows the placement of these positions and the proposed Administration section organization.

Another important element to this reorganization is the centralization of the Deputy Directors to a single office. The current arrangement where superintendents and managers are located remotely from the main administration office and the Director has created communication issues within the Division. As part of this reorganization approach, we are recommending that all Deputy Directors be located at the same site, either in a single building or in a campus environment within walking distance from the Director's office. The breakdown in communication disrupts the way programs are managed and how operations are coordinated between units and the current LFUCG administration. A centralized office is discussed in more detail in the facility recommendations in Section 7.

Recreation

We recommend that the current Recreation and Special Program Superintendent positions be eliminated and a new Deputy Director of Recreation position be created. This Deputy Director would oversee the delivery of the core recreation programs and would work with the managers to see that new park

programs as well as long-standing programs are executed. At the manager level there should be regular communication among managers to ensure that there is program diversity that reflects the make-up of the community. The Deputy Director will work with all managers to prepare annual budgets, set goals and objectives for each work group, and to review the success of programs in order to evaluate all activities under their direct supervision. The Deputy Director will work with the Director to establish the Recreation section's budget on an annual basis and when coordination with other government divisions requires Director-level communications.

Enterprise

The planning team recommends eliminating the current Enterprise Superintendent position and creating a new Deputy Director of the Enterprise. This Deputy Director would oversee the golf operations, ESP, aquatics and rental activities, and concessions operations. Like the changes proposed in the Recreation section, the Deputy Director of Enterprise would oversee managers who direct the day-to-day activities of their support staff. We have recommended moving ESP into this section as they are currently the only work group in the Division that is a self-sufficient enterprise group. They have a separate budget from the rest of the Division, and they generate revenue over cost. Golf is moving in this direction, and if they reach their goal to be self-supporting, will be the second work group in the Division to achieve this goal.

Complementing ESP and golf will be the Division's aquatics, rentals and concessions components. Aquatics has the opportunity to generate greater revenue as do the concessions and rental elements. These work groups need to be refocused and given clear goals and more structure to increase the revenue they collect.

Planning and Support Services

We are recommending the realignment of the current Deputy Director position to oversee the Planning and Support Services section. This realignment will reclassify the current Planning and Design and Parks Maintenance Superintendent positions as the Park Planning and Design Manager Sr. and Parks Manager Sr., respectively. This section would manage current planning and design functions for parks, park construction projects, park maintenance and a new park ranger program. Like the Recreation and Enterprise sections, the Deputy Director of Planning and Support Services would oversee managers who direct the day-to-day activities of their support staff.

Training and Conferences

Staff throughout the Division needs to attend national park and recreation conferences to learn about new opportunities happening in the profession. Staff indicated they sometimes attend state training and conferences, but need the ability to learn from national leaders in the field of parks and recreation. Many good national conferences are put on by the National Parks and Recreation Association (NRPA) and other national recreation organizations.

Recommended Actions:

- Reorganize the Division to have three distinct operational sections (Recreation, Enterprise, Planning and Support Services), each managed by a Deputy Director.
- Merge the current Planning and Design and Parks Maintenance sections into the proposed Planning and Support Services section.
- Merge the Recreation and Special Programs sections into a single Recreation section.
- Realign the current Deputy Director position to become the Deputy Director of Planning and Support Services.
- Eliminate the current Recreation, Special Programs and Enterprise Superintendent positions.

- Create a new Deputy Director of Recreation position.
- Create a new Deputy Director of Enterprise position.
- Reclassify the Parks Maintenance Superintendent as the Parks Manager Sr.
- Reclassify the Planning and Design Superintendent as the Park Planning and Design Manager Sr.
- Reclassify the Program Supervisor as a Program Supervisor/IT Coordinator and realign the position under the Deputy Director of Enterprise.
- Realign the Administrative Specialist (Employment/Payroll) under the Deputy Director of Planning and Support Services.
- Create two new support staff positions: a Marketing/Volunteer Specialist Sr. (under the Deputy Director of Recreation) and a Grants/Fundraising Specialist Sr. (under the Director).
- Expand the fundraising efforts of the Division and develop annual fundraising goals and strategies
- Move all administrative staff to a single site.
- Provide more training, continuing education and conference opportunities for staff.

In the following pages, the planning team has provided detailed assessments of each of the current sections and made recommendations that are consistent with our proposed reorganization of the Division.

Planning and Design

Planning and Design provides planning, design and construction administration for the Division. This section is currently managed by the Planning and Design Superintendent (a licensed landscape architect), two full-time park designers, one full-time project coordinator, one full-time administrative specialist and a ¾-time draftsman (see Figure 4.3). In addition to providing design and project coordination services, the Planning and Design section provides oversight of building construction.

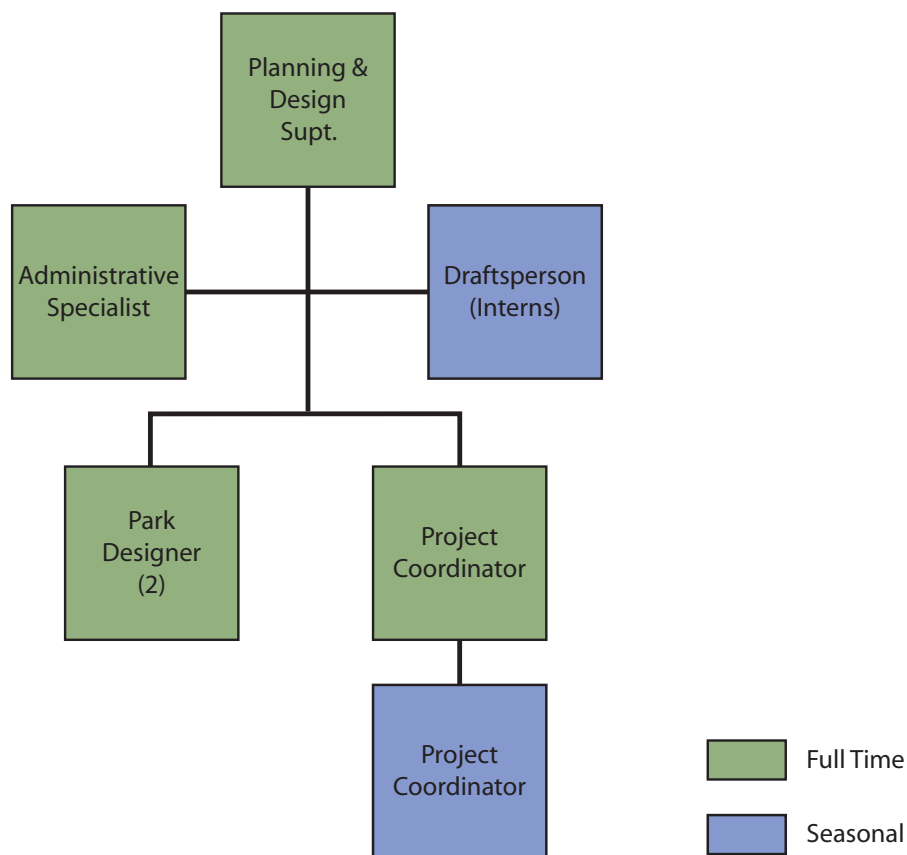
Planning and Design Analysis

Planning and Project Management

The Planning and Design Superintendent indicated that they are currently managing over \$7 million in capital projects ranging from new playground projects to the development of a nature center at Raven Run; many of the current projects are behind schedule. The Division does not have a system in place to prioritize projects. Currently all projects are included in a comprehensive list, and projects are completed based on which group is applying the most pressure. This has led to frustration for council members, constituents and planning staff.

Another issue is that the Division does not have personnel that are trained to provide construction management for large, complex architectural and park development projects. Planning staff indicated that they rely on skilled trades maintenance staff for plan reviews to indicate any design/construction issues outside of their expertise that may affect project success.

Staff interviews indicated that they would favor contracting out some efforts if firms were able to meet the budget requirements. Part of the problem is that project budgets are set too low; staff are setting budgets that require in-house design and maintenance crew involvement to complete projects rather than market rates for professionally designed and bid projects. This has added to a high level of frustration among the skilled trades crews who must be pulled off of maintenance work to complete capital projects. Much of this process of development can be traced to the historical practices of the Division to save money at the expense of time and operations efficiency.

Figure 4.3: Existing Planning and Design Organization

Adding to these issues is the lack of a system to track time per project. The Division does have some software that tracks revenue and program participation but nothing, Division-wide, that tracks time worked, what tasks are being done, etc. among design, planning or maintenance staff involved in capital projects. This prevents them from being able to develop proper scheduling and budgeting based on reviews of past projects.

The current lack of planning for and prioritization of projects and proper scheduling and tracking systems is creating a work environment that is overwhelming the Planning and Design section. Many within the government have concerns with the way that the Division provides project management and have expressed a desire for change to improve performance and delivery of projects. There appears to be a breakdown in communication between the Council, the Director, and the Planning and Design staff that is affecting the way projects are managed.

Purchasing Procedures

In order to process any purchase over \$5,000, the lag time averages six to eight weeks. This has affected some project timelines. Further, the Division does not bundle equipment to maximize efficiency or generate saving through volume discounts. For example, rather than purchase ten playgrounds from one manufacturer for different parks the Division contracts with different firms for each of the playground units. Interviews with purchasing staff indicated that purchases of goods can be achieved within current purchasing policies. In many respects, companies that provide services and equipment to governmental agencies provide price breaks if a bulk purchase is made.

Park and Greenway Planning

The management of all the Division's capital projects has left little time for park planning activities that deal with system-wide needs rather than park-by-park needs. The future of the Division is proposed to include acquisition and development of lands for preservation and development. LFUCG's desire to enhance greenways and trails in the area will be a great asset to the residents but will take resources to implement. Further, according to staff, nearly half of all parks are not American with Disabilities Act (ADA) compliant and must be redesigned to accommodate.

Staff also indicated that many parks have remained static with their amenities, even though some equipment has been replaced. For example, some court areas within parks have been repaved or replaced with newer courts. In some cases, residents close to some parks have not been surveyed to determine whether people desire court areas or would favor a new component that may reflect a change in demographics.

Currently, the Parks and Recreation, Planning, and Engineering divisions are all involved in planning greenways and in the execution of the plans. Over the past couple of years greenway planning efforts have resulted in increased funding and the construction of trails. A review of 2008-2010 trail funding provided by the Division of Planning reveals a goal of having close to 24 miles of trails complete and funding at over \$10 million. This level of trail development done without support of the Division of Parks and Recreation could create a major maintenance problem if no one is staffing or budgeting for the increased mowing, trash collection and patrolling that will be required with this level of trail development. These issues indicate a critical need to centralize the greenway planning and development responsibilities within a LFUCG division that can design, program and maintain the trails.

Planning and Design Recommendations

Park Planning Districts

The park system in Fayette County continues to evolve, and challenges face the system. Urban/downtown parks receive consistent use from residents and the business population that frequents the core of the city. Community and regional parks are dispersed beyond New Circle Road and welcome activities from sports leagues to passive/equestrian areas. The challenge to link these different environs as a system will be an issue that park planners and landscape architects will face in the next decade.

As discussed in Sections 5 and 7, private providers have increased their presence in the county. From YMCAs to large churches that offer indoor sports and fitness facilities, people have more choices on where to recreate. These private providers have a good following and are providing services (e.g., indoor aquatics and fitness facilities) that are not currently being provided by the Division. The Division's system needs to adapt and evolve to meet the needs of residents, not only in the urban core but in rural parts of the county. Structuring the parks system to meet future demand will be the key to success. Further, planning for future facilities, where they should go, and how they will meet the needs of county residents will help facilitate the changes that need to occur system-wide.

In brief, and as discussed in detail in Section 7, creating park planning districts will help to provide a balanced recreation approach. The districts will fall into three distinct categories: Urban Core, Suburban and Rural. The Urban Core and Suburban parks should offer close-to-home recreation opportunities, community parks for large group activities such as sports leagues and passive park spaces. The Rural parks should be more passive and reflect the natural setting of their surroundings. The Rural parks will be unique destination facilities that serve the entire county, not just the district in which they are located.

System-wide Planning and Project Management

It is imperative that as parks are planned the Division engage the public, associated council districts and other agencies that may be affected by the new facility. Currently the communication between this Division and others is challenging, and opening up lines between all parties would benefit LFUCG and the community. Furthermore, the Deputy Director of Planning and Support Services will need to work closely with the Director to prioritize the projects that need to be planned, designed and developed. Projects dealing with health, safety and welfare may be classified as top priorities and then other priority projects, like those identified in this master plan, should take precedence over other projects.

Project tracking has also been a challenge with staff and needs to be enhanced. Monthly status reports and a quarterly update to Council need to be implemented in order to inform impacted neighborhoods of project schedules and completion dates. Planning and Design staff already supply the Director with a quarterly report, but this same report should be presented to Council. Opening the lines of communication and prioritizing park projects should lessen the frustration shared by the council members, constituents and planning staff, and will provide a clear path to implementing park projects.

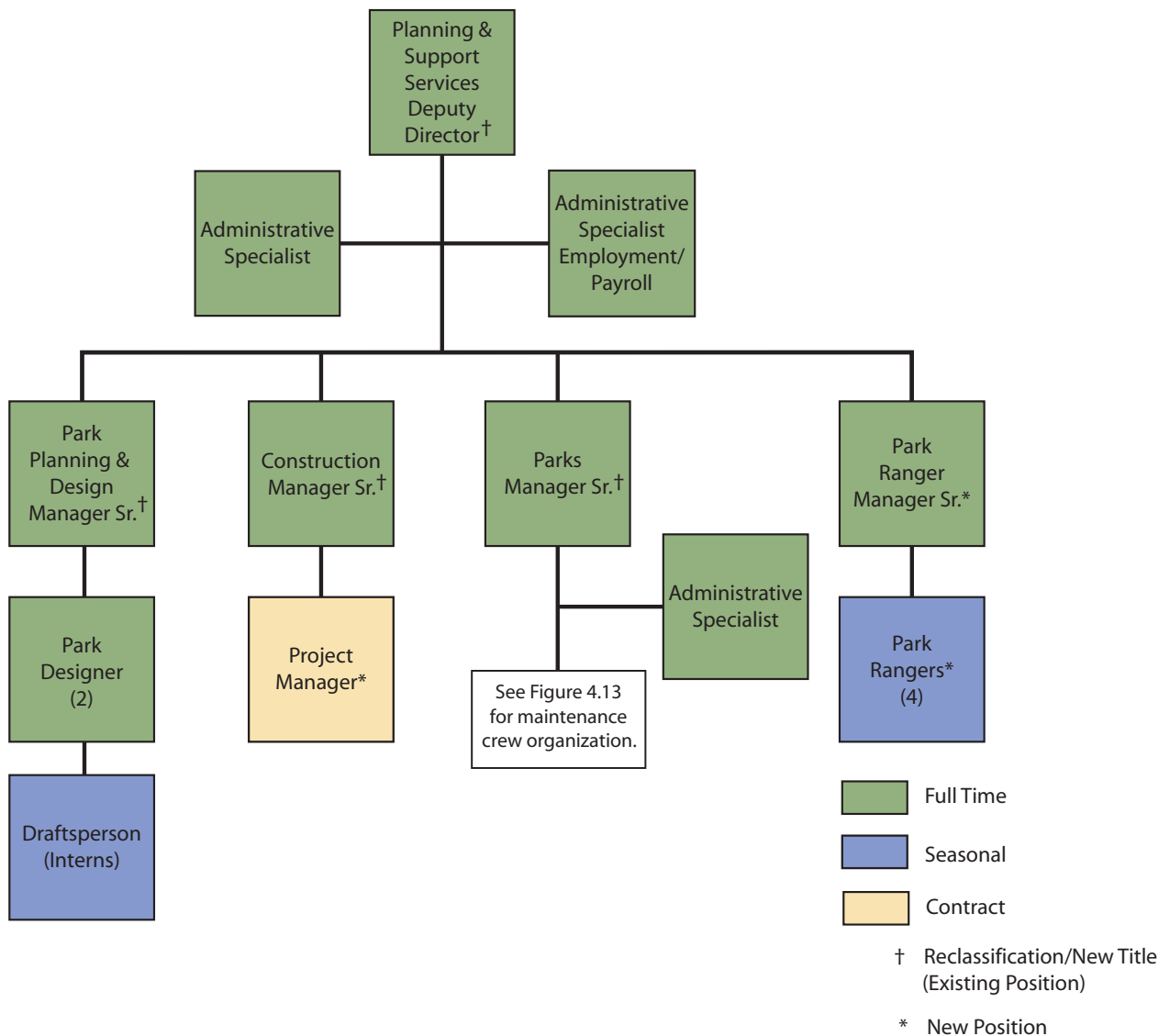
Staff should start tracking hours spent on tasks. Currently there is no system that would allow for managers or staff to determine how many hours were spent on different tasks related to projects. Private sector planning and design firms utilize these tools to better track hours and see if any efficiencies could be gained by doing a task differently. In the public sector, staff could determine whether a type of project could be better planned and designed internally versus contracting out to a consulting firm. A sample project tracking form is located in the Appendix.

To address the issues related to construction management for large, complex architectural and park development projects, we recommend reclassifying the Parks Project Coordinator as a Construction Manager Sr. and realigning the position from its current location to being a direct report to the Deputy Director of Planning and Support Services. If projects increase in size and scope, the Division should contract with outside firms that would provide oversight during the development phase. The Director and Deputy Director of Planning and Support Services need to determine whether these construction management duties could be performed by an outside firm. If outside firms are contracted, the Construction Manager Sr. would monitor those firms and act as the main point-of-contact.

Staff also needs to work with purchasing and other agencies that would enable the Division to bulk purchase and save time and dollars. The current purchasing process is taxing on the staff, and pooling equipment and amenity purchases, when able, will save funds in the long run.

Greenway Planning

Nationally, greenways and trails are growing in popularity. In Fayette County, the current administration has embraced the demand to provide connections and greenbelts throughout the county. Funding is available to create a legacy greenway system for all to enjoy. There is a need to increase the rate of greenway development and the development of alternative transportation systems that provide pedestrian and bicycle trail system connection to the parks throughout the county. Creating a greenway system that truly provides an interconnected park system will expand recreation opportunities and greatly increase health and wellness opportunities for all and will provide those with few transportation options greater access to parks of all types. To meet this need, LFUCG needs to organize centralized greenway staff to oversee greenway planning, advocacy and fundraising. This staff may need to coordinate with the Division of Parks and Recreation in developing a dedicated greenway maintenance crew and greenway maintenance standards.

Figure 4.4: Proposed Planning and Support Services Organization

Centralizing greenway planning within a single LFUCG division should lead to improved communications and result in bringing projects on line at a quicker pace. It should also lead to better coordination between LFUCG divisions and in meeting council expectations. The consolidation of community-wide greenspace/open space and parks/greenways into one group within LFUCG will greatly improve public access to staff and will reduce overlapping and confusing information being delivered to citizens.

Reorganization

The Planning and Design section needs to be reorganized and new project development policies put into place in order to meet ongoing and future park planning and development needs. This section needs to be able to respond to the desires of Council, management staff and Fayette County residents in an organized and official manner. The staff needs time to plan for the system, not just individual parks.

The revised organization chart shown in Figure 4.4 will allow for the Planning and Design section to handle the actions recommended in this plan. The Planning and Design section would no longer

be managed by a superintendent nor will it remain a stand-alone section. It will merge with the Parks Maintenance section into the new Planning and Support Services section, as outlined in the Administration recommendations. The Deputy Director of Planning and Support Services will have four direct reports: a Park Planning and Design Manager Sr. who will direct park planning duties; a Construction Manager Sr. will oversee park construction projects; a Parks Manager Sr. who oversees all park maintenance operations (see *Parks Maintenance* discussion); and a new Park Ranger Manager Sr. who monitors parks to ensure that park policies and laws are being adhered to.

The Park Planning and Design Manager Sr. is a reclassified position that retains some of the functions of the Planning and Design Superintendent position. This reclassified position should focus on overall system planning and spend more time in project management and less time in project design. This manager will have the two existing park designers to support their planning and development activities. As previously discussed, construction management duties would now fall under the Construction Manager Sr. (formerly titled Parks Project Coordinator) with a Project Manager as support. This new Project Manager position could be a contract position.

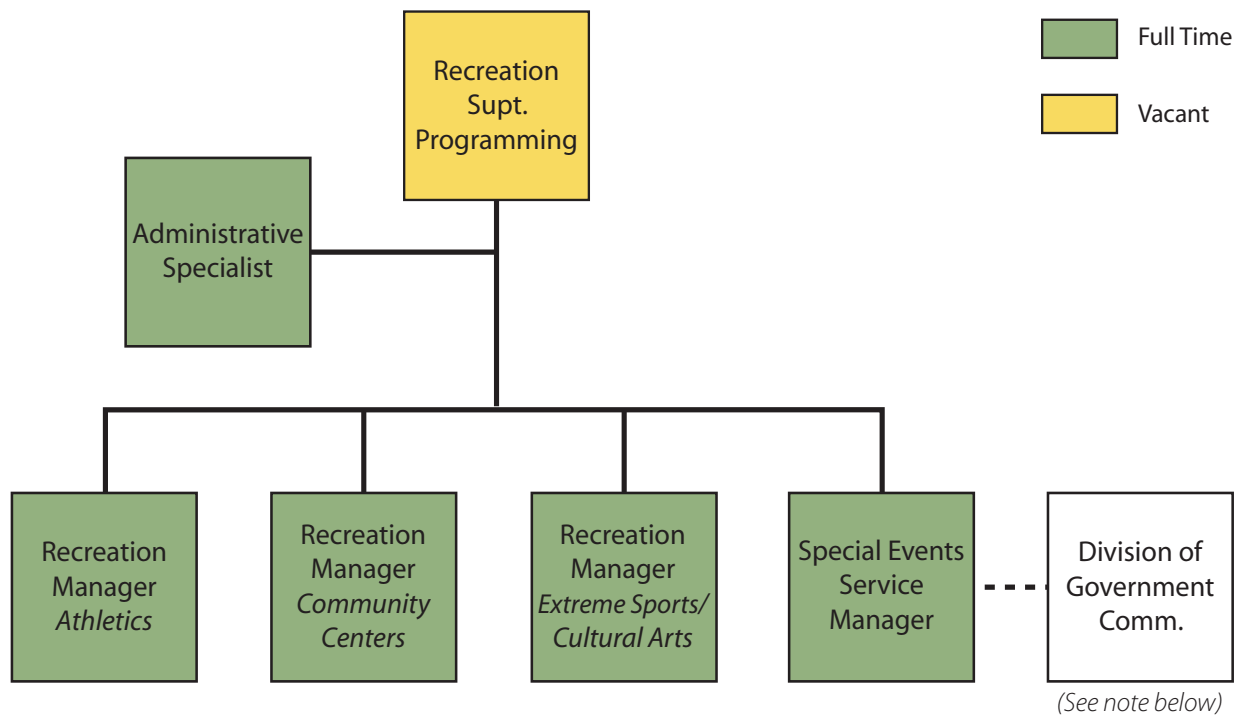
The merging of the Planning and Design and Parks Maintenance sections and additional recommendations regarding Parks Maintenance reorganization can be found in the *Parks Maintenance* discussion.

Recommended Actions:

- Merge the Planning and Design and Parks Maintenance sections into a single section: Planning and Support Services. This section will be overseen by the Deputy Director Planning and Support Service.
- Reclassify the Planning and Design Superintendent as the Park Planning and Design Manager Sr.
- Reclassify the current Parks Project Coordinator as the Construction Manager Sr. to monitor park construction projects and outside firms providing project management.
- Create a new Project Manager position that reports to the Construction Manager Sr. and assists with large-scale projects. Project Manager duties can be contracted out to a qualified firm.
- Reorganize current sections and work groups to include four direct reports to the Deputy Director of Planning and Support Services: Park Planning and Design Manager Sr., Construction Manager Sr., Parks Manager Sr. and Park Ranger Manager Sr.
- Create a Greenway Development Manager position and dedicated greenway work group for the County and centralize the County's greenway planning/development under one LFUCG division (to be determined by LFUCG administration).
- Have Park Planning and Design and Greenway Development Managers meet on a regular basis with administrative staff to discuss planning and funding needs and develop project priorities.
- Provide a quarterly project update presentation to Director, LFUCG administration and Council about project development and planning topics.
- Develop policies and procedures that determine which projects should be done in-house and which should be contracted to qualified firms.
- Develop an "on-call" list of qualified firms to expedite the delivery of projects.
- Obtain software that enables the Division to track time per project.
- Bundle purchases when appropriate.

See *Parks Maintenance* discussion for additional recommendations for the Planning and Support Services section and work groups.

Figure 4.5: Existing Recreation Organization



Note: Marketing-Special Events reassigned to Division of Government Communication July 10, 2008

Recreation and Special Programs

The Recreation and Special Programs sections offer a diverse mix of programs. Included in these sections are work groups that manage athletics, extreme sports/cultural arts, natural areas, ESP and community centers. According to staff, the Division partners with others (e.g., Police Activities League, Lexington Youth Soccer Association, etc.) in the provision of some athletic endeavors.

Recreation Analysis

The Recreation section offers many programs at parks, schools and community centers. The delivery of programs is a major function of the Division and, according to survey responses, is meeting the needs of many county residents. There are concerns that some of the programming has become dated and lacks diversity to reflect the current needs and desires of the community. A contributing factor that is impacting the delivery of programs is that many of the community centers and facilities in the system are antiquated. A comprehensive analysis of recreation facilities is provided in Section 7. The following discussion is an overview of key program areas the Division facilitates and manages followed by an analysis and issues relating to the programs. For a more detailed analysis of the programs, refer to Section 5.

Athletics

Athletics provides typical sports programming to people of all ages. The youth focus areas include baseball, cheerleading, football, girls fast pitch softball and tennis. Adult athletics include softball (men's, women's, co-ed), tennis clinics and leagues, volleyball and basketball.

The program offerings have been limited in many respects due to the lack of facilities, funding and staff. Many programs are very popular and well received by the community, but inferior class and field spaces are a concern. For example, baseball and softball continue to be strong programs, but there is a lack of fields that would allow the programs to grow. Furthermore, there is no one-stop facility that could host a large-scale regional or national tournament. These types of tournaments have proven to be large money makers for the Division. Economic development officials across the nation have recognized the impact of large-scale invitational tournaments that host up to 200 teams. For example, Park City, Utah, hosts Triple Crown Girls Softball tournaments for eight weeks during the summer. Tournament data shows that the under-14 invitational brought in nearly \$900,000 in direct economic impact to the community.

The change in demographics in the community has brought some welcomed program opportunities. The Hispanic population continues to grow, generating pockets of baseball and soccer leagues in locations throughout the county. Staff indicates that the adult baseball league, about 75% Hispanic, has ten teams and is growing. Staff worked with the Lexington Legends this past year, and the league had their All-Star game at Applebee's Stadium.

During public meetings and staff discussions, the planning team identified a growing concern regarding private league use of public facilities. Lexington Youth Soccer Association (LYSA) has developed a league that has high participation and uses parks throughout the county. As growth has occurred, they have expanded their use of fields and have impacted the county's ability to operate leagues. Staff has added that county-run leagues have to use fields that are not up to the standard that franchise league fields are maintained. Many of the Division's leagues are geared towards middle- and lower-income families, and participants sometimes feel that they are less important than the franchise leagues.

Public meetings and survey results indicate that there is also a demand for more equestrian trails, facilities and programs. The Lexington area is known for its large equestrian community. Masterson Station, for example, is known for its rolling hills, pasture areas and horse facilities.

Extreme Sports/Cultural Arts

This work group specializes in the provision of extreme sports and sponsoring/coordinating cultural events at the Division's facilities. The extreme sports offered include in-line hockey, disc golf and the skate park. Although these areas are featured, disc golf and the skate park are not actively programmed at this time. Cultural Arts programs are featured year-round and include events that are targeted for all ages. The programs organized and implemented by this work group include Kiddie Kapers Dance Company, Artkids and some community cultural arts events (Big Band and Jazz, Woodland Art Fair, Festival Latina). In addition, some adult art and dance classes are also offered. These cultural arts programs generate a significant portion of revenue for the Recreation section.

Cultural arts is an area that interviews and survey responses indicate more programming is needed. Requests were primarily for adult participants and programs such as arts and crafts, foreign language and dance classes. Staff has expressed the desire to expand offerings, but budget, staff and facility constraints are limiting factors; however, the potential for more revenue generation with increased cultural arts program offerings is great.

The current extreme sports offerings do not meet the modern definition of extreme sports and the potential for extreme sport program expansion is immense. While some of the Extreme Sports programs are flourishing and have had success, others are lacking innovation and have not been enhanced in some time. With the great abundance of open spaces and facilities in the region, improvement of the

Extreme Sports programs should involve initiating other adventure-type/cutting-edge activities for all ages. As an example, the Extreme Sports could work with university and community leaders to provide Outward Bound programming to students and market this to other areas around the state.

Community Centers

The Division features six community centers that offer programs year-round to varying degrees. Each center offers programming that includes computer skills, homework assistance, weight training and more based on the facilities provided at the center. The centers are also utilized for summer camp programs of various types.

The lack of modern recreation centers in the community is affecting the way programs occur. Some creativity is limited due to the age of the centers. Centers also appear to be underutilized in some program areas, like the Tubby's Clubhouse. This program, for example, could attract adult users and others during the day to enhance their computer and learning skills.

Marketing-Special Events

This section involves marketing of programs and coordinating special events throughout the community. The planning team understands that the graphics and public information sections that were under this group have been reassigned and are no longer positioned in the Division of Parks and Recreation; however, the remaining functions of this work group include obtaining media partners, publication of the *Fun Guide*, distribution of promotional materials, and assistance in planning and implementing several special events (Free Friday Flicks, Wheelchair Basketball Tournament, Bluegrass State Games).

The removal of the graphics and public information staff has impacted the way this work group functions. The remaining positions include the Special Events Service Manager and print room and switchboard staff. Even with the removal of some staff, promoting the Division and special events remains a key function of this work group.

For issues regarding special event set-up and special events crews, see *Parks Maintenance* discussion.

Special Programs Analysis

The Special Programs section is also tasked with providing a variety of recreation programs. These programs are outside what some would consider core recreation programs and, therefore, have been placed in a separate section from other recreation programs. In addition to serving special populations, the work group has a natural areas component and an Extended School Program (ESP).

Special Populations

This work group provides recreation, leisure and outdoor opportunities to enhance the physical, social and emotional well-being for citizens with or without disabilities. Programs are offered year-round and include some of the following activities: wheelchair tennis clinics, therapeutic recreation fun camps, Spring Bling Dance and adult summer bowling. Senior programs and the senior center staff are also part of this work group.

This program area appears to have a good following and offers a variety of programs for all ages. The challenge, like in many areas, is the lack of facilities that could enhance program offerings. They currently partner with the YMCA to provide therapeutic recreation water programs due to the lack of indoor water facilities in the system.

Natural Areas

The Natural Areas work group manages two parks, McConnell Springs and Raven Run Nature Sanctuary, where visitors can view wildlife, identify plants, walk trails and enjoy nature. This work group also oversees equestrian programs, which does not have a direct link with the other programs it directs.

McConnell Springs features an educational center that is used for programs and meetings, and a new center is to be constructed at Raven Run over the next 12 months. The Division is also fortunate to have Hisle Farm becoming the newest passive park in the system. This facility will be large enough to offer new nature-based programs and expand the equestrian program.

Nationally, nature-based programs and environmental interpretive areas are growing in prominence and demand. As cities grow, people are seeking more passive areas to connect with nature. All ages enjoy this type of programming, and people can become more aware of the environment and become stewards of our built and natural communities.

Extended School Program

This program offers camps and after-school programming throughout the community for children in kindergarten through middle school. The program also features a summer camp. Priority placement is offered to kids enrolled in other ESP programs.

The program has grown in popularity and is one of the shining stars in the system. The program has expanded into most community centers, and the summer camp continues to grow as well.

Figure 4.6: Existing Special Programs Organization

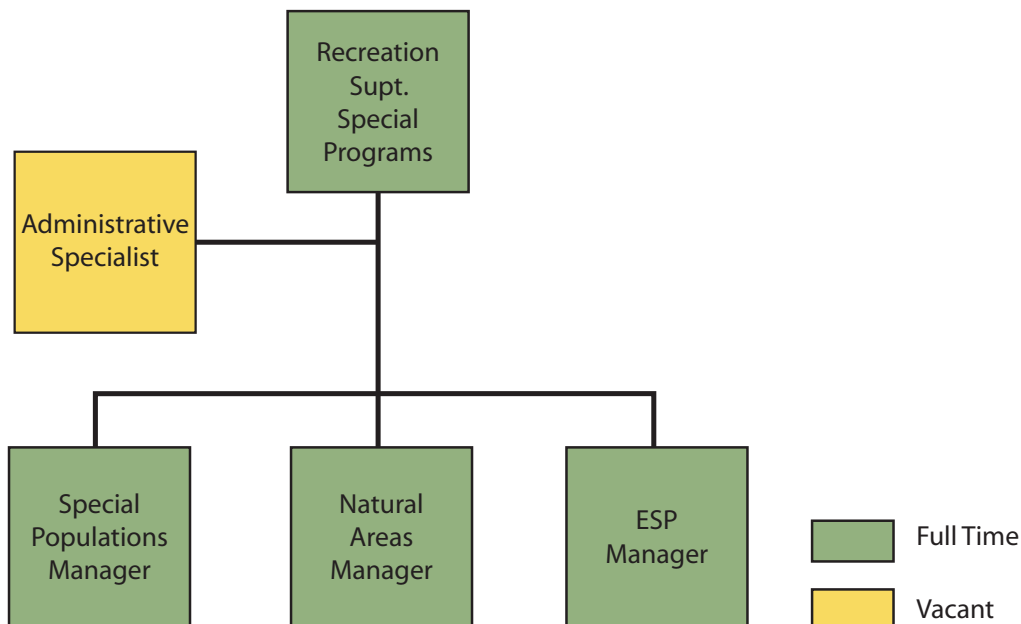
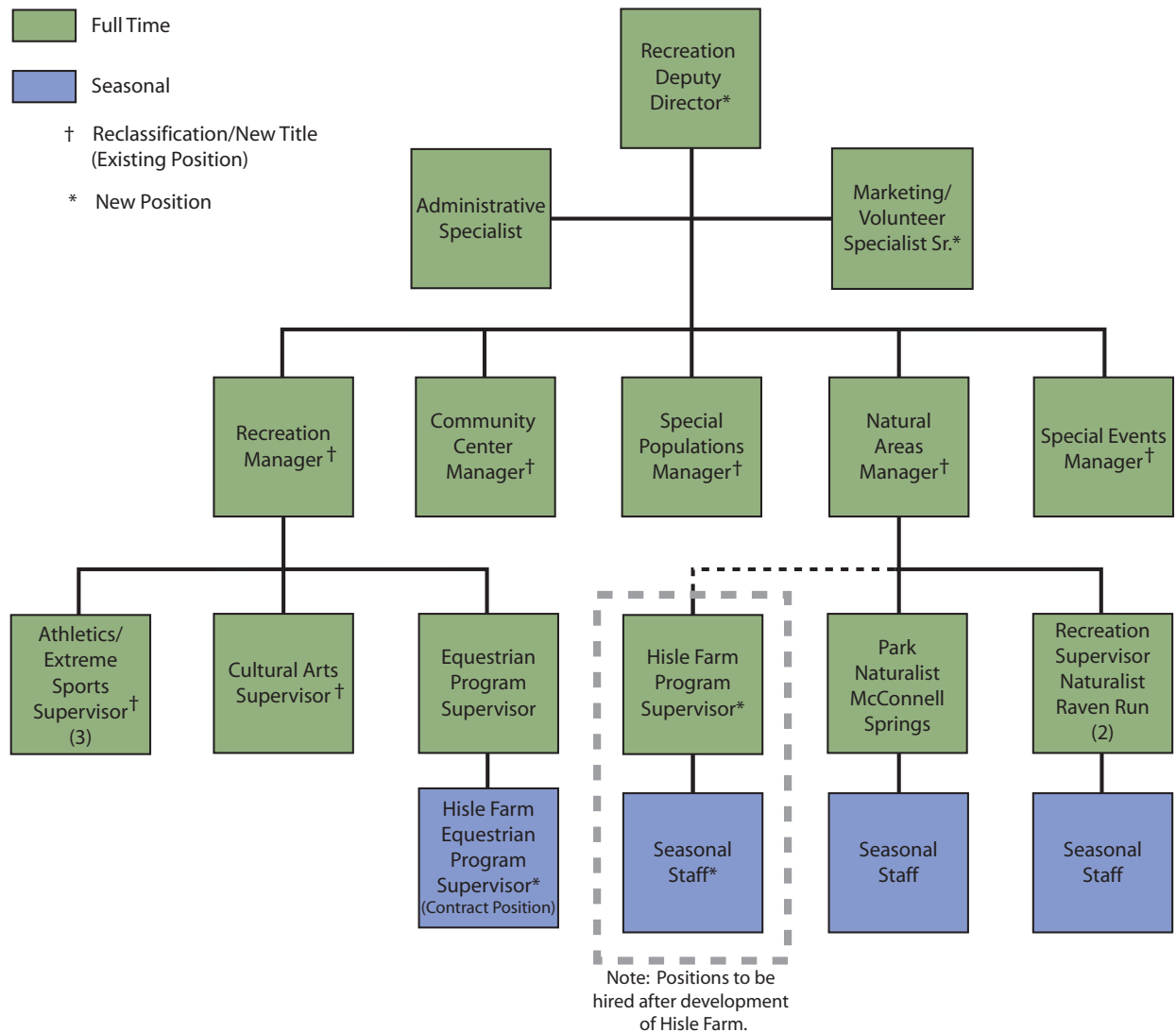


Figure 4.7: Proposed Recreation Organization

Recreation Recommendations

To improve the overall recreation programming function of the Division, it is recommended that these two sections be combined to form a single recreation unit under the new Deputy Director of Recreation. As discussed in the *Administration* recommendations, the current Recreation and Special Program Superintendent positions will be eliminated and a new Deputy Director of Recreation position will oversee the entire Recreation section.

Communication among programming staff has been a concern, not only up- and down-line, but between different programming groups. Meetings with staff revealed that it is challenging to get correct information about programs, leagues and facilities. This lack of communication has affected the way the Division is viewed in the community as well as by the current LFUCG administration and Council. The proposed realignment should support improved communications and allow for better communications between the Deputy Director and a Recreation Manager, who oversees daily operations.

Position reclassifications are also recommended for all the manager level positions and some of the supervisor positions. These new titles/reclassifications are noted throughout the following narratives and associated organization charts. The Deputy Director of Recreation will manage five groups, which will be overseen by managers. These groups and new manager titles/reclassifications include:

- Core Recreation Programs (Recreation Manager)
- Community Centers (Community Center Manager)
- Special Populations (Special Populations Manager)
- Natural Areas (Natural Area Manager)
- Special Events (Special Events Manager)

Missing from this list is the Extended School Program. ESP, which is currently located in the Special Programs section, is being operated differently than the recreation programs. It is more revenue driven, which is not the case of the more basic programs offered by the Division. It should move to the Enterprise section due to its revenue generating capabilities. Staff and ESP resources within that work group would transfer along with its management and operation duties.

Core Recreation Programs

Extreme Sports and Cultural Arts are two very different program types and should not be combined into one work group. While both of these groups should remain in the Recreation section, the nature of the programs and the target audiences are too dissimilar to function as a single work group.

Extreme Sports, which is currently combined with Cultural Arts, does not have the scope of program offerings to be a stand-alone unit. We recommend merging the Athletics and Extreme Sports/Cultural Arts Recreation Manager positions into a single Recreation Manager position, thereby eliminating one of the current positions.

The three existing Recreation Supervisor - Athletic positions that report to the current Recreation Manager of Athletics should be also reclassified as Athletics/Extreme Sports Supervisors. These positions will handle all of the Division's athletics and extreme sports programs and will report to the Recreation Manager. The Deputy Director of Recreation and the Recreation Manager should determine how the athletic and extreme sports programs will be grouped under the Athletics/Extreme Sports Supervisors. Groupings could be determined by the type of activity, age groups served, number of participants, etc.

The Athletics/Extreme Sports work group needs to work with the newly formed Planning and Support Services section, to identify fields and facilities that need to be developed in the short term. The lack of inventory of available fields is affecting programming and this can easily be corrected.

Combining the Athletics and Extreme Sports work groups creates a stand-alone Cultural Arts unit, which will be overseen by a Cultural Arts Supervisor (formerly titled Recreation Supervisor – Cultural Arts) overseeing its functions. This position will also report to the Recreation Manager.

The planning team recommends realigning the equestrian components from the Natural Areas work group to this group. Equestrian programming is better suited to be part of the core recreation programming and being aligned with other group classes and summer programs should foster more interaction and new programming opportunities. This program area will also grow after the development of Hisle Farm. A new Hisle Farm Equestrian Program Supervisor will be required to oversee the park's new equestrian program. It is recommended that this be a seasonal contract position that reports to the Equestrian Program Supervisor (formerly titled Equestrian Park Program Supervisor).

This reorganization of this work group allows the Recreation Manager to function as a true manager and not an event or program-specific facilitator. Programs will be monitored and carried out by supervisors who are responsible for individual programs or groups of similar programs.

Community Centers

Community center staff need to be challenged to introduce fresh and new program ideas. Staff and the public indicate that many programs are popular, but there are some that have been in the system because “they’ve always been offered.” Introducing more contracted programs in the centers would alleviate the need to hire staff and incentivize the instructor to enroll more people. The contract could be based on an 80%/20% charge with the County receiving twenty percent of gross receipts from the class and the instructor receiving the balance.

Special Populations

Therapeutic recreation and special needs programming is one of the stronger sections within this section. Like Athletics, this work group needs to work with Planning and Support Services to identify future program areas that could be developed if a greater variety of facilities were available. Staff should also work together to determine what changes may be needed at facilities to comply with ADA requirements and make parks friendlier to those with special needs.

Natural Areas

Raven Run and McConnell Springs are great assets to the Division and the community, and expansion of nature-based and interpretive programs should be investigated. The new Hisle Farm property will help with the expansion of programs. After the development of Hisle Farm, new positions will need to be created and should be assigned to this work group. A new Hisle Farm Program Supervisor will be needed to oversee the programs and operations of the entire park. This supervisor will be supported by seasonal staff and will report to the Natural Areas Manager.

The recommended realignment of the equestrian program to the Recreation work group will allow the Natural Areas staff to focus on some new responsibilities. This work group needs to be a leader in training and explaining the benefits of being environmental stewards in the community. They should work with the development community in teaching builders about the benefits of natural and passive areas for enjoyment. From development alternatives like green roofs, to developing environmentally sound buildings, the Natural Areas work group could provide training to the community. They will also need to work with the new Greenway Development Manager as new trails and greenway corridors are developed in order to expand their programming opportunities and natural resource management opportunities. The work group should work with local universities to build awareness of the programs throughout the community.

Special Events

The remaining staff in this work group is still tasked with marketing and coordinating the Division and LFUCG sponsored special events throughout the community. While the marketing responsibilities are being shifted to the new Marketing/Volunteer Specialist Sr., the Special Events Manager will have to work with this individual on a regular basis to promote the numerous special events sponsored by the Division and LFUCG. Special events are offered year-round. The size and scope of these events vary from small neighborhood center events to larger galas that host thousands. Many more events will occur in 2010 when the World Equestrian Games are hosted by the County and will be attended by international guests.

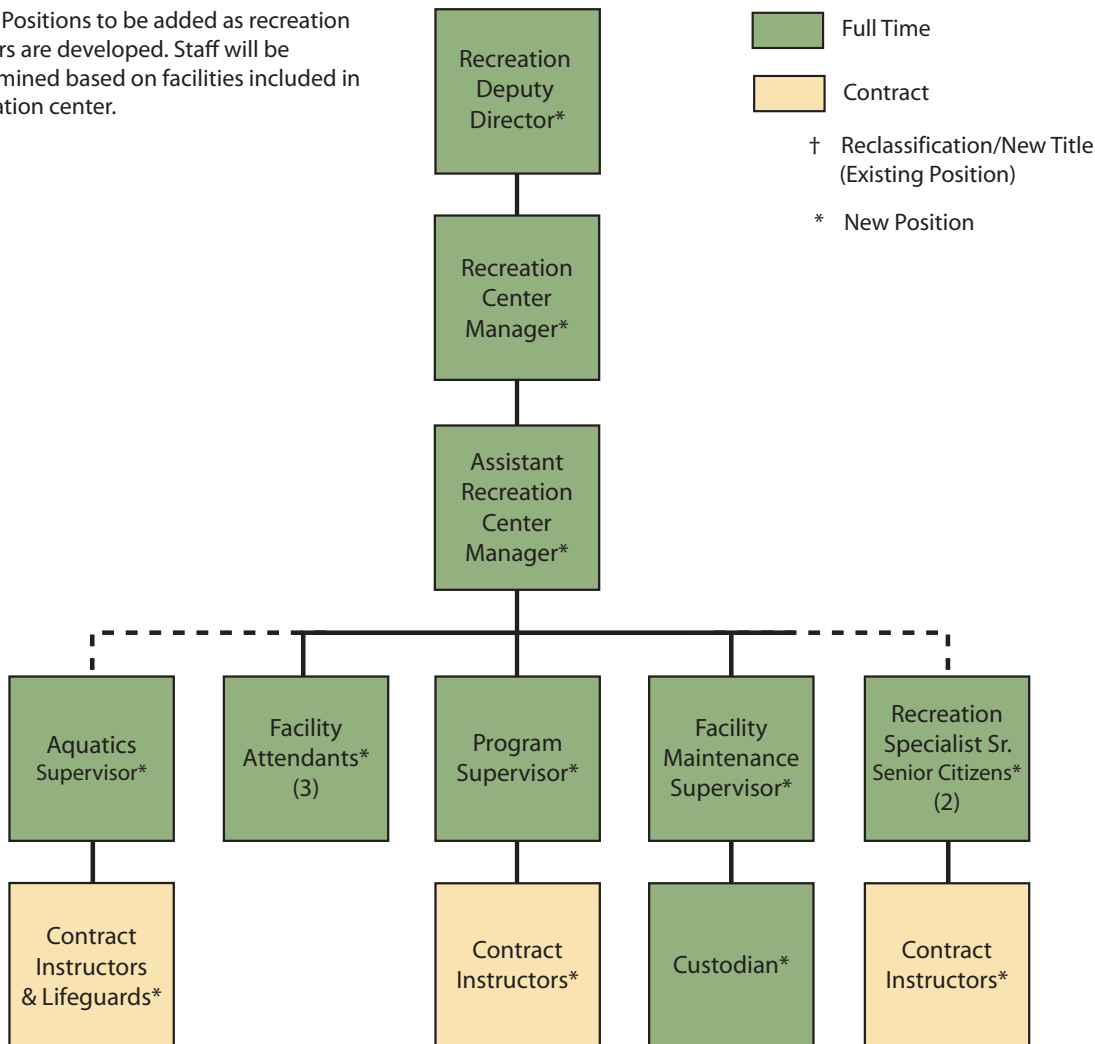
We recommend reclassification of the current Special Events Service Manager position to a Special Events Manager. This position should manage all special events in the county. The Special Events Manager and staff can utilize the RecTrac software currently in place to manage these special events and plan for larger and smaller events.

The Deputy Director of Recreation, Special Events Manager and Parks Manager Sr. should review the current fee schedule for special events. Management should utilize Time and Motion Study data (as discussed in the *Parks Maintenance* recommendations) to revise fees that reflect the true costs of staging different size events. Staff should set fees at a level that covers direct costs and depreciation costs for equipment utilized. Profit margins can then be set for various groups such as non-profit groups, schools and private groups with the private groups paying a higher fee than the others.

For recommendations about special event crews and set-up, see *Parks Maintenance* recommendations.

Figure 4.8: Proposed Recreation Center Organization

Note: Positions to be added as recreation centers are developed. Staff will be determined based on facilities included in recreation center.



Note: Positions to be added if aquatic facilities are part of recreation center.

Note: Positions to be added if a Senior Center is part of recreation center.

Recreation Center Staff Organization

Two new recreation centers have been recommended in Section 7. The addition of these facilities will require new staff to operate and program the centers. Figure 4.8 illustrates how the staff at these centers would be organized. A Recreation Center Manager would report to the Deputy Director of Recreation. The Recreation Center Manager would be supported by an Assistant Recreation Manager. Each center would need Facility Attendants to answer phones and manage the front desk. A Program Supervisor would oversee all facility programs, which would be run by contract instructors. A Facility Maintenance Supervisor and Custodian would handle all facility maintenance and day-to-day clean-up. If the recreation center includes a senior center component, as described in Section 7, two Recreation Specialist Sr. positions would be required to oversee senior programming and contract instructors.

We recommend that an aquatics feasibility study be conducted to determine whether the County should invest and develop aquatic facilities as part of the proposed recreation centers. Offering aquatics and/or a senior center as part of the overall recreation center, would create a true multi-generational recreation center. The facility could offer classes and feature year-round recreation opportunities. This facility could possibly be a joint venture with the school system to meet their needs for competitive swim programs and swimming lessons. Gainesville, Georgia, recently jointly developed an aquatics center and middle school campus where all the middle school children will be given swimming lessons in the aquatics complex operated by their parks division. The school is connected to the aquatics complex via a sidewalk. In return for the swimming lessons, the school developed sports fields that will be used by the parks division.

If the recreation center included an aquatics component, additional staff would be needed to run those facilities as well. We recommend an Aquatics Supervisor supported by contract instructors and lifeguards.

Recommended Actions:

- Merge the current Recreation and Special Programs sections into a single Recreation section.
- Eliminate the current Recreation and Special Program Superintendent positions.
- Create a new Deputy Director of Recreation position.
- Reorganize current sections and work groups to include five direct reports to the Deputy Director of Recreation: Recreation Manager, Community Center Manager, Special Populations Manager, Natural Areas Manager, Special Events Manager.
- Merge the Athletics and Extreme Sports/Cultural Arts Recreation Manager positions into a new Recreation Manager position with five direct reports: Extreme Sports/Athletics Supervisors (3), Cultural Arts Supervisor and Equestrian Program Supervisor.
- Make Cultural Arts a stand-alone unit with the Cultural Arts Supervisor (formerly titled Recreation Supervisor – Cultural Arts) overseeing its functions.
- Reclassify the Recreation Supervisor - Athletic positions (3) as Athletics/Extreme Sports Supervisors. Group the athletics and extreme sports into relevant groups under each supervisor.
- Reclassify existing managers as: Community Center Manager, Special Populations Manager, Natural Areas Manager and Special Events Manager.
- Reclassify the Equestrian Park Program Supervisor as the Equestrian Program Supervisor position and move this position from the Natural Areas work group to the Recreation work group.
- Create a new Hisle Farm Program Supervisor position with seasonal support staff after Hisle Farm is developed.
- Create a new Hisle Farm Equestrian Program Supervisor (seasonal contract position) to oversee equestrian programs after Hisle Farm is developed.
- Move ESP to Enterprise section.

- Special Events Manager should utilize the existing RecTrac software to manage and operate events in the parks system.
- Special event fee schedules should be amended after studying the Time and Motion Study data; direct costs for administering and facilitating special events should be covered.
- Have managers work with Planning and Support Services section to identify facilities that need to be redesigned/redeveloped or newly developed to support existing and new programs.
- Expand role of athletic staff in programming and managing all Division athletic resources.
- Add recreation center staff as recommended recreation centers are developed (see Section 7). Recreation Center Managers would report to Deputy Director of Recreation.
- Generate an aquatics feasibility study that would determine whether the proposed recreation centers, built and managed by LFUCG, should include aquatics elements.

Other consolidations and staff reassignments throughout the Recreation section will need to be made to improve communications, programming and to reflect recommended facility changes. The planning team feels these consolidations and reassignments should be done by the Director and the new Deputy Directors.

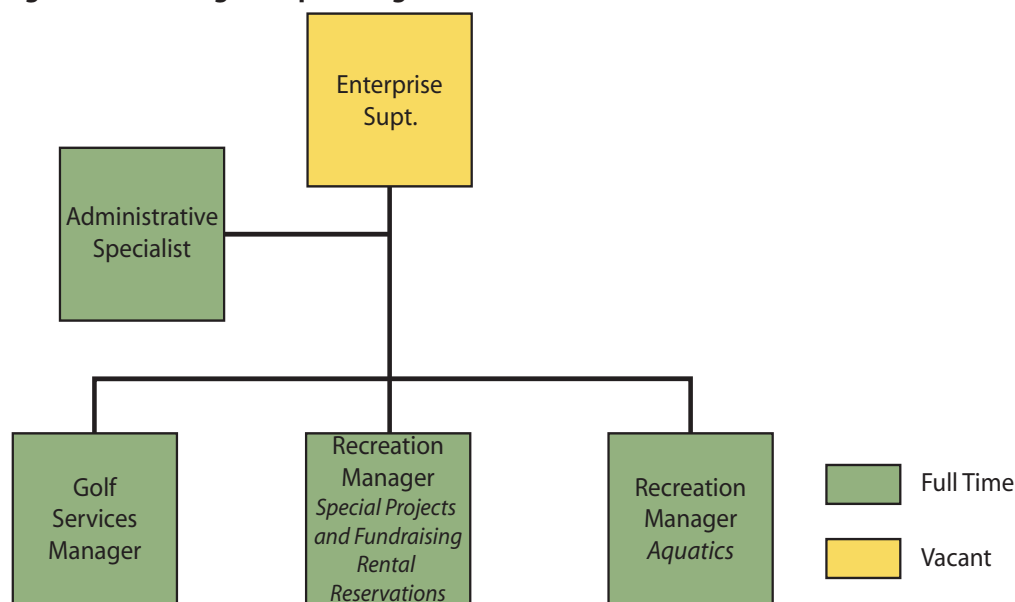
See Section 5 for additional program-specific recommendations.

Enterprise

The Enterprise section represents those program areas that historically have generated considerable revenue for the Division. With golf course and pool revenues included, the Division has generated approximately 25% cost recovery and only 4.4% without.

The intent of enterprise cost centers in local government is to generate money and, hopefully, recover all operational expenses generated annually. Enterprise units are also given more independence in how they operate and set fees and charges. Examples of other enterprise units in governments include water and sewer departments, auditoriums and performance venues, and zoos. In many situations enterprise operations cover not only operations and maintenance but debt service related to the capital development of the facility or public system.

Figure 4.9: Existing Enterprise Organization



The Enterprise section's current organization is shown in Figure 4.9. The Enterprise Superintendent position is currently vacant. The current Director formerly held this position, and it has not been filled.

Enterprise Analysis

Golf

The Golf Services Manager currently directs the Division's six golf courses. These properties include:

- Avon Golf Course (9 hole)*
- Gay Brewer Jr. Course at Picadome
- Lakeside Golf Course*
- Kearney Hill Golf Links
- Meadowbrook Golf Course (Par 3)*
- Tates Creek

* leased

The Avon Golf Course is leased from the Commonwealth of Kentucky and is located at a former army depot. There are restrictions related to earth movement on the course tied to the past army uses of the site.

According to figures provided by golf staff, the amount of rounds played in the fiscal year 2008 is shown in Table 4.1. During Fiscal Year 2008, courses had the following profit/loss shown in Table 4.2

Table 4.1: Rounds Played, 2008

Golf Course	Number of Rounds Played
Avon Golf Course*	9,698
Gay Brewer Jr. Course at Picadome	24,100
Kearney Hills Golf Links	27,100
Lakeside Golf Course	34,000
Meadowbrook Golf Course	14,000
Tates Creek Golf Course	33,000
Total Rounds	141,898

* 9-hole Par 3 Course

Source: LFUCG Golf staff

Table 4.2: Revenue and Expense Report for LFUCG Golf Courses

Course	Revenue	Expense	Profit/Loss
Avon Golf Course*	\$145,951	\$157,959	-\$12,008
Gay Brewer Jr. Course at Picadome	610,275	788,533	-178,258
Kearney Hills Golf Links	945,752	1,027,894	-82,142
Lakeside Golf Course	865,832	812,529	53,303
Meadowbrook Golf Course	107,358	193,262	-85,904
Tates Creek Golf Course	741,182	770,440	-29,258
Total	\$3,416,350	\$3,750,617	-\$334,267

* 9-hole Par 3 Course

Source: LFUCG Golf staff

As noted, Lakeside and Tates Creek are the only courses that covered their expenses for FY 2008. To offset the expenses, the Golf Services Manager chose not to hire three positions during the fiscal year, which saved over \$132,000, reducing the overall shortfall to \$202,267. The Division continues to carry an annual debt service of \$123,800 for the purchase of the Gay Brewer Jr. Course at Picadome and improvements at Tates Creek and Lakeside. Staff indicates this payment will sunset in 2020.

The Golf work group is known in the area for hosting high caliber events. In the 1990s Kearney Hill Golf Links played host to the Senior Professional Golfer's Association (PGA) Bank One Classic. Kearney Hill represents the top caliber course in the system, and Avon is the bottom tier with Lakeside and Tates Creek being in the middle. Prior to the purchase of Picadome, both Tates Creek and Lakeside were playing in excess of 50,000 rounds per year, which was having a negative impact on the course. The number of rounds per course at the five 18-hole regulation golf courses is now at a much better level with respect to being able to maintain the courses at a higher level. All of these courses are suitable for hosting golf outings and events.

Private development of new daily-fee golf courses in the county has also had an impact on the number of rounds played. There are a total of 14 golf courses in the county, including the Division's courses. Of these courses, five are private without daily-fee play and two do allow daily-fee play (see Table 4.3). Of the private sector courses, the Marriott Resort's Griffin Gate Golf Club course is the dominant outing course in the county. This is in part because the Marriott has lodging and can support outings, and many of their outings are tied to conferences at the hotel. Kearney Links is equal, if not better than, the Marriott course and should be able to compete for more outings on the higher end. Picadome is suitable for more outings as well.

Fees vary between the courses, and any rate adjustments must go to Council for approval. The last changes were initiated in July 2008 at the request of the Division of Parks and Recreation. This is an unusual requirement considering the Council's desire for the course to be self supporting. It is more customary in enterprise agencies to have full control of all financial matters including setting fees and charges. Another unusual management issue is the manner in which the sale of alcohol is controlled. Alcohol is only served at courses that have private companies providing food and beverage sales. The County's legal division gave an opinion that relegated these sales to private vendors and prevented the Division from controlling these sales directly. It is common in most park agencies to have alcohol policies that

Table 4.3: Golf Courses in Fayette County

Golf Courses in Fayette County	Municipal	Public	Private - No Daily Fee	Private - Allows Daily Fee
Avon Golf Course (9 holes)	X			
Gay Brewer, Jr. Course at Picadome	X			
Kearney Hill Links	X			
Lakeside Golf Course	X			
Meadowbrook Golf Course	X			
Tates Creek Golf Course	X			
Andover Golf & Country Club			X	
Greenbrier Golf and Country Club			X	
Griffin Gate Golf Club		X		
Idle Hour Country Club			X	
Keene Run Golf Club				X
Lexington Country Club			X	
Spring Valley Golf Club			X	
University Club of Kentucky*		X	X	

*The University Club of Kentucky has two 18-hole courses. One is public and one is private.

deal with special events and direct sales. Unless there are laws unique to Kentucky statutes that prohibit LFUCG or a division of the government from holding a beer sales certificate, this is an area where revenue can be increased through self-management of beer sales.

Merchandising is an area where the current golf operation is excelling. The courses have been successful in moving products (e.g., golf balls, shirts, hats, etc.) sold in pro shops. They have initiated a program through the PGA that enables people to trade in golf clubs, and the equipment exchanged for newer equipment is forwarded to the PGA to teach others to learn the game. The Division gets the trade-in value back in cash. At a time when many pro shops have discontinued club sales, the Division's pro shops are doing a good volume of club sales as the result of the PGA trade-in program.

Programming and golf opportunities are other areas the Golf work group is doing well. They provide programs for citizens of all ages. The First Tee of Lexington uses facilities within the system to teach children the fundamentals and rules of golf. This program, as well as the Police Activities League (PAL) Hook a Kid on Golf program, has proved beneficial to teaching kids how to play the game. There are many loyal players at the Division golf courses who give them high marks for how they operate and maintain the courses.

Aquatics

The Aquatics work group is one of the smaller groups in the Division, not including seasonal staff, and is tasked with managing the outdoor pools. The mix of pools ranges from older, more traditional 25-meter pools to family aquatic facilities that were developed in the late 1990s. Swimming programs vary from youth and adult swim lessons to water aerobics to diving instruction. This work group also oversees the sale of concessions for all pools, concession stands and special events.

The pools managed by this work group include:

- Picadome Neighborhood Pool
- Berry Hill (25-meter pool)
- Constitution (25-meter pool)
- Douglass (25-meter pool)
- Shillito (25-meter pool)

This work group also operates four outdoor family aquatic centers at Castlewood, Tates Creek, Woodland and Southland Parks. According to staff interviews, the pools at Tates Creek, Shillito and Southland are the only pools that currently generate positive revenue. In general, only about 20% of pool costs are recovered.

Fees vary for admission to different pools. In 2008, a fee was instituted at Douglass Pool. This pool had been free in the past, and there have been mixed feelings about the new fee. The Douglass Park pool has a low participation rate and is expensive to operate due to the low numbers. The new fee is helping to offset these costs to the Division. One alternative to the fee might be to offer a pass for five or ten free swim days per season. This may build up the numbers of swimmers who use this pool on a regular paying basis. It could also be a pool that puts together special swim packages for day-care providers in order to increase revenue generation.

It is unusual that a park system the size of the Division does not have an indoor pool. The YMCA has indoor pools that are meeting some of the demand, but comments during interviews indicate that there may be a greater need for indoor pools. It is an area where the school system is also deficient

with none of the high schools having an indoor pool. This is one area where a more detailed study will be required to determine if it would benefit the overall revenue generation of aquatics to operate an indoor facility.

The current Aquatics Manager also oversees concessions staff, most of whom are seasonal employees, and pool maintenance staff (full-time trades workers and seasonal maintenance labor).

Special Projects and Fundraising

Special Projects and Fundraising provides a variety of programs and has facilitated many outreach initiatives and savings within the Division. According to staff, this work group generates approximately \$150,000 in in-kind savings and monetary donations. For example, this work group is working with Cricket phones, and the Division has been provided 55 free cellular lines for use. Staff estimates this has saved about \$35,000 annually.

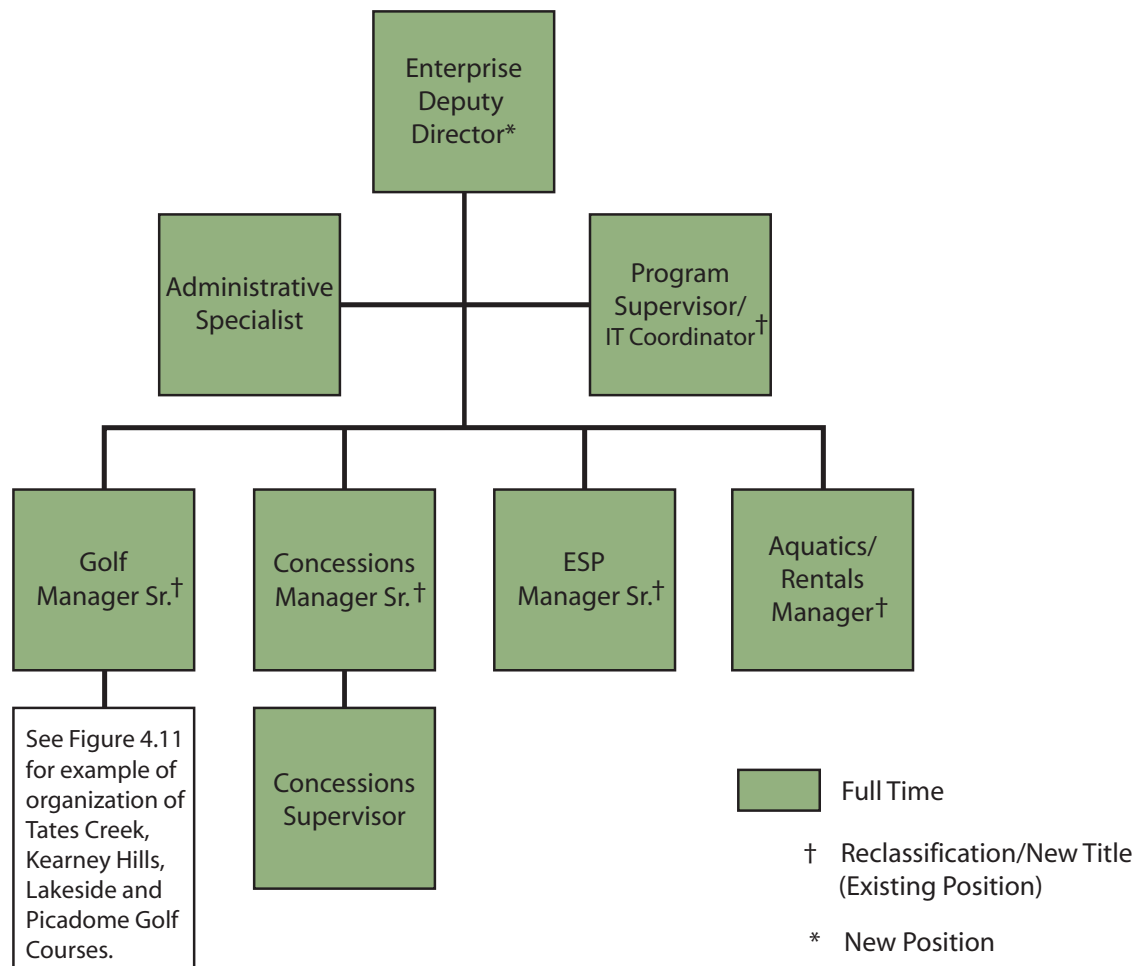
The work group coordinates marketing for the Enterprise section. Staff indicates that golf scorecards were offered to outside sponsors, generating approximately \$15,000 every two years. They generate sponsorship of many individual events but currently do not have a marketing package. Also, while the Division has discussed the possibility of naming rights for some time, no efforts have been made to find a company or individual to provide these dollars.

