

2017

LAKEWOOD'S COMMUNITY RESOURCES DEPARTMENT  
MASTER PLAN



IMAGINE  
LAKE!  
WOOD!



**Lakewood**  
Full of Possibilities.





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## APPENDICES CAN BE FOUND IN TWO SEPARATE DOCUMENTS

**Appendix A-**2017 Arts, Parks and Recreation Survey Report of Results

**Appendices B-F**

Appendix B-Summary of Accomplishments From 2008 Master Plan

Appendix C-Summary of Feedback From May, June and July, 2017 Open Houses, Events and Online Engagement

Appendix D-Facility Surveys

Appendix E-Resident Top Priorities

Appendix F-Imagine Lakewood! Goals, Actions and Action Steps





# ACKNOWLEDGEMENTS

## MAYOR AND COUNCIL

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Ward 2: Scott Koop and Sharon Vincent  
Ward 3: Pete Roybal and Shakti  
Ward 4: Barb Franks and David Wiechman  
Ward 5: Dana Gutwein and Karen Harrison

City Manager: Kathleen E. Hodgson

## CITY OF LAKEWOOD COMMUNITY RESOURCES MANAGEMENT TEAM

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## SPECIAL THANKS

Thousands of Lakewood residents contributed to the development of the Imagine Lakewood! master plan. To all those who selflessly gave of their time, talent and effort, thank you! We are very grateful to you!

Thank you to the many stakeholders who gave invaluable feedback during the development of this plan. These stakeholders and partners include members of the arts and culture, health, business, faith, sports, and governmental communities, as well as current user groups of services provided by the Community Resources Department.

Thank you to City of Lakewood staff, from all departments, who provided feedback to help guide the development of this plan. Thank you to the Community Resources staff who strive to deliver exceptional services to the community and enhance quality of life for all Lakewood residents.





# EXECUTIVE SUMMARY

The heart of the City of Lakewood's charm lies not only on the large amount of parkland, but also in its array of recreational activities and cultural amenities that help build community and distinguish the City as metropolitan area gem – a place where people work, live and play. Ensuring these vital components of Lakewood are maintained, developed and enhanced is the responsibility of the Community Resources Department (CR).

Imagine Lakewood!, the department's 2017 master plan, provides goals and actions that help guide the development of the City's parks, recreation and arts for the next five years. This document offers the framework for the City Council, staff and other stakeholders to chart a course for success in reaching each of these goals in alignment with community prerogatives.

The priorities identified in this plan are the result of many months of intense community engagement that included a widely distributed survey administered by the National Research Center, a well-promoted online engagement platform as well as several open houses and public meetings.

In all, more than 2,200 residents responded to the community survey, and almost 200 participated in public forums/open houses. Nearly 4,000 people visited the project's website, with over 700 visitors reading or downloading documents and over 100 visitors contributing online. Staff spoke to approximately 500 residents at events and over 200 community members participated in stakeholder interviews. Participants were demographically diverse. The feedback we received from community members strongly reinforced the priorities and accomplishments set forth in the previous master plan and revealed residents are generally satisfied with their arts, parks and recreation offerings and look to Community Resources to continue the improvements already underway.

The priorities developed from these engagement efforts shaped six primary goals in this five-year plan and are outlined below:

- GOAL 1.** Meet the needs of the community by offering a variety of high quality and engaging programs, services and initiatives.
- GOAL 2.** Continue to take care of and improve Lakewood's existing cultural and recreational facilities.
- GOAL 3.** Respond to community needs through the addition of new facilities and amenities.
- GOAL 4.** Create an inspiring, safe and pleasant experience in our parks and facilities.
- GOAL 5.** Empower Lakewood residents to make the most of their parks, cultural and recreational opportunities through effective marketing and communication.
- GOAL 6.** Provide exceptional stewardship of the City's parks, cultural and recreational resources. Encourage stewardship development in the community.

Actions are listed under each goal as the foundation for an action plan to guide implementation in the coming years.







# ABOUT LAKEWOOD



Lakewood is one of Colorado's most desirable places to live, work and play for good reason.

Colorado's fifth largest city, Lakewood is quite literally metro Denver's gateway to the Rocky Mountains. To the west, the Front Range rises out of our backyard, offering nearby downhill and cross-country skiing, snowshoeing, hiking, fishing, camping and much more. To the east, downtown Denver is just a short drive or light-rail ride away for all the fun, culture, entertainment and sporting events the big city has to offer.

Lakewood is located in Jefferson County and is comprised of primarily suburban and urban lands. The City covers 45 square miles, is home for almost 150,000 residents and provides an exciting array of amenities that promote a healthy outdoor lifestyle. Our City boasts an award-winning system of more than 100 parks, 7,000+ acres of parkland and 100 miles of trails, as well as Fox Hollow Golf Course, one of the top-rated public golf courses in the state. Lakewood also has excellent schools and has been listed as one of America's 100 most livable cities.

Among its accolades:

- A winner in 2011 and 2016 of the All-America City Award, a prestigious national honor given to only 10 cities each year by the National Civic League.
- Awarded the National Civic League's first-ever Diversity Award in 2011 for extraordinary and innovative success in advancing diversity and inclusiveness in the community.
- Winner of a 2011 Gold Medal Award for excellence in park and recreation management from the National Recreation and Park Association.
- Multiple annual awards presented by the Colorado Parks & Recreation Association for outstanding staff, programs and facility renovations.
- Designated a Bicycle Friendly Community by the League of American Cyclists.
- Finalist for the People's Choice Award for a livable community in the Denver metro area for the Belmar district in 2011.
- Finalist for the Live Work Play People's Choice Award, from the Denver Regional Council of Governments:
  - 2011 for Downtown Lakewood/Belmar
  - 2013 for the 40 West Arts District

The City of Lakewood is a home rule city with the council-manager form of government. In this form of government, Lakewood residents elect a City Council consisting of the mayor and 10 City Council members. The mayor is elected at large. The City Council has two members from each of the City's five geographical wards. City Council sets policies for the operation of the City government and appoints the city manager with administrative responsibility to carry out the council's policies and the day-to-day operations of the City.



# ABOUT COMMUNITY RESOURCES



## MISSION

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

Ensuring the City's beautiful parks and array of recreational activities and cultural amenities are enhanced and maintained, the Department of Community Resources has a critical role in preserving the heart and soul of Lakewood.

Fulfilling its mission is a tall order and takes the dedication and hard work of hundreds of employees and volunteers.

The department is staffed by 186 full time and hundreds of part time and seasonal employees. The Community Resources team accomplishes the tasks under five important guiding principles that we call "operational keys."

**INTEGRITY** We value integrity by being intentional in and responsible for our words and actions.

**COMMUNICATION AND CONNECTION** We value communication and connection by practicing open, respectful and direct communication, recognizing that various methods are necessary. We actively solicit and value input from each other and our community and customers.

**LEADERSHIP** We value leadership by creating an environment that guides us all toward our shared purpose.

**ADAPTABILITY** We value adaptability by positioning ourselves to be open and responsive to change. We encourage a work environment that embraces calculated risks and the exploration of new ideas.

**DIVERSITY** We value diversity through our commitment to respecting the diversity of our community and customers, and the people with whom we work. We engage in non-discriminatory organizational practices and actions, and work to ensure inclusivity.



## COMMUNITY RESOURCES IS COMPOSED OF SEVEN DIVISIONS:



### FAMILY SERVICES DIVISION

The Family Services Division consists of School Age Services, Youth and Family Services, Head Start and early childhood education. The division offers a multi-faceted approach to providing educational services to the Lakewood community. Children ages three to four receive high-quality education through the Head Start and preschool programs, while children from birth through three years old receive weekly home-based instruction through the Early Head Start program. School-aged children experience exceptional before and after-school activities at one of four locations, with full-day camps that provide learning opportunities for children ages three through 12 during the summer months. Additionally, the Youth and Family Services program is dedicated to fostering healthy growth and development of youth, individuals, families, and older adults through short-term counseling with one of our licensed mental health professionals. Established in 1969, the Family Services Division administrative staff operates out of the Wilbur Rogers Center with programs occurring at eight locations throughout Lakewood.



### GOLF COURSE OPERATIONS

Golf Course Operations coordinates all activities at Fox Hollow Golf Course and Homestead Golf Course. This includes course and grounds maintenance, greens fee collection, pro shop sales, and food and beverage services at both golf courses. It also maintains upscale, premier golf course status among Colorado golf courses. The environments at Fox Hollow and Homestead, which are located on sites that attract a wide variety of wildlife, are further enhanced through both turf grass and water best management practices. Both courses have received national recognition through Audubon International for their environmental stewardship. Homestead was again recognized as an "Environmental Leader in Golf" in 2014 and has received that national award every three years since 2005. The two courses host over 100,000 golfers annually.



## HERITAGE, CULTURE AND THE ARTS

Heritage, Culture and the Arts (HCA) Division enriches and inspires people through places and programs that engage, celebrate and build community through heritage, culture and the arts. The division offers programs and services through the following facilities: the Lakewood Heritage Center, a 20th Century Museum; the Bonfils-Stanton Foundation Amphitheater and festival area; the Washington Heights Arts Center; the Lakewood Cultural Center with the North, Mezzanine and Corner Galleries; and the James J. Richey Gallery in Civic Center South. In addition, it offers community and heritage-based festivals. Program components for the HCA Division include historic preservation and interpretation, educational and cultural programming, community events and festivals, visual arts programs, public art, and professional and community performing arts programs.



