



# Johnson County Park and Recreation District, Kansas Strategic Plan Update

March 6, 2023



**Sept-Nov**

Initial Project  
Planning

Engagement

Analysis

Visioning

Final Plan

Implementation

**Jan 18  
Board  
Mtg**

**March 6  
&  
April 10  
COWs**

**April 19  
Joint  
BOCC/  
JCPRD**

**2024 and  
beyond!**



COW = Committee Of the Whole  
BOCC = Board of County Commissioners

# Legacy Plan Pillars



### Mission

Enhance the quality of life in Johnson County by providing high-quality parks, services and recreation programs.”

### Vision

To be a leader in park management and recreation services, to be responsive to our community and the people we serve, to impact the character of our community in a positive manner, to serve as a catalyst for program and land use innovation, and to function as a responsive steward of all our resources.



# Proposed Pillars

## Our Mission

To enrich our community through excellence in parks, recreation, culture, education, and public service.

## Our Vision

Pursuing innovation and stewardship to sustain and enrich a thriving park and recreation system that inspires play, culture, and education, leading to healthy and fulfilling lives for all.

August 2019 adoption



# Goals



## Providing a thriving park and recreation system

Goal:  
We will promote a thriving park and recreation system through a focused effort to provide high-quality recreational spaces in which regional services are delivered.



## Inspiring play, culture, and education

Goal:  
We will provide high quality recreation and instructional experiences that inspire play, culture and education.



## Fostering and inspiring stewardship

Goal:  
We will foster and inspire stewardship through a focused effort to practice proactive care and adaptive management.



## Advancing organizational readiness and access

Goal:  
We will be an effective, innovative, and efficient leader in the delivery of park and recreation services with a focused effort to meet our objectives with given resources to better serve the public.



# Providing a Thriving Park and Recreation System

Goal: We will promote a thriving park and recreation system through a focused effort to provide high-quality recreational spaces in which regional services are delivered.

Objective 1:  
Implement facility  
design and safety  
best practices

Objective 2:  
Develop parkland

Objective 3:  
Advance the  
development of  
streamway trails

Objective 4:  
Address deferred  
maintenance and  
make capital  
improvements

Objective 5:  
Identify and pursue  
future acquisition  
and development  
opportunities

Objective 6:  
Provide internal  
park trails and  
increase  
connectivity to  
regional parks and  
communities



## Objective 1: Implement facility design and safety best practices

Established and consistent facility and safety best practices for park and facilities development will enhance the visitor experience and become part of the JCPRD fabric. Parks and facilities of excellence will attract visitors, new businesses, and residents to Johnson County.

- ✓ Establish a minimum development program
- ✓ Create and implement design best practices
- ✓ Define operational standards
- ✓ Maintain park and facility safety standards



## Objective 2: Develop parkland

The undeveloped regional park properties currently in the JCPRD system will be opened to the public in phases of various development levels over the next 15 years. Once opened to the public, the parks will provide community members throughout Johnson County access to the recreation amenities and the county's rich natural resources.

- ✓ Open undeveloped parkland
  - ✓ Camp Branch Park
  - ✓ South Hedge Lane
  - ✓ Sunflower Army Ammunitions land (anticipated)
- ✓ Pursue future phases of partially developed properties





## Objective 3: Advance the development of streamway trails

JCPRD will steadily grow its streamway trail network through development within existing parklands and land holdings, and collaborative projects with community partners.

- ✓ Development within existing parkland
- ✓ Development of JCPRD streamway landholdings
- ✓ Development through partnerships



## Objective 4: Address deferred maintenance and make capital improvements

Continued improvements to existing spaces will bring each site closer to achieving its mission of excellence, extend the life of cherished amenities, and improve safety. A network of updated parks and facilities will attract existing and new visitors and set a strong foundation for future acquisition and development. A focus will be to meet all current deferred maintenance needs within the next 15 years.

- ✓ Manage district-wide deferred maintenance and capital replacement items
- ✓ Address location-specific deferred maintenance and capital replacement items
- ✓ Further develop and expand the use of an asset management system
- ✓ Pursue a Facilities Master Plan as a strategic approach to implementing JCPRD's future capital program and to direct the development of facilities in an equitable way



## Objective 5: Identify and pursue future acquisition and development opportunities

Strategic acquisition and development based on defined evaluation and selection criteria.