Fundraising and program development also involves sponsorship of many activities in the county. The Division co-sponsors many cultural events and sports programs, like Festival Latina and a ten-team adult baseball league.

Staff in this work group also patrol and manage all rentals. They work with other recreation groups in the community in attempts to coordinate use of parks and fields for uses like the playground program at Valley Park and University of Kentucky club sports.

This work group also coordinates computer programs in the community and provides internal technology support to the Division. They coordinate web services and online registration through the Vermont Systems RecTrac program. They utilize the system for work order distribution but do not use this software as a method to market to the community.

As evidenced by the range of duties, this work group has become a catch-all for a variety of activities. This has occurred based on the strengths and skills of the current employees instead of being tied to a particular position. This has worked well for the Division in some areas, such as fundraising and sponsorships, but does not necessarily represent the best organization for the Enterprise section or the Division as a whole. The primary concern is that as staff retires, their individual skills and strengths go with them, instead of staying being tied to a position.

Figure 4.10: Proposed Enterprise Organization

Enterprise Recommendations

The Enterprise section will now be managed by the Deputy Director of Enterprise, thereby eliminating the existing Enterprise Superintendent position. This Deputy Director will report to the Director and manage four groups, which will be overseen by managers. As managers of multi-million dollar operations, we recommend the ESP and Golf Managers be elevated to a senior title to help attract and retain quality staff. These groups and new manager titles/reclassifications include:

- Extended School Program (ESP Manager Sr.)
- Golf Operations (Golf Manager Sr.)
- Aquatics and Rentals (Aquatics/Rentals Manager)
- Concessions (Concessions Manager Sr.)

These four work groups have the ability to generate significant revenue.

Extended School Program

The Extended School Program, one of the more successful programs in the Division, has the ability to expand if more dollars are generated through fees. Program managers should attempt to strive for 100% cost-recovery of operational expenses, as they have done in the past. Staff should be allowed to adjust fees when warranted.

The ESP Manager Sr. should work to maintain a strong presence in the schools and seek support from Council to be able to maintain the program in county schools. There are concerns that the schools want to offer their own programs in order to retain the revenue. ESP is a proven program and receives high marks from the community. If it is a goal of LFUCG to promote partnerships, this is one that is working and should be continued.

Golf Operations

Golf course revenues have seen a nominal increase (6%) since 2007. Staff projects that revenues will continue to increase at a rate of 17.1% from 2008 to 2009 with a full year collection of the new green fee structure.

In order to achieve these revenue dollars and continue to grow revenues in the future, Golf Operations should have the latitude to adjust rates with the concurrence of the Division's Director. Current policy does not allow the Golf Manager the ability to change fees if warranted, and changes must go through the Council. This limits the ability of the courses to change fees based upon the current economic climate. Furthermore, with the management audit recommendation that Golf Operations be self-sustaining within 18 to 24 months, the Golf Manager needs the ability to adjust fees in order to make this goal a reality.

In order to meet the revenue goals for the Golf work group, we recommend that more staff be hired on a seasonal basis. Figure 4.11 illustrates our recommended organization for the Tates Creek, Picadome and Lakeside Golf Courses staff using the organization at Kearney Hill Golf Links as a model. In this organization, having a full-time Golf Course Superintendent Sr., full-time Assistant Golf Course Superintendent and full-time Vehicle Equipment Mechanic would allow for the elimination of all full-time public service workers. Having two staff members trained in course maintenance to oversee seasonal staff should result in high quality maintenance at a lower cost. This change results in the elimination of eight full-time maintenance positions, which could help cover the cost of new concessions staff at the club houses. Another option is to reassign these workers to the Parks Maintenance work group to help with the current maintenance staff deficiencies.

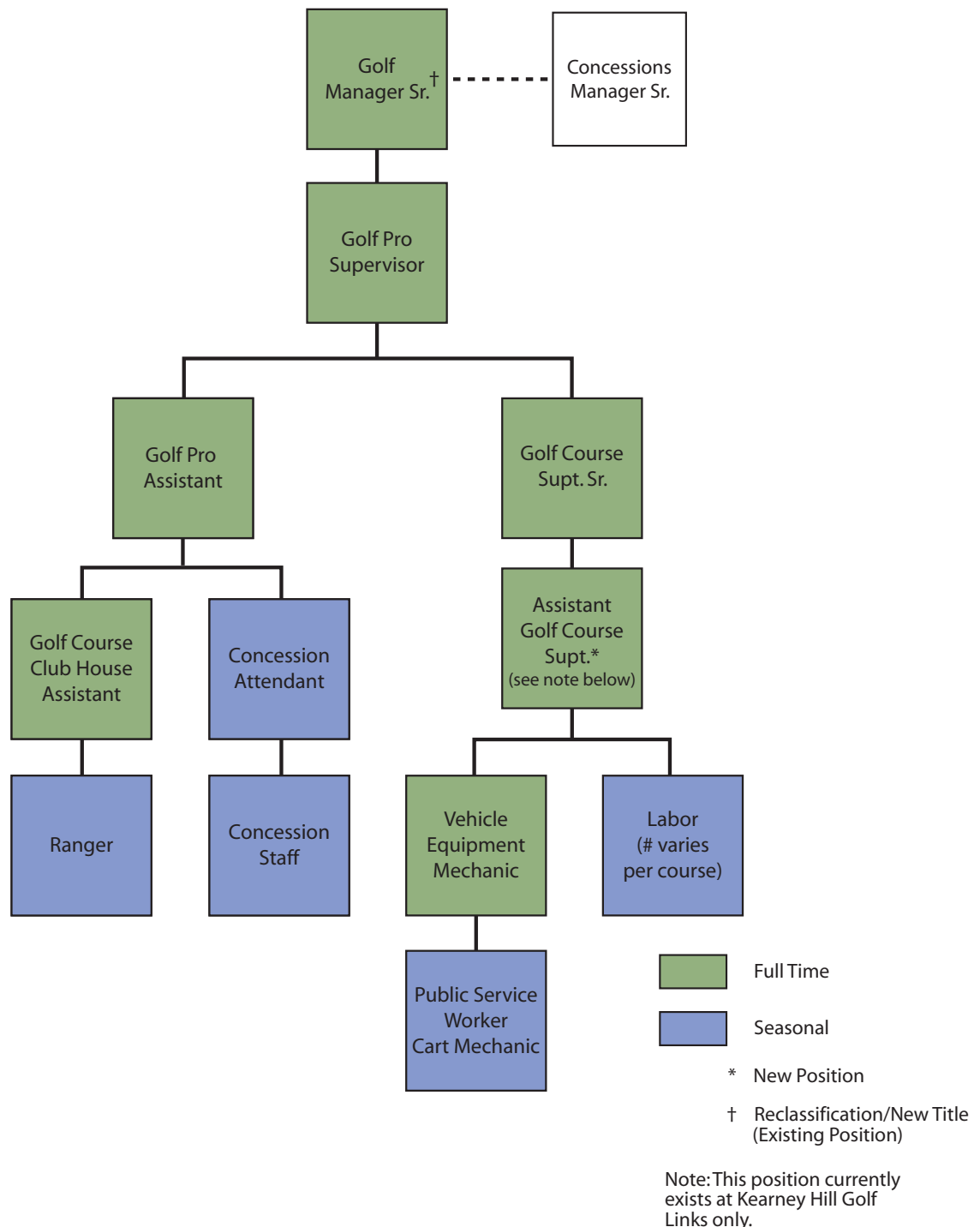
The Golf Manager Sr. should work with the LFUCG Department of Law to generate a new policy that would allow the Division to serve alcohol at the golf course concessions that are currently managed by government staff. The dollars that are being lost by not being able to serve alcohol, except through contract vendors, is substantial and could go back into investing in golf course amenities.

The Division needs to enhance the marketing of their golf courses within the Lexington community. Most courses have the ability to host local scrambles and tournaments; these are currently being lost to other golf facilities. The Golf Manager Sr. should be empowered and have the appropriate budget to market the courses in the *Kentucky Business Journal* and other publications, as well as funding for a stand-alone website that features the golf courses. The Golf Manager Sr. must also be permitted to adjust rates in order to attract more business that, in turn, would spend dollars in the clubhouse and restaurants. Each golf outing is a business negotiation and maximizing the Golf Manager's ability to negotiate and attract businesses should be allowed within standard operating parameters.

The Golf work group needs a capital infusion in order to complete deferred maintenance. For example, a new pump system and irrigation is needed at Lakeside, the lighting at Tates Creek is poor, and the kitchen facilities at Tates Creek, Kearney Hill and Lakeside need to be expanded in order to increase concessions revenues. In addition, Kearney Hill needs a pavilion to handle groups up to 150 and special events, as part of the overall marketing strategy. A cart barn is also needed at Picadome. The Division

currently rents a facility for cart storage. This limits the course operations at the rental building and staff's ability to customize the structure to meet their needs. A new cart barn should be constructed on park property or the existing rental structure should be purchased. These golf course renovations are also discussed in Section 7.

Figure 4.11: Proposed Organization for Tates Creek, Picadome, Kearney Hill and Lakeside Golf Courses



The Golf Manager Sr. needs to determine the long-range plans for Avon Golf Course and determine if closure is the best course of action to reduce subsidies at this course. This 9-hole facility, previously developed and owned by the US Army, is leased by LFUCG and managed by the Division.

Meadowbrook has the potential to be a great teaching/training golf facility. The site is too small for a regulation course but works well as a par three course. The County and the First Tee of Lexington should explore whether this venue could be the home of junior golf in the region. The facility could be developed in a way that could teach not only kids, but also beginning golfers, how to play the game. First Tee is a program that teaches much more than golf and affords participants the ability to learn skills that can be applied in the classroom. For example, the First Tee of Denver has a clubhouse facility at one of its larger courses where participants are taught how to remanufacture older clubs for use in the program. Participants are also taught the math skills that are applied to the redesign of the club. Denver Golf, the department that runs the program, has indicated that math scores of program participants have increased. The program has won national acclaim, and the director of the program was invited to speak at the World Golf Hall of Fame in St. Augustine in 2006 to explain the curriculum.

The Deputy Director of Enterprise should determine the status of the current golf bond program in order to determine the remaining payout period. While the bond that included the purchase and golf course improvements, made under the previous master plan, is estimated to sunset in 2020, the Deputy Director of Enterprise needs to evaluate whether the Division's portion of the bond will be paid off prior to that date.

Aquatics, Rentals and Concessions

Changes in the management of pools, rentals and concessions are recommended. As previously stated, some of the work groups in the Enterprise section have become a catch-all for a variety of activities based on the strengths and skills of the current employees. The following recommendations are intended to address this issue and bring conformity and definition to the positions.

We recommend that the existing Aquatics and Special Projects/Fundraising Manager positions be reclassified as the Aquatics/Rentals Manager and Concessions Manager Sr. and that certain job functions be shifted between these positions and to other positions within the Division. The existing Aquatics Manager oversees aquatics and concessions, while the existing Special Projects/Fundraising Manager oversees fundraising, sponsorships, rentals and a variety of other duties. We recommend that all aquatics and rental functions fall under the Aquatics/Rentals Manager. Concessions will become a stand-alone work group overseen by the Concessions Manager Sr. The Concessions Manager Sr. will oversee all food purchases department-wide and work with the Golf Manager Sr. to expand food and alcohol sales at Kearney Hill, Lakeside and Tates Creek Golf Courses. The other responsibilities of the current Special Projects/Fundraising Manager will be shifted to the new Marketing/Volunteer Specialist Sr. and Grants/Fundraising Specialist Sr. positions, and other positions as determined by the Director and Deputy Director of Enterprise.

Because the aquatics operations are seasonal and rentals occur year-round, the planning team feels that one manager, the Aquatics/Rentals Manager, could direct both of these activities. In addition to providing a balanced workload year-round, the pools are rented throughout the pool season. Combining these rental functions into one group helps consolidate staff that is experienced in rental reservations, setting up and breaking down rentals, and other rental procedures. The organization below the Aquatics/Rental Manager will remain the same, with the exception of the reassignment of the concessions staff to a new stand-alone work group. We are also recommending the addition of more seasonal positions to assist

the existing trades workers and seasonal maintenance labor with rentals. These workers will form the rental crews who will help set up smaller events at rental facilities, but will also assist the special events crews (currently in Parks Maintenance) as needed. The Aquatics/Rentals Manager will need to create new operations procedures that reflect this new management structure.

Rentals (pavilions, fields, facilities, etc.) bring in revenue, but associated fees need to be revised to reflect the true cost to administer, clean and maintain these sites. Utilizing Time and Motion Study data, the Division should amend fees for the facilities rented, and charges should reflect at least the direct costs to provide clean and safe facilities. Additionally, rental attendants should monitor use of facilities to confirm that the areas rented are being used in accordance with County policy. The cost for rental attendants should be a per-hour cost built into each rental agreement. This is standard practice for most large park agencies to ensure that rented facilities are clean when the rental group arrives and that facilities are cleaned up afterwards.

As part of the realignment, Concessions becomes its own work group directed by a Concessions Manager Sr. Concession revenues provide substantial dollars to the County. In 2006, concession sales accounted for over \$320,000. Staff should work with beverage services and other providers to bundle sales and possibly have a naming partner for concessions. The naming partner could sign a long-term agreement (10 years) and offer a fixed fee annually to have their name/logo on Division facilities and promotional materials.

Concession sales should be analyzed to determine if there are opportunities for expansion within the Division and as part of special events. Concession agreements with outside providers at golf courses and other venues should be reviewed to see if self-operation is a better option and would enable the Division to capture more revenue. Concession staff should work with the other work groups in the Enterprise section to determine where products can be expanded beyond just food products to support events and rentals.

Recommended Actions:

- Eliminate the Enterprise Superintendent position.
- Create a new Deputy Director of Enterprise position.
- Assign the following work groups to the Enterprise section:
 - ESP
 - Golf Operations
 - Aquatics and Rentals
 - Concessions
- Elevate current ESP and Golf Managers to senior managers.
- Empower the Golf Manager Sr. with the authority to adjust fees with the approval of the Director.
- Reorganize staff structure at Tates Creek, Picadome and Lakeside Golf Courses using Kearney Hills Golf Links staff organization as a model.
- Eliminate public service worker positions (eight full-time positions) at Tates Creek, Picadome and Lakeside Golf Courses and replace with seasonal staff. Positions could be reassigned to Parks Maintenance work group to fill current vacancies.
- Enhance golf marketing, and utilize different media available in Lexington-Fayette County, including a stand-alone Golf website.
- Adjust fees at affected golf courses that will pay the debt service over time; Golf should explore the feasibility of floating a revenue bond to remedy deferred maintenance.
- Implement key upgrades and renovations golf course.

- First Tee of Lexington and LFUCG should explore a partnership that would allow First Tee to be based at Meadowbrook Golf Course and change the mission of the course to a teaching/training facility for all.
- Consolidate aquatics and rentals into a single work group that manages all pools and rentals. This work group will be overseen by an Aquatics/Rentals Manager (reclassification/new title).
- Aquatics/Rentals Manager shall utilize the existing RecTrac software to manage and operate rentals in the parks system.
- Create a stand-alone concessions work group overseen by a Concessions Manager Sr. (reclassification/new title) who will manage all Division food sales and purchases and will assist with the expansion of food service at the golf courses.
- Concessions should work to retain a naming sponsor that will support the Division for an extended period of time.
- Shift the fundraising, sponsorship and other relevant responsibilities from the existing Special Projects/Fundraising Manager position to the new Marketing/Volunteer Specialist Sr. and Grants/Fundraising Specialist Sr. positions, and other positions as determined by the Director and Deputy Director of Enterprise.
- Work with the LFUCG Department of Law on revising the opinion that limits serving alcohol through County-sponsored concessions to private concessionaires so that County-operated golf concessions will have the ability to serve alcohol.
- Fee schedules should be amended after studying the Time and Motion Study data; direct costs for administering and facilitating rentals should be covered.
- New seasonal rental attendants and/or new seasonal Park Rangers (as recommended in the *Parks Maintenance* discussion) will monitor and patrol rentals and special events to ensure that park policies and laws are being adhered to.

Parks Maintenance

Parks Maintenance is one of the Division's five sections and is overseen by a superintendent. Parks Maintenance serves the Division and the community in many ways. This section is made up of full-time and seasonal positions and provides a wide variety of services. These include:

- Mowing of sports fields, park areas and other LFUCG properties
- Special event set-up
- Turf and tree care (fertilization, pruning, aeration, etc.)
- Playground inspection
- Restroom and facility clean-up
- Construction
- Special projects
- Leaf collection
- Snow removal
- Downtown landscape maintenance and watering of seasonal baskets

Some activities are done by internal staff, and some maintenance (common area mowing and right-of-ways) is done through contracts. The full-time contingent is made up of 151 permanent employees (not including golf course personnel). Interviews indicated that the overall communication within the maintenance work group is good.

South Base is the main Parks Maintenance administrative office and home to the Parks Maintenance Superintendent. Most of the special events and rental equipment is stored at this location. South Base is also home to the Aquatics section and all aquatics maintenance supplies.

Currently, Parks Maintenance operates from parks and maintenance bases spread throughout the County. Three main sections report to the Parks Maintenance Superintendent at South Base:

- North Base
- Old Frankfort Pike
- Masterson Station Base (Skilled Trades)

North Base oversees many key parks in the system. This section is responsible for all of the Division's parks, with the exception of three parks that are maintained by the Old Frankfort Pike Base. North Base provides general park maintenance, some mowing, special event support, rental support and custodial services to larger facilities in the parks. Employees in this section are stationed at Cardinal Run, Douglass, Jacobson, Veterans and Shillito Parks. This section's landscaping work group reports to Masterson Station.

The Old Frankfort Pike Base provides oversight of district crews that oversee maintenance of government properties, county mowing, leaf collection, roadway cutbacks, snow removal, some special event support and rental support. Further, they manage contract mowing in the districts and maintain three of the Division's parks (Masterson Station, Coldstream Park and Masterson Hills), which require larger mowing equipment. This section also has a group that reports to Masterson Station.

The Masterson Station Base provides oversight of the Skilled Trades work group that has been transferred to the Division of Facilities and Fleet Management. Masterson Station is a facility that includes over 600 acres of mixed-use activities including equestrian events, fairs, sporting events and rentals. Many in the Skilled Trades work group are involved in the construction and set-up of the large special events sponsored by LFUCG and the Division.

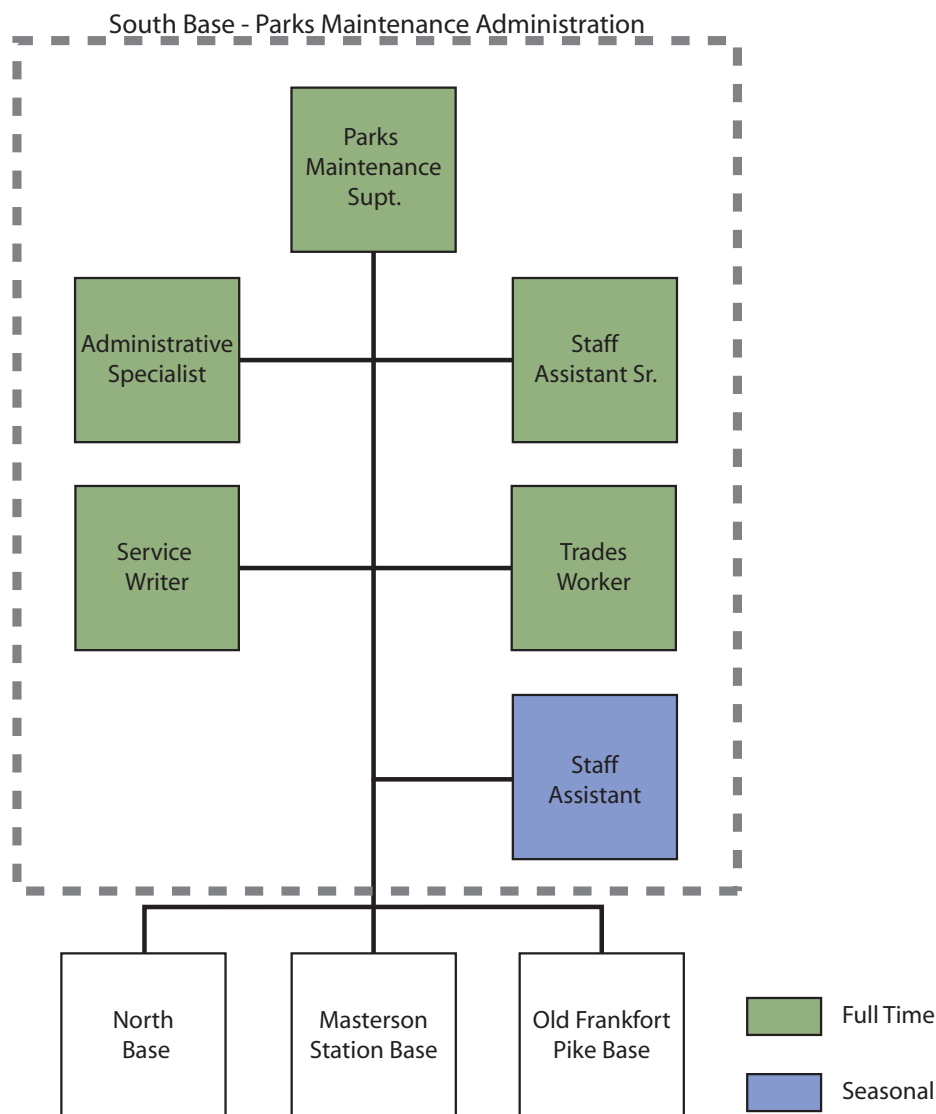
Parks Maintenance Analysis

Level of Maintenance

The total park acreage in the system is 4,664 acres of which it is estimated that approximately 3,200 are developed as maintained park space. Using the developed park acres and the current full-time personnel available to maintain these areas, the Division currently has a ratio of 18 acres per person (18:1) to maintain LFUCG parks. Within the industry, this number falls within accepted norms for maintained acres per staff person. A ratio of 18-20:1 is the desired target with best practice agencies falling in the area of 12:1, according to the International City/County Management Association (ICMA). Currently, the Division has 28 positions of 177 authorized positions that are unfilled. Of the 28, ten are in Parks Maintenance. Deducting these numbers from the overall personnel number, the ratio is 19:1; still within norms. Seasonal positions assist the Division annually and fluctuate due to peak participation within the system.

Another concern of the parks staff is the desire to grow the greenway system. They understand the value of greenways and support their development but are concerned that with staff shortages, they will be asked to maintain the greenway system. If they are asked to maintain the greenway with their current staffing levels, it will further impact their park acreage ratio and their ability to maintain park facilities.

While the park system appears to be maintained at a much higher level than in 1998 when the previous master plan was completed, there are still different levels of maintenance throughout the system. The downtown parks and new sports complexes (e.g., Thoroughbred Park, Gratz Park, Cardinal Run Park) are maintained at a much higher level than the balance of the park system. This is not atypical because

Figure 4.12: Existing Parks Maintenance Organization

they are the most visible and have the highest safety concerns due to greater use. However, the general aging appearance of the other parks reflects facilities that are suffering from lack of capital funding, which makes the overall maintenance of the parks higher than would be found in a more modern and updated facility. Another factor contributing to the less-than-stellar appearance in the parks is the lack of park maintenance standards. There is also a big difference in the maintenance level of sports fields that are receiving additional maintenance and care from the athletic associations that use them and the fields used by the recreation leagues. While the associations are investing a lot of money in the facilities they use, this creates an imbalance in perceived equity issues and citizen concerns over preferential treatment for those who can afford to pay higher fees.

Maintenance Standards

Analysis shows that there are currently no written maintenance standards or guidelines within the system although in practice there are procedures that are followed with respect to reporting safety concerns and playground inspections and mowing schedules. In addition, there are regular schedules

for winterizing park facilities and then reactivating them in the spring. Many of the practices are known and followed because large contingents of the supervisory staff are long-term employees. The loss of this institutional knowledge through retirements will have a major impact on the Division if policy and procedures manuals are not developed.

Scheduling and Travel Time

Crews currently have daily work schedules that address routine maintenance and any work orders that may need to be handled. The daily work schedule is a good tool for staff to use to determine what needs to be done within each district. At times, the crews have to alter their schedule to address reactive maintenance that may be health and safety related. Crews estimate their reactive time in the range of 10-20% weekly (or four to eight hours); this varies based upon the season and activity level in parks. Crews stated that there is no true protocol that prioritizes what task moves up the chain when it is called in or placed in a work order.

Another issue is that staff estimates that windshield time, on a weekly average, is around 10 to 15 hours. This windshield time affects the crews' ability to maintain parks to the same level as the site-based crews. Budget documents show that personnel costs within Parks Maintenance is slightly over \$3 million annually. Using this figure, as much as \$1.15 million is spent annually driving to and from job sites. Revised maintenance zones are needed along with more maintenance bases to reduce the travel time to and from parks.

Special Events

Special events crews provide support to many events in the system, one being supplying bleachers to events, tournaments, etc. Additional maintenance staff is often assigned to help with special events as well. The issue with the special events is that they over-tax parks maintenance resources. Staff indicated that routine tasks are delayed when maintenance crews have to react to events that were not scheduled or have a short turnaround time. Taking these crews off routine tasks creates a backlog of regular duties that affects league play, programs and other activities held at the Division's facilities.

The Division is not set up to address these larger activities. For example, special events crews can only transport one bleacher unit at a time due to the limits of the bleacher trailer. At times, up to thirty bleachers are set up at events, and hauling one bleacher at a time is not an efficient use of manpower, fuel or equipment.

Equipment and Uniforms

Equipment within the Parks Maintenance section varies from weed cutters to larger backhoes and front-end loaders. According to staff, there is some equipment that is old, and these pieces are being repaired constantly. Some are no longer in use and have not been replaced.

According to staff, parks maintenance uniform allowance dollars have not increased for some time. Personnel receive approximately \$110 annually. Staff also mentioned that maintenance staff in other LFUCG divisions receive twice as much for their uniform allowance. Parks personnel have concerns that the \$110 allowance does not cover the annual costs for necessary clothing and footwear to safely maintain parks. These uniform allowances should be matched to those in other LFUCG divisions and adjusted annually to meet cost of living rates.

Park Safety

Staff and the public have stated that safety is a concern within the parks. People within the county perceive some parks to be unsafe, which makes them unsure of visiting parks and facilities. Public and staff concerns about a need for safe parks have been established throughout this process. Staff indicates that vandalism is an ongoing problem in parks, and they are making every effort to control and mitigate it. Public workshops indicate that some people have an apprehension for visiting certain parks. Whether this is unwarranted perception or not, the Division needs a presence within its parks to ensure that patrons can visit and enjoy the amenities within the system.

Skilled Trades

As of July 2008, the Division released 24 positions dealing with Skilled Trades as part of the overall LFUCG management study that was recently adopted. These positions will now be managed by the Division of Facilities and Fleet Management and are assigned to projects government-wide. This work group included electricians, HVAC tradesmen, playground installers, special projects maintenance, special events, welders and plumbers. This work group provides support with regard to playground inspections, irrigation repair, vandalism remediation and winterizing systems within parks and facilities. The work group also does small renovation projects in the parks, builds stages for special events and other various tasks.

The release of the Skilled Trades work group from the Division will affect the way repairs are reported and addressed. One of the major concerns within the Division is the unknown relating to whom they will contact with maintenance issues and how will they be prioritized. Another issue is how the large seasonal peaks will be handled and emergency repairs that may be needed during special events and programs that occur on weekends.

Parks Maintenance Recommendations

As a service work group that supports the other four sections, it is felt that Parks Maintenance can function as a subordinate work group and not be a separate stand-alone section in the future. The planning team recommends moving Parks Maintenance under the Deputy Director of Planning and Support Services, and reclassification of the existing Parks Maintenance Superintendent position as the Parks Manager Sr. This would help the overall organization structure within the Division by creating stronger communication between staff at the manager level.

The Parks Manager Sr. will be the person who oversees the day-to-day activities of park maintenance and works with the base supervisors to facilitate park maintenance system wide. The Parks Manager Sr. will work to develop annual operating budgets for the Parks Maintenance work group and provide these to the Deputy Director of Planning and Support Services as part of the overall budgeting process. The Parks Manager Sr. will also be responsible for all staff evaluations and personnel issues that do not have to go up-line per Division policy.

Level of Maintenance

The current number of authorized workers that care for and maintain the Division's parks is within the norm of 18-20:1 but below the 12:1 standard of best practice agencies. Currently, ten positions are unfilled within Parks Maintenance. Deducting these ten employees, the ratio slightly increases to 19:1. If the Division wishes to move towards a standard of 15:1 or better, a Time and Motion Study should provide direction in meeting these goals.

Another issue that needs to be resolved is who will maintain greenways. Parks crews are set up for this maintenance but the current vacant maintenance positions must be filled if greenway maintenance is added to their list of duties.

Mowing appears to be one of the many positives occurring in parks. In some areas, it appears mowing at the current level is unnecessary, and alternative uses of the property could greatly reduce the current acreage mowed. Division managers, primarily the Parks Manager Sr. and Natural Areas Manager, should determine what needs to be mowed and whether certain common areas should be allowed to grow and be left in a natural state.

Time and Motion Study

A Time and Motion Study is recommended in order to determine how much time is spent driving to parks, mowing, weeding, removing trash, etc. This study tracks all time and gives recommendations that may allow for decreased windshield time, provide better maintenance practices, and give managers the tools to create operational standards. This study will allow for the Division to better position crews for routine maintenance as well as for reactive issues that may arise.

Maintenance Standards

Standards need to be developed and implemented throughout the parks system. These standards will provide guidance to crews regarding maintenance of the natural and built environment in parks. For example, standards will define how often a sports field is mowed and to what height the turf shall be kept. It will further prescribe how often the turf is watered, when it should be aerated, and when pesticides/herbicides are applied. From interviews, it was apparent that many individuals in the parks system know what to do and when to do it, but this information is not in any written form. The creation of standards should be done concurrently with the Time and Motion Study and involve not only maintenance crews, but other agencies that work with the Division, the Division of Facilities and Fleet Management, for example.

Park Districts

The recommendation to reshape park planning into smaller districts can also be applied to the maintenance operations. By utilizing the same planning and maintenance zones, parks staff who work in these zones will have valuable information they can share with planning staff, and supervisory park staff will be able to evaluate the effectiveness of parks maintenance crews. Accountability of crews should greatly increase while travel or windshield time should greatly diminish if small work zones are developed. The proposed planning/maintenance categories are:

- Urban Core Parks (1 district)
- Suburban Parks (4 districts)
- Rural Parks (4 districts)

Urban park characteristics would feature more neighborhood-based activities and opportunities for connectivity. For park maintenance purposes, the urban maintenance base would house larger equipment and provide inventory for systems (irrigation, lighting, benches, etc.) within the parks.

Suburban parks, in Districts 2 - 5, would have crews that would maintain parks that fall within their district. The size of district crews will depend upon the total park acreage and mix of parks within each district. Many of the larger athletic complexes are located in these districts. Furthermore, the proposed greenway master plan includes trail routes in these four districts. Parks Maintenance spends a large amount of resource time maintaining these active parks, and tasks should increase as trail connections are targeted in these areas.

Rural parks would also have dedicated crews, and larger parks located in these areas, Hisle Farm and Masterson Station for example, would have park-based crews that would provide daily maintenance. These rural parks would feature destination parks that focus on passive recreation and equestrian activities.

Figure 4.13 shows the organization of the maintenance crews by park planning district. The realignment and placement of the current positions into these crews should be determined by the Deputy Director of Planning and Support Services and the Parks Manager Sr. after conducting a Time and Motion Study. The planning team has made recommendations for the base locations of these crews within each of the districts, but the final determination should be made by management.

Outsourcing

Tied to the goal of reducing ratios of park acreage per worker, the Division needs to look to outsource more activities. Areas that may be considered include:

- Central Business District landscape and hanging basket care
- Restroom janitorial services in the parks system-wide
- Special event set-ups for large events

Some activities that are currently being performed by Parks Maintenance need to be addressed in the short term. One task, leaf collection, takes up a large amount of time for crews and may be better handled by waste management or contracted out. Many communities across the country have outsourced yard debris and leaf collection and pass this cost on to the homeowners via their property tax of a special tax for the service. This move would allow crews to better manage and maintain parks and reduce the mowing acreage per person by absorbing staff freed-up by contracting out current duties. This would also alleviate the need to pay tipping fees for disposal.

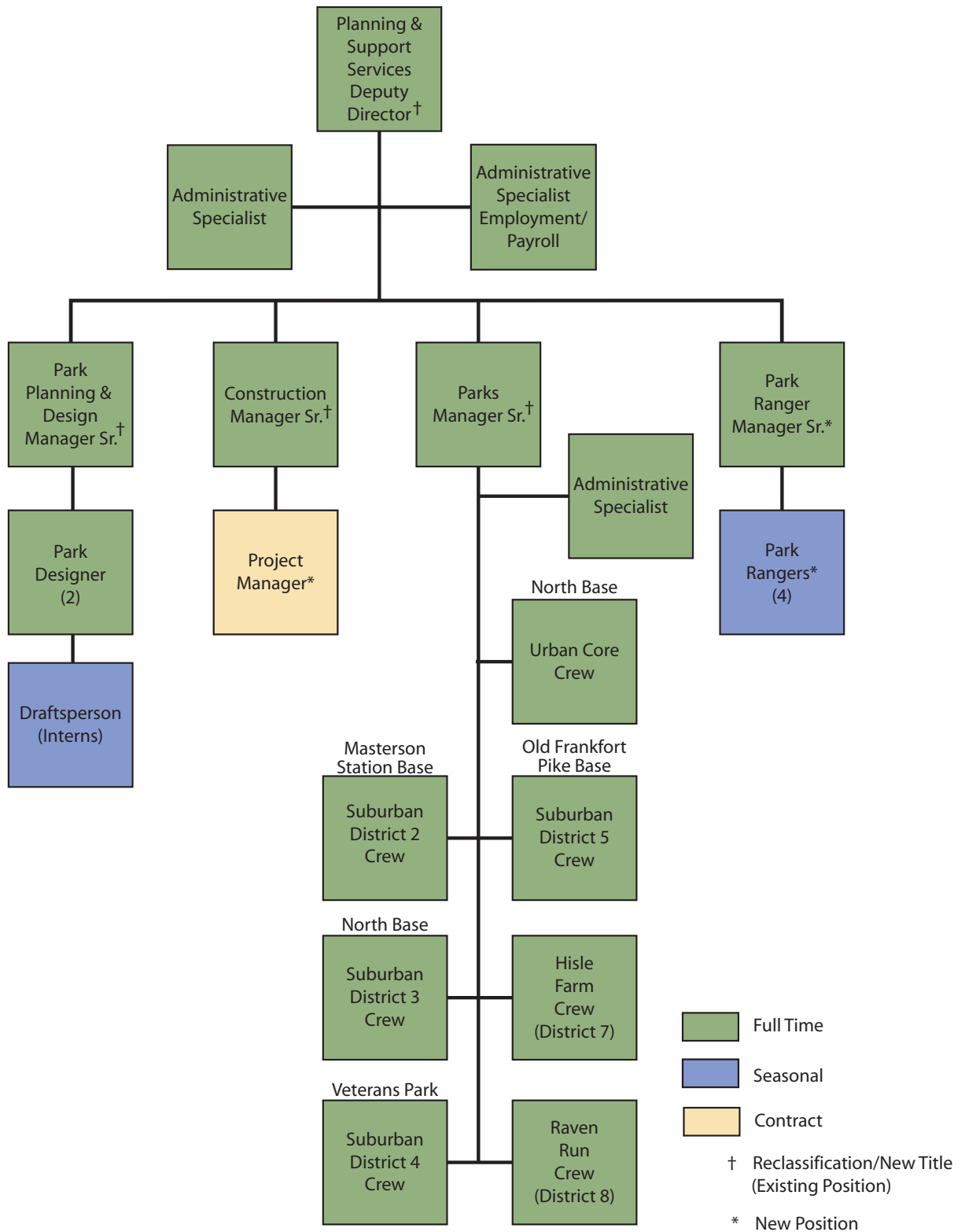
Special Events

Special events management needs to move to a tiered system. The current structure is too reactive and takes parks maintenance crews off of their needed tasks. The planning team recommends that larger special event set-up and take-down should be contracted out. With events of more than 500 attendees, contracts should be arranged with companies that specialize in this area. For events with less than 500, the current special events crews should be used. If additional help is needed, the seasonal rental crews under the Aquatics/Rentals Manager should be used to assist with the special events (see *Enterprise* recommendations).

The special events crews also need to have an additional trailer that can haul more bleachers. Furthermore, the Division needs to invest in a pool of bleachers that can be hauled for events and leave the existing inventory to be based in parks that need spectator areas.

The Special Events Manager and the Parks Manager Sr. will need to be in regular contact to coordinate the LFUCG and Division-run special events. As discussed in the Recreation recommendations, the Special Events Manager will need to work with the Deputy Director of Recreation and the Parks Manager Sr. to set fees that will cover all direct costs for administering and managing these activities. This should be done after the recommended Time and Motion Study is completed.

Figure 4.13: Proposed Planning and Support Services Organization



Equipment

An equipment replacement schedule needs to be developed and adhered to. The Division has many pieces of equipment that need replacement and updating. Division managers should work with the Director and the Division of Facilities and Fleet Management, who controls equipment replacement, to develop depreciation schedules for equipment and develop a capital funding plan to pay for retooling the Division. Another option is to move into more equipment rentals rather than purchases. Many agencies have found this to be more desirable as they do not have to maintain large repair shops to work on the equipment, and the equipment is replaced on a regular basis. This would apply to general park maintenance and golf course maintenance equipment.

Park Safety

Safety and vandalism are issues within parks. As a way to curb negative influences, a park ranger program should be instituted. A Park Ranger Manager Sr. position should be created, and seasonal Park Rangers should be retained to visit parks and provide safety enforcement and information to patrons. The new Park Ranger Manager Sr. would report to the Deputy Director of Planning and Support Services. Police patrols should be increased, and, as greenway development occurs, bicycle patrols will be needed. Police should also be encouraged to ride bicycles in the larger parks. Some communities have started developing police offices in parks where officers can complete paperwork and do other duties rather than reporting to the central office. Gwinnett County, Georgia, has developed numerous police offices in their park buildings and feels it has increased the feeling of safety in their parks. The offices could be included in some of the new facilities recommended in Section 7.

Skilled Trades

The recent move of the Skilled Trades work group has created some uncertainty within the Division. The shift of these workers could mean that some maintenance and repairs that happened previously with a short turnaround time may be delayed. Division managers should work with the Division of Facilities and Fleet Management to establish prioritized parks tasks that should be done by the Skilled Trades work group.

Recommended Actions:

- Move the Parks Maintenance section to Planning and Support Services section.
- Reclassify the Parks Maintenance Superintendent as the Parks Manager Sr. position.
- Conduct a Time and Motion Study to create a baseline for time allocated for routine parks maintenance and confirm time spent providing reactive maintenance.
- Purchase software that enables the Division to track time per project.
- After Time and Motion Study, create parks maintenance standards system-wide.
- Create a hub for urban park operations to house parks inventory as well as provide a base for large equipment.
- Create suburban and rural park district crews. Utilize findings from the Time and Motion Study to determine what parks should have site-based crews and which facilities should have roving crews or outsourced operations.
- Develop a staffing standard of 15 acres of parks maintained per person (actual field parks personnel) by 2015.
- Determine where outsourcing of services is in the best interest of the Division. Begin with the downtown landscaping and watering activities.
- Move leaf collection services to the Division of Waste Management.
- Work with LFUCG administration to determine whether greenway/trail maintenance will fall under Division of Parks and Recreation. If so, fill vacant maintenance positions and create greenway/trail maintenance crews.

- Larger special event set-up and take down should be contracted out to private providers. Existing special events crews will facilitate smaller special events (less than 500 people). Additional special event support will come from seasonal rental crews under Enterprise section's Aquatics/Rentals Manager.
- Match maintenance staff uniform allowances to those in other LFUCG divisions and adjust annually to meet cost of living rates.
- Work with the Division of Facilities and Fleet Management to create an equipment replacement schedule; evaluate rental vs. purchase.
- Create a park ranger program with a new Park Ranger Manager Sr. and seasonal Park Rangers. These new positions would be a work group under the Deputy Director of Planning and Support Services section.

Summary of New and Eliminated Positions and Reclassifications/New Titles

Table 4.4 provides a summary of all eliminated positions, title changes, reclassifications and new positions. The planning team has made recommendations to eliminate 12 full-time positions and to add 8 full-time positions. This accounts for a net loss of four full-time positions.

One of the new full-time positions recommended in the text, the Hisle Farm Program Supervisor, is tied to the development of the Hisle Farm property. The new positions that would be required after the development of the proposed recreation centers (see Section 7) have also been excluded from Table 4.4 as the planning of those facilities are too far out to provide an accurate count of new positions.

Eight of the eliminated full-time positions are public service workers who provide maintenance at the golf courses. As opposed to eliminating these positions, another option would be to shift the employees into the Parks Maintenance work group's unfilled positions, which have remained vacant due to the hiring freeze.

Table 4.4: Summary of Eliminated Positions, New Titles/Reclassifications and New Positions

Eliminated Positions	
Superintendent - Recreation	
Superintendent - Recreation Special Programs	
Superintendent - Enterprise	
Recreation Manager - Extreme Sports/Cultural Arts or Athletics ¹	
Public Service Worker - Lakeside (2 positions)	
Public Service Worker - Tates Creek (2 positions)	
Public Service Worker - Picadome (2 positions)	
Public Service Worker - Kearney (2 positions)	Total Eliminated Positions: 12

Continued on next page

Table 4.4: Summary of Eliminated Positions, New Titles/Reclassifications and New Positions, continued

Current Title	Reclassification/New Title
Deputy Director - Administration	Deputy Director - Planning and Support Services
Superintendent - Maintenance	Parks Manager Sr.
Superintendent - Planning & Design	Park Planning and Design Manager Sr.
Golf Services Manager	Golf Manager Sr.
ESP Manager	ESP Manager Sr.
Program Supervisor - Administration	Program Supervisor/IT Coordinator
Recreation Manager - Extreme Sports/Cultural Arts	Recreation Manager ¹
Recreation Manager - Athletics	
Recreation Manager - Community Centers	Community Center Manager
Recreation Manager - Aquatics	Aquatics/Rentals Manager and Concessions Manager Sr. ²
Recreation Manager - Special Projects/Fundraising	
Recreation Manager - Natural Areas	Natural Areas Manager
Recreation Manager - Special Populations	Special Populations Manager
Special Events Service Manager - Recreation	Special Events Manager
Parks Project Coordinator - Planning & Design	Construction Manager Sr.
Recreation Supervisor - Cultural Arts	Cultural Arts Supervisor
Recreation Supervisor - Athletics (3 positions)	Athletics/Extreme Sports Supervisor (3 positions) ³
Equestrian Park Program Supervisor	Equestrian Program Supervisor
New Full Time Position	
Deputy Director - Recreation	
Deputy Director - Enterprise	
Marketing/Volunteer Specialist Sr.	
Grants/Fundraising Specialist Sr.	
Park Ranger Manager Sr.	
Assistant Golf Course Superintendent (3 positions)	Total New Full Time Positions: 8
<p>1. These two manager positions combine to form the Recreation Manager position. This eliminates one of the existing Recreation Manager positions.</p> <p>2. These two manager positions shift some job functions between each other and receive new titles. Some of the duties of the current Recreation Manager - Special Projects/Fundraising are shifted to the new Grants/Fundraising Specialist Sr. and Marketing/Volunteer Specialist Sr.</p> <p>3. The athletics and extreme sports activities are to be distributed between these three supervisor positions. Placement is to be determined by the Recreation Manager and Deputy Director of Recreation.</p>	

Interdepartmental and Public Communication and Marketing

Throughout the interviews, it became apparent that there are communication issues within the overall Division and its sub-sections and work groups. While certain groups seem to communicate well, there is some communication breakdown between sections and work groups, and with the up-line communication to LFUCG. Some of these issues also apply to the Division's communication of its mission and services to the public. The following discussion provides an analysis of and recommendations for the Division's communications and marketing.

Communication and Marketing Analysis

Lexington's Division of Parks and Recreation has a history of getting the word out about programs and services, as evidenced by good participation and strong overall ratings by the public. Today's communication environment challenges the Division to bring its communication "A" game to live up to its mission and fully serve the public good.

There is no doubt that media consumption patterns have changed in recent years: newspaper readership is down; television viewership is fragmented; news is available 24/7 on cable networks and the Internet; and people are increasingly dependent upon the instant gratification that cell phones and advanced technologies offer.

Additionally, much of the nation's publicly owned properties and infrastructure require significant investment and improvements to continue to function, keep up with demand and meet regulatory requirements. New and increased taxes and fees, along with a difficult economic climate, are putting pressure on family budgets, which means government must continue to do more with the dollars it has and maximize any new dollars it may receive.

These conditions require more than a break-even event mentality that some parks and recreation systems still have. Success today results from an integrated and comprehensive approach to communication.

The following analysis includes information obtained through public meetings, Division personnel group discussions and individual interviews with several Division staff who have communication and/or management responsibilities. The study breaks communication effectiveness into seven sections: awareness, perceptions, participation, expectations, saturation, efficiency and relationships. Each plays a role in understanding if communication outcomes are being accomplished.

It is important to discuss the vernacular used for this report. As part of the Commission for Parks and Recreation Agencies (CAPRA) accreditation that the Division sought and received, various aspects of communication have been outlined and explained. These are broken into Public Information, Community Relations and Marketing. It is not the purpose of this master plan to dictate whether these delineations are correct; there are as many definitions as there are people. Rather, this report addresses the effects of communication strategies and tactics, whatever names they fall under.

Awareness

The awareness factor addresses the public's awareness of facilities, services, programs, mission, practices and guidelines and their benefit for the community as well as what the more innovative communities are focusing on in parks and recreation.

The mail survey conducted in 2006 shows a majority of citizens interact with the Division multiple times each year, whether by participating in an event or strolling through a park. This indicates at least a moderate level of awareness of Division facilities and programming and higher levels of awareness of parks in their neighborhood or in pursuit of personal interests, such as cultural events.

There is significantly lower awareness, however, when it comes to opportunities that are not in respondents' personal routines. For instance, more than half (52%) could not respond when asked if programming was adequate for boys and girls in Fayette County. Nearly as many (46%) were not sure if adult programming was adequate.

The Division has made the effort to inform the public about its mission by including the statement on business cards and at the foot of all emails, which is a frequent mode of communication. The mission statement is included on the Division's website home page, and a section is dedicated to its policies and practices. Regarding performance, the accreditation seal is prominently displayed on the site and in the biannual *Fun Guide*. Publicity was achieved upon receipt of the honor, and an explanation about it was included in one of the Guides. Concrete data is not available on the extent to which the public has absorbed this information, but it is safe to assume it is on the low end as it is not something most citizens would seek out or focus on.

A narrow or limited view of the Division, while not unusual, can be harmful for a publicly funded government entity. Citizens may be missing out on opportunities that could enrich their lives. Additionally, without a broad view, many taxpayers likely assume their parks and recreation experience is typical, which it may not be. Indeed, Lexington's parks are not equitable, which means those people with limited experiences may hold the Division in higher or lower regard based on their neighborhood park.

This limited awareness could be a stumbling block in creating consensus around Division planning, resource allocation and future funding. It also limits the ability of the community to appreciate and enhance its quality of life through improved parks and recreation opportunities.

For this reason, the Division must communicate about more than events, which has been the primary focus recently. It would be useful to include questions about the mission and related philosophies in future opinion research, particularly in qualitative settings such as focus groups and interviews. It also is suggested that the Division continue to find ways to weave overarching statements about Parks and Recreation's role in the community into its ongoing communication and to periodically create opportunities to focus the public on the business of parks. Topics should include the impact of leisure pursuits on quality of life and how the Division helps citizens have more fun and live healthier, richer lives and how innovative parks systems are changing. Additionally, the Division should publicly address areas of its operations, whether land, buildings, or programs, that can be improved as the first step in moving forward for a better system. Over time, this focus will create a deeper understanding and support with key audiences.

Perceptions

The perception factor addresses what citizens think of facilities, services and programs, whether or not they use them. It also speaks to the overall esteem in which the system is held.

Facilities

The most recent data available (2006) indicates the public believed the County's parks, particularly restrooms, were in need of repair and maintenance. The public also said more and better facilities,

such as waking trails, bike paths, a senior citizen center, performing arts center, etc., were needed. The Division took this information to heart and since has invested time and resources in improving its park restrooms, and significant funding has been made available for walking and bike paths. There is still much work to be done to bring some of the parks in line with the Division's plans. But there has been limited communication to the public to make them aware of the progress that has been made. It takes a concerted effort to change perceptions, particularly of those who do not frequent the parks, so multiple communications will be required to adequately convey these accomplishments. Subsequently, opinion research will be needed to determine if perceptions have kept up with progress.

Programs

About half of those participating in the research did not have enough information on which to base an opinion on whether or not programming is adequate, an issue that is discussed in the awareness section. However, of those who could rate programming, slightly more than half said programming was adequate, leaving nearly half who did not think it was.

Perception of the Division's programming is significantly less than optimal, whether based on reality or a lack of information. It must be pointed out that open-ended questions show there is little distinction made by participants between programs and facilities at times. For instance, some people said there was a need for more walking paths when asked what programs were needed.

Services

Most of the Division's effort falls into one of the two categories above. However, there are some responsibilities that are unique to the Division and somewhat hidden. An example is fundraising and fund preservation through sponsorships and partnerships. Division personnel save thousands of dollars in printing, advertising, and personnel costs through solicitation and management of funding and in-kind contributions. There is no information on public perception of these services, but because it is not always documented and rarely, if ever, publicized, it would be safe to assume few citizens have any information upon which to base a perception. This is another opportunity to demonstrate the value and resourcefulness of this division.

Overall

Significant majorities of the public perceive that the Division's facilities and programs meet their families' needs, that the Division has a good image in the community and that parks and recreation is a good investment of tax dollars. The negative perceptions are fairly low. However, there is room for improvement, primarily among those who fell into the neutral category. Negative voices often are the most heard and can impact those who are not sure what they think on the topic. Negative and neutral responses combined for nearly 25% of those answering the overall image question and nearly 40% on recreation and parks needs being met. In order to be in an optimal position, the Division must focus on communication with those who are ambivalent so they do not become negative and move those who rated the Division average or good into the very good or excellent categories.

Participation

The participation factor addresses who is participating in what, whether or not participation is as high as it can be and, if not, the reasons. For instance, is less than optimal attendance due to lack of interest, facilities, scheduling, cost or other specific factors, or is it a result of not knowing about the opportunity or value that comes from participating?

Participation is a result of several dynamics, key among them communication. Not only does someone need to know about the opportunity, they must know how it might be worth their time and effort and how to make it fit within their lives. Another consideration of participation is frequency.

Certain programs and activities, such as the July Fourth festivities, Dirt Bowl, Big Band and Jazz concerts and Free Friday Flicks, have consistently strong participation. Have they reached a peak, or would more and different people attend if communicated differently? There is little way to know without further study.

On the other hand, some programs, such as some senior programs, are only lightly attended. Is it a communication issue, transportation, cost or other factor?

An interdisciplinary evaluation process is needed for assessing current attendance (number and demographics), the potential attendance and developing plans to address disparities where they exist.

For example, Kiddie Kapers Dance Company has enjoyed significant success and is full each enrollment period. However, it is not promoted beyond recent participants because inadequate internal resources are available to cover higher costs that would be associated with expanding it, despite the fact that proceeds would exceed expenditures. The Division is missing a good opportunity to grow a successful program due to internal operations. Fixing this situation and promoting popular activities would increase the number of families who value the programs that are offered.

On the other end of the spectrum, some programs may have outlived their usefulness but continue because it's the way it's always been done. Only through public input and a well developed assessment tool will program life cycles be adequately assessed.

Expectations

The expectation factor focuses on what people expect of the Division. Do citizens hold the division to high standards and aspire for it to be the best it can be, or are they satisfied with a good system? Are their service/program expectations in line with the mission and capabilities of the division, or do they have an outdated or distorted view of its purpose? Do staff members have high expectations that are based on organizational standards? Are staff members receiving clear direction and messages regarding what management's expectations are of them?

Limited information exists on the public's overall expectations of its parks and recreation system, and it is somewhat mixed. Many people have expressed desires for new and better facilities and programming. However, when asked how these improvements should be funded, most want government to find the money from outside city coffers, preferring it come from state and federal dollars or other fundraising.

More information needs to be gathered regarding what public expectations are for their parks and recreation and how these would change if they were more aware of the benefits of innovative and progressive facilities and programs. It also needs to explore how the Division can continue to tap into the enthusiasm of special interest groups and make their desires for exceptional programming come to fruition without unduly burdening the community or the system.

The Division's management and communication staff are driven to enhance their division. An example is voluntarily submitting the Division to the national accreditation process and becoming one of only 69 cities in the nation to achieve it. They want to institute new, more targeted communications, reach out to the public more and become a model system.

However, the current organizational structure, budgeting process and internal communication sometimes set up barriers that impede progress. Program managers admit communication across department or service lines is sporadic at best. Communication personnel complain of being apart from those with whom they must interact on routine matters throughout the day. Responsibilities for new services, issues or events are added to existing work loads without clear priorities being set. In some cases, reporting lines are inconsistent with areas of direct responsibilities. These and other operating challenges are disincentives to staff. Rather than achieving, some talk of just hanging in there until the next round of changes come.

Communication responsibilities and job functions must be more clearly defined and executed in order for the Division to move from being good to being exceptional in all categories. It is something that everyone is concerned about and appears to want, from the Director to line staff. With this in mind, an internal communication audit should be conducted by an outside agency to more fully identify opportunities for improving information flow and building effectiveness. Following the audit, a communication plan should be developed with clear steps to improve communication.

Saturation

The saturation factor addresses whether or not publics are receiving as much information as they want in the forms they prefer.

Survey respondents were split on whether or not they had enough information on the Division's programs, events, activities and services with 49% saying "yes" and 51% saying "no" or they did not know. Most organizations would find it unacceptable for half of the citizens to not believe they have information they want and need to fully participate in recreation opportunities they help fund. It does not necessarily mean information is not available, but obviously it is not always reaching its mark. Additionally, there is no information on whether or not the communication methods used are those preferred by citizens. The Division has information about where citizens get information but not how they would prefer to get it.

The desire for more information was spelled out in several of the open-ended research questions in which participants volunteered that they would like to hear more about activities. These included such comments as "I would like parks and recreation to improve getting the word out to their community" and "...target post college graduates with more advertising and information available."

Discussions during public meetings for the master plan indicated that rumors and assumptions can fill the information void. For instance, at a public meeting held at the Dunbar Community Center, citizens expressed concerns about a community center being "taken away" from them when, in actuality, no determination had yet been made about it. Additionally, a brand new, state-of-the-art after-school center was about to open just a few blocks away but few were aware of it. In each of the public meetings equine enthusiasts were gathered to protect the use of Masterson Station as the only park where horseback riding is allowed after rumors apparently had circulated that it might be discontinued.

Communication levels also are less than optimal for employees. Employee work locations are spread across the city; they work a variety of hours; and some have limited access to routine correspondence tools such as email. These factors combine to make getting and receiving timely information a challenge. Even manager-level employees shared examples of finding out about major Division projects by watching the news and other employees shared examples of how somewhat conflicting events have been scheduled because of a lack of close communication. Last-minute requests for communication support, such as signs, announcements and handouts, are reported as the norm, even for recurring activities.

More, better targeted information is key to overcoming the challenges that create communication deficits. That requires additional research with audiences to determine what their preferred methods are and trial and error of trying to implement new and/or more frequent communications.

Efficiency

The efficiency factor addresses whether some people are having to work harder than needed to get the information required to participate or, in the case of employees, to do their jobs. Is the structure conducive for communication? Are potential synergies with other organizations being realized?

The Division has made it more convenient for residents to obtain information and to register for activities through its website and online registration tools. Additionally, the *Fun Guide*, a comprehensive listing of facilities and programs, is now printed twice as often. The Division also has begun experimenting with direct email communication, which is one of the more efficient approaches available today when done well.

It is recommended that the Division quickly advance its use of email, websites and other on-demand resources such as phone message systems to build upon this start. The Division should explore opt-in emails, online evaluation tools, specialty web pages, a more direct domain name and other steps to make it easier for the public to obtain and share information with the Division.

In employee communications, it has already been pointed out that there are inefficiencies built into the system. In conducting the internal communication audit and making more specific recommendations as a result of the findings, it will be important to create an environment in which more natural communication flows can occur. These will be easier if the Division looks at communication as an integral part of all program and service processes. Additionally, the Division and the various Public Information Office departments should work through the new organizational chart to ensure everyone has a clear understanding of roles, responsibilities and reporting lines. Having multiple reporting lines is not optimum but can work if well coordinated.

Relationships

The relationship factor addresses whether or not relationships are mutually beneficial, equitable and based on respect.

The Division has established many mutually-beneficial relationships that have greatly benefited the community. Collaboration with “Friends” groups such as Friends of the Dog Park and Friends of Raven Run are excellent examples of public/private partnerships that have enhanced the parks and the experiences visitors have while keeping government investment to a minimum.

The Division also has partnered with corporations for sponsorships that allow the Division to promote and grow events beyond the capability it would have on its own. Raising revenue through advertising on Division materials reduces costs and creates greater bonds between the Division and the business sector by helping businesses reach their target audiences.

Repeat sponsorships are strong, implying that the relationships are strong as well. Pepsi has been a sponsor for more than 15 years. The Lexington Legends became partners at their inception and have joined with the Lexington Art League, the ballet and franchise ball leagues and LYSA. The Fayette County Health Department, KU, Kentucky American Water, KY Fish and Wildlife, Keeneland, the Kentucky Horse Park, the Rotary, Lion’s Club, and others also have been long-term partners. Recently Kroger, Wal-mart, Rotary International, and Ball Homes have promoted the Division’s programs and services. Extensive

partnerships with the local network affiliates, Kentucky Educational Television and cable outlets, and all the local radio stations on a rotating basis ensure that event messages are shared with the community.

The Division has started to ‘package’ events to ensure sponsorship opportunities are equitable. To take this successful effort to the next level, it is suggested that more specific data be kept and evaluations requested from partners to document their experiences.

Good relationships also exist in the area of programming, in which outside groups offer activities, such as baseball and soccer leagues, to the public through the Division’s facilities. This saves government costs and broadens the programs that are offered. Periodic checks should be made to ensure these relationships are healthy and seen as mutually beneficial. One challenge with these partnerships is that the public sometimes perceives the events as separate from the Division’s events even though the Division provides the land and a certain level of involvement. Additionally, sometimes scheduling of outside events has taken precedence over the Division’s activities. This demonstrates another breakdown in internal communication by those scheduling the events.

For the most part, indications are that the public enjoys a positive relationship with the Division. As previously stated, participation is good or better, survey participants report that the Division has a good image and programs services are meeting the average person’s needs.

The Division’s effort to establish a volunteer program is a positive step in building more and stronger relationships with those in the community who can make the time to contribute their time and energy. Volunteers often serve as especially credible advocates within their spheres of influence, helping friends and family understand and appreciate the organization better.

In addition, contemporary tools used in the private sector offer new opportunities for good relationships to become exceptional ones. It is recommended that the Division employ customer relationship management tools to personalize communications and programs for participating citizens and to reach out to those who may be benefiting marginally or not at all. This will require greater analysis of who customers are and how the Division can become seen as relevant to their lives. It also will involve testing relationship-building tools, such as patron memberships, opt-in emails, special interest/social networking and other opportunities.

There are limited examples of this incorporated into local parks systems, but the private sector and some non-profits, such as libraries, have embraced this approach for interacting with customers in deeper and more frequent ways. Boulder’s parks and recreation division has inched in that direction by offering annual and special interest passes, discounts and gift cards available online. Many parks and recreation programs have posted their newsletters online and offer email updates.

An additional consideration should be updating and better defining the Division’s identity. A simple, temporary logo is in use while the Division searches for a fresher look. The opportunity should be taken to update the look and feel of the whole identity package: logo, colors, font style and graphic design. The current green and beige are reminiscent of the previous century and do nothing to speak to the vibrant personality of a progressive, accredited parks and recreation agency. The Division’s inability to find a logo that expresses what it stands for indicates deeper exploration with employees and other stakeholders would likely be beneficial and would provide a fresh perspective from beyond the Division’s ranks.

Additional Comments

Communication Materials

The Division produces many communication materials, most of which promote special and cultural events. In the process of expanding its consumer research and updating its identity, it is important to evaluate the effectiveness of communication materials. Currently, there is little consistency in style, content, color and logo usage. Additionally, there is no comprehensive resource informing the public about all the opportunities that may be happening in parks because non-parks events are not shown. For instance, an event open to the public but hosted by an outside group at one of the parks would not be included in the Division's calendar.

Unaddressed Publics

A communication analysis should include a discussion of each audience that is important to the organization's success and for whom the organization exists. This report has focused primarily on Lexington citizens and employees, with some mention of affiliates/partners.

In addition to those vital groups, it would benefit the Division to also include in its communication plan strategies to build communication and relationships with opinion leaders and other groups and individuals.

Opinion leaders are those who make or influence many of the decisions that are made in a community: elected officials at various levels, business owners, business and special interest associations and civic organizations. Opinion leaders want to be informed and will advocate for issues and causes they understand and support. Their dedication to improving the community is a natural fit with those of the Division. Because they are influencers, their increased awareness of accomplishments, challenges and opportunities will help the Division in reaching other publics.

There are other constituents who may not be represented well within this analysis: non-resident visitors. This classification includes higher education students, regional residents (nearby cities), and tourists. Although they do not contribute to the tax base as residents do, they can pay fees, add diversity, offer talents and skills, augment the human resource pool, and otherwise support the mission and services of the Division. The Division must take additional steps to identify and get to know these audiences for communication and service purposes.

Communication and Marketing Recommendations

Overall, the Division of Parks and Recreation is a valued part of this community. Citizens appreciate the programs and facilities and want them to be maintained and expanded over time.

The communication analysis found several strengths within current operations. Special and cultural events and some programs are extremely well promoted and popular. The Division accomplishes this on a shoestring budget and has established strong partnerships within the community.

The review also identified several areas that could benefit from added attention. The top concern is internal communication, which is fragmented and somewhat in disarray. This is due in part to a recent City Hall organizational change, but seems to predate this restructuring. The other areas addressed through the following recommendations are comprehensive research and planning, branding and expanded communication options.

Recommended Actions:*Organization*

- Establish communication as a distinct function within the Division and elevate it to management level, ideally as a primary function in the Administration section.
- Public Information personnel should report to the Director and/or a designee for relevant segments of their responsibilities. The Division must clearly communicate expectations and have input on their evaluations. The same is true for other support services, such as graphic design that is carried out by other LFUCG divisions for Parks and Recreation. All of these activities should be led by the new Marketing/Volunteer Specialist Sr. position.
- Designate communication as a component of all Division employees' job descriptions and hold them accountable for their roles. Regularly scheduled meetings should be held that highlight communication activities and provide good and bad communication examples.

