



PARKS, RECREATION AND COMMUNITY SERVICES DEPT LAKEWOOD LEGACY PLAN UPDATE

DRAFT CORE VALUES, VISION, MISSION, STRATEGIC GOALS AND OUTCOMES

Five Key Elements of the Legacy Plan Framework

- **Core values** provide the foundation for park and recreation services.
- A **vision** for the community describes its desired future.
- A **mission** articulates the purpose and role of the Parks, Recreation, Community Services Department and what the Department does to achieve the vision of the Plan.
- **Strategic goals** describe the desired outcomes to be produced by implementing the Legacy Plan.
- **Performance measures (outcomes)** track the progress of the strategic goals

CORE VALUES/GUIDING PRINCIPLES

- **Service** - *We lead by example providing our community with safe, equitable, healthy, fun and accessible parks and recreation programs.*
- **Integrity** - *We are ethical, honest, responsible, transparent and accountable professionals who honor our commitments.*
- **Teamwork** - *We engage and partner with co-workers, other organizations and community members acknowledging and appreciating the collective creativity and contributions of all.*
- **Respect** - *We value people and the environment by embracing diversity, showing compassion and promoting stewardship.*
- **Sustainability** - *We make decisions in a comprehensive manner by addressing the long-range environmental, social, economic and cultural impacts to our community and the wider region.*

VISION

We see Lakewood as a healthy and vibrant community where opportunities abound.

MISSION

We develop quality parks, diverse programs and sustainable practices to create an active, engaged and livable Lakewood.

STRATEGIC GOALS

1. Protect the open space and water access needs of future generations through acquisition, development and environmental stewardship.
2. Create safe access to open space through a connected system of urban, non-motorized trails.
3. Invest in a quality park and recreation system to fuel economic development.
4. Secure sustainable and diverse funding to acquire, develop, maintain and operate the park and recreation system.
5. Build social equity through affordable, inclusive and accessible park and recreation services.
6. Create a safe, strong, active and healthy community by providing a variety of open space and recreation opportunities.
7. Celebrate the cultural diversity of our community by providing a wide range of parks and recreation opportunities.
8. Create a sense of place in our community by incorporating art and history in parks and public spaces.
9. Maintain and update the Legacy Plan goals, strategies, policies and procedures in response to changing needs, trends and performance outcomes.
10. Make accountable, transparent and responsible decisions by considering the environmental, economic, social and cultural impacts to our community.

PERFORMANCE MEASURES

Goal	Proposed Performance Outcome
1. Protect the open space and water access needs of future generations through acquisition, development and environmental stewardship.	Total number of acres of all types of open space that have been acquired, improved, maintained or restored and are open to the public
2. Create safe access to open space through a connected system of urban, non-motorized trails.	Number of linear feet of non-motorized trails newly developed to improve access to open space and waterfront AND Number of linear feet of off-street trails newly developed within departmentally-managed open spaces
3. Invest in a quality park and recreation system to fuel economic development.	Total dollar amount devoted to capital improvements of regional and community park sites and services
4. Secure sustainable and diverse funding to acquire, develop, maintain and operate the park and recreation system.	% of operating budget offset by alternative sources of funding
5. Build social equity through affordable, inclusive and accessible park and rec services	Number of programs offered and participants served in low-income areas (i.e: Park Planning Areas 4, 7, 9 and 10)
6. Create a safe, strong, active and healthy community by providing a variety of open space and recreation opportunities.	% of program participants reporting that the program attended made a positive difference/ improvement in their lives or the lives of their family members
7. Celebrate the cultural diversity of our community by providing a wide range of parks and recreation opportunities.	Number of cultural programs or events offered
8. Create a sense of place in our community by incorporating art and history in parks and public spaces.	Number of new city-managed public spaces that has at least one art or history element
9. Maintain and update the Legacy Plan goals, strategies, policies and procedures in response to changing needs, trends and performance outcomes.	Publishing of annual report cards to communicate with the public on performance outcomes
10. Make accountable, transparent and responsible decisions by considering the environmental, economic, social and cultural impacts to our community.	% of participants reporting, after a major public participation event, that they are satisfied with the decisions with the full consideration of the environmental, economic, social and cultural impacts to our community