## RECREATION DIVISION

The Recreation Division offers a wide variety of recreational opportunities to enhance the mind, body and spirit of the Lakewood community. By providing numerous program and facility offerings, citizens of all ages and interests are encouraged to be more active, healthy and engaged. Quality of life services provided in the Recreation Division include: Lakewood Rides transportation; the operation of four multi-functional recreation centers that offer drop-in activities including weight/cardio rooms, basketball, volleyball, pickleball and swimming; one older adult community center with a Volunteers of America congregate meal site; and seven aquatic facilities. In addition, hundreds of programs are offered in the following areas: older adult, aquatics, adult athletics and sports, fitness and wellness, youth sports, camps and programs, gymnastics, teen and after school programs and therapeutic recreation.





## PARKS DIVISION

The Parks Division provides management and maintenance on over 7,000 acres of formally developed parks and open space areas. Major facilities include Bear Creek Lake Park, William Frederick Hayden Park on Green Mountain, Bear Creek Greenbelt, Addenbrooke Park, and Belmar Park. The division also manages the urban forestry program, horticultural program, interior foliage program, street and right of way landscaping, and rough mowing.



## PLANNING, CONSTRUCTION AND MAINTENANCE DIVISION

The Planning, Construction and Maintenance Division provides for park and facility planning and design services, facility renovation and construction, contract and project management, land acquisition, and facility maintenance for all City-owned buildings. The division also works with other City departments on resource conservation and sustainability efforts.

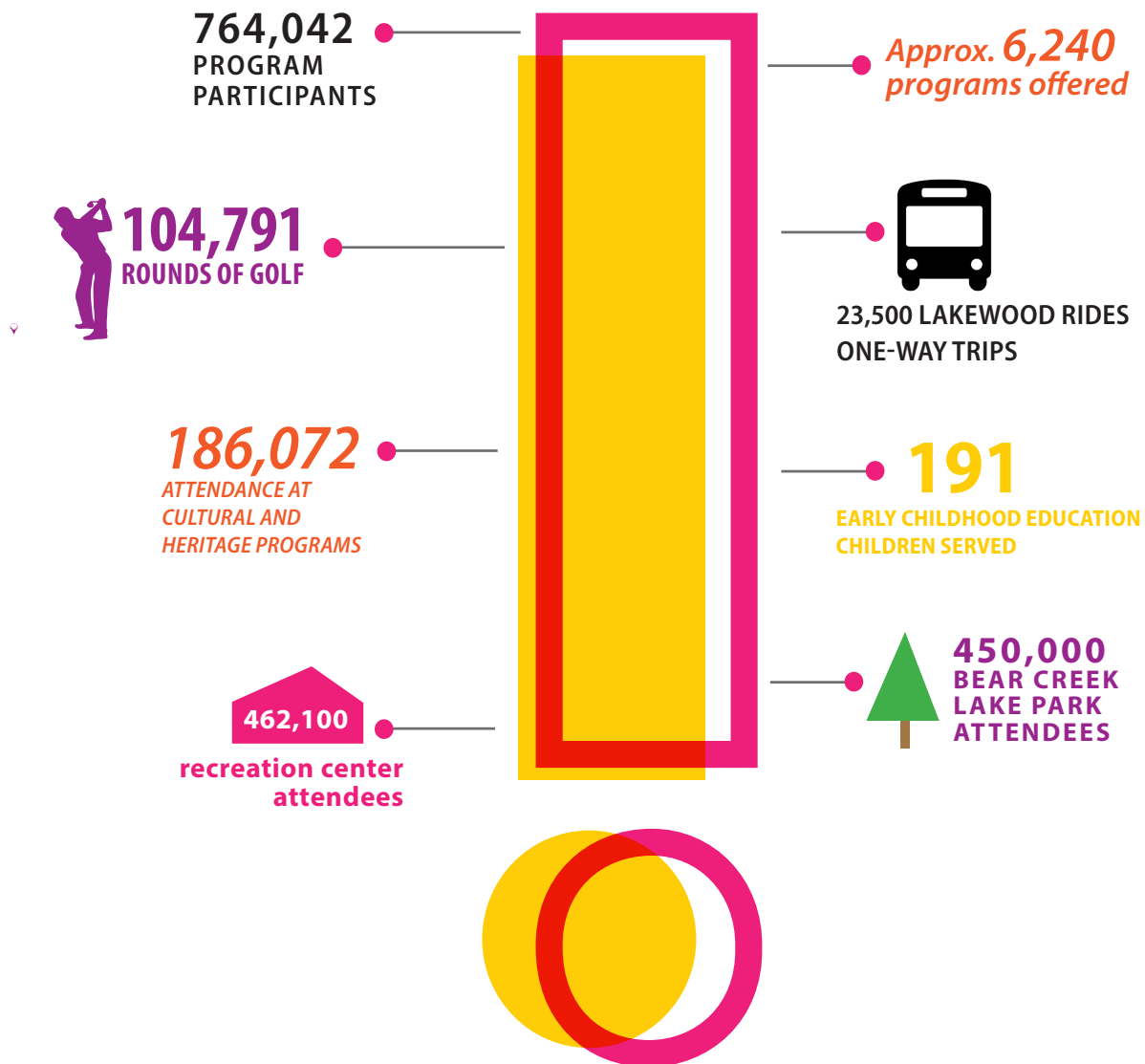


## ADMINISTRATION AND COMMUNITY RELATIONS DIVISION

The Administration and Community Relations Division (ACR) provides management and direction to the Community Resources Department for the effective implementation of City Council policy and department priorities. ACR provides oversight, budgetary and administrative support to the department. ACR also markets CR programs, services and facilities to encourage participation and conducts outreach efforts to engage residents in department projects.