Research

- Institute a systematic research program to gather and maintain needed information on all publics over a period of several years. This should include primary and secondary and quantitative and qualitative studies with representative samples of the citizenry, Division of Parks and Recreation patrons, sponsors and partners, opinion leaders and other segments as appropriate.
- As soon as possible, contract an outside agency to conduct an internal communication audit to more fully identify communication roadblocks and opportunities to enhance employee communication.

Planning

- With external support, develop and execute a comprehensive strategic external communication plan that addresses all key audiences and outlines goals, objectives, roles, responsibilities, timelines, budgets and evaluation.
- Develop and executive an internal communication plan to be instituted within the next 6 to 12 months with update reviews to be done annually for the next 3 to 5 years.
- Develop an interdisciplinary team approach to assessing program success that includes communication factors as well as attendance, cost, and perceived community value. Develop strategies for programming based on team assessments.

Branding

- Create a renewed brand and identity package for the Division that will elevate citizen's perceptions, expectations and more accurately reflect the role the Division plays and aspires to play in citizen's lives. This branding effort should be in step with the overall LFUCG goal of branding the government as unified body but should also reflect on the unique qualities of the Division.

Communications

- Increase awareness of the Division's role, benefits and accomplishments by increasing communication regarding overall parks information through a well planned and integrated campaign.
- Incorporate customer management tools, such as databases, program evaluation, membership opportunities, and social networks, to build stronger relationships with more citizens.
- Update communication tools to include more interactive and "on demand" resources (i.e. website, email updates and newsletters, text, and phone) and personalized information delivered via preferred methods.
- Incorporate publicity and advertising to a greater extent, both of which are passive communication vehicles, to share information that people may not seek out, such as park improvements, the role of parks in communities, etc.

- Increase focus on communication with opinion leaders and auxiliary audiences such as university students and visitors.
- Seek opportunities to verify and reinforce the quality of the Division's work through recertification, awards, professional speaking engagements, and other opportunities, which will build esteem and expectations.



SECTION 5

PROGRAMMING ASSESSMENT

Programming is an important component to the success of any department, and with a good balance of both athletic and non-athletic offerings, programming greatly benefits the people of the community by enhancing their quality of life. To truly function as a modern parks and recreation department, there has to be a commitment to the recreation side. The Division of Parks and Recreation is committed to providing quality parkland, recreational facilities, programs and open space for all. The Division provides structured and unstructured recreation opportunities, developed facilities, as well as open space and natural areas. These programs and services make activities available for a wide variety of interests and for all ages and abilities.

An analysis of recreation programming activities is one of the basic components of this master plan. The Division offers programs for all ages from toddlers to senior citizens, primarily with after-school, camp and athletic programs. However, the availability of other types of programs, such as art-related programs, is lacking. A diversified program offering creates the opportunity to include citizens who may never have participated in recreation programs before. Having reviewed the program opportunities and constraints faced by the Division, community concerns and desires, and staff opinions on programs, we have identified several issues and opportunities and provided recommendations on future programming efforts.

Community Programming Benefits

A well-rounded and diverse parks and recreation department provides many benefits to the community it serves. As discussed in the 1995 National Recreation and Park Association publication, *Park, Recreation, Open Space and Greenway Guidelines*, the four categories of benefits are personal, economic, social and environmental. Each benefit is consequential to the community and has specific rewards.

- **Personal benefits** of a comprehensive delivery system include: a full and meaningful life; good health; stress management; self-esteem; positive self-image; a balanced life; achieving full potential; gaining life satisfaction; human development; positive lifestyle choices; and improved quality of life.
- **Economic benefits** include: preventive health care; a productive work force; big economic returns on small investments; business relocation and expansion; reduction in high-cost vandalism and criminal activity; tourism growth; and environmental investments that pay for themselves.
- **Social benefits** include: building strong communities; reducing alienation, loneliness, and anti-social behavior; promoting ethnic and cultural harmony; building strong families; increasing opportunity for community involvement, shared management and ownership of resources; and providing a foundation for community pride.
- **Environmental benefits** include: environmental health; environmental protection and rehabilitation; environmental education; environmental investment increasing property values; and insurance for a continuing healthy environmental future.

Programs and Services Overview

Structured programs are provided for the community at the Division's six community centers, nine swimming pools, six golf courses, and at the athletic facilities provided in the County's 105 parks. These programs include a variety of activities such as youth athletics (baseball, softball, volleyball, basketball, football, soccer, cheerleading and tennis). The youth of the county are also fortunate to have a renowned Extended School Program (ESP) and extensive summer camp programs.

Adults also have a variety of athletic opportunities, such as softball, tennis, volleyball and golf. The seniors of the community can also participate in a variety of traditional programs and activities such as water aerobics, music lessons, travel (e.g., day trips), a walking club, bingo and bridge. The entire community also benefits from over 150 special events (many of which are free) that are provided and supported by the Division, including Swingin' on Main, Ballet Under the Stars and Free Friday Flicks, to name a few.

Lexington is known as the "Horse Capital of the World," and it is located in the heart of Kentucky's Bluegrass region. The county is characterized by rolling hills and miles of beautiful fencing that surround some of the world-renowned horse farms. LFUCG provides a variety of equestrian amenities at its 660-acre Masterson Park. Through the public input process it became evident that residents highly value the County's equestrian facilities and programs and that maintenance and expansion of these should continue to be a high priority for the Division.

Unstructured activities and services are provided to the community through the open use of the County's large and diverse park system, over 30 miles of walking trails (paved and natural surface), four dog parks, three disc golf courses, the Woodland Skate Park, and picnic shelters and event facilities, which are available for rental on a first-come, first-served basis. The Division also operates and manages two natural areas, McConnell Springs and Raven Run Nature Sanctuary. The facilities are open for public use, hiking and exploration, and also offer several education, nature, and historical programs.

Recent strategic planning efforts of the Division and LFUCG have provided the Division with the goal of expanding these services and branching out to provide more non-traditional programming. This analysis will further explore those services currently being offered, the demand and potential for the provision of new services, and identification of administrative and organizational processes that can help facilitate implementation of recommendations.

Core Services Analysis

The Division provides a good variety of recreation services and activities, as illustrated by the fact that in the 2006 mail survey, 70% of respondents gave the Division an overall grade of "Good" to "Excellent" when asked whether or not park programs meet their needs. Yet, with 28% rating this question as 'Fair' and 2% as 'Poor', there is always room for improvement. Therefore, the expansion of program offerings should be explored to maintain a diverse mix of recreation, health and enrichment opportunities. During the public input process, and reinforced through the community survey, existing and potential recreation partners, program participants, facility users and staff relayed the need for more programming for specific demographic groups.

Through the public input process and review of the community survey findings, it became apparent that the sports and athletic needs are being met fairly well. Some believe that the athletic associations receive more assistance and better maintenance than Division-run league facilities. It is a widely-held

perception that the associations have felt entitled to preferential use of the fields because of their financial contributions and volunteer efforts and are equitably sharing the benefits of the use of these fields with the Division. However, there is a perception that association-sponsored leagues and those offered by other private providers are better than Division-run leagues. This perception is detrimental to the Division's league participation rates and revenue generation. Comments were expressed that some who play in the Division's youth sports programs do not feel comfortable in the more expensive association-run programs.

While there are a many options for athletic programs and special events, there is less non-traditional programming to provide for the wide variety of interests of the county's residents. The Division offers some extreme sports, music, environmental education, cultural arts programs and equestrian activities. Many of these non-traditional programs are part of a camp or bundled with another program and are typically geared towards youth. There are far fewer options for different age groups or programs that are not part of a camp. Funding, age of facilities, and the lack of continuing education and attendance at national recreation programming conferences are all contributing to the programming needs within the Division.

In addition to the types of programs that are being provided, the Division needs to revamp its organizational structure and management strategies to better facilitate staff innovation and funding allocations in order to increase the number and diversity of programs the Division is currently providing. Through staff interviews it is apparent that a new structure with established evaluation and reporting processes as well as the identification of strong Division leadership will help to create the accountability necessary for the development of new programs and the provision of quality services. For details of this reorganization, refer to Section 4.

Aquatics

The Division of Parks and Recreation operates nine aquatic facilities located throughout the county. These include neighborhood pools, Olympic and Mini-Olympic pools, and a number of family aquatic centers. The facilities offer a variety of amenities such as bath houses, baby pools, concession areas, outdoor sand play areas, playgrounds, slides, diving boards and grassy beach areas. Pool passes can be purchased at most pools throughout the summer swimming season during operating hours. Pools are located at Berry Hill, Castlewood, Constitution, Douglass, Picadome, Shillito, Southland, Tates Creek and Woodland Parks.

Aquatics also provides a wide variety of activities for youth and families such as swim lessons and programs, swim team, and special events such as Wet & Wild Wednesdays, Back to School Blast and Poolapalooza. Water fitness classes are available to seniors through a partnership with the YMCA. The therapeutic recreation program also uses the YMCA's indoor pool facilities for their aquatics program. These are the only year-round aquatics programs because all of the Division's pool facilities are outdoors. However, these services could also be provided through additional partnership agreements for use of alternative providers' facilities or through expanding the Division's facilities to include indoor pools. Additional details on facility needs and development can be found in Section 7.

Citizen comments on aquatics indicate that the pool and aquatics programs have become stale, and many reported traveling to new facilities in surrounding counties. Participation numbers indicate this trend and should be a concern for the Division.

Athletics

The Athletics group is providing a number of programs and leagues to the community. Youth options include sports leagues and programs that are available to boys and girls ages 5 to 15. Team and roster size are limited, and registration is accepted on a first-come, first-served basis. Programs include baseball, basketball, cheerleading, football, softball and tennis.

In recent years, a youth soccer league started in Valley Park. This began with the support of and sponsorship by neighborhood residents, but evolved into Cardinal Valley Youth Soccer. The Division has been involved with this league for the past two years, but it will become a Division-run program in the 2009 season. This program should be used as a model to use system-wide in order to expand the Division's program offerings; however, as discussed below, there are facility limitations.

Adult programs include athletic leagues for participants over the age of 16. Registration for adult programs is by teams only. These programs include softball, tennis and volleyball.

Analysis of the Division and these programs indicates the opportunity to offer more athletic programs if funding were in place to better maintain and replace older existing fields and through proactive planning for growth and development of new programs in strategic locations. The public input phase and interviews revealed a need for new multi-use fields (soccer, lacrosse and football). This is a major issue for the athletic programming staff because of the specific sports field dimension requirements to serve different age groups. Without the proper facilities, the programming staff cannot operate these programs.

A review of participation numbers indicates declines in all youth sports programs except for football, girls softball and the new soccer program (see participation sheets in Appendix). Conversely, the franchise leagues' participation numbers are rising, which further indicates that individuals are choosing the facilities used by the athletic associations over the older facilities used by the Division-run leagues.

There is also a need to be more proactive in how parks staff and volunteers work together. Increased involvement in associations' activities and use of facilities by parks staff would better enable the Division to expand their programs by more directly controlling the programming of existing fields and facilities. More details on this topic are provided later in this section under *Partnerships*.

As the community continues to grow, the Division will need to strategically plan for increased demand and interest in growing activities, such as soccer and lacrosse. This planning should include the redevelopment of existing facilities as discussed in Section 7.

Community Centers

The Division operates six facilities referred to as community centers. During the school year (mid-September to mid-April), each center offers a variety of programs such as aerobics, karate, arts and crafts, youth dances, spring and winter break activities and after-school tutoring. Some of the centers are used primarily for summer camp programs during the summer school break. The current centers have many limitations when it comes to providing quality programs. See Section 7 for discussion on this topic.

Based on historical practices, staff has moved programs in the summer months from inside the centers to outdoor programs in the parks, such as a number of highly-attended summer camps, playground programs, summer food service programs, youth basketball leagues, and drop-in activities including

open gym, computer use and access to weight room facilities. The Castlewood and Winburn Community Centers do some programming inside the facilities during the summer months, with drop-in access to the gym, cafeteria and arts and crafts facilities. The other three centers (Dunbar, Carver and Kenwick) are doing programming that is outside of the facilities (e.g., basketball, food service and playground programs).

This practice leaves a number of centers that are underutilized during the summer months. At a time when many children are left unsupervised and without structured activities, it would greatly benefit the community to provide additional staff to act as building supervisors and to provide some structured activities that are free. Not all children may be able to participate in the summer camps and fee-based programs. Therefore, providing them an air-conditioned, safe place to play can contribute to the positive development of the community's youth.

The issue of providing seniors with an air-conditioned facility during the summer months was also mentioned during the interviews. Many of the residents in the community center neighborhoods do not currently have air conditioning. These centers could be open to seniors during the summer months for activities such as social hours, games, arts and crafts, and a number of other activities that require minimum oversight.

Tubby Smith Foundation

The goal of Tubby's Clubhouses is to provide easily accessible technology education to citizens, close the technology gap between the "haves" and "have-nots," and provide life skills education for people of all ages. These facilities and programs have also been made possible by the Parra Family Foundation, the Dell TechKnow Program, Fayette County Public Schools, Lexmark International and the Lexington Urban League. Key partners include Kentucky Trade Computer, the University of Kentucky, Central Bank and Trust, Keeneland, NeverTell Farm, Pepsi-Cola Bottling of Lexington, Executrain, Intints, Integrated Sign and Graphics, Corky's Bar-B-Q, Pepsi-Cola Bottling of Lexington, and Kentucky Lighting and Supply.

The Tubby Smith Foundation and the Division of Parks and Recreation have partnered to provide Tubby's Clubhouse Computer Education Classrooms in four of Lexington's community centers (Carver, Castlewood, Dunbar and Kenwick). Each center offers computer workstations with high-speed internet access for public use. Computer classes are accessible to elementary, middle and high school students along with adults and senior citizens. The funding and operations of the computer labs is provided outside of parks, but the labs are available for use by parks staff and the community when not being used as part of the formal Tubby's Clubhouse program.

Equestrian

At Masterson Station, the Division offers classes in basic horsemanship in order to teach individuals how to ride safely and how to work around horses. The Division's equestrian programs are so popular within the community that a lottery system is often used to ensure fairness.

Taught through a supervised program, all instruction is English Hunt Seat. Riding lessons are divided into three levels according to riding experience—beginners, intermediate and advanced. Additionally, youth and adults classes for individuals with mental or physical disabilities are also offered.

The equestrian programs and opportunities are based at the Masterson Station indoor riding arena and are supported by dressage rings, jump facilities, a cross country course, show ring and stables, which can be rented. The community has a strong desire that equestrian programs remain a major focus at

Masterson Station. Several special events and competitions are held each year in the park, and these programs and events require staff support.

During the master planning of Hisle Farm, which was part of this overall park system master planning effort, the desire for additional equestrian opportunities, both structured and non-structured, was expressed at public meetings. Key among the requests were county-wide equestrian trails, more open riding areas and a place where non-horse-owners could rent a horse and go for a ride in the park. As the Horse Capital of the World, there is a tremendous opportunity to expand the program mix and build on the community support for equestrian programs. According to interviews, expanding the program would not only require more space, but would require more horses as well. The current equestrian program is operating with approximately 30 horses. If the programs were to expand, more horses would have to be secured through purchase, lease or donation.

Extended School Program

The Extended School Program (ESP) is a collaborative effort of the Division of Parks and Recreation and 16 Fayette County Public Schools. ESP is a fully licensed program that provides activities for elementary and middle school children at a reasonable cost. The goal of the program is to offer an affordable, high-quality child care alternative in conjunction with educational opportunities, socialization skills and a variety of recreation activities.

Each ESP school site is administered by a site director who has (or is working toward) a degree in education, recreation, psychology or a closely related field. Program staff includes school staff, college students and other individuals skilled in various recreation and educational activities. ESP maintains a student-to-staff ratio of no more than 15:1. Indoor and outdoor learning activities are provided with time for active play as well as time to relax, read and participate in quiet activities. Those activities include arts and crafts, recreational games, music, drama, science experiments and nature activities.

Youth Camps

The Division offers several camps for ages 3 to 15. The majority of camps are offered in the summer; however, Kiddie Kapers Dance Company (dance camp) is also offered throughout the fall and winter. These camps cover a wide variety of interests, including art, nature study and outdoor skills, dance, equestrian skills, athletics and therapeutic recreation. The duration of the camps varies from one to several weeks with most camps lasting the entire day. The ages served, cost, capacity and location all vary by camp. These camps are some of the Division's most successful and popular programs. Most of the camps meet full capacity soon after registration is opened.

Extreme Sports

Extreme Sports currently includes a limited number of programs and services. These include basketball (see *Athletics*), disc golf, in-line hockey and the Woodland Skate Park. A more detailed description of these activities follows:

- The Division operates two 18-hole disc golf courses—one at Shillito Park and one at Veterans Park—and a 9-hole course at Dixie Park. Disc golf is played much like traditional golf; however, instead of a ball and clubs, players use a flying disc or Frisbee. Disc golf can be played from school age to old age, making it a great lifetime fitness sport.
- Boys and girls ages 7 to 15 are invited to join Lexington's In-Line Hockey League which is sanctioned by USA Hockey Inline. The Division will provide helmets and sticks, but other personal protective equipment is the responsibility of the individual player. It should be noted that this program is offered on the old model airplane runway at Masterson Station and has no relationship with other extreme sports or programs in the park.

- Opened in September 1999, the Woodland Skate Park is approximately 12,000 square feet and features a variety of ramps, platforms, bowls and pipes. It offers a great skating experience for beginners, but does not offer many challenges to advanced skaters. In addition, while many skate parks across the country allow bicycles, they are not allowed at this facility. The skate park is open to the public year-round at no charge. However, it is important to consider that this facility is small by current standards and that most skate parks being built today are 20,000 to 30,000 square feet.

While these activities provide some alternatives to traditional athletic programming, they are not extreme sports by the modern definition. The opportunity to provide a wider variety and greater number of non-traditional sports and activities is immense. Based on community input, stakeholder interviews, the community survey and a trends analysis, it is apparent that there is extremely high local and national demand for new extreme sports programs, such as rock climbing, mountain biking, BMX, Moto X, dodge ball, a ropes course, as well as day trips for kayaking, archery, caving, geocaching, hiking, ultimate Frisbee and similar high activity endeavors.

Some parks agencies have created clusters of sports facilities geared at the teenage and young adult populations. Gwinnett County, Georgia, has recently started to cluster skate parks, sand volleyball and basketball courts together to create areas for unorganized play by the younger age groups. Nashville, Tennessee, recently added a skate park adjacent to a major aquatics facility to create synergy between the two complexes. This is one area in which the Division is struggling and needs to rethink in order to meet the recreation needs of youth and young adults who do not participate in the more traditional team sports programs.

Golf Programs

The Division operates, manages and maintains six golf courses throughout the county. In addition to individual play, the courses offer golf schools and camps to introduce golf fundamentals to beginners as well as a refresher of the basics for those that are more advanced. Golf schools are offered to both youth (ages 8 to 17) and adults (18 and older), and the Division conducts a Ladies Golf Camp. According to staff interviews, there were over 140,000 rounds played on the courses last year, which indicates that the municipal courses are the primary golf provider for many of the county residents.

The Division's Golf section is known in the area for hosting high caliber events and tournaments, such as the Senior Professional Golfer's Association (PGA) Bank One Classic that was once played at Kearney Links, as well as amateur tournaments including the Pumpkin Patch Classic, Jr. City Championship, and the Extreme Scramble.

As the county's public golf provider, one of the key goals for golf programming is to introduce all groups within the county to golf and to be a place where beginning golfers feel comfortable. One established local program that is reaching out to the beginning golfer is the First Tee of Lexington. This non-profit foundation currently uses facilities within the system to teach children the fundamentals and rules of golf. The First Tee program targets underprivileged youth with the hope that the introduction to golf will expand their horizons. Another local outreach golf program is provided by the Police Activities League (PAL) program. Their Hook a Kid on Golf program has proved beneficial in teaching kids how to play the game. The Division should work with these partners to expand the capacity and locations of these programs as well as programs that focus on adults.

One of the current limiting factors in expanding the golf programs is the lack of a focused marketing message. In addition to managing six courses, the Golf Manager is leading much of the marketing effort.

Support is needed from the centralized marketing staff to reach new players and to provide attractive marketing materials and web-based information. These marketing components would increase the public awareness of the golf programs and also help tourists and traveling golfers find the courses.

Senior Adult Programs

The Senior Adult Program strives to keep the community's seniors active and healthy through recreational and social activities. Senior adult recreation classes offered through the Bell House or Lexington Senior Citizen Center (in collaboration with the North, Beaumont, and High Street YMCAs for water fitness) are free and open to all Fayette County residents ages 50 and over. Some of these activities include table tennis, water fitness, line dancing, Euchre and art classes. Other activities include overnight trips, billiards, checkers and card games.

Special Events

The Division currently provides approximately 50 in-house special events throughout the year. However, the Division is supporting (through staffing, materials, set-up/teardown and maintenance) between 150 and 200 special events a year provided by other LFUCG departments, the Mayor's office, and non-profit and community groups. These include events of all sizes that appeal to a wide variety of interests, such as H'Artful of Fun, Neighborhood Flea Market, private fundraisers, Roots and Heritage Festival, Ballet Under the Stars and the Lexington Pride Festival. Both the 2006 mail survey and the online survey revealed very high marks for special events, which was one of the activities with the highest participation rates.

While the Division is known for its wide variety of special events and for providing these services very well, the man hours and resources being dedicated to supporting these events is taking a toll on staff morale. On one hand, many staff members really enjoy working on some of the bigger events, and maintenance staff appreciate the overtime pay, but managers struggle to meet the demand of these events and maintain their other duties and responsibilities. It is further complicated by the funding process that requires budget amendments to recapture overtime pay and restore it to the Division's budget. Finding alternative means to support the events and to collect the reimbursements for the events is needed to prevent further deterioration of staff morale and overloading of maintenance and programming staff. Section 4 addresses this issue in detail.

Therapeutic Recreation

The goal of the therapeutic recreation program is to provide a wide variety of high quality recreation, leisure and outdoor opportunities to enhance the physical, social and emotional well-being for citizens with disabilities in the community. The programs and classes have been designed to meet the needs and interests of individuals with a variety of disabilities, as well as promote participation in general recreation programs. Some of these programs include Adapted Aquatics, bowling, Therapeutic Riding and the Bluegrass Invitational Wheelchair Basketball Tournament, to name a few.

Like many of the other core programming areas previously discussed, facility condition and accessibility limit the programming abilities of the therapeutic recreation group. The lack of dedicated programming space will continue to impact this service area.

Non-Traditional Programming

Arts and Culture

Throughout the public input process it became apparent that there is a high demand for arts and cultural programs, such as continuing education (e.g., foreign languages, computers, cooking, etc.), arts (e.g.,

painting, pottery, glass bead, drawing, etc.), and culture and heritage programs (e.g., tea and history, African dance, performing arts, history tours). Staff interviews indicated that the Division currently offers some adult art classes, including pottery and dance, which are offered to individuals ages 15 and older.

A review of the private providers in the community reveals that the YMCA and churches are moving into this programming area as a form of outreach and to provide their members with life enriching programs. One noticeable difference between how the programs are currently offered by the Division and the YMCA is how they are packaged. With the exception of the Senior Adult Program offerings, most of the Division's arts and culture programs are bundled in conjunction with a camp or afterschool activity, instead of being a stand-alone program. This is in contrast to the YMCA and many other parks agencies we have worked with where an individual can sign up for a single program that focuses on development of a single skill. These types of programs repeat on a regular basis throughout the year. An example would be something like beginning water color, photography or pottery. Beginning pottery classes are in such high demand in Nashville, Tennessee, that the parks department has a waiting list for classes even though they offer them continually throughout the year.

Partnerships and Alternative Providers

The Division's programming is supplemented by partnerships between the Division and other agencies and organizations, and also by other recreation programming providers within the community. The following narrative discusses these partnerships and alternative providers and summarizes their role in providing recreation programs to the community.

Partnership Analysis

The Division currently has four formal (legal) partnership agreement forms with community organizations and agencies. Those existing include the Fayette County School District, LYSA and other franchise leagues, and neighborhood associations. Yet, in recent years these agreements have not been revisited or revised to accommodate changing circumstances and to ensure equity among parties. Some of the formal agreements that the County holds include:

- **Athletic Associations/Franchise Leagues** – The Recreation section's Athletics work group handles Facility Usage Agreements with the youth franchise leagues that use the Division's facilities. Interviews revealed that the associations do not always follow through with all items in the agreement (e.g., submittal of financial records, limitation of construction on Division property, etc.). In addition, it may be beneficial to the Division to revise the agreement to more plainly state that leagues may not restrict public use of facilities outside their contracted times of use. These leagues offer baseball and softball for boys and girls ages 5 to 18. These leagues include:
 - Bluegrass Girls Fastpitch (ages 7 to 18, Cardinal Run South and Gainesway Park)
 - Dixie Youth Baseball (ages 6 to 12, Mary Todd Park)
 - Eastern Little League (ages ≤12, Ecton Park)
 - Gardenside/Western Little League (ages ≤12, Cardinal Run South and Wolfrun Park)
 - Kirklevington Senior Baseball (ages 13 to 15, Kirklevington Park)
 - Northern Babe Ruth (ages 13 to 15, Constitution Park)
 - Northern Cal Ripken (ages ≤12, Constitution Park and Kenawood Park)
 - Southeastern Babe Ruth (ages 13 to 15, Veterans Park)
 - Southeastern Cal Ripken (ages ≤12, Veterans Park)
 - South Lexington Babe Ruth (ages 13 to 15, Shillito Park)

- South Lexington Youth Baseball (ages ≤12, Shillito Park)
- Southwest Lexington Pony Baseball (ages 5 to 12, Cardinal Run South and Garden Springs Park)
- **Fayette County Public School District**
 - William Wells Brown School/Community Center – is a new concept for the Lexington-Fayette community. This is the first jointly developed, shared-use facility between the County and the School District. The shared amenities at this facility include a gymnasium, multi-purpose meeting space and a kitchen.
 - The Dell TechKnow program is a partnership with Fayette County Public Schools and several local businesses that use the Tubby's Clubhouses for special computer education classes that are targeted toward needy middle school students. Classes are held for two nights a week for ten weeks. Students learn how to take a computer apart, put it back together, install hardware and software, and learn basic word processing, spreadsheet use, presentation creation, email use and safe internet surfing.
 - Extended School Program (see description under *Division of Parks and Recreation Core Services Analysis*)
- **Lexington Youth Soccer Association (LYSA)** – LYSA was incorporated in 1977 to promote “the growth of and appreciation for the game of soccer by providing opportunities for youth to learn the game, its rules and to participate in organized programs of soccer.” LYSA is a volunteer, not-for-profit, self-supporting organization. LYSA offers two different programs for youth (recreational and competitive) and a league for adults. These programs are offered on LFUCG property and other properties in Fayette County and the surrounding communities.
- **Neighborhood Associations** – As of October 2007, approximately 230 registered neighborhood associations were listed with the LFUCG Division of Planning. Neighborhood associations are voluntary associations that have registered with LFUCG as a group interested in planning projects and referrals for various noticing requirements. It is important to note that of this 230, many have become inactive over time. The Neighborhood Associations are frequent users of the Division's 11 neighborhood centers. These neighborhood centers are managed by the neighborhood associations, and the Division has little, if any, programming role in these centers.
- **Police Activities League (PAL)** – PAL is a cooperative effort between the Lexington Division of Police and the Lexington Housing Authority that provides programs to reduce drug use and criminal activity among youngsters. PAL athletic programs include football, basketball and baseball leagues, and summer camps. No formal agreement was found between the Division and the PAL program.
- **Tubby Smith Foundation** (see description under *Division of Parks and Recreation Core Services Analysis*)
- **YMCA** – As previously discussed, the Division partners with the High Street, North and Beaumont YMCAs to provide indoor aquatic facilities for the Senior Adult Program and Therapeutic Recreation aquatics classes.

In addition, the Division has had a number of informal agreements with special interest groups, which have been agreed upon through conversations and meetings. The informal partnerships of the Division include, but are not necessarily limited to, the following counterpart and complementary associations and agencies in the community:

- Cardinal Valley Youth Soccer (to be Division-run starting 2009 season)
- Central Kentucky Miracle League
- Survivors II Youth Baseball League
- Blazin' Bearcats Youth Track Club
- Bluegrass International Football Association (BIFA)
- Las Americas Baseball League

- Lexington High School Lacrosse League
- Lexington Bike Polo

Partnership Recommendations

The purpose of developing cooperative service agreements, partnerships, volunteers and collaborations is to promote community involvement in Division activities, increase services offered to the public, reduce the expense of providing services, increase the visibility of the Division, develop a sense of community, create leadership, and encourage new resources in the community. For example, to provide for the growing and changing demands of the community, seeking out and utilizing official partnerships, as well as increased volunteer efforts may help to provide for the community's desires for increased recreation programming.

Formal agreements are used between the Division and the athletic associations that use the Division's facilities. These agreements should be reviewed on an annual basis, but foremost they should be considered for termination and renegotiation. These agreements are greatly inequitable and do not adequately provide the Division with the authority to manage the use of these fields.

For example, the agreement with LYSA allows the Division to control the rules and regulations in connection with use of the property, but later gives LYSA the "discretion" to control public use of the fields. Currently, as a result of historical cultural and political circumstances, all of the revenue benefits are going to the users and not the Division. These agreements negate the revenue potential that could potentially be gained by the Division in order to better maintain its other fields. All benefits to the Division accrue from capital improvements, based on a percentage of the organization's net revenue, and upon termination of the agreement, this equipment is retained by LYSA.

The franchise league agreement does not require coaches to go through a certification process and gives all revenue to the association, including tournament revenue. More controls are needed to control coach training and the amount of revenue the association retains.

Current agreements with the neighborhood associations do not charge any fees for use of the buildings, for maintenance or repairs resulting from rental damages. These neighborhood agreements call for users to provide custodial duties, but the Division is providing that service. This agreement and the use of neighborhood buildings need a complete overhaul. See Section 7 for additional neighborhood building discussion and recommendations.

The leagues provide a very valuable service to the community and invest a great deal of time and money in facility improvements, but the Division needs to reevaluate existing agreements and provide more enforcement of the items in them. At a minimum, there should be provisions within the agreement for the Division to recoup their direct expenses for items like lighting/electric bills and any other utilities; maintenance costs for work performed by Division staff; administrative fees (Division's cost for processing agreements, enforcement, etc.); and impacts on infrastructure (parking, field lighting, fencing, park roads, etc.). The agreements should clearly define the roles of both parties and the Division should not provide any services that are outside of their role.

It is our recommendation that the Athletics/Extreme Sports Supervisors be responsible for:

- Determining the true costs to the Division (utility bills, maintenance costs, administrative fees, etc.)
- Determining the depreciation of value of facilities and infrastructure (with assistance from Park Planning and Design work group)
- Adherence to and enforcement of the agreements

The agreements should also include provisions that provide consistency in facility upgrades and improvements. Improvements made by the leagues may not meet the Division's design standards or local building and safety codes. A greater deal of oversight by the Division's Park Planning and Design work group is recommended to provide consistency in design and adherence to local codes.

All of these agreements should be reviewed and considered for termination, with one year's written notice. At that time, renegotiation should occur to more equitably provide benefits to LFUCG, as well as the partnering organization. Furthermore, the length of these contracts should be shortened to no more than five-year agreements, with annual extensions to better protect the interests of the County.

Alternative Providers

There are a number of alternative recreation providers in the area including private and nonprofit organizations. These providers include private instructional facilities (e.g., martial arts, dance, gymnastics, etc.) youth athletic organizations, youth nonprofits, neighboring municipal recreation agencies and the local school district. These include, but are not limited to the following:

- Boy and Girl Scouts
- YMCAs (Beaumont Centre, High Street, North and a future location near Winchester Road and I-75)
- Local Churches
- Neighborhood/Homeowners Associations
- Fayette County Public Schools
- Private Schools
- University of Kentucky (for students and faculty)
- University of Kentucky College of Agriculture Cooperative Extension
- Transylvania University (for students and faculty)
- Jefferson Center
- Kentucky Basketball Academy
- Lexington Athletic Club
- Lexington Ice Center
- Lexington Indoor Soccer and Football Leagues
- State Parks, Historic Sites and Nature Preserves (Boone Station, Floracliff, Kentucky Horse Park and Waveland)
- Golf Courses and Country Clubs (public and private)

Lists of programs offered by the Division and some of these private providers are shown in Tables 5.1 and 5.2. These tables reveal some of the areas of overlap and gaps between programs provided by the Division and the alternative recreation providers in the county. It is important that the Division work to communicate and collaborate with these providers in order to avoid duplication of services, but at the same time, it does not want to limit opportunities by cutting services just because some other provider also has the program. In many cases the reason there is duplication is that there is a great demand for a service or the user prefers one provider over another. In addition, these programs vary between providers with regard to cost, age groups, skill levels, recreation vs. competition, etc. The Division already fills some of these gaps with their program offerings, but could expand to provide more. For example, there are very limited program options for teens county-wide. Teens are often a difficult age group to program for, but the Division should consider expanding the extreme sports programs and offer outdoor and social activities, which are typically popular among teens.

It is important to monitor participation levels in Division-run programs and those of other providers to ensure that programs are keeping pace with local community demand and changing recreation

	Uses LFUCG Parks Facilities	After-school Programs	Baseball	Basketball	Camp	Cheerleading	Equestrian	Fencing	Fitness Classes	Flag Football	Football	Golf Lessons	Golf Tournament	Gymnastics	Ice Hockey	Ice Skating Lessons	In-Line Hockey	Lacrosse	Martial Arts	Music Lessons	Performing Arts (drama, dance, etc.)	Swim Lessons	Swim Teams	Soccer	Softball	Tennis Lessons	Tennis Teams	Therapeutic Recreation	Track and Field	Visual Arts (music, painting, etc.)	Volleyball	Youth-oriented Special Events	
LFUCG Division of Parks and Recreation	X	X	X	X	X†	X	X				X	X	X				X				X*	X	X	X**	X	X	X	X			X*	X	X
Private Providers																																	
Andover Golf and Country Club (Private)												X											X			X							
Baptist Church at Andover				X		X																				X							
Calvary Baptist Church				X		X				X																							
Eastland Church				X		X																											
Greenbrier Golf and Country Club (Private)												X																					
Immanuel Baptist Church				X		X																		X									
Lexington Athletic Club									X																								
Lexington Country Club (Private)												X											X			X						X	
Marriott Griffin Gate Resort & Golf Club (Public)																																X	
University Club of Kentucky (Private)												X																					
YMCA		X~		X		X		X	X	X		X		X				X	X	X	X	X		X		X			X	X	X	X	
YMCA - Beaumont Centre Family				X		X		X	X			X		X				X	X	X	X	X	X		X				X	X	X	X	
YMCA - High Street				X	X				X	X		X							X			X		X									
YMCA - North Lexington				X	X				X	X									X	X		X	X	X									
Athletic Associations (ages served)																																	
Bluegrass Girls Fastpitch Softball (7-18)	X																								X								
Dixie Youth Baseball (6-12)	X			X																													
Eastern Little League (12 and under)	X			X																													
Gardenside/Western Little League (12 and under)	X			X																													
Kentucky Basketball Academy				X	X																										X	X	
Kirklevington Senior Baseball (13-15)	X			X																													
Lexington Ice Center				X	X										X	X															X	X	
Lexington Indoor Soccer League																								X									
Lexington Police Activities League (5-18)	X		X	X	X	X	X				X	X									X			X	X	X				X	X		
Lexington Youth Football League (5-12)											X^																						
Lexington Youth Soccer Association (4-18)																								X									
Northern Babe Ruth (13-15)	X			X																													
Northern Cal Ripkin	X			X																													
Southeastern Babe Ruth (13-15)	X			X																													
Southeastern Cal Ripkin (12 and under)	X			X																													
South Lexington Babe Ruth	X			X																													
South Lexington Youth Baseball (12 and under)	X			X																		</											

- † The Division offers summer camps.
- *These offerings are part of another program (e.g., Kiddie Kapers, summer camps, ESP). They are not stand alone programs.
- **The Division will begin to manage the youth soccer league that has developed at Valley Park.
- ~ The YMCA offers after-school programming in some Fayette County schools.

Table 5.2: Adult Programs in Lexington-Fayette County

	Uses LFUCG Parks Facilities	Baseball	Basketball	Bicycle Polo	Equestrian	Fencing	Fitness Classes	Flag Football	Football	Golf Lessons	Golf Tournaments	Gymnastics	In-Line Hockey	Lacrosse	Martial Arts	Music Lessons	Performing Arts (drama, dance, etc.)	Swim Lessons	Swim Teams	Soccer	Softball	Tennis Lessons	Tennis Teams	Therapeutic Recreation	Track and Field	Visual Arts (music, painting, etc.)	Volleyball	Water Aerobics
LFUCG Division of Parks and Recreation			X							X	X						X	X			X	X	X	X		X	X	X
Private Providers																												
Andover Golf and Country Club (Private)										X												X	X					
Calvary Baptist Church							X																					
Central Baptist Church			X																								X	
Eastland Church	X		X																		X							
Greenbrier Golf and Country Club (Private)										X	X																	
Immanuel Baptist Church			X																									
Jefferson Fitness Center							X																					
Lexington Athletic Club							X																					
Lexington Country Club (Private)										X	X											X	X					
Marriott Griffin Gate Resort & Golf Club (Public)										X																		
YMCA - Beaumont Centre Family						X	X			X					X	X	X											
YMCA - High Street							X								X			X										X
YMCA - North Lexington							X								X	X		X										X
Athletic Associations																												
Bluegrass International Football Association	X																			X								
Kentucky Basketball Academy			X																									
Las Americas Baseball League	X	X																										
Lexington Bike Polo	X			X																								
Lexington Indoor Soccer League																				X								
Lexington Youth Soccer Association (ages 18+)	X																			X								

preferences. It is also important to keep up-to-date on programming trends nationwide by participating in national conferences, reviewing parks and recreation publications, and speaking to recreation providers in other communities about their successes.

Recreation Trends

As the previous discussion on how to evaluate new programs and special events points out, recreation programming must remain flexible to respond to the changing needs of a community. Many factors impact the type of recreation programs desired in a community including both individual factors and collective community and national factors. These issues are discussed in the following pages.

Population-Based Programming

Youth

Participation in out-of-school activities and programs offers support for youth and working families and benefits the youth socially, emotionally and academically. After-school programs have been proven to decrease juvenile crime and violence, reduce drug use, cut smoking and alcohol abuse, and decrease teen pregnancy. Many children prefer team sports such as basketball, soccer and baseball while others prefer individual activities provided in a group setting such as painting, crafts and computer training. Organized, after-school activities, extreme sports, club sports and programs targeted to school-age children in communities around the country could fill the fitness void that is growing wider in schools.

The lack of physical education in schools and the increased sedentary lifestyle of children are leading to a growing number of children on medication for Type 2 diabetes, high cholesterol and attention deficit disorder. Several publications have reported this frightening trend; *USA Today* did a feature article on this topic in November 2008. There is growing concern from medical groups and others across the country that we must teach children to make better lifestyle choices. NRPA is working on several initiatives including “No Child Left Inside” legislation to fund more programs that get children outside and active. Additionally, as education funding for the arts is being cut, parents and youth are looking to park and recreation agencies to fill this gap with enrichment programs that teach skills for life.

Older Adults

Older Americans’ leisure time is increasingly being spent doing physical activities, in educational classes, partaking in adventure travel and attending sporting events. These trends may be the result of the fact that for many, retirement is starting earlier than it has in the past. Approximately 70% of the current retired population entered retirement before the age of 65. These new retirees are younger, healthier, and have more wealth to spend for the services they want. These trends may explain the changing demands, nationally, from traditional low-cost social services to more active programming, for which older residents are willing to pay. Active seniors are looking for programs that allow them to interact with others from their generation, but at the same time, they do not want programs that are not challenging or fun. Many senior centers now have competitive programs that are age specific to meet the interest of today’s active seniors.

Hispanic Population

The three valued and influential aspects of Hispanic culture are family, community and personalization. Hispanics strongly value their interpersonal relationships as seen in their families and within their communities. Therefore, it is common for Hispanics to live and participate in activities as a ‘multi-generational extended family.’

Hispanic outdoor recreation participants often:

- Prefer to recreate in larger groups and prefer forested sites with water features and amenities to support a day-long, extended family social outing with extensive on-site meal preparation;
- Are interested in an outdoor experience with a strong social recreation component, such as facilities and programs that involve families, programs for children and youth and family-oriented entertainment events and festivals;
- Identify stress relief and having a good family experience as the most important features of a satisfying outdoor recreation excursion; and
- Enjoy picnicking, day hiking, camping and large family gatherings in outdoor settings.

Universal Recreation

Programs as well as both indoor and outdoor facilities should strive to be “universally” accessible. The physically and/or mentally challenged population is growing rapidly. Communities should reach out to increase awareness and opportunities for physical activity for individuals who may otherwise be overlooked.

Parks agencies across the country play a major role in providing opportunities for our country’s adult population with special needs since, once you pass school age population, there are fewer opportunities for recreation and interaction with the general populous. Investing in park and recreation renovation and updates that make facilities more user-friendly and allow for programming for individuals of all abilities will increase the recreation opportunities for the special needs segment of the community.

Activity-Based Programming

Less Time for Recreation

Americans have less leisure time now than ever before, which has led to changes in recreation patterns. People have less unstructured time after taking care of their daily responsibilities, which means activities are moving toward unstructured, individual and drop-in programs. Participation in structured programmed activities has decreased while boot camps with both indoor and outdoor exercise continue to increase in popularity.

Drop-in Programs

Several parks departments offer many programs on a drop-in basis. The term ‘drop-in sports’ means that no registration is required and no additional fees are applied to the participant. This type of programming allows people to participate in recreation activities without a consistent attendance and monetary commitment.

Extreme Sports and Activities

Participation in recreation has shifted over the past several years, and the demand for “extreme” sports and activities has been on the increase. Sports such as in-line skating, snowboarding and skateboarding are favorites because at least one or more of these activities is possible year-round. Demand for alternative amenities such as climbing walls, BMX tracks and indoor soccer are also on the increase. Many want riskier outdoor recreation opportunities like trail boarding, mountain biking, BMX courses and off-roading with vehicles. One activity in particular that is increasing in popularity nationally is geocaching. Geocaching, a high-tech adventure game that uses GPS technology and clues to locate hidden objects, is merely one of many such innovative mergers of the internet and outdoor recreation.

Environmental and Outdoor-based Recreation

In recent years there has been a heightened awareness of environmental issues in the United States and worldwide. Terms like “green” and “sustainable” are being used to describe maintenance and construction practices, development policies, household products and ways of living. These same terms and concepts are being applied to recreation as well, with a focus on environmental and outdoor recreation. The purpose of these programs is to educate the public, foster a sense of environmental stewardship, and to get people outdoors and in touch with nature.

Fitness and Obesity

Since we spend less time exercising and participating in outdoor recreation, the number of overweight and obese Americans has increased drastically. In 1990, there were only ten states where less than 10% of the population was obese, and the remaining states had 10-14%. In 2007, not a single state has less than 10% obesity rate. In fact only Colorado has less than 20%. Of the remaining states, 30 have an obesity rate 25% or greater (U.S. Obesity Trends 1985–2007, Center for Disease Control). In Kentucky, 27.4% of the population is considered to be obese. These scary statistics show the need for parks and recreation providers to reevaluate their programs and consider providing programs that teach and show our youth and young adults how to better integrate active and healthy recreation into their daily lives. With more than 50% of U.S. adults not getting enough physical activity to provide health benefits and 25% not doing any activities at all in their leisure time, the expenses of obesity-related health problems continue to grow.

The Center for Disease Control (CDC) recommends children and adolescents should do 60 minutes or more of physical activity each day. Adults should do 150 minutes each week of moderate-intensity aerobic activity (e.g., brisk walking) or 75 minutes each week of vigorous-intensity aerobic activity (e.g., jogging or running) or an equivalent mix of moderate- and vigorous-intensity aerobic activity. The number of people who meet these guidelines continues to decrease. In addition, the number of people not meeting the recommended levels of activity, the number who are inactive and the number of people who do not participate in any leisure-time physical activity continues to increase with age.

Program Ideas from Other Communities

Across the country, parks and recreation departments are offering programs that meet the needs of the diverse populations they serve. These populations include singles and families, children, teens and adults, and those with special interests, needs and abilities. A look at what other departments are doing across the country reveals that many are addressing the trends discussed above and maximizing the recreation opportunities for their communities.

Some of these recreation programming trends may be similar to what the Division currently offers, but they may also offer some ideas for the development of new programs. In developing a diverse recreation program, the Division must be aware of the changing interests, needs and demands of the community. Providing a wide range of opportunities will engage more of the community in recreation.

Special Events

Every community has different reasons to celebrate, but some events are universal and can be shared by all communities. In the City of Roswell, Georgia, there is a Kid’s Dog Show, where children ages 5 to 15 can show off their dogs for a variety of awards (e.g., most obedient, best trick, best costumed dog, etc.). Fishing Rodeos, which are offered by departments across the country, are also successful examples, and take advantage of natural resources in the area. In Denver, Colorado, they base celebrations around holidays like Halloween with a community party and offer seniors a Thanksgiving luncheon.

In Mecklenburg County, North Carolina, there is a Sports Challenge Day for children ages 10 and older. The event, held during a school break, allows participants to compete in passing, punting, kicking and other skills.

Across the country, parks and recreation departments have used the popularity of reality television competitions like *American Idol*, *Dancing with the Stars*, *The Amazing Race*, *Top Chef* and *America's Got Talent*, to name a few, to create their own local competitions. Several communities have held competitions modeled after *American Idol*, only using their community's name instead. This format has been followed in Nashville, Tennessee, where competitions were held at several community centers, and semi-finalists were selected to perform at a final show where a winner was selected. In Mt. Pleasant, Michigan, they have an event modeled after *The Amazing Race* where a team of two must use communication skills and teamwork to race through a series of mental and physical challenges.

Youth Programs

The Division currently offers a fairly comprehensive athletics program, but departments across the country are offering other programs like lacrosse, track and field, badminton and slowpitch softball. What the Division currently lacks in youth programming is options outside of athletics, camps and after-school programs. In Mecklenburg County, North Carolina, youth can participate in boxing fundamentals, cross country, hip hop dance and self defense classes. Both Atlanta, Georgia, and Denver, Colorado, have a comprehensive selection of arts and culture programs such as pottery, ceramics, painting, figure drawing, photography, music lessons and dance. Denver also offers courses for youth wellness, including cooking and nutrition classes.

Programming for teenagers can be difficult, but this is a group that is left out of many of the Division's current program offerings. Mecklenburg County, North Carolina, has several programs geared specifically toward teens including MeckTeens Chefs (cooking class), teen dance aerobics, teen talk sessions, college planning courses, dance competitions, fencing and a cooking competition. At their skate parks, the Mecklenburg County Park and Recreation Department offers skate tournaments (ages 10 to 21), a Skate with Santa event (ages 6 to 18), and skate and bike lessons (ages 6+ including adults). The Department also organizes trips to visit other skate parks throughout the state.

Some departments are using youth's interest and skills in videogames to host tournaments. In Mecklenburg County, they host monthly Nintendo Wii tournaments.

Adult Programs

Many departments are offering adults a variety of leisure and fitness programming. Trends include a wide variety of martial arts, fitness classes, and other unique recreation opportunities like wine tasting, sign language and international cooking. In Nashville, Tennessee, the cultural arts program has several music programs including guitar and piano lessons, songwriting workshops and community band performances. Dance programs include tap, belly dancing and ballroom dance. Denver offers a wide variety of adult programs from yoga to quilting to boot camp programs.

Senior programs are another area where options can be quite expansive. Denver offers computer classes, defensive driving, a 'Geritol Gang' exercise group, drop-in Scrabble game day, a visiting nurse program and dancercise. In Mecklenburg County, the senior population can participate in regular day or overnight trips to shopping centers, museums, zoos and other attractions. The Mecklenburg County Park and Recreation Department also offers senior basketball and cheerleading, chair aerobics and Fit City Walkers (walking group).

Therapeutic Recreation

Inclusion of people with or without disabilities is a priority in many departments across the country. In Denver there are options for special needs individuals ages six months to adults. Programs include hip hop dance off (ages 13+), ceramics (ages 16+), rock climbing (ages 8+), tumbling (ages 1 to 7), sports conditioning (ages 13+) and circuit training (ages 18+).

Environmental and Outdoor Programs

Interest in environmental and outdoor programs is growing, and the Division is fortunate to have a wide variety of natural resources on their parkland and throughout the region. Atlanta, Georgia, has several outdoor programs including introduction to canoeing and kayaking, introduction to camping, rock climbing, bouldering, hiking, orienteering, introduction to tree climbing and geocaching. Denver, a community known for its outdoor recreation, offers day trips to state parks, full moon hikes, an outdoor cooking and meal planning class, and a camping gear essentials class. Mecklenburg County has several large nature preserves in their system where programs like basic birding, outdoor living skills, nature photography and tree identification are offered. Their Eco Trekkers program covers a variety of nature topics for children ages 6 to 10.

Mecklenburg County has several special events that center around environmental and outdoor activities. Their Great Outdoors Festival includes fishing, canoeing and kayaking events along with local music and vendors. Many of the Department's outdoor special events are family-oriented, including Family Health and Fitness Day and a Family Scavenger Hunt. The Department also hosts an event called the Big Sweep. This is a national-based program that cleans up lakes, rivers and streams and increases awareness about the protection of these resources. Volunteers help clean up the parks and waterways for a cooperative litter sweep.

In Nashville, individuals can fill out a permit to hide caches in parks as part of their geocaching program. The Metro Nashville Parks Department allows 50 caches to be placed in their parks system with limitations on what can be placed in the cache. A copy of Nashville's *Geocache Placement Site Permit Application* can be found in the Appendix.

Trends Overview and Recommendations

American society and the Lexington-Fayette County community are changing in many ways that are impacting parks and recreation. For example, the population is growing older with the baby boomer generation turning 60 and is becoming more diverse in terms of race and ethnicity. This provides both opportunities and challenges for park and recreation providers, in terms of programming and participation.

Americans' busy lifestyle and competition for leisure choices is changing how public recreation providers are meeting their client's needs in America. The long-held practice of offering the same programs year after year in a highly structured environment is falling out of favor while programs that offer different types of exercise and relaxation, specialized wellness and fitness training, and cultural and enrichment programs are growing for all ages.

Therefore, a "one-size-fits-all" approach to programming, facilities and organization will most likely not be successful. The park and recreation industry must remain flexible, participate in the planning process, and think both creatively and strategically, so that each agency can make a positive influence on the community and its resident's lives.

It is recommended that the Division review the community program data generated during the master planning process as a starting point for developing new programs. Using the community survey data, targeted programs should be developed and planned to meet specific programs that are currently underdeveloped or absent from the current program roster. It should be noted that a combination of full-time staff, paid/contract instructors and volunteers will be required for each new program, and overall full-time staffing loads may require increases in certain programming positions.

Based on national trends and the County's demographics, the Division may want to focus on providing the following services:

- Providing more activities and facilities for the aging baby boomers, such as increased fitness offerings, dance programs and competitions; youth and special needs mentoring programs; and more outdoor activities and active social programs from competitive sports to cards or game-type tournaments. Many agencies are working with seniors to participate in the Senior Olympics and other event-based activities that require year-round training.
- Integration of all ages into a multi-generational center and activities so that users can determine the level of activity they would like to engage in, regardless of age.
- Programs and community activities and special events for families and residents of all ages.
- Providing more activities that are alternatives to traditional sports programming, such as extreme sports, arts and culture, outdoor activities and environmental education.

General Administrative and Organizational Recommendations

Although program participation tracking is limited to only recent years (as RecTrac is new to the Division), the demand for programs is illustrated in the high participation levels for youth and adult athletics, senior activities and equestrian programs. The Division would benefit by tracking numbers for all structured programs and activities diligently and identifying the costs associated with the provision of services and maintenance.

Throughout the public input and research process, it became apparent that the public and some LFUCG staff were not aware of all the programs the Division currently offers. A review of the Division's *Fun Guide* and website also revealed that not all of the programs currently offered are listed. Some of the Division's programs are only advertised through direct mailings, emails to previous participants, flyers and press releases. It is critical that the Division make a greater effort to provide a comprehensive list of their program offerings on the website and in the *Fun Guide*. In both surveys, mail and online, the website and the *Fun Guide* were listed as the most popular ways that citizens receive information about the Division and its programs. The fact that not all programs are advertised this way may account for the perception that there is limited/no non-athletic programming for adults and poor attendance in some Division programs. The Division must take more advantage of the website and email blasts to advertise programs, especially those that may not be listed in the *Fun Guide*.

Another major management challenge is the fact that all revenue goes back into the General Fund; therefore, there is little incentive to try to increase revenue generation. Additionally, a budget amendment to gain funding to support new programs can take four to six weeks. Parks and recreation does not function the same way as other government departments. For example, if supplies are needed for a program during the summer and a budget amendment is required to purchase the supplies, a four to six week wait takes up valuable programming time. Therefore, although staff is empowered to develop new programs, this process is hindered by existing administrative processes. Furthermore, as a result of the recent management audit, the Division has experienced a loss of positions and hiring freezes, which

create additional challenges for the Recreation section. These budget processes should be examined and the Director and Deputy Director of Recreation should work with LFUCG administration to work on streamlining budget amendment processes and the possible retention of program revenues to expand programming in the future.

Lastly, it would greatly benefit the Division to strengthen its program evaluation processes. It is important that the Division consistently and continuously evaluate programs and services internally and externally. Program evaluations should include customer satisfaction with the instructor/coach, program, facility, marketing, communications and registration process. Internal evaluations should include participation levels, logistical considerations, accomplishment of program goals and cost recovery.

Assessing Programs and Community Desires: Setting Up an Evaluation Process

In order to gauge existing and future programs, the use of survey tools and inventories of what other providers are doing is important; however, even before you start these activities, you need the understanding of staff of the shared vision for programs, the desired benefits and outcomes, and there needs to be a means to measure the success or failure of each program. The following discussion outlines a method of evaluation to use to begin to change the way programs are considered along with measurement tools and questions for post-program evaluations. These tools should be beneficial in aiding program staff in shaping future programs when compared with recreation trends across the country and by revisiting past exit survey from recently completed programs and special events. The following example specifically applies to special events but can be adjusted to evaluate other Division programs and events.

I. Define the Special Event Goal

There must be a shared vision of what purposes special events serve against which to evaluate them, such as the one below.

To provide at a reasonable cost enjoyable and wholesome activities or activity resources to which citizens and visitors would not otherwise have access.

II. Define the Desired Benefits

Benefits often are overlapping. They must be considered within the whole of Division offerings. For instance, no one event typically can engage all citizens, so how does (or could) an event fit within the city's offerings to fill a void?

Special events should bring, or have the potential to bring, one or more of these benefits to be considered part of the Division's event mix. The degree to which they reach their benefit potential should be part of the value assessment. The benefits include:

- Citizen engagement
- Reinforcement of shared community values
- Unity
- Education
- Physical, social, emotional, economic and environmental well being

III. Determine Method of Measurement

The ultimate decision will be somewhat subjective, but measurements should be made as quantifiable as is feasible to help with the decision. Sample ways to measure are provided.

Required Investment:

- Time (cost + overhead per employee per hour of activity)
- Out-of-Pocket costs (net)
- Equipment (availability)
- Space (availability)

Attendance/Participation:

- Increasing/stable/decreasing
- Potential for increasing (through changes of content, timing, cost, location, marketing)
- Saturation of targeted and other audiences

Perceived Value:

As determined through surveys, evaluations, comments or interviews.

- Participants
- Society as a whole
- Leadership
- Other targeted audiences

Event Life Cycle:

Where does the event fit within the Life Cycle? In the introduction phase, it will include more costs; if it's on the decline, an infusion of resources probably would not help or be appropriate.

- Introduction
- Growth
- Maturity
- Decline
- Withdrawal

Promise:

Are there opportunities to enhance the perceived value or change the life cycle by altering the event in some way, and how likely is the chance of success? Has it been done differently and more successfully elsewhere? Did something unusual interfere with success, such as weather?

Marketing Value:

The benefit to LFUCG and the Division may augment the actual value the event has. For instance, something the media likes to cover in a positive way can create good feelings in the community about the value of parks and recreation and how taxes are spent even if turnout is low.

- Generate publicity
- Reinforce Division/LFUCG role
- Cultivate new markets
- Create interest in other events or parks programs
- Consistency with community's desired brand

IV. Summary Questions

As part of the program evaluation process that starts as the program is being planned, you must define and answer the following questions.

- How does this event help the community, city, Division?
- How does this event hurt the community, city, Division?
- How could it be improved and with what result?
- What would happen if we changed or stopped it?
- How could this segment/purpose be better served?

V. Process Summary

The evaluation process should begin at the supervisory level with input from direct line personnel and move up the organizational chart. The most efficient process is for event coordinators to be responsible for compiling the facts, figures and other information for each event and submitting the information on a timely basis. Reviews should be completed at that level at least quarterly.

Systems may need to be put into place to quantify measures that do not currently exist. For instance, periodic citizen research should include questions about events, attendance should be measured in consistent ways, and financials need to be accessible to direct line staff or at least supervisory personnel.

A rating scale can be used to make it easy to identify events that are excelling, stalling or failing. As the review moves up the chain of command, justifications for ratings may be required when they don't seem to fit with empirical evidence.

This process will not only assist in deciding which events should be eliminated, it may also offer opportunities to gain valuable information about what makes for successful events and apply it to others.

Programming and Services Recommendations

The following recommendations are a summary of those provided throughout this section. Items have been indicated as being either 'High' or 'Medium' priority.

Development of New Programs

Recreation program trends and examples of programs offered by other parks and recreation departments have been discussed in detail, and new program ideas have been recommended. The following items should be addressed to expand the Divisions program opportunities.

- Increase the drop-in capacity by staffing community centers and providing equipment during the summer months to offer activities for those youth who do not wish to or cannot afford to participate in the Division's summer camps. (High Priority)
- Increase the number and variety of extreme sports (rock climbing, mountain biking, BMX, Moto X, dodgeball, a ropes course) and outdoor activities (day trips for kayaking, caving, hiking, environmental education, and wildlife viewing). (High Priority)
- Increase the number and types of arts and culture programs for all ages. (High Priority)
- Increase the provision of health and wellness programs to inner city residents. (High Priority)
- Increase the number of playground programs, such as that provided at Valley Park. (High Priority)
- Develop programs and drop-in classes outside of the camps and other "bundled" programs to meet needs for all ages and interests. (High Priority)
- Increase partnerships with the schools and allied providers to provide additional and a wider variety of programming to the community when partnering opportunities are consistent with LFUCG goals. (Medium Priority)
- Increase the number and types of active adult programs. (Medium Priority)
- Expand the ESP program to five additional schools over the next five years. (Medium Priority)
- Expand and provide accessible equestrian programs to a larger number and wider representation of the community. Provide mobile equestrian programs in association with summer groups and after-school programs. (Medium Priority)
- Acquire more horses (through purchase, lease or donation) to allow for the expansion of the current equestrian program and the future Hisle Farm program. (Medium Priority)

Administrative

In order to provide more effective delivery of programs and services, some administrative procedures need to be reviewed and changed:

- Hold monthly meetings of the Recreation section to increase communications, visioning, program evaluation, and strategic planning. (High Priority)
- Hold staff accountable for the development of new programs, identify goals, and performance measures – management should approve and review on a quarterly or bi-annual basis. (High Priority)
- Renegotiate IGAs (Intergovernmental Agreements) with existing partners (schools, neighborhood associations, LYSA, etc.) – need to ensure an equitable relationship for the County. (High Priority)
- Enforce and adhere to the items within the IGAs. (High Priority)
- Diligently track program participation and cost recovery. (High Priority)
- Consistently use a program evaluation process to track participant satisfaction, facility quality, participation levels, and cost recovery. (High Priority)
- Update website regularly to include up-to-date program offerings, utilize email blasts to inform citizens of programs and include a comprehensive list of all program offerings in the *Fun Guide* and on website. (High Priority)
- Work with LFUCG administration to streamline budget amendment process for park-related activities and to retain some program revenues. (High Priority)
- Provide software training to empower staff to use RecTrac. (Medium Priority)
- Utilize RecTrac (addresses and emails) to increase marketing and communications with previous participants. (Medium Priority)

Organizational

Specific organization changes have been addressed in Section 4, but other organizational recommendations include:

- Follow recommendations for reorganization of Recreation and Special Programs sections as discussed in Section 4. (High Priority)
- Increase partnerships with the universities and community groups in the area to provide volunteers to supplement staff and provide supervision and run recreation programs during the spring and summer at the community centers. (High Priority)
- Create a Marketing/Volunteer Specialist Sr. position to centralize these efforts and communications. (High Priority)
- Work to ensure staff the resources needed to provide quality programs and high participation (materials, staff/volunteers, transportation, etc.). (High Priority)



SECTION 6

BUDGET AND FUNDING ANALYSIS

Parks and Recreation is a division of the LFUCG and receives funding authorized by the Urban County Council through budget appropriations to the Division of Parks and Recreation and to the ESP Program, which is housed in the Division. Additional funding is provided through fees charged for specific programs and services and through grant funds. Additionally, the LFUCG Parks and Recreation Foundation provides funds through donations and bequests that enhance Division programs, services and projects. Through these means parks and recreation programs and services are provided and maintained for the citizens of Fayette County.

The preparation cycle for the FY 2009 budget started with a Budget Call meeting on Monday, January 7, 2008. The emphasis of this meeting was to convey to Senior Staff, Commissioners, and Directors the tight economic times the County is facing. The process was then initiated by each LFUCG division to outline their line-item requests. Each Commissioner reviewed and edited their divisions' budgets, and the Mayor reviewed with final edits. The Mayor's budget was then reviewed by Council subcommittees for each division, requests were made by Council, and the final budget was determined by the Mayor.

Current Funding Sources

The funding for park and recreation services in Lexington comes primarily from traditional funding methods such as fees and charges, payroll tax, licenses and permits, net profit collections, insurance premium license fees, franchise taxes and property taxes. Currently, the majority of the Division's funding comes from revenues gained through the local payroll tax, which is subject to the fluctuations of the economy and has been significantly impacted by the loss of net profits and the current employment rates within the county. Property tax is a minor contributor to the County's budget, as the LFUCG gets eight cents for every \$100 of assessed value. Of this funding, five of the eight cents is dedicated to public libraries and the other three cents is allocated to the Fayette County School District. Based on state legislation, the County cannot issue a sales tax.

The proposed FY 2009 budget for the Division of Parks and Recreation is \$18,184,550, which is a decrease of \$2,937,770 from 2008, a 13.9% decrease. As a percentage of the FY2009 General Fund Budget (\$273,683,710), Parks and Recreation makes up 6.64% of the County's total budget. The allocation of funds to the Division falls well below that of Public Safety at \$146,532,410 (53.54%), which illustrates the community's value of and priority to fund Police, Fire and Emergency Management.

Table 6.1: Per Capita Budget - Benchmarking Comparison

Jurisdiction	Parks and Recreation Budget	Census Population	Per Capita Spending
Charlotte-Mecklenburg, NC	\$41,665,000	867,067	\$48.05
Cobb County, GA	\$35,608,000	691,605	\$51.49
Forsyth County, GA	\$9,556,000	158,914	\$60.13
LFUCG	\$18,500,000	279,044	\$66.30
Louisville Metro P&R	\$19,240,800	256,231	\$75.09
Denver City/County	\$50,713,000	588,349	\$86.20
Cincinnati	\$41,085,280	332,458	\$123.58
Roanoke	\$11,689,000	92,600	\$126.23

Source: www.census.gov and local government web sites

Table 6.2: LFUCG Comparison of the FY 2008 Adopted Budget to the FY 2009 Proposed Budget

Department	FY 2007 Preliminary	FY 2008 Adopted	FY 2009 Proposed	Difference	Percent Change
Public Safety	\$137,429,428	\$153,484,850	\$146,532,410	\$(6,952,440)	-4.5%
General Services	28,946,765	32,666,090	31,125,570	(1,540,520.00)	-4.7%
Partner Agencies	15,748,976	16,487,650	16,934,960	447,310.00	2.7%
General Government	13,388,330	2,713,230	9,314,230	6,601,000.00	243.3%
Contract Debt	27,487,931	23,880,650	25,043,880	1,163,230.00	4.9%
Public Works and Dev.	17,981,944	20,464,560	17,889,720	(2,574,840.00)	-12.6%
Environmental Quality	3,228,706	1,061,260	488,270	(572,990.00)	-54.0%
Finance and Administration	14,071,028	18,151,040	16,448,090	(1,702,950.00)	-9.4%
Law	2,199,587	2,404,260	2,641,700	237,440.00	9.9%
Social Services	9,153,961	9,221,630	7,264,880	(1,956,750.00)	-21.2%
TOTAL	\$269,636,656	\$280,535,220	\$273,683,710	\$(6,851,510)	-2.4%

Source: LFUCG Budget Documents

In comparison to communities of similar size, population served, number of facilities and resources, LFUCG falls into the middle of the group for per capita spending. LFUCG spends \$66.30 dollars per resident for park and recreation facilities, programs, and services, which in ranking is 5th highest out of eight of the benchmark communities used in a comparison to LFUCG. The range of spending per capita for the comparison agencies was from \$48.05 to \$126.23 (see Table 6.1).

