

YOUR PARKS, OUR FUTURE

Parks and Recreation Strategic Plan Update Lexington, Kentucky

March, 2024



**BRANDSTETTER
CARROLL INC**
ARCHITECTS + ENGINEERS + PLANNERS



LEXINGTON
Parks & Recreation



ACKNOWLEDGMENTS

2024 Lexington Parks Strategic Plan Update
Lexington, Kentucky

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INTRODUCTION

1.1 INTRODUCTION

The Lexington Division of Parks and Recreation (Parks) and Brandstetter Carroll Inc. (BCI) completed the **Your Parks, Our Future - Parks and Recreation System Master Plan** which was adopted in 2018. This document provided the guidance needed to continually improve the ways in which the Division of Parks and Recreation serves the community. The Master Plan has been used extensively by the City Administration and Parks to lead decision making over the past five years. Now is the time to take a step back to review all that has been accomplished and to assess the vision, mission, goals, objectives, and the 198 strategies identified in the 2018 Plan.

1.2 STRATEGIC PLAN UPDATE PROCESS

There are two key components to the Strategic Plan Update. First is the review and updating of the Strategic Plan and its vision, mission, core values, goals, and objectives. The second portion is the updating of the Action Plan which itemizes the Strategies to lead Parks toward successfully reaching the Vision.

The process involved a survey of the entire staff of the Division and a Senior Leadership Team provided additional input throughout the process. The Leadership Team also reviewed the Action Plan to identify the status of each strategy.



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STAFF ENGAGEMENT

2.1 ALL STAFF SURVEY

2.1.1 Survey Process

The Senior Management Team worked with BCI to develop the survey. This process started with a kick-off at the all-staff lunch and chili cook-off on October 20, 2023. Overall, 119 staff completed the survey. The results are included as Appendix A.

The questions asked staff to rank the appropriateness of the current mission, vision, and values, and then asked how well Parks is currently performing on each of the goals and objectives. Additional questions were included regarding the agency performance, communications, and any other suggestions that should be considered. The results in Appendix A include the responses separated by Management, Administrative Staff, Front-line staff, and totals for All Staff. All responses were ranked on a scale of 1 (low) to 5 (high).

The responses were generally consistent among the three levels of staff as compared to the overall staff total, with the Administrative Staff ranking the adherence to the mission, vision, values, and goals at a slightly lower level.

To summarize, the key recommended changes to the goals and improvements to services were identified in the survey and comments included:

- Improved communication between leadership and staff
- Improved engagement with the public, especially social media
- More staff, support, and resources
- Improved stewardship of land and resources

A word cloud was generated from the open-ended comments and is included here.



2.2 SENIOR MANAGEMENT TEAM

The results of the staff survey were presented to the Senior Management Team on November 9, 2023, followed by a discussion of desired changes to the Strategic Plan. This discussion led to a draft version of the Strategic Plan which was then circulated among Senior Leadership and discussed at another meeting on January 9, 2024. The Final Draft of the Strategic Plan was determined to at that meeting.



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STRATEGIC PLAN

3.1 VISION

Inspire imagination and exploration

3.2 MISSION

Build community and enrich life through parks, programs, and play

3.3 VALUES

Community

We are committed to strengthening and celebrating a sense of community unique to Lexington. Our parks and programs will contribute to the health and wellbeing of our residents, businesses, and visitors, and will also contribute to our community's economic development.

Stewardship

We take seriously our role in preserving, conserving, and boldly protecting the natural, historical, and cultural resources within Lexington parks. We will work tirelessly to protect, raise awareness, educate, and celebrate these unique resources for generations to come.

Inclusion

We believe everyone should have convenient access to a broad range of parks, places, and programs. We are committed to removing barriers and ensuring everyone in Lexington is welcomed warmly and can actively engage in a variety of great experiences.

Collaboration

We recognize we will not realize success in our quest for greatness all alone. It will take a great deal of work supplemented by promotion, outreach, engagement, collaboration, and strong relationships. We are committed to fostering teamwork, working with others, and forging win-win partnerships based on the foundation of respect and integrity.

Innovation

We are not satisfied with the status quo. We are committed to thinking big and in unconventional ways to creatively serve Lexington residents, businesses, and visitors. We envision ourselves as community, state, and national leaders for exploring new technology and offering creative programming that enhances quality of life.

3.4 GOALS AND OBJECTIVES

Areas of strategic priority have been identified and will guide advancement over the next three to five years.

Goal 1: Great Spaces

Connect people in a variety of environments through parks and spaces.

Objective 1.1 – **Connect:** Plan, develop, and maintain spaces that align with community plans, services, and points of interest.

Objective 1.2 – **Gather:** Provide safe and welcoming spaces that promote a sense of community.

Objective 1.3 – **Balance:** Offer parks, facilities, and services that balance active and passive functions within developed and natural areas.

Goal 2: Great Experiences

Promote health, wellness, and experiences for our growing population through programs and events.

Objective 2.1 – **Community Impact:** Contribute wellness and culture through parks and programs.

Objective 2.2 – **Safety:** Coordinate with public safety, partners, and users to provide safe and secure settings.

Objective 2.3 – **Innovation:** Provide creative programs and events that reflect trends and community desires.

Goal 3: Great Stewardship

Value Lexington's resources through conservation, preservation, education, and sustainable management practices.

Objective 3.1 – **Preservation and Conservation:** Conserve significant historical, natural, and cultural resources within parks.

Objective 3.2 – **Acquisition:** Develop a balanced park acquisition strategy to secure open space for future generations.

Objective 3.3 – **Land Management:** Utilize best practices for natural resource management.

Goal 4: Great Engagement

Engage members of the community in planning and promoting quality parks and programs.

Objective 4.1 – **Access:** Engage community members to identify needs and barriers to park experiences.

Objective 4.2 – **Community Engagement:** Raise awareness to promote, plan, and improve the quality of parks and programs.

Objective 4.3 – **Collaboration:** Foster partnerships to meet the current and future needs of parks and recreation.

Goal 5: Great Leadership

Assure that people, process, and finances are managed efficiently and effectively.

Objective 5.1 – **People:** Develop an efficient and informed organization of valued staff and volunteers.

Objective 5.2 – **Process:** Routinely evaluate facilities, services, and systems.

Objective 5.3 – **Finances:** Implement operational practices to improve financial sustainability



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ACCOMPLISHMENTS

The Leadership Team and BCI reviewed the Action Plan from the 2018 *Your Parks, Our Future – Lexington Parks and Recreation System Master Plan* to assess how Parks has performed over the past five years toward implementing the Plan. The Action Plan included 198 strategies within the five goal areas. Of those original 198 strategies, 40 were completed. Of those, 23 had a time frame and another 17 were “Ongoing”. A total of 112 strategies were “Ongoing”. Progress was made on 95 strategies. A total of 18 strategies were omitted and another 43 were changed or modified, either in the text or time frame. Of those, 16 were changed to “ongoing” rather than a time frame.

The updated Strategic Plan includes 204 strategies, of which 123 are “Ongoing”.

4.1 GOALS AND OBJECTIVES

The following are some of the accomplishments that have been completed or are in progress from the 2018 Strategic Plan and Action Plan.

Goal 1: Great Spaces

Connect people in a variety of environments through parks and spaces.

Objective 1.1 – **Connect:** Plan, develop, and maintain spaces that align with community plans, services, and points of interest.

- Population served within a 10-minute walk to a neighborhood or larger park has increased from 40% to 65% (based upon Trust for Public Land methodology which is different than the methodology used by BCI in the Master Plan).
- Population served within a five-minute drive to a community or larger park will increase due to the funding for development of Deer Haven Park and Cardinal Run Park North.
- Drinking fountains with bottle fillers and dog bowls have been added to several parks and trail areas that now have year-round service.

- New signage and wayfinding standards are being developed.
- Eight park master plans have been completed, and three are in process.
- Deer Haven mountain bike trail opened in 2022.
- Kelley’s Landing Park was acquired which will provide river access.

Objective 1.2 – **Gather:** Provide safe and welcoming spaces that promote a sense of community.

- FY23 and FY24 ARPA investment has focused on neighborhood park infrastructure capital maintenance.
- Trailwood Greenway Park was developed.
- Cardinal Run Park North is being developed as a Regional Park.
- A new dog park was completed at Veterans Park in 2022, and Cardinal Run Park North is under construction.
- Skate spots at Kirklevington and Valley Parks were developed.
- Disc-Golf – Coldstream Park Disc Golf is funded and in design. Space was allotted at Cardinal Run Park North for a future course.
- Outdoor Performance Venues – Programming has been expanded at Masterson Station and Castlewood Parks. The proposed Town Branch Commons will include a performance venue.
- Pump Track – Parks is working on a plan for a skills course at CRPN with KYMBA.
- Rectangular Sports Fields – Four fields are being constructed at CRPN. MLK master plan is in progress.
- Spraygrounds – Facilities were developed at Masterson Station, Jacobson, Castlewood, and Douglass as recommended in the 2016 Aquatics Master Plan.
- Pool Improvements – ARPA funds were used for

improvements at all pools.

- Kenwick Center – Building renovation plan is completed. A new Community Center Recreation Supervisor was hired FY23. Revamped programs, and renovated eSports room have led to increased attendance.
- Dunbar Community Center – Building renovation/expansion plan was completed and being funded in stages.
- Hisle Park Nature Center – Capital improvements were made to existing house to use as temporary nature center.
- Neighborhood Association Agreements – Draft agreements have been delivered to Neighborhood Associations. Currently are meeting one-on-one with goal of having new agreements in place by the end of the calendar year. Superintendent of Community Engagement met with some to offer partnership assistance if requested in FY23.

Objective 1.3 – **Balance:** Offer parks, facilities, and services that balance active and passive functions within developed and natural areas.

- 50% Undeveloped Space – Continues to be in progress as master plans are developed for parks.
- Recreation Trends – Programs are evaluated annually to meet needs and trends, FY22 developed program standards for community centers.
- Parks Tree Canopy – Existing tree canopy is analyzed when master plans completed and adjusted as needed to be as close to city goal of 15–20% as is feasible.
- Landscaping and Beautification – Landscaping added at Artworks at Carver School, Shillito Park, and Waverly Park sign.

Goal 2: Great Experiences

Promote health, wellness, and experiences for our growing population through programs and events.

Objective 2.1 – **Community Impact:** Contribute wellness and culture through parks and programs.

- Education for all ages – In FY22–23 received grant and implemented Fit and Strong for seniors and people with lower mobility, offering fitness classes for all levels and ages at community centers.
- Nature Programs – Natural Areas programs offered for all ages, multiple interests, and price points at all natural areas parks including FY23 and FY24. Nature in Your Neighborhood program offered in neighborhood parks.
- Expand Programs in High Social Needs Areas – Summer Playground Days, Nature in Your Neighborhood, and Park and Play offered in partnership with neighborhoods and local nonprofits. Recreation Specialist, SR in Natural

Areas is providing nature education at local camps, partner groups.

- Supplement Educational Opportunities – Have partnered with FCPS for out of school time opportunities, 21st Century Program field trips, girls clubs and FCPS Mobile Preschool. Expanded community center programs at 4 historic locations. Added a 5th location on south side of town, the offered first in that area.
- Program Guides/Marketing – Transitioned to totally online. Use of social media is up 200%.
- Program Evaluation – Improved post participation surveys in many program areas and locations created a policy to track in FY23 using CAPRA Program Service Determinants which was reorganized in FY24 to improve tracking.
- Adult Fitness and Wellness – Added yoga, Zumba, weight lifting, Fit and Strong and dance at 4 community centers.
- Community Center Closing Gaps – Centers are now open year-round with no gaps in service.
- Hisle Nature Programs – Increased Hisle program for summer camps and outside groups, added bird walks, mindfulness, yoga, and other programs seasonally.
- Park 'n Play Program – Organized a system of requesting and reserving, infusion into outreach, partnership, and Summer Playground Days program.
- Active Adult Programs – Improved outreach to senior living communities and senior groups at community centers. FY22 and FY23 added targeted programs.
- OneLex Partnership – Worked with OneLex to support their summer initiative with transportation and discussions to develop teen programming.
- Adult Sports Leagues – Reorganized Recreational Athletics will be explored FY24.