# DEPARTMENT OF COMMUNITY RESOURCES BY THE NUMBERS

## 2016 PARTICIPATION

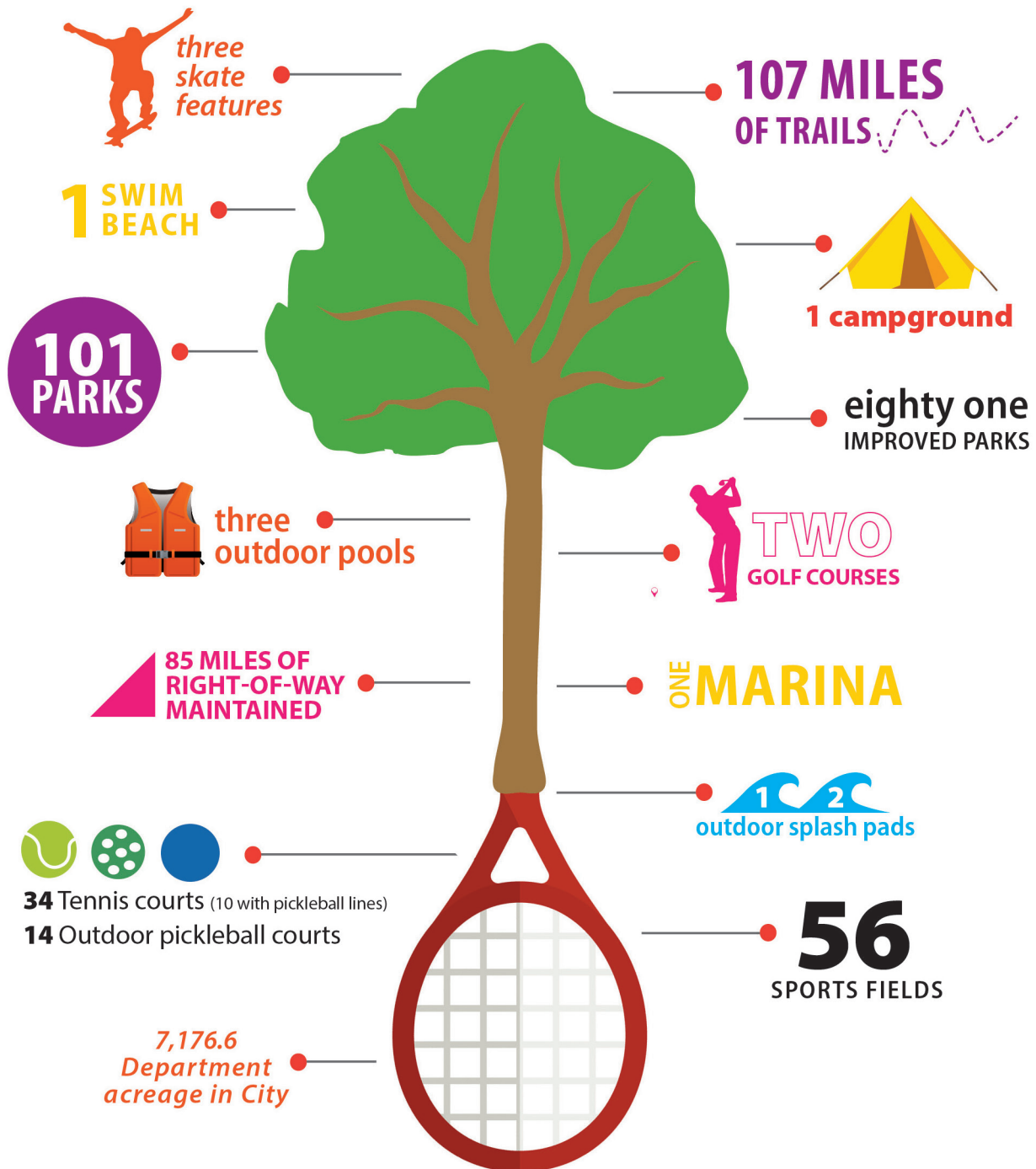




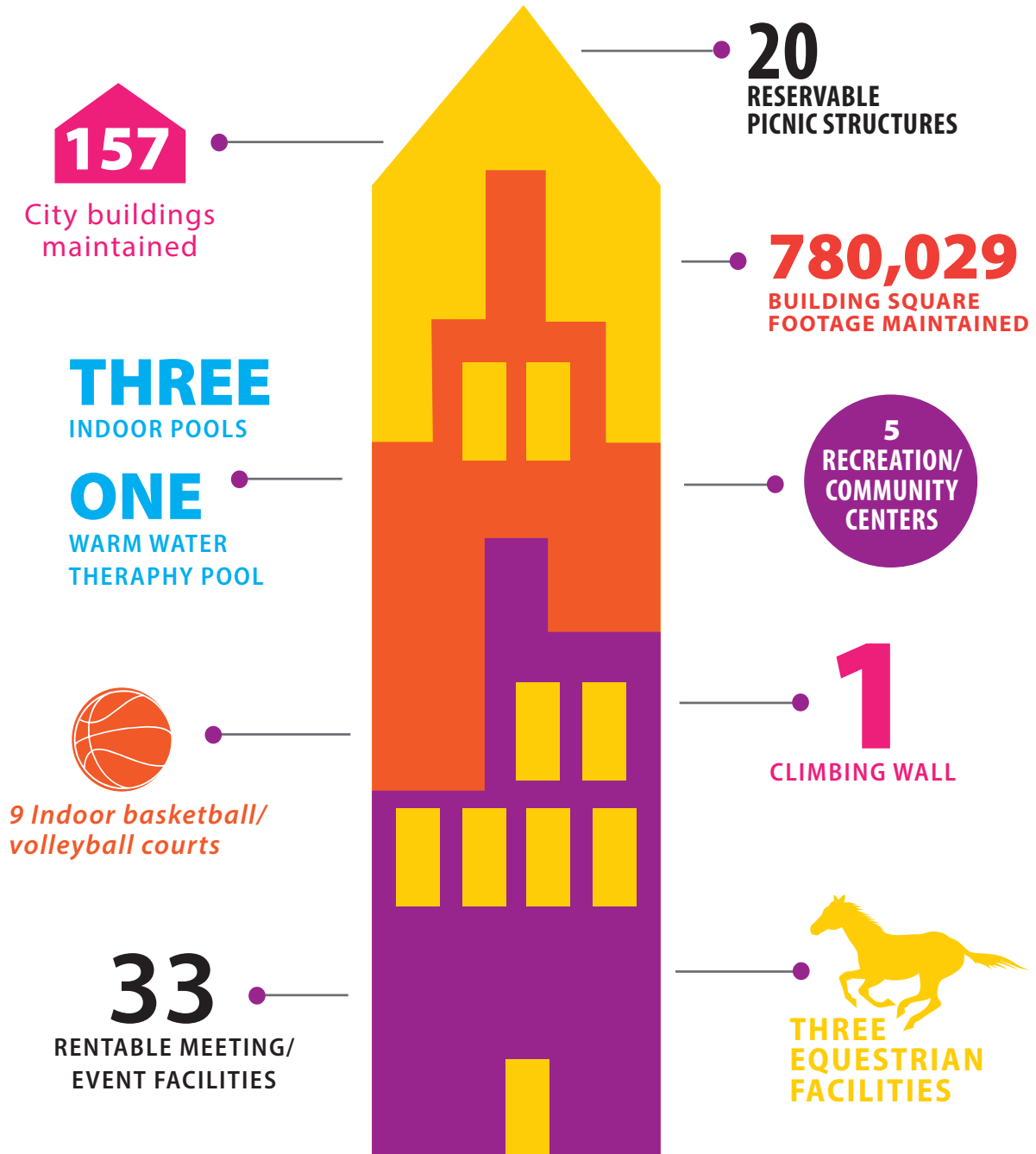
## ARTS & EDUCATION



## PARKS & OUTDOORS



## FACILITIES







# HOW IS THE DEPARTMENT OF COMMUNITY RESOURCES FUNDED?

Maintaining and developing such high-quality services and facilities is a huge undertaking and is accomplished day in and day out with dedicated staff, generous volunteers and a mix of local, state, federal and private funding. The Community Resources budget is developed as part of the overall City budget which is considered and adopted by City Council each fall for the following calendar year.

The Community Resources 2017 approved budget is \$41,837,294. While its primary funding comes from the City of Lakewood's general fund, the Department of Community Resources is also supported through several other funding streams, including:

**CAPITAL IMPROVEMENT FUND** This fund derives its funds from three sources: 1) one-half cent of the City's three cent sales and use tax, 2) 25% of Lakewood's share of the State Highway Users Fund (gasoline tax) which is required to be spent on transportation, and 3) 100% of Lakewood's share of the FASTER Funding which is designated by the State for construction and maintenance of transportation facilities. From time to time, City Council directs funds to be transferred to the Capital Improvement Fund for certain projects.

**CONSERVATION TRUST FUND** This fund accounts for monies received from the Colorado Lottery for park and recreation purposes as required by Section 31-25-220, Colorado Revised Statutes, 1973.

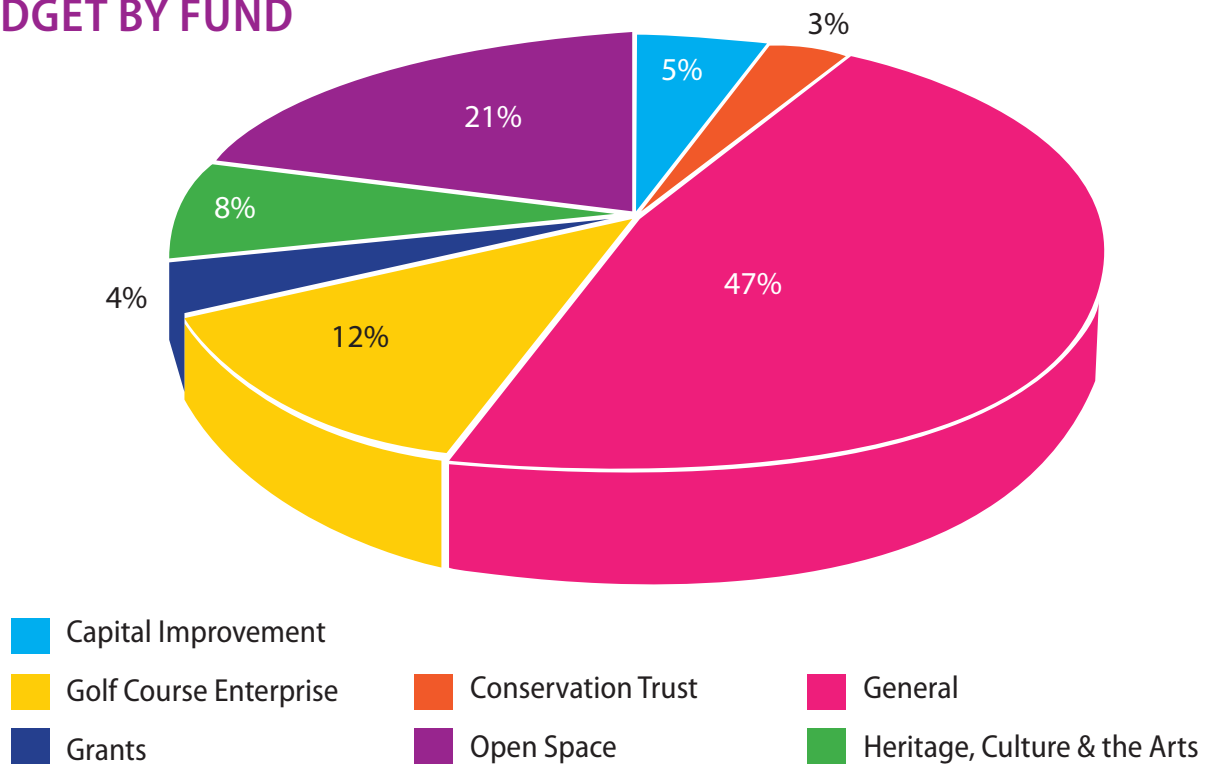
**GOLF COURSE ENTERPRISE FUND** The Golf Course Enterprise Fund was established in 1990 to develop and provide for exceptional golf courses and is funded primarily through user fees and other revenues.