As the community continues to grow and age, it will be increasingly important to focus on and fund quality-of-life amenities that provide for the health and well-being, and contribute to the economic development of the community. A chart illustrating the allocation of funds is provided in Table 6.2 (please note that the Division of Parks and Recreation falls under General Services).

Park and Recreation Funding

Funding for Division has been steadily increasing over the past five years, until the adoption of the FY 2009 budget. Funding levels increased the Division's budget by 13.6% in 2006, 1.1% in 2007, and 16.2% in 2008. Given the nation's current economic crisis and the County's decreased tax base (due to its structure and heavy dependency on the payroll tax), the Division's budget is projected to decrease by 13.9% in 2009. Therefore, the Division is doing fairly well to have retained the budget it was allocated for FY 2009.

The capital expenditures shown in Table 6.4 do not accurately depict the Division's actual capital dollars for FY 2007 - 2009. These figures were taken from LFUCG Finance documents and are likely allocations from general fund dollars only. Further investigation revealed that other funds, from grants, Council allocations, and other cost centers, are not be reported in parks and recreation account balances shown in Table 6.4. The figures shown in Table 6.5 more accurately reflect the actual capital expenditures for the Division from FY 2007 - 2009. These capital dollars funded new facility development, park upgrades and renovations, trail construction and other park-related construction projects.

Table 6.3: Comparison of Parks and Recreation Budgets (2005 - 2009)

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009 Proposed
	\$15,821,050	\$17,980,311	\$18,171,873	\$21,122,320	\$18,184,550
Percent Change	—	13.6%	1.1%	16.2%	-13.9%

Source: LFUCG Budget Documents

Table 6.4: Parks and Recreation Comparison of FY 2008 Budget to the FY 2009 Budget

Expenditure by Category	Preliminary Actual FY 2007	Adopted Budget FY 2008	Proposed Budget FY 2009	Change FY 2008 - 2009	Percent Change FY 2008 - 2009
Personnel Expenditures	\$12,197,373	\$14,107,630	\$11,389,670	\$(2,717,960)	-19.3%
Operating Expenditures	5,164,251	6,337,090	6,293,280	(43,810)	-0.7%
Transfers	637,377	667,600	501,600	(166,000)	-24.9%
Capital Expenditures*	172,873	10,000	—	(10,000)	-100.0%
Total Expenditures	\$18,171,874	\$21,122,320	\$18,184,550	\$(2,937,770)	-13.9%
Total Staffing	232.1	232.1	212.6	(19.5)	-8.4%
Budget by Category					
Park Administration	\$1,900,995	\$2,658,500	\$1,812,840	\$(845,660)	-31.8%
Parks Planning and Design	520,467	669,110	256,980	(412,130)	-61.6%
Parks Maintenance	6,967,273	8,001,710	7,026,470	(975,240)	-12.2%
Recreation Programs	2,189,663	2,518,430	2,146,580	(371,850)	-14.8%
Special Programs	1,066,740	1,119,660	1,091,570	(28,090)	-2.5%
Enterprise Programs	5,526,735	6,154,910	5,850,110	(304,800)	-5.0%

Source: LFUCG Budget Documents

*See Table 6.5 for actual capital expenditures.

Table 6.5: Division of Parks and Recreation Capital Expenditures (2007 - 2009)

	FY 2007	FY 2008	FY 2009	Total FY 2007 - 2009
Capital Expenditures*	\$730,000	\$3,051,000	\$2,035,000	\$5,816,000

Source: Division of Parks and Recreation Documents

*Funding from variety of sources including bond funds, Council allocations, grants and cell tower funds. Includes Division of Parks and Recreation's portions of trail/greenway allocations.

Table 6.6: LFUCG 2008 - 2010 Greenway and Trail Design/Construction Plan

	Trail Bond Funds	Grant Funds	Length (mi)
Trails Completed in 2008			
Higbee Mill Park Trail			0.5
Wellington Road Bike-Way		\$150,000	1.0
Town Branch Trail 1A		\$112,500	0.3
Wellington Park/Dog Park entrance	\$1,000		0.1
Southpoint Park Trail			0.5
Martin Luther King Park Trail	\$52,000		0.5
Town Branch Trail 1B		\$112,500	0.3
Gardenside Park	\$12,000		0.1
Cardinal Run Park South Trail	\$18,000		0.2
Liberty Park Trail - Phase I		\$100,000	0.2
TOTAL	\$83,000	\$475,000	3.7

Under Construction in 2008

Liberty Park Trail Connectors	\$80,000		0.1
Lafayette/Lochdale 1 (South Elkhorn)		\$220,000	0.4
Valley Park Phase I	\$80,000		0.6
Wellington Park Trail	\$240,000		1.8
Day Treatment to Addison Park	\$71,000		0.4
Mary Todd Park	\$36,000		0.2
Town Branch Phase II		\$300,000	0.5
Gleneagles Trail	\$100,000		0.3
TOTAL	\$607,000	\$520,000	4.3

Construction to Begin in 2009

Brighton East Phase II Rail/Trail		\$500,000	1.0
Shillito Park/Lafayette Trail	\$400,000	\$426,000	2.0
Legacy Trail Phases I & II	\$106,000	\$2,704,000	5.0
Veterans Mt. Bike Trail	\$150,000		1.1
Masterson Station Park Trail Phase I & II	\$700,000		3.0
Cardinal Run North	\$375,000		2.0
Lakeside/Jacobson Park Trail	\$265,000		1.5
Arboretum Forest	\$125,000		0.2
West Hickman Phase 1A	\$10,000	\$400,000	0.5
Chilesburg	\$25,000		0.3
Lexington-Lawrenceburg Study	\$25,000		
Jacobson Park "Share the Road"	\$25,000		
TOTAL	\$2,206,000	\$4,030,000	16.6

TOTAL FUNDS SPENT THRU 2009 **\$2,896,000** **\$5,025,000** **24.6**

Continued on next page

Table 6.6: LFUCG 2008 - 2010 Greenway and Trail Design/Construction Plan, continued

	Trail Bond Funds	Grant Funds	Length (mi)
Construction to begin in 2010			
Brighton West	\$180,000		0.8
Legacy Trail Phases III & IV	\$2,000,000		3.0
Lafayette/Lochdale 3 (South Elkhorn)		\$270,000	0.2
Brighton Bridge		\$448,150	
TOTAL	\$2,180,000	\$718,150	4.0

Other Grant Funded - On Hold

Lafayette/Lochdale 2 (South Elkhorn)		\$220,000	0.2
Gainesway		\$446,400	2.0
TBT Phase III	\$223,000	\$650,000	1.0
Richmond Road		\$650,000	1.1
West Hickman Phase 1b	\$90,000	\$1,400,000	0.8

Other Locally Funded - On Hold

Picadome Phase I	\$69,000		0.2
Town Branch Connectors	\$120,000		0.5

Future Identified Projects

South Elkhorn - Waveland			0.9
Coldstream Park Phase 3			0.5
Valley Park Phase 2			0.3
Armstrong Mill Connector			0.3
Picadome Phase 2			0.3

Source: LFUCG Division of Planning staff

Greenway Funding

Greenway funding is one area that has increased within LFUCG. In many departments the greenway function is part of parks and recreation and, therefore, would be reflected in the overall per capita spending on recreation.

The increased level of funding for greenways over the past few years shows a response by LFUCG to the citizens' desire to have an interconnected greenway system. One concern is the number of the projects that are funded but are on hold or not being implemented. While not a funding issue, it is an area of concern that could be resolved with the consolidation of greenway planning and development functions as recommended in Section 4.

Table 6.6 shows greenway and trail funding for FY 2008 – 2009.

Funding Analysis

The Division's dependency on fluctuating funding sources, such as the payroll tax, elicits discussions about the need for a dedicated funding source. Given the amount of infrastructure that the Division maintains, which includes over 4,000 acres of parks, playgrounds, athletic facilities, swimming pools, golf courses and trails, as well as the programs and services that are expected by the community, there is a need to identify a steady stream of funding. Neither the current administration nor the Urban County Council has formally discussed a dedicated funding source for the Division even though it was recommended in the 1998 master plan. However, in the planning team's interviews with county leaders, several stated that they are open to the potential for identifying one or more dedicated sources. It is becoming increasingly clear that to keep the County on pace with other progressive cities and counties across the country, LFUCG cannot continue to hold the park system together with "Band-aid" funding programs every few years.

Cost Recovery

Currently, the entire Division has an average cost recovery level of 4.4%, based on park programming revenues, and 24.6% if golf course and aquatics revenues are included (although if these are truly enterprise programs, which are intended to be 100% self sustaining, these revenues should not be included). Examples across the country show a wide range of subsidy levels or tax investment, from 15% to 80% and higher, depending upon the mission of the organization, construction funding payback, operation funding availability, the community's philosophy regarding subsidy levels and user fees, and structure of agency budgets.

Table 6.7: Parks and Recreation Cost Recovery Levels (2007 - 2009)

	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Projected	FY 2009 Proposed
Expenses	\$15,821,050	\$17,980,311	\$18,171,873	\$21,122,320	\$18,184,550
Revenue Parks Programs	NA	\$710,772	\$422,291	\$546,000	\$781,800
Parks Concessions	NA	\$320,415	\$0	\$0	\$0
Paddle Boats	NA	\$18,064	\$0	\$20,000	\$20,000
Total General Services Revenue	NA	\$1,049,251	\$422,291	\$566,000	\$801,800
Cost Recovery	NA	5.8%	2.3%	2.7%	4.4%
Swimming Pool Collections (Enterprise)	NA	\$458,347	\$643,287	\$569,500	\$635,500
Revenue Golf Courses (Enterprise)	NA	\$3,257,882	\$3,172,967	\$3,277,000	\$3,837,600
Total Enterprise	NA	\$3,716,229	\$3,816,254	\$3,846,500	\$4,473,100
Division Cost Recovery	NA	20.7%	21.0%	18.2%	24.6%

Source: LFUCG Budget Documents

Note: In 2007 Parks Concessions began being accounted for by each individual park or facility where revenue is received.

Table 6.8: Extended School Program Cost Recovery (Fund 4202)

	FY 2006 Actual	FY 2007 Actual	FY 2008 Projected	FY 2009 Proposed
Expenses	NA	\$1,996,675	\$2,027,336	\$2,836,970
Revenue	\$1,515,600	\$2,246,110	\$2,428,130	\$2,709,000
ESP Cost Recovery	NA	112%	120%	95%

Source: LFUCG Budget Documents

Dr. John Crompton from Texas A & M, a leading educator and researcher on the benefits and economic impact of leisure services, indicates that the national average is around 34% cost recovery. Based on this information, the Division's cost recovery is significantly below the national average. It is in the Division's best interest to evaluate the existing pricing strategies and develop a cost recovery philosophy and goals for each section in the Division that truly reflect the values placed on parks and recreation services by the community, as well as provide for the sustainability of the Division.

The Extended School Program (ESP) is a true enterprise fund, with a separate funding source from the General Services Fund. The cost recovery levels for these programs have in recent years accomplished the goal of being 100% self-sustaining and have generated net revenue gains of 12% to 20%. Yet, projections for the proposed FY 2009 budget indicate that cost recovery levels will be at 95%.

It is important to recognize that the Division has placed an emphasis on providing for those that cannot provide for themselves, such as youth and seniors. Therefore, pricing has been set to not exclude any income levels from being able to participate. However, alternative strategies, such as a strongly publicized scholarship program, can provide for those with low income levels, but also support the sustainability of the Division.

In addition, it is important to recognize the significant funds and personnel resources that are being expended to provide services for the 150 special events supported by the Division, which are not currently being charged fees or receiving transferred funds from other departments. Additionally, a large amount of revenue is being lost through the existing, inequitable relationships and agreements with the community's many athletic associations and community groups who utilize County athletic facilities and indoor centers without paying fees to the Division. It should be noted these fee waivers are the result of capital investments and ongoing maintenance services paid for by the association.

Recommendations for Potential Revenue Sources

Traditional Funding

Bonds

LFUCG budget documents detail that the government is currently (2009) maintaining a debt-service to revenue rate of 9.6%. LFUCG envisions having additional capacity through 2015; having 15.1% available for debt service in 2013 then declining to a rate of 12.2% available for approved projects.

The Capital Requests Project Summary report indicates that the Division requested an estimated \$3.12 million in capital improvements for 2009. The list includes:

- Parking lots at Shillito, Jacobson and Athens Parks (ADA improvements)
- Multi-year funding of community trail system
- Cardinal Run North field construction
- Construction of four fields at Shillito and improvements at existing fields
- Expansion of dog park at Jacobson
- Parking lot repairs and resurfacing at Jacobson and Bates Creek (ADA improvements)
- Park improvements at Masterson Station, Gardenside and Avon
- Playground improvements in parks
- Remodeling improvements at Dunbar, Ecton Park and Bates Creek
- Shed for storage at McConnell Springs

Of the list submitted, Cardinal Run North improvements and Shillito Park work was recommended for funding. This totaled \$235,000, or 7.5% of requested allocation.

General Obligation Bond

The government appears to have bonding capacity. It is possible in the future the community would be supportive of passing a bond issue, given a strong educational campaign and rebound in the economy. Moving forward with funding of a bond is recommended. What is to be determined is the best method to fund the repayment of the bond through the development of a single or multiple dedicated funding sources and increased revenue generation by the Division. One potential source to help repay a bond is the collection of impact fees.

Based on the 2006 statistically-valid mail survey, 66% of LFUCG residents rated utilizing a bond a '3' or higher (on a scale of 1 to 6), which was the second highest preferred funding source, behind charging developer impact fees when asked to rate their preference for funding of the parks system. If, in the future, a bond referendum is a possibility and a bond were passed for capital funds for the development of new parks and facilities, it would be extremely important to identify additional funds to support operations and maintenance.

Impact Fees

Impact fees are charges assessed by local governments against new development projects that attempt to recover the costs incurred by a government in providing the public facilities required to serve new developments. Impact fees are only used to fund facilities such as roads, schools and parks that are directly associated with the new development. They may be used to pay the proportionate share of the cost of public facilities that benefit the new development; however, impact fees cannot be used to correct existing deficiencies in public facilities.

Williamson County, Tennessee, is an example of a community that collects impact fees. This rapidly growing county of 172,252 residents (59,344 households), collects impact/development fees, termed "privilege tax," for residential and commercial construction. This fee is collected to account for new residential impact to services within the County. The fee for Williamson County is \$1 per square

Table 6.9: Williamson County Impact Fee

County		City	
0.70	Schools	0.92	Schools
0.20	Roads/Highways	0.08	Parks and Recreation
0.08	Parks and Recreation		
0.02	Fire Protection		

foot. Local municipalities may add additional percentages of set amounts for permits issued within the municipality, but the County collects its \$1 regardless of the construction location. This \$1 is set by, and can be adjusted by, the County Commission.

The collection of the \$1 per square foot privilege tax is allocated differently depending upon whether the residence is being built in the county or in a municipality. Since the County does not provide for roads/highways or fire protection within the municipalities the money is allocated solely between parks and recreation and schools.

In FY2002-03, approximately \$5,625,000 was collected by the County from the privilege tax of which \$450,000 was allocated (8%) for parks and recreation purposes.

Parkland Dedications

The 2007 *Comprehensive Plan Land Use Map* and the *Expansion Area Master Plan* are the two governing documents that currently guide the acquisition of new land for public parks and greenways. The current planning and zoning code, *Zoning Ordinance Lexington-Fayette Urban County, Kentucky*, calls for the dedication of parkland, public green space, neighborhood recreation space and greenways as follows:

Park - A system improvement which consists of land identified in the Expansion Area Master Plan intended for acquisition by the Lexington-Fayette Urban County Government for use as a public park, or any land acquired by the Lexington-Fayette Urban County Government for such purpose. For the purposes of this Article, the term "park," and the exactions attendant thereto, shall also include lands which meet all of the following criteria:

- 1. The land is designated as a greenway in the Expansion Area Master Plan, or has been designated as a greenway by the Planning Commission on an approved development plan*
- 2. The land lies outside of the post-development floodplain*
- 3. The land lies outside of an area measured 100 feet in both directions from the center of the greenway.*

LFUCG currently receives between \$500,000 and \$600,000 annually through park impact fees that are assessed from new construction projects. Currently, the money can only be used for the acquisition of new parkland. However, the Council has approved the use of these funds in the past for capital improvements to existing park facilities through council resolutions. A more common approach has been to fund capital improvements with the sale of bonds.

The current system for new parkland acceptance in the Expansion Area does include a representative from the Division of Parks and Recreation on the committee. This committee makes decisions regarding the acceptance of parkland in-lieu of fee, but this has not resulted in remarkable improvements to the quality of parkland LFUCG is receiving. Currently, properties that have little value for public use as recreation facilities are routinely accepted when charging an in-lieu of fee would have been a better alternative.

Fayetteville, Arkansas, has one of the best systems with respect to the acceptance of parkland. A member of the parks staff is part of the city agency review team that reviews all new developments that have a park land exaction requirement. After attending the meeting with other department staff, the staff member then takes the plans and develops a recommendation with respect to the land exaction that goes to the Fayetteville Parks Advisory Board for approval, rejection or modification. It is up to the advisory board to decide if they will accept the property, request different property and/or in-lieu of fees instead of the property offered. Their recommendation is then carried back to the planning staff

and ultimately the developer for their agreement with the advisory board's decision relating to the property. If the developer does not agree with their recommendation, the project is deferred by the planning commission until an acceptable agreement on park land can be reached. As a direct result, the city is no longer the recipient of just floodplain areas, swamps and steep hillsides. While these areas are valuable as open space, they fall short of providing adequate greenway connections and meeting the public need for programmed and active open space. These exaction approval process reforms have elevated the value and potential of the park land the city now receives.

In Collierville, Tennessee, the zoning code requires developers to dedicate an easement and build greenway sections when developing property adjacent to a section of the city's greenway designated in the city-wide greenway master plan. This has enabled the city to connect new schools and neighborhoods and create a pedestrian and bicycle friendly community coinciding with current development. A change in policy including a requirement for simultaneous greenway construction could bring similar benefits to the Urban County service area. The utilization of a proactive rather than a reactive planning process will benefit the community as a whole and help the parks and recreation division become more integrated into the community planning process.

Impact Fee and Parkland Dedication Recommendations

- Change requirement that impact fees can be for land purchase only and allow the fees to be used for capital projects or bond repayments.
- Require greenway construction as part of basic infrastructure.
- Give authority for land acceptance to the Division of Parks and Recreation.
- Increase impact fee to reflect the true cost of providing recreation services.

User Fees

User fees are charges to those who utilize park and recreation programs, facility admission, facility and equipment rental fees, athletic leagues, etc. The Division is currently not charging for equipment, labor and maintenance for the support services it is providing for special events and for neighborhood center rentals. A tiered fee structure should be established for private companies/individuals, community organizations, non-profits, and other LFUCG departments. This structure should reflect the philosophy that those who benefit should pay. The greater the community benefit, the more the subsidy.

Some potential program areas for the Division to establish user fees in order to increase revenue include a bridle fee to ride horses on County park properties (which should be established prior to the 2010 World Equestrian Games), as well as an admission fee for County dog parks and model airplane parks. Furthermore the Division should increase the fees charged or percentage profit gained from any tournaments that are held at their facilities. However, given the capacity of current facilities, new athletic facilities would need to be developed or support amenities added to existing facilities (i.e., Masterson Station) in order to host large national tournaments. Detailed information on facility development can be reviewed in Section 7.

Special Assessment Districts

Special assessment districts are separate units of government that manage specific resources within defined boundaries. Districts vary in size, encompassing single cities or several counties. They can be established by local governments or by voter initiative, depending on state laws and regulations. As self-financing legal entities, they have the ability to raise a predictable stream of money, such as taxes, user fees or bonds, directly from the people who benefit from the services. Such districts are often created specifically for parks and recreation. The use of these special assessment districts to help pay for parks and recreation is becoming increasingly prominent throughout the country and has a long history in the Western United States.

Dedicated Property Tax

The Division presently has no source of dedicated funding for major repairs, renovations, or improvements to park facilities and recreation amenities. The lack of adequate capital investment threatens the quality of these assets and the situation will likely worsen over time. A dedicated property tax would generate stable annual funding to support the ongoing capital needs of the park system. In the 2006 community survey, 49% of respondents rated a dedicated tax, similar to LEXTRAN, as a “3” or higher (on a scale of 1-6) as favorable, and 47% of respondents were willing to spend up to \$5 per household per month to improve parks and facilities. With 114,973 (2007) households in the county, a tax that generates \$5.00 per month would generate nearly \$7 million annually for capital park projects.

Dedicated Waste Collection Tax

LFUCG, under Fund 1115 (Full Urban Services District) collects approximately \$500,000 annually for leaf collection, which is provided by the Division of Parks and Recreation. This fund currently has a surplus, of which a dedicated set percentage could be allocated annually to support public safety as well as a set percentage to park and recreation maintenance and operations. If the funding were reallocated to meet the needs of waste collections, public safety and parks, citizens would receive a higher level of service in three divisions without any new taxes or fees. In order to expedite park improvements it would be beneficial in the years immediately after funding allocations change to do a park bond and use the new revenue to repay the bond. This would allow for large influx of capital into the Division rather a much smaller amount over an extended period of time.

Federal Funding

Community Development Block Grants

Although this program funds housing, public facilities, economic development and community projects, recreation could be a minor component of the project. For example, a mini-park could be constructed on land purchased through the housing project that services primarily low- to moderate-income individuals. The program is administered through the Kentucky Department for Local Government.

Land & Water Conservation Fund

For many years since the mid 1960s, the Land and Water Conservation Fund (LWCF) program provided funds for outdoor recreation acquisition and development. However, over the last few years the funding has been extremely limited. The program is administered through the Kentucky Department for Local Government.

National Recreational Trails Program

The program was initiated through the TEA-21 legislation. Funds are awarded for the construction of trails and support facilities. Emphasis is for the construction of multi-use trails such as biking, hiking, equestrian, motorized, etc. The program is administered through the Kentucky Department for Local Government.

Rehabilitation Service Programs

This program is available through the US Department of Education, Office of Special Education and Rehabilitative Services. The intent of the program is to provide individuals with disabilities recreational activities and related experiences that can be expected to aid in their employment, mobility, socialization, independence and community integration. Specific project activities may include: swimming, wheelchair basketball, camping, hiking, water skiing, camping, horseback riding, arts and sports. Historically, applications are due in September of each year.

Transportation Enhancement Funds and Safe Routes to School Funds

These programs are related to transportation activities. The activities funded through Enhancement programs are property acquisition, development of non-motorized trails (hiking and biking), landscaping (trees and signage) and restoration of historic structures. The Safe Routes to School program funds walking and bicycle facilities that connect residents to schools. This grant program requires an educational outreach component as part of the grant funding; however, it is a 100% grant.

These two grant programs are administered through the Kentucky Transportation Cabinet.

State Funding

Area Development Fund

A limited amount of funds are appropriated by the Kentucky Legislature for capital improvement projects. The projects are submitted locally to the area development districts that approve the projects, assist with application preparation, and work in cooperation with the Kentucky Department for Local Government for the successful completion of projects.

Fish and Wildlife Resources

State and federal funds are available through the Kentucky Department of Fish and Wildlife Resources. Typically, the program funds opportunities for fishing including the development of lakes, boat ramps and support facilities.

Heritage Council

The Kentucky Heritage Council provides sub-grants of state and federal funds for preservation projects. A limited amount of funds are available. Eligible projects include historic building restoration, archaeological investigations, educational and promotional programs. Typically, program funds are available in the spring and fall.

Heritage Land Conservation Fund

Funds are available for the acquisition of environmentally sensitive property and limited development activities. The program is administered by a board with assistance through the Kentucky Department of Resources. Applications are due each quarter.

Kentucky Humanities Council

The program has funds available for educational programs directed at adults. These funds could be used for recreational programming opportunities.

Kentucky Nature Conservancy

The Kentucky Chapter of the national organization is located in Lexington. The Conservancy has mechanisms to purchase selected properties which are environmentally sensitive. The properties allow for limited development such as trails and picnicking.

Urban Forestry Program

Funds are available for purchase and planting of trees in public spaces. Parks and scenic corridors are included. To qualify for funding, a local tree board must be in place. The funds are administered through the Kentucky Division of Forestry.

Alternative Funding Mechanisms

Fundraising

Local fundraising is a mechanism that has worked effectively for a number of projects in LFUCG, such as a number of the dog parks that have been built in recent years. Although a strong local effort is involved, this mechanism typically generates a vast amount of support and publicity. Local businesses, organizations and private individuals can pledge funding over a specific period of time.

The LFUCG Park and Recreation Board members should play an active role in fundraising for the Division. Board members play a vital role in providing guidance, expertise, advocacy, political support, fundraising efforts, and representing the Division's constituents. One of the primary responsibilities of the board is to assist in the development, acquisition and management of the Division's resources.

Board members can be a more proactive entity by initiating a variety of fundraising tasks, such as collaborating with the Friends of Parks of Fayette County to send direct mail letters, promoting sponsorship of programs and naming rights, seeking in-kind donations, hosting special events (i.e. – golf tournaments, fundraiser dinners, events to honor volunteers, silent auctions and themed socials), and soliciting charitable donations of money and lands.

Selection of Members

Meetings indicated that the current Advisory Board members are nominated by each Council member then appointed by the Mayor. Two members are from the Council and one member is from the school board. Having two elected officials as well as a member from a valued partner can build advocacy in many ways.

The Advisory Board needs to be supportive of the Division's goals and objectives and reflect the citizenry of the district they serve. Committee members should be active in local visioning and participate in larger regional parks, recreation and open space objectives. For example, if a regional trail system was proposed to link Frankfort with Lexington-Fayette, Advisory Board members should provide resolutions of support for this venture, if deemed feasible, and promote legislation that would be needed at the State Capitol.

Grants

A search can be done for foundations that give for recreation and related activities. Initial efforts should be on Kentucky-based foundations. The Kentucky Foundation Directory is a good resource, listing about 180 foundations and charitable trusts in the state with sample grants to illustrate fields of interest. After a link has been established to national foundations, a good base of support should be developed to request funds.

Corporate Sponsorships

In 2010, Lexington will be host to the international World Equestrian Games. The opportunities for revenue generation and corporate sponsorships associated with this event are significant and could greatly supplement existing funding and revenue sources to the County and the Division. The Division should put efforts into developing corporate sponsorship programs and naming rights for the development of new facilities and programs that will support the World Games. These sponsorship opportunities should be offered with a tiered level of benefits, should quantify marketing exposure for each level, bundle packages on a system-wide level, and bundle the assets of sponsors (i.e. - money, marketing, and product supply).

Lodging Tax

Many communities nationally are incorporating lodging taxes to pay for many tourism related programs, including parks and recreation improvements. Jurisdictions have implemented or are considering instituting a lodging tax to fund future capital improvements that may lead to increased tourism and overnight stays.

Silverthorne, Colorado, for example, passed a 2% lodging tax in 1999. Total collections have been divided: 85% going towards capital projects relating to parks, trails, open space and recreation and 15% to market the Town of Silverthorne and its amenities. Other communities from Washington to Texas have adopted similar funding measures that have gone to develop large-scale recreation facilities that would generate out-of-town visits.

Sin Tax

"Sin Tax" is a measure that would impact products that are viewed to harm a person's health. In the past this was more related to taxing tobacco, alcohol and gambling. Taxes would be placed on these items in order to fund more healthy activities. In Washington-state, the 2005 legislature passed a variety of "sin-tax" items including a \$.60 tax on cigarette packs; projected to raise about \$175 million and a \$1.33 per liter tax on alcohol. This was expected to generate an additional \$60 million (*Seattle Times*, April 23, 2005).

New measures have sprung up around childhood obesity and other health issues related to sweets and sugar drinks. Governor Paterson in New York has proposed legislation to place a 15% tax on soft drinks (not diet sodas, juices, milk or water). The Governor has estimated this tax would generate an additional \$404 million in new state revenues (*The Daily Green*, December 17, 2008).

Naming Rights

Naming rights became prominent in the 1990's when larger sports venues and cultural spaces were "named" after a company or individual. Many examples of successful ventures are known today, like Dick's Sporting Goods Park in Denver (home of the Colorado Rapids soccer team) and the American Airlines Arena in Miami and Dallas (professional basketball venues). To the contrary, many venues have seen multiple names due to company mergers and .com (dot com) bankruptcies to name a few.

Public naming rights have been growing due to tighter agency budgets. The attraction of public venues is the varied tiers of naming rights that can be allowed. In a large sports complex for example, agencies can solicit naming rights for the entire facility for a prescribed amount of money or tailor it towards naming a locker room within the facility for a lesser fee.

Agencies are creative in selling not only spaces but placing product within the department to generate new revenues. In 2002, Los Angeles County lifeguards sported Izod swimsuits as the "official swimwear of the Los Angeles County Beach Lifeguards" and the Skokie (IL) Park District collected \$150,000 annually from Pepsi for it being their "exclusive soft drink provider".



SECTION 7

PARK PLANNING AND DEVELOPMENT RECOMMENDATIONS

One of the tasks of the planning team was to evaluate the Division's park facilities. The planning team conducted assessments of a sampling of the Division's 105 parks to evaluate maintenance practices, age and condition, and compliance with the accessibility requirements of the Americans with Disabilities Act (ADA). The planning team looked for design characteristics that either reduced or increased maintenance requirements and park functions. The planning team also conducted an inventory of all park facilities to evaluate their diversity and distribution patterns. The following discussion provides an overview of the current state of the Division's parks. These assessments are followed by recommendations for park planning, renovations and new facility development based on National Recreation and Parks Association (NRPA) standards, staff interviews, public input and national trends. A full inventory and a map of all park facilities can be found in the Appendix.

Existing Facility Assessments

The LFUCG Division of Parks and Recreation is fortunate to have over 100 parks comprising over 4,000 acres of parkland for the use and enjoyment of county residents. When compared to the long-held NRPA standard of 10.5 acres of community parkland per 1,000 people, the system is more than 1,500 acres over the standard. In addition, the Lexington area exhibits a much greater amount of greenspace and open space than most areas in the eastern United States due to the active equine industry and the strong conservation efforts to protect farms through the County's PDR Program. While several of the larger parks and golf courses in the system make up a large portion of the parkland acreage, the Division has a good mix of community and neighborhood parks that offer a wide variety of individual and group recreation opportunities.

In the 1998 Comprehensive Parks and Recreation Master Plan, a detailed assessment of each park was made. In these assessments many critical needs and issues relating to deferred maintenance needs, safety concerns and issues with ADA access were noted. The current master planning effort did not call for a duplication of this detailed assessment but rather a revisiting of a select number of the parks to determine the level of progress that has been made.

It is clear that the Division has made strides to address issues, but the magnitude of the need for additional funding for renovations and maintenance has not kept pace with the need. The online and 2006 mail survey findings both showed 'Renovate existing park restrooms' as the top facility priority. This is a clear indication of user dissatisfaction with the level of facilities provided in the parks system. LFUCG is at a point where a major influx of capital dollars is needed to address many of the current maintenance needs and to redevelop the system to bring it in line with more modern recreation providers. Across the country, large urban systems are being faced with these same issues and are putting major dollars into their park systems with general obligation bonds or other large funding sources for major park renovation and expansion programs. This funding is in addition to their normal annual budgets. Examples include Cobb County, Georgia (\$125 million); Nashville, Tennessee (\$80 million); and Forsyth County, Georgia (\$100 million). Charlotte-Mecklenburg, North Carolina, just approved a \$250 million park bond program to expand greenway and park systems. A commitment of this level will be necessary to transform the

Division of Parks and Recreation from a system containing worn-out parks and facilities to a system that can be used to entice new industrial and service industries to choose Lexington-Fayette County for their home, just as Volkswagen chose Chattanooga as the home for their only North American auto plant. Chattanooga has combined public and private funding for parks, trails and destination facilities of over \$200 million in the last 15 years to transform the city's reputation.

General Park Evaluations, Observations and Recommendations

Facility assessments were completed on 20 of the Division's parks. This sample of parks was chosen to be representative of the best and worst of the park system. The completion of these assessments revealed a general lack of refinement and state of disrepair at some of the parks. Budget cuts and staff reductions coupled with increased demand for maintenance over the years has taken its toll, and several common issues were identified in many of the parks.

Most parks lack physical and visual connectivity between park elements. Pedestrian circulation is unclear because the arrangement of facilities within the parks presents no clear hierarchy or intent. In addition, public perception of the Division's parks may be negative because of their condition or lack of visitors. Few people may visit parks when they see the park unoccupied. Most of the parks assessed in this review did not have visitors at the time the assessments were completed.

Although specific facility issues are listed below, some general themes are found within each park classification:

- *Large Community Parks* are heavily programmed and attended but have become dependent on volunteers and athletic associations for a major portion of their maintenance, particularly in the area of sports fields.
- *Downtown City Parks (Neighborhood Parks)* have repetitive park facilities, lack diversity of park experiences and are perceived as being high crime areas with squatting by homeless individuals.
- *Community Centers/Indoor Facilities* are old and outdated when compared to modern facilities across the state and are generally located in inner city neighborhoods.
- *Golf Courses* are generally in the best shape of all the park facilities. The level of maintenance provided by the site-based crews is very good.

Facility assessments revealed problems that were consistent throughout the system and are common among older parks nationwide. The following discussion provides an overview of some of these issues.

Pedestrian and Vehicular Facilities

Some of the issues posed by existing pedestrian and vehicular facilities include:

- Parking lots are in poor condition. Some lots need restriping, while others need resurfacing or reconstruction. Many have to be mowed because of grass and weeds that have grown in the crumbling asphalt.
- Many parks are hidden from view of the general public. Entrances and parking areas are unclear.
- Maintenance vehicles moving through the parks have created dead spots on turfgrass.
- Pedestrian circulation is unclear, and in many parks there are no defined hard surface pedestrian circulation systems. Thus the parks do not meet the requirements of ADA for access to various park features.
- Park roads bring vehicles too close to pedestrian and park activities, increasing potential for accidents and inviting after-hours loitering.
- Trails and walkways within the parks are showing wear with cracks, standing water and encroaching vegetation. Many of the trails and walkways will need resurfacing or replacement in the near future.

- Many sidewalks and walkways present tripping hazards and create ADA inaccessibility because of their condition.
- Invasive species are encroaching on walkways, creating inaccessibility and safety issues.
- Some park roads penetrate deep into parks to serve a very small parking lot rather than parking cars on the edges and encouraging pedestrian movement in the park, which is safer and promotes better health. An example of this is MLK Park.

Athletic Field Configurations, Equipment and Safety

Some of the issues posed by existing athletic fields include:

- Many outdoor tennis and basketball courts are in need of resurfacing and restriping.
- Sport field fencing and poles are rusted and sagging and in need of replacement.
- Overuse of some fields, especially soccer fields, has resulted in dead spots on the grass.
- Unused ballfields, tennis courts and basketball courts have become eyesores and create maintenance issues.
- Concrete slabs (likely old courts) that have no apparent use take up greenspace, collect trash and grow weeds and grass in their cracks, requiring extra maintenance.
- Little shade around trails and spectator areas creates an uninviting environment.

Improved safety assessments should become part of the routine maintenance schedule for all athletic and trail facilities. Before and after the implementation of the recommended renovation projects on the existing fields and trails, routine safety checks and repairs should be made. The problems related to unsafe fencing, field surfaces, dugouts, damaged sidewalks and bleachers should be rectified during routine safety checks. LFUCG is being unnecessarily exposed to potential injury lawsuits through the lack of funding and the failure to take remedial action that addresses these safety issues on a system-wide basis. If funding to renovate and replace many of the park features cannot be found, it would be prudent to remove many of the older facilities and return the areas back to greenspace to reduce liability concerns and improve the park aesthetic.

Playgrounds

Some of the issues posed by existing playgrounds include:

- Some playgrounds are edged in plastic, which is not ideal for commercial use. In many cases, plastic edging has heaved and become damaged by mowing equipment.
- Mulched playground surfaces require a high amount of maintenance.
- Playgrounds are often isolated in the parks and do not seem to relate to other facilities.
- The variety of playground experiences is very limited; most of the playgrounds offer the same type of play experience.

Restrooms

Some of the issues posed by existing restrooms include:

- Restrooms throughout the park system are in disrepair.
- Many parks lack adequate restrooms. Masterson Station is a good example of this—the dog park and associated community play area lacks a restroom. The only public restrooms in the park are controlled by independent groups who manage facilities in the park.
- Some restrooms in parks are part of the concession/restroom buildings controlled by youth athletic associations, and operating hours are controlled by the associations rather than the Division.
- None of the restrooms observed had any security cameras or other devices to discourage vandalism and undesirable activities.
- None of the restrooms had family restrooms, which can be utilized by families with small children or special needs family members. This type of restroom has been standard in most parks over the past five to ten years, just as they are provided at auditoriums, airports and other public facilities.

General Maintenance

Some general maintenance issues and practices include:

- Too few waste receptacles result in litter problems at highly used parks.
- Too many older facilities are going un-repaired.
- There is a perception that certain parks receive higher levels of maintenance than others. This is tied to the lack of public understanding of the additional maintenance being provided by volunteer groups and, in many cases, the age of the facilities being compared.
- Mowing flood zones that are not being used and cannot be feasibly used by anything other than a greenway trail, increases the total acreage that is being maintained.
- Mowing is occurring to the edge of streams, which is a violation of the state's stream buffer requirements and reduces the opportunity for native streamside vegetation to regenerate. Streamside vegetation provides additional wildlife habitat and visual interest in the parks.

While there are still issues to overcome, it is clearly evident that the overall level of maintenance in the parks is much improved over the planning team's observations made as part of the development of the 1998 Comprehensive Parks and Recreation Master Plan. While many of the issues related to facility condition and lack of funding for maintenance remain evident, the general condition and appearance of the parks is much better. The level of grass care in the parks is far better than during the previous assessment period, and the organization and approach to the delivery of maintenance activities is greatly improved. The addition of new equipment and operational facilities at Masterson Station and North Base are benefiting the community by providing a higher level of maintenance.

Park System Evolution

Many of the parks in the system have evolved over the years, and facilities have been added without the benefit of having a long-range master plan in place. The result is a very inefficient park layout both for the park user and the staff who maintain the parks. This is further complicated by changing development patterns in the county, shifts in population densities and shifts in demographic profiles. Many of the parks in the system were developed in the heart of the city at a time when the subdivisions within New Circle Road were developing. Many of these areas have converted to commercial and retail use, and the population in these subdivisions is growing older. The result of these changes is that parks developed to serve youth populations are now located in the wrong areas. This is evident by the use patterns of parks for youth soccer, baseball and football. Douglass Park, which has three baseball fields, did not have enough participants to make a youth baseball league last year, and many of the parks such as Castlewood, Coolavin, Meadowthorpe and others went underutilized. As the youth have moved further away from the heart of the city, so have the youth programs that are now primarily played at Cardinal Run South, Veterans, Shillito, Masterson Station and Kenawood Parks. These parks are all located outside of New Circle Road where the majority of growth has occurred over the past 15 years and is projected for the next 20 years.

The impacts of these changes have created both opportunities and issues for the Division. Opportunities include the conversion of much of the older parkland from sports fields back to community greenspace and to redevelop space for adult sports. Adult users are not as dependent on others for transportation, so driving to redeveloped older parks should not be a problem. It provides the opportunity to redevelop some youth sports fields with improved configurations that will allow for reduced staffing levels and maintenance. It also provides an opportunity for those who live near the older parks to walk to the parks. Issues that must be overcome include the perception that some of the older parks are not safe and that if new youth leagues are started in some of the parks, participants may balk at not being in one

of the newer parks in the suburbs. These issues can be overcome with proper park management and supervision and through reinvestment in these parks to bring them up to the same level of development as the parks in the suburbs.

In addition to funding, it will take a new approach to planning, managing and maintaining the parks to modernize the Division. There is a need to stay fresh and current with recreation trends across the country and to look at how community development issues are impacting the delivery of services. We are now living in an age where service expectations are very high and delivery is expected to be instantaneous. Many citizens do not understand the planning, design and regulatory requirements that are part of constructing new facilities, and this leads to further public frustration with the Division. Planning and facility development issues are addressed in the following pages.

Park Planning

As a park system's, and a community's desire for, recreation opportunities are always evolving, a park system must adapt its plans for the delivery of services. The delivery of services is also impacted by changes in community development patterns and the level of private recreation providers. Over the past 10 to 15 years more private recreation facilities have been developed to supplement public recreation facilities. Churches have begun to build large family life centers and recreation facilities; residential home owner's associations have developed community-based recreation facilities for their residents; and not-for-profit groups, such as the YMCA, have also increased their level of service. All of these factors impact the type of facilities that a modern parks and recreation department should provide within its system.

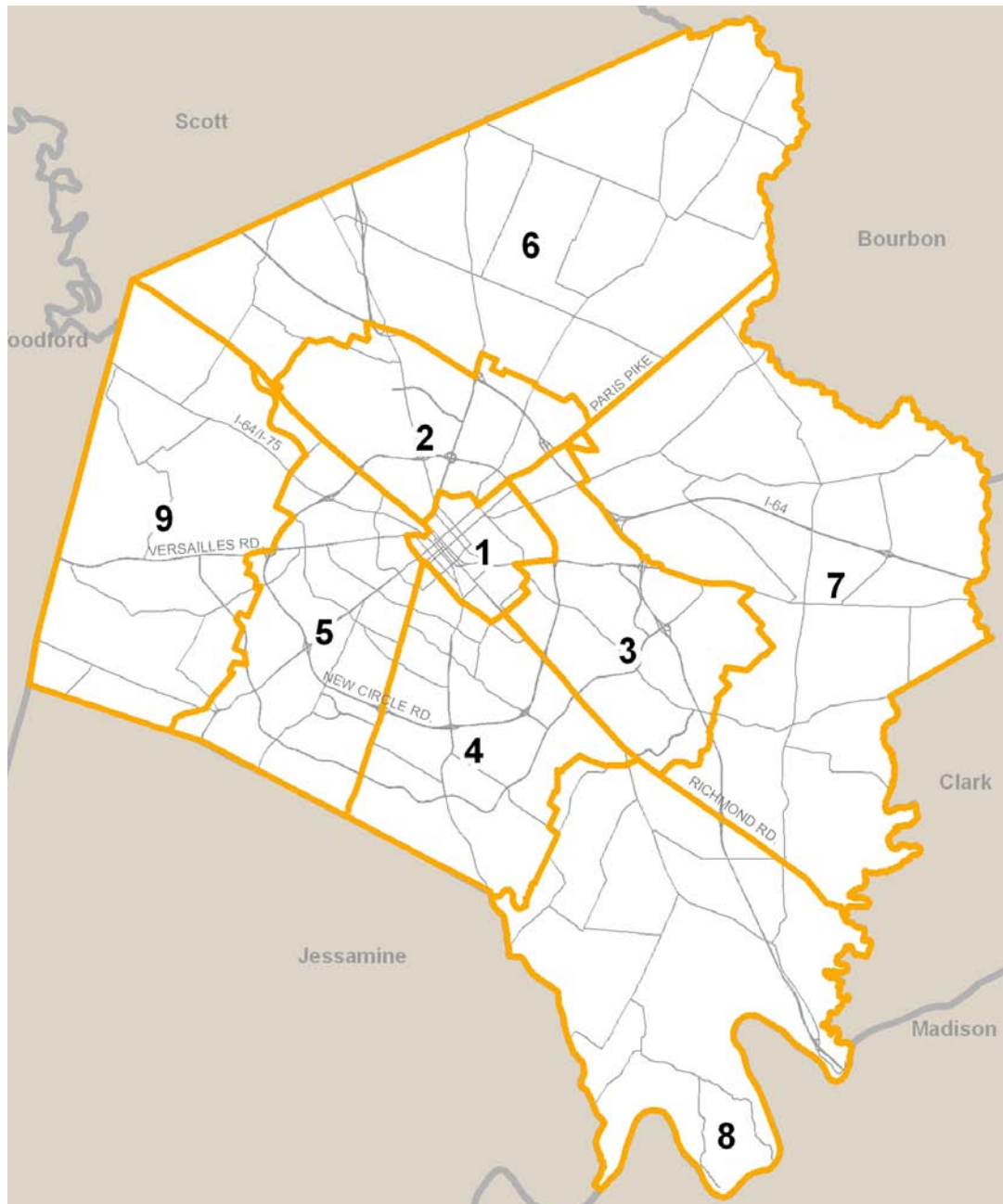
These national trends are found in Fayette County with the YMCA developing new multi-use recreation centers throughout the county and numerous subdivision-based recreation facilities coming on line. The YMCA facilities are meeting much of the indoor programming needs of the community in the wellness and fitness areas for their members, and the subdivision-based facilities are meeting a close-to-home recreation niche. Many churches offer Upward youth recreation programs in addition to adult sports opportunities. The impacts of allied providers, coupled with changing public recreation priorities, which was clearly evidenced by the online and mail surveys' high scores for interconnected systems of greenways, results in the need for a new approach to planning for future public park facilities. A system is needed that is more nimble and better able to quickly adjust planning and development practices to be more in line with national initiatives and trends.

Park Planning Districts and Park Classifications

It is the recommendation of this master plan that two major changes occur in park planning. First is the development of planning districts that utilize a district-by-district approach to providing balanced recreation opportunities within an individual district and throughout the county as a whole. It is felt that focusing planning efforts on small units will allow the staff to respond more quickly to the unique needs of the smaller units that may be different than the needs of the entire system. It is also anticipated that this change will make the development of priorities for new projects an easier process. Staff and elected officials will be able to prioritize projects within these districts and then combine them to formulate overall project priorities. The proposed districts will fall into three distinct categories: Urban Core Parks, Suburban Parks and Rural Parks. The Urban Core and Suburban Parks should offer close-to-home recreation opportunities and community parks for large group activities such as sports leagues and passive park spaces. The Rural Parks should be more passive and reflect the natural setting of their location.

The second major change is to move forward with the development of greenways and alternative transportation systems that provide pedestrian and bicycle trail connections to the parks throughout the county. Creating a greenway system that truly provides an interconnected park system will expand recreation opportunities and greatly increase health and wellness opportunities for all. It will also provide those with few transportation options greater access to parks of all types. See Figure 7.1 for an illustration of the proposed districts.

Figure 7.1: Park Planning Districts



Urban Core Parks

The parks in the Urban Core (District 1) are those parks that fall within an area bounded by New Circle Road to the north, Henry Clay Boulevard to the east, Euclid Avenue to the south and Newtown Pike to the west. These parks are many of the oldest in the county, with the exception of the newly developed Phoenix Park and Thoroughbred Park.

These parks have been historically over utilized and underfunded. With the exception of the aforementioned parks and Woodland Park, they are in the greatest need of renovation. Because of the historic lack of funding for ongoing maintenance and renovations, many of these parks are perceived as being unsafe, and, as a result, they are underutilized by residents from areas outside the parks' immediate neighborhood. This perception has led to the abandonment of the viable sports fields located in these parks and the overuse of others in the system. Figures 7.2 – 7.4 show how the youth sports programs have moved out of the Urban Core to parks primarily located in the Suburban Park districts.

There is a great opportunity to reinvest in these parks and use them as a catalyst to stimulate redevelopment in many of the historic neighborhoods located in Lexington's urban core. These parks need to be reprogrammed to reflect the changing demographics in the surrounding neighborhoods and should have a balance of indoor and outdoor facilities that meet the community's needs. Access to these parks should be provided primarily by sidewalks within existing street rights-of-way and with greenway or bicycle lane connections where called for in the adopted greenway master plan and the 2007 *Bike and Pedestrian Master Plan* prepared for the Lexington Area MPO. At the larger urban parks with community centers, swimming pools and sports facilities, some off-street parking is needed to accommodate residents who drive from other parts of the county. Select numbers of sports fields should be totally renovated to encourage new leagues and expansion of existing leagues. Increased policing of these parks is also needed to make citizens feel more comfortable. Redevelopment strategies are discussed in the facility recommendations at the end of this section.

As these parks are redeveloped, efforts should be made to provide a diversity of facilities that avoids duplication in every park. In some instances, parks that fall in the Urban Core are relatively close to other parks, and each park should offer a unique variety of recreation opportunities rather than offering identical facilities. This will encourage users to visit multiple parks, which promotes health benefits derived from walking. It will also reduce the cost of duplicate capital investments in identical park features such as playgrounds and tennis courts. Parks within the Urban Core should have good internal sidewalk and trail systems to connect park features. These systems should be well lit to provide safe travel throughout the parks and to discourage vandalism. In many cases existing facilities such as basketball and tennis courts are in disrepair, and should be removed to provide additional greenspace.

Within the Urban Core there are indoor facilities at the Carver, Dunbar, William Wells, Kenwick and Castlewood community centers. All of these centers are used for programming and play a major role in summer programs and summer camps. They are also used by neighborhood children, most of whom live nearby. With the exception of the William Wells Center, these facilities are outdated and no longer meet the needs of a modern recreation program. The Dunbar Center is located on a very small parcel of land, and the small amount of greenspace adjacent to the center, which is not owned by the Division, is now slated for a parking lot for the adjoining property. It is currently the home of the Division's recreation programming staff in addition to being a community center. Offices are located on the second and third floors of the building creating poor access for the public.

Figure 7.2: Baseball and Softball Fields

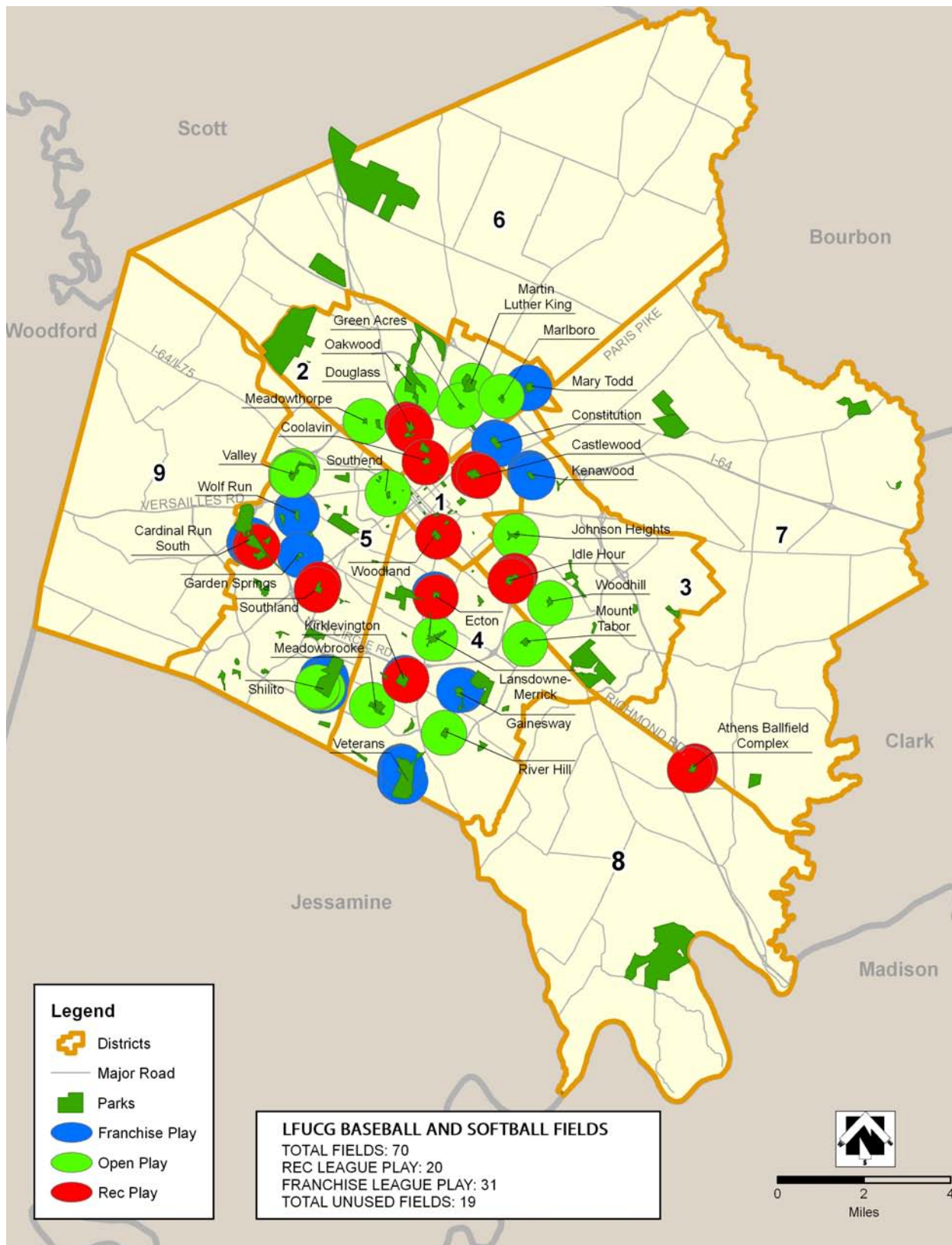


Figure 7.3: Football Fields

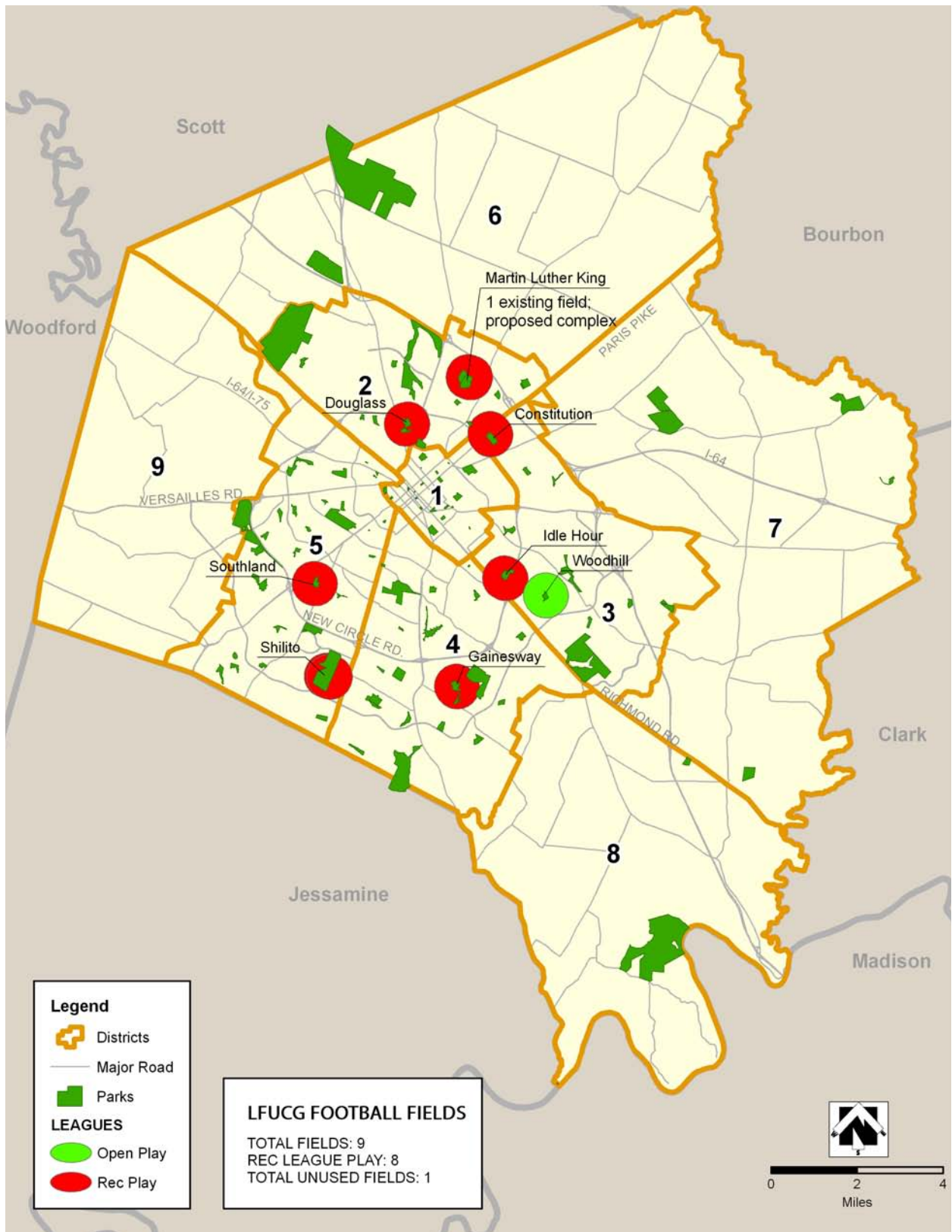
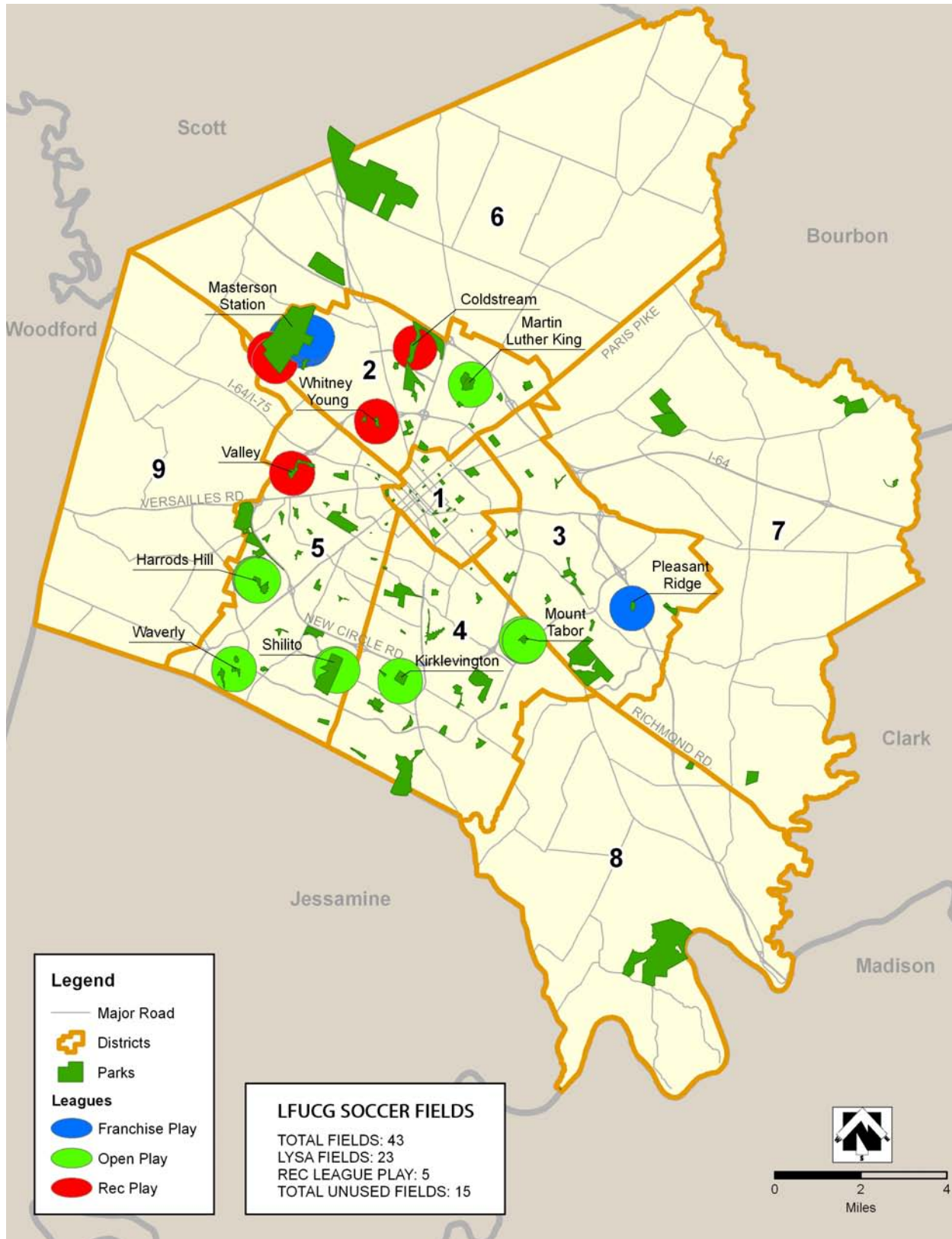


Figure 7.4: Soccer Fields



In addressing the Urban Core community's need for indoor programming space on a year-round basis, several factors must be considered. The locations of the four community centers, all within one mile of each other, reflect a different time and community expectation for neighborhood recreation services. Modern departments do not build centers this close together, nor do they provide this level of neighborhood service. This is also true of the Division's 11 smaller neighborhood association buildings. All of these facilities have outlived the effective delivery of recreation services.

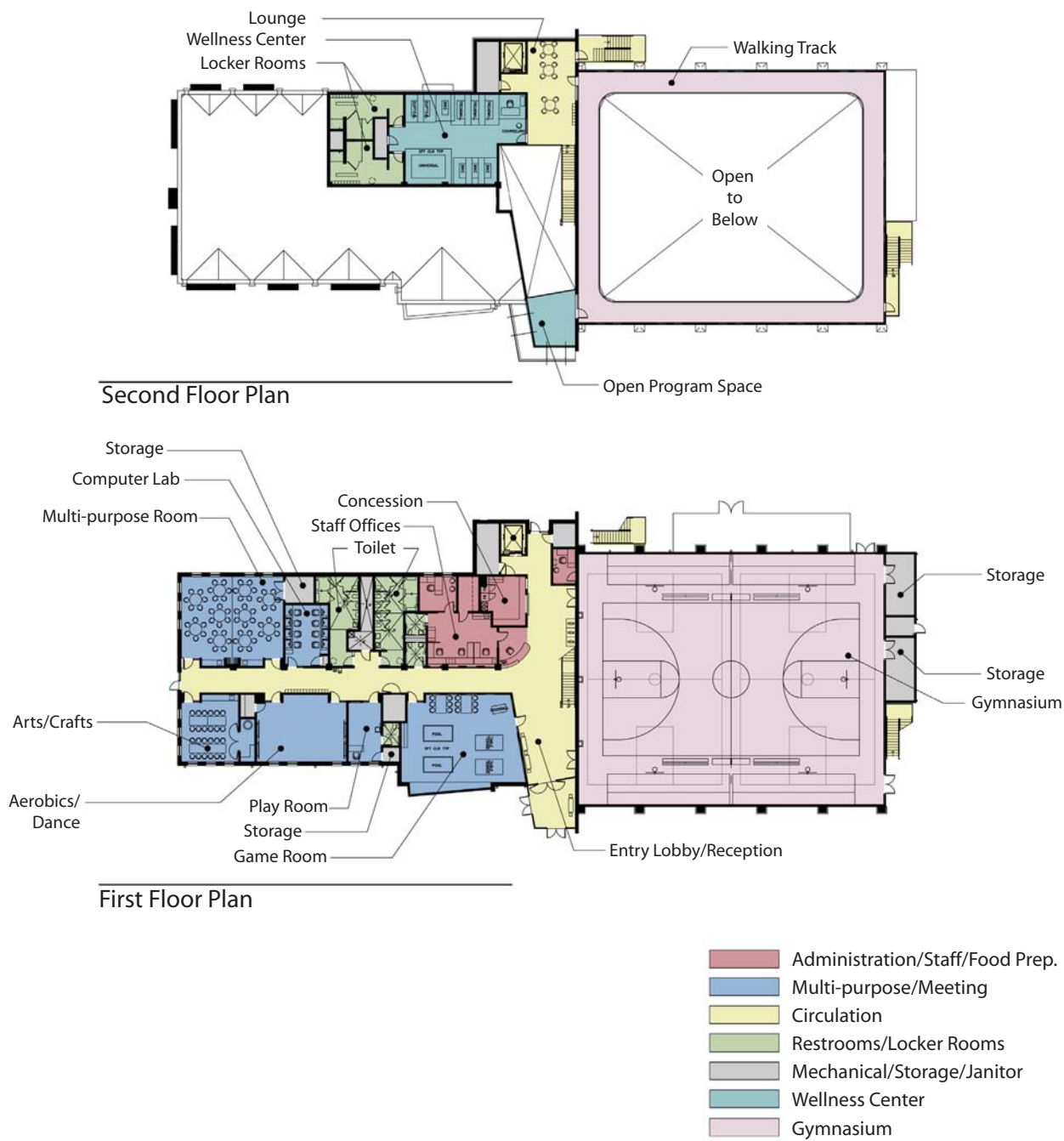
There is one benefit to the current duplication of services at these four centers—the short walking distance for the primary users of the facilities. Children in the surrounding neighborhoods are able to walk to the centers and, as noted in the demographic assessment of the Urban Core, there is a high number of residents who do not own a car. If few but more modern facilities are provided, there must be a safe and effective way to maintain walkable routes to the new facilities. There are sidewalks in most of the neighborhoods in the Urban Core, but major roads are effective barriers or safety hazards with respect to children crossing streets on their own. To overcome these roadway impediments, it is recommended that *Safewalk* routes be developed to connect neighborhoods to the sites of the new recreation centers. *Safewalk routes* are well marked pedestrian routes that encourage the residents living along the route to adopt the route much like an adopt-a-park program. These residents help make the route safe by interacting with walkers along the route and by being proactive with reporting instances to the police. The police do stepped-up patrols along the routes to increase their presence. All major street crossings would have pedestrian controls or vertical separation by bridge or tunnel to allow free movement of pedestrians. In addition to these routes, off-road, multi-use greenway routes are needed to provide connections to all major park facilities in order to increase access and healthier lifestyle choices for all. Lose & Associates and Greenways, Inc. designed the first official *Safewalk* in Nashville, Tennessee, but *Safewalks* are now being constructed across the country to connect neighborhoods to public facilities.