Objective 2.2 – **Safety:** Coordinate with public safety and partners to provide safe and secure settings.

- Park Lighting – Pleasant Ridge Trailhead solar, KU light Higbee Mill Park, Lighting 5/3 Pavilion, Cardinal Run solar lights.
- Established a pilot program for lighting at parks and secure areas.

Objective 2.3 – **Innovation:** Provide creative programs and events that reflect trends and community desires.

- Program Evaluation – Hired new staff, added program evaluation, and are tracking ongoing program standards annually beginning in FY24.
- Maximize Use of Facilities–Multipurpose – Pickleball overlay added on tennis courts in neighborhood parks, Soccer pilot on multipurpose fields.
- Invasive species were cut back to improve visibility,

i.e. Preston Springs, Shillito, Douglass, and other locations.

Goal 3: Great Stewardship

Value Lexington's resources through preservation, education, and sustainable management practices.

Objective 3.1 – **Preservation and Conservation:** Conserve significant historical, natural, and cultural resources within Lexington Parks.

- Restore Underused Park Space to Natural Spaces i.e. Marlboro tree planting, Castlewood wildflowers, Higbee Mill wildflowers, Kenawood Pollinator Garden, Bring Back the Bluegrass plan strategy to be completed to fulfill this objective.
- Reduce Mowed Area – Grass mown trails, Liberty Park, Lansdowne Merrick Park, Garden Springs Park Elkhorn, MLK, Higbee Mill, Marlboro, and Belleau Woods parks.
- Tree planting at Belleau Woods, Garden Springs, Armstrong Mill, Liberty.
- Wildflower beds at Marlboro and Dixie Parks.
- Tree planting by volunteers at Waverly (Bring Back the Bluegrass).
- Wildflowers and tree planting at Dogwood by Friends and volunteers (Bring Back the Bluegrass).
- Lakeside tree planting by Friends of Jacobson Park.

Objective 3.2 – **Acquisition:** Develop a balanced park acquisition strategy to secure open space for future generations.

- Nature Park to the West of Urban Service Boundary – Plan for Cardinal Run Park North includes area reserved for natural areas programming.
- Acquire Land Contiguous to Parks – Currently are working with General Services to examine opportunity adjacent to Brucetown Park.
- Thirty acres donated at Floyd Park next to future residential area.

Objective 3.3 – **Land Management:** Utilize best practices for natural resource management.

- LEED or SITES Certification – Received Green Check certification at Raven Run and McConnell Springs. Other sites can achieve some certification.
- Recycled Construction Materials – Installed recycle containers and reutilize playground parts.
- Reduced Water Use in Landscaping – Maintenance examples of progress include downtown self-watering planters, biobasins, and drip irrigation.
- Reduced Consumption and Waste – Reutilize stage materials for projects.

Goal 4: Great Engagement

Engage members of the community in planning and promoting quality parks and programs.

Objective 4.1 – **Access:** Engage the community to identify needs and barriers to park experiences.

- ADA Accessibility Assessment – Consultant completed assessment of 20 most visited parks for parking and path of travel, restrooms, and main activity areas.
- Improve Accessibility – Over \$900K invested in ADA specific improvements over last 10 years, accessibility improvements included in every renovation project.
- Expand Special Needs Programs – Expanded TR programs for youth, adults, and veterans in equestrian, community centers, camps, and classes. Added accessible fitness equipment at Castlewood Park, built accessible trail at Raven Run.
- Sponsorships/Scholarships – Created Count Me In to roll out 1/1/24.

Objective 4.2 – **Community Engagement:** Raise awareness to promote, plan, and improve the quality of parks and programs.

- Cultivate Media Contacts – PIO has nurtured a growing relationship with local media, press coverage on radio and TV has improved significantly.
- Partnerships – Partnership program has included over 58 partners since 2021. New volunteer programs and Friends group was created at Jacobson Park are working with Leadership Lexington on an Adopt-A -Park program, and with Lexington Parks Equity Accelerator for trainings, info sessions, and funding.
- Engage Underserved Communities – Lexington Park Equity Accelerator project with Trust for Public Land 2022–2023. Staff engagement on local boards and education to expand visibility in market: FCPS, OneLex, Partners for Youth. Expanded newsletter reach and promotions during Disability Awareness month.
- Market Park Improvements and Programs – Since FY22, social media, newsletter, website, press coverage increased by 295%. Marketing Coordinator position was filled, seasonal marketing staff were hired.
- Collaborate with Partners to Share Calendars – Inclusion in commercial advertisement calendars and Partners for Youth calendar, Communication with OneLex on programs.
- Mobile Friendly Platforms – Website has been optimized for mobile use, increased social media page and event sites.
- Upgrade Web-site – Multiple web pages were combined, updated, or revamped in FY23, Added park map feature to parks listing page, Program pages are updated timely, including programs, hiring, calendars, and events.

- Program Guide Promotion – Printed Program Guides have been phased out, external newsletter is distributed to 43,108 emails as of October 2023.
- Info in Spanish – City website has translation. Allocated funds to cover costs and training to inform staff on how to locate resources.
- Translation–The City web page includes translation to over 100 languages. Translated marketing and promotional materials into the nine most commonly spoken foreign languages. Developed translation and interpretation service procedures to roll out in 2024.
- Program and Event Evaluation – Implementing post participation surveys and program service determinants for annual program evaluation.
- Staff Development Opportunities – Budgets are encouraged to reflect travel and certification training.
- Update Policies – Recreation and Marketing Plans updated FY23 for CAPRA Reaccreditation.
- Use of Friends or Foundations for Land Acquisition and Development – Fund for Greater Lexington Kelley partnership and Park Advisory Board ballot initiative are examples.
- Promote Volunteerism – Work begun, website updated, working on online waivers, created Natural Areas Stewardship Program, working on Park Navigators and Adopt-A Park.
- Evaluated staff requirements for the proper management of new parks/land, trails, and natural areas.

Objective 4.3 – **Collaboration:** Foster partnerships to meet the current and future needs of parks and recreation.

- Collaborate with Developers for Future Parks, Trails, & Open Space – Progress includes Lexington Park Equity Accelerator project with Trust For Public Land, support of Division of Planning’s Open Space ZOTA which passed in 2023.
- Coordinate on Long-Term Trail Planning – MPO is taking the lead.
- Trail Maintenance Partnerships – Partner with Environmental Services on trees and greenways in community trail corridors, and with Waste Management, and Traffic Engineering on Town Branch Commons.
- Partnership Policies – Partnership program was started 2021 and ongoing.
- Healthcare Partnerships – Since 2021, partnerships created with hospitals, and mental health providers for youth and seniors.
- Partner for Research, Land Acquisition, Nature Education, etc. – Initiated several relationships with UK for natural areas research. Working with FGL to partner on nature education, infrastructure which will impact healthy lifestyle.
- Public Art – Since 2018, new art projects added at Valley Park, IMMAG, and continuous support to LFUCG public art coordinator, currently working on project for Gainesway Park.

Goal 5: Great Leadership

Assure that people, process and finances are managed efficiently and effectively.

Objective 5.1 – **People:** Develop an efficient organization of valued staff and volunteers.

- Professional Development – Recreation staff are encouraged to set professional goals with supervisors, attend training, conferences, apply for internal promotion opportunities, and join professional organizations.

Objective 5.2 – **Process:** Routinely evaluate facilities, services, and systems.

- Adopted the Master Plan
- Implementation Committee continues to monitor progress
- This Strategic Plan Update is taking place.
- Progress on the maintenance and building equipment replacement and rotation program. Roof audit, HVAC schedule, Aquatic equipment.

Maintenance Connection work order system implemented.

- Maintenance Benchmarking – Created annual program evaluation and tracking through program service determinants and goals setting.
- CAPRA – Reaccredited in 2023.
- Gold Medal – Working toward NRPA Gold Medal submission.

Objective 5.3 – **Finances:** Implement operational practices to improve financial sustainability.

- Cost Recovery – Continuous evaluation of fee structure, resource allocation, and program viability to this end.
- Fees and Charges – New fee structure created on 1/1/24, rates will be reviewed annually, adjusted biannually.
- Corporate Sponsorships – Sponsorships have been utilized for Golf and Cultural Arts and Events. Some support for community center activities from donors. Work on developing a consistent process Division-wide is ongoing.
- Actual Program Costs – Started FY23 with program service determinants and annual program review.
- Player Fees – Were implemented.
- Implemented JJ Keegan Golf Study to reduce operations costs.
 - Golf reduced operational losses by utilizing the following practices:

- » Eliminating loyalty discount card usage on already discounted fees
- » Creation of Play Golf Lex Am Tour
- » Substantial growth and development of Junior Golf programming
- » Improved marketing and user experience with new golf application, Golf Genius
- » Management of seasonal staffing and inventory control

4.2 PARKS AND RECREATION CAPITAL PROJECT SUMMARY

The following projects are either complete, under construction, or in progress/design utilizing American Rescue Plan Act (ARPA) Funds or other funding. The total of the projects utilizing ARPA Funds is \$31.99 million. The total utilizing other funding sources is approximately \$16.8 million. The non-ARPA funding sources include: Council Allocations, Bluegrass ADD, Bonds, CDBG Funds, Director's Funds, donations, General Fund, Kentucky Transportation Cabinet, LFUCG Water Quality Funds, Mayor's Funds, Mineral Severance Fund, and other sources. These improvements are making a very significant impact on deferred maintenance and upgrades needed to better serve the community. The ability to generate this variety of funding is a testament to the value of having the Parks and Recreation System Master Plan in place to establish the priority projects priorities.

4.2.1 Complete or Under Construction (* = Under Construction)

New Parks

- Cardinal Run Park North Phase 1*
- Davis Park

Aquatics

- Castlewood Slide Pump
- Douglass Pool and Pool House
- Shillito Diving Board
- Shillito Concrete Repair
- Southland Diving Boards
- Southland Filter Tanks
- Southland Baby Pool Feature Pumps
- Southland Pool Play Features
- Tates Creek Feature Repair
- Woodland Diving Boards
- Woodland Filter Tanks
- Woodland New Play Feature

Community/Neighborhood Centers

- Castlewood Community Center ADA Restrooms (design only)

- Dunbar Windows
- Dunbar Renovation Phases 1 & 2*
- Highland Neighborhood Center HVAC
- Highlands Neighborhood Center Roof
- Lou Johnson Neighborhood Center Roof
- Oakwood Neighborhood Center HVAC

Playgrounds

- Charles Young
- Davis Park
- Duncan
- Elizabeth Street
- Gardenside
- Gainesway*
- Mary Todd
- Masterson Station
- Meadowthorpe
- Pine Meadows
- Southland (relocation)
- Trailwoods
- Woodland Phase 2

Basketball Courts

- Berry Hill
- Dogwood
- Douglass
- Gardenside*
- Kenwick
- Landsdowne-Merrick
- Marlboro
- Mary Todd
- Meadowbrook
- Pine Meadows
- Southland (relocation)
- Wolf Run

Pickleball Courts

- Gardenside*
- Kirklevington (lights)
- Meadowbrook

Tennis Courts

- Landsdowne-Merrick Tennis Court/Pickleball Overlay
- Southland Park Tennis Court/Pickleball Overlay
- Woodland