- ✓ Use selection criteria to inform acquisitions
- ✓ Prioritize access in streamway corridor
- ✓ Identify trailhead and access opportunities



## Objective 6: Provide internal park trails and increase connectivity to regional parks and communities

Provide a diverse system of internal park trails of variable lengths and establish connections to surrounding community trail systems, streamway trails, and regional transportation corridors

- ✓ Accessible routes
- ✓ Loops
- ✓ Connections
- ✓ Partnerships
- ✓ Evaluate trail types
- ✓ Explore a separately funded program for new trail opportunities



# Providing a Thriving Park and Recreation System

## Discussion

Goal: We will promote a thriving park and recreation system through a focused effort to provide high-quality recreational spaces in which regional services are delivered.

- Objective 1: Implement facility design and safety best practices
- Objective 2: Develop parkland
- Objective 3: Advance the development of streamway trails
- Objective 4: Address deferred maintenance and make capital improvements
- Objective 5: Identify and pursue future acquisition and development opportunities
- Objective 6: Provide internal park trails and increase connectivity to regional parks and communities



# Inspiring Play, Culture, and Education

Goal: We will provide high quality recreation and instructional experiences that inspire play, culture and education.

Objective 7:  
Classify services and programs

Objective 8:  
Evaluate services and programs

Objective 9:  
Expand opportunities for programs and services

Objective 10:  
Enhance nature-based experiences and outdoor education sites



## Objective 7: Classify services and programs

The classification of recreation, cultural and outdoor education programs as “core,” “market,” or “incubator” services can support long-term planning efforts and hiring practices. The system integrates JCPRD’s responsive nature within a formal operational approach.

- ✓ Core services
- ✓ Market services
- ✓ Incubator services



## Objective 8: Evaluate services and programs

Standards and processes for the evaluation of services and programs will best equip JCPRD to adaptively manage these initiatives, improving and reclassifying as recommended based upon measured performance and user feedback.

- ✓ Establish minimum evaluation areas
- ✓ Implement a consistent approach to evaluating services and programs





## Objective 9: Expand opportunities for programs and services

By effectively maintaining and maximizing JCPRD's potential enterprise services, community-enriching events and programs which cannot be funded through participation fees will be supported.

- ✓ Prospective program specific opportunities
- ✓ Prospective location specific opportunities
- ✓ Expand opportunities for enterprise services
- ✓ Outreach: Mobile go, play explore educate concept
- ✓ **Early childhood development**



## Objective 10: Enhance nature-based experiences and outdoor education sites

The continued improvement and expansion of outdoor education within the district to increase access to a variety of nature-based experiences. Outdoor education sites provide Johnson County residents opportunities to actively and creatively play and engage with nature.

- ✓ Programs
- ✓ Sites
- ✓ Partnerships



## Discussion

Goal: We will provide high quality recreation and instructional experiences that inspire play, culture and education.

- Objective 7: Classify services and programs
- Objective 8: Evaluate services and programs
- Objective 9: Expand opportunities for enterprise services
- Objective 10: Enhance nature-based experiences and outdoor education sites

# Fostering and Inspiring Stewardship

Goal: We will foster and inspire stewardship through a focused effort to practice proactive care and adaptive management.

Objective 11:  
Prioritize natural resource management

Objective 12:  
Boost operational resilience through preventive, predictive and prescriptive facility maintenance and systems replacement

Objective 13:  
Identify and sustain potential historical assets in the JCPRD system



## Objective 11: Prioritize natural resource management

A continued focus of the management of native landscapes to optimize ecosystem services, protect habitat, and preserve the heritage of the Johnson County landscape.

- ✓ Protect natural resources through streamway acquisition
- ✓ Update natural resource management plan, adjust for completed aspects and recalibrate for the future.
- ✓ Continue park maintenance staff training and education
- ✓ Emphasize and expand upon natural resource education and partnerships



## Objective 12: Boost operational resilience through preventive, predictive and prescriptive indoor facility maintenance and systems replacement

The implementation of a facility preventive maintenance plan will extend the life of assets, reduce maintenance cost and boost productivity.

- ✓ Establish a district-wide facility maintenance staff
- ✓ Develop a Preventative Maintenance Plan
- ✓ Develop a comprehensive Capital Replacement Plan



## Objective 13: Identify and sustain potential historical assets in the JCPRD system

To inform the JCPRD Strategic Plan process by providing historic and cultural resource information and articulating the district's vision for integrating these resources into the JCPRD system.