To reduce the management and overhead expense of operating three outdated and inefficient community centers, it is recommended that two new centers be developed to meet the needs of residents in the Urban Core (District 1) and the other residents of the county. These two new centers will supplement the new William Wells Center that was jointly developed with the school system. It is recommended that the existing community center in Castlewood Park be removed and a new center developed in its place to serve residents north of Winchester Road and east of Newtown Pike. A second new recreation center should be developed to serve residents south of Winchester Road and east of Athens-Boonesboro Road. This location is outside the Urban Core, but will provide a center for residents from the Suburban Park districts whose needs are not being met by other providers such as the YMCA and churches. There are several parks in the Suburban Park districts that are to be linked by the proposed greenway system. This includes Kirklevington, Wildwood and Shillito, which are close to New Circle Road. Shillito has the most undeveloped property and is served by the best roadway system. An analysis of the best site to locate this second recreation center should consider these parks as well as others that have access to the greenway. This analysis should be a high priority for planning in 2009.

It is recommended that these new recreation centers contain multi-use meeting rooms, gymnasiums, indoor walking tracks, fitness areas, computer labs and office space for staff. These recreation centers should provide well rounded, year-round programs for all and be the home of summer park programs. They should be used for afterschool programming and into the evening with the goal of offering programs for all ages and socio-economic backgrounds, not just lower income residents. These centers should be 25,000 to 30,000 square feet minimum and should be located in parks where future expansion can occur to add indoor or outdoor aquatics elements. A sample footprint of a modern recreation center of this size is shown in Figure 7.5.

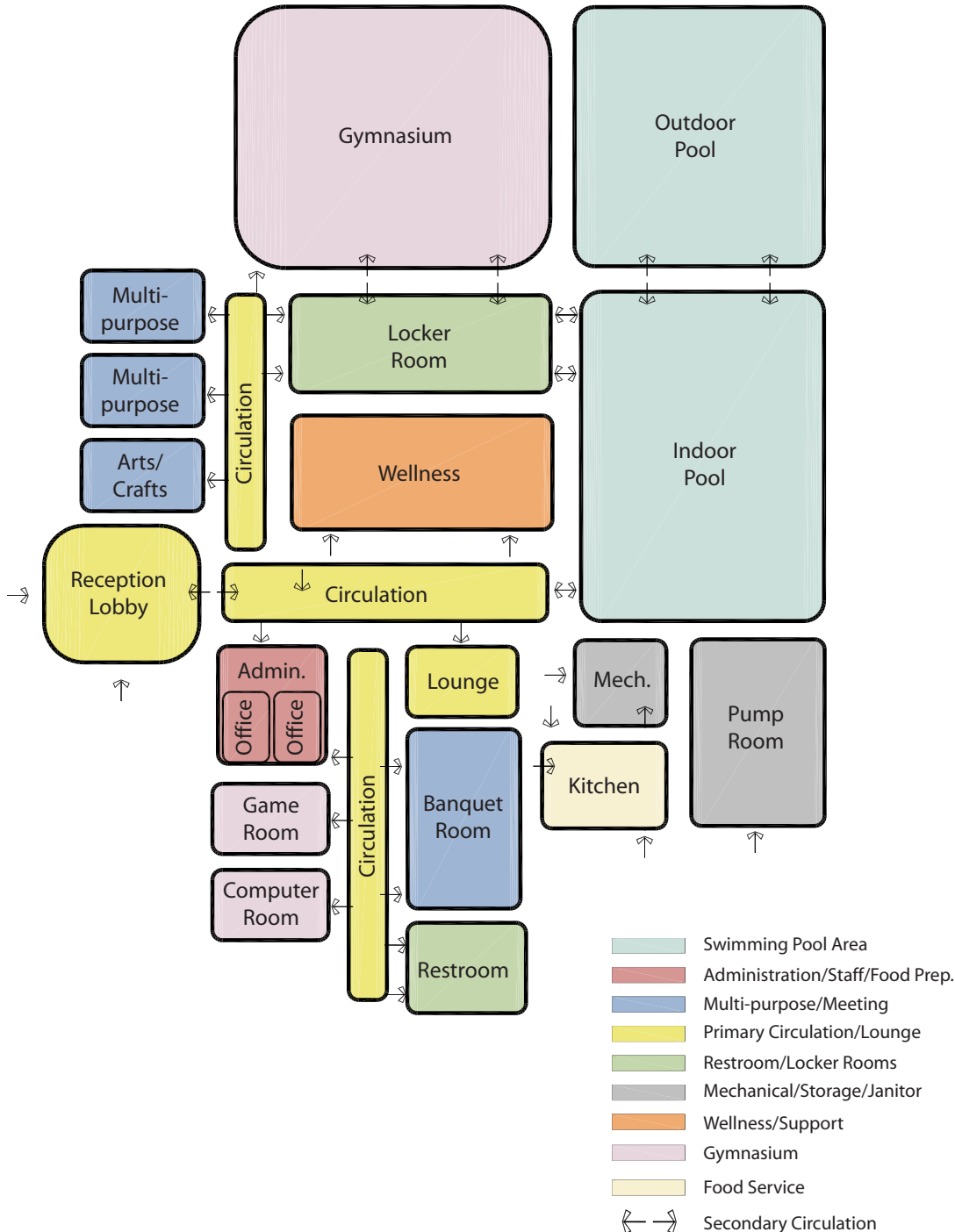
As noted in Section 4, an aquatics feasibility study is also recommended to determine whether the County should invest and develop aquatic facilities as part of the recommended recreation centers. If the new recreation centers are built without pools, they should be located in a park with a swimming pool to allow for enhanced summer programming and to provide passive oversight of the pools when they are closed. A center with aquatics would range in size from 40,000 to 50,000 square feet depending on the pool size.

Figure 7.5: Sample Recreation Center Footprint - 25,000 to 30,000 Square Feet



Another common recreation center configuration is one that includes senior citizen facilities on the same site. These centers are often referred to as multi-generational recreation centers. Figure 7.6 illustrates how a multi-generational recreation center could be configured. In this set-up, the senior citizens would share rooms like a kitchen, banquet room, arts and crafts room, computer labs, game rooms, multi-purpose meeting rooms and restrooms with other recreation center users. This relationship, however, could be similar to the one at the new William Wells Community Center that was developed jointly with the schools. Facilities are shared, but times of use are coordinated to prevent conflict.

Figure 7.6: Sample Multi-Generational Recreation Center Footprint - 40,000 to 50,000 Square Feet



The current public open spaces and parks in the Central Business District provide relief from the development and traffic patterns of downtown Lexington. As new development and redevelopment continues, providing additional greenspace becomes increasingly important. Downtown greenspace can be public or semi-public spaces owned by the developers of new retail, commercial and mixed-use developments. The key is for the space to be visible and accessible to downtown residents, workers and business patrons. New residential development in the downtown area will create a greater demand for greenspace, especially for pet owners. All of these factors, when combined, point to the need to have zoning and regulatory requirements that address the provision for parkland and open space in downtown Lexington. The regulatory code should require mandatory impact fees and fees in lieu of open space/greenspace if public open space/greenspace is not provided as part of the development.

In order to meet the growing need for adult baseball and soccer and other programs in the county, redevelopment of several of the Urban Core Parks is recommended. This will increase use of the parks and reduce some of the overcrowding and conflicts that are occurring in other parks.

Douglass Park has youth baseball fields that are no longer being used. It does have a very good concession/restroom building that could be reused if the park is redeveloped. It is recommended that the park be redeveloped to become an adult soccer and baseball complex. A review of the park indicates that the park is large enough for three regulation-size soccer fields and one baseball field with dimensions of roughly 320' down the line and 360' in center field. There is room to construct parking lots to support adult league play and sufficient area for a walking trail and playground. It is recommended that two of the soccer fields be made of synthetic turf to allow year-round play. The third field should be natural turf to provide public greenspace when not in use. It is recommended that a master plan be developed for this park to refine cost estimates and that this be one of the high priority projects for implementation.

Meadowthorpe and Coolavin Parks both have large baseball fields. It is recommended that these fields be utilized as part of the adult baseball program and improvements be made to ensure that the fields are safe and that lighting is adequate for adult league play. It is recommended that field lighting for adult baseball be 50 foot-candles. It is also recommended that the proposed neighborhood building that is on hold in Coolavin Park not be developed and the money slated for the building be used to construct support facilities for the adult baseball program. The playground at Coolavin is in good condition and does not need repairs. The park's old tennis courts are being used for adult bicycle polo. It is recommended that the courts be resurfaced and restriped and remain dedicated to adult bicycle polo. Coolavin is also in need of stepped-up police patrols. There is a major problem with people sleeping in the park and drinking alcohol, as noted during the planning team's observations and interviews. It is located next to the police horse stables, and it would be beneficial if horse patrols in this park and the surrounding neighborhood were increased.

At Meadowthorpe, the basketball court should be removed to provide better access to the baseball field and to allow room to enlarge the field. Walkways need to be provided to the existing tennis courts. The existing support building at the baseball field needs to be renovated to provide restrooms and concessions for the adult league. Refer to the 1998 master plan for other deferred maintenance needs at this park.

Castlewood Park has the potential to be one of the finest parks in the entire system. It is proposed that a new master plan be developed for this park to include retaining the existing aquatics complex, tennis courts and the Loudon House, which is home to the Lexington Art League. The other recommended facilities within the park include a playground, a new recreation center and a three-field softball

complex with 200' fields to serve as the home for the Division's girls fastpitch softball league. The park should have a perimeter walking trail, an outdoor sculpture garden in association with the Lexington Art League, a new interior parking lot and sidewalks to connect the various park elements. If space is adequate, four additional tennis courts should be added so that more league tennis programs can be scheduled at this site.

Castlewood Park is home to two of the Division's summer camp programs. With redevelopment and the addition of a new recreation center and the support elements, this park should be able to increase the number of summer camp participants, particularly the swim and tennis camp, who are now being turned away due to lack of programming space.

General Urban Core (District 1) Recommendation Summary

- Renovate existing parks and redevelop based on district-wide needs;
- Construct one multi-use recreation center to replace antiquated centers in the Urban Core and one in a Suburban Park district to meet additional community demand for indoor programming space;
- Encourage community development of public open spaces in the Central Business District (CBD);
- Add impact fees and fees in-lieu of land set-asides for residential development within the CBD and Urban Core to fund park renovations and greenway development;
- Remove underutilized and rundown hard surface facilities (e.g., tennis and basketball courts) and return land to greenspace;
- Connect parks with sidewalks and greenways;
- Provide well lit internal pathways in parks;
- Program parks to reflect current demographic makeup of Urban Core;
- Increase policing of parks;
- Develop *Safewalk* routes;
- Develop multi-use, off-road greenway routes.

Suburban Parks

The area outside of the Urban Core (District 1) extending to the Urban Service Boundary makes up the area classified as the Suburban Park districts. It is recommended that this overall area be divided into four service areas (Districts 2 – 5). District 2 is the area located north and west of Paris Pike extending to Leestown Road; District 3 is located south and east of Paris Pike extending to Athens-Boonesboro Road; District 4 is located south and west of Athens-Boonesboro Road extending to Nicholasville Road; and District 5 is located west of Nicholasville Road extending to Leestown Road. These four districts are characterized by a suburban pattern of residential development of mixed densities, commercial and retail concentrations, and areas of institutional and industrial use. The edge of this district creates the margin for the major equine operations and open space being protected through the County's PDR Program and operating farms.

These four districts contain a greater variety of parks, golf courses and special use facilities operated by the Division of Parks and Recreation. All of the large athletic complexes are located in these four districts along with all of the major active parks in the system. The county's proposed greenway master plan includes many trail routes in these districts, and the potential for connectivity with off-road trails is very high as is the possibility for bicycle lanes and sidewalk connections. The need to create an interconnected park system that utilizes greenways to connect parks with residential neighborhoods will greatly enhance recreation opportunities in these four districts. Residents who are within five to ten minutes from a greenway can then use the greenway to travel to their favorite park. Providing this type of opportunity will not only provide health benefits for the entire community, it can also reduce vehicular traffic on all streets.

Like the Urban Core, the Division's park planners should approach the Suburban Park districts' facility planning on a district-by-district basis for the basic park facilities. For those unique one-of-a-kind or higher cost facilities that will be limited to one or two sites within the four districts, the planning approach should consider delivery of services to the entire Suburban Park area. Within each of the four districts there should be a balance between sports fields for both youth and adults, individual and passive use opportunities, playgrounds, outdoor courts of various types, pavilions and picnic facilities. These facilities should be interconnected by internal park sidewalk and pathway systems. Many of the golf courses operated by the Division are located within the four Suburban Park districts, and there should be a variety of pricing structures and programs to give golfers of all ages and socio-economic levels the opportunity to play golf.

There should be sufficient duplication of facilities to minimize required travel time, but every park does not have to have the same mix of facilities. Parks with high concentrations of sports fields may have a small playground for use by family members not involved in the sport being played there while parks without sports fields may have larger playgrounds as the focal point. The mix of playgrounds throughout each district should be varied with equipment that offers different challenges and play experiences. The Division's planning staff should review the current mix of playgrounds and begin a process of removing older playgrounds. When new playgrounds are installed, more should be spent for the new structures; however, the overall number of playgrounds in the system should be reduced. In other words, more money should be invested in fewer, newer and more modern playgrounds. Court facilities for tennis, basketball and volleyball should be distributed throughout the district in clusters large enough for local league or event/tournament play but not on a park-by-park basis. Large tournament-level sports facilities should be located in the larger community parks within these four districts. This includes tournament facilities for baseball, football, tennis, soccer and softball.

Within these four districts many of the older parks located closer to the Urban Core still have sports fields. In the 1998 master plan a recommendation was made to relocate many of these sports fields and convert the space into open space or for use by a different field sports to meet changing programming needs. This recommendation was made based on the condition of the facilities, the lack of parking to support the uses, and impact of sports lighting on residential neighborhoods bordering the parks. This recommendation is still valid in many instances, and the sports fields have further declined from lack of funding. Parks that fall into this category include Martin Luther King, Constitution and Valley Parks.

Another issue that can be addressed in these four districts is the use of existing sports fields. During the interview process it was pointed out that there is a demand for additional girls softball fields. The girls program is currently using a field at Cardinal Run Park South. It was also pointed out that there is additional demand for boys play at Cardinal Run Park South and that the fields at other parks are underutilized. To increase participation for both girls and boys, it is recommended that the girls move to a new facility. A new girls softball facility has been proposed as part of the Castlewood Park redevelopment recommendations. This will allow the boys to grow their leagues at Cardinal Run Park South and not have to split boys and girls leagues between two sites.

The interview process also revealed that the facilities at Constitution, Martin Luther King, Valley and Southland Parks being used by the Division's youth baseball and adult softball programs need to be upgraded. It is important that all sports fields be maintained to a comparable level throughout the system. It is to be expected that the oldest sports facilities in the system will be somewhat less appealing than newer complexes, but with respect to field turf, fencing and cleanliness of the facilities, they should all be very close to equal. All turf should be under the same turf management program, and fencing should be evaluated on an annual basis to determine if it is time to replace the fencing based on both

aesthetic and safety considerations. Restroom and concession buildings need to have regular preventive maintenance and be replaced or renovated when use dictates.

In the larger community parks within the Suburban Parks districts there is an ongoing practice of mowing most areas to a finished lawn condition or a periodic bushhog cut. Only at Masterson Station does it appear that some areas are intentionally left unmowed for enhanced wildlife habitat, bird nesting and other areas for hay production. This practice could be utilized throughout the large parks as is recommended in the approved Cardinal Run Park North master plan. Areas that do not receive heavy use for open play or special events could be converted to native grass meadows. This would reduce mowing and provide more visual interest in the parks. The National Park Service has successfully applied this practice at many of their parks as a means of reducing annual maintenance costs.

A recent need that has been identified is the desire for a cluster of multi-sport fields for soccer and lacrosse. A plan has been developed to locate such fields at Shillito Park. There is also a plan to replace the soccer fields that have been lost at the Kentucky Horse Park at Cardinal Run Park North. The current planning is to develop these fields with natural turf at both locations. An alternative plan would be to combine the effort to develop these sports fields at Cardinal Run Park North and develop at least two, and possibly four, regulation size fields with a new synthetic sports turf product rather than natural turf. These facilities should also have field lighting. By utilizing a synthetic sports turf, there would be increased field programming opportunities and less annual and long-term maintenance of the fields. The fields could be used for practice and games without having to set aside 20 to 30 percent of the growing season to allow the fields adequate time to recover. The fields could also be used on a year-round basis, which is currently not feasible during the winter and early spring due to the dormancy period of natural turf fields. The programming advantages and reduced maintenance would offset the higher up-front costs for the construction of the fields.

There are other issues that make combining these two projects at Cardinal Run Park North a strong recommendation. Shillito Park is ideally suited for an extreme sports complex being in a heavily populated area and adjacent to a school and EMS facility. It is also a site that the planning team has recommended for a new recreation center. In addition, field space has been recommended as part of the reinvestment in the Urban Core, and when all of these issues are factored together, the planning team's believes that field space can be better met at other parks than Shillito. Another advantage that Cardinal Run Park North has is a large portion of the site next to the fields will remain in a natural setting, so field development will have less impact on the site when compared to Shillito, which is already heavily developed with sports fields. The proposed location of the Cardinal Run Park North fields is adjacent to New Circle Road, so the use of field lighting will not have a negative impact on surrounding land uses, and it will be an easy park to find for tournaments held at the site.

From a programming standpoint, the development of synthetic turf fields will allow the athletic staff to offer new programs including a Division-run soccer program. While the current program run by LYSA is meeting a large part of the demand, interviews held during this planning effort indicate there is a need for alternative programs, and LYSA is faced with inadequate field space. To prevent LYSA from having to raise money for capital projects, the Division could work with LYSA to shift adult soccer programs from Masterson Station to a Division-run adult program at Cardinal Run Park North, thus freeing up field time for the LYSA-run youth programs. The development of a Division-run soccer program would also increase opportunities to capture revenue from the fastest growing youth team sport, as well as from tournaments and summer camps sponsored by the Division. It would also start the process of moving away from athletic associations doing capital projects on park property, which is not the normal development process found at public recreation agencies across the country.

The development of Cardinal Run Park North should be a high priority. The addition of the sports fields, walking trails, dog park, tennis complex and support recreation amenities will provide a much greater variety of recreation opportunities than is currently found in Cardinal Run Park South. It has been almost 10 years since this park was opened, and recent residential growth in the area has created the demand for additional recreation facilities in this section of the county. The development of a paved path in the park will extend the existing greenway system and provide connections from new neighborhoods to the park.

Another Division-wide need is to better meet the need for youth football programs. Unlike the youth soccer and baseball programs, there are no real youth football complexes in the system. Youth football fields have been developed on a “*where we can find space*” approach, and the facilities are not comparable to those of the other youth sports. Some of this need could potentially be met with the fields recommended at Cardinal Run Park North, but another alternative would be to redevelop and reuse existing parks. The planning team has reviewed underutilized facilities at Martin Luther King Park and Veterans Park and believes these parks would be ideal for the development of a four-field football complex at each park to serve the Division’s youth football program.

Martin Luther King Park has acres of unused space and a good community building that are suitable to be converted into a concession/restroom/meeting area for the youth football program to serve Districts 1, 2, 3, 6 and 7. There is adequate space in this park for both game fields and practice areas so that the fields could be natural turf and be maintained in good condition. The fields should all be irrigated, have a hybrid turf (desired for football), lighting on the practice area for after-school practices and scoreboards for each field. Sidewalks should connect parking areas to the spectator areas of the fields, and adequate bleacher seating should be provided. The park should have adequate parking for all four fields and support amenities such as walking paths, picnic areas, a playground and a game court. There is also room in this park to provide a championship field with a running track, if desired by the Division. If the Division wanted to begin a track program, they could operate it out of this park. The championship field would give the Division’s youth football league the ability to go after tournaments. This park, like Castlewood, has the potential to be a showpiece.

Greenspace at **Veterans Park** adjacent to the maintenance compound and the unused large baseball field are recommended to be developed into a second football complex to serve the youth football needs. A quick study of aerial photographs indicates that with minimal impacts on the current walking trail and a large youth baseball field to remain, a four-field youth football complex could be developed to serve Districts 4, 5, 8 and 9. These fields should be developed to the same level as those described at Martin Luther King Park. The development of this second complementary complex should provide great access for county residents and a balanced travel pattern for all residents.

A benefit of this recommendation is that the single youth fields distributed in parks throughout the system can be reutilized as general park space or converted for other youth sports needs. At Shillito Park, the two football fields are adjacent to the largest tennis complex in the system. By removing these fields, more modern tennis courts can be developed as part of a new master planned tennis complex. This would allow the Division to once again go after state and regional tournaments that, according to interviews and public comments, no longer come to Lexington due to the condition of the facilities.

Constitution Park is another park that will benefit from the development of the aforementioned football complexes. The removal of the football fields at Constitution Park will provide enough space for the development of a four-field youth baseball complex. There is a league currently playing on two

baseball fields, but the league cannot grow without more facilities. With the addition of two fields, this league can grow and meet the needs of more children. This area of the county is growing and is projected to continue to grow. A park redevelopment master plan should be developed to see how best to redevelop the park and provide more baseball fields to replace baseball fields being lost at other parks in the area.

Valley Park is another park in need of renovations. Much of the park is dedicated to baseball, yet there is not a viable baseball program in the park. This park was the site of a very successful Division-run playground program this past summer. A youth soccer league, which began with the support of neighbors, has also been growing in this park. This park needs to be master planned to accommodate the needs of the changing population in this area of the city. The park is large enough to have two to three soccer fields and one or two baseball/girls softball fields. There is also the opportunity to convert the neighborhood center into a concession/restroom facility to serve neighborhood youth sports and summer programs that operate from this park.

Masterson Station continues to be one of the most heavily used parks in the system and one with many user conflicts. While the individual activities and programs function well, they sometimes do not function well together. These conflicts are in part due to the prevalent practice of “if we need a space for a program put it at Masterson Station where we have a lot of space” without considering the impacts. A good example is the placement of the youth in-line hockey program at the park. The program was placed there because there was some pavement that could be used. It has no relationship to other programs in the park and was a poor choice for a location. It should be combined with other youth programs such as a skate park, sand volleyball, and outdoor basketball where participants can interact with other children and not be isolated in the middle of a 600+ acre park. The Lions Club facility in the middle of the park dominates the park when the fair is in operation and then remains unused for most of the year even though it was given priority placement in the park. The growth around the park continues to increase pressure for cut-through traffic, which impacts the safety of Division-run equestrian programs and for casual riders who trailer their horses to the park. The need for adult soccer fields has resulted in two moderately developed soccer fields being placed in the floodplain, increasing traffic and congestion in the park. Conflict among all of these areas is compounded by the large maintenance operation that operates out of the park.

The most recent master plan for Masterson Station called for the installation of a gate near the creek that runs through the park to stop traffic from cutting through the park. This recommendation has not been implemented. Interviews indicated that the Fire Department has concerns about the long drive fire trucks would have if the gate were installed. New subdivisions have been developed with connecting roadways that should somewhat alleviate this concern, and an operable gate could be installed to allow fire trucks to pass as needed. If a gate were installed, all equestrian traffic should then be directed to use the park’s rear entrance off of Spurr Quarry Road and all other users would enter from the front entrance off of Leestown Road. All maintenance staff should use the rear entry as well to greatly reduce the traffic driving through the highly programmed areas of the park.

Another needed recommendation at Masterson Station that has not been implemented is the development of an interior paved pathway, linking to current and future greenways, that will connect the park to surrounding residential developments. Masterson Station is ideally suited for leisurely walks or running, and with the increased development around the park, the need will only increase. There are other land management practices that could benefit the park. A large portion of this park is currently mowed with small areas set aside for bird nesting and hay production. The introduction of reduced mowing practices along streams and floodplains would allow for natural succession to occur and

would create more green corridors within the park. Also the production of hay could increase without limiting use of the park by allowing horse paths to be cut through these non-mowed areas and then harvesting the hay as needed. The introduction of native grasses to serve as hay crops would provide a very nutritious feed source for the horses housed at the park.

General Suburban Districts (District 2-5) Recommendation Summary

- Create four park planning and maintenance districts;
- Develop redevelopment master plans for Martin Luther King, Valley, Southland, Shillito and Constitution Parks;
- Develop a football complex master plan for Veterans Park;
- Develop a detailed greenway plan to connect Cardinal Run, Veterans and Shillito Parks via Man O' War Parkway (see *Greenway Planning* discussed later in this section);
- Determine the make-up of a new extreme sports complex at Shillito Park;
- Update the Cardinal Run Park North master plan to reflect a combination of synthetic multi-use sports fields;
- Work with LYSA to shift adult field programs from Masterson Station to Cardinal Run Park North to free up field time for youth programs at Masterson Station;
- Implement the most recent master plan recommendations at Masterson Station;
- Move forward with construction of Cardinal Run Park North with recommended master plan modifications;
- Change the approach to determining playground locations (i.e., fewer but larger playgrounds) and determine where playgrounds should be provided and where they should be removed to provide additional green space;
- Determine best site to develop a recreation center (as discussed in *Urban Core* recommendations);
- Determine best site to develop girls softball complex if Castlewood Park is not the preferred site;
- Develop a mowing strategy to reduce cost and acreage and create more native areas and wildlife habitat.

Rural Parks

The four Rural Park districts are composed primarily of those sections of the county that are used for agricultural and equine operations outside of the Urban Service Boundary. These areas contain most of the thoroughbred farms and two of the largest parks in the county: Raven Run and the undeveloped Hisle Farm property. The population densities in this section of the county range from 46 to 251 people per square mile, which is far less dense than the proposed Suburban Park districts where population densities go as high as 4,405 people per square mile (*2000 Census*).

Like the Suburban Park districts, it is recommended that the Rural Park area be composed of four smaller districts (Districts 6 – 9). Each of these districts should have a destination park that is passive in nature and offers a more environmental and nature-based program mix than the community parks found in the more densely populated areas of the county. Two of the four districts currently have these parks, so long-range planning should identify sites in the other two districts for a destination park. Raven Run (District 8) and Hisle Farm (District 7), as master planned, have varied program opportunities. In selecting future park sites in the other two districts, properties that offer further unique programming opportunities should be considered as a higher priority than properties that would only offer the programs found at these two facilities.

Another important opportunity that can best be met in these districts is the development of more equestrian facilities. Throughout the public input process there were large numbers of requests for expanded horseback riding opportunities. Requests were most often for equestrian trails. It was stated

at several public meetings that Lexington is “The horse capital of the world, but we are the most horse unfriendly community.” The biggest complaint was the lack of trails. The rural character that is found outside the Urban Service Boundary provides the opportunity to acquire major linear corridors and public rights or easements, which are needed to build long trails desired for trail rides. The abandoned rail corridors would be a great place to start the trail system because these corridors provide the opportunity to develop parallel horse and multi-use paved trails. The development of horse trails prior to the 2010 World Equestrian Games would provide another opportunity for visitors to experience the Horse Capital of the World from a different perspective. Development of horse trails should be an ongoing endeavor until a multi-mile system is completed.

The implementation of the Hisle Farm master plan should be a high priority. This park will provide a great opportunity to expand outdoor-based summer camp and recreation programs—which are some of the Division’s most popular programs, and they are turning children away every year. This park could be a base of operations that could cycle hundreds of kids through each week and offer programs that are currently not offered such as archery, gardening, orienteering and outdoor education. It is also a park where children could get up close to farm animals and ride a horse for possibly the first time in their life. This park will offer so many new program opportunities and healthy lifestyle opportunities for children and adults alike that it should be in the top tier of projects for funding.

Two of the golf courses are located in the Rural Park districts: Kearney Hill Golf Links and Avon. Kearney Hill Golf Links is a top-tier golf course within the park system. Avon, on the other hand, is a small isolated course the Division leases from the state. Avon is underperforming due in part to its remote location near the county line. As discussed in the golf analysis section of this report, strong consideration should be given to closing this course. If closed, the property has the potential for redevelopment for several different uses. It could be converted to mountain biking and BMX facilities; it could become a passive park with corporate rental pavilions and support amenities; it could become a beautiful greenspace that people can visit; or it could have a very large dog park taking advantage of the current fairways. Another option is not to renew the lease with the state, thereby reducing the Division’s maintenance costs.

General Rural Districts (District 6-9) Recommendation Summary

- Create four park planning and maintenance districts;
- Provide a balance of large passive parks throughout the districts;
- Provide unique programs in the rural area that are not provided in the Urban Core or Suburban Park districts;
- Connect parks with greenways and horse trails;
- Determine best use of Avon property;
- Develop Hisle Farm.

Overall Facility and Development Issues

Service Areas and Facility Standards

It is quite clear from an analysis of the park acreage inventories and a review of the NRPA standards, that parkland is one of the major assets of the Division. With 4,664 acres of parkland, the Division is providing 17.35 acres per 1,000 residents, which is well above the NRPA standard of 10.5 acres per 1,000 residents for park acreage. This level of parks and greenspace protection is not surprising considering the long-term efforts in the Bluegrass region to protect farms and open space as a tourist and economic engine. This level of parkland protection does bring with it the cost of operations and maintenance of the developed portions of the property, and this has to be factored into each community as they develop their individual guidelines for level of service.

As previously noted, the planning team conducted a full inventory of the Division's park facilities. This inventory can be found in the Appendix. This inventory was evaluated based on existing NRPA standards as well as standards developed by the planning team. Table 7.1 compares the County's current facilities to the NRPA standards. Because these standards were developed in the 1980s, NRPA and recreation planners have moved away from them in favor of local standards that reflect each individual community. A comparison to these standards is, however, a good starting point as they are the only existing standards developed based on nationwide surveys.

In the area of sports fields, there is a surplus of all sports fields, except football, according to the standards. The planning team's site visits and interviews would indicate that this is a true reflection of the community's need with the exception of the need for additional multi-use fields for sports like soccer and lacrosse and the need for some new youth baseball/softball fields to replace older fields. The total count of fields in the chart does not factor in condition, and many of the existing fields are no longer in game-ready condition.

Conversely, a comparison of the number of required tennis courts, playgrounds and golf courses indicates a major shortage within the parks system, but all indications are that this is not the case. Park development trends have moved away from providing tennis and basketball courts in small groupings in every park to a more centralized approach in response to changes in development patterns and the introduction of more amenity centers in new subdivisions. A look at the golf numbers is quite revealing as national trends indicate a saturation of the golf market due to the major development of daily-fee courses over the past 15 years. The golf operation is near a break-even point now, and the need for more courses, as suggested by the deficit, does not present a true picture of the Lexington-Fayette market.

Table 7.2 illustrates the planning team's recommendations for development standards for the Division. These recommended levels of service reflect the current survey and public input findings and the planning team's field observations. These standards should be reviewed and updated at least on a five-year basis.

Table 7.1: NRPA Standards for Facilities

NRPA Standards for Park Facilities[†]	NRPA Recommended Level of Service	Existing Number of Lexington-Fayette County Park Facilities	Current Facility Need Based on Lexington-Fayette County Estimated 2010 Population of 268,890	Current Facility Deficit/ Surplus (using NRPA Standards)	Facility Need Based on Lexington-Fayette County Estimated 2020 Population of 297,539	2020 Facility Deficit/ Surplus (using NRPA Standards)
Acreage	10.5/1,000	4664	2823	1841	3124	1540
Baseball/Softball	1/5,000	67	54	13	60	7
Basketball (Outdoor)	1/5,000	59	54	5	60	-1
Football	1/20,000	9	13	-4	15	-6
Soccer	1/10,000	43	27	16	30	13
Tennis	1/2,000	78	134	-56	149	-71
Volleyball	1/5,000	12	54	-42	60	-48
Golf Course (18 hole, par 3)	1/25,000	1	11	-10	12	-11
Golf Course (18 hole standard)	1/50,000	4	5	-1	6	-2
Swimming Pool	1/20,000	9	13	-4	15	-6
Running Track	1/20,000	0	13	-13	15	-15
Developed Standards for Park Facilities[^]	NRPA Recommended Level of Service	Existing Number of Lexington-Fayette County Park Facilities	Current Facility Need Based on Lexington-Fayette County Estimated 2010 Population of 268,890	Current Facility Deficit/ Surplus (using NRPA Standards)	Facility Need Based on Lexington-Fayette County Estimated 2020 Population of 297,539	2020 Facility Deficit/ Surplus (using NRPA Standards)
Trail System	1mile/3,000	38.4	90	-51	99	-61
Playground	1/1,000	63	269	-206	298	-235
Community Center	1/50,000	6	5	1	6	0
Picnic Pavilion	1/2,000	70	134	-64	149	-79
Skate Park	1/100,000	1	3	-2	3	-2

[†] 1996 National Standard Guidelines, NRPA

[^]Standard developed by Lose & Associates, Inc. to respond to recreation trends and growth in certain sports since 1983.

Census Data Source: Kentucky State Data Center (KSDC)

Table 7.2: Community-based Standards for Park Facilities

Community-based Standards for Park Facilities	Community-based Desired Level of Service	Existing Number of Lexington-Fayette County Park Facilities	Current Facility Need Based on Lexington-Fayette County Estimated 2010 Population of 268,890	Current Facility Deficit/ Surplus (using NRPA Standards)	Facility Need Based on Lexington-Fayette County Estimated 2020 Population of 297,539	2020 Facility Deficit/ Surplus (using NRPA Standards)
Acreage	15/1,000	4664	4033	631	4463	201
Baseball/Softball	1/7,500	67	36	31	40	27
Basketball (Outdoor)	1/10,000	59	27	32	30	29
Football	1/20,000	9	13	-4	15	-6
Soccer	1/7,500	43	36	7	40	3
Tennis	1/5,000	78	54	24	60	18
Volleyball	1/25,000	12	11	1	12	0
Golf Course (18 hole, par 3)	1/100,000	1	3	-2	3	-2
Golf Course (18 hole standard)	1/60,000	4	4	-0	5	-1
Swimming Pool	1/25,000	9	11	-2	12	-3
Running Track	1/100,000	0	3	-3	3	-3
Developed Standards for Park Facilities [^]	Community-based Desired Level of Service	Existing Number of Lexington-Fayette County Park Facilities	Current Facility Need Based on Lexington-Fayette County Estimated 2010 Population of 268,890	Current Facility Deficit/ Surplus (using NRPA Standards)	Facility Need Based on Lexington-Fayette County Estimated 2020 Population of 297,539	2020 Facility Deficit/ Surplus (using NRPA Standards)
Trail System	1 mile/3,000	38.4	90	-51	99	-61
Playground	1/5,000	63	54	9	6	57
Community Center	1/50,000	6	5	1	6	0
Picnic Pavilion	1/5,000	70	54	16	60	10
Skate Park	1/100,000	1	3	-2	3	-2

[^]Standard developed by Lose & Associates, Inc. to respond to recreation trends and growth in certain sports since 1983.
Census Data Source: Kentucky State Data Center (KSDC)

Gap Analysis

Our planning team has looked at the overall distribution of facilities in addition to the level of service standards to determine if there are any major service area gaps in the system. We refer to this as a gap analysis. Figures 7.7 – 7.12 are a series of maps showing the service areas of neighborhood and community parks and the greenways. Figure 7.7 shows all the existing parks and greenways within the Urban Core as of Fall 2008. This is followed by Figures 7.8 – 7.10, which show all the parks with their associated service areas by proposed districts. The maps show the NRPA standard service area for each park type: ½ mile for neighborhood parks and 2 miles for community parks. For greenways the planning team recommends the use of a ½-mile radius as they should be just as accessible as neighborhood parks.

Figure 7.11 shows all the proposed master planned greenway routes with the ½ mile service radius. And, finally, Figure 7.12 shows all the existing parks and greenway service areas combined. Our analysis reveals that there are very few service gaps within the Urban Service Boundary, and these gaps will be eliminated with the full implementation of the greenway system. While there are areas outside the Urban Service Boundary that will remain under-served by community and neighborhood parks, population densities and development patterns do not warrant building parks among the horse farms to serve the small population. What the analysis does indicate is the importance of moving forward with the greenway development. When implemented in association with all parks in the system, LFUCG will have the best service area saturation of any of the over 40 park systems we have master planned. The community should be commended for their sustained effort over many years to purchase parkland throughout the developed areas of the city. This same sustained commitment is needed for the implementation of the greenway system to take Lexington-Fayette from being just another car-dependent community to one where citizens truly have transportation choices when going to work, school or the park.

Figure 7.7: Urban Park Service Boundaries

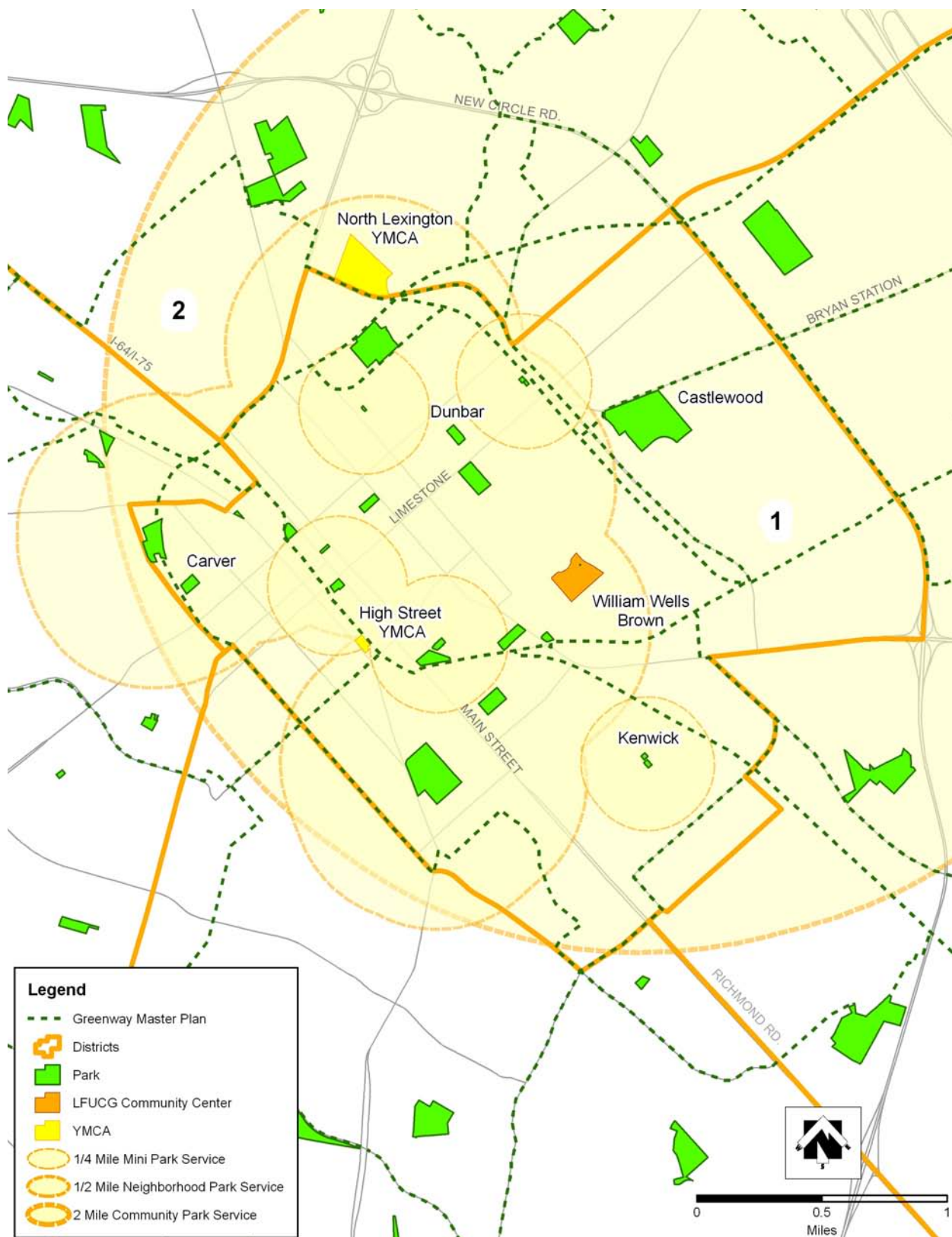


Figure 7.8: Suburban Park Service Boundaries

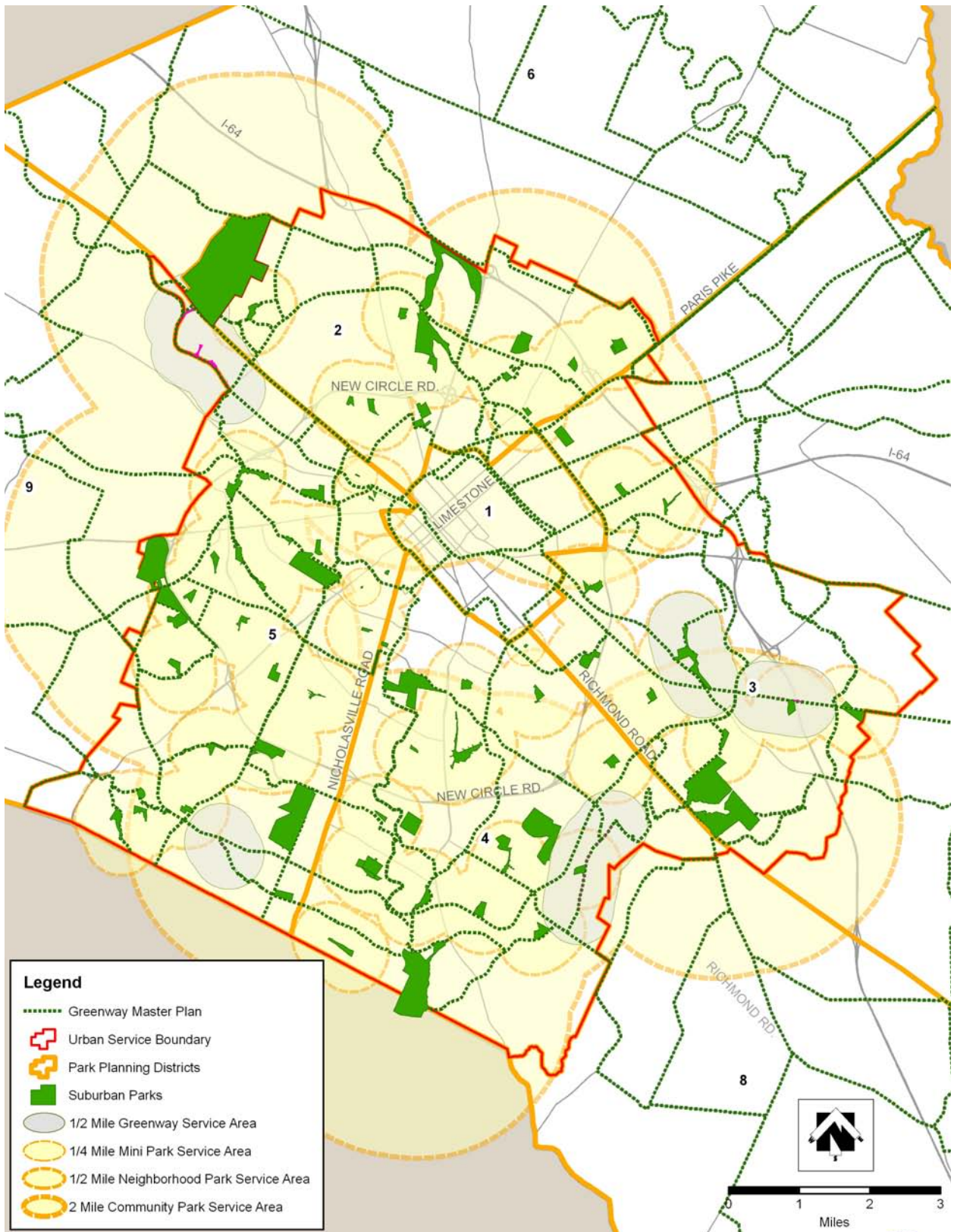


Figure 7.9: Rural Park Service Boundaries

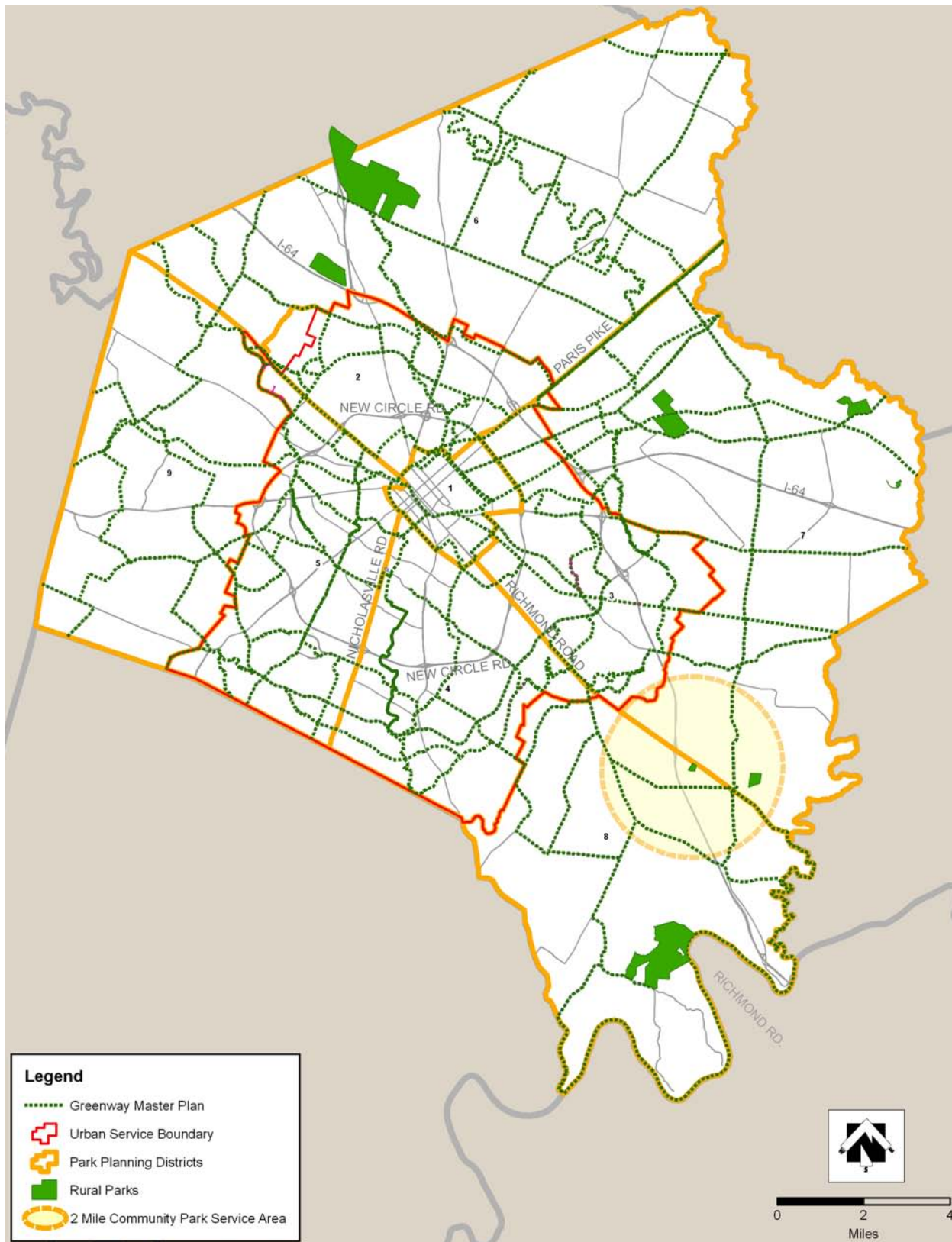


Figure 7.10: Urban, Suburban and Rural Park Service Boundaries

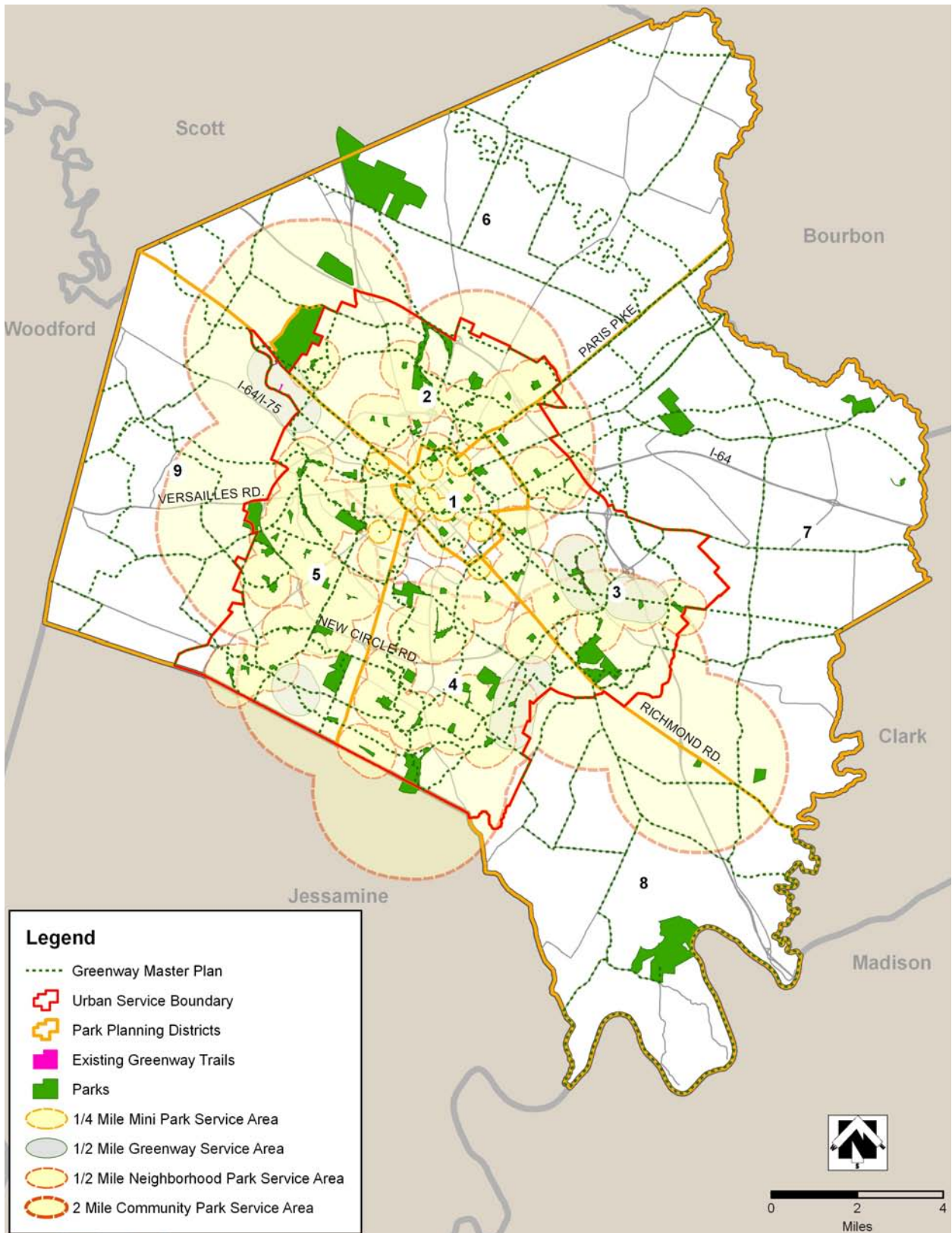


Figure 7.11: Existing and Proposed Greenway Service Boundaries

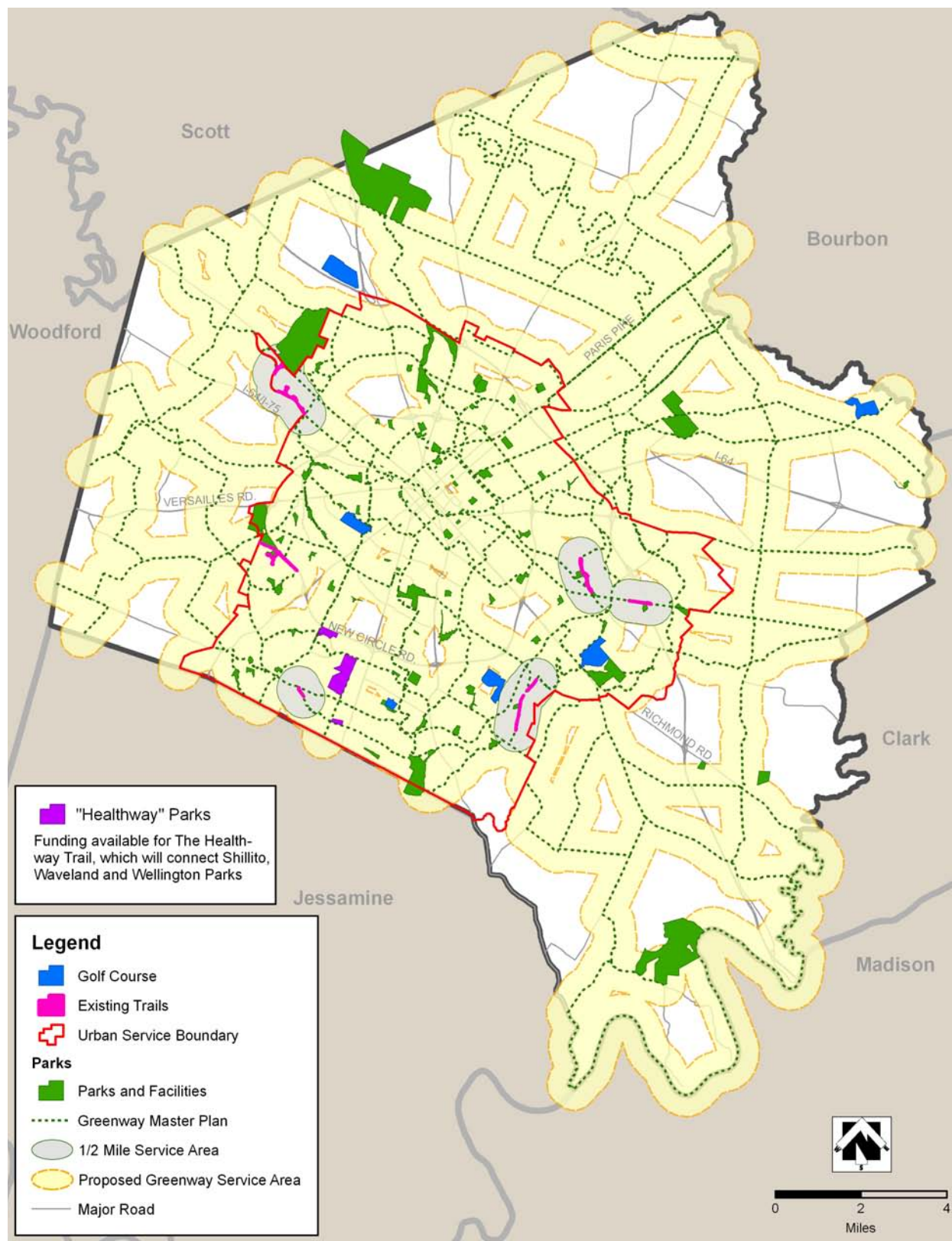
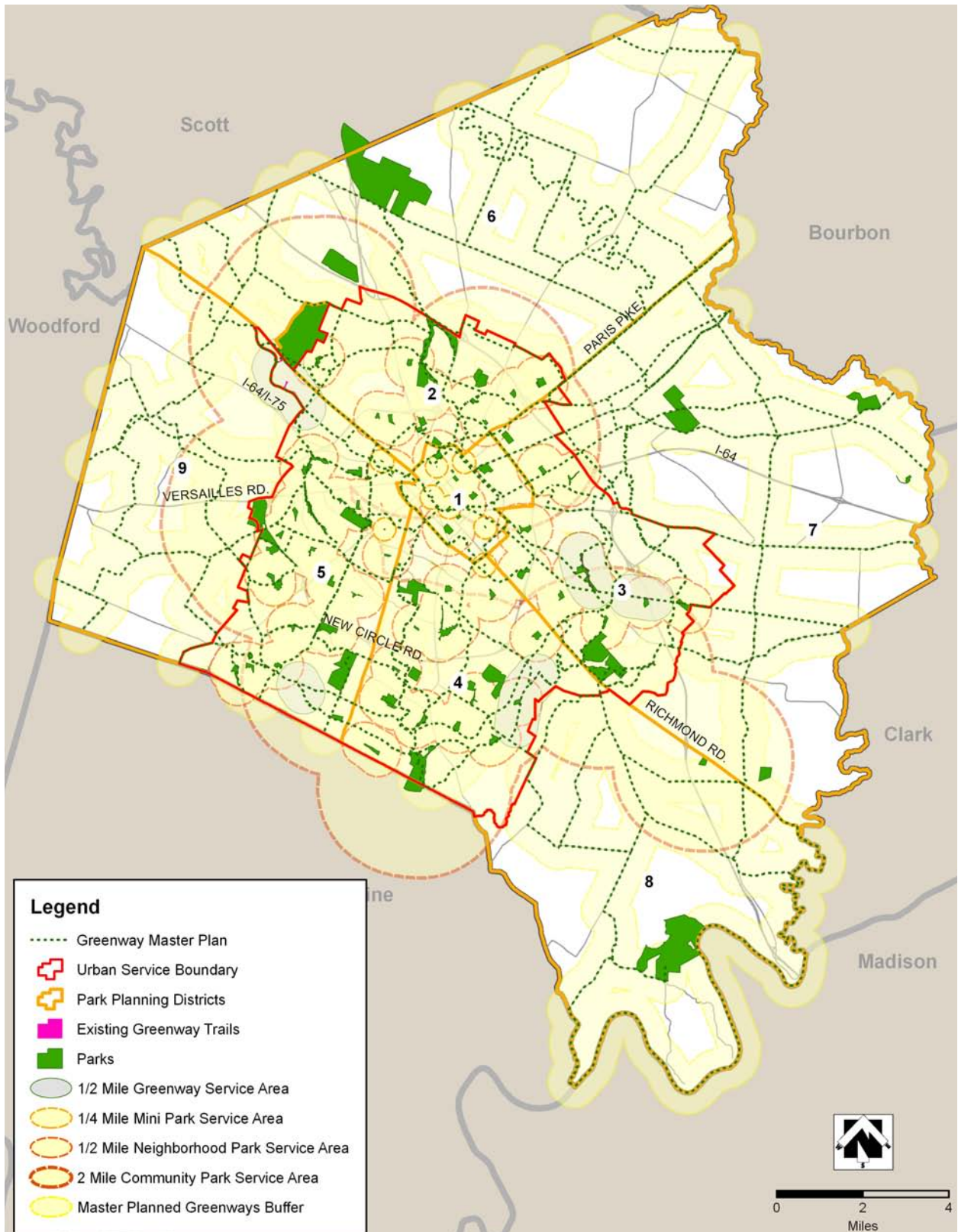


Figure 7.12: Service Boundaries for All Parks and Existing and Proposed Greenways



Impact of Private Providers

As noted throughout this report, the overall delivery of recreation opportunities in Fayette County consists of more than the Division's facilities. There are several public recreation providers, private facilities offered for a fee, churches and residential subdivisions that also offer parks and recreation services.

The Division of Parks and Recreation is the largest provider of park and recreation services in Fayette County. Other providers include the Kentucky State Parks, Fayette County Schools and several private groups and organizations. Each provider offers recreation facilities and/or programming for all ages with some overlap of activity. The facility inventory (see Appendix) includes several of these providers.

The local private recreation providers include health, sport and fitness clubs, the YMCA (three current locations and one future location), golf courses and country clubs, special-event facilities and local churches. The majority of providers in this group offer programs and activities on a fee-based or membership-based arrangement. The for-profit and non-profit providers use fees for individual programs or annual memberships to support their programs and charge a market rate in order to offer programs.

In recent years, churches have expanded their facilities as part of their outreach ministry. Many local churches offer recreation facilities to their congregations, including sports fields, meeting rooms, indoor walking tracks, gymnasiums, weight rooms and fitness rooms. Some of the churches in Fayette County open their facilities to the public for a small fee. Many of the churches run programs for their members or sponsor programs that involve teams from various churches. These programs are offered in addition to the Division's programs, which also cater to church leagues with programs such as the adult co-ed softball.

The facilities offered by these private providers do not greatly affect the Division's delivery of services. There are a few unique facilities (e.g., indoor soccer, ice rink), but most of the facilities offered are a duplication of what the Division offers. The Division has seen some drop in participation at certain facilities, including some of the golf courses. This is due in part to other golf courses within Fayette County and the surrounding communities; however, while numbers have dropped at some of the Division's courses they have increased at others.

The impact of the YMCA cannot be measured through direct comparisons because the major facilities the YMCA offers (e.g., indoor pools, fitness centers) are not offered by the Division, so there is no direct competition. The YMCA does offer some programming that competes with the Division's offerings, but again, the programming is not completely identical. While there are a few duplicate programs, the Division is filling up many of its programs and in some cases having to turn participants away for lack of programming space and staff.

The Division has also seen a decrease in participation in youth basketball. This is due in part to a nationwide trend, but may also be from competition with the Kentucky Basketball Academy. Their facility includes five indoor basketball courts and year round programming for all ages.

Mini Parks and Old Community Center Sites

One area of concern that came up during this planning process was the holding of several small parcels of land ranging in size up to two acres. Many of these are former residential parcels that came to the Division when homes were razed from the property or when land was donated to or acquired by LFUCG.

The Division has divested itself of two of these parcels by donation to Habitat for Humanity to build homes. We recommend the same be done with other similar parcels as well as the property that will come available when the Kenwick Community Center is torn down per our recommendations. The Dunbar Center should become a community greenspace when it is torn down. Other parcels with viable resale value can be disposed of at the fair market value.

Neighborhood Association Buildings

One of the areas of service currently being provided, which is a holdover from past recreation programming methods, is the 11 neighborhood association buildings. These small buildings are operated by neighborhood groups and used as rental facilities and meeting spaces. These centers are problematic in several ways. The Division is not involved in renting these centers and they get no revenue from them; they are, however, responsible for all the supplies, clean-up and often for setup of these facilities. They have no control over who rents the centers or the activities that occur at each.

There are several modifications that should occur at these centers. First, it is recommended that the centers be leased to the neighborhood groups for one dollar a year. A rental agreement should be drafted that establishes the type of uses that can occur in the centers. The rental agreement should spell out that all supplies and clean-up are the responsibility of the lessee. In addition, the maintenance of the centers should be the lessee's responsibility, and there should be lease requirements specifying the level of maintenance that should occur at the centers. If the lease agreement is breached by the lessee, the Division will close the facility. It is also recommended that no more of these buildings be constructed and that funds earmarked for these small centers be redirected to the larger recreation centers proposed in this plan. At some of the parks there is the opportunity to convert these centers into concession/restroom facilities to serve redeveloped sports fields; this should be evaluated on a park-by-park basis as the parks are re-master planned.

Aquatic Facilities

It has been almost 15 years since the large family aquatic facilities were built. When first completed, the Division saw a major increase in revenue generation. In recent years there has been a decline in the revenue and participation at the pools. Surrounding counties have developed new aquatic facilities and many survey and public meeting participants commented that they go to these new facilities. It is time to have an Aquatics Design Specialist develop an audit of the aquatic facilities and determine the best course of action to reinvigorate the pools and increase revenue production. The recommended aquatic master plan should outline needed repairs, evaluate expansion to generate new users, and look at the overall operations strategy for the system with the long-term goal of recovering 100%, or a predetermined revenue goal as set by the Division's revenue recovery goals.