Futsal Court

- Martin Luther King

Dog Parks

- Coldstream
- Veterans Park
- Cardinal Run Park North

Site Furniture/Drinking Fountains

- Buckhorn Phase 2
- Charles Young
- Dogwood Park Drinking Fountains
- Hill–N–Dale Drinking Fountain
- Mt. Tabor Drinking Fountains
- Northeastern
- Shillito Trail Benches
- Trailwood Greenway Drinking Fountains*
- Waverly Park Drinking Fountain
- Wellington Park Drinking Fountain
- Zandale Park Benches*
- Zandale Picnic Tables

Building/Roof Repairs

- Hisle House Roof
- Meadowthorpe Roof
- Picadome Roof
- Raven Run Prather House
- Tates Creek Maintenance Roof
- Woodhill Roof

Restrooms

- Ecton with Concessions
- Woodland

Golf Courses

- Lakeside Irrigation
- Tates Creek Clubhouse Sprinkler System

Parking Lots/Paving

- Shillito
- Southland Parking Lot

Shelters

- Mary Todd*

Trails

- Addison Park
- Gainesway
- Masterson Station

- Raven Run Sanctuary
- Whitney Young

Miscellaneous

- Bleacher Replacement (Douglass Park)
- Castlewood Fitness Improvements
- Gardenside Outdoor Fitness*
- Isaac Murphy Art Garden Art Sculpture
- Jacobson Park Boat Ramp
- Masterson Station Fairgrounds Electrical*
- Veterans Park Hall of Fame Monument

4.2.2 Projects in Design – Funding Allocated

Park Design

- Deer Haven Park
- Kelley's Landing Park Development Phase 1
- Phoenix Park Reimagined

Community Centers

- Carver Windows
- Dunbar Community Center Elevator Replacement
- Green Acres Neighborhood Center Restroom ADA Improvements
- Valley Expansion
- Whitney Young Neighborhood Center ADA Restrooms

Playgrounds

- Liberty Park
- Whitney Young

Basketball Courts

- Elizabeth Street
- Garden Springs
- Highlands Park
- MLK Park

Racquet Sports

- Belleau Woods Park – Tennis with Pickleball Striping
- Constitution – Pickleball and Tennis Courts
- Mount Tabor – Tennis with Pickleball Striping
- Picadome Pickleball Courts
- River Hill Pickleball Courts
- Shillito Tennis and Pickleball Courts

Futsal Courts

- Gainesway

Trails

- Beaumont Preserve Trail Improvements
- Constitution Trail Improvements
- Garden Springs Trail Improvements
- Jacobson – New Trail
- Wildwood – New Pedestrian Connection

Golf Courses

- Kearney Hills Elevator
- Picadome Golf Course Accessibility

Shelters/Shade Structures

- Isaac Murphy Memorial Art Garden

Dog Parks

- Pleasant Ridge Park Dog Lot

Paving

- Highlands Park Parking
- Jacobson Park Paving
- Kenawood Parking Lot
- Masterson Station Fairgrounds Paving
- MLK Park Parking

Building Repairs

- Picadome Elevator
- Raven Run Nature Center Soffit Repairs

Site Furnishings

- Garden Springs Bench Swing
- Harrods Hill Portable Restroom Screen & Pad
- Waverly Site Furniture

Miscellaneous

- Cadentown Cemetery Improvements
- Castlewood Park Barn and Shelter Accessibility
- Speigle Heights Park Improvements
- Veterans Park World War One Memorial
- Woodland Park Art Panels



5

CAPITAL IMPROVEMENT & MAINTENANCE FUNDING

As part of the 2018 Master Plan, BCI estimated all of the capital projects required to implement the plan. The total at that time was approximately \$100 million. BCI reviewed the list of capital projects from the 2018 Plan and removed the items that have been completed or have funds allocated. That total was then adjusted to account for the past six years of inflation at a rate of 23%.¹ This resulted in a total of approximately \$123 million. Utilizing a 20-year horizon for funding and completion of the projects and projecting to the midpoint of the period to account for future inflation results in a total cost of \$170 million. This amount would require approximately \$8.5 million per year to be budgeted to complete the plan.

¹ Source: Engineering News Record Construction Cost Index History. https://www.enr.com/economics/historical_indices/construction_cost_index_history April 2018 to February 2024



ACTION PLAN

The result of this process is the following Action Plan which will lead the Division through the next ten years, with the intention that it will be reevaluated in five years.

ACTION PLAN - YOUR PARKS, OUR FUTURE MASTER PLAN - 2024 STRATEGIC PLAN UPDATE							1/27/2024
Legend of Abbreviations/Organizations							Secondary Section
Goals, Objectives, and Strategies							Primary Section
Goal 1: Great Spaces							Sector
Targeted Outcome: Connect people in a variety of environments through parks and spaces.							10+
Objective 1.1 – Connect, Plan, develop, and maintain spaces that align with community plans, services, and points of interest.							6-10
							3-5
							0-2
Strategy 1.1.1:	Included necessary support facilities, including walkways, restrooms, signage, seating, and drinking fountains as part of any park improvement project as defined by park classifications		Ongoing			Citywide	Planning & Design
Strategy 1.1.2:	Increase the population served within a ten-minute walk of a park from the current 65% to 80% through development of existing parkland, acquisition of land in growing areas (including developer contributions), and improved access to existing parks; use the Urban Service Boundary for the population base; utilize IPL data and methodology to be consistent		6-10			Citywide	Planning & Design
Strategy 1.1.3:	Update the analysis to document the goal to increase the population served in the USB within a five-minute drive of a Community Park from the current 70% to 85% through development of existing parkland and acquisition of land in growing areas		6-10			Citywide	Planning & Design
Strategy 1.1.4:	Develop approximately 240 additional acres of parkland (existing and future properties) within 10 years to maintain the quality and quantity of recreational opportunities residents have come to expect in Lexington		6-10			Citywide	Planning & Design
Strategy 1.1.5:	Expand parking as necessary where insufficient and as new facilities are developed		Ongoing			Citywide	Planning & Design
Strategy 1.1.6:	Provide drinking fountains at existing and future parks and at trailheads wherever feasible		Ongoing			Citywide	Planning & Design
Strategy 1.1.7:	Develop consistent signage and branding standards for use at all parks and facilities and that is consistent with city branding (roll out a plan in 2024)	0-2	3-5			Citywide	Planning & Design
Strategy 1.1.8:	Develop new Park and Recreation Signage Standards	0-2				Citywide	Planning & Design
Strategy 1.1.9:	Replace regional and community park signs with new standards		3-5			Citywide	Planning & Design
Strategy 1.1.10:	Replace facility and neighborhood park signs with new standards		6-10			Citywide	Planning & Design
Strategy 1.1.11:	Utilize these signage and branding standards to add wayfinding signage to all parks to improve user experiences, coordinating with external partners where necessary		3-5			Citywide	Planning & Design
Strategy 1.1.12:	Develop updated individual park master plans for all Regional Parks		Ongoing			Citywide	Planning & Design
Strategy 1.1.13:	Develop master plans for all Community Parks and new parkland		Ongoing			Citywide	Planning & Design
Strategy 1.1.14:	Update Parks Design Standards Manual	0-2				Citywide	Planning & Design
Strategy 1.1.15:	Develop park recommendations for each of the current Expansion Areas	0-2				Citywide	Planning & Design
Strategy 1.1.16:	Define role of Parks and Recreation within context of Imagine Lexington: 2045 Comprehensive Plan adopted June 2023	0-2				Citywide	Planning & Design
TRAILS							
Strategy 1.1.17:	Begin implementation of the recently completed Bike and Pedestrian Plan to improve access to a variety of destinations (e.g., parks, schools, workplaces, business districts)		Ongoing			Citywide	Planning & Design
Strategy 1.1.18:	Place a high priority on improving access to existing parks through the development of walkways and trails connecting to adjacent neighborhoods		Ongoing			Citywide	Planning & Design
Strategy 1.1.19:	Design walking and/or biking trails for good circulation at all Community Parks (or larger)		Ongoing			Citywide	Planning & Design
Strategy 1.1.20:	Plan for interconnected trails leading through and out of all future residential developments		Ongoing			Citywide	Planning & Design
Strategy 1.1.21:	Continuously improve connectivity within parks through the addition of walkways and connecting paths		Ongoing			Citywide	Planning & Design
Strategy 1.1.22:	Add mountain bike trails in the north and west portions of the city to balance the existing locations in the south (Veterans Park) and east (Deer Haven)		3-5	6-10		Citywide	Planning & Design

Goals, Objectives, and Strategies	0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Strategy 1.1.23: Investigate and improve water trail opportunities on West Hickman Creek, Elkhorn Creek, and the Kentucky River (Kelley Park)		Ongoing			Citywide	Planning & Design	
Strategy 1.1.24: Add bike racks at parks starting with those most accessed by cyclists in coordination with Bike and Pedestrian Master Plan		Ongoing			Citywide	Planning & Design	
Strategy 1.1.25: Develop a Trail Policy addressing Trail Classification, Definitions, Standardized Inventory (location, characteristics, amenities)	0-2				Citywide	Administration	Planning & Design
Strategy 1.1.26: Create Standard Trail Rules & Signage which addresses non-traditional use (e-bikes and micro-mobility devices such as buggies/go-carts, off-road skateboards, scooters, one wheels, unicycle)	0-2				Citywide	Planning & Design	Administration
Strategy 1.1.27: Explore Trail Rules enforcement options		3-5			Citywide	Administration	
Objective 1.2 – Gather: Provide safe and welcoming spaces that promote a sense of community.							
Strategy 1.2.1: Focus short-term capital improvements on renovation/replacement of existing, key facilities (playgrounds, game courts, trails, picnic shelters, restrooms, etc.); build on the FY23 and FY24 ARPA funded improvements		Ongoing			Citywide	Planning & Design	
Strategy 1.2.2: Explore acquisition, activation and partnership opportunities in areas of Lexington highlighted in the Trust for Public Land 'Priority Areas for New Parks' Study		3-5			Citywide	Planning & Design	
Strategy 1.2.3: Improve and expand underutilized parks (add features) in underserved areas throughout Lexington to improve the level of park service in these areas		3-5	6-10		Citywide	Planning & Design	
Strategy 1.2.4: Prepare or update park development plans for parks as needed (see Subsection 6.8.3) to ensure that parks are developed in a way that best utilizes site resources and provides the optimal user experience		Ongoing			Citywide	Planning & Design	
Strategy 1.2.5: Include or add the items listed as Common Neighborhood and Community Park Elements at all existing and future parks of those classifications, if feasible		Ongoing			Citywide	Planning & Design	
Strategy 1.2.6: Provide amenities in all Neighborhood Parks that promote community gathering and interaction with unique neighborhood driven features; meet with communities near each park (or group of parks) to identify desired park facilities and programs			6-10		Citywide	Planning & Design	
Strategy 1.2.7: Consider development of greenway properties as parks where feasible to meet unmet recreational needs of Lexington residents		Ongoing			Citywide	Planning & Design	
Strategy 1.2.8: Maintain the existing effort to provide an equitable distribution of destination playgrounds throughout Lexington and update to incorporate the recommendations of this plan		Ongoing			Citywide	Planning & Design	
Strategy 1.2.9: Provide space in parks for use by partner organizations for community gardens (not managed by Parks and Recreation)		Ongoing			Citywide	Planning & Design	
Strategy 1.2.10: Develop subsequent phases of the Master Plan for Cardinal Run Park North; monitor usage and demand for the additional facilities			6-10		Citywide, CO	Planning & Design	
Strategy 1.2.11: Develop complexes with five (5) or more tennis courts as requested by tennis stakeholders in order to allow for tournaments and programs and evaluate existing courts at the end of their useful life to determine whether they should be replaced, removed, or substituted for another park feature; continue to monitor the demand for pickleball. Lance CRPN Phase 1 is developed		Ongoing			Citywide	Planning & Design	
Strategy 1.2.12: Identify the need for additional dog parks in the future after CRPN is complete			6-10	10+	Citywide	Planning & Design	
Strategy 1.2.13: Strategically add smaller skate spots throughout the city to fill gaps in service between the larger skate parks and to meet local demand			6-10	10+	N, E, CO	Planning & Design	
Strategy 1.2.14: Develop additional disc golf courses, including a tournament course at Coldstream (currently being designed), to balance the existing offerings in the southern portion of the city		3-5	6-10	10+	Citywide, N, E, CO	Planning & Design	
Strategy 1.2.15: Evaluate the need for support infrastructure for outdoor events at other sites after Town Branch Park is complete and operational			6-10		N, E	NO ASSIGNMENT	
Strategy 1.2.16: Develop nature play areas at Nature Parks (Hisle, McConnell Springs, Raven Run) and incorporate smaller elements into other parks to complement existing features and programs		3-5	6-10		Citywide	Recreation	Planning & Design
Strategy 1.2.17: Offer outdoor fitness equipment at all Community and Regional Parks to help meet the growing demand for fitness and wellness opportunities (ensure 50% is ADA accessible)	0-2	3-5	6-10		Citywide	Planning & Design	
Strategy 1.2.18: Construct pump tracks and/or skills course(s) to meet a growing trend for mountain bike and BMX riders, starting with one or two locations			6-10	10+	Citywide, N, CO	Planning & Design	
Strategy 1.2.19: Utilize the North Sector Park Improvements list (Table 7.3) as a guide for capital improvement priorities in that sector	0-2	3-5	6-10	10+	N	Planning & Design	