**GRANTS FUND** These monies include contributions of gifts or cash or other assets from another government, or a private or non-profit entity. Grants are generally to be used for a specific purpose, activity or facility. The Grants Fund was established to maintain a separate accounting for Federal, State and other qualified grants.

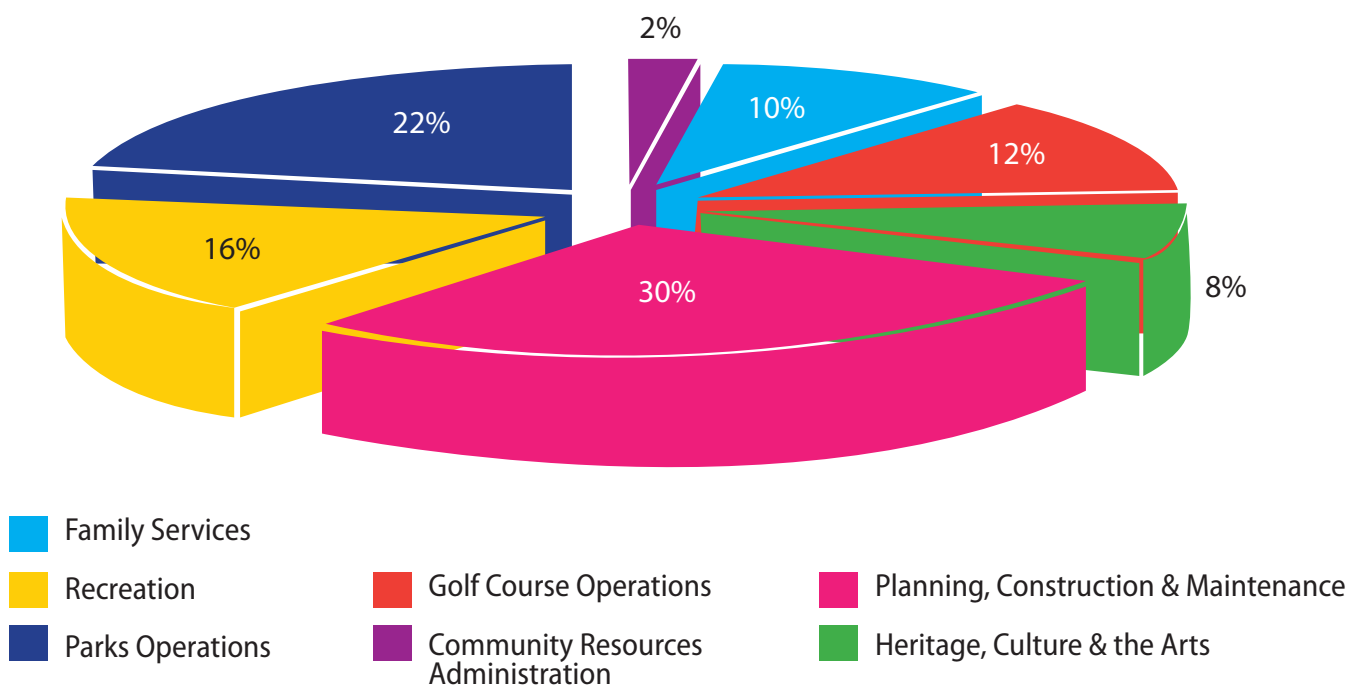
**HERITAGE, CULTURE AND THE ARTS FUND** Funded in part through user fees, grants and special revenues, the fund supports the Heritage, Culture and the Arts division in providing a full complement of activities and facilities to the public.

**OPEN SPACE FUND** Open Space funds are derived from a one-half of one-percent of the Jefferson County sales tax. Fifty percent of the proceeds are attributable to each municipality for acquisition, construction, development and maintenance of capital improvements relating to open space and/or recreation.

## 2017 COMMUNITY RESOURCES BUDGET BY FUND



## 2017 COMMUNITY RESOURCES BUDGET BY DIVISION





# ACCOMPLISHMENTS FROM THE 2008 PLAN

Master planning is important because it establishes the community's priorities. Lakewood's Community Resources department completed its previous master plan in 2008. The City has made great strides in its goals set from the 2008 Master Plan<sup>1</sup>.

In fact, the feedback received from community members strongly reinforced the priorities and accomplishments set forth in the previous plan and revealed residents are generally satisfied with their arts, parks and recreation offerings and look to Community Resources to continue the improvements already underway.

Ten accomplishments from the 2008 plan are highlighted here. More details can be found in Appendix B.



1

The City has **acquired new park and trail property** to address gaps in service. Acquisitions include property along the Dry Gulch Trail, Hilltop Park, three parcels along Alameda Parkway, South Sheridan Fields, Solterra East Corridor, Thunder Valley Xcel Property, expansion of Sunset Park and Beech Park Open Space. We also extended our lease at Bear Creek Lake Park.

2

We have broadened and deepened our **collaborations with Jeffco Schools**. This resulted in an after school program at Carmody Middle School, the expansion of the Middle School Sports Program, support for the Boys and Girls Club at Emory Elementary School, the formation of a teen arts league and the expansion of arts, history and cultural programs in schools. We have facilitated a number of partnerships between Great Outdoors Colorado and the school district to help improve school play and athletic facilities.

3

**Two spray parks have been added to the City's system.** The spray park at Ray Ross Park opened in 2009 and Surfside Spray Park opened in 2012. The renovation of the Carmody spray park has been funded and is in design.



4



To **improve access to parks, recreation and cultural facilities**, a trail assessment, funded by Colorado State Trails, was completed in 2016. The assessment proposes new trail linkages and improvements to existing corridors. A trail signage plan was implemented to encourage proper trail etiquette, appropriate yielding and speed limits for bicyclists. The City of Lakewood Bike and Recreation Map was first published in 2014. This popular piece is now in its third edition.



5

We **have realized greater efficiencies with cost and time savings** through the use of an asset management system and equipment inventory and replacement plans. In fact, a specific system has been implemented that tracks all of our maintenance and building repairs and requirements.

6

Efforts have been made to **reduce our environmental footprint and operational costs**. Examples include the construction of the LEED certified 11th Avenue Head Start building, implementation of a system wide central irrigation control, installation of LED park path lighting, the use of low-water solutions such as xeric plant material, and implementation of zero waste events.

7

The department's **marketing and outreach efforts have evolved** to include greater use of mobile technology and social media. New technology has been implemented such as online tee time reservations and mobile ticketing and activity registration sites. Public participation in department planning processes has increased. Fox Hollow Golf Course, Homestead Golf Course and Lakewood Cultural Center have new brands. The department now regularly uses surveys and other methods to gather feedback from residents on levels of service. Data are then used to make necessary adjustments to programs and services. For example, a survey helped direct adjustments to the department's recreation guide, *Community Connection*.

8

Specific actions have been taken to **manage and promote our parks and natural areas**. For example, the City's tree inventory was completed in 2014 which maps every tree by species to help assess exposure to threats such as Emerald Ash Borer, the City developed and is implementing a Natural Areas Management Plan, Fox Hollow and Homestead Golf Courses are both certified as Audubon Cooperative Sanctuary Golf Courses which means they contribute to the conservation of environmental resources, and Naturalist programming opportunities have expanded beyond Bear Creek Lake Park to the wider park system.

9

The City's **Public Art Master Plan** was adopted with goals, objectives and funding to expand the public art program. Collaborations with groups such as 40 West Arts has resulted in efforts such as the 40West ArtLine project which is underway.





**We are preserving our history and offering history and heritage programming to the community.** A city-wide Historic Preservation Master Plan and Commission was developed. Programming and exhibits have expanded at the Lakewood Heritage Center. The Estes Motel was rehabilitated and is now open to the public and the Caretaker's Cottage is now under rehabilitation. We updated the Lakewood Heritage Center master plan with significant public input.



## ON THE RIGHT TRACK

The extensive public input into this new master plan revealed the previous accomplishments were in line with community needs and goals. It also helped inform the common themes and priorities community members want to see continued and expanded, such as:

- Collaborate with community partners to enhance current programs and activities
- Identify and create better access for all residents
- Create more efficient avenues for two-way communication with citizens and patrons
- Identify and pursue opportunities for sponsorships and other creative funding options
- Add and refine programs that meet identified community needs and trends
- Implement energy efficiency systems
- Create and implement initiatives that boost citizen volunteerism and park enhancement efforts
- Support and grow programs and initiatives that provide a hand up to vulnerable and underserved populations
- Create systems and processes that are not only efficient but mobile friendly
- Increase opportunities for better connectivity throughout the parks system and for loop walking trails when possible
- Create policies and guidelines that will improve management of environmental resources









# SUMMARY OF SURVEY RESULTS

The foundation of the City of Lakewood has and will always be built on its citizens. Resident engagement provides the basis for the Department of Community Resources' new master plan for 2017, titled Imagine Lakewood!. The Imagine Lakewood! journey began with the distribution of a survey, giving valuable insight into the community's goals and perceptions around Lakewood's arts, parks and recreation. The survey, administered by the National Research Center, was initially sent to 3,000 randomly selected Lakewood households. In total, 523 respondents (18%) participated in the survey from the randomly selected addresses. In addition, an opt-in survey was made available to residents and garnered another 1,689 completed surveys. As the results between the randomly selected participant and opt-in participant surveys were so similar, the results were combined and weighted to reflect the demographic profile of all Lakewood residents. The full survey results can be found at [Lakewood.org/Imagine](http://Lakewood.org/Imagine) or in Appendix A.