Centralized Park Administration Office

As discussed in Section 4, the current arrangement of key administrative staff being located remotely from the main administration office and the Director has created communication issues within the Division. In addition, the Dunbar Community Center, which is home to several staff members, is antiquated and does not have sufficient space. The Division's Deputy Directors should be located at the same site, either in a single building or in a campus environment within walking distance from the Director's office. The headquarters of the current Division administration, Picadome, would be the ideal location for this facility. This is a safe, centralized site the public is familiar with. A master plan should be developed for the Picadome site to determine if a cart barn and new administration building and/or addition can be added without reducing the existing parking to a point where the golf course suffers. There are several residential properties adjacent to this site. These properties should be targeted for acquisition if additional property is needed.

Golf Facilities

Major improvements and renovations are needed at several of the Division's golf courses and clubhouses. Irrigation upgrades are needed at both Lakeside Golf Course and Kearney Hill Golf Links. In addition, substantial kitchen upgrades are needed at the Tates Creek, Lakeside and Kearney clubhouses to update equipment and expand concession operations. The renovations would provide a kitchen set-up similar to the one at Picadome.

The planning team also recommends the construction of a cart barn at Picadome. Currently, the carts are stored in a rental facility adjacent to the course. As discussed in Section 4, this limits course operations and prevents staff from customizing the structure to suit their needs. This project should be combined with the recommended centralized park administration offices.

Greenway Planning

Greenway development has not really gotten off the ground when compared to other large urban park systems across the country. Communities such as Denver, Colorado, and Austin, Texas, have over 100 miles of interconnected systems and, closer to Lexington, Nashville and Chattanooga, Tennessee, and Raleigh and Charlotte, North Carolina, have systems over 30 miles in length. The beginning of an interconnected system has been started on the south end of the county along Man O' War Parkway. The wide sidewalks, which have potential to be widened further, are where to start. With only a few miles of off-road trails, Cardinal Run, Shillito, Waveland and Veterans Parks could be linked. The most costly section has already been built along Man O' War Parkway, so making these connections should be the highest priority for greenway development where connectivity is the main issue. The county's greenway master plan has prioritized implementation based on the overall goals of the community, but from a park-to-park connection and the health and access benefits that can be achieved quickly and easily, we feel this section of greenway should be moved to the top of the list for near-term implementation.

The greenway from Coldstream Park to the Kentucky Horse Park is currently under development. As this greenway is proposed to continue to downtown in the future, it will go through the Urban Core district. The planning team feels that this greenway extension and connection to Coolavin, Meadowthorpe and Castlewood Parks should be high priorities for funding, as they will provide an interconnected system of greenways and access to the parks for the large number of residents in this area who do not own cars.

Figure 7.12 shows how the development of greenways in conjunction with the parks fills most of the service-area gaps between parks. The implementation of the greenway system will put most of the residents inside the Urban Service Boundary within one-half mile of a public recreation facility.

A recent article in *American Trails* magazine discusses the health benefits of trails related to the obesity epidemic in America. Below is an excerpt from that article:

Obesity-related diseases are consuming America. Trails and greenway systems close to home provide chances for Americans to get and stay fit. Statistics point to the fact the average overweight person spends in excess of \$4,000 a year more on physician's visits than their regular weight counterparts. Some cardiologists and other physicians already write trail use prescriptions. Nine years of Centers for Disease Control and Prevention studies have determined that communities with well-developed trail systems are by and large healthier than those without them. Next year is the time to increase the RTCA [Rivers, Trails and Conservation Assistance Program] budget to help combat obesity-related disease. (American Trails, Fall 2008)

To increase the rate at which greenway projects are developed and to begin to promote healthy recreation opportunities, a dedicated Greenway Development Manager position should be created to oversee a centralized greenway planning effort for LFUCG. This manager will focus on greenway implementation and ensure that the interconnectivity desired by the community is met. The Greenway Development Manager should be the conduit between the Division and other LFUCG divisions to be sure that water quality and bicycle planning needs for the overall system are coordinated and that they are consistent with the overall greenway master plan and the 2007 *Bicycle and Pedestrian Master Plan*. The Greenway Development Manager should also work with the Greenspace Commission to gain public input as applicable to the long-range planning for the system.

Park Master Planning and Construction

More funding is needed in the area of consulting services for both park master planning and construction management services. The Division has historically tried to manage too many projects internally with too few staff. This has led to delays and discontent among all parties. Annual service contracts should be set up for outside professionals to assist in park planning and construction-related services to expedite delivery, improve the product delivered and to help educate the staff on trends that they are not being exposed to on a day-to-day basis. A higher level of construction administration knowledge is needed, and this can be achieved by expanding the role of outside design professionals or through hiring professionals dedicated to construction services.

Purchasing Procedures

Purchasing procedures should be put in place to allow for expanded professional services and to allow for the bundling of design products and hard materials to expedite delivery of park projects and park materials.

Material Selection

The design and selection of materials for new park and park renovation projects has a direct impact on maintenance and programming opportunities in parks. More park systems across the country are utilizing synthetic sports fields to increase the hours that fields can be programmed and to reduce maintenance. Fayette County is located in a region of the country that is less than ideal for the development and management of natural turf on sports fields. The primary problem is the turf growing season starts after the spring sports season and ends before the fall season is over. This limits the time fields have to recover and the number of games that can be sustained on the fields. Strong consideration should be given to the use of synthetic turf at select locations to provide year-round programming opportunities.

Implementing Green Initiatives and Best Management Practices

There is a strong movement across the country to create more sustainable developments and greener communities. The green movement includes goals such as reducing energy consumption through modifying how buildings are designed, reducing long-term energy consumption through proper site design, maximizing solar opportunities, reducing runoff and improving water quality, and reducing the consumption of fossil fuels through changing maintenance techniques. During our park assessments, there was no evidence that these concepts have been embraced in the most recent park buildings or in the interviews conducted with maintenance and planning staff. This is an area where the Division needs to be a leader in the community; it can begin to improve practices to become more proactive in protecting the natural systems through changed design and management practices.

It is important to continue and to expand upon the improvements in maintenance that have occurred over the past ten years. This is also true in the area of planning where, combined with updated maintenance

practices, the parks can be more environmentally friendly and places to illustrate to the general public the value of greenspace and open space. The Division should evaluate all maintenance practices using the International City/County Management Association's (ICMA) Best Management Practices. Staff should also look at some of the National Park Service's programs and initiatives for reducing maintenance costs through utilization of natural plant species and grasses. One critical practice is to explore ways to reduce mowing. Another is to address in the park master planning stage the impact of the plan on overall maintenance operations. The Division may set standards for the level of environmental building and energy efficiency requirements that should be incorporated into all new park construction and decide whether the construction project should meet a predetermined level of the U.S. Green Building Council's LEED™ certification.

Education and Training

Continuing education for park planners is critical if they are to keep the Division on par with other large agencies across the country. While many view the cost of educational seminars and sessions as an expense that is easy to cut from the budget, the values of peer communication and a wider knowledge base are critical to an agency. It is clear from looking at current park planning and programming practices that this is one area that has been under-funded in the past. It is important that staff attend national conferences and symposiums to bring new ideas to the citizens of Fayette County.

Public Input

It is important for the Division to continue to seek out community input to determine and prioritize the type of park facilities and programs they desire. To do this, the Division should conduct an annual web-based user survey and, at least on a five-year basis, conduct a statistically valid mail or phone survey.

Funding

A sustainable and reliable funding source for capital projects and maintenance is essential to keep the Division from having to go through a major overhaul every 25 to 30 years. The development of an initial large capital surge is needed now to remedy years of under-funding; this needs to be followed by a community levy that provides funding at 5% to 10% of the total system value on an annual basis.

Park Development Priorities

Tier One Priorities

Tier One Priorities represent the actions that should be taken and the park projects that should be funded in the next 24 months.

1. Construct a new centralized Parks Administration office at or adjacent to the current Picadome offices.
2. Develop Cardinal Run Park North with suggested field modifications to the approved master plan to meet the need for field sports.
3. Develop Hisle Farm to meet the needs for expanded after-school, summer camp and general recreation programs.
4. Develop the renovation/redevelopment master plans for parks identified in this study to confirm redevelopment possibilities and refine cost estimates.
5. Increase the rate at which new greenways are developed throughout the system.
6. Do general park maintenance, and put a fresh coat of paint on as many items as you can in preparation of the 2010 World Equestrian Games.

7. Develop a youth football complex with a minimum of four fields. Location to be determined.
8. Stop building neighborhood association buildings.
9. Make golf course irrigation upgrades to Lakeside and Kearney; construct new cart barn at Picadome; make kitchen improvements at Tates Creek, Kearney and Lakeside; and continue toward goal of breaking even.
10. Implement staff and organization recommendations relating to park planning.
11. Implement park planning on a district basis.
12. Make necessary changes to purchasing procedures to allow more outsourcing of park planning and construction administration services.
13. Conduct an aquatics facility audit to determine a course of action to improve profitability of the pools.
14. Identify and review possible new permanent funding sources to meet both near-term and long-term operations and capital needs of the Division.
15. Have a large bond in place to fund a minimum of \$50 million in park projects over the next three years.

Tier Two Priorities

Tier Two Priorities are projects to be completed in months 25-60 following adoption of this master plan.

1. Have the new funding system in place to provide a higher level of annual funding, and begin the implementation of parks that were master planned as Tier One projects.
2. Conduct a statically valid community-wide survey on facility and programming preferences.
3. Continue implementation of greenway routes throughout the county.
4. Begin the implementation of a horse trail system throughout the county's Rural Park districts.
5. Continue development of Hisle Farm and Cardinal Run Park North.
6. Begin implementation of aquatic facility upgrades.
7. Construct both new recreation centers (one in the Urban Core and one in a Suburban Park district).
8. Construct extreme sports complex.
9. Continue adding playgrounds.

Tier Three Priorities

Tier Three Priorities are projects to be completed in months 61-120 following adoption of this master plan.

1. Renovations of community and neighborhood parks that had to remain in operation until Tier Two renovation projects were complete.
2. Continue with greenway development.
3. Continue with ongoing playground and court redevelopment and conversions to greenspace.
4. Begin replacements at Cardinal Run Park South as it approaches 15 years of service.

Opinions of Probable Cost

The 1998 master plan identified almost \$100 million in park facility and renovation needs for the Division. Over the past ten years many of the projects needs have been met, but it is estimated that as much as \$80 million in redevelopment and new facility needs remain. This master planning effort did not require the same park-by-park evaluation or cost estimates to be prepared, but we have made several very specific recommendations. Based on past park and greenway experience, we have developed a general budget to guide the Division until detailed redevelopment master plans can be developed.

Greenways

Our current experience in developing greenways has resulted in recommending a funding level of \$500,000 to \$1,000,000 per mile for 12-foot-wide, multi-use paved trails and the required parking areas, trailhead development and bridges. On sections of the greenway that have minimal trailhead improvements and bridges, the cost is at the lower range of the scale, and those with more bridges and larger parking lots at trailheads are on the higher end of the scale. We recommend that LFUCG commit to fund greenways at \$2 million per year for the next ten years in order to build from 10 to 20 miles of greenway and begin to become a connected community. This is in addition to any matching dollars to be collected and trail routes that will be built through the regulatory exaction or impact fee process.

Neighborhood Parks

Over \$14 million of improvements in neighborhood parks were identified in the 1998 master plan. This is an area where much work is still needed. We are recommending that \$10 million be committed to neighborhood park development over the next ten years at \$1 million per year.

Community Parks

Community parks represent the most significant need in the park system. The majority of our recommendations relate to the redevelopment of outdated community parks found throughout the system. Over \$52 million of need was identified in 1998, and the cost of these projects has grown significantly by 2008. We have recommended master plans for many of these parks to determine the exact make-up of the parks as they are changed from youth to adult sports facilities and from one type of youth sport to another. In addition, there are two new parks, Hisle Farm and Cardinal Run Park North, that need to be developed. The opinion of probable cost for the full development of Hisle Farm is approximately \$6.5 million and Cardinal Run Park North is approximately \$13.5 million. With the conversion of two, and possibly four, fields at Cardinal Run Park North from natural turf to synthetic turf, the initial development cost will increase to \$16 million. In addition to these projects, we are recommending new football complexes and tennis centers at several locations. Two recreation centers of 25,000 to 30,000 square feet minimum are recommended, and these two centers of this size will cost approximately \$8 million each when all furniture and fixture costs, as well as professional service fees are included.

We recommend that a commitment of \$50,000,000 over the next three years is required to begin to implement the Tier One and Tier Two community park projects.

Golf Courses

The golf courses in the system are a major revenue center for the Division. Ongoing maintenance and new features will be needed to keep the courses competitive in the market. The current policy of returning a portion of each green fee for capital project on the golf courses should be continued. In addition, after the current debt of just over \$140,000 is retired, it is recommended that a revenue bond be secured to provide additional course improvements such as upgrading irrigation systems and pro shop facilities. There is also a need for a cart barn at Picadome. The amount of this revenue bond should be established by the Golf Manager after an assessment of course needs is developed.

Funding Summary

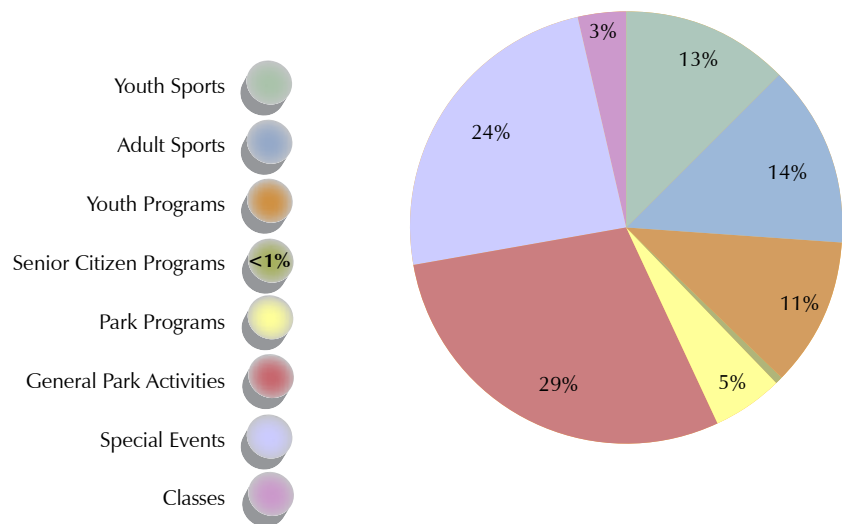
- \$20 million in greenway development (\$2 million per year for 10 years)
- \$10 million in neighborhood park improvements (\$1 million per year for 10 years)
- \$50 million in community park redevelopment and improvements (over a 3 year period—funded by a bond)
- \$3 million in golf course and facility improvements (over a 3 year period—funded by a revenue bond)



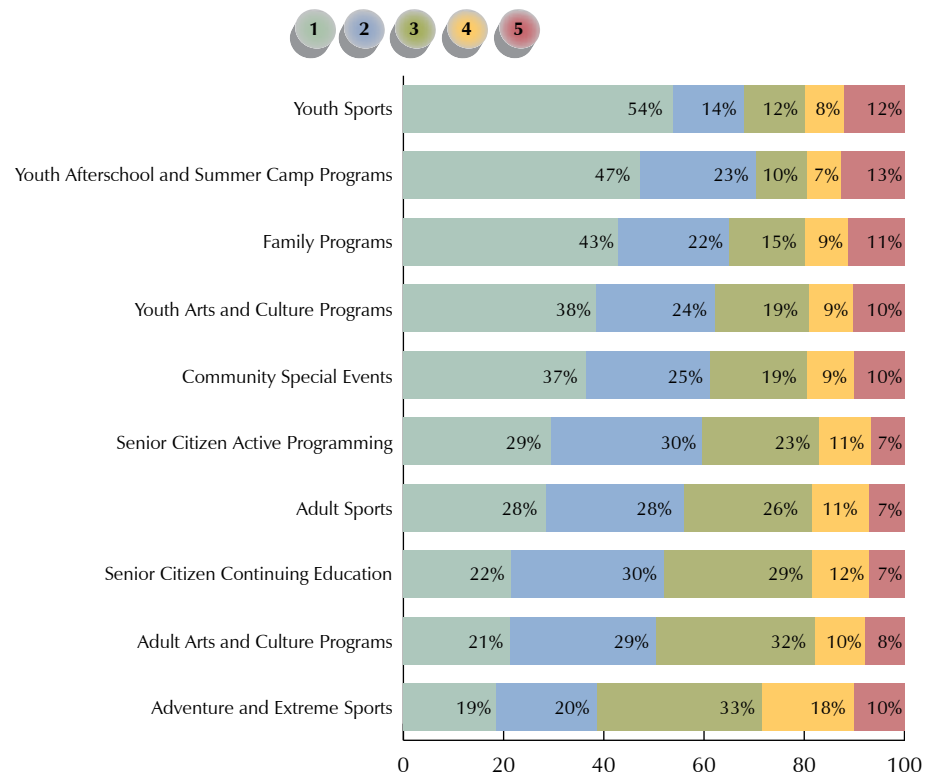
ONLINE SURVEY RESULTS

The online survey was posted on the Division of Parks and Recreation's website from September 12 – 30, 2008. The survey contained 14 questions and a total of 754 responses were submitted. The results of this survey are not considered to be statistically valid, but the results proved to be very similar to the mail survey. The following figures illustrate the results. Select comments can be found throughout Section 3 of this report.

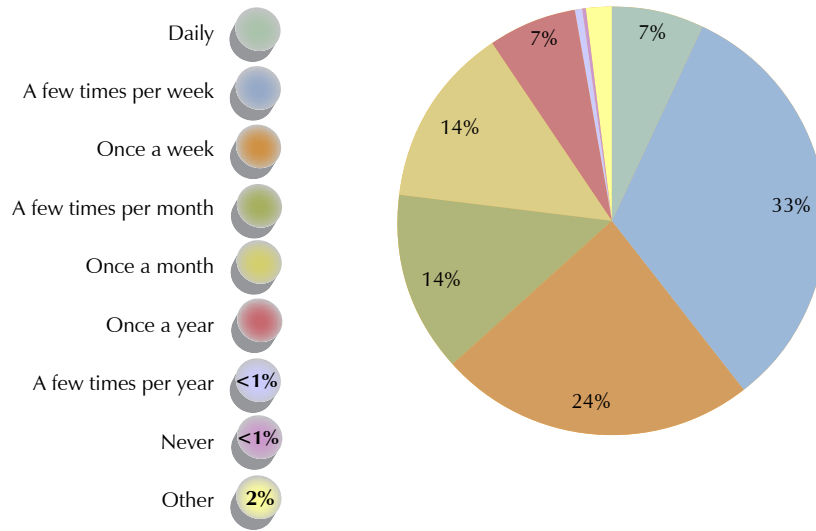
1) Please indicate the activities that you or members of your family have participated in over the past five (5) years.



3) Please rate your opinion on Fayette County's need for the following programs and activities.
(1) Most Needed to (5) Least Needed:

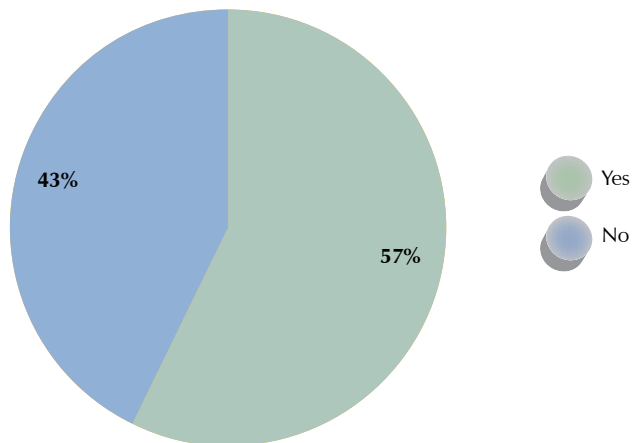


5) Please indicate how often you normally visit any park in Fayette County.

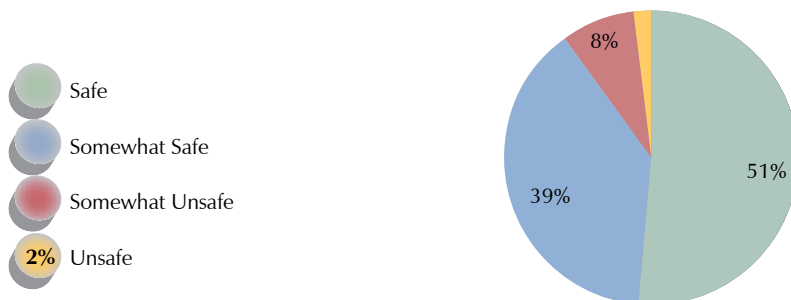


Note: Because of rounding, these totals do not add up to 100.

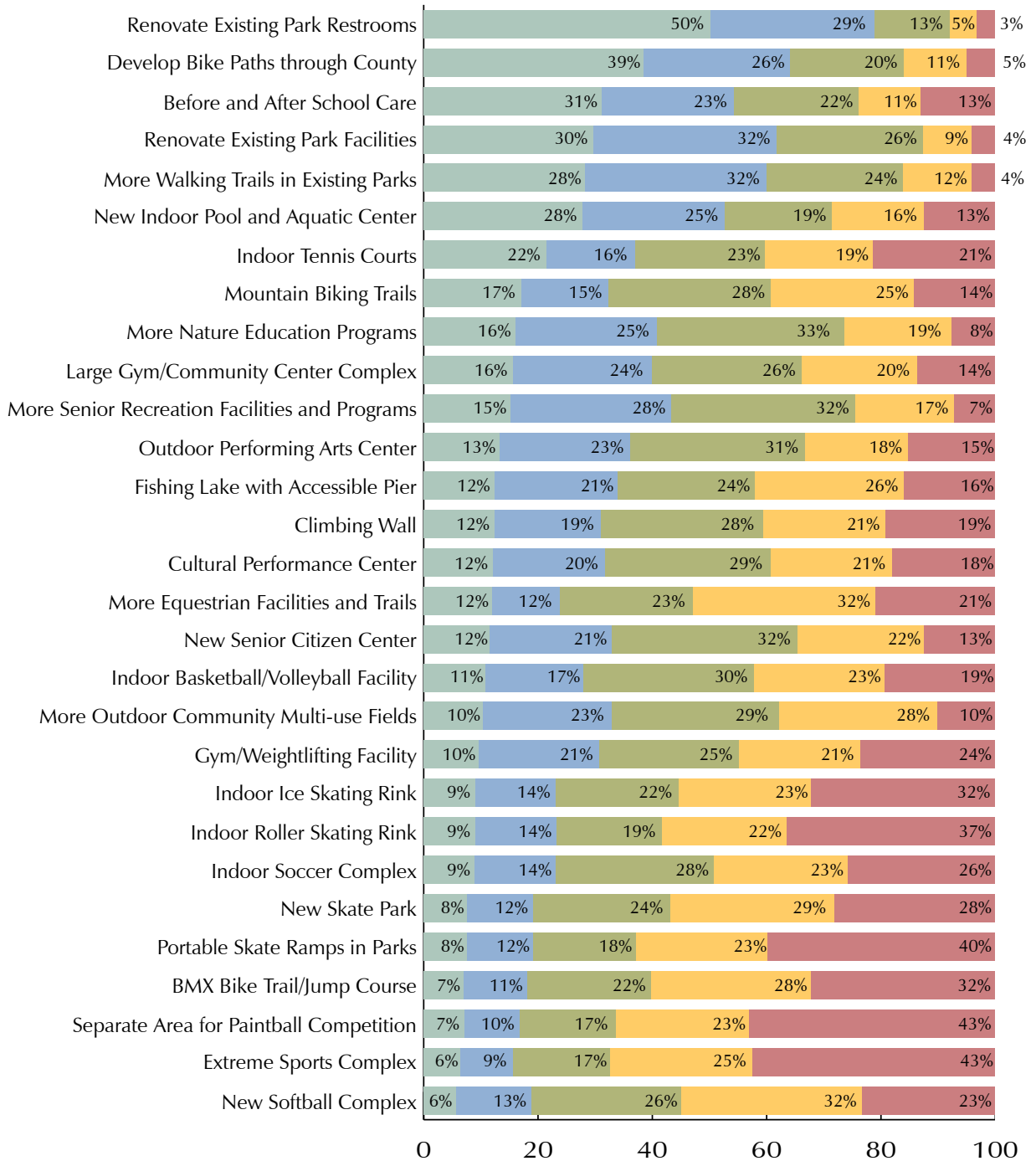
6) Do you travel to any communities outside of Fayette County to use park facilities and/or programs?



7) Please indicate how safe you feel in Fayette County park facilities.



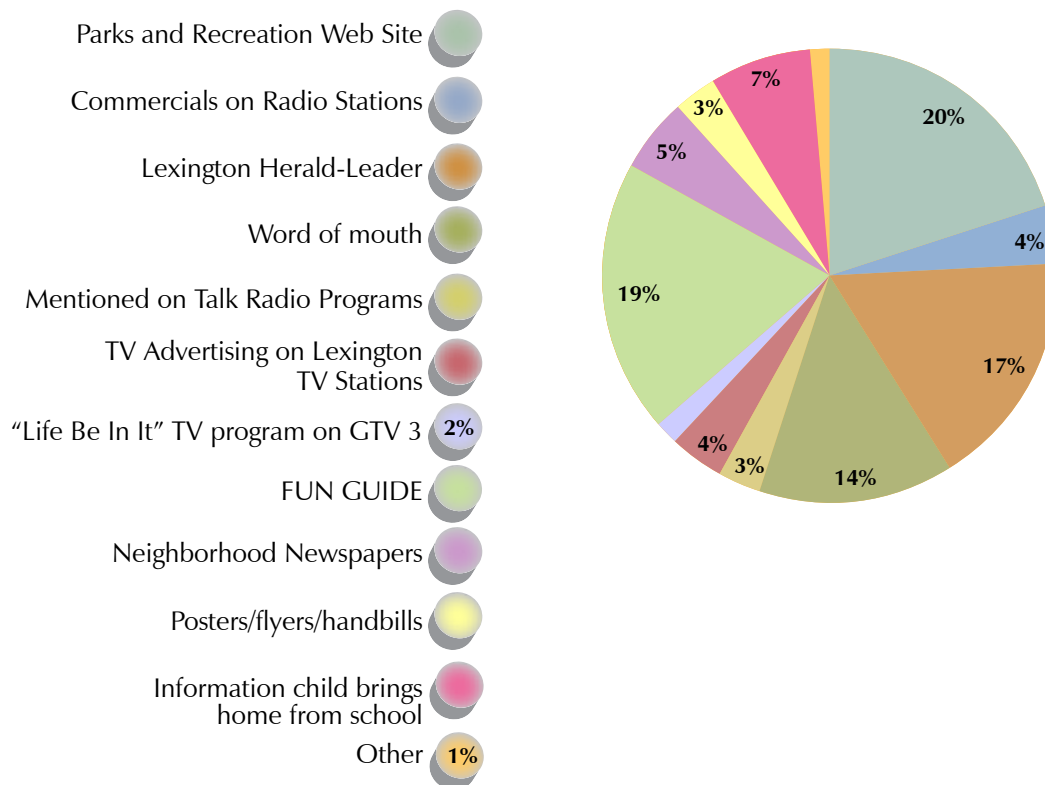
8) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:



Note: Because of rounding, these totals do not add up to 100.



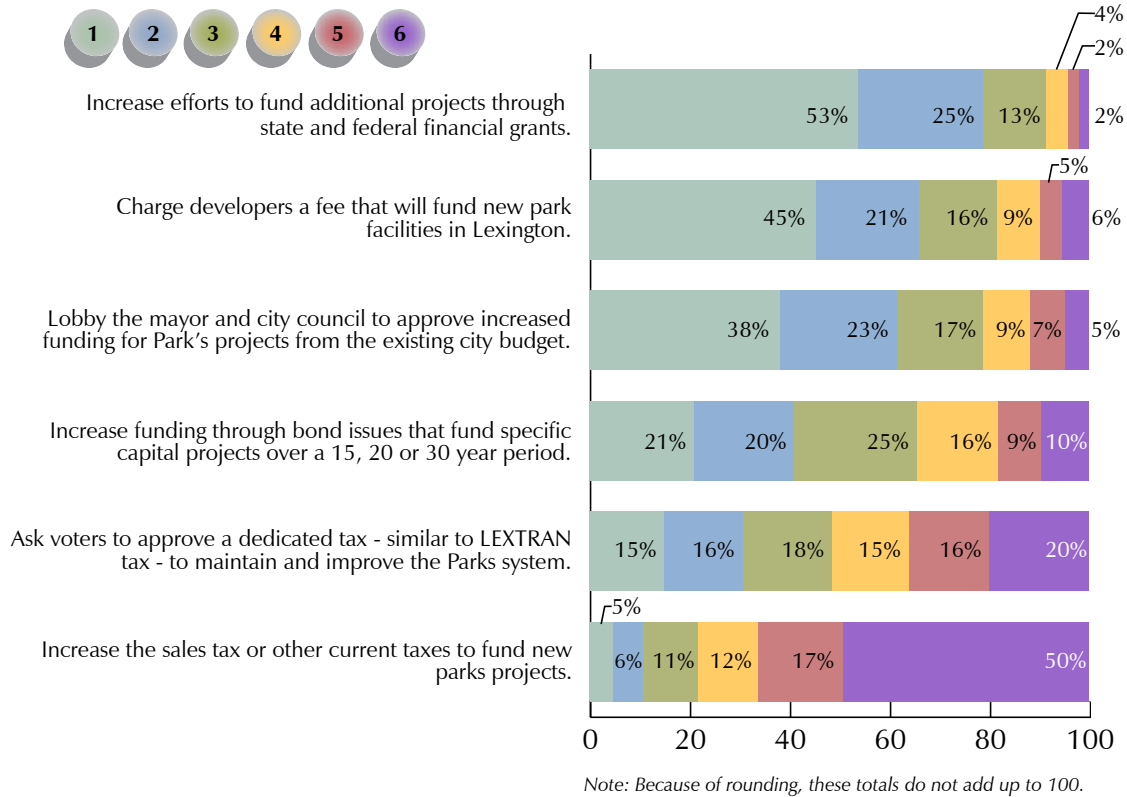
9) Which of the following ways do you get information about Lexington Parks and Recreation events and programs?



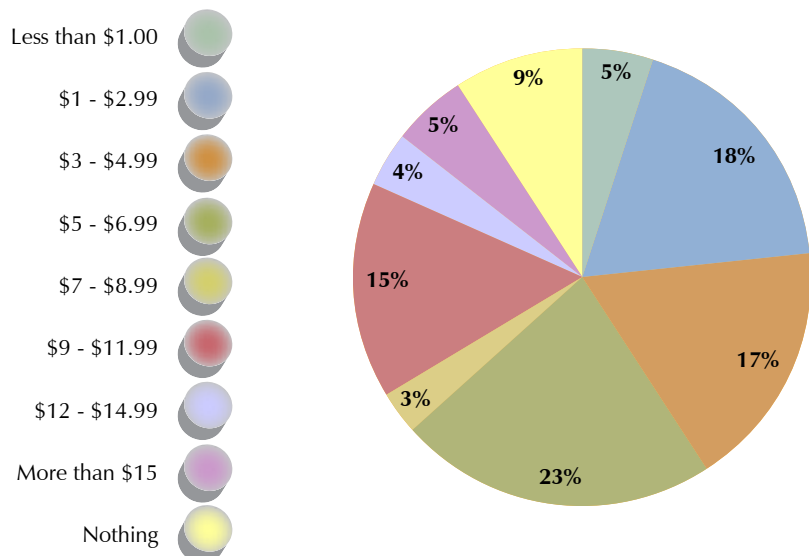
Note: Because of rounding, these totals do not add up to 100.



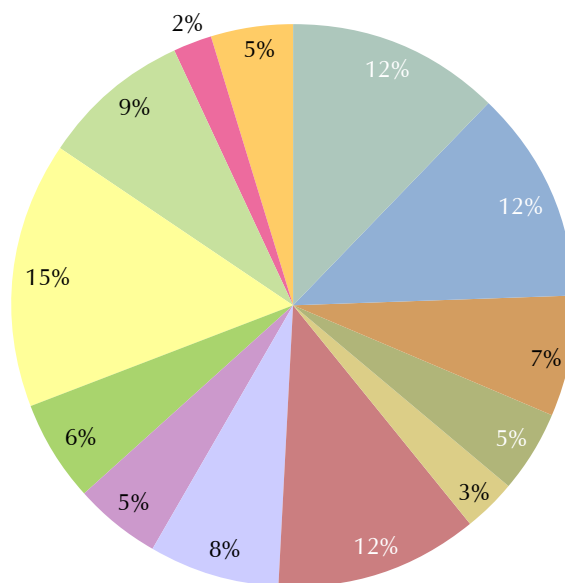
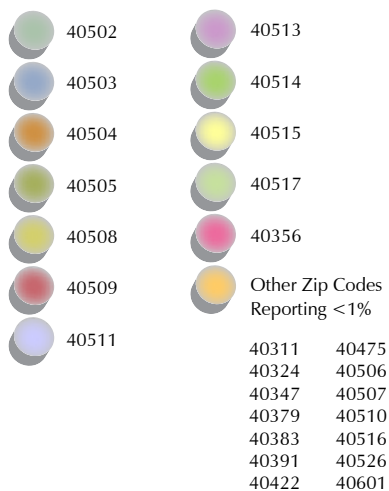
10) In order to maintain and improve current Parks and Recreation programs, events, activities and services, more funding will be needed. Please rank the funding options below using a 1 to 6 scale. (1) Most Favorable to (6) Least Favorable



11) How much are you willing to spend per month to support new and/or improved park programs and facilities?

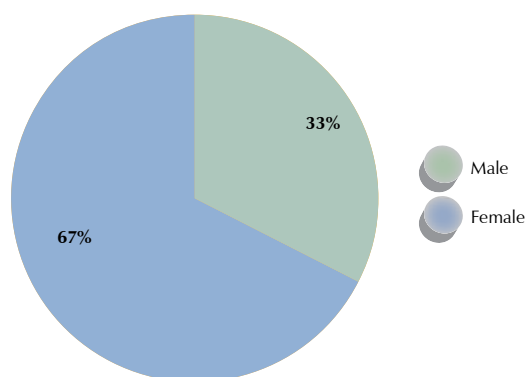


12) Zip Code:

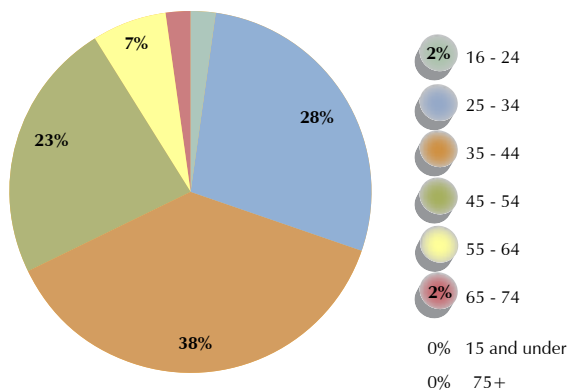


Note: Because of rounding, these totals do not add up to 100.

13) Gender:



Age:



MAIL SURVEY RESULTS

The mail survey was distributed on November 14, 2006 to a total of 10,000 homes. The 20-question survey was sent to a random sampling of households in Fayette County, and a total of 780 surveys were returned by the cutoff date. The following pages include the original survey questionnaire, survey result charts and a copy of the 2006 Needs Analysis presentation.



* * **IMPORTANT** * ***Community Survey - We need your help!****Lexington Parks and Recreation**

This survey is being conducted to measure your opinion of Parks and Recreation facilities, programs, events, activities and services. Survey responses will be used to shape the future direction of park programming and facility improvements. Widespread citizen input is very important for our planning process. Please take a moment to fill out this questionnaire and send it back to us in the enclosed postage paid envelope **no later than December 10, 2006**.

Thank you in advance for helping to make the city parks and recreation programs better and more enjoyable.

1. Listed below are the programs and activities typically offered by parks and recreation agencies. Please place a check next to the programs, activities, events or services that you or members of your family have participated in over the **past five (5) years**.

Youth Sports

- ☐ Tackle Football
☐ Flag Football
☐ Tennis Programs
☐ Winter Basketball Programs
☐ Golf Programs
☐ Soccer League
☐ Baseball League
☐ In-line Hockey League
☐ Ice Hockey
☐ Ice Skating
☐ Skateboarding
☐ Swim Team
☐ Cheerleading
☐ Dance Classes
☐ Softball - Slow/Fast Pitch
☐ Summer Basketball Programs
☐ Lacrosse League

Park Programs

- ☐ Therapeutic Recreation Programs
☐ Senior Citizen Programs
☐ Weight Training
☐ Fitness Program
☐ Aerobic Exercise Program
☐ Visit a community center event
☐ Parent's Night Out Child Care
☐ Ultimate Frisbee Game

Adult Sports

- ☐ Adult Baseball Leagues
☐ Adult Basketball Leagues
☐ Adult Flag Football
☐ Adult Softball Leagues
☐ Golf
☐ Adult Soccer

General Park Activities

- ☐ Walking on trails
☐ Visit to Raven Run
☐ Visit to McConnell Springs
☐ Visit to a park playground
☐ Fishing
☐ Mountain Biking
☐ Family Reunion Picnic
☐ Visit a city swimming pool
☐ Visit a dog park
☐ Park Shelter/Facility Rental

Youth Programs

- ☐ Equestrian/Horsemanship Program
☐ Tubby's Clubhouse Computer Class
☐ Summer Camps
☐ Before school care program
☐ After school care program
☐ Swimming Lessons
☐ Martial Arts Classes

Special Events

- ☐ Little Goblins Galore Event
☐ Trail of Terror Event
☐ Free Friday Flicks Event
☐ Big Band & Jazz Event
☐ Poolapalooza Event
☐ Swingin' on Main Event
☐ Bluegrass 10,000 Road Race
☐ KiteFest Event
☐ FishFest Event
☐ Easter Egg Hunt
☐ Woodland Jubilee Event
☐ Ballet Under the Stars Event
☐ Woodland Art Fair Event
☐ Keeneland Art Fair Event
☐ Fiesta Latina de Lexington

Classes

- ☐ Painting Classes
☐ Pottery Classes
☐ Photography Classes
☐ Cooking Classes
☐ Babysitting Classes
☐ Kiddie Kapers Dance Class
☐ Archery
☐ Yoga

Other: _____

2. Go back to the list above and **CIRCLE UP TO FIVE** programs, events, activities and services that are your family's favorites.
3. Please check the Lexington Parks and Recreation facility that your family uses most often: **(Check ONE)**
- ☐ A Community Park ☐ A Swimming Pool ☐ A City Golf Course ☐ An Outdoor Basketball Court ☐ A Playground
☐ A Neighborhood Park ☐ A Baseball Field ☐ A Soccer Field ☐ An Indoor Basketball Court
☐ A Community Center ☐ A Football Field ☐ A Tennis Court ☐ Other: _____
4. Please indicate how often you normally visit any park in Fayette County:
- ☐ Daily ☐ Once a week ☐ A few times a month ☐ Once a year ☐ Never
☐ A few times a week ☐ Once a month ☐ A few times a year ☐ Other: _____



5. Using the list below , rank how often you take part in the following parks programs. (1=Very Often to 5=Not At All)

- | | |
|--|---|
| <input type="checkbox"/> Passive Park Usage - walking, picnics, fishing, walk dog, fly kites, sit and relax. | <input type="checkbox"/> A Special Event - Free Friday Flicks, KiteFest, Little Goblins Galore, FishFest, Bluegrass Fair, etc. |
| <input type="checkbox"/> Individual Activity - Golf, tennis, skate park, swim lesson, go to a pool, | <input type="checkbox"/> A Cultural Arts Event - Woodland Art Fair, Ballet Under the Stars, Woodland Jubilee, Big Band & Jazz, etc. |
| <input type="checkbox"/> Organized Group Activity - Soccer, baseball, football, basketball league | <input type="checkbox"/> Other Favorite Program: _____ |

6. Please read through the following list of possible new facilities, programs and activities for Lexington Parks and Recreation and then write the corresponding number next to the item to indicate if you think the item should be (1) started and completed in one year, (2) completed in two years, (3) completed in 3-5 years, (4) put in a long-term (5-10 year) plan or (5) not started at all.

- | | |
|--|--|
| <input type="checkbox"/> New softball complex | <input type="checkbox"/> Fishing lake with accessible pier |
| <input type="checkbox"/> Large gym/community center complex. | <input type="checkbox"/> Gym/weightlifting facility |
| <input type="checkbox"/> New skatepark | <input type="checkbox"/> Indoor basketball/volleyball facility |
| <input type="checkbox"/> Outdoor performing arts center | <input type="checkbox"/> Mountain biking trails |
| <input type="checkbox"/> More walking trails in existing parks | <input type="checkbox"/> Renovate existing park restrooms |
| <input type="checkbox"/> Portable skate ramps for all parks | <input type="checkbox"/> Develop bike paths through county |
| <input type="checkbox"/> New indoor pool and aquatic center | <input type="checkbox"/> Renovate existing park facilities |
| <input type="checkbox"/> Extreme sports complex | <input type="checkbox"/> New senior citizen center |
| <input type="checkbox"/> Indoor soccer complex | <input type="checkbox"/> Before and after-school care center |
| <input type="checkbox"/> Indoor roller skating rink | <input type="checkbox"/> Public infant-preschool child care center |
| <input type="checkbox"/> Indoor tennis courts | <input type="checkbox"/> Indoor ice skating rink |
| <input type="checkbox"/> New nature sanctuary/preserve | <input type="checkbox"/> A cultural performance center |
| <input type="checkbox"/> BMX bike trail/jump course | <input type="checkbox"/> More outdoor community soccer fields |
| <input type="checkbox"/> Fenced area for paintball competition | <input type="checkbox"/> Climbing wall |

(Please write in a project you think was missed in the above list and should be given a priority)

Other: _____

7. Do you believe there are adequate **youth recreation programs** for both boys and girls in Fayette County?

- | | |
|---|---|
| <input type="checkbox"/> Yes, programs are adequate for boys and girls. | <input type="checkbox"/> No, additional programs are needed for boys and girls. |
| <input type="checkbox"/> No, additional programs are needed for girls. | <input type="checkbox"/> I am not sure about programs for boys and girls. |
| <input type="checkbox"/> No, additional programs are needed for boys. | |

Please write in the name one or two programs that **stand out** for boys and/or girls.

Please suggest **new or improved programs** that you'd like to see for boys and/or girls.

8. Do you believe there are adequate **adult recreation programs** for both men and women in Fayette County?

- | | |
|--|--|
| <input type="checkbox"/> Yes, programs are adequate for men and women. | <input type="checkbox"/> No, additional programs are needed for men and women. |
| <input type="checkbox"/> No, additional programs are needed for women. | <input type="checkbox"/> I am not sure about programs for men and women. |
| <input type="checkbox"/> No, additional programs are needed for men. | |

Please write one or two programs that **stand out** for men and/or women.

Please suggest **new/improved programs** that you'd like to see for men and/or women.



9. Please indicate which of the following ways you get information about Lexington Parks and Recreation events and programs?

- | | |
|---|--|
| <input type="checkbox"/> Parks and Recreation Web Site | <input type="checkbox"/> TV Advertising on Lexington television stations |
| <input type="checkbox"/> Commercials on AM Radio Station | <input type="checkbox"/> "Life Be In It" television program on government TV channel |
| <input type="checkbox"/> Commercials on FM Radio Station | <input type="checkbox"/> From the Parks FUN GUIDE that comes in the mail in April |
| <input type="checkbox"/> Lexington Herald-Leader | <input type="checkbox"/> Neighborhood newspapers |
| <input type="checkbox"/> Word of mouth from friends/neighbors | <input type="checkbox"/> Posters/flyers or handbills I see in stores |
| <input type="checkbox"/> Mentioned on Talk Radio Programs | <input type="checkbox"/> From information my child brings home from school |

Other: (Please Describe) _____

10. Using the scale below, please indicate if you strongly agree, agree, disagree, strongly disagree or neither agree nor disagree with the following statements:

Strongly Agree 1	Agree 2	Somewhat Agree 3	Neither Agree nor Disagree 4	Somewhat Disagree 5	Disagree 6	Strongly Disagree 7
------------------------	------------	------------------------	------------------------------------	---------------------------	---------------	---------------------------

- I get all of the information I need about programs, events, activities and services from Parks and Recreation ----> _____
- Programs offered by Parks and Recreation adequately meet my family's needs-----> _____
- Lexington's Parks and Recreation facilities are a waste of taxpayer's money-----> _____
- High quality parks and recreation facilities are important to attract and keep new business in Lexington-----> _____
- Parks and Recreation facilities - like restrooms, playgrounds and shelters - are well maintained-----> _____
- I think the city needs more parks-----> _____
- Current Parks athletic programs for boys and girls are well organized and well run-----> _____
- Lexington needs more football, baseball, softball and soccer fields to meet community needs-----> _____
- Recreation facilities are safe and well supervised-----> _____
- Lexington's Division of Parks and Recreation has a good image in the community-----> _____
- Lexington needs an indoor community swimming facility that meets the needs of the entire city-----> _____
- Park's top priority should be to renovate existing facilities instead of building new ones-----> _____
- The kind of recreation facility that I use the most is not conveniently located near my home-----> _____
- I would register for activities, leagues, camps and swimming lessons on-line through the Parks web site-----> _____
- Recreation programs and activities are reasonably priced-----> _____
- Lexington needs a dedicated indoor walking/running track -----> _____
- A good parks and recreation system just isn't important for Lexington and my family-----> _____
- Funding for parks and recreation programs and facilities is a good investment for the community-----> _____

11. In order to maintain and improve current Park and Recreation programs, events, activities and services, more funding will be needed. There are 6 funding options below. Please rank the funding options below, using the numbers 1 through 6 - **1 being most favorable and 6 being least favorable.**

- ☐ Increase funding through bond issues that fund specific capital projects over a 15, 20 or 30 year period.
- ☐ Lobby the mayor and city council to approve increased funding for Park's projects from the existing city budget.
- ☐ Increase efforts to fund additional projects through state and federal financial grants.
- ☐ Ask voters to approve a dedicated tax - similar to the recent LEXTRAN tax - to maintain and improve the Parks system.
- ☐ Charge developers a fee that will fund new park facilities in Lexington.
- ☐ Increase the sales tax or other current taxes to fund new park projects.

Here's another idea: _____



12. If you or a member of your family wanted to register for a Parks and Recreation program or league, please rank the following registration options below, using the numbers 1 through 6 - **1 being most favorable and 6 being least favorable** - that make it possible for you to fill out paperwork and pay any fees for the activity.

- _____ Come to the recreation offices at 545 N. Upper Street between 8am-5pm M-F and register at the offices.
 _____ Come to a library branch and complete registration materials via the Internet.
 _____ Come to a community center and complete registration materials.
 _____ Come to the Bates Creek Recreation Center on a Saturday and/or Sunday for program registration.
 _____ Register by mail for all programs, using forms available from a web site or printed in the "FUN GUIDE."
 _____ Register for all programs on-line using the Parks Internet web site, paying fees with a credit/debit card.

Here's a better way of doing it: _____

13. Lexington's Division of Parks and Recreation provides a wide range of programs, events, activities and services. Using the scale below, please give the division an overall grade as to whether or not park programs meet your needs.

() Excellent () Very Good () Good () Average () Fair () Poor () Very Poor

If average or below, please write down what would make it better: _____

14. Please write your zip code in the following space: _____

15. Please indicate your gender and age: _____ Male _____ Female

() 15 and Under () 25-34 () 45-54 () 65-74
 () 16-24 () 35-44 () 55-64 () 75+

16. Which of the following best describes your household:

() Single adult () Single-parent household with children () Single senior citizen
 () Young couple with no children () Couple with children who have left home () Domestic partnership household
 () Couple with children at home () Senior citizen couple () Other: _____

17. If you have children living at home, how many children are in the following age groups:

_____ Infant to 3 years old _____ 4-6 years old _____ 7-10 years old
 _____ 11-15 years old _____ 15-17 years old _____ 18+ years old

18. What is your total annual household income?

() Under \$15,000 () \$35,001 - \$45,000 () \$75,001 - \$99,999
 () \$15,000 - \$25,000 () \$45,001 - \$60,000 () \$100,000 - \$125,000
 () \$25,001 - \$35,000 () \$60,001 - \$75,000 () More than \$125,000

19. How much would you be willing to spend per month to support new and/or improved park programs and facilities?

() Less than \$1.00 () \$5.00 to \$6.99 () \$12.00 to \$14.99
 () \$1.00 to \$2.99 () \$7.00 to \$8.99 () More than \$15.00 a month
 () \$3.00 to \$4.99 () \$9.00 to \$11.99 () I'm not willing to pay anything

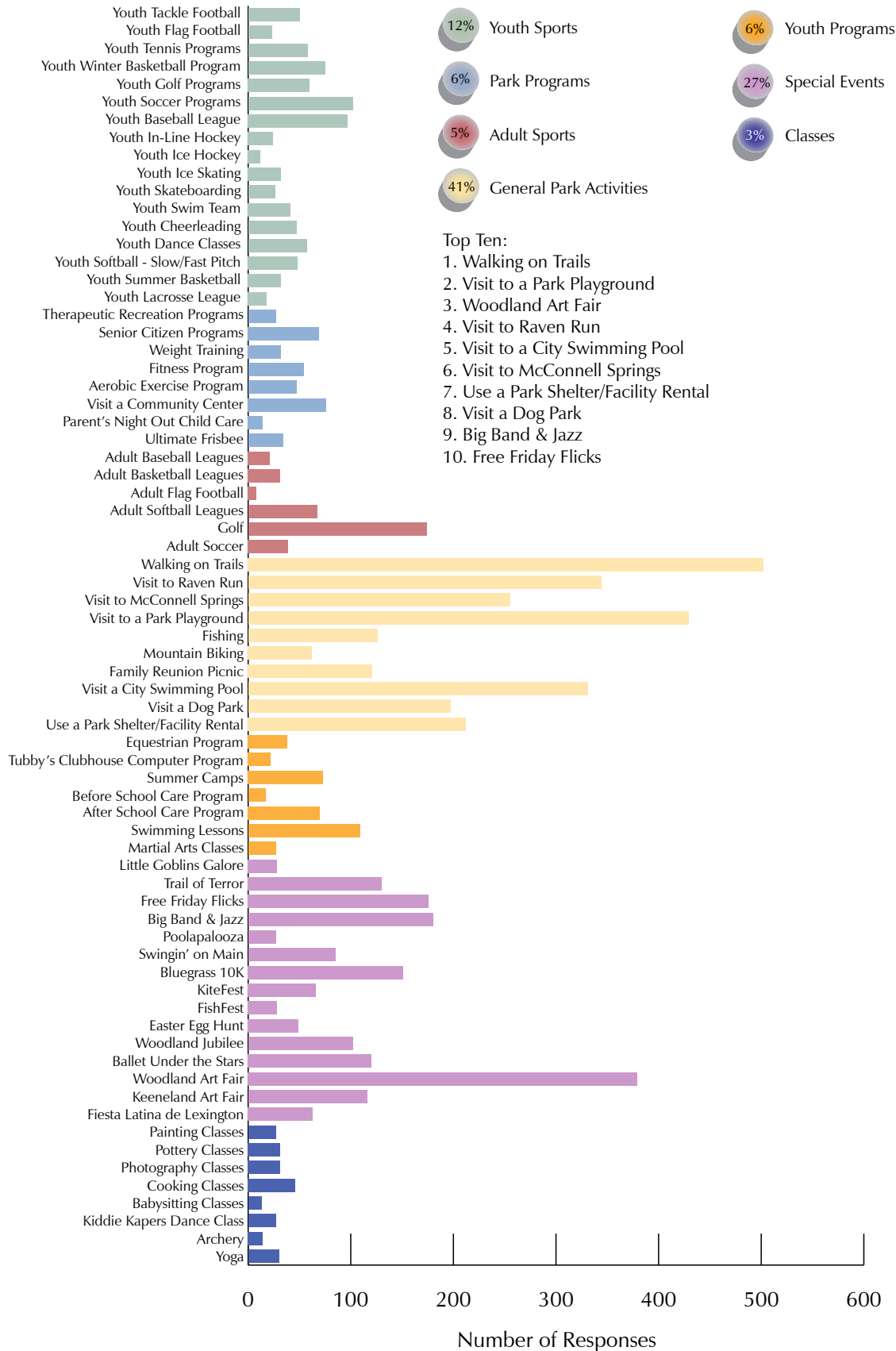
20. Please write in below any comments/suggestions you have about improving Lexington's Parks and Recreation programs:

Please fold this questionnaire and put in the enclosed, postage paid envelope.

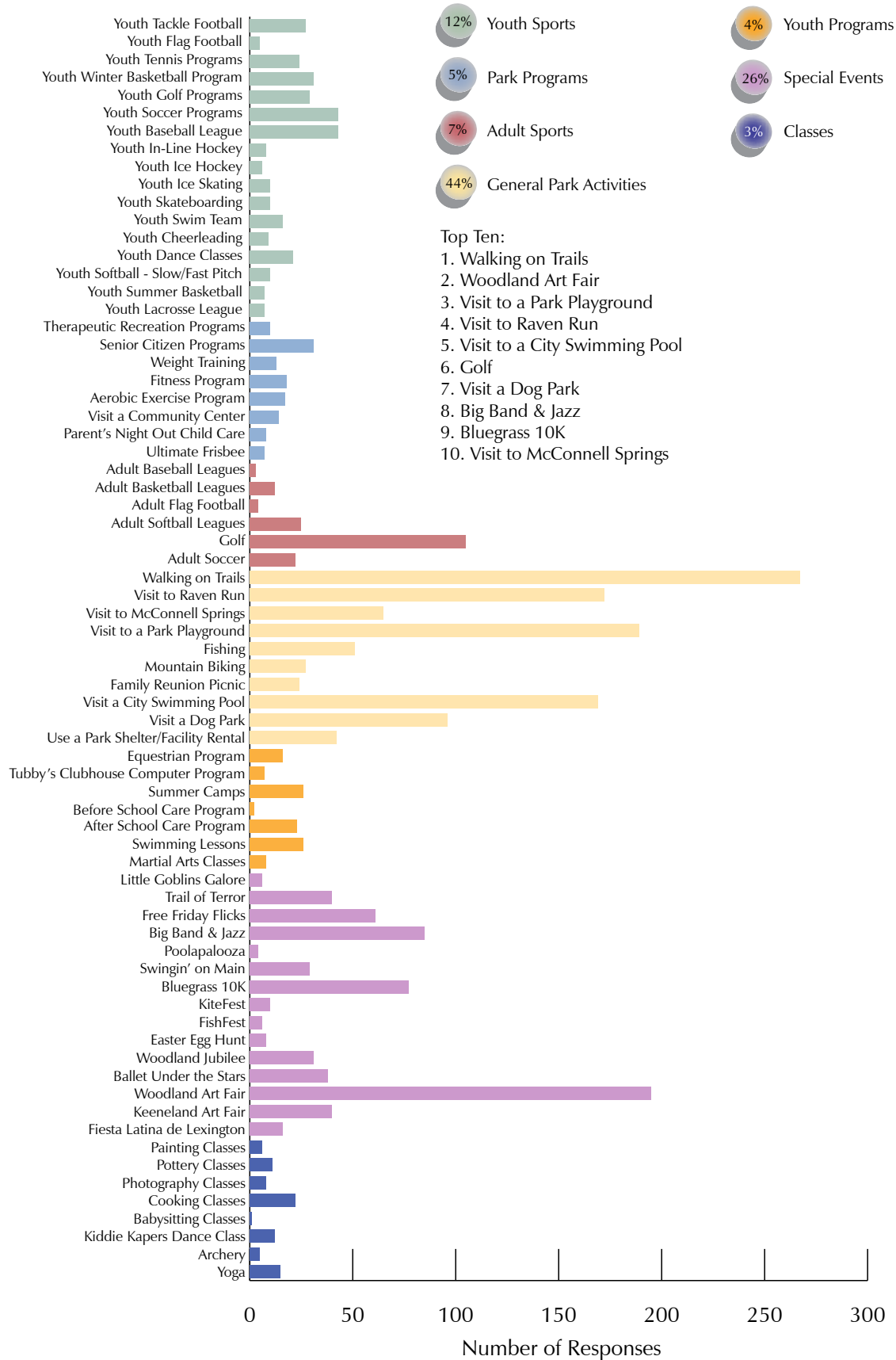
Please drop the envelope in a mailbox as soon as possible. Thank you for your help.



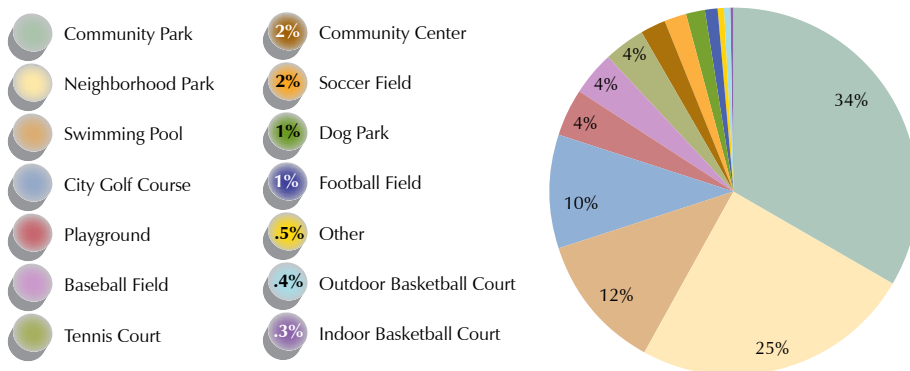
1) Identify the programs, activities, events or services that you or your family have participated in over the past five years.



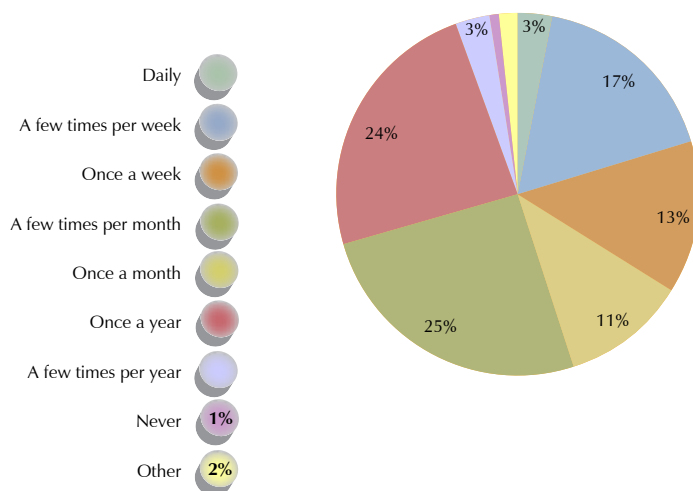
2) Choose up to five activities that are your or your family's favorites.



3) Choose the Lexington Parks and Recreation facility that you use most often:

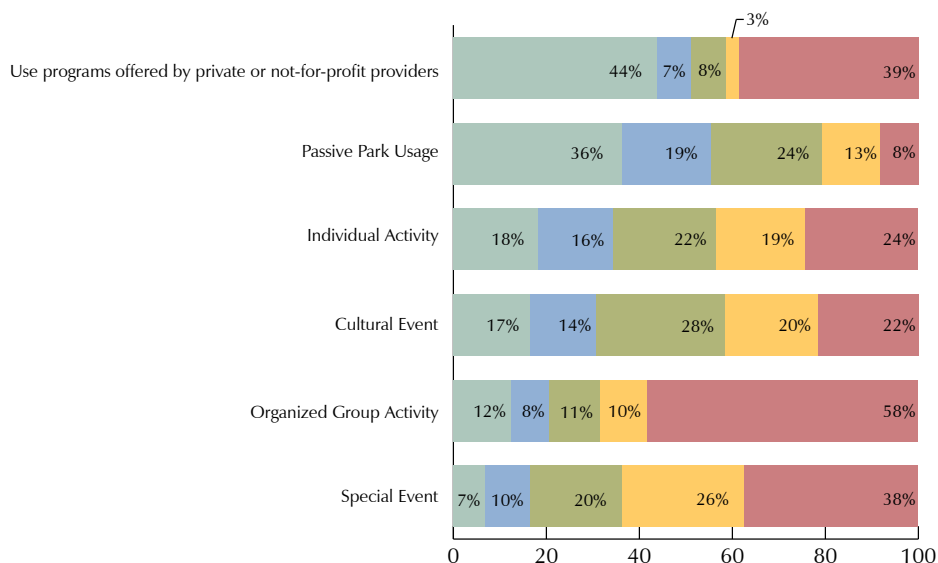


4) Please indicate how often you visit any of the parks in Fayette County.

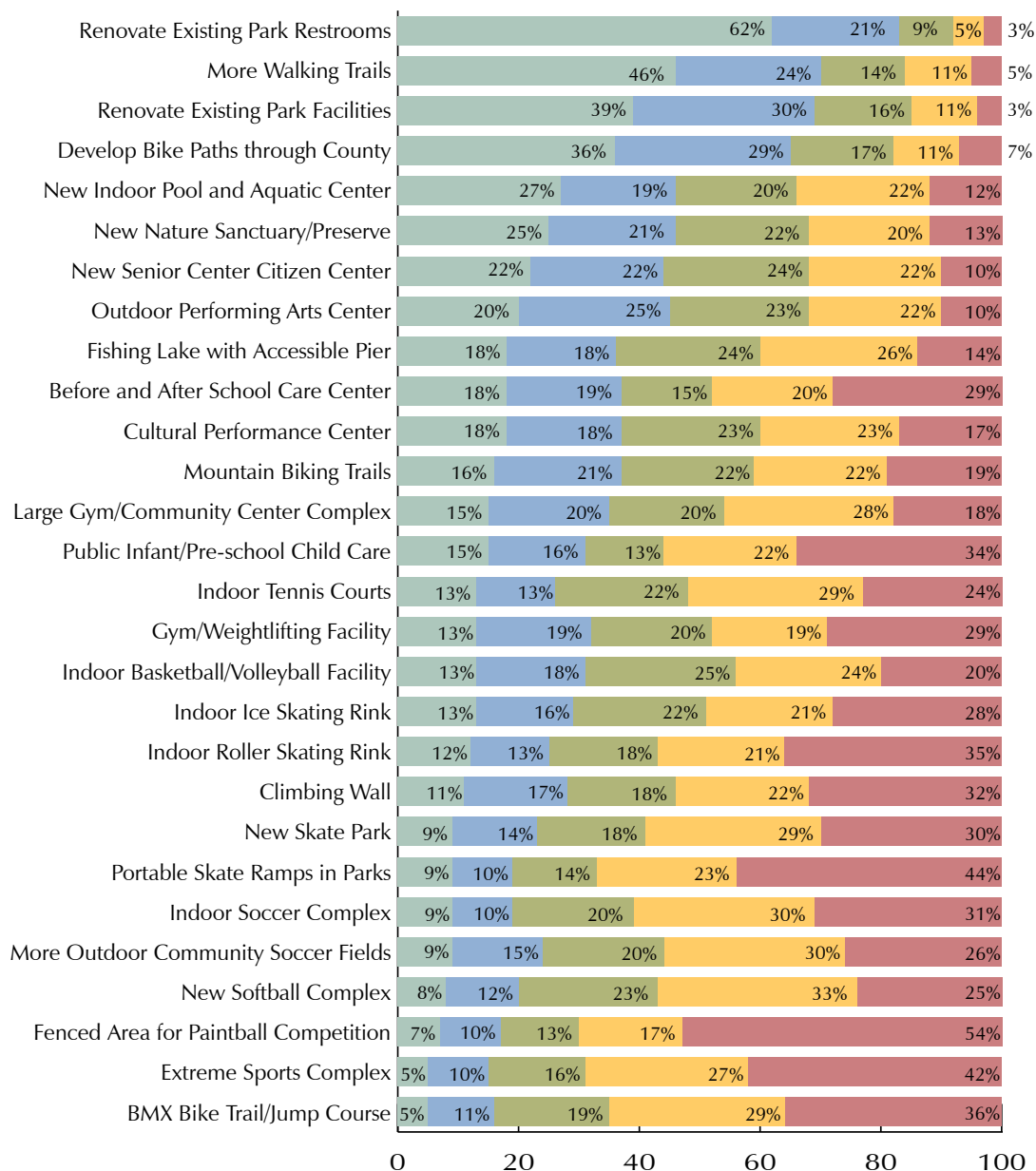


5) Please indicate how often you take part in Fayette County park programs.