Goals, Objectives, and Strategies	0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Strategy 1.2.20: Utilize the Central Sector Park Improvements list (Table 7.4) as a guide for capital improvement priorities in that sector	0-2	3-5	6-10	10+	CE	Planning & Design	
Strategy 1.2.21: Utilize the East Sector Park Improvements list (Table 7.5) as a guide for capital improvement priorities in that sector	0-2	3-5	6-10	10+	E	Planning & Design	
Strategy 1.2.22: Utilize the Southwest Sector Park Improvements list (Table 7.6) as a guide for capital improvement priorities in that sector	0-2	3-5	6-10	10+	SW	Planning & Design	
Strategy 1.2.23: Utilize the County Sector Park Improvements list (Table 7.7) as a guide for capital improvement priorities in that sector	0-2	3-5	6-10		CO	Planning & Design	
Strategy 1.2.24: Utilize the list of priorities for Regional and Nature Parks (Table 7.8) as a guide for capital improvements at these parks	0-2	3-5	6-10	10+	Citywide	Planning & Design	
Strategy 1.2.25: Seek opportunities to incorporate and encourage placemaking in parks to promote a more welcoming environment and a sense of community ownership		Ongoing			Citywide	Planning & Design	
ATHLETIC FIELDS							
Strategy 1.2.26: Increase availability of sports fields for open play, youth and adult programs, and tournament hosting		3-5	6-10		Citywide	Planning & Design	
Strategy 1.2.27: Develop a diamond field complex on the eastern side of the city to balance the existing facilities on the western side at Cardinal Run Park South		3-5	6-10		E, CO	Planning & Design	
Strategy 1.2.28: Develop additional rectangular field complexes at Cardinal Run North (4 fields), Coldstream (6 fields), and Martin Luther King (3 fields); reevaluate the need after the fields are complete		3-5	6-10		N, CE	Planning & Design	
Strategy 1.2.29: Continue to implement Health, Safety, and Regulatory Improvements at all pools		Ongoing			Citywide	Enterprise	
Strategy 1.2.30: Establish an athletic field management program		Ongoing			Citywide	Maintenance	
Strategy 1.2.31: Implement a pilot program for drop-in soccer fields	0-2				Citywide	Maintenance	Recreation
AQUATICS							
Strategy 1.2.32: Develop Shilito Pool as a Regional Family Aquatic Center			6-10	10+	Citywide, SW	Enterprise	
Strategy 1.2.33: Continue to implement Aquatics Master Plan improvements at Woodland, Southland (pool improvements and pool house), and Tates Creek Aquatic Centers (building improvements and capital maintenance)		3-5	6-10		Citywide	Enterprise	
INDOOR FACILITIES							
Strategy 1.2.34: Maximize the use of existing facilities through an analysis of usage times/dates and considering additional program and rental opportunities		Ongoing			Citywide	Enterprise	
Strategy 1.2.35: Upgrade the Castletwood Community Center to serve as an improved program facility			6-10	10+	N	Planning & Design	
Strategy 1.2.36: Evaluate the success of new programming efforts to determine if redevelopment of the Kenwick Center is warranted			6-10		CE	Recreation	Planning & Design
Strategy 1.2.37: Implement improvements needed at Dunbar Community Center to meet the program needs of both new and long-term residents		3-5	6-10		N	Planning & Design	
Strategy 1.2.38: Expand the McConnell Springs nature center to allow for additional programming and larger groups at this centrally-located facility			6-10		N, Citywide	Recreation	
Strategy 1.2.39: Evaluate the need to develop a nature center at Hisle Park to accommodate additional programs at this location based on the success of the renovations and use of the existing house			6-10		CO	Recreation	
Strategy 1.2.40: Formalize agreements with neighborhood associations for the use and maintenance of the existing neighborhood buildings located within Lexington parks					Citywide	Enterprise	
Strategy 1.2.41: Continue to assist these neighborhood associations with finding partners for local programming at these neighborhood buildings located within parks	0-2				Citywide	Enterprise	
SUPPORT FEATURES							
Strategy 1.2.42: Provide covered seating areas in all parks where feasible and reservable picnic shelters in select parks to provide local formal and informal meeting spaces		Ongoing			Citywide	Planning & Design	
Strategy 1.2.43: Add shade in the form of trees and structures throughout Lexington for facilities such as seating areas and playgrounds		Ongoing			Citywide	Planning & Design	
Strategy 1.2.44: Add picnic shelters and restrooms as indicated in the recommended improvements tables (Chapter 7) to promote gathering, extend park visits, and support existing park facilities		Ongoing			Citywide	Planning & Design	

Goals, Objectives, and Strategies	0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Strategy 1.2.45: Stand alone restroom renovations		Ongoing			Citywide	Maintenance	Planning & Design
Strategy 1.2.46: Stand alone shelter renovations		Ongoing			Citywide	Maintenance	Planning & Design
Objective 1.3 – Balance: Offer parks, facilities, and services that balance active and passive functions within developed and natural areas.							
Strategy 1.3.1: Provide a variety of options at all parks to meet the demands of users with different needs and preferences, including both active and passive recreation		Ongoing			Citywide	Recreation	Planning & Design
Strategy 1.3.2: Seek a balance for parkland development that includes a 50%/50% split between land developed for recreational use and land remaining in its natural state by restoring underused parklands to natural areas (including reduction/elimination of mowing) and maintaining natural areas in future parks		Ongoing			Citywide	Planning & Design	Maintenance
Strategy 1.3.3: Continuously monitor trends in recreation, particularly amongst growing population groups, to ensure facility and program offerings remain on the cutting edge while meeting the needs of a diverse community		Ongoing			Citywide	Recreation	
Strategy 1.3.4: Analyze and monitor park system tree canopy and manage to achieve recommended acreage consistent with the Lexington Urban Forestry Management Plan		Ongoing			Citywide	Planning & Design	
Strategy 1.3.5: Add landscaping for beautification at parks throughout Lexington (including park entrance signs)		Ongoing			Citywide	Maintenance	
Goal 2: Great Experiences							
Targeted Outcome: Promote health, wellness, and experiences for our growing population through programs and events.							
Objective 2.1 – Community Impact: Contribute wellness and culture through parks and programs.							
Strategy 2.1.1: Maximize sustainability of the park system by considering the social, fiscal, and environmental impacts of all proposed improvements as part of the development process		Ongoing			Citywide	Planning & Design	
Strategy 2.1.2: Continue to expand educational programs for all ages and ability levels using best practices for health/wellness and environmental education		Ongoing			Citywide	Recreation	
Strategy 2.1.3: Continue to provide program opportunities that combine fun with enjoyment of nature through the implementation of additional programs and events		Ongoing			Citywide	Recreation	
Strategy 2.1.4: Continue to encourage youth to experience the outdoors in healthy and educational pursuits by expanding nature education programs and recreational opportunities		Ongoing			Citywide	Recreation	
Strategy 2.1.5: Expand program opportunities in areas with high social needs (see Figure 2.10: Social Needs and Conditions Index)		Ongoing			Citywide	Recreation	
Strategy 2.1.6: Provide Wi-Fi for staff use at all employee work locations, points of sale, and staff lead activity locations for better communication and efficiency		3-5	6-10		Citywide	Planning & Design	
Strategy 2.1.7: Continue to identify areas in which Parks and Recreation can provide opportunities to supplement educational opportunities	0-2	3-5			Citywide	Recreation	
Strategy 2.1.8: Maximize opportunities for program participation by providing convenient locations, a variety of starting times, and by providing opportunities for multiple generations		Ongoing			Citywide	Recreation	
Strategy 2.1.9: Continue and expand the marketing program with a robust social media presence		Ongoing			Citywide	Recreation	
Strategy 2.1.10: Consistently use a program evaluation process to track participant satisfaction, facility quality, participation levels, and cost recovery		Ongoing			Citywide	Recreation	
Strategy 2.1.11: Increase programming and opportunities for adult fitness and wellness through additional facilities and programs, which may include indoor fitness oriented activities, programs in parks (i.e., yoga, etc.), and more fitness stations (with programs)		Ongoing			Citywide	Recreation	
Strategy 2.1.12: Continue to expand nature oriented programming at Hilsie Park and other locations to disperse the heavy use at McConnell Springs and Raven Run		Ongoing			Citywide, CO	Recreation	
Strategy 2.1.13: Provide an equitable program distribution for community concerts by increasing the number of venues and providing additional staff and resources; evaluate the impact on demand once Town Branch Park is open			6-10		Citywide	Recreation	
Strategy 2.1.14: Increase the number and types of active adult programs (ages 40-60) as program needs for those aged 60+ are met through Aging Services	0-2	3-5			Citywide	Recreation	
Strategy 2.1.15: Work with OneLex to enhance opportunities for youth to develop and participate in positive community activities		Ongoing			Citywide	Recreation	
Strategy 2.1.16: Increase youth and parent engagement in Community Centers		Ongoing			Citywide	Recreation	
Strategy 2.1.17: Continuously investigate interest in adult sports leagues		Ongoing			Citywide	Recreation	

