

ACTION PLAN - 2020 COVINGTON PARKS AND RECREATION MASTER PLAN									
Legend of Abbreviations/Organizations									
Parks = Covington Parks and Recreation				OP = Parks Operating Budget					
City = City Commission, Other City Divisions				CIP = Capital Improvement Budget					
Devou = Current or Future Devou Boards				DF = Devou Park Master Plan Fund or Maintenance Fund					
Partners = Other Organizations (foundations, businesses, schools, civic associations, state/federal grants, etc.)				Revenue = Items that Generate Additional Revenue					
Goals, Objectives, and Strategies				Timeframe (Years)			Category	Agency	Funding Source
				0-2	3-5	6-10			
Goal 1: Inspire Public Space									
Utilize parks to inspire a sense of place and to provide venues for the community to gather, connect, and socialize									
Objective 1.1 – Placemaking: Develop integrated and welcoming park features in response to community needs and desire for fun									
Strategy 1.1.1: Use this Master Plan and the list of capital improvements (Table 8.1 of Chapter 8) as a guide for park development over the next five to ten years				Ongoing			Capital, Planning	Parks, City, Devou	CIP, DF, Partners
Strategy 1.1.2: Replace outdated and deteriorated playgrounds throughout the city and include unique or themed features at each park				✓	✓	✓	Capital	Parks, Devou	CIP, DF, Partners
Strategy 1.1.3: Consider themed playground/climbing equipment or other elements, such as a sunflower garden, a unique art piece, climbing rocks, sensory features, etc., providing for marketing and photo opportunities for residents				Ongoing			Capital	Parks, Devou	CIP, DF, Partners
Strategy 1.1.4: Add picnic shelters at existing and future parks to expand access to these facilities and to promote opportunities for community gatherings				✓	✓	✓	Capital	Parks, Devou	CIP, DF, Partners
Strategy 1.1.5: Incorporate nature play structures as part of playground development and replacement				Ongoing			Capital, Planning	Parks	CIP, Partners
Strategy 1.1.6: Add outdoor fitness equipment at select parks to expand opportunities for improved community health				✓	✓	✓	Capital	Parks, Devou	CIP, DF, Partners
Strategy 1.1.7: Develop a bike park at Cappel with a BMX track and a pump track to provide additional bike venues in Covington outside of Devou Park				✓	✓		Capital	Parks	CIP, Partners
Strategy 1.1.8: Develop a large dog park at Devou Park and smaller dog parks at other parks in Covington (Goebel, Randolph, and a future park in South Covington)				✓	✓		Capital	Parks, City, Devou	CIP, DF, Partners
Strategy 1.1.9: Explore the development of disc golf courses in Covington, starting at Devou Park and Goebel Park, next in Cappel Youth Sports Complex				✓	✓		Capital	Parks, City, Devou	CIP, DF, Partners
Strategy 1.1.10: Upgrade the Bandshell at Devou Park with increased cover over the performers, improved delivery access, improved electric capacity, performer restrooms, and ADA accessibility to accommodate increased use				✓			Capital	Devou	CIP, DF, Partners
Strategy 1.1.11: Develop neighborhood features at Neighborhood Parks based on the preferences of the nearby residents as determined through neighborhood outreach				Ongoing			Capital, Planning	Parks	CIP, Partners
Strategy 1.1.12: Develop additional spraygrounds throughout Covington, starting at Barb Cook Park, to meet the growing needs of the community				Ongoing			Capital	Parks	CIP, Partners
Strategy 1.1.13: Consider the development of an outdoor classroom at Devou Park to provide a venue for nature education programs					✓	✓	Capital	Parks, Devou	CIP, DF, Partners
Strategy 1.1.14: Consider adding permanent outdoor games (Foosball, Ping Pong, Corn Hole) in parks near central gathering areas					✓	✓	Capital	Parks	CIP, Partners
Strategy 1.1.15: Upgrade Randolph and Goebel Pools to address deterioration and obsolescence of features					✓		Capital, Planning	Parks, City	CIP, Partners
Strategy 1.1.16: Upgrade the sprayground (Covington Water Park) to ensure it continues to meet the needs of residents					✓		Capital, Planning	Parks	CIP, Partners
Strategy 1.1.17: Examine the potential for a Neighborhood Recreation Center at Randolph Park with indoor program space					✓	✓	Capital	Parks, City	CIP, Partners
Strategy 1.1.18: Consider developing a large recreation center with gyms, a fitness center, a senior room, meeting rooms, and classrooms at a centrally located and accessible site (long-term)						✓	Capital	Parks, City	CIP, Partners

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Strategy 1.1.19: Consider adding a skate park as part of the future bike park that could be used by many types of users (skateboards, bikes, scooters, etc.)			✓	Capital	Parks	CIP, Partners
Strategy 1.1.20: Evaluate the feasibility and demand for an outdoor aquatics center to serve all areas of Covington			✓	Capital, Planning	Parks, City	CIP, Partners
Strategy 1.1.21: Expand the Behringer-Crawford Museum to meet their expanding needs (Art Wing, Storage, Education Space)			✓	Capital	Devou	CIP, DF, Partners
Objective 1.2 – Athletics: Ensure access to needed venues for team and individual sports						
Strategy 1.2.1: Address major issues at Cappel Youth Sports Complex as indicated in 2019 analysis of the property	✓	✓		Capital	Parks, City, Partners	CIP, Partners
Strategy 1.2.2: Convert the diamond ballfield at Austinburg Park to a multipurpose rectangular field	✓			Capital	Parks	CIP, Partners
Strategy 1.2.3: Develop a multipurpose court at Barb Cook Park to meet the needs of a variety of sports, including basketball, roller hockey, and soccer (contingent on donation by Covington Street Hockey League)	✓			Capital	Parks	CIP, Partners
Strategy 1.2.4: Renovate basketball courts at Austinburg Park, Goebel Park Complex, and Barb Cook Park	✓	✓		Capital	Parks	CIP, Partners
Strategy 