## SURVEY HIGHLIGHTS:

### **LAKEWOOD RESIDENTS USE MANY OF THE FACILITIES PROVIDED BY THE CITY.**

- About 4 in 10 residents had used Bear Creek Lake Park, and about 3 in 10 had used the Lakewood Heritage Center and the Lakewood Cultural Center in the last 12 months. About 2 in 10 respondents had used the Green Mountain Recreation Center and the Lakewood Link Recreation Center in the last 12 months. Overall, about 45% of residents had used a Lakewood recreation center in the last 12 months.
- About 6 in 10 respondents thought that the Lakewood Link Recreation Center, Green Mountain Recreation Center and Carmody Recreation Center were in need of a lot or a little improvement, and roughly half thought that Bear Creek Lake Park and Morse Park Pool needed some improvement.

### **RESIDENTS ARE GENERALLY SATISFIED WITH CITY ARTS, RECREATION AND PARKS AMENITIES AND FEEL IT IS IMPORTANT FOR THE CITY TO PROVIDE PROGRAMMING.**

- Most residents agreed that it is a short distance from their home to get to Lakewood facilities; that they feel safe when using city parks, trails and open spaces; that being able to recycle in city parks and public spaces is important to them; that parks are equally/fairly distributed within the city; and that graffiti is removed in a timely manner.
- When given a list of potential issues to consider relating to Lakewood facilities and amenities, a majority of residents felt that most of the issues were either a minor problem or not a problem. The exception was dog waste in city parks, trails and open spaces: slightly more than half of respondents felt that this was a major or moderate problem, and another one-third thought it was a minor problem.
- About 2 in 10 residents thought that user overcrowding was a problem at Bear Creek Lake Park, and about 1 in 10 thought it was a problem at William F. Hayden Park on Green Mountain.
- About 8 in 10 respondents thought it was essential or very important for the City to provide arts, recreation and sports programs for children and youth, programs for people with special needs, and swimming and/or water activities for people of all ages.

### **ADULTS AND YOUTH ALIKE WOULD BE LIKELY TO USE MANY NEW FACILITIES OR PROGRAMS, BUT THE LIKELIHOOD VARIES BETWEEN THE TWO AGE GROUPS.**

- At least 6 in 10 residents indicated that they would be very or somewhat likely to use a large indoor multi-use pool, outdoor fitness programs or equipment, community theater, health and wellness educational classes, an outdoor leisure pool/water spray park and/or neighborhood community gardens.
- Of the 22 items listed, at least half of respondents indicated that youth in their household would be very or somewhat likely to use 15 of them. Programs or facilities that youth were most likely to use were a large indoor multi-use pool, an outdoor leisure pool/water spray park, a nature playground and a large outdoor sports field complex.



**ACCESS TO CITY AMENITIES BY CAR IS EASY FOR MOST RESIDENTS, BUT LESS SO BY OTHER MODES OF TRANSPORTATION.**

- When asked how easy or difficult they thought it was to get to Lakewood amenities and facilities using different types of transportation, about 8 in 10 residents thought it was very easy to get to Lakewood parks, trails and open space as well as City recreational, arts and cultural facilities by car.
- A greater proportion of residents thought that it was somewhat or very difficult to access these amenities by public transportation or by walking.

**MOST RESIDENTS ARE WILLING TO PAY FOR NEW OR UPDATED FACILITIES AND SERVICES, BUT HAVE PREFERENCES FOR HOW DIFFERENT ITEMS ARE FUNDED.**

- For funding improvements/ additions to existing parks and facilities and for park and open space acquisition, residents most preferred a tax increase (44% and 42%, respectively).
- Between 38% and 56% of residents most preferred a public/private partnership for funding a new multipurpose recreation facility, afterschool services for youth or transportation for older adults and the disabled.
- Few residents preferred government borrowing for funding any of the listed items.
- Very few residents indicated they would not be willing to pay.



While the resident survey input was invaluable in pinpointing current usage of Lakewood's community resources and visions of our future, there are multitudes of external trends and factors that may strongly influence how the department ultimately provides the community with the best in arts, parks and recreation in the future.

## CURRENT CONDITIONS, TRENDS AND FUTURE CONSIDERATIONS

To be effective, this master plan considers not only current conditions but also the trends and outside future factors that may impact the efforts of the department, empowering the department to adjust to changes accordingly.

## LAKEWOOD'S POPULATION AND DEMOGRAPHICS

	CITY OF LAKEWOOD	JEFFERSON COUNTY	COLORADO
<b>TOTAL POPULATION</b>	147,836	552,344	5,278,906
Median Age (years)	38.1	40.4	36.3
<b>SELECTED AGE CATEGORIES</b>			
5-14 years	10.8%	12.0%	13.3%
15-17 years	3.3%	3.8%	3.8%
18-24 years	9.4%	8.4%	9.8%
15 to 44 years	41.1%	38.6%	42.0%
16 years and over	82.0%	81.3%	79.0%
18 years and over	79.8%	78.8%	76.5%
60 years and over	21.6%	20.9%	18.0%
62 years and over	18.6%	17.8%	15.6%
65 years and over	15.2%	14.1%	12.2%
75 years and over	6.9%	5.9%	5.0%
Households with one or more people under 18 years	26.1%	29.2%	32.2%
Households with one or more people 65 years and over	25.2%	24.6%	22.5%
Median Household Income	\$56,954	\$70,164	\$60,629
Families below poverty level	8.6%	5.5%	8.5%
<b>RACE</b>			
White	92.0%	93.4%	87.3%
Black or African American	2.3%	1.7%	5.1%
American Indian and Alaska Native	2.2%	1.8%	2.1%
Asian	3.9%	3.6%	4.0%
Native Hawaiian and Other Pacific Islander	0.3%	0.2%	0.3%
Some other race	3.0%	2.3%	5.0%
Two or more races	3.5%	2.8%	3.5%
Hispanic or Latino	22.1%	15.1%	21.1%
US Census Bureau, 2011-2015 American Community Survey 5-Year Estimates			

According to the Colorado Department of Local Affairs, the state of Colorado is growing at a rate of 1.9% annually, with most of the growth occurring in the 65-74 year old age group between 2015 and 2020. In fact, nearly 22 percent of the City of Lakewood's population is now 60 and older.



A Community Assessment Survey for Older Adults<sup>2</sup> performed by the National Research Center in 2015 estimated that by 2025, Lakewood's population age 60 years and older will increase to 31%. As is the case throughout the nation, Lakewood's population is living longer and the survey results indicated that most residents would like to age in place. Meeting the basic needs and improving quality of life for Lakewood's older citizens will continue to be a focus for the Community Resources department. The 2015 Aging Well strategic plan, completed by Jefferson County experts, identified several priorities needed to meet the basic needs of older residents. Areas that align with Community Resources Department include overall health and well-being, mental health and prevention, social and civic engagement, and transportation. For more in-depth information, see Jefferson County's [Aging Well Project](#)<sup>3</sup>.

Another segment of Colorado's population poised for increased growth are those identifying as an ethnicity other than white. Jefferson County is following a similar pattern, as the total population of white non-Hispanics in the 0-17 and 18-64 age groups, while still the highest of any category, is projected to decrease each year through 2020 and the population in every other identified ethnicity is [projected to increase](#).<sup>4</sup> Creating welcoming and culturally sensitive environments in our parks, facilities and programs, as well as targeting specific cultural populations through specialized communication is an important consideration of this plan.

In addition, two demographic trends currently occurring may significantly impact the workforce in the Community Resources department. Over the next decade or so, it is anticipated that the Baby Boomer generation, those born between 1946 and 1964, will continue to phase out of the workforce to enjoy their retirement years. According to the Bureau of Labor Statistics<sup>5</sup>, "The aging of the baby-boom generation is an example of a demographic change affecting the labor force participation rate. In 2000, baby boomers were ages 36 to 54 and were in the prime age group, with the highest participation rates. Every year after 2000, a segment of the baby-boom population has shifted into the 55-years-and-older age group, moving from the prime age group to one with much lower participation rates, causing the overall participation rate to decrease." This trend is expected to continue and even accelerate in the 2012–2022 time frame. This exodus will undoubtedly place strain on some areas in the CR department due to the loss of institutional knowledge from seasoned employees. Critical strategic planning efforts related to transitioning important skills and expertise should be an internal priority for the department.

While aging out of the workforce is beginning to occur on one end of the age spectrum, there are indications that teenagers are not working as much in the summer months as they have in



previous years. The Pew Research Center says a number of factors have contributed to this including fewer low-skill entry-level jobs, school schedules starting before Labor Day, more students enrolling in high school or college courses during the summer and more students doing unpaid community service to fulfill graduation requirements<sup>6</sup>. The success of the CR department is heavily dependent upon a cadre of seasonal staff who are employed as lifeguards, camp counselors, coaches, clerks, and maintenance workers. For Community Resources to continue to provide consistent levels of quality programs and services, strategies for recruiting and retaining seasonal employees will need to be developed and implemented.