Goals, Objectives, and Strategies							0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Objective 2.2 – Safety: Coordinate with public safety, partner, and users to provide safe and secure settings.													
Strategy 2.2.1:	Install lighting to promote a welcoming atmosphere and to prevent damage to park property							Ongoing			Citywide	Maintenance	
Strategy 2.2.2:	Strategically add security cameras in isolated areas to protect park assets							Ongoing			Citywide	Maintenance	
Strategy 2.2.3:	Collaborate with law enforcement to increase presence in select parks for an improved perception of safety for park users; improve coordination with Public Safety and partners							Ongoing			Citywide	Maintenance	
Strategy 2.2.4:	Coordinate with the city's implementation of the Bike and Pedestrian Master Plan to add mileage information and emergency signage along trails							3-5	6-10		Citywide	Planning & Design	Recreation (NA)
Strategy 2.2.5:	Provide interpretive signage for history and nature education with city branding standards at locations of natural and historical resources at parks and along trails							Ongoing			Citywide	Planning & Design	
Strategy 2.2.6:	Add lighting along select segments of trails and trail loops to extend hours of use and to promote a safer experience						0-2	3-5	6-10		Citywide	Maintenance	
Strategy 2.2.7:	Develop an onboarding and orientation process for new partners and those who provide services in parks						0-2				Citywide	Administration	Maintenance
Objective 2.3 – Innovation: Provide creative programs and events that reflect trends and community desires.													
Strategy 2.3.1:	Keep programs fresh and relevant through continuous monitoring of satisfaction, attendance, and effectiveness							Ongoing			Citywide	Recreation	
Strategy 2.3.2:	Explore multiple uses for all venues to maximize the community's ability to utilize the city's park resources (e.g., time on golf courses for alternate activities such as walking or nature programs, pickleball on tennis courts, grass courts in open areas, etc.)							Ongoing			Citywide	Enterprise	
Strategy 2.3.3:	Monitor national and regional trends in parks and recreation facilities and programs for their applicability in Lexington							Ongoing			Citywide	Recreation	
Strategy 2.3.4:	Utilize newly finished and expanded space at the Pam Miller Downtown Arts Center (PMDAC) to expand services and opportunities for current PMDAC patrons and clients							Ongoing			Citywide	Recreation	
Strategy 2.3.5:	Identify new customers and audiences for new PMDAC spaces and develop outreach efforts to encourage participation.							Ongoing			Citywide	Recreation	
Strategy 2.3.6:	Develop marketing campaign to promote availability and opportunities of new PMDAC spaces						0-2				Citywide	Recreation	
Goal 3: Great Stewardship													
Targeted Outcome: Value Lexington's resources through conservation, preservation, education and sustainable management practices.													
Objective 3.1 – Preservation: Conserve significant historical, natural, and cultural resources within parks.													
Strategy 3.1.1:	Continue to preserve and restore the most sensitive portions of existing and future park properties (coordinate with Division of Environmental Services), such as floodplains and wetlands, to promote ecosystems services (air and water quality, hazard mitigation, wellness and educational opportunities, etc.)							Ongoing			Citywide	Planning & Design	
Strategy 3.1.2:	Develop a Cultural and Natural Resource Management Plan for each city-owned park (existing and future) to identify specific goals for each property with initial focus on larger parks (over 20 acres); Regional Parks 0-2 years and Community Parks 3-5 years						0-2	3-5			Citywide	Recreation	Planning & Design
Strategy 3.1.3:	Develop a plan to restore existing park spaces that are underused or mowed grass to their natural state to reduce environmental impact; continue the "Bring Back the Bluegrass" program							Ongoing			Citywide	Maintenance	
Strategy 3.1.4:	Implement this restoration plan (Strategy 3.1.4) to reduce the amount of required maintenance, increase diversity, and improve the community's access to naturalized areas							Ongoing			Citywide	Maintenance	
Strategy 3.1.5:	Protect natural waterways before adding runoff and implement best practices to manage both quantity and quality of stormwater							Ongoing			Citywide	Recreation	Planning & Design
Strategy 3.1.6:	Purchase and install educational "Bring Back the Bluegrass" signage in Bring Back the Bluegrass areas						0-2				Citywide	Maintenance	
Objective 3.2 – Acquisition: Develop balanced park acquisition strategies to secure open space for future generations.													
Strategy 3.2.1:	Utilize the guidelines and acquisition criteria established in this plan to prioritize properties for acquisition							Ongoing			Citywide	Planning & Design	
Strategy 3.2.2:	Increase land holdings of the Division as population increases (projected 500-800 acres of parkland over 10 years) to maintaining the existing 15 acres per 1,000 population guidelines, utilizing dedicated Park Acquisition Funding; reevaluate the number of target acres needed based on projected growth from the Urban Services Boundary expansion						0-2	3-5	6-10	10+	Citywide	Planning & Design	
Strategy 3.2.3:	Acquire land in projected residential growth areas for Community and Neighborhood Parks and natural areas using new acquisition strategies recommended in this plan							3-5			E, CO	Planning & Design	

Goals, Objectives, and Strategies	0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Strategy 3.2.4: Acquire a Community Park in the northeast portion of the county that is 50+ acres (Polo Club area)		3-5			NE	Planning & Design	
Strategy 3.2.5: Explore potential acquisition of land for a new Nature Park (or preserve) to be located to the west of the Urban Service Boundary to meet expanding regional demand and to prevent overuse of existing natural areas (Raven Run and McConnell Springs)		Ongoing			Citywide, CO	Planning & Design	
Strategy 3.2.6: Continue to seek opportunities to expand the footprint of McConnell Springs through acquisition of adjacent properties when they become available		Ongoing			Citywide, N	Planning & Design	
Strategy 3.2.7: Continue efforts to reach its longstanding goal of 1,000 acres at Raven Run		Ongoing			Citywide, CO	Planning & Design	
Strategy 3.2.8: Consider acquisition of land contiguous to any existing parks when it becomes available		Ongoing			Citywide	Planning & Design	
Strategy 3.2.9: With Administration and Division of Planning staff, explore potential recommendations for new development procedure(s) to facilitate future park required dedication, first right of refusal and/or acquisition		3-5			Citywide	Planning & Design	
Strategy 3.2.10: Develop a Policy for supporting future private parks created by developers/home owners associations per master plan recommendation	0-2				Citywide	Administration	Planning & Design
Strategy 3.2.11: Develop a policy stating that if Park property is taken for non-park use, then an equal amount of land must be added to greenspace at the same park or within the same planning sector to protect the service level.	0-2				Citywide	Administration	Planning & Design
Objective 3.3 – Land Management: Utilize best practices for natural resource management.							
Strategy 3.3.1: Develop Environmental Best Management Practices (BMP) Standards to guide the implementation of sustainable practices at all parks (including LEED and SITES certification on developments; use of recycled construction materials and recycled construction waste materials; conform with or "fit" natural site topography/landforms; landscaping options that use less water, such as the use of native plants and drip irrigation); advertise examples of these principles for the private sector to mirror	0-2				Citywide	Recreation	Planning & Design
Strategy 3.3.2: Promote Division conservation and sustainability efforts as they are implemented to encourage reduced levels of consumption and waste generation at the community levels	0-2				Citywide	Maintenance	
Goal 4: Great Engagement							
Targeted Outcome: Engage members of the community in planning and promoting quality parks and programs.							
Objective 4.1 – Access: Engage the community to identify needs and barriers to park experiences.							
Strategy 4.1.1: Prioritize development in locations with high levels of social needs and low levels of park services as these residents are most likely to benefit from improvements (see Priority Improvement Areas—Figure 6.1)	0-2	3-5			Citywide	Planning & Design	
Strategy 4.1.2: Continue to implement the 2019 ADA Transition Plan to improve accessibility in 20 most utilized parks by individuals with disabilities	0-2				Citywide	Planning & Design	Recreation
Strategy 4.1.3: Prepare an implementation plan to upgrade ADA accessibility deficiencies identified on the 2023-2024 LFUCG audit at all other facilities	0-2				Citywide	Planning & Design	
Strategy 4.1.4: Expand facilities to serve users with special needs and consider the needs of those users as part of any development		Ongoing			Citywide	Planning & Design	
Strategy 4.1.5: Expand programs to serve users with special needs and consider the needs of those users as part of any development		Ongoing			Citywide	Recreation	
Strategy 4.1.6: Continue to maintain and expand, as additional facilities are developed, sponsorships for residents who cannot afford to use facilities or participate in programs		Ongoing			Citywide	Recreation	
Objective 4.2 – Community Engagement: Raise awareness to promote, plan, and improve the quality of parks and programs.							
Strategy 4.2.1: Continue to cultivate relationships with media contacts to promote Division opportunities		Ongoing			Citywide	Recreation	
Strategy 4.2.2: Establish and nurture partnerships and collaborations to increase outreach, participation, fitness, and volunteerism		Ongoing			Citywide	Recreation	
Strategy 4.2.3: Analyze demographic characteristics and engage the appropriate populations as part of any park development process to ensure improvements meet local needs		Ongoing			Citywide	Planning & Design	
Strategy 4.2.4: Pursue intentional outreach strategies to engage underserved communities to identify parks and facilities that appeal to their needs and cultural heritage		Ongoing			Citywide	Planning & Design	
Strategy 4.2.5: Pursue intentional outreach strategies to engage underserved communities to identify programs that appeal to their needs and cultural heritage		Ongoing			Citywide	Recreation	

Goals, Objectives, and Strategies	0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Strategy 4.2.6: Continue to engage underserved populations, including low income, minority, and disabled residents, to improve awareness of recreation opportunities (and to increase participation rates) through collaboration with community leaders, partner organizations, and OneLex.		Ongoing			Citywide	Recreation	
Strategy 4.2.7: Involve community members and neighborhood associations during park planning to promote pride in parks		Ongoing			Citywide	Planning & Design	
Strategy 4.2.8: Facilitate meetings between parties proposing park improvements and the current users of facilities at those parks		Ongoing			Citywide	Planning & Design	
Strategy 4.2.9: Actively promote park improvements and new program offerings as they become available		Ongoing			Citywide	Recreation	
Strategy 4.2.10: Continue marketing and communication measures to improve the public's knowledge of parks, facilities, programs, and events		Ongoing			Citywide	Recreation	
Strategy 4.2.11: Utilize diverse types of media as part of these expanded marketing efforts		Ongoing			Citywide	Recreation	
Strategy 4.2.12: Collaborate with partners to ensure that Parks and Recreation programs and events are represented on common calendars that include offerings of other organizations that host programs, such as Downtown Lexington, YMCA, arts organizations, and various franchise leagues.		Ongoing			Citywide	Recreation	
Strategy 4.2.13: Promote and regularly update mobile friendly platforms to communicate program offerings and improve park experiences (event information, park/trail maps)		Ongoing			Citywide	Recreation	
Strategy 4.2.14: Continue to upgrade the website to provide virtual park tours, park maps, up-to-date program offerings, recruitment efforts, and other features to make the site more user friendly		Ongoing			Citywide	Recreation	
Strategy 4.2.15: Utilize strategic marketing strategies to inform the community of programs and include a comprehensive list of all program offerings		Ongoing			Citywide	Recreation	
Strategy 4.2.16: Offer signage, program information, promotional materials, and instructions in other languages as needed at appropriate venues and programs		Ongoing			Citywide	Recreation	
Strategy 4.2.17: Continue to monitor the desires of the community in programming and event planning and implement changes based on this feedback		Ongoing			Citywide	Recreation	
Objective 4.3 – Collaboration: Foster partnerships to meet the current and future needs of parks and recreation.							
Strategy 4.3.1: Collaborate with developers to encourage integration or dedication of future parks (and services) into the development process to ensure availability to future neighborhoods (see Figure 6.5); work with Planning to reconsider other park acquisition methods such as returning to dedication of new parkland		Ongoing			Citywide, N, E	Planning & Design	
Strategy 4.3.2: Encourage residential development patterns that incorporate parks, trails, and open spaces within walking or bicycling distance		Ongoing			Citywide	Planning & Design	
Strategy 4.3.3: Encourage the dedication and development of parkland as part of the residential development process (not necessarily city-operated)		Ongoing			Citywide	Planning & Design	
Strategy 4.3.4: Encourage developers to include Common Neighborhood Park Elements (as identified in this master plan) in parks constructed to serve residents of future subdivisions		Ongoing			Citywide	Planning & Design	
Strategy 4.3.5: Collaborate with LexTran to provide additional transit routes to regional parks and events		Ongoing			Citywide	Recreation & Administration	
Strategy 4.3.6: Coordinate with other city divisions and public agencies to combine use of land for public facilities (libraries, schools)		Ongoing			Citywide	Planning & Design	
Strategy 4.3.7: Collaborate with the Department of Planning, Preservation, and Development and MPO to coordinate with adjacent communities as part of long-term trail planning		Ongoing			Citywide	Planning & Design	
Strategy 4.3.8: Coordinate maintenance of the trail system with the Divisions of Planning and Environmental Services. Partner with Environmental Services on trees and greenways in community trail corridors; Waste Management; Traffic Engineering on Town Branch Commons; Planning and Design on capital maintenance		Ongoing			Citywide	Maintenance	Planning & Design
Strategy 4.3.9: Seek grants from regional, state, federal, and non-profit sources for land acquisition, park development, and trail improvements		Ongoing			Citywide	Enterprise	
Strategy 4.3.10: Establish policies regarding partnerships, including requirements for documentation of funding sources and operating strategies from potential partners		Ongoing			Citywide	Recreation	
Strategy 4.3.11: Pursue partnerships for capital construction costs		Ongoing			Citywide	Planning & Design	Admin
Strategy 4.3.12: Pursue partnerships for annual operating costs of any facility		Ongoing			Citywide	Admin	Recreation