- ✓ Preserve and provide public access to historically significant structures and spaces



## Discussion

Goal: We will foster and inspire stewardship through a focused effort to practice proactive care and adaptive management.

- Objective 11: Prioritize natural resource management
- Objective 12: Boost operational resilience through preventive, predictive and prescriptive facility maintenance and systems replacement
- Objective 13: Identify and sustain potential historical assets in the JCPRD system



# Advancing Organizational Readiness and Access

Goal: We will be an effective, innovative, and efficient leader in the delivery of park and recreation services with a focused effort to meet our objectives with given resources to better serve the public.

Objective 14:  
Support workforce  
development

Objective 15:  
Create a culture of  
teamwork

Objective 16:  
Improve public  
awareness

Objective 17:  
Strengthen and  
expand  
partnerships for  
long-term success

Objective 18:  
Embrace  
leadership role  
within larger park  
and recreation  
network, locally  
and nationally

Objective 19:  
Provide community  
access and  
opportunity  
regardless of color,  
national origin,  
sexual orientation,  
gender identity or  
expression,  
religion, age, or  
disability status



## Objective 14: Support workforce development

To recruit, hire, support and retain a highly competent and capable work force.

- ✓ Continue to strengthen the plan to recruit and retain frontline positions
- ✓ Advance, standardize, and expand paid internship program across JCPRD
- ✓ Continuously evaluate staffing structure to ensure JCPRD is meeting the needs of the public
- ✓ Quantify and document types of space throughout JCPRD along with a strategic plan for use
- ✓ Continue to evaluate the market for competitive wages and benefits and identify necessary resources to adjust
- ✓ Strive for diverse skill sets and backgrounds across all work groups
- ✓ Continue to develop clear and consistent onboarding and training processes
- ✓ Assess self-service opportunities



## Objective 15: Create a culture of teamwork

To foster trust and connection within JCPRD's workforce by cultivating relationships and ensuring staff have the knowledge, resources, technology, and tools to effectively perform their roles.

- ✓ Provide opportunities for cross-training and cross-teaming
- ✓ Continue to emphasize internal communication throughout all levels of the organization
- ✓ Continue to support a culture of learning and development across JCPRD
- ✓ Establish streamlined processes, and leverage the use of technology across JCPRD
- ✓ Continue to invest in formal succession planning to support future leaders



## Objective 16: Improve Public Awareness

To unify the public outreach efforts as one constant presence with the means to accept public feedback

- ✓ Generate interest and revenue by facilitating new marketing opportunities
- ✓ Create awareness of the public health benefits of park and recreation services
- ✓ Engage the public with storytelling of JCPRD's efforts to trigger influence and sharable content



## Objective 17: Strengthen and expand partnerships for long-term success

Continue to grow working relationships with other municipalities, private property owners, other Johnson County Agencies/Departments, and private developers to enhance opportunities related to acquisition, funding, development, maintenance, and connections along streamway trails and between communities.

- ✓ Strengthen Johnson County Government partnerships
- ✓ Develop partnerships around mutual goals



## Objective 18: Embrace leadership role within larger park and recreation network, locally and nationally

Continued and increased coordination between JCPRD and other park and recreation providers will allow for an exchange of experiences and best practices that can elevate park and recreation services available to residents and visitors.

- ✓ Establish and maintain relationships with benchmark agencies
- ✓ Continue to participate in NRPA's park metrics annual reporting



## Objective 19: Provide community access and opportunity regardless of color, national origin, gender, sexual orientation, gender identity or expression, religion, age, or disability status

JCPRD is committed to diversity, equity, inclusion and justice in all aspects of its work. By committing to these values and vision, JCPRD will continue to be an organization that fully welcomes and celebrates all that live, work and play in Johnson County.

- ✓ Expand equitable and inclusive engagement methods
- ✓ Continue to develop and prioritize ethnic and cultural diversity into all services
- ✓ Include a variety of gender expressions in advertising materials, web pages, and facilities
- ✓ Consider universal access and multi-generational uses in park and facility design best practices and decisions
- ✓ Conduct an equity study and based on the study, develop a service philosophy that promotes equitable access to services
- ✓ Add language here – e.g. multi or bilingual & socio economic



## Discussion

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- Objective 15: Create a culture of teamwork
- Objective 16: Improve public awareness
- Objective 17: Strengthen and expand partnerships for long-term success
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- Objective 19: Provide community access and opportunity regardless of color, national origin, sexual orientation, gender identity or expression, religion, age, or disability status



# Thank you!



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