Finally, Community Resources will continue to strive to strike an appropriate balance between density and the public desire for additional open space and places to recreate. Consideration of development requirements that include park areas, community gathering spaces and other recreational amenities, as well as an updating of the City's parkland dedication fees is central to this balance.



## ENVIRONMENTAL CONSIDERATIONS

A variety of environmental considerations could potentially have a significant impact on department operations in the future. Compared to historical weather data, we are already experiencing higher average temperatures. Continued temperature increases and more significant storm events can be anticipated in the future. Added consequences to these such as drought, insect and disease vulnerability, and pressure on existing resources make it prudent to evaluate how the department would respond to potential changes in providing services and facilities to the community.

A recognition that changes are occurring and a general approach to development of contingent and/or mitigating ways of performing responsibilities can help the department be ready for what it may face. For example, the rise in average temperatures prompts us to consider the following:

- **Potential programming modifications that consider length of seasons; increased interest in water based recreational activities; impacts to vulnerable populations such as kids and older adults; stress on humans, plants, and animals; and modifications to infrastructure improvements.**
- **Increased response to insect and disease outbreaks that affect the community. Emerald Ash Borer, West Nile Virus, rabies, and plague are examples of problems that climate change could exacerbate or influence.**
- **Our management of and reaction to severe weather events. Improvements in infrastructure must be capable of performing under more potentially damaging storms. Facility designs should account for biotic and geographical considerations to minimize damage from intense, but likely short term, storm events.**
- **The effects of protracted drought on facilities such as vegetation conversions, modifications to use, water management plans and priorities. There is a need to continuously evaluate the management of water resources and consider expenses, dependability over time, availability, storage capacity and limitations, state regulatory requirements, and the impacts of state water plans on department operations.**
- **Our emergency response as severe storm potential grows. As the steward and operator of most of the City's facilities, the Community Resources department will continue to be called upon to respond to a variety of emergencies. Supporting residents and providing consistent operations during emergency situations will be critical.**



## DID YOU KNOW?...

Globally, 16 out of the 17 warmest years in NASA's 136 year record have occurred since 2001. The year 2016 was the warmest on record<sup>7</sup>

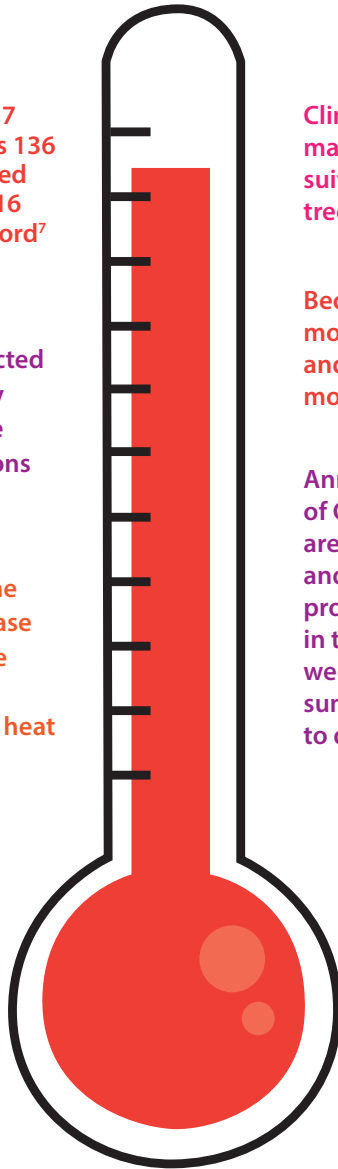
Statewide average temperatures are projected to warm by 1.5-4.5 °F by 2050 under a low future greenhouse gas emissions scenario<sup>8</sup>

The highest summertime temperatures will increase even more than average temperatures. Both extremely hot days and heat waves could increase in frequency<sup>8</sup>

Climate change impacts may increase the conditions suitable for outbreaks of tree-killing insects<sup>8</sup>

Because warmer air can hold more moisture, extreme rain and snow events will become more severe<sup>8</sup>

Annual stream flows in all of Colorado's river basins are projected to decrease and peak streamflows are projected to come earlier in the year, by one to three weeks by 2050 and late summer flows are projected to decrease<sup>8</sup>



## FEDERAL, STATE AND LOCAL FUNDING AND PARTNERSHIP CONSIDERATIONS



In addition to City funds, the Community Resources department relies heavily on support from an array of other funding sources including

non-profit grants, federal, state and county grants, and attributable share funding streams from voter approved taxes. A broad overview of the department indicates almost 50% of the revenue used for operations are accessed through the grants and attributable shares of tax revenues.

This places the department at risk during times of change when voter approved authorizations of previously determined tax revenues come up for reauthorization such as the seven county Denver-metro Scientific and Cultural Facilities District (SCFD). Also on the department's radar is the Colorado Lottery reauthorization, which financially supports park and recreation improvements and must be reauthorized by 2024. As such, the department must keep elected officials aware of any legislation or reauthorizations that could impact its ability to meet goals and expectations.

Lakewood also needs to account for federal and state mandates that affect its service delivery. For example, in 2016, Colorado voters approved a minimum wage increase that went into effect in 2017 and continually rises, each year through 2020. This change will have a significant impact on Community Resources because so many programs and services are provided with the support of part time and seasonal employees.

As such, the department is coordinating efforts with the City's internal support services departments to strategically plan for these impacts.

The Family Services Division in particular relies on a variety of funding streams to offer free or low-cost early childhood opportunities for income qualifying families in Lakewood. Each area is subject to change based on external factors and requires planning for alternate funding sources should one or more become unavailable. The current funding sources include Head Start, Colorado Preschool Program, Colorado Child Care Assistance Program and Community Development Block Grant. It is important to note that community partners that provide services to Lakewood residents also rely on many of these same funding sources and would likely look to the City for support or cease to exist should funding priorities shift.

Good stewardship means being creative and open to non-traditional methods of service delivery such as joining forces with other public and private entities to deliver better and more cost-effective services. Community Resources is proactive in seeking out and considering such opportunities to better serve our residents. Examples of such future partnerships could include, but are not limited to:

- **Public-private partnerships to develop large-scale recreation and aquatics facilities**
- **Collaborations with other organizations to deliver services requiring specific expertise. Current department examples include concessions agreements to manage the Mountair Park Community Farm and Lakewood Park Tennis Center**
- **Mobilizing volunteers, including park hosts, "Friends" groups or urban gardening movements, to enhance existing or new services**

## MAXIMIZING TECHNOLOGY

The Community Resources department embraces current and new technology to maximize efficiencies, cut costs, drive revenue and enhance the delivery of services and communication with residents. As many Lakewood residents experience “time poverty” due to increased work/commute hours and family demands, the integration of technology and service delivery becomes an important consideration. For example, future uses of technology could include:

- The use of smart refuse and recycling options in parks such as solar powered compactors that double as wireless hotspots
- A mobile website or application that enables residents to engage with park specific information on the go and complete challenges to incentivize higher use
- Online sales of Lakewood Heritage Center museum store and golf course merchandise
- Streaming live performances and education programs to classrooms or residents who are unable to participate in person
- Online access and search function of Lakewood’s vast historical collection, much of which is not on display

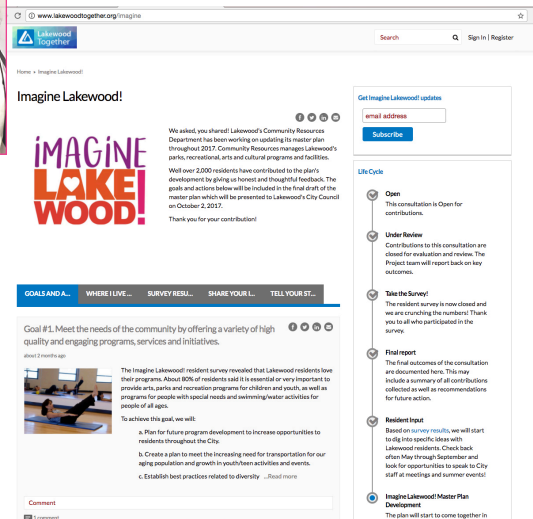
## TECHNOLOGY ON THE LOOSE

In 2016, Lakewood residents and staff were surprised to suddenly see hordes of people (young and old), families and individuals roaming local parks and open spaces with their cell phones in hand. What could bring all these new faces out to explore and enjoy City resources and properties? It was none other than the “it” game of the year called Pokémon Go!



Thanks to this mobile interactive trend, the City of Lakewood, like so many places around the world, saw a significant increase in the usage of its resources, opening up a whole new constituency.





## A COMMUNITY CONVERSATION

While the survey uncovered many resident priorities for arts, parks and recreation, there was more work to do to ensure that residents' desires were well understood.