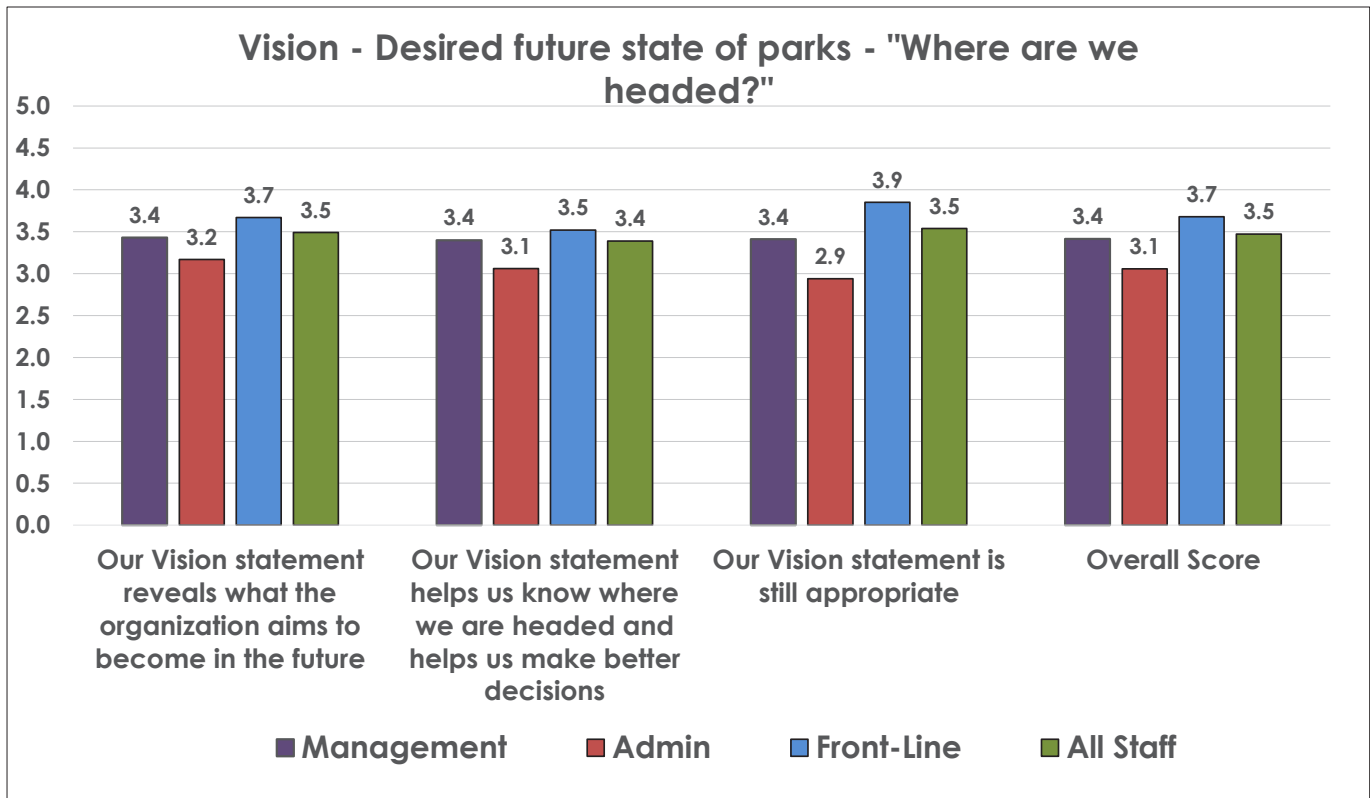
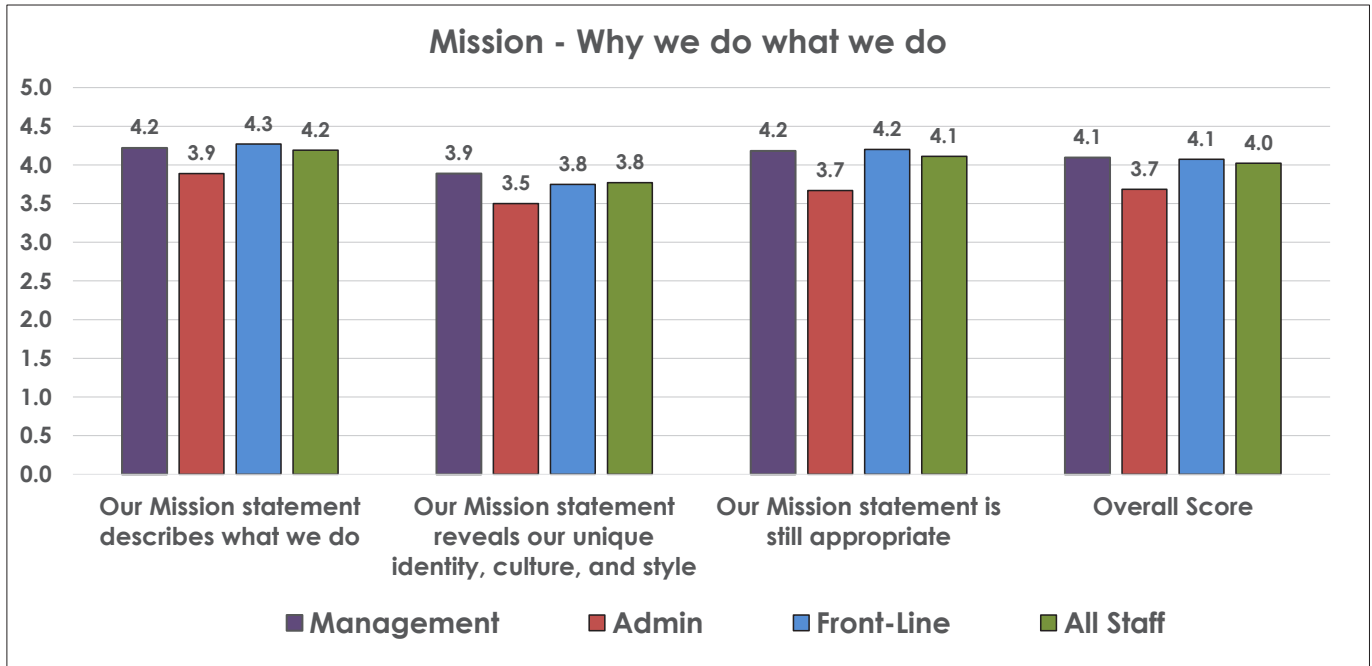
Goals, Objectives, and Strategies	0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Strategy 4.3.13: Seek partnerships with healthcare providers to increase availability of programs related to health and wellness for all ages		Ongoing			Citywide	Recreation	
Strategy 4.3.14: Maintain existing relationships with private recreation providers		Ongoing			Citywide	Recreation	
Strategy 4.3.15: Continue to partner with health providers, other recreation providers, schools, private fitness clubs, YMCA, and others in a campaign to challenge Lexingtonians to become more active and fit		Ongoing			Citywide	Recreation	
Strategy 4.3.16: Establish stronger relationships with partners for research, land acquisition, nature education, healthy lifestyle initiatives, and more		Ongoing			Citywide	ALL	
Strategy 4.3.17: Continue to partner with national organizations such as USA and USGA to increase youth participation and exposure to lifetime sports such as golf, pickleball, archery, and tennis		Ongoing			Citywide	Enterprise	
Strategy 4.3.18: Collaborate with the University of Kentucky during the preparation of the park development plan for Coldstream Park to ensure that plans for both the park and the research complex work in concert		3-5	6-10		Citywide, N	Planning & Design	
Strategy 4.3.19: Partner with the managing organizations for the planned Town Branch Park for programming of this new park			6-10		Citywide	Recreation	
Strategy 4.3.20: Continue to expand staff contacts with Neighborhood Associations and attend their meetings and/or contribute to their newsletters to promote programs and to inform neighborhoods of upcoming improvements		Ongoing			Citywide	Enterprise	
Strategy 4.3.21: Strive to include public art in parks throughout the city		Ongoing			Citywide	Planning & Design	
Strategy 4.3.22: Foster relationships with Friends of Parks organizations as they emerge to plan and execute programs and improvements		Ongoing			Citywide	ALL	
Goal 5: Great Leadership							
Targeted Outcome: Assume that people, process, and finances are managed efficiently and effectively.							
Objective 5.1 – People: Develop an efficient and informed organization of valued staff and volunteers.							
Strategy 5.1.1: Create and implement professional and career development plans for management and supervisory staff		Ongoing			Citywide	ALL	
Strategy 5.1.2: Identify and allocate funding for critical staff development opportunities (including conferences, training, memberships, etc.) with consideration to licensure and certification requirements		Ongoing			Citywide	ALL	
Strategy 5.1.3: Encourage continued staff training for leadership and continued growth within their respective fields		Ongoing			Citywide	Enterprise	Recreation
Strategy 5.1.4: Encourage management level staff to attend professional development programs offered by state, regional, and national training organizations		Ongoing			Citywide	Enterprise	Recreation
Strategy 5.1.5: Utilize existing foundations (or Friends groups) to assist with the acquisition of land and financial resources needed to implement the recommendations of this Master Plan		Ongoing			Citywide	ALL	
Strategy 5.1.6: Ensure that venues exist for advocates who wish to raise or donate funds in support of specific facilities and programs, including support of new foundations		Ongoing			Citywide	Enterprise	Recreation
Strategy 5.1.7: Establish a part-time or full-time position to foster volunteerism and coordinate the efforts of the many Friends groups, including assistance in the creation of additional groups if necessary	0-2				Citywide	Recreation	
Strategy 5.1.8: Develop policies and procedures for volunteer recruitment, training, acknowledging, and rewarding volunteers	0-2	3-5			Citywide	Recreation	
Strategy 5.1.9: Utilize volunteers to assist with park maintenance through efforts such as the adoption of sections of trails in Lexington		Ongoing			Citywide	Recreation	
Strategy 5.1.10: Improve communication between managers and staff on the purpose, benefits, and management strategies for best practices		Ongoing			Citywide	Administration	
Strategy 5.1.11: Add information on recent events and departmental changes and achievements to the staff newsletter to improve staff awareness and understanding of changes		Ongoing			Citywide	Administration	
Strategy 5.1.12: Continuously communicate challenges and opportunities within the department and provide clear strategies to effectively respond		Ongoing			Citywide	Administration	
Objective 5.2 – Process: Routinely evaluate facilities, services, and systems.							
Strategy 5.2.1: Formally recognize this master plan as the guiding document for park development, improvement, and operations	0-2				Citywide		
Strategy 5.2.2: Continue the implementation committee to monitor timelines and ensure continued enthusiasm for master plan goals and recommendations		Ongoing			Citywide		
Strategy 5.2.3: Review and update this master plan at intervals not to exceed five years to evaluate progress and to reassess priorities		3-5	6-10	10+	Citywide		