(1) Very Often to (5) Not at All:

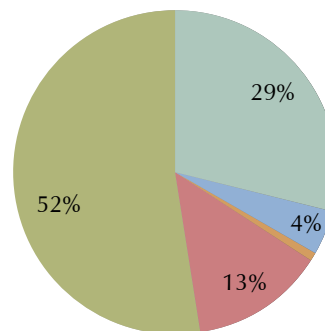


- 6) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:








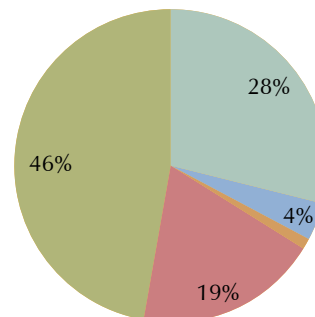
7) Do you believe there are adequate youth recreation programs for both boys and girls in Fayette County?

-  A) Yes, programs are adequate for boys and girls.
-  B) No, additional programs are needed for girls.
-  C) No, additional programs are needed for boys.
-  D) No, additional programs are needed for both boys and girls.
-  E) I am not sure about programs for boys and girls.

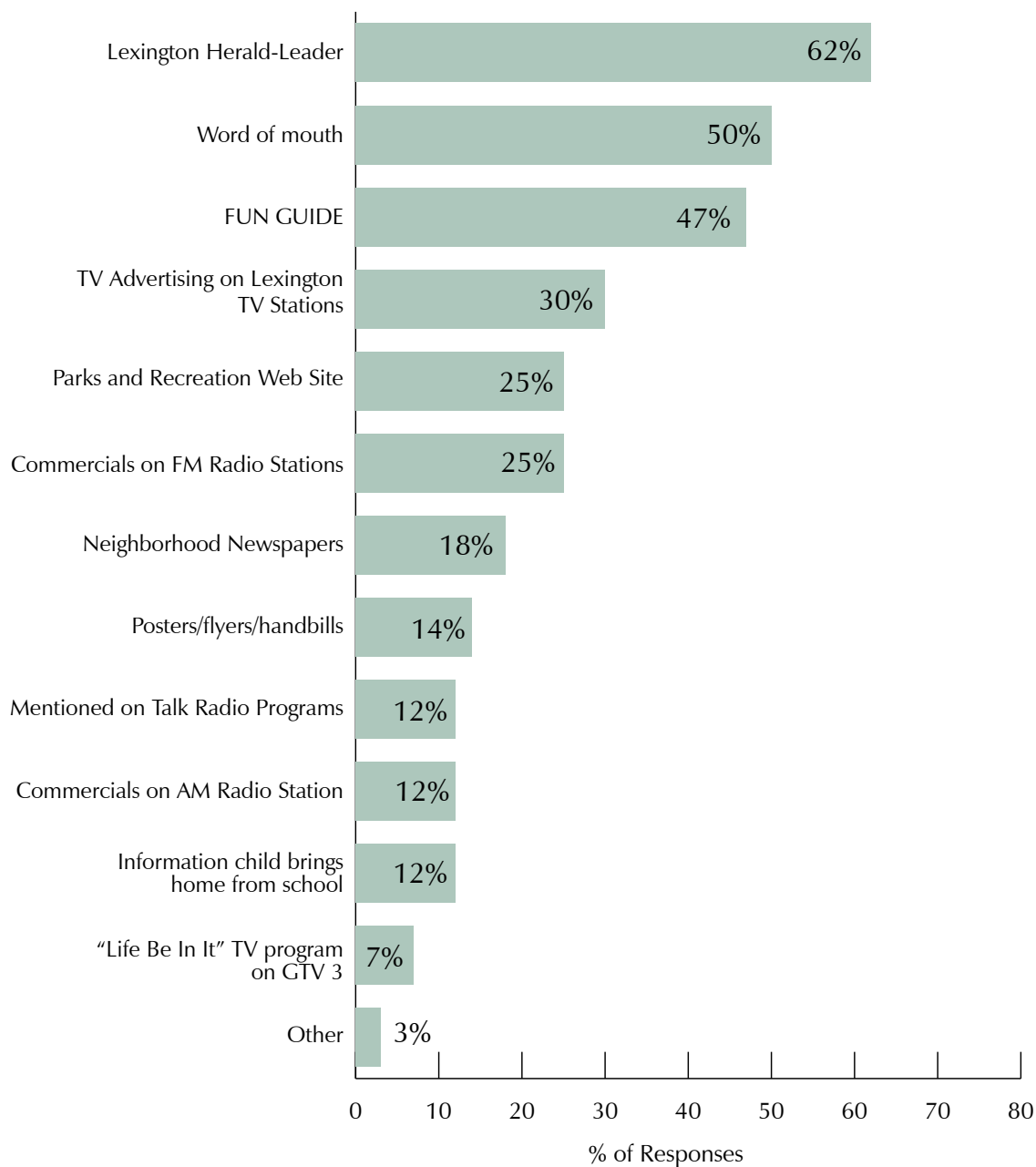


8) Do you believe there are adequate adult recreation programs for both men and women in Fayette County?

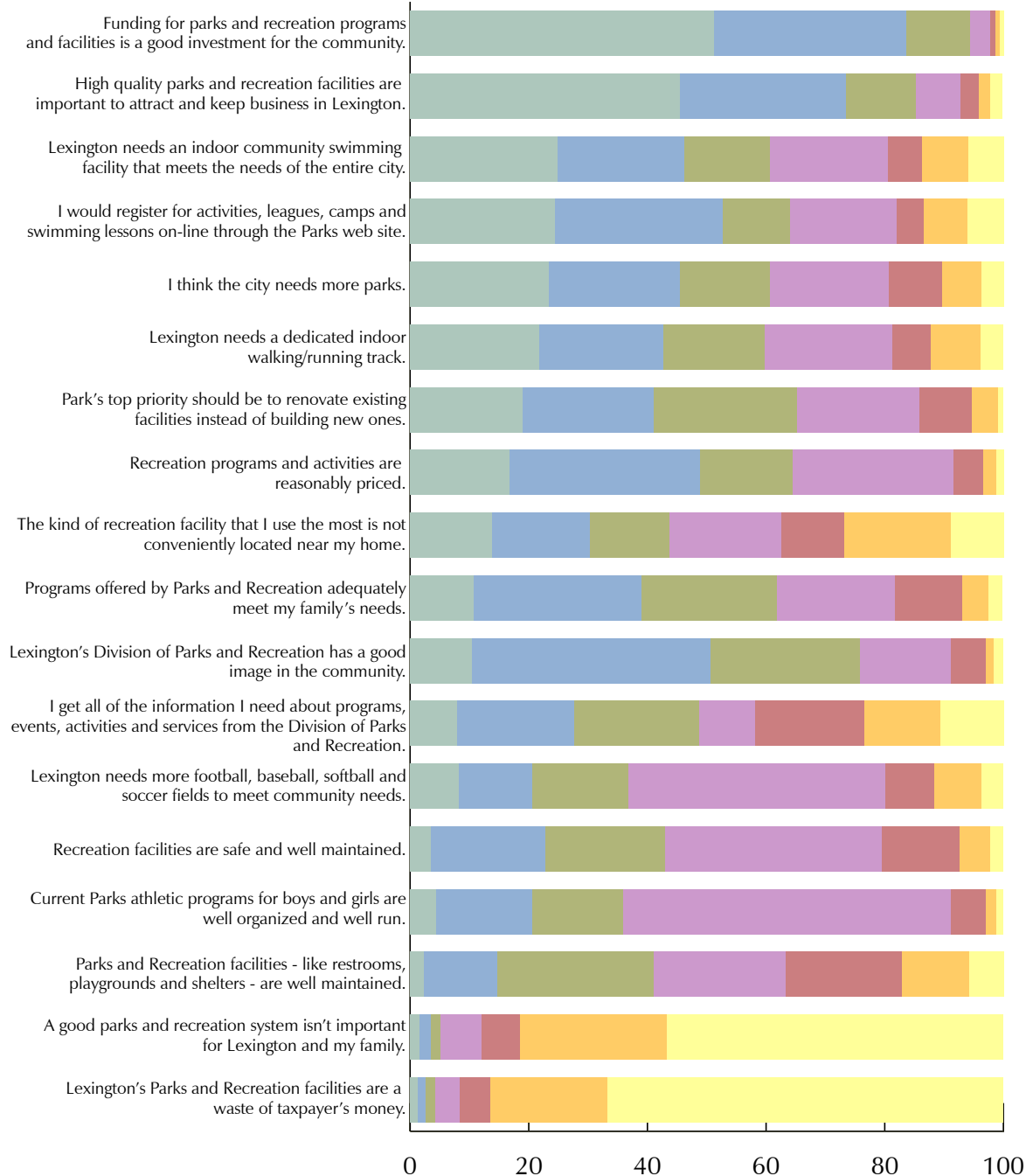
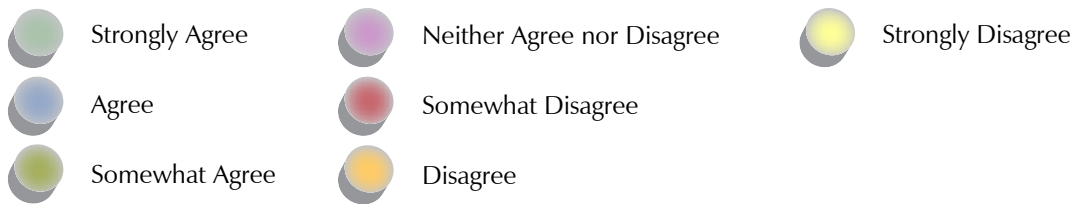
-  A) Yes, programs are adequate for men and women.
-  B) No, additional programs are needed for women.
-  C) No, additional programs are needed for men.
-  D) No, additional programs are needed for both men and women.
-  E) I am not sure about programs for men and women.



9) Which of the following ways do you get information about Lexington Parks and Recreation events and programs?

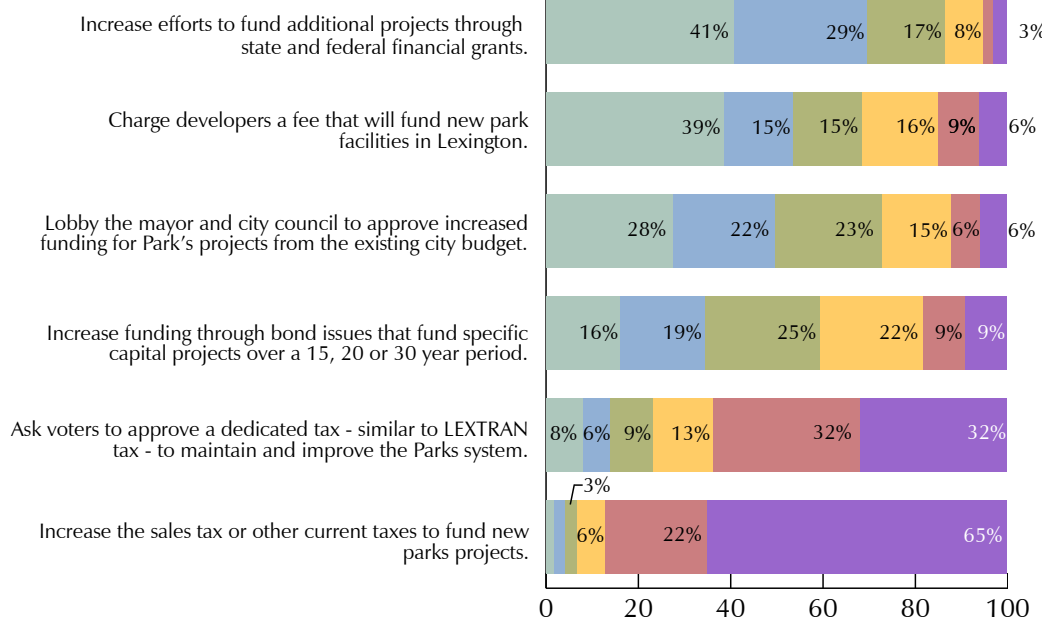


10) Using the scale below, please indicate if you strongly agree, agree, somewhat agree, neither agree nor disagree, somewhat disagree, disagree or strongly disagree with the following statements:



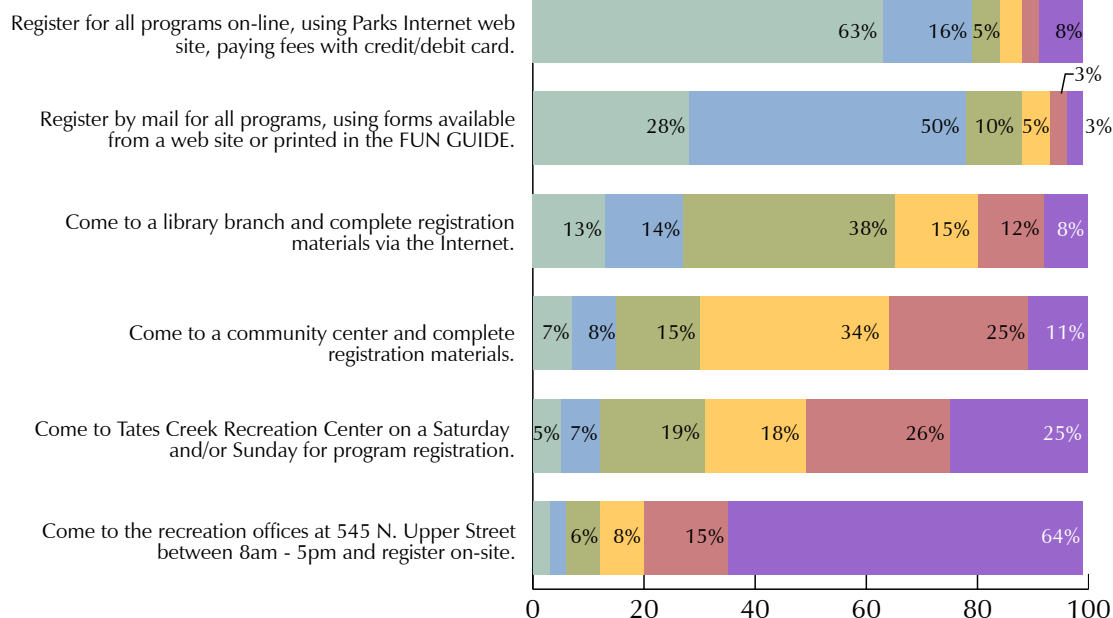
11) In order to maintain and improve current Parks and Recreation programs, events, activities and services, more funding will be needed. Please rank the funding options below using a 1 to 6 scale.

(1) Most Favorable to (6) Least Favorable

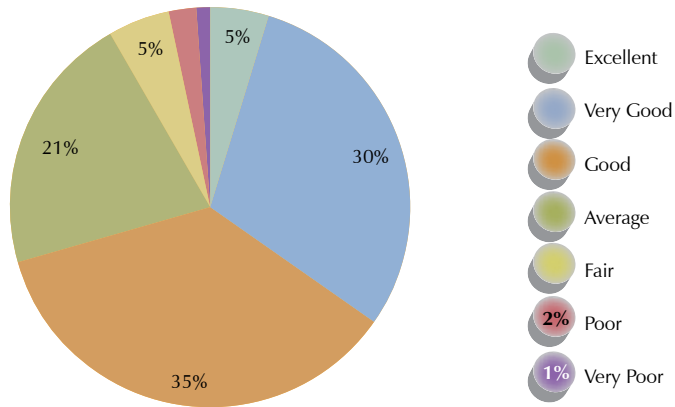


12) If you or a member of your family wanted to register for a Parks and Recreation program or league, please rank the following registration options below, using a 1 to 6 scale, that make it possible for you to fill out paperwork and pay any fees for the activity.

(1) Most Favorable to (6) Least Favorable

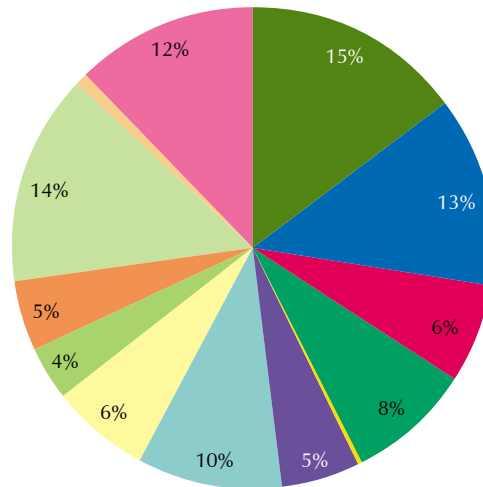
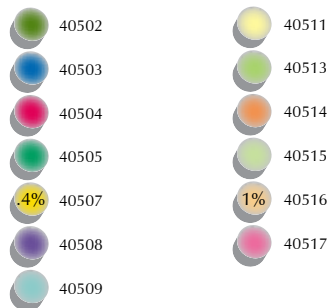


13) Please give the Lexington Division of Parks and Recreation an overall grade as to whether or not park programs meet your needs.

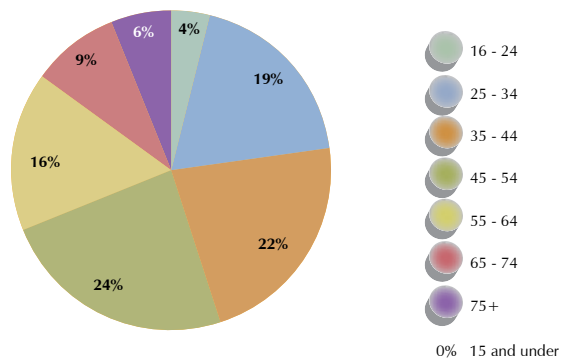
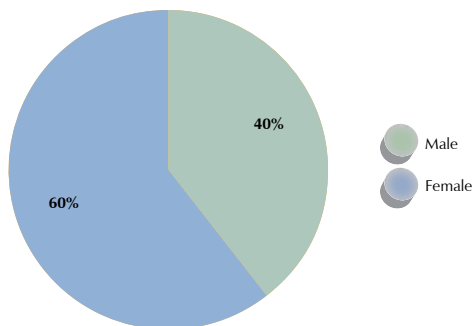


14) Zip Code:

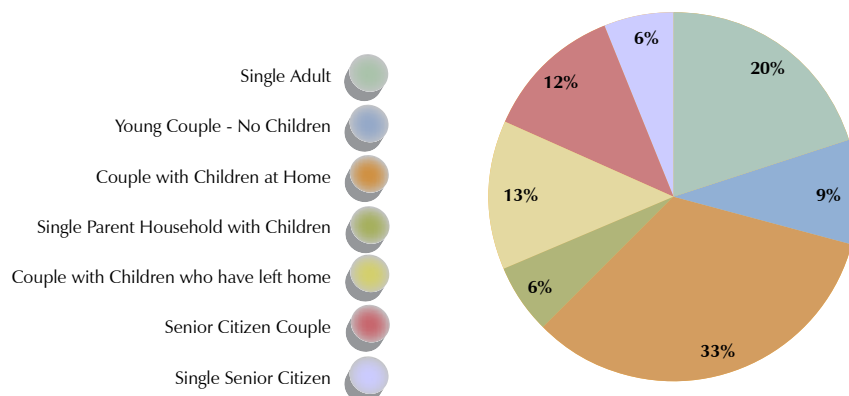
40501 - 0
40506 - .13%
40510 - 0
40512 - 0



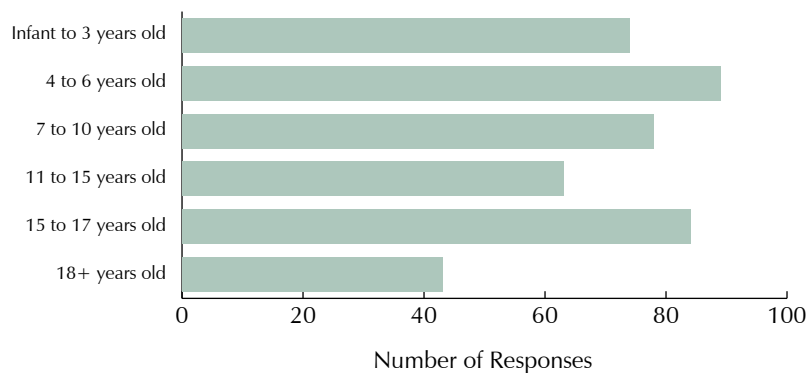
15) Gender:



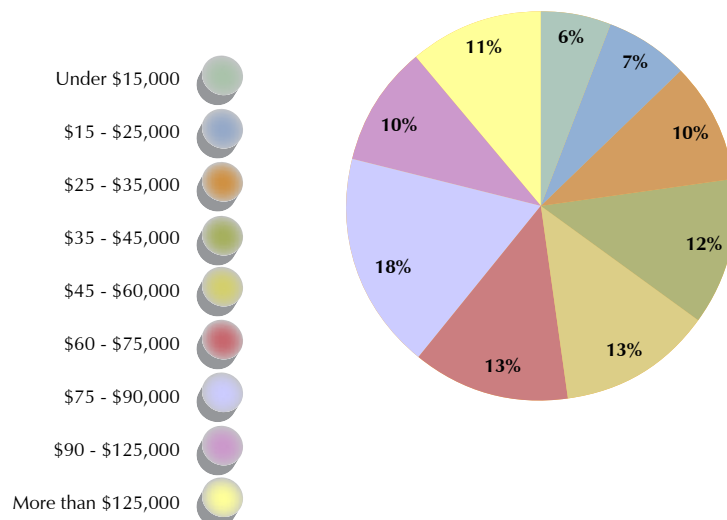
16) Which best describes your household?



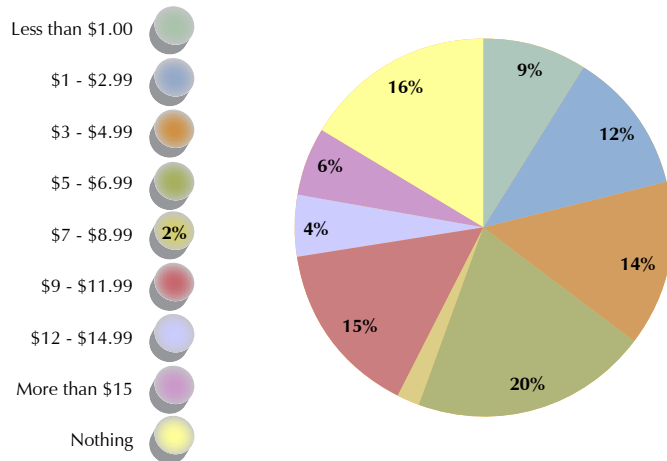
17) If there are children living at home, how many children are in the following age groups:



18) What is your annual household income?



19) How much are you willing to spend per month to support new and/or improved park programs and facilities?



Parks and Recreation Community Needs Analysis

Lexington – Fayette County, Kentucky

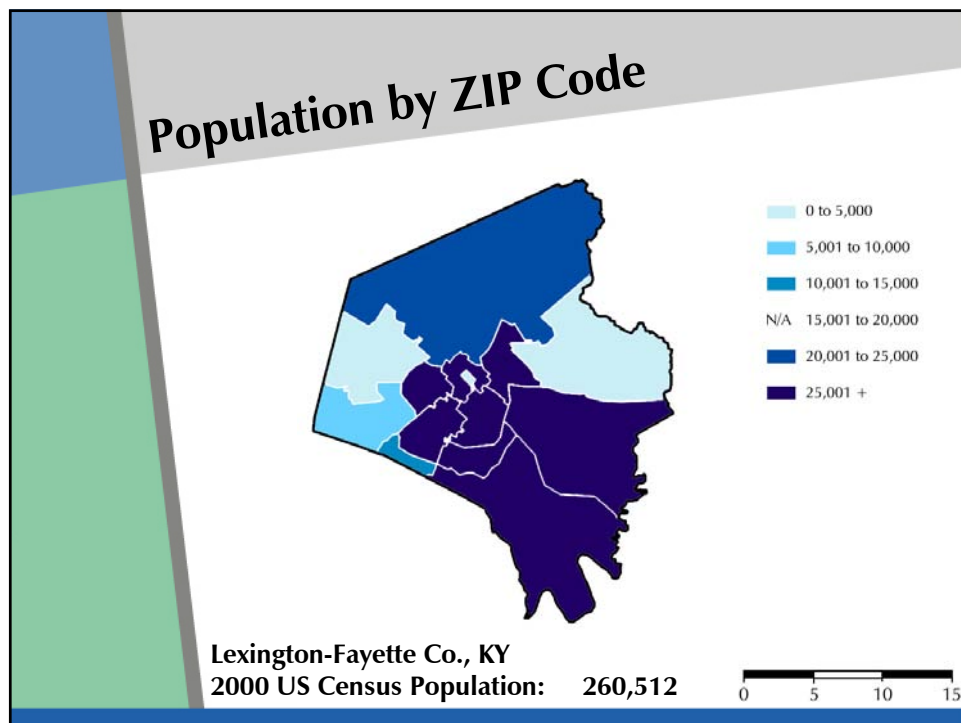
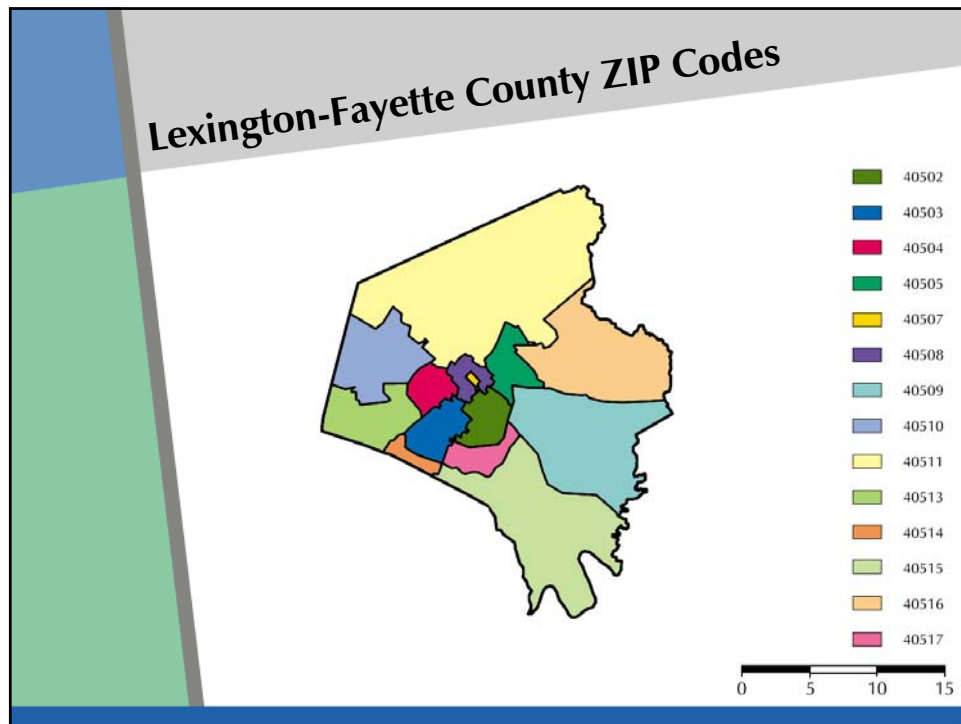


Community Survey

On November 14, 2006, a total of 10,000 surveys were sent to a random sampling of households in Fayette County. Randomly selected households were chosen from each of the county's ZIP codes in the proportion that that ZIP code represents the total number of households. In other words, if ZIP code 40502 has 11% of the households in the county then 11% of the 10,000 surveys were mailed to ZIP code 40502.

780 surveys were returned by the December 10, 2006 cut off date. For a population the size of Fayette County, we need a sample of at least 383 surveys to make estimates with a sampling error of no more than $\pm 5\%$, at the 95% confidence level*.

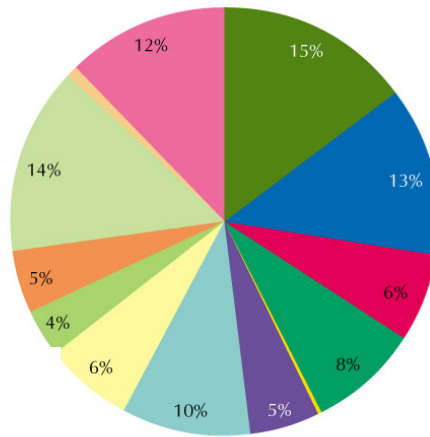
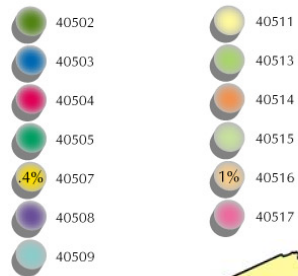
*Salant and Dillman, *How to Conduct Your Own Survey*



Survey Responses by ZIP Code

14) Zip Code:

40501 - 0
40506 - .13%
40510 - 0
40512 - 0



Lexington – Fayette County Demographics

Total Population

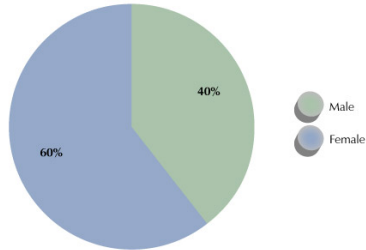
1990 Census:	225,364	15.6% Growth from 1990 to 2000
2000 Census:	260,512	
2006 Estimate:	269,218	2.6% Growth from 2006 to 2011
2011 Projection:	276,134	

2006 Estimate Total Households: 111,930

*Note: 2006 estimates and 2011 projections are based on 2000 US Census data.
Source: DemographicsNow*

Survey Responses

15) Gender:

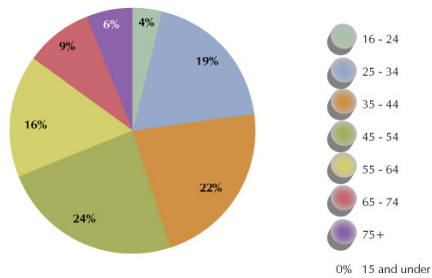


2006 Estimated Population Data

The 2006 estimated population by gender is:

49.1% Male
50.9% Female

Age:

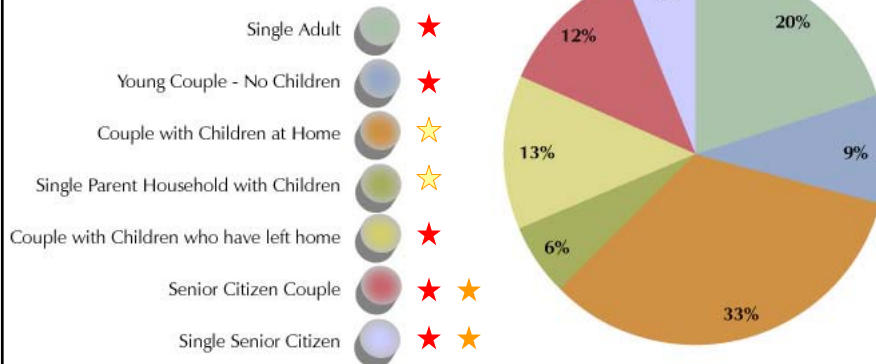


The 2006 estimated population by age group is:

14 and under: 18.5%
15 to 24: 13%
25 to 34: 18%
35 to 44: 15.5%
45 to 54: 14.3%
55 to 64: 7.6%
65 to 74: 5.3%
75 +: 4.7%



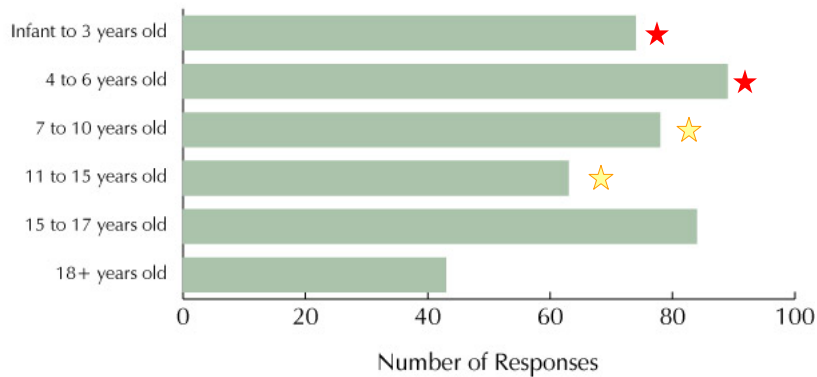
16) Which best describes your household?



- ★ 61% of respondents' households do not have children
- ★ 39% of respondents' households have children
- ★ 18% of respondents are senior citizens



17) If there are children living at home, how many children are in the following age groups:



★ 47% have children in the preschool/child care age range

★ 54% have children ages 7 to 15, which is the primary age of children who participate in youth athletic programs

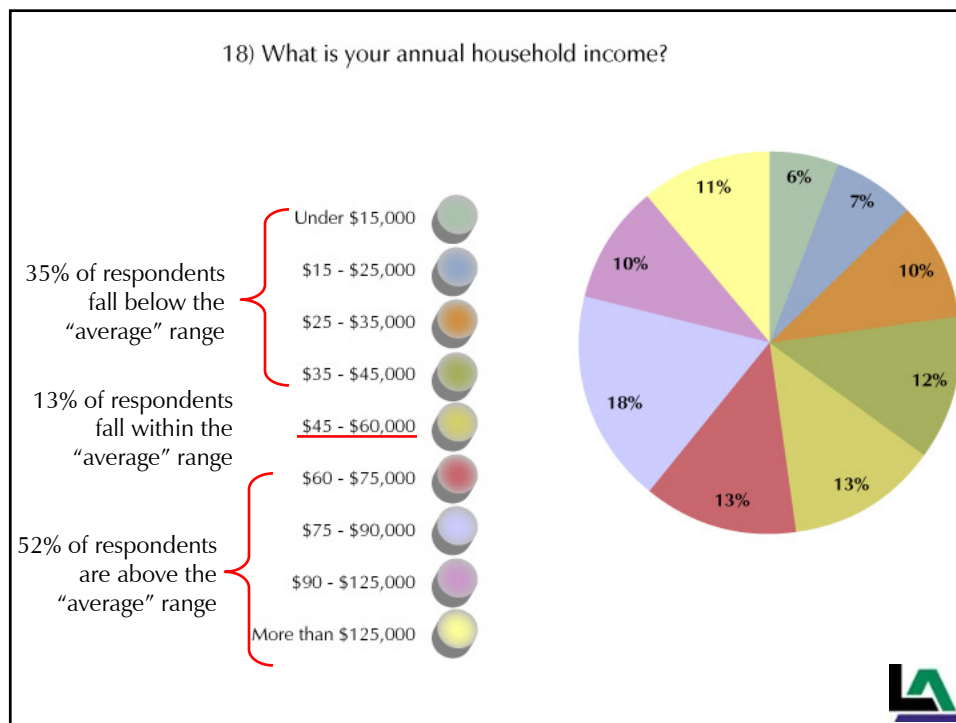
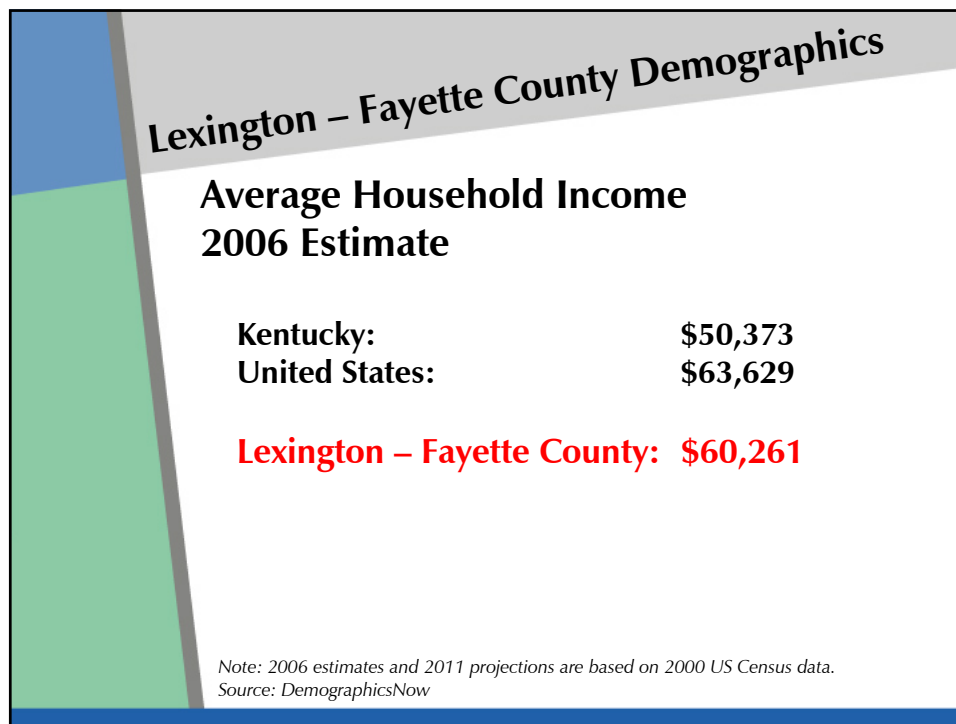


Lexington – Fayette County Demographics

Population by Age Projected Changes from 2006 to 2011

0 to 4:	1.9%	
5 to 14:	8.1%	
15 to 19:	-6.2%	} The teen and young adult populations are projected to decrease, while the senior population is expected to increase.
20 to 24:	-14.5%	
25 to 34:	-12.6%	
35 to 44:	7.6%	
45 to 54:	3.5%	} The senior population is expected to increase.
55 to 64:	20.2%	
65 to 74:	21.5%	
75 to 84:	3.3%	
85+:	7.1%	

Note: 2006 estimates and 2011 projections are based on 2000 US Census data.
Source: DemographicsNow



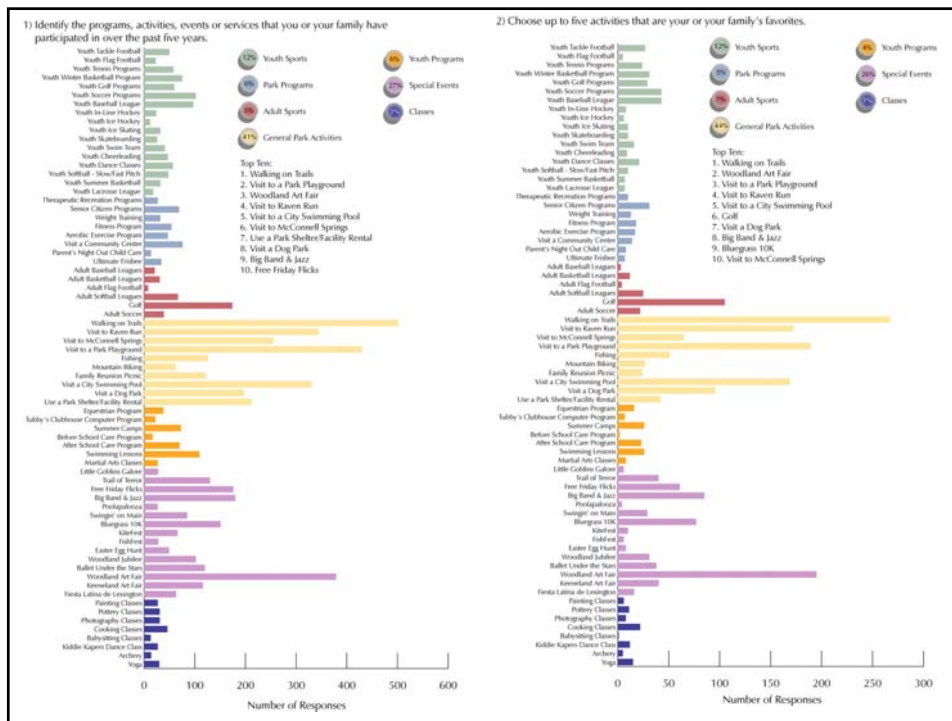
Benchmark Communities

Lose & Associates, Inc. has conducted surveys in communities across the southeast. Survey tabulations from the following communities, of similar size to Lexington – Fayette Co., KY, were used to compile the following results.

	Population*
Clarksville, TN	103,454
Cobb Co., GA	607,751
Cherokee Co., GA	141,903
Williamson Co., TN	126,638
Maryville-Alcoa-Blount Co., TN	105,823

Lexington-Fayette Co., KY 260,512

*2000 US Census Data



Community Survey Results

Survey respondents in the benchmark communities were asked to choose which activities they currently participate in or would like to participate in. The following table shows the Top Ten activities.

Top 10 Rankings	Community A	Community B	Community C	Community D	Community E
Special Events	50%		44%	46%	61%
Concerts in the Park	33%		61%	69%	75%
Running/walking	45%		52%	68%	62%
Hiking	26%		38%	40%	58%
Arts and Crafts			43%	43%	52%
Playgrounds	37%		51%	46%	64%
Family Water Activities	33%		30%	29%	29%
Nature/Outdoor Programs			41%	39%	45%
Baseball	18%		32%	28%	39%
Swim Lessons	12%		43%	42%	46%

Top Ten for Lexington-Fayette Co.

1. Walking on Trails	66%
2. Visit a Park Playground	56%
3. Woodland Art Fair	49%
4. Visit to Raven Run	45%
5. Visit to a City Swimming Pool	43%
6. Visit to McConnell Springs	33%
7. Use a Park Shelter/Facility Rental	28%
8. Visit a Dog Park	26%
9. Big Band & Jazz	24%
10. Free Friday Flicks	23%

Arts and Crafts programs and Baseball were the only activities that ranked in the 'Top Ten' activities in the benchmark communities, but not in Lexington – Fayette County; however, within the 'Youth Sports' category, baseball ranked very high.

Note: Where no percentage is provided, this item was not listed as an option on the survey questionnaire.



1. Identify the programs, activities, events or services that you or your family have participated in over the past five years.

Top Ten

1. Walking on Trails
2. Visit a Park Playground
3. Woodland Art Fair
4. Visit to Raven Run
5. Visit to a City Swimming Pool
6. Visit to McConnell Springs
7. Use a Park Shelter/Facility Rental
8. Visit a Dog Park
9. Big Band & Jazz
10. Free Friday Flicks

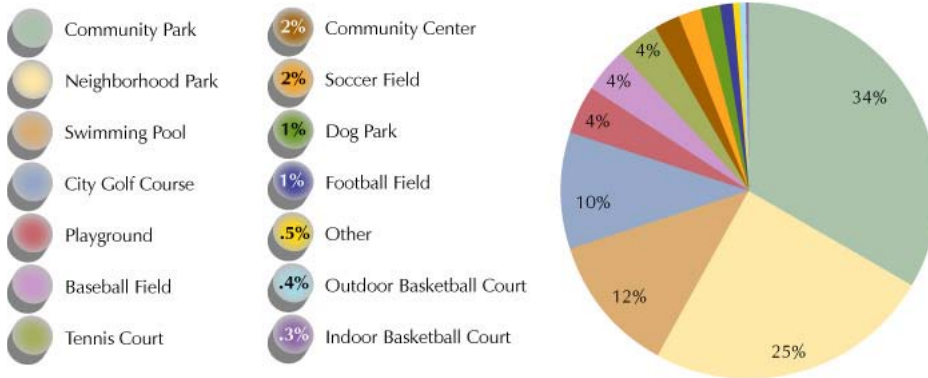
2. Choose up to five activities that are your or your family's favorites.

Top Ten

1. Walking on Trails
2. Woodland Art Fair
3. Visit a Park Playground
4. Visit to Raven Run
5. Visit to a City Swimming Pool
6. Golf
7. Visit a Dog Park
8. Big Band & Jazz
9. Bluegrass 10K
10. Visit to McConnell Springs



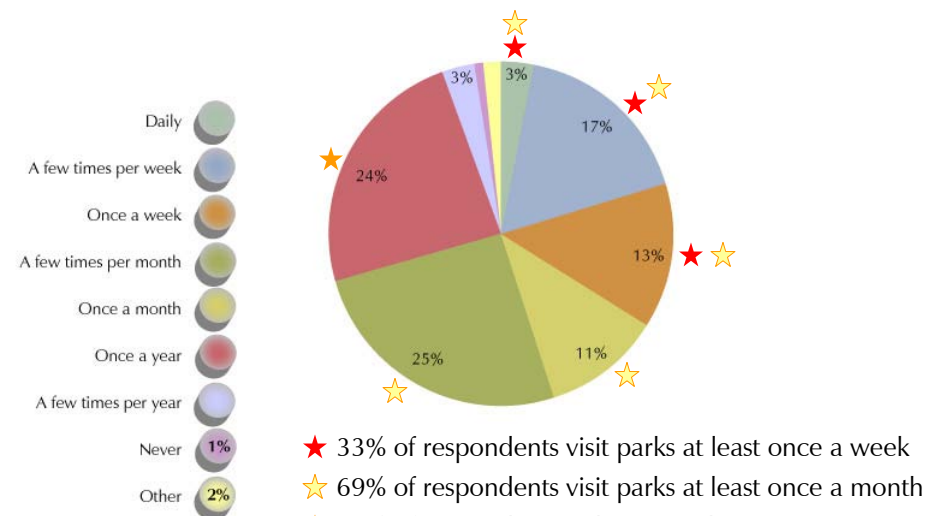
3) Choose the Lexington Parks and Recreation facility that you use most often:



The majority of respondents (59%) use a community or neighborhood park most often, while the remaining 41% of respondents use a specific facility. This indicates that respondents are more likely to use parks for "General Park Activities," which was the most highly ranked category in Questions 1 and 2. General park activities are available to all individuals, regardless of age, gender, income or ability. We consistently see individual activities ranked higher than organized activities.

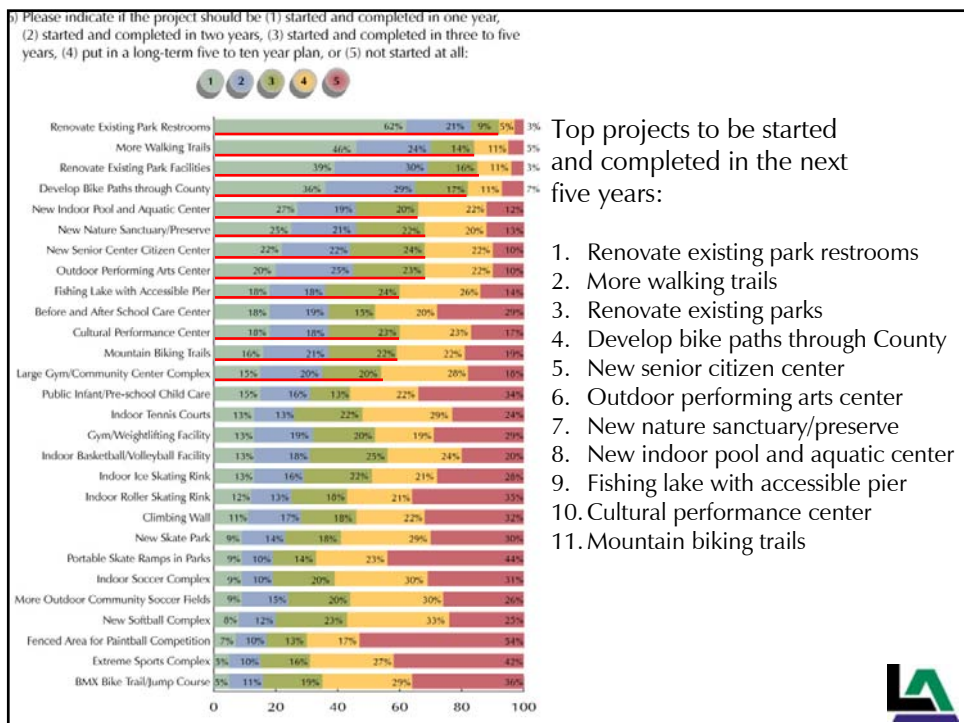
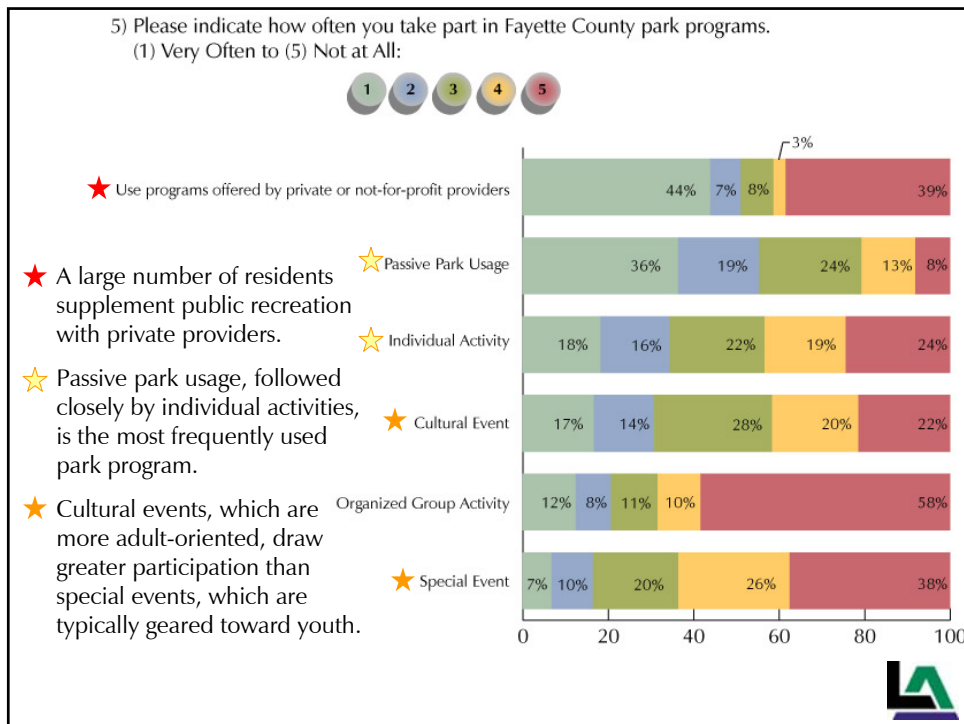


4) Please indicate how often you visit any of the parks in Fayette County.

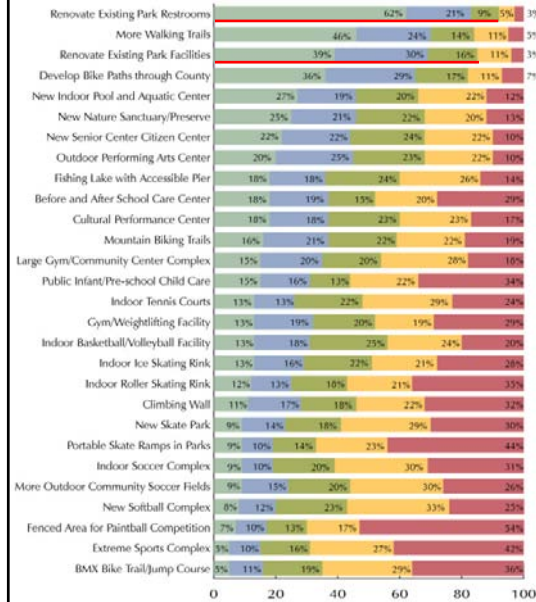


- ★ 33% of respondents visit parks at least once a week
- ★ 69% of respondents visit parks at least once a month
- ★ 24% of respondents only visit parks once a year – these individuals most likely participate in a special event





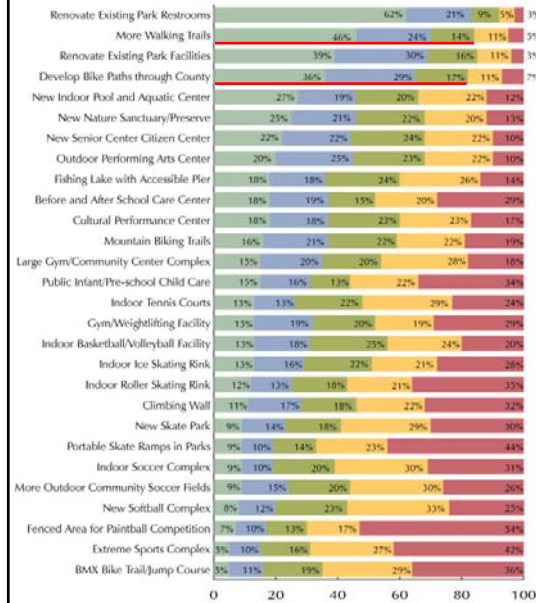
b) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:



Support facilities for passive park use and renovation of existing facilities are the highest priority both immediately and over the next five years. This is consistent with the high score passive park usage received in Question 5 and in the respondents' written comments.



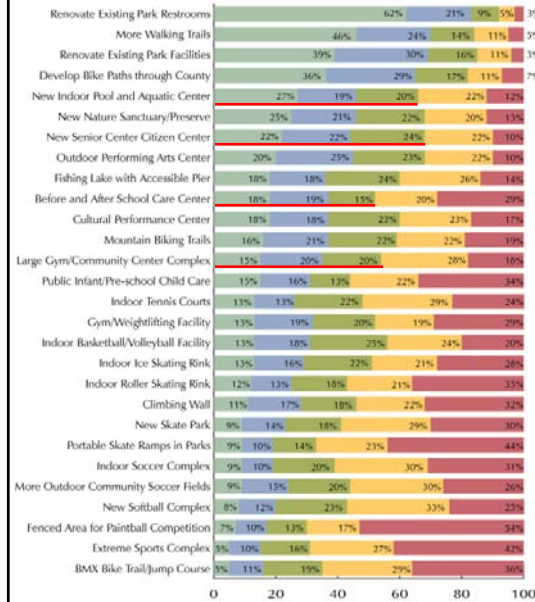
b) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:



The combination of walking and biking facilities is the second highest ranked need. The development of multi-purpose greenways through the county should be a high priority.



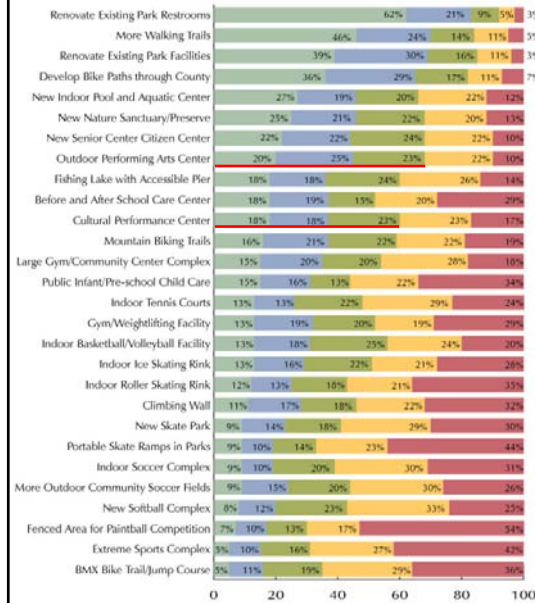
b) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:



A new multi-purpose recreation center would meet the needs for indoor swimming, senior programs, and before and after school programs.



b) Please indicate if the project should be (1) started and completed in one year, (2) started and completed in two years, (3) started and completed in three to five years, (4) put in a long-term five to ten year plan, or (5) not started at all:

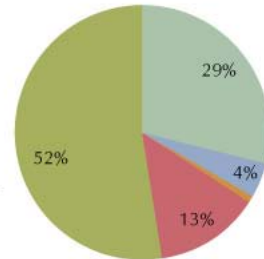


An outdoor performance facility would serve the highly ranked performance facilities and cultural programs offered by the Division.



7) Do you believe there are adequate youth recreation programs for both boys and girls in Fayette County?

- A) Yes, programs are adequate for boys and girls.
- B) No, additional programs are needed for girls.
- 1% C) No, additional programs are needed for boys.
- D) No, additional programs are needed for both boys and girls.
- E) I am not sure about programs for boys and girls.



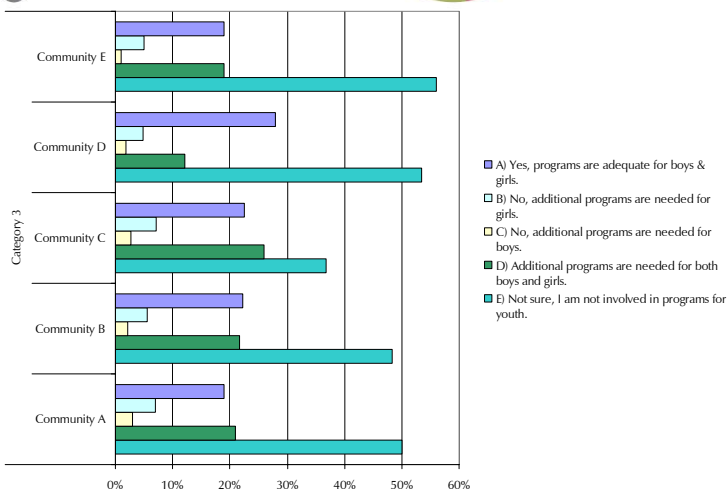
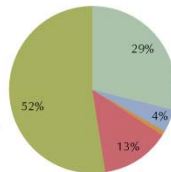
Based on a response rate of 29% who feel programs are adequate for both boys and girls, compared to only 13% who think additional programs are needed for both boys and girls, youth sports programming appears to be adequate.

According to 2006 population estimates, 24.5% of Lexington-Fayette County's population is age 19 and younger. Population projections for the year 2011 show an 8.1% increase among children ages 5 to 14. This is the age range of the majority of youth recreation program participants.



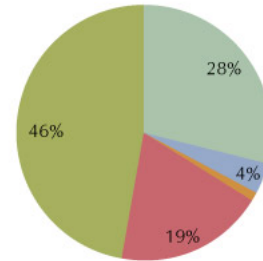
7) Do you believe there are adequate youth recreation programs for both boys and girls in Fayette County?

- A) Yes, programs are adequate for boys and girls.
- B) No, additional programs are needed for girls.
- 1% C) No, additional programs are needed for boys.
- D) No, additional programs are needed for both boys and girls.
- E) I am not sure about programs for boys and girls.



8) Do you believe there are adequate adult recreation programs for both men and women in Fayette County?

- A) Yes, programs are adequate for men and women.
- B) No, additional programs are needed for women.
- 2% C) No, additional programs are needed for men.
- D) No, additional programs are needed for both men and women.
- E) I am not sure about programs for men and women.



28% of respondents feel programs are adequate for both men and women; however, 19% think additional programs are needed for both men and women.

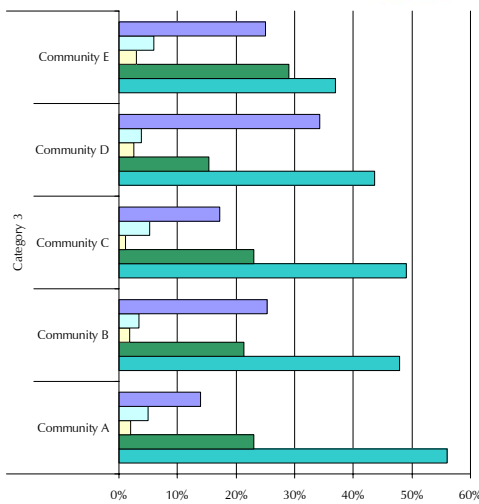
Population projections for the year 2011 show that adults age 20 to 24 and age 25 to 34 will decrease by 14.5% and 12.6%, respectively.

On the other hand, there is a significant increase among the senior population. The 55 to 64 age group will increase by 20.2%, while the 65 to 74 age group will increase by 21.5%.



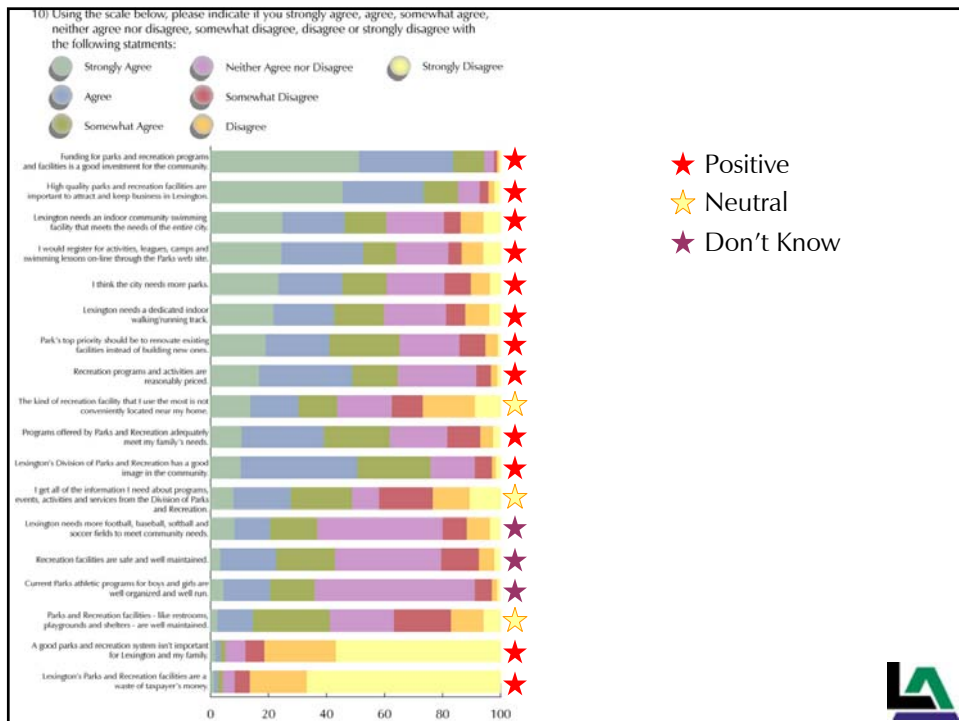
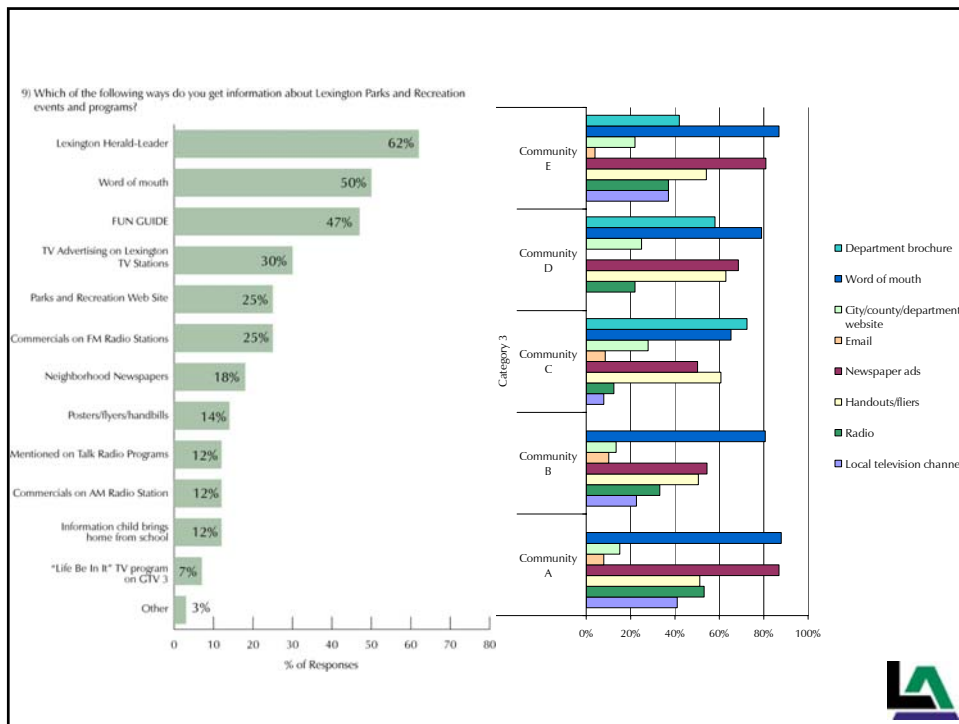
8) Do you believe there are adequate adult recreation programs for both men and women in Fayette County?

- A) Yes, programs are adequate for men and women.
- B) No, additional programs are needed for women.
- 2% C) No, additional programs are needed for men.
- D) No, additional programs are needed for both men and women.
- E) I am not sure about programs for men and women.