In order to open up a more robust feedback loop with citizens, the [Lakewood.org/Imagine](http://Lakewood.org/Imagine) interactive website was launched in February, 2017. The site received over 5,300 total visits from nearly 4,000 unique visitors. Over 700 website visitors read or downloaded documents and over 100 contributed an idea and gave feedback on the site through easy-to-use brainstormer, map and forum web tools. Residents were widely invited to participate in the Imagine Lakewood! process through postcard mailers, newspaper articles and advertisements, the City's publication "Looking@Lakewood," inclusion in email newsletters including a dedicated Imagine Lakewood! email distributed to more than 650 subscribers, facility and park signage, and announcements at events.

## IN MAY, JUNE AND JULY, 2017, THE DEPARTMENT HELD PUBLIC OPEN HOUSES, COLLECTED FEEDBACK AT EVENTS, HELD STAKEHOLDER MEETINGS AND POSED QUESTIONS ONLINE TO DIVE DEEPER INTO SURVEY FINDINGS.

To see all comments, please turn to Appendix C.

- Participants confirmed the survey results such as:
  - ◊ Lack of awareness of available programs and facilities was the No.1 reason residents said they do not participate. Better wayfinding and signage was suggested.
  - ◊ The presence of dog waste and dogs off leash was cited as the main hindrance to park and open space enjoyment.
  - ◊ There was significant interest in a large indoor aquatics facility to include areas for lap swimming, kids zero depth entry play area, a lazy river and slides.
  - ◊ Continuing to improve existing assets is important.
  - ◊ Looking at use and design of existing trails is important to the community. For example, studying the need for bike and hike only trails would be appreciated.
- Both in-person at the open houses and via online surveys, residents were asked to indicate roughly where they live and which Lakewood arts, parks and recreational facilities they visit. Respondents placed over 400 dots on their maps, indicating the places they visit. This exercise confirmed the survey findings that Lakewood residents visit a number of facilities. It also revealed that residents travel beyond their neighborhoods to make the most of arts, cultural and recreational opportunities. In fact, 36% of the facilities visited are located four or more miles from where the resident lives. Only 5% of the time were the parks or facilities visited within one half mile of the resident's home. A summary of what participants said they like about the facilities they visit and where improvements should be made can be found in Appendix C.
- As the survey revealed a need for additional off-leash dog parks, open house attendees and online visitors were asked to identify potential sites for such a facility. The results revealed that Lakewood residents favor a number of different locations for a dog park. The most favored locations include the Bear Creek Greenbelt, Belmar Park, Bear Creek Lake Park, Walker-Branch Park, William F. Hayden Park on Green Mountain and Addenbrooke Park.



Facility improvement surveys were administered to determine the priorities for improvements to the top four facilities identified in the main survey: Lakewood Link Recreation Center, Green Mountain Recreation Center, Carmody Recreation Center and Bear Creek Lake Park. More than 500 responses were received and can be found in Appendix D.

Findings include:

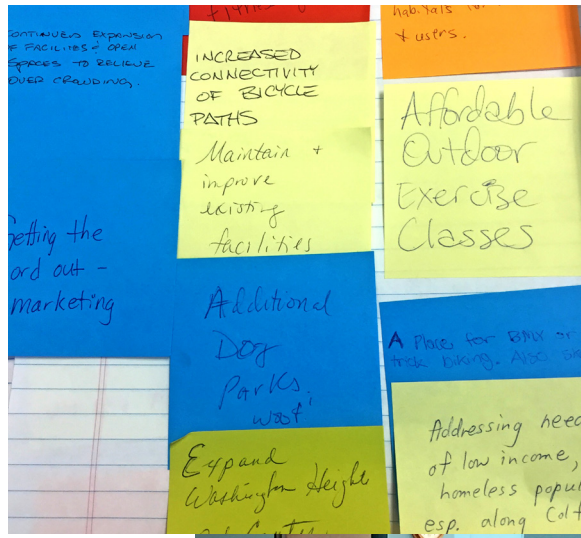
- Updating the cardio and weight room areas in all recreation centers was a high priority, with 22-46% of patrons noting improvements in those areas were much needed.
- Respondents placed most emphasis on Green Mountain Recreation Center:
  - ◊ 73% indicated that improvements were much needed or somewhat needed in the cardio/weight area
  - ◊ 71% indicated that improvements were much needed or somewhat needed in the locker rooms
  - ◊ 68% indicated that improvements were much needed or somewhat needed in the pool
  - ◊ 61% indicated that improvements were much needed or somewhat needed in the exterior pool area
- Carmody Recreation Center patrons showed a high interest in locker room enhancements with 67% indicating that improvements were much needed or somewhat needed.
- At Bear Creek Lake Park:
  - ◊ 76% indicated that improvements were much needed or somewhat needed in the restrooms/shower area
  - ◊ 73% indicated that drinking water availability should be improved
- The Link Recreation Center recently completed renovations in the pool, locker room and restrooms and patrons were overall satisfied with those updates. 68% indicated that improvements were much needed or somewhat needed in the cardio/weight area.

Imagine Lakewood! goals and actions were drafted based on all of the above feedback and were then shared with the community for consideration and input. The draft goals and actions became the basis for the conversation of a series of public meetings held in early August 2017, where residents reviewed and provided feedback on the five-year plan.

Overall, attendees validated that the goals and actions were reflective of the community's priorities. At the conclusion of each meeting, attendees were asked to write down their top priority for Lakewood's arts, parks and recreation in the next five years (Appendix E).

While there was little consensus among attendees, the majority of priorities are represented in the final goals and actions.







# IMAGINE LAKEWOOD! 2018-2022 GOALS AND ACTIONS

The final six goals and 42 actions were presented to the community and accepted in late August 2017.  
*More detailed action steps are listed in Appendix F.*

## **GOAL 1. MEET THE NEEDS OF THE COMMUNITY BY OFFERING A VARIETY OF HIGH QUALITY AND ENGAGING PROGRAMS, SERVICES AND INITIATIVES.**

**1**

Each year, thousands of Lakewood residents participate in Community Resources programs and events or utilize one of the many services offered through the Community Resources department. Residents have the option of taking dance lessons, enrolling their children in youth sports leagues, playing golf or enjoying a wide range of fitness classes. The continuity of service ensures that everyone, from infants to older adults, has the opportunity to participate in an activity that interests them.



The department also offers a number of community events to inspire enjoyment in the lives of those who live, work and play in Lakewood. These events bring neighbors together and promote a sense of community. Whether it is the annual fall festival known as Cider Days, the Rockin' Block Summer Party or guided night hikes at Bear Creek Lake Park, everyone is invited to join in the fun.

In addition to providing high quality and engaging programs and events, Community Resources aims to meet needs within Lakewood. Lakewood Rides provides door-through-door transportation services for older adults and individuals with disabilities, and the Family Services Division offers early childhood education services such as Head Start for income-qualifying families.

The Imagine Lakewood! Master Plan process demonstrated the extent to which access to programs for all ages continues to be a priority in Lakewood. To continue to meet that need, the department will:

- a. Plan for future program development to increase opportunities to residents throughout the City.
- b. Create a plan to meet the increasing need for transportation for our aging population and growth in youth/teen activities and events.
- c. Establish best practices related to diversity and inclusivity to promote use of and participation in Community Resources facilities, activities and events and explore options related to bilingual signage and promotional materials.
- d. Remove financial barriers to participation by educating residents on various financial assistance opportunities available for all Community Resources facilities and programs.
- e. Create a plan to meet residents' interest in Community Theater.
- f. Update Lakewood's Cultural Plan to further enhance arts and culture throughout the community.
- g. Strengthen community partnerships to assist in meeting identified needs across the community.



## 2

### GOAL 2. CONTINUE TO TAKE CARE OF AND IMPROVE LAKEWOOD'S EXISTING CULTURAL AND RECREATIONAL FACILITIES.

Updating and maintaining existing facilities is important to Lakewood residents according to survey results and the commentary provided throughout the planning process. The use of capital planning efforts and building assessments ensure the department is responsive to the needs of aging infrastructure. In fact, building assessments have proven to be a useful tool to help identify critical maintenance needs and funding to improve our facilities; the Lakewood Link Recreation Center pool renovation emerged as a result of a building assessment that identified critical facility needs.



Proactive measures also include thinking differently about how space is used to ensure the department reaches maximum space utilization efficiency.

Lakewood's City Council formerly approved the Sustainability Plan in 2015 after more than two years of collaborative planning with residents, stakeholders and industry experts. A number of the Imagine Lakewood! actions support the advancement of this plan because, as the caretaker of the City's facilities and manager of much of the City's property, the Community Resources department is charged with much of the Sustainability Plan's implementation.

In consideration of these factors, the department will:

- a. Identify potential areas for enhancement and/or expansion of existing facility space.
- b. Establish an ongoing building assessment schedule to evaluate and prioritize facility maintenance needs.
- c. Advance the City's Energy, Water, and Built Environment Goals adopted as part of the 2015 Sustainability Plan during facility upgrades and new construction.
- d. Maximize usage of available programming space.
- e. Continue to utilize annual capital planning efforts to prioritize and establish timelines and capital project coordination.
- f. Continue to renovate and modernize playgrounds as operational and capital project funding streams allow.