Goals, Objectives, and Strategies							0-2	3-5	6-10	10+	Sector	Primary Section	Secondary Section
Strategy 5.2.4:	Complete planning of the maintenance and building equipment replacement and rotation program		3-5			Citywide	Maintenance						
Strategy 5.2.5:	Establish a more proactive and preventative maintenance program	0-2	3-5			Citywide	Maintenance						
Strategy 5.2.6:	Establish a program for internal benchmarking of program offerings and external benchmarking to similar communities	0-2				Citywide	Recreation						
Strategy 5.2.7:	Establish a program for internal benchmarking of facility maintenance	0-2				Citywide	Maintenance						
Strategy 5.2.8:	Annually review the results of the internal benchmarking in conjunction with feedback from user groups including evaluations and exit surveys		Ongoing			Citywide	Administration						
Strategy 5.2.9:	Maintain CAPRA Accreditation		Ongoing			Citywide	Administration						
Strategy 5.2.10:	Apply for NRPA Gold Medal Award for Excellence in Parks and Recreation within 5 years	0-2	3-5			Citywide	Administration						
Strategy 5.2.11:	Engage maintenance and program staff as part of the evaluation and development process to ensure that their concerns are heard and addressed		Ongoing			Citywide	Planning & Design	Maintenance/ Recreation					
Objective 5.3 – Finances: Implement operational practices to improve financial sustainability.													
Strategy 5.3.1:	Increase cost recovery of the Division operating budget from 27% to 40% within ten years by utilizing a variety of revenue generation and operation cost reduction tactics		Ongoing			Citywide	Enterprise	Recreation					
Strategy 5.2.2:	Sustainable Funding/Balloon Initiative – Develop an equitable Policy, Procedure and Spending Plan for expected annual revenue	0-2				Citywide	Administration						
Strategy 5.2.3:	Identify dedicated funding sources for capital improvements to accommodate continued development and needed maintenance		Ongoing			Citywide	Administration						
Strategy 5.3.4:	Offer rental opportunities of new facilities as they are developed to maximize use and provide additional revenue		Ongoing			Citywide	Enterprise						
Strategy 5.3.5:	Establish and implement policies on fees and charges for programs with emphasis on increasing the percentage of the operating budget from revenue	0-2	3-5	6-10		Citywide	Enterprise	Recreation					
Strategy 5.3.6:	Develop policies outlining procedures for corporate sponsorship of programs and facilities with initial focus on events	0-2	3-5			Citywide	Recreation						
Strategy 5.3.7:	Continue to examine opportunities for endowments, particularly with regard to future facilities and parks with considerable capital or operation costs		Ongoing			Citywide	Administration						
Strategy 5.3.8:	Analyze the actual cost of every program and determine the appropriate fee (if applicable) and estimate the cost of new programs (monitor actual costs once in operation)	0-2	3-5			Citywide	Recreation	Enterprise					
Strategy 5.3.9:	Provide a digital copy of the external policies on the website for access by the public		3-5			Citywide	Administration						
Totals by Timeframe							42	42	40	13			
Total Number of Strategies = 204							Ongoing = 123						

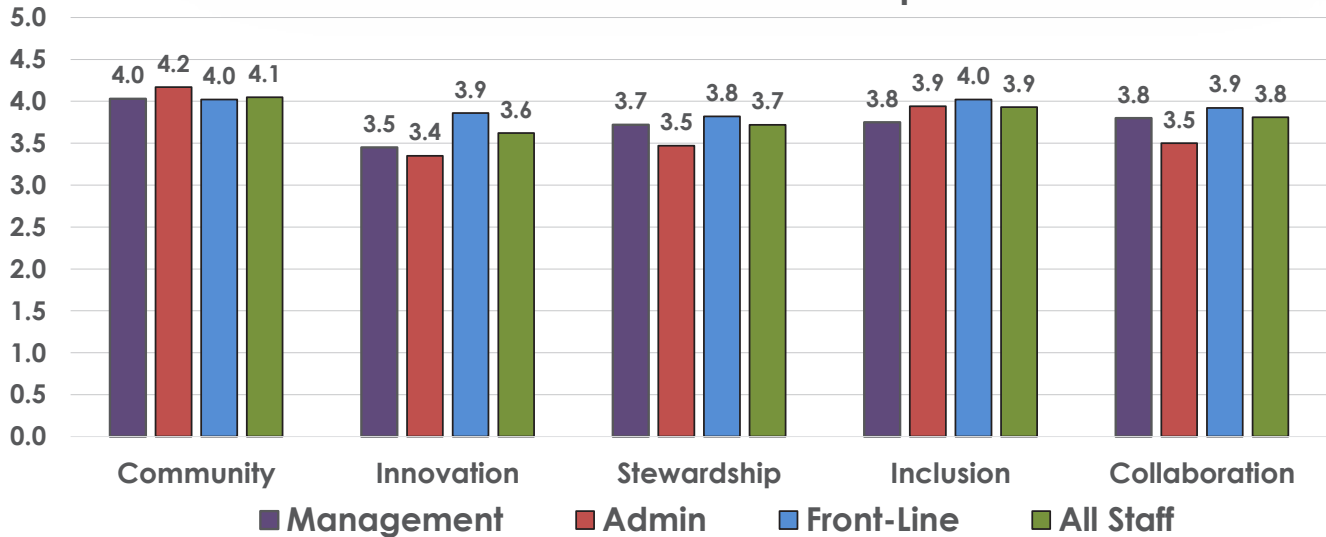
APPENDIX A - SURVEY

A staff survey was an important element of the process to evaluate the existing strategic plan. Staff were invited to rank (scale of 1-5) the division's mission, vision, values, and goals. When responses were separated by employee position, administrative staff were consistently the most critical of the department efforts, while the front-line staff were the most optimistic.

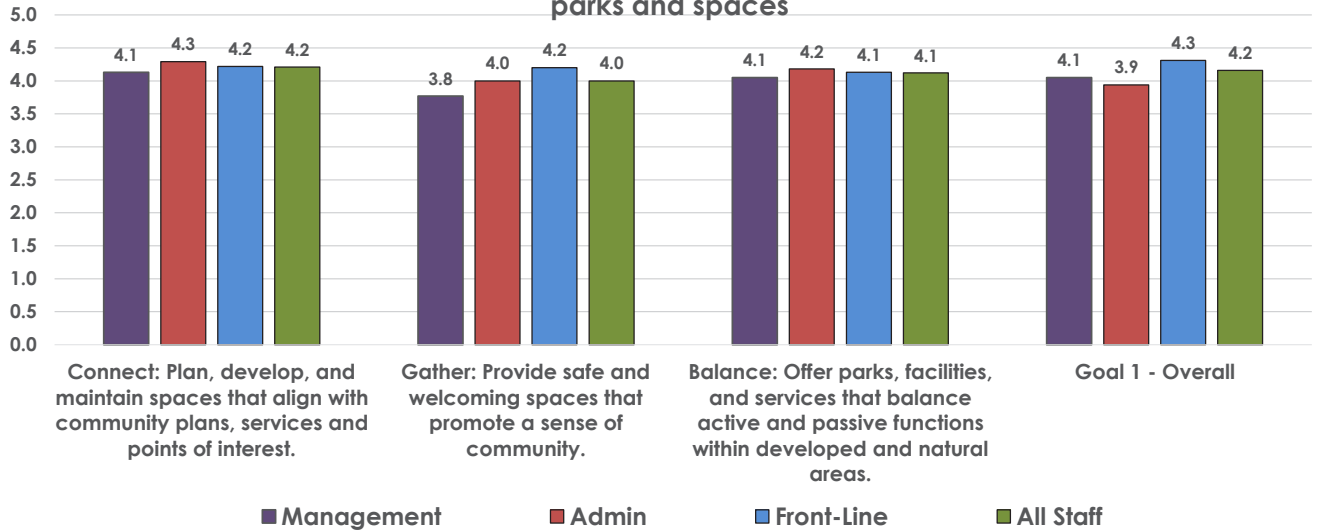
The results of this survey and the discussions that followed led to an updated vision, along with some relatively minor modifications to the rest of the strategic plan. Overall, the results shows that the division is doing well at living up to its mission and working toward the goals identified in the 2018 *Your Parks, Our Future Master Plan*.

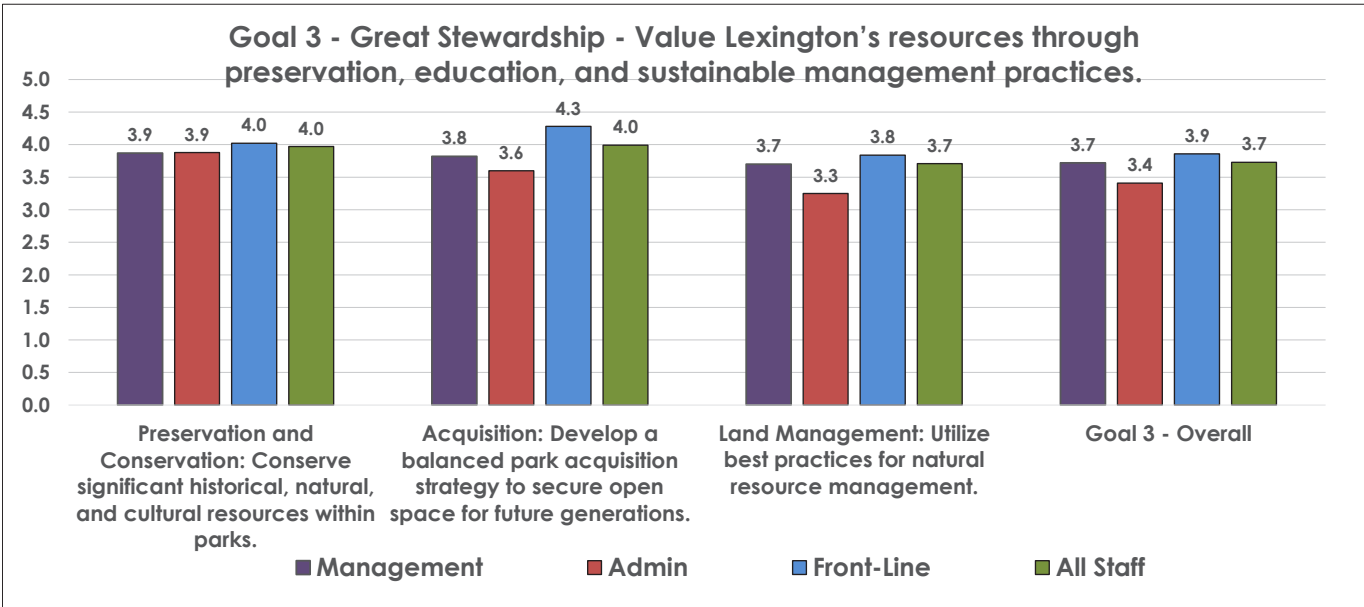
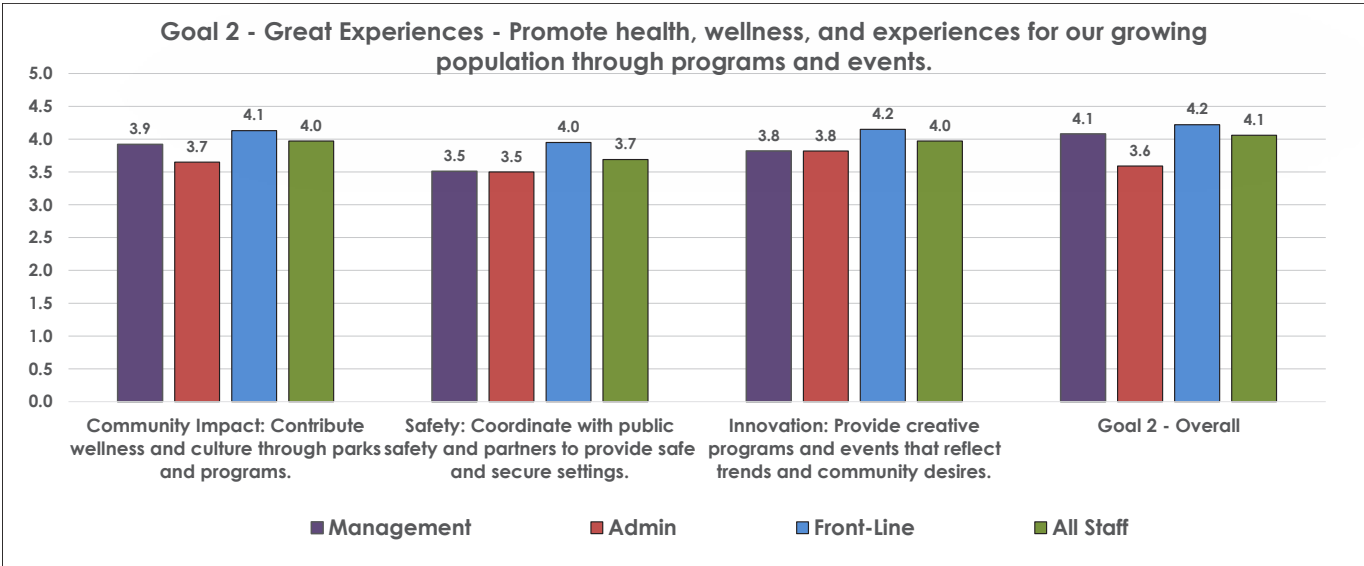


Values - The beliefs or thoughts that drive what we do. How well does Parks adhere to the following values that were identified in the Master Plan process?