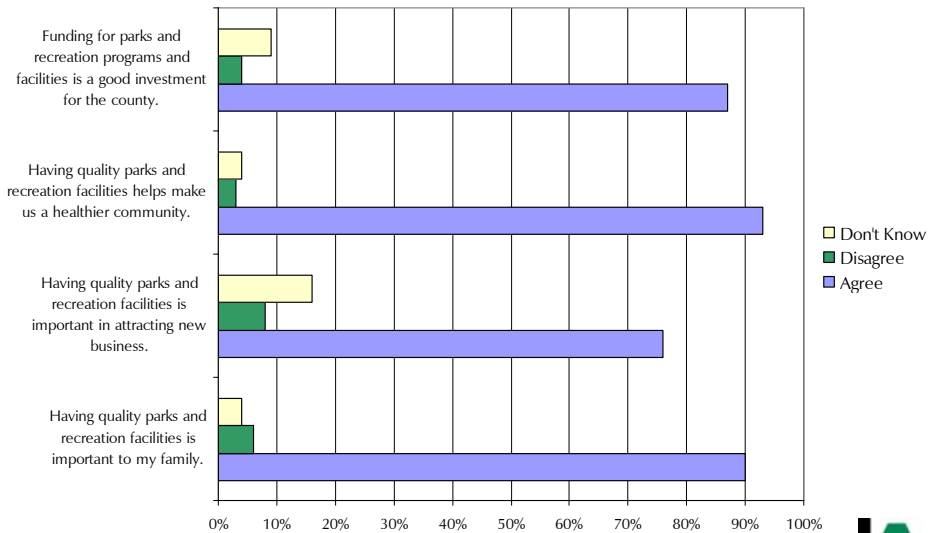
- A) Yes, programs are adequate for men & women.
- B) No, additional programs are needed for women.
- C) No, additional programs are needed for men.
- D) Additional programs are needed for both men & women.
- E) Not sure, I am not involved in programs for adults.





Community Survey Results

Rockdale County, GA



Community Survey Results

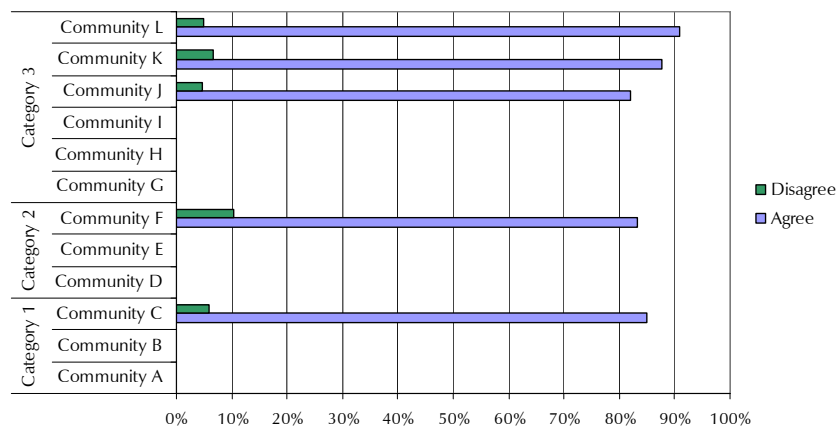
Compared to other priorities (public safety, streets, utilities), parks and recreation is important to a community.

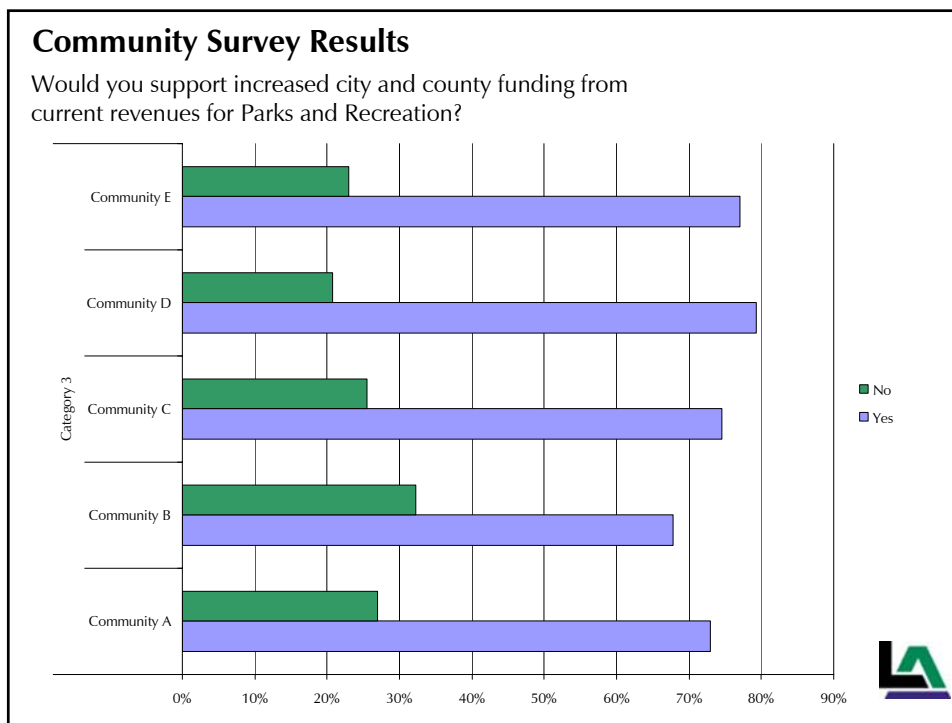
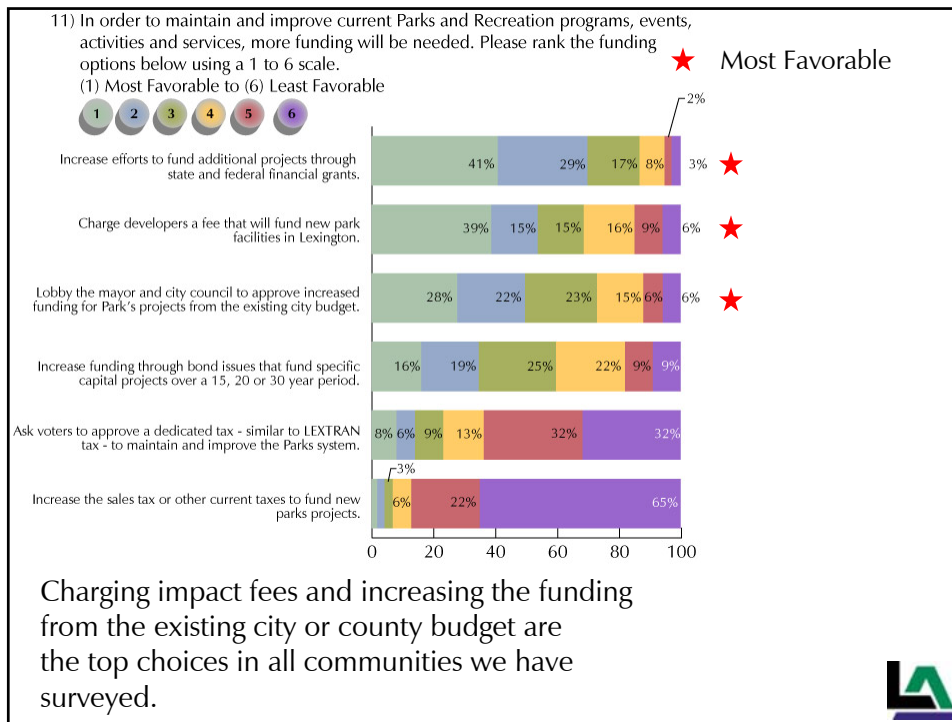
2000 Population

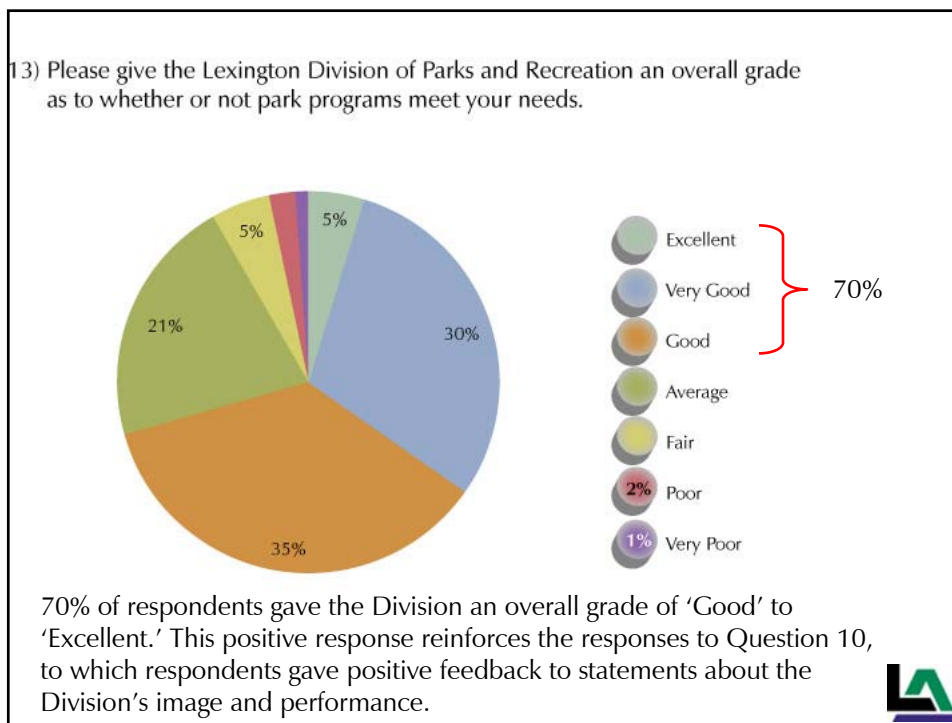
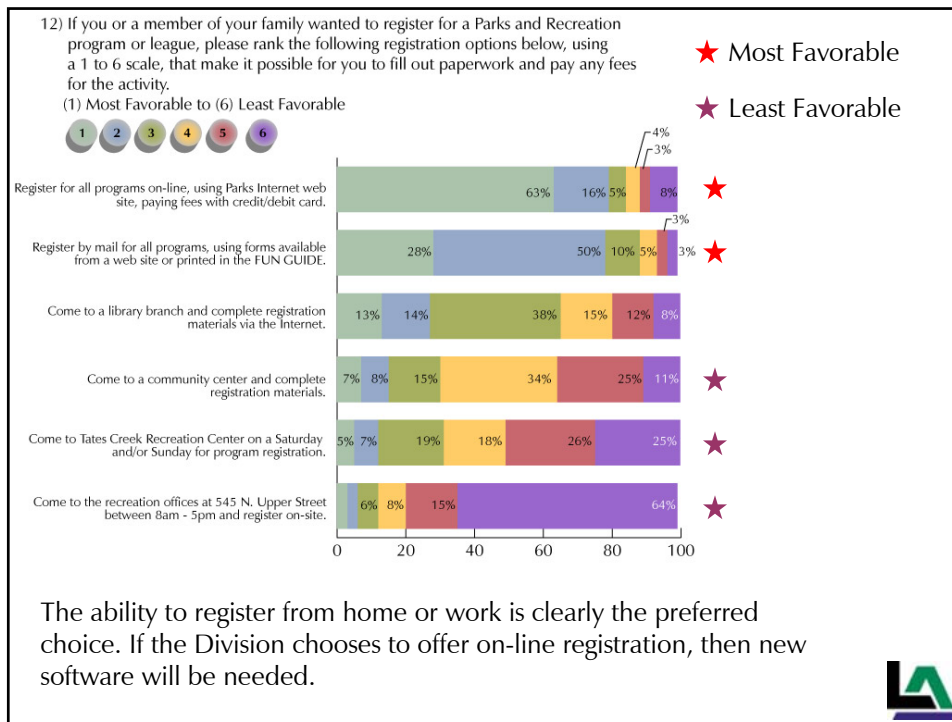
Category 1 0-49,999

Category 2 50,000-99,999

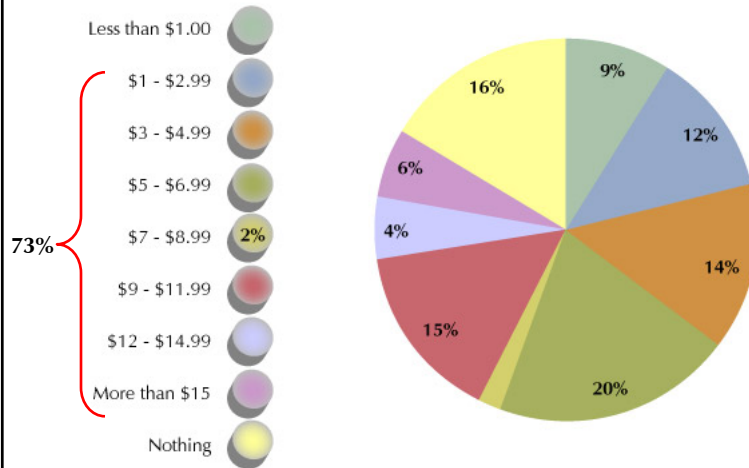
Category 3 100,000 and up







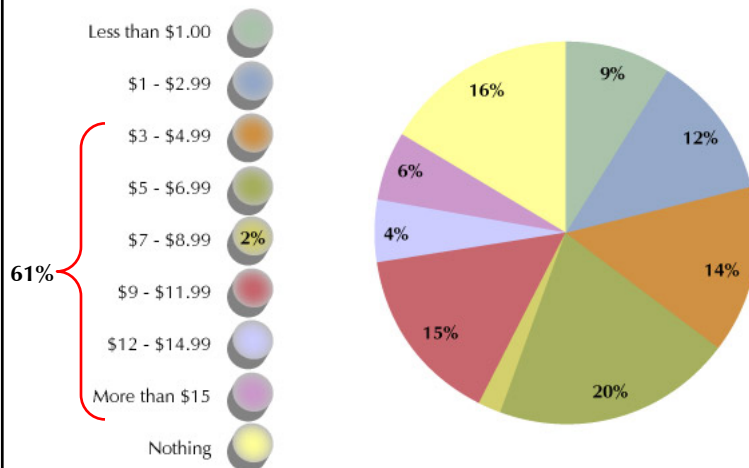
19) How much are you willing to spend per month to support new and/or improved park programs and facilities?



73% of respondents would be willing to spend at least \$1.00 per month



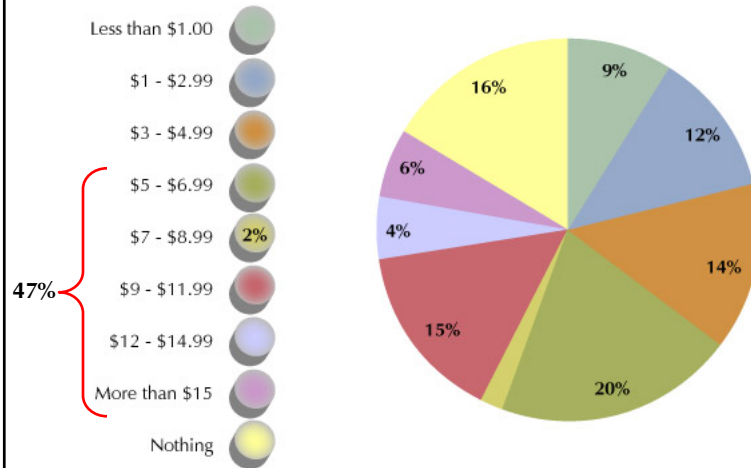
19) How much are you willing to spend per month to support new and/or improved park programs and facilities?



61% of respondents would be willing to spend at least \$3.00 per month



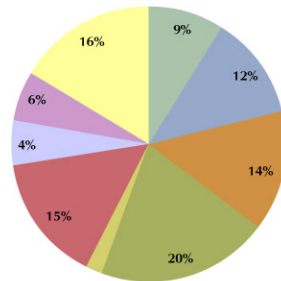
19) How much are you willing to spend per month to support new and/or improved park programs and facilities?



47% of respondents would be willing to spend at least \$5.00 per month



19) How much are you willing to spend per month to support new and/or improved park programs and facilities?



73%

If you were to charge \$1.00 per month per household, you would generate just over \$1.3 million in one year.

61%

\$3.00 per month per household would generate just over \$4 million in one year.

47%

\$5.00 per month per household would generate just over \$6.7 million in one year.

This response clearly indicates a willingness to have a dedicated funding source to support new and/or improved park programs and facilities. Lexington-Fayette County should take a hard look at a dedicated funding source of up to \$3.00 per month per household, on top of the Division's current funding.

Based on 2006 estimate of total households in Lexington – Fayette County.



Community Survey Comments

Programs

The current equestrian program at Masterson is inadequate, should expand to serve broader range of users.

Need more horseback riding opportunities

Should have more things for kids to do after school.

More facilities for adults. Need more adult indoor classes like Yoga, dance, etc.

Would like more programs for seniors including, "do it yourself" clinics (repairs for home), new hobby skills (sewing, painting, gardening, small tool instruction.

More social events for seniors, child care for public, offer sliding scale fees for participants based on income/number in household.

Community Survey Comments

Trails and Bike Lanes

We need more bike/walking trails so we can either walk/bike/skate and a park with places to have reunions, play on playground and a park with this for Leestown Road area.

We would love to see more parks and walking trails throughout the city (as well as biking trails). It is hard to find a safe place to bike here with young children. We need an indoor community pool/playground/recreation for winter use.

We definitely need more for bicycles & those who walk. Those are 2 great ways individuals can get exercise on their own time.

More bicycle paths – more nature places.

I live near Masterson Station Park. It's a large area that could use walk/bike trails.

Community Survey Comments

Improvements/New Facilities/Facility Distribution

We live in Masterson Station. More homes are going up and kids need recreational facilities that Masterson Park doesn't provide, i.e. basketball, swimming, etc. Perhaps smaller local parks with basketball, swings, etc. would alleviate the problem.

Lexington needs an aquatic club like Nicholasville and Georgetown. Also, a recreation center.

My family frequently uses Shillito pool. I would love to see the snack bar returned.

We had football practice and some games at Southland park. The restrooms need renovated, they have been vandalized over and over. They need to be locked at night. The whole park needs to be renovated. It could be a very nice park.

Community Survey Comments

Improvements/New Facilities/Facility Distribution

The southside of Lexington needs a dog park. Veterans Park is the perfect location. We go to Masterson several times a month, but it can take 30-40 minutes to get there.

I love the parks in Lexington & feel that they really contribute to Lexington's sense of community. I do wish there were indoor public tennis courts & that the parks had more lights for nighttime use.

Cultural stage – for outdoor concerts, ballet & Shakespeare productions.

Community Survey Comments

Marketing

I wish I knew more about programs. We are new in town. I would love to take pottery or yoga through the city park system.

Send out calendar notifying people of activities. I have no idea what parks and recreation does outside of pools, parks and summer programs for kids. I wasn't really aware of any programs done outside of the summer.

I will learn more as my kids get older and more involved. So far I haven't heard of many programs and don't know the website, so I can't find out as much. I would like to get emails of ongoing activities so I can get my kids more involved in these programs.

Community Survey Comments

Kudos!

Parks & Rec has excellent programs that enable households of all incomes to participate – we appreciate all that Parks & Rec has to offer.

We really appreciate the integration of Latino/Hispanic cultural events & activities like soccer, baseball. Keep up the good work.

Keep up the good work. You guys are doing a wonderful job. The Christmas decorations downtown look awesome. Can't wait for the annual Christmas tree lighting.



Questions?



PROJECT TRACKING FORM

Weekly Time Sheet			Week Ending:	Employees Name:							
Job#	Project Name		Work Done-Include phase code (see below) when approp.	Wed Date	Thurs Date	Fri Date	Sat Date	Sun Date	Mon Date	Tues Date	Total
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
											0.00
			TOTAL HOURS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Overhead Code			OM Office Management	Phase Code:							
OH General Overhead			TRADE Trade Shows/Conventions	SD Schematic Design BID Bidding, Bid Meetings							
PROMO Promotional			MAINT Computer Maintenance	DD Design Development C Construction Management,							
AWARD Awards Submittal			ED Education/Workshop	CD Construction Observation Document							



This page intentionally left blank.



PROGRAM PARTICIPATION RATES

The following pages include participation rates for programs offered by the Division of Parks and Recreation as well as the franchise leagues that use the Division's facilities.



This page intentionally left blank.



PARKS & RECREATION LEXINGTON, KY

Program Statistics Worksheet

Month: April- July

Year: 2008

Date Submitted: September 22, 2008

Approved:

Section: Recreation Area: Athletics Facility: Parks & Recreation Program Locations:
Southland Park South (Laramie Road field)
Castlewood Park (t-ball & baseball fields) and
Idle Hour Park (t-ball & baseball fields)

PEAS Title: Youth Sports –T-ball & Baseball Program

5-YEAR OVERVIEW	Primary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS
NAME➡ Year↓	Youth Baseball	Instructional T-ball	T-ball League	Minor/Major Combo	Minor League	Major League
2004 participants	659	80	350	97	57	75
<i>Number of teams</i>	<i>56 teams</i>	<i>8 teams</i>	<i>29 teams</i>	<i>8 teams</i>	<i>5 teams</i>	<i>6 teams</i>
2005 participants	626	83	326	114	52	51
<i>Number of teams</i>	<i>45 teams</i>	<i>6 teams</i>	<i>23 teams</i>	<i>8 teams</i>	<i>4 teams</i>	<i>4 teams</i>
2006 participants	571	95	298	178	NA	NA
<i>Number of teams</i>	<i>38 teams</i>	<i>6 teams</i>	<i>19 teams</i>	<i>13 teams</i>		
DATA RECORDING FORMAT REVISED						
2007 participants	Youth Baseball	Instructional T-ball	T-ball League	Minor/Major Combo League		
	505	73	276	156		
<i>Number of teams</i>	<i>41 teams</i>	<i>6 teams</i>	<i>22 teams</i>	<i>13 teams</i>		
		Southland Park League	Castlewood Park League	Idle Hour Park League	Castlewood Park League	Idle Hour Park League
			96	180	68	88
			<i>8 teams</i>	<i>14 teams</i>	<i>5 teams</i>	<i>8 teams</i>
2008 participants	541	84	281	176		
<i>Number of teams</i>	<i>43 teams</i>	<i>6 teams</i>	<i>22 teams</i>	<i>15 teams</i>		
		Southland Park League	Castlewood Park League	Idle Hour Park League	Castlewood Park League	Idle Hour Park League
*final numbers reflect 10 withdrawn players, original registration=551			115	166	69	107
			<i>9 teams</i>	<i>13 teams</i>	<i>6 teams</i>	<i>9 teams</i>

RecTrac Reports used in Athletic Programming

Activity Fee Code Report

- Provides total number of registrants at each park location by age division.
- Also provides number of full-pay and scholarship participants by age and location.

Activity Demographics Report-Current Rosters

- Provides demographics relative to age, zip code, and gender.

Both reports are used to determine participant involvement and programming for the next season(s) with regard to participant age and location as well as gender-appropriate opportunities and financial needs.

These reports follow this page.

Program Statistics Worksheet

Month: November-March

Year: 2007-2008*

Date Submitted: 11/19/07

Approved:

Section: Recreation Area: Athletics Facility: Boys' Leagues: Clark Middle School, Yates Elementary School, Lexington Ice Center
Coed & Girls' Leagues: Millcreek Elementary School, Lexington Ice Center

PEAS Title: Youth Sports – Basketball Program

* Basketball Program begins in one calendar year and concludes in the next year, as indicated below.

5-YEAR OVERVIEW	Primary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS		
NAME ➡ Year ⬇	Youth Basketball	Co-ed Little Dribblers League (age 5-6)	Boys & Girls Training League (age 7-9)		Boys & Girls Jr Varsity Leagues (age 10-12)		Boys & Girls Varsity Leagues (age 13-15)	
2003-04 participants	1,092	139	367		378		208	
Number of teams	89 teams	11 teams	30 teams		31 teams		17 teams	
2004-05 participants	683	69	256		268		90	
Number of teams	64 teams	7 teams	24 teams		25 teams		8 teams	
2005-06 participants	586	60	199		267		60	
Number of teams	55 teams	6 teams	18 teams		25 teams		6 teams	
BEGIN RECORDING STATISTICS TO SHOW BREAKDOWN BY LEAGUE TYPE (GENDER)...		Little Dribblers League (age 5-6)	Training Leagues (age 7-9)		Jr Varsity Leagues (age 10-12)		Varsity Leagues (age 13-15)	
		Co-ed League	Boys League	Girls League	Boys League	Girls League	Boys League	Girls League
2006-07 participants	471	49	135	30	169	32	56	0
Number of teams	58 teams	6 teams	14 teams	4 teams	24 teams	4 teams	6 teams	0 teams
Participants/combined total			165		201		56	
Number of teams/combined total			18 teams		28 teams		6 teams	
2007-08 participants	385	27	105	25	128	37	63	6
	M 306 F 79	M 21 F 6	M 101 F 4	M 0 F 25	M 121 F 7	M 0 F 37	M 63 F 0	M 0 F 0 refunded
Number of teams	41 teams	4 teams	10 teams	3 teams	14 teams	4 teams	6 teams	cancelled league
Participants/combined total			130		165		63	
Number of teams/combined total			13 teams		18 teams		6 teams	

RecTrac Reports used in Athletic Programming

Activity Fee Code Report

- Provides total number of registrants at each park location by age division.
- Also provides number of full-pay and scholarship participants by age and location.

Activity Demographics Report-Current Rosters

- Provides demographics relative to age, zip code, and gender.

Both reports are used to determine participant involvement and programming for the next season(s) with regard to participant age and location as well as gender-appropriate opportunities and financial needs.

These reports follow this page.

PARKS & RECREATION LEXINGTON, KY

Program Statistics Worksheet

Month: August-November

Year: 2007

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility: Constitution Park, Douglass Park, Gainesway Park, Idle Hour Park, Martin Luther King Park, Shillito Park, Southland Park

PEAS Title: Youth Sports – Football Program

5-YEAR OVERVIEW	Primary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS
NAME → Year ↓	Youth Football	Grasshopper League ages 7 & 8	PeeWee League ages 9 & 10	Midget League ages 11 & 12
2004 <small>participants</small>	845	280	372	193
<small>Number of teams</small>	<i>29 teams</i>	<i>11 teams</i>	<i>11 teams</i>	<i>7 teams</i>
2005 <small>participants</small>	858	330	360	168
<small>Number of teams</small>	<i>30 teams</i>	<i>12 teams</i>	<i>12 teams</i>	<i>6 teams</i>
2006 <small>participants</small>	864	324	319	221
<small>Number of teams</small>	<i>30 teams</i>	<i>11 teams</i>	<i>11 teams</i>	<i>8 teams</i>
2007 Football Change-Leagues Named Only by Age Division				
	Youth Football	7 & 8 Year Old League	9 & 10 Year Old League	11 & 12 Year Old League
2007 <small>participants</small>	845	280	372	193
<small>Number of teams</small>	<i>29 teams</i>	<i>11 teams</i>	<i>11 teams</i>	<i>7 teams</i>
2008 <small>participants</small>	923	335	394	194
<small>Number of teams</small>	<i>31 teams</i>	<i>11 teams</i>	<i>13 teams</i>	<i>7 teams</i>

RecTrac Reports used in Athletic Programming

Activity Fee Code Report

- Provides total number of registrants at each park location by age division.
- Also provides number of full-pay and scholarship participants by age and location.

Activity Demographics Report-Current Rosters

- Provides demographics relative to age, zip code, and gender.

Both reports are used to determine participant involvement and programming for the next season(s) with regard to participant age and location as well as gender-appropriate opportunities and financial needs.

These reports follow this page.

PARKS & RECREATION LEXINGTON, KY

Program Statistics Worksheet

Month: August - November
Date Submitted: October 23, 2008

Year: 2008
Approved:

Section: Recreation Area: Athletics Facility: Conducted at Football League Sites: Constitution Park, Douglass Park, Gainesway Park, Idle Hour Park, Martin Luther King Park, Shillito Park, Southland Park

PEAS Title: Youth Sports – Cheerleading Program

5-YEAR OVERVIEW	Primary PEAS	Secondary PEAS		Secondary PEAS		Secondary PEAS	
NAME ➡ Year ↓	Youth Cheerleading	Squad Members ages 7 & 8		Squad Members ages 9 & 10		Squad Members ages 11 & 12	
2004 participants	178	61		78		39	
Number of squads	26 squads -- including several mixed-age squads						
2005 participants	184	87		73		24	
Number of squads	16 mixed-age squads						
2006 participants	150	77		53		20	
Number of squads	12 age specific & mixed-age squads						
2007 participants	118	65		44		9	
Number of squads	9 age specific & mixed-age squads						
Site breakdown Squads/Participants	Constitution 0/0	Douglass 1/25	Gainesway-PAL 1/6	Idle Hour 2/26	ML King 1/22	Shillito 3/29	Southland 1/10
2008 participants	124	60		51		13	
	Age Breakdown	age 7 = 36	age 8 = 24	age 9 = 28	age 10 = 23	age 11 = 10	age 12 = 3
Number of squads	8 age mixed-age squads - no male participants in 2008						
Site breakdown Squads/Participants	Constitution 1/15 FOM	Douglass 1/ 21 FOM	Gainesway-PAL 1/ 22 FOM	Idle Hour 2/ 19 FOM	ML King 1/ 21 FOM	Shillito 1/ 14 FOM	Southland 1/ 12 FOM

RecTrac Reports used in Athletic Programming

Activity Fee Code Report

- Provides total number of registrants at each park location by age division.
- Also provides number of full-pay and scholarship participants by age and location.

Activity Demographics Report-Current Rosters

- Provides demographics relative to age, zip code, and gender.

Both reports are used to determine participant involvement and programming for the next season(s) with regard to participant age and location as well as gender-appropriate opportunities and financial needs.

These reports follow this page.

Program Statistics Worksheet

Month:

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility:

PEAS Title: Adult Sports –Softball Program

5-YEAR OVERVIEW	Primary PEAS		Secondary PEAS	Secondary PEAS
NAME ➡ Year ↓	Adult Softball		Spring Softball	Fall Softball
2004 participants	<u>6,255</u>		<u>3,840</u>	<u>2,415</u>
<i>Number of teams</i>	<i>390 teams</i>		<i>241 teams</i>	<i>149 teams</i>
	Men's participants	4,200	2,595	1,605
	<i>Number of teams</i>	<i>280 teams</i>	<i>173 teams</i>	<i>107 teams</i>
	Women's participants	435	345	90
	<i>Number of teams</i>	<i>29 teams</i>	<i>23 teams</i>	<i>6 teams</i>
	Coed participants	1,620	900	720
	<i>Number of teams</i>	<i>81 teams</i>	<i>45 teams</i>	<i>36 teams</i>
2005 participants	<u>6,645</u>		<u>3,920</u>	<u>2,725</u>
<i>Number of teams</i>	<i>409 teams</i>		<i>243 teams</i>	<i>166 teams</i>
	Men's participants	4,275	2,580	1,695
	<i>Number of teams</i>	<i>285 teams</i>	<i>172 teams</i>	<i>113 teams</i>
	Women's participants	330	240	90
	<i>Number of teams</i>	<i>22 teams</i>	<i>16 teams</i>	<i>6 teams</i>
	Coed participants	2,040	1,100	940
	<i>Number of teams</i>	<i>102 teams</i>	<i>55 teams</i>	<i>47 teams</i>
2006 participants	<u>6,020</u>		<u>3,535</u>	<u>2,485</u>
<i>Number of teams</i>	<i>371 teams</i>		<i>220 teams</i>	<i>151 teams</i>
	Men's participants	3,915	2,370	1,545
	<i>Number of teams</i>	<i>261 teams</i>	<i>158 teams</i>	<i>103 teams</i>
	Women's participants	285	225	60
	<i>Number of teams</i>	<i>19 teams</i>	<i>15 teams</i>	<i>4 teams</i>
	Coed participants	1,820	940	880
	<i>Number of teams</i>	<i>91 teams</i>	<i>47 teams</i>	<i>40 teams</i>

2007 participants	<u>6,020</u>	<u>3,535</u>	<u>2,485</u>
<i>Number of teams</i>	<i>371 teams</i>	<i>220 teams</i>	<i>151 teams</i>
Men's participants	3,915	2,370	1,545
<i>Number of teams</i>	<i>261 teams</i>	<i>158 teams</i>	<i>103 teams</i>
Women's participants	285	225	60
<i>Number of teams</i>	<i>19 teams</i>	<i>15 teams</i>	<i>4 teams</i>
Coed participants	1,820	940	880
<i>Number of teams</i>	<i>91 teams</i>	<i>47 teams</i>	<i>40 teams</i>
2008 participants	<u>6155</u>	<u>3,550</u>	<u>2,605</u>
<i>Number of teams</i>	<i>379 teams</i>	<i>219 teams</i>	<i>160 teams</i>
Men's participants	3,975	2,295	1,680
<i>Number of teams</i>	<i>265 teams</i>	<i>153 teams</i>	<i>112 teams</i>
Women's participants	300	195	105
<i>Number of teams</i>	<i>20 teams</i>	<i>13 teams</i>	<i>7 teams</i>
Coed participants	1,880	1,060	820
<i>Number of teams</i>	<i>94 teams</i>	<i>53 teams</i>	<i>41 teams</i>

RecTrac Reports used in Athletic Programming

Activity Fee Code Report

- Provides total number of registrants at each park location by age division.
- Also provides number of full-pay and scholarship participants by age and location.

Activity Demographics Report-Current Rosters

- Provides demographics relative to age, zip code, and gender.

Both reports are used to determine participant involvement and programming for the next season(s) with regard to participant age and location as well as gender-appropriate opportunities and financial needs.

These reports follow this page.

**PARKS
& RECREATION
LEXINGTON, KY**

Program Statistics Worksheet

Month: June-July
Date Submitted: October 13 , 2008

Year: 2008
Approved:

Section: Recreation Area: Athletics Facility: Valley Park
PEAS Title: Youth Activity – Valley Park Summer

5-YEAR OVERVIEW	Primary PEAS			Secondary PEAS			
NAME ➡ Year ↓	Total Number of Participants			Total Visits	Average Weekly Visits	Average Daily Visits	
2008 participants <i>Initial Year</i>	260			1,912	324	66	
	Weekly Attendance [6-week program]						
	week 1	week 2	week 3	week 4	week 5	week 6	
	228	385	329	381	276 (4 days) <i>July 4th holiday</i>	313* *estimate 2 days not reported	
	Participation by Age						
	6 yr old	7 yr old	8 yr old	9 yr old	10 yr old	11 yr old	12 yr old
	32	35	32	25	18	14	15
	other ages <i>(attended with family members)</i>		1-5 yr olds)			13-16 yr olds	
			78			21	
	Participation by Gender						
	male				female		
143				117			

Weekly Attendance Calendar and Attendance Data Breakdown follow this page.

Program Statistics Worksheet

Month:

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility: Parks & Recreation Program Locations:
Cardinal Run Park South (field #2/shared time)
and Kirklevington Park (softball field)

PEAS Title: Youth Sports – Girls Softball Program

5-YEAR OVERVIEW	Primary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS	
NAME ➡ Year ↓	Youth Softball	PeeWee Slow Pitch League age7-9	Ponytail Slow Pitch League age 9-12	Fast Pitch League age 10-14	
2004 participants	228	84	47	97	
Number of teams	19 teams	6 teams	5 teams	8 teams	
2005 participants	201	77	0	124	
Number of teams	12 teams	5 teams	0 teams	7 teams	
2006 participants	217	80	57	80	
Number of teams	16 teams	6 teams	4 teams	6 teams	
CHANGED LEAGUE FORMAT	Youth Softball	8U Fast Pitch League	10U Fast Pitch League	12U Fast Pitch League	14U Fast Pitch League
2007 participants	235	45	75	60	55
Number of teams	19 teams	4 teams	6 teams	5 teams	4 teams
2008 participants	249	39	70	84	56
Number of teams	19 teams	4 teams	5 teams	6 teams	4 teams

RecTrac Reports used in Athletic Programming

Activity Fee Code Report

- Provides total number of registrants at each park location by age division.
- Also provides number of full-pay and scholarship participants by age and location.

Activity Demographics Report-Current Rosters

- Provides demographics relative to age, zip code, and gender.

Both reports are used to determine participant involvement and programming for the next season(s) with regard to participant age and location as well as gender-appropriate opportunities and financial needs.

These reports follow this page.

**PARKS
& RECREATION
LEXINGTON, KY**

Program Statistics Worksheet

Month: June-July

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility: Parks & Recreation Program Locations:
Shillito Park (Tennis Courts and Pool)

PEAS Title: Youth Sports – Tennis & Swim Camp

5-YEAR OVERVIEW	Primary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS	Secondary PEAS
NAME ➡ Year ↓	Youth Tennis & Swim Camp	Session I	Session II	Session III	Session IV
2004	120	30	30	30	30
2005	122	31	30	30	31
2006	127	31	33	31	32
2007	120	30	30	30	30
2008	120	30	30	30	30

Program Statistics Worksheet

Month:

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility: Parks & Recreation Program Locations:
Shillito, Woodland, Southland, Ecton,
Kirklevington, Gainsway, Constitution

PEAS Title: Youth Sports – Youth Tennis Program

5-YEAR OVERVIEW	Primary PEAS	Secondary PEAS	Secondary PEAS
NAME ➡ Year ↓	Youth Tennis Clinic	Session I	Session II
2004 participants	325	165	160
2005 participants	338	152	186
2006 participants	288	144	144
2007 participants	235	45	75
2008 participants	268	155	113

RecTrac Reports used in Athletic Programming

Activity Fee Code Report

- Provides total number of registrants at each park location by age division.
- Also provides number of full-pay and scholarship participants by age and location.

Activity Demographics Report-Current Rosters

- Provides demographics relative to age, zip code, and gender.

Both reports are used to determine participant involvement and programming for the next season(s) with regard to participant age and location as well as gender-appropriate opportunities and financial needs.

These reports follow this page.

Program Statistics Worksheet

Month:

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility: Parks & Recreation Program Locations:
Shillito Park

PEAS Title: Adult Sports- Tennis League

5-YEAR OVERVIEW	Primary PEAS		Secondary PEAS	Secondary PEAS
NAME ➡ Year ↓	Adult Tennis League		Session I (Spring)	Session II (Summer)
2004 participants	<u>739</u>		<u>514</u>	<u>225</u>
	Women	427	297	130
	Men	312	217	95
2005 participants	<u>564</u>		<u>317</u>	<u>247</u>
	Women	333	191	142
	Men	231	126	105
2006 participants	<u>527</u>		<u>299</u>	<u>228</u>
	Women	322	189	133
	Men	205	110	95
2007 participants	<u>389</u>		<u>223</u>	<u>166</u>
	Women	322	189	133
	Men	205	110	95
2008 participants	<u>454</u>		<u>252</u>	<u>212</u>
	Women	299	163	136
	Men	165	89	76

Program Statistics Worksheet

Month:

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility: Parks & Recreation Program Locations:
Ecton, Kirklevington, Idle Hour

PEAS Title: Adult Sports- Adult Tennis Program

5-YEAR OVERVIEW	Primary PEAS		Secondary PEAS	Secondary PEAS	Secondary PEAS
NAME ➡ Year ↓	Adult Tennis Clinic		Session I	Session II	Session III
2004 participants	<u>157</u>		<u>53</u>	<u>52</u>	<u>52</u>
	Women	134	45	44	45
	Men	23	8	8	7
2005 participants	<u>136</u>		<u>46</u>	<u>44</u>	<u>46</u>
	Women	120	42	39	39
	Men	16	4	5	7
2006 participants	<u>123</u>		<u>46</u>	<u>41</u>	<u>36</u>
	Women	117	44	39	34
	Men	6	2	2	2
2007 participants	<u>133</u>		<u>42</u>	<u>46</u>	<u>45</u>
	Women	111	37	40	34
	Men	22	5	6	11
2008 participants	<u>143</u>		<u>43</u>	<u>50</u>	<u>50</u>
	Women	106	35	37	34
	Men	37	8	13	16

Program Statistics Worksheet

Month:

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility: Parks & Recreation Program Locations:
Shillito Park

PEAS Title: Youth Sports – Youth Tennis Team

5-YEAR OVERVIEW	Primary PEAS
NAME ➡ Year ↓	Youth Tennis Team
2004	19
2005	29
2006	30
2007	29
2008	28

**PARKS
& RECREATION
LEXINGTON, KY**

Program Statistics Worksheet

Month:

Year: 2008

Date Submitted:

Approved:

Section: Recreation Area: Athletics Facility:

PEAS Title: Youth Sports- Franchise Leagues

3-YEAR OVERVIEW	Primary PEAS		Secondary PEAS	Secondary PEAS
NAME ➡ Year ↓	Franchise Leagues		Spring Season	Fall Season
2006 participants	<u>4,172</u>		<u>3,264</u>	<u>908</u>
	Male participants	3,733	2,915	818
	Female participants	439	349	90
2007 participants	<u>4,275</u>		<u>3,230</u>	<u>1,045</u>
	Male participants	3,812	2,880	932
	Female participants	463	350	113
2008 participants	<u>4,340</u>		<u>3,371</u>	<u>969</u>
	Male participants	3,870	2,997	873
	Female participants	470	374	96

SAMPLE GEOCACHE PERMIT

<i>For office use only:</i> ____ Approved ____ Denied ____ Hold Date: _____



Metro Nashville and Davidson County Parks Geocache Placement Site Permit Application

Once you have submitted this application, you will be notified whether your request has been approved. Please follow all placement procedures in order to have your request processed quickly (see "Guide to Hiding").

Mail the completed form to: *Recreation & Event Specialist, Warner Parks,*
50 Vaughn Road, Nashville, TN 37221 or email: lisa.king@nashville.gov

1. Name _____ Geocache Name _____
2. Address _____
3. Phone (____) _____ Cell or 2nd Phone (____) _____
4. E-mail address _____
5. Cache name _____
6. Park Name and Location coordinates _____
7. Nearest parking area (description and coordinates) _____

8. Physical description of area _____

9. Type of cache _____
10. Physical description of container _____

The permit is valid for 6 months. After six months, the permit will be reviewed.

We require that you monitor this cache monthly and you maintain it to be family friendly. The cache should contain no food, alcohol, firearms, drugs, dangerous items or adult items. Please direct people seeking your cache to follow established trails. In many areas, we do not allow off trail hiking in order to preserve the natural resources.

Metro Parks has a maximum limit of 50 caches allowed in the park system. The number of caches in each park is limited by acreage; less than 20 acres- 1 cache, 21 to 50 acres- 2 caches, 51 to 100 acres- 3 caches, and greater than 100 acres- 5 caches.





Guide to Hiding a Cache in a Metro Nashville Park

All caches placed on park property must be permitted. This is a guide explaining requirements for having your cache approved. Once you have reviewed and followed these requirements, submit your permit application for approval. For additional information about geocaching, visit www.geocaching.com or call Warner Parks at (615) 370-8051.

Step 1 - Research a cache location

When thinking about where to place a cache in Metro Parks, keep these things in mind:

- **Will it be easy to get to?** - Try to find a place that will take a bit of time to get to, preferably on foot – Do NOT bury the container or place off trail.
- **Will it be easy to find?** - If it is too visible, or close to busy roads, trails, etc. there's a good chance someone may stumble upon it. But don't make it too difficult!
- **Will the location disturb other park users or the environment?** - Be respectful of the areas you are thinking about placing the cache. For example, if it's the location of an endangered species or off-trail with delicate ground cover, keep in mind that others will be walking in these areas. Be mindful to protect the environment, resources, and historical areas found in parks.
- **Is the location unique or interesting?** - The big reward for geocachers, other than finding the cache itself, is the location. A prime hiking spot, great viewpoint, unusual location, etc. are all good places to hide a cache.
- **Will your cache be a traditional or micro?** - Depending on the location, decide whether to place a traditional or micro cache.
- **Does it meet requirements to be listed on the geocaching.com web site?** - Be sure to review the guidelines on geocaching.com for listing a geocache on their web site.

Step 2 - Preparing Your Cache

Use a water resistant, snow resistant, etc. container. Plastic buckets, tupperware (or rubbermaid) containers, or film canisters. **Caches in military ammo boxes are NOT allowed in Metro Parks.** You will need to attach a Metro Parks and Geocaching.com permit label to your cache so that someone who doesn't play can figure out what it is if they happen upon it. It's also recommended to have a note to welcome the cache finder and let them know what it is all about. Geocaching.com has a letter you can use in both [Microsoft Word format](#) and [Text format](#). You can also put goodies in the cache. Keep it fun and family oriented. Some ideas of items placed in cache boxes:

- CDs, Trading Cards, gift certificates, dollar bills, keychains, etc.
- Cheap toys - play-doh, erasers, action figures, etc.
- **Do NOT put food or candy in a cache!** Critters will bite, nibble or swallow your cache in an attempt to get to the goodies.
- **No alcohol, tobacco, firearms, prescription or illicit drugs.** The permit is subject to all rules, regulations, and ordinances of the Metropolitan Government.

Step 3 - Report the Cache

Submit your Metro Parks permit application. If the cache is approved, the permit label will need to be attached and a photograph taken of the cache in its park location. Once the picture is received, you are then ready to report the cache to geocaching.com.

Step 4 - Maintain the cache

Once you place the cache, it is your responsibility to maintain the cache and the area around it. Metro Parks permits are only valid for six months. You'll need to return as often as you can to ensure that your cache is not impacting the area, and ensure that the cache is in good repair.



LEXINGTON-FAYETTE COUNTY

PARKS AND RECREATION FACILITIES

The following tables provide an inventory of all LFUCG Division of Parks and Recreation facilities as well as select private providers. The parks map illustrates all Division properties and trails from the Greenway Master Plan.



This page intentionally left blank.



Lexington-Fayette County Parks and Recreation Facility Inventory

FACILITIES	Park Classification	Acreage	Baseball/Softball Field	Basketball Court	Community Building	Disc Golf	Dog Park	Driving Range	Equestrian Facilities	Fishing	Fitness Center	Football Field	Golf Course (holes)	Gymnasium	Horseshoes	Ice Rink	Miracle Field	Multi-use Field	Open Space	Playground	Restrooms	Shelter/Pavilion	Skate Park	Soccer Field	Swimming Pool (Indoor)	Swimming Pool (Outdoor)	Tennis Courts	Trails (miles)	Volleyball	
LEXINGTON-FAYETTE COUNTY PARKS AND FACILITIES																														
Addison Park	N	8.4		1														2	X	X		1					2	0.3		
Armstrong Mill Pkwy	N	6.4																	X											
Athens Ballfield Complex	C	14.99	3																		X									
Avon Golf Course	GC	219.19						X					9		1						X	1							1	
Beaumont Park	N	9.3																	X											
Beaumont Preserve	C	23.09																	X									1		
Bell House	SU	4.7																			X									
Belleau Woods Park	N	18.1																	X	X		1					2	0.5		
Berry Hill Park	N	9.23		1															X	X		1				1	2			
Brighton East Rail Trail	GW	—																										1		
Brucetown Park (formerly Northend Park)	M	0.3		1																X		1								
Burley Park	M	0.6		1											1					X										
Cardinal Run Park North (undeveloped)	C	137.6																												
Cardinal Run Park South	C	54.6	7																	X										
Carver Community Center	CC	1		1										X						X										
Castlewood Community Center	CC	—												X							X									
Castlewood Park	C	32.4	3	2										X	2				X	X	X					1	5			
Charles Young Park	N	3.6		1											1			4	X	X	X									
Cheapside	SU	1																												
Clemens Park	NP	8.13																												
Clinton Road Park	M	1.2																	X											
Coldstream Park	NP	220					X																	1				2		
Constitution Park	C	26	2	2								1							X	X	X	2				1	2	0.75		
Coolavin Park	N	19.2	1		X*														X	X	X	1								
Cross Keys Park	N	10.9																	X									0.25		
Dixie Park	N	8.6				X^														X	X	1								
Dogwood Park	N	18.61																	X	X								0.5		
Donaldson Park	SU	0.6								X																				
Douglass Park	C	27.2	3	2	X							1						1	X	X	X	1				1	2			
Dunbar Community Center	CC	3.5												X																
Duncan Park	N	6		1															X	X										
Ecton Park	N	11.4	2	1															X	X	X	1					4			
Elizabeth Street Park	N	3.3		1											1				X	X		1						0.3		
Elkhorn Park (undeveloped)	N	4.6																	X											
Gainesway Park	C	34.99	1	1								1							X	X	X						4			
Garden Springs Park	N	7.26	1	1											2					X	X	1						0.5	1	
Gardenside Park	N	4.5		1											1				X	X		1					1			
Gratz Park	N	2.1																	X											
Green Acres Park	N	6.4	1	2	X														X	X		2								
Harrods Hill Park	N	12.57		1															X	X		1		5				0.5		
Hartland Park	N	17.13																1	X	X		1						0.5		

Lexington-Fayette County Parks and Recreation Facility Inventory

	FACILITIES	Park Classification	Acreage	Baseball/Softball Field	Basketball Court	Community Building	Disc Golf	Dog Park	Driving Range	Equestrian Facilities	Fishing	Fitness Center	Football Field	Golf Course (holes)	Gymnasium	Horseshoes	Ice Rink	Miracle Field	Multi-use Field	Open Space	Playground	Restrooms	Shelter/Pavilion	Skate Park	Soccer Field	Swimming Pool (Indoor)	Swimming Pool (Outdoor)	Tennis Courts	Trails (miles)	Volleyball
Higbee Mill Park		N	8.06																1	X									0.5	
Highlands Park		N	11.93		1	X										1				X	X	X								
Hill-N-Dale		N	3.7		1															X	X		1							
Hisle Farm (undeveloped)		NP	279.92																											
Idlehour Park		N	23.8	3	2								1			1				X	X	X						4		
Isaac Murphy Memorial Art Garden (undeveloped)		SU	0.3																											
Jacobson Park		C	216		1			X			X								2	X	X	X	7							3
Johnson Heights Park		N	19.3	1	1															X	X		1							
Kearney Hill Golf Links		GC	200											18								X	2							
Kenawood Park		N	10.7	3	1															X	X	X								
Kenwick Community Center and Park		CC	0.59		1										X						X									
King Property (undeveloped)		N	23.93																											
Kirklevington Park		C	32.2	2	1															X	X	X	1		1			4	0.75	4
Lakeside Golf Course		GC	201.1						X					18								X								
Lakeview Park		N	15.7																	X	X								0.5	
Lansdowne-Merrick Park		N	33.5	1	1														1	X	X		1					4	1.5	1
Liberty Park (undeveloped)		N	69																											
Liberty Trail		GW	—																										0.5	
Lou Johnson Park		N	1.5		1	X														X	X	X	1							
Mapleleaf Forest Park		N	10.03																	X	X									
Marlboro Park		N	9.3	1	1															X	X							2		
Martin Luther King Park		C	37.6	1	2	X							1							X	X	X	1		1			2	0.3	1
Mary Todd Park		N	21.8	1	1															X	X	X	8							
Masterson Hills Park		N	12.4																	X	X									
Masterson Station Park		C	659.75					X		X						X				X	X		2		24				4	X
McConnell Springs		NP	25.51																	X		X	1						0.5	
Meadowbrook Golf Course		GC	27.1											18								X								
Meadowbrook Park		N	11.5	1	1															X	X		1					2	0.25	
Meadowthorpe Park		N	5.5	1	1	X														X	X	X	1					2		
Model Airplane Facility		SU	8.69																											
Mount Tabor Park		N	13.2	1	1															X	X		1		5			2	0.3	
Northeastern Park		M	0.65																	X	X									
Oakwood Park		N	10.9	1	1											1					X	X	1							
Phoenix Park		M	1																											
Picadome (and Gay Brewer, Jr. Course)		GC	104.8			X								18								X					1			
Pine Meadows Park		N	2.2		1															X	X								0.2	
Pleasant Ridge Park		N	11.1																	X	X	X	1		1					
Preston's Springs Park (undeveloped)		NP	15.95																											
Pyramid Park		N	2.6		2																X		1							
Raven Run Nature Sanctuary		NP	734.32																	X		X							10	
River Hill Park		N	16.2	1	1															X	X	X	1					3	0.5	
Senior Citizens Center		SU	—																											

Lexington-Fayette County Parks and Recreation Facility Inventory

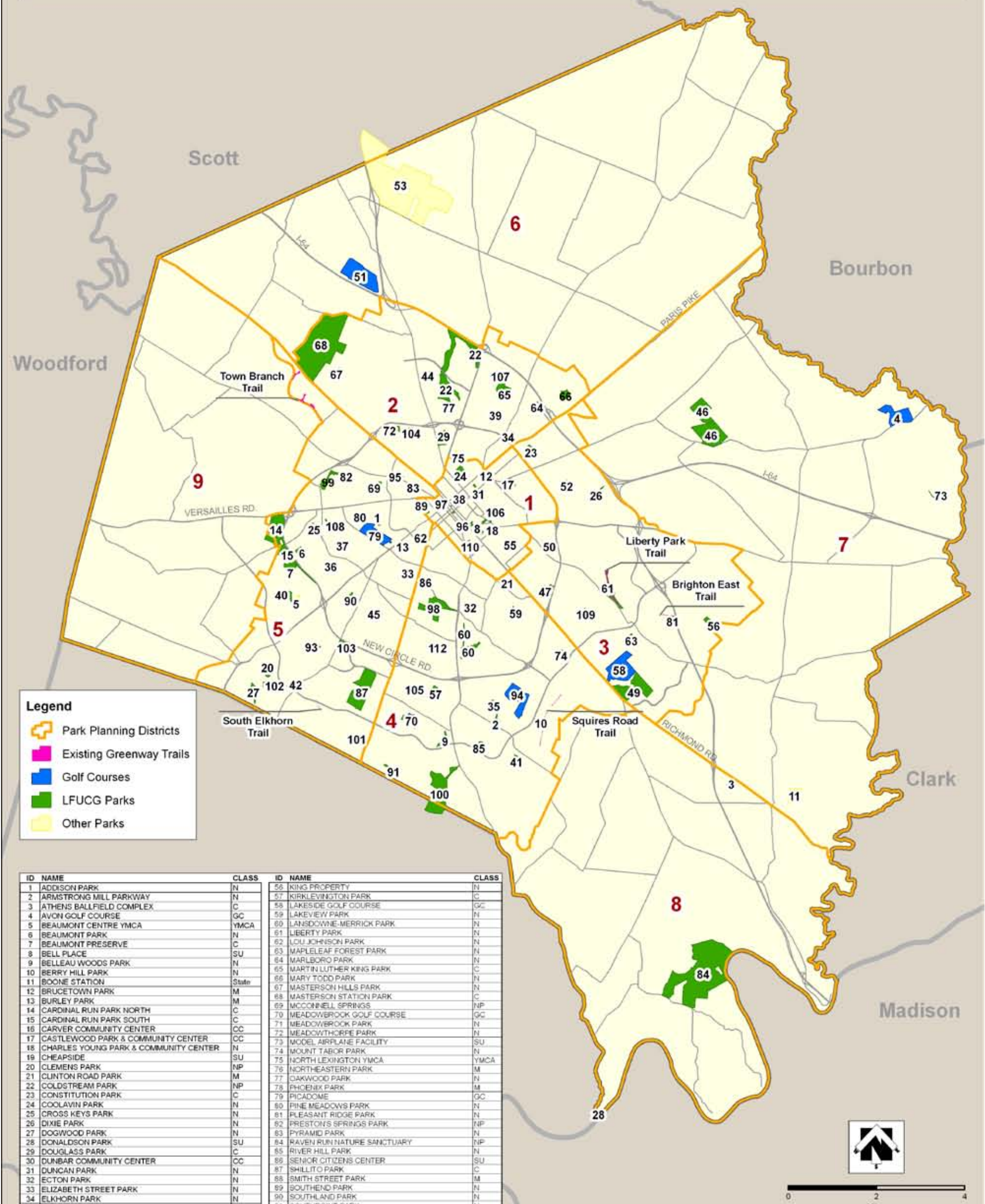
[illegible]

Lexington-Fayette County Parks and Recreation Facility Inventory

FACILITIES	Park Classification	Acreage	Baseball/Softball Field	Basketball Court	Community Building	Disc Golf	Dog Park	Driving Range	Equestrian Facilities	Fishing	Fitness Center	Football Field	Golf Course (holes)	Gymnasium	Horseshoes	Ice Rink	Miracle Field	Multi-use Field	Open Space	Playground	Restrooms	Shelter/Pavilion	Skate Park	Soccer Field	Swimming Pool (Indoor)	Swimming Pool (Outdoor)	Tennis Courts	Trails (miles)	Volleyball	
OTHER PARKS, FACILITIES AND PRIVATE PROVIDERS																														
Andover Golf and Country Club (Private)		—											18													1	2			
Boone Station State Historic Site		44.26																										1		
Floracliff Nature Sanctuary (State Nature Preserve)		287																										3.2		
Greenbrier Golf and Country Club (Private)		—						X		X			18									1				1				
Idle Hour Country Club (Private)		—									X		18													1	2			
Keene Run Golf Club (Private)		208											18													1	2			
Kentucky Basketball Academy		—		5**																										
Kentucky Horse Park (State Park)		1224		1					X										X	X		1				1	1		1	
Kentucky Indoor Soccer and Sports		—																					1**							
Lexington Country Club (Private)		—						X			X		18													1	8			
Lexington Ice Center		—											54*	X		X														
Marriott Griffin Gate Resort & Golf Club (Public)		250		1									18													1	2		1	
Spring Valley Golf Club (Private)		—						X					18																	
Triangle Park		1.19																												
University Club of Kentucky (Private)		—						X					36																	
Waveland State Historic Site		10.09																			X									
YMCA - Beaumont Centre		20	1	2							X	2		X								1			1					
YMCA - High Street		—									X			X											1					
YMCA - North Lexington		—									X			X											2	1				

* Three 18-holeminiature golf courses.
**Indoor facility.
^ The Dixie Park disc golf course is a 9-hole course on school property. It is only open to the public after school hours and on weekends.

LFUCG Division of Parks and Recreation:
PROPOSED PARK PROGRAMMING, DEVELOPMENT AND MAINTENANCE DISTRICTS



ID	NAME	CLASS	ID	NAME	CLASS
1	ADDISON PARK	N	56	KING PROPERTY	N
2	ARMSTRONG MILL PARKWAY	N	57	KIRKLEVINGTON PARK	C
3	ATHENS BALLFIELD COMPLEX	C	58	LAKEVIEW GOLF COURSE	GC
4	AVON GOLF COURSE	GC	59	LAKEVIEW PARK	N
5	BEAUMONT CENTRE YMCA	YMCA	60	LANDOWNE-MERRICK PARK	N
6	BEAUMONT PARK	N	61	LIBERTY PARK	N
7	BEAUMONT PRESERVE	C	62	LOU JOHNSON PARK	N
8	BELL PLACE	SU	63	MAPLELEAF FOREST PARK	N
9	BELLEAU WOODS PARK	N	64	MARLBORO PARK	N
10	BERRY HILL PARK	N	65	MARTIN LUTHER KING PARK	C
11	BOONE STATION	State	66	MARY TODD PARK	N
12	BRUCETOWN PARK	M	67	MASTERTON HILLS PARK	N
13	BURLEY PARK	M	68	MASTERTON STATION PARK	C
14	CARDINAL RUN PARK NORTH	C	69	MCCONNELL SPRINGS	NP
15	CARDINAL RUN PARK SOUTH	C	70	MEADOWBROOK GOLF COURSE	GC
16	CARVER COMMUNITY CENTER	CC	71	MEADOWBROOK PARK	N
17	CASTLEWOOD PARK & COMMUNITY CENTER	CC	72	MEADOWTHORPE PARK	N
18	CHARLES YOUNG PARK & COMMUNITY CENTER	SU	73	MODEL AIRPLANE FACILITY	SU
19	CHEAPSIDE	NP	74	MOUNT TABOR PARK	N
20	CLEMENS PARK	NP	75	NORTH LEXINGTON YMCA	YMCA
21	CLINTON ROAD PARK	M	76	NORTHEASTERN PARK	M
22	COLDSTREAM PARK	NP	77	OAKWOOD PARK	N
23	CONSTITUTION PARK	C	78	PHOENIX PARK	M
24	COOLAVIN PARK	N	79	PICADOME	GC
25	CROSS KEYS PARK	N	80	PINE MEADOWS PARK	N
26	DIXIE PARK	N	81	PLEASANT RIDGE PARK	N
27	DOGWOOD PARK	N	82	PRESTON'S SPRINGS PARK	NP
28	DONALDSON PARK	SU	83	PYRAMID PARK	N
29	DOUGLASS PARK	C	84	RAVEN RUN NATURE SANCTUARY	NP
30	DUNBAR COMMUNITY CENTER	CC	85	RIVER HILL PARK	N
31	DUNCAN PARK	N	86	SENIOR CITIZENS CENTER	SU
32	ECTON PARK	N	87	SHILLITO PARK	C
33	ELIZABETH STREET PARK	N	88	SMITH STREET PARK	M
34	ELKHORN PARK	N	89	SOUTHEND PARK	N
35	GAINESWAY PARK	C	90	SOUTHLAND PARK	N
36	GARDEN SPRINGS PARK	N	91	SOUTHPOINT PARK	N
37	GARDENSIDE PARK	N	92	SPEIGLE HEIGHTS PARK	N
38	GRATZ PARK	N	93	STONEWALL PARK	N
39	GREEN ACRES PARK	N	94	TATES CREEK PARK	GC
40	HARRODS HILL PARK	N	95	THOMPSON ROAD PARK	M
41	HARTLAND PARK	N	96	THOROUGH-BRED PARK	SU
42	HIGBEE MILL PARK	N	97	TRIANGLE PARK	Private
43	HIGH STREET YMCA	YMCA	98	UK ARBORETUM	N
44	HIGHLANDS PARK	N	99	VALLEY PARK	C
45	HILL-N-DALE PARK	N	100	VETERANS PARK	C
46	HISLE PARK	NP	101	WAVELAND	State
47	IDLE HOUR PARK	N	102	WAVERLY PARK	N
48	ISAAC MURPHY ART GARDEN	SU	103	WELLINGTON PARK	N
49	JACOBSON PARK	C	104	WHITNEY YOUNG PARK	N
50	JOHNSON HEIGHTS PARK	N	105	WILDWOOD PARK	N
51	KEARNEY LINKS GOLF COURSE	GC	106	WILLIAM WELLS BROWN COMMUNITY CENTER	CC
52	KENAWOOD PARK	N	107	WINBURN COMMUNITY CENTER	CC
53	KENTUCKY HORSE PARK	State	108	WOLF RUN PARK	N
54	KENWICK COMMUNITY CENTER	CC	109	WOODHILL PARK	N
55	KENWICK PARK	M	110	WOODLAND PARK	N
			111	WOODWARD HEIGHTS PARK	N
			112	ZANDALE PARK	N

Park Type	District								
	1	2	3	4	5	6	7	8	9
Mini	4			1	2				
Neighborhood	7	9	9	13	20				
Community	1	3	2	3	4			1	
Special Use	4			2	1		1	1	
Community Center	5	1							
Nature Preserve		1			3		1	1	
Golf Course			1	2	1	1	1		
Greenway			2	1	3				
YMCA	1	1			1				
Other (State/Private)	1				1	1	1		
Total LFUCG Parks	21	14	14	22	34	1	3	3	0
Total LFUCG Acres	107	1037	568	746	712	200	453	750	0
Total Facilities	23	15	14	22	36	2	4	3	0

WORKS CITED AND REFERENCES

"Active Living Behaviors: A Fact Sheet on Physical Activity, Obesity and the Role of Parks and Recreation." Tennessee Recreation and Parks Association 2nd Issue (2005): 14.

Ammons, David. "Sin-Tax Package Passes; Budget Vote Set." Seattle Times 23 Apr. 2005.

Ammons, David N. Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards. Thousand Oaks: Sage Publications, 2001.

"U.S. Obesity Trends 1985–2007." Overweight and Obesity. 24 July 2008. Centers for Disease Control and Prevention. <<http://www.cdc.gov/nccdphp/dnpa/obesity/trend/maps/>>.

Demographics Now. SRC, LLC. <<http://www.demographicsnow.com>>.

Fabos, Julius GY. "Introduction and Overview: the Greenway Movement, Uses and Potentials of Greenways." Greenways: the Beginning of an International Movement. Ed. Julius GY. Fabos and Jack Ahern. Amsterdam: Elsevier Science B.V., 1995. 1-13.

*Note: This article originally appeared in the Landscape and Urban Planning journal:
Fabos, Julius GY. "Introduction and Overview: the Greenway Movement, Uses
and Potentials of Greenways." Landscape and Urban Planning 33 (1995): 1-13.*

International City/County Management Association. <<http://icma.org>>.

Kentucky State Data Center. < <http://ksdc.louisville.edu/>>.

Lancaster, Roger, ed. Recreation, Park and Open Space Standards and Guidelines. 4th ed. NRPA, 1990.

Lexington-Fayette Urban County Government. < <http://www.lexingtonky.gov/>>.

Lexington Downtown Development Authority. <<http://www.lexingtondda.com>>.

Mertes, James D., and James R. Hall. Park, Recreation, Open Space and Greenway Guidelines. NRPA, 1995.

Nestle, Marion. "Soda Sin Tax: Does This Make Sense?" The Daily Green 17 Dec. 2008. <<http://www.thedailygreen.com/>>.

Salant, Priscilla, and Don A. Dillman. How to Conduct Your Own Survey. New York: John Wiley & Sons, Inc., 1994.

YMCA of Central Kentucky. < <http://www.ymcaofcentralky.org/>>.



This page intentionally left blank.