# 3

## GOAL 3. RESPOND TO COMMUNITY NEEDS THROUGH THE ADDITION OF NEW FACILITIES AND AMENITIES.

Lakewood residents are proud of the wide variety of facilities and amenities available to them. Whether residents are cooling off from the heat at one of our outdoor pools or spray parks, exercising at one of our four recreation centers, or brushing up on their Lakewood history at the Lakewood Heritage Center, there are a vast array of opportunities available to residents of all ages.



Two great examples of new facilities completed during the course of the last master plan include Lakewood's first ever universally accessible playground and an outdoor adult fitness area. Both amenities were designed to fill an unmet need in the community. The playground was designed as an imaginative place that stimulates creative play and healthy physical activity while serving as a community space where neighbors can meet and enjoy community spirit. The Outdoor Fitness Zone at Carmody Park in partnership with Centura Health is an area where residents can experience a free workout while enjoying the beautiful Carmody Park. The fitness area is strategically placed so that patrons can supervise their children at the playground while simultaneously exercising. The equipment was selected so that everyone, regardless of fitness level, can get an effective, full-body workout. The equipment also allows patrons to focus on cardiovascular fitness, resistance training, and core, all in one convenient area.

An exciting component of the Imagine Lakewood! planning effort was identifying priorities for new Lakewood facilities and amenities. When asked about the number of facilities provided by the City, 70% said there were too few community gardens, 66% said there were too few places to exercise dogs off leash and 60% said there are too few water spray parks. A large, destination pool and recreation facility also emerged as a desire through the survey, community conversation and previous planning efforts.

Building off of past successes, the department will:

- a. Expand Lakewood's community garden program and support the Comprehensive Plan and Sustainability Plan goals for access to local and healthy food.
- b. Assess the feasibility of adding a destination pool and recreation facility to the City's resources.
- c. Evaluate the opportunity to add water amenities to existing facilities and parks.
- d. Expand opportunities for sanctioned off-leash dog experiences.
- e. Explore opportunities and interest levels in various funding options for large scale capital projects and land acquisition.
- f. Expand the City's outdoor fitness equipment inventory.
- g. Continue to implement established department site and facility plans.

# 4

## GOAL 4. CREATE AN INSPIRING, SAFE AND PLEASANT EXPERIENCE IN OUR PARKS AND FACILITIES.

Lakewood residents love their parks! However, this planning process identified specific issues that hinder the enjoyment of some park visitors. Fortunately, work is already underway with regard to the top two issues: dogs off leash and dog waste in public places.



After visiting with neighboring jurisdictions about their perceptions of these issues, it became clear that understanding the degree to which dog owners violate the leash ordinance was prudent. While more research to fully understand the issue is necessary, staff conducted preliminary observations in the parks and, after 448 random observations, estimate an on leash compliance rate of about 80%. This means that one in every five dogs observed in parks was found to be off leash and in violation of City ordinance. While challenging, finding a way to improve on leash compliance in parks will enable visitors to enjoy their experience to a greater degree.

Lakewood's Advisory Committee for an Inclusive Community completed a research assignment for City Council in 2017 regarding dog waste and dogs off leash where it provided recommendations that include additional enforcement, volunteer patrols, educational campaigns and additional infrastructure. An educational campaign, Let's Doo It! – in partnership with Jefferson County jurisdictions – is underway which includes signage, an online pledge, volunteer cleanup days and other initiatives.

This goal supports the 2015 Sustainability Plan and the public's desire for more recycling in parks, emphasizes emergency preparedness, reinforces implementation of the Public Art Master Plan and 2016 Trail Assessment and resolves to create a strategy to address the overcrowding issue at Bear Creek Lake Park.

To address some of the most pertinent issues raised throughout the Imagine Lakewood! planning process, the department will:

- a. Improve on-leash compliance across the park system.
- b. Decrease the amount of dog waste left in park spaces.
- c. Continue to advance the City of Lakewood Zero Waste goals in community parks, facilities and at events.
- d. Refine the department's role in addressing safety and emergency preparedness situations.
- e. Address overcrowding issues at Bear Creek Lake Park.
- f. Enliven and enhance parks and facilities with public artwork and interpretive information.
- g. Evaluate use of the City's trails and park path system including connectivity, user conflicts, design, safety and activity levels.



# 5

## GOAL 5. EMPOWER LAKEWOOD RESIDENTS TO MAKE THE MOST OF THEIR PARKS, CULTURAL AND RECREATIONAL OPPORTUNITIES THROUGH EFFECTIVE MARKETING AND COMMUNICATION.

When asked why they do not participate in City activities or visit City facilities, 37% of survey respondents said it was because they were not aware of their opportunities. This goal addresses awareness both broadly and by target populations and interests. While more research is necessary, recent research efforts provide useful information to advance the actions below. For example, a research project to develop communication strategies with older adults completed in 2016 found that of interviewees age 55+:

- 87% have a computer
- 86% use email
- 55% have a smartphone
- 45% use Facebook

Also, a focus group with members of Lakewood's Hispanic community conducted in July 2017 found that bilingual signage and promotional materials are important in welcoming Hispanic residents to participate in Lakewood facilities and activities.

To ensure Lakewood residents are aware of the department's offerings, and to take into account Lakewood's diverse population, the department will:

- a. Create and implement a Community Resources department marketing plan that results in the delivery of consistent messaging through standardized practices and explores the expansion of bilingual promotional material.
- b. Maximize efficiency and effectiveness of the department's family of publications.
- c. Develop best communication practices to increase outreach to target populations including older adults, new residents, Latino residents, low income residents and others revealed during the development of the marketing plan.
- d. Improve wayfinding elements such as street, park and facility signage. Explore the implementation of standardized facility and park markers to help orient residents toward their facilities.
- e. Enhance communication efforts to Lakewood residents through schools in Lakewood.
- f. Increase awareness of winter recreational and fishing opportunities through effective communication and promotion.
- g. Explore the opportunity to create a citizen advocacy network to help with word of mouth messages regarding programs and facilities.



# 6

## GOAL 6. PROVIDE EXCEPTIONAL STEWARDSHIP OF THE CITY'S PARKS, CULTURAL AND RECREATIONAL RESOURCES. ENCOURAGE STEWARDSHIP DEVELOPMENT IN THE COMMUNITY.

Stewardship of natural and historical resources has long been a priority for Lakewood. This goal and accompanying actions continues the Community Resources department's legacy of efficient water use, careful natural areas management, robust volunteer engagement and historical preservation.

The department's Natural Areas Management Plan was developed as a result of the 2008 master planning effort and can be found at [Lakewood.org/NaturalResources](http://Lakewood.org/NaturalResources). The plan outlines management practices regarding wildlife population control, noxious weed management and other topics and will be updated as part of this goal.

Although a relatively new City, Lakewood's roots date back to the late 19th century when farming communities flourished. The preservation of Lakewood's cultural resources supports the City's comprehensive interest in housing, sustainability, livability and economic development. Cultural resources represent a significant part of the heritage and history of Lakewood, the state and the nation. These resources represent people and their stories in our community. In October 2012, City Council approved the Historic Preservation Plan which can be found at [Lakewood.org/HistoricPreservation](http://Lakewood.org/HistoricPreservation) and Community Resources plays a key role in its implementation. The implementation of the 2017 Lakewood Heritage Center master plan focuses on preservation and education of Lakewood's 20th century history, including its cultural resources.

Volunteerism enables the department to deliver the quality and vast quantity of programs to the community. In 2016, volunteers contributed almost 47,000 hours to the department through ongoing roles and large group service projects. These volunteer hours demonstrate a monetary offset of over \$1 million. Volunteers are critical to the implementation of our services.

To continue our legacy of stewardship and resource preservation, the department will:

- a. Coordinate operations and management to support natural systems and climate mitigation and adaptation goals of the City of Lakewood Sustainability Plan.
- b. Continue as a leader in the metro area in effective water management.
- c. Continue implementation and fine tuning of the Natural Areas Management Plan to include entire park system native areas.
- d. Prioritize acquisition efforts and consider opportunities as they arise to expand the City's parkland portfolio.
- e. Evaluate and recommend updates to current park dedication fee structure.
- f. Expand stewardship of Lakewood's historical resources to preserve and share the community's history as outlined in the 2017 Lakewood Heritage Center master plan.
- g. Advance the education, advocacy and partnership goals as part of the 2012 Historic Preservation Plan.
- h. Evaluate and implement best practices related to volunteerism and support community efforts to integrate volunteers in meaningful ways.





## PATH FORWARD

A key component of the uniqueness and charm of the City of Lakewood is its natural resources as well as the recreational and cultural activities, programs and facilities offered to its residents. Imagine Lakewood! establishes a path forward for the City's arts, parks and recreation facilities and programs for the next five years. The road map is outlined through the goals and actions in this

plan. These goals and actions are important to community members as they were driven by a wide community conversation.

As the goals, actions and action steps are operationalized, progress updates will be provided to the community on an annual basis at [Lakewood.org/Imagine](http://Lakewood.org/Imagine).

The purpose of this master plan is to guide the Department of Community Resource's work and empower staff, City decision-makers and other stakeholders to make strategic decisions that provide a path forward and fulfill the goals outlined in this plan.



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2017

LAKESWOOD'S COMMUNITY RESOURCES DEPARTMENT  
MASTER PLAN



**Lakewood**  
Full of Possibilities.