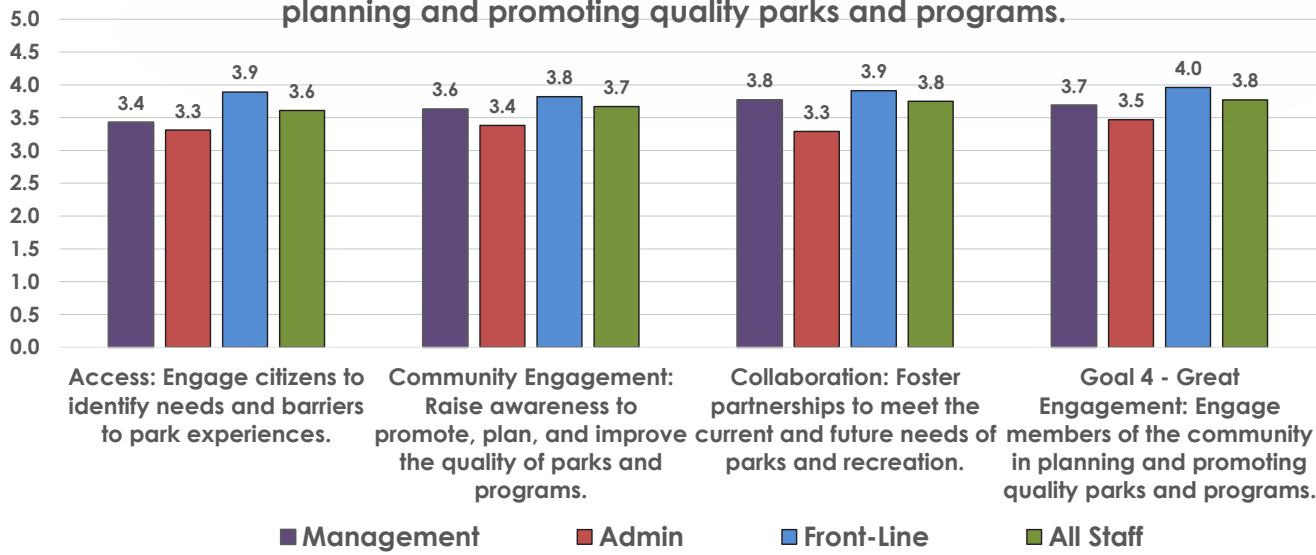


Goal 1 - Great Spaces - Connect people in a variety of environments through parks and spaces

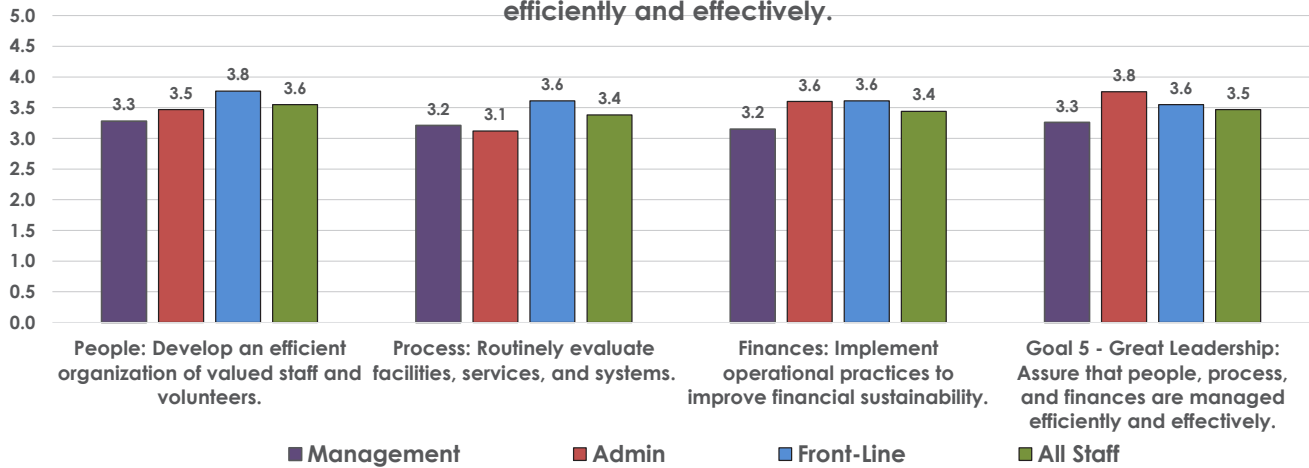


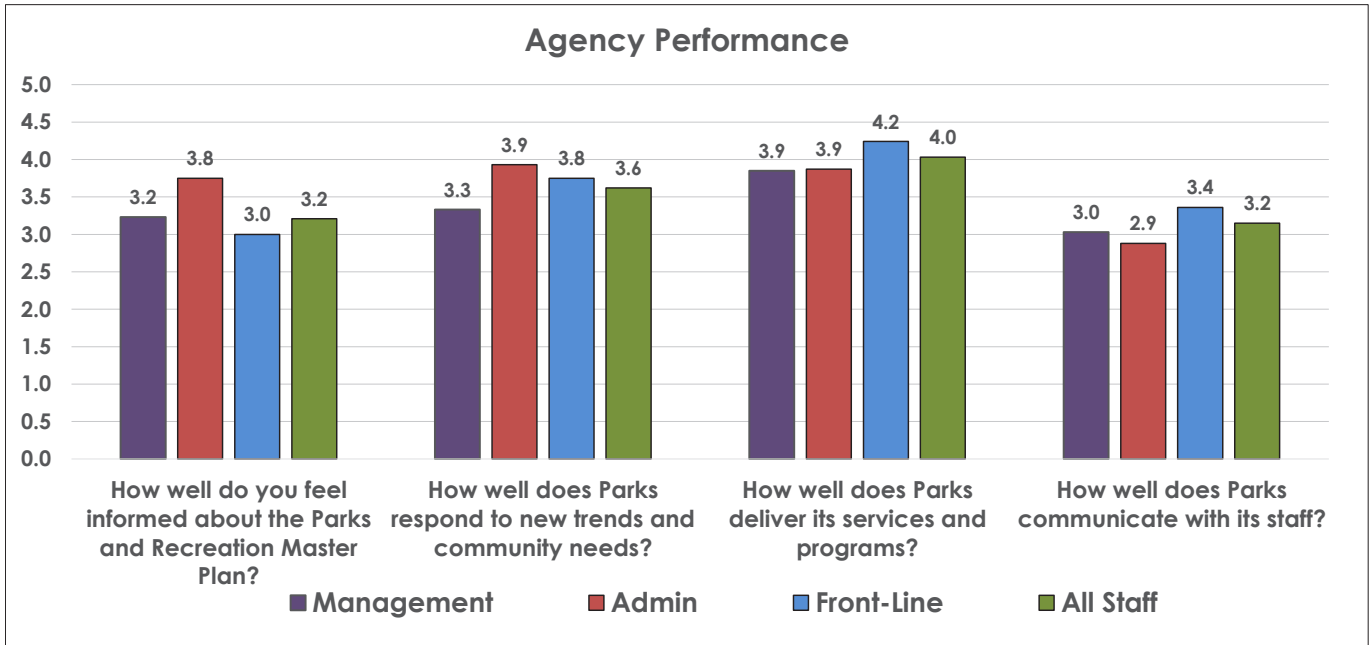
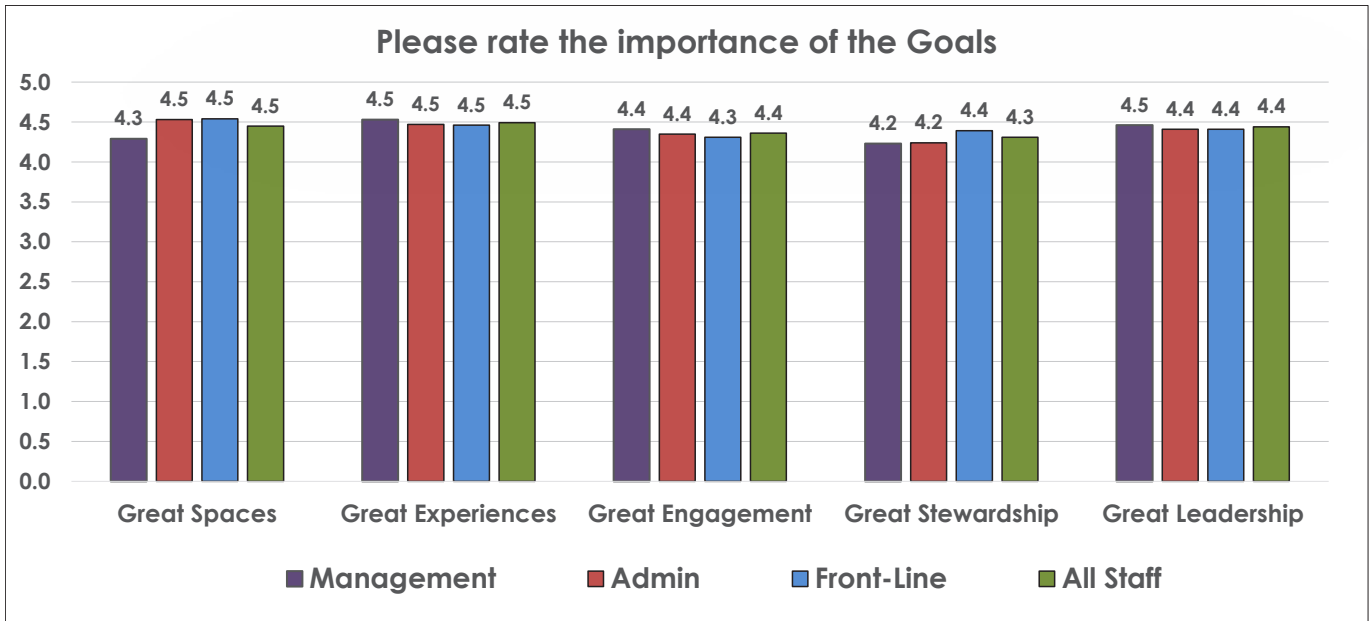


Goal 4 - Great Engagement - Engage members of the community in planning and promoting quality parks and programs.



Goal 5 - Great Leadership - Assure that people, process, and finances are managed efficiently and effectively.





Effectiveness of Communication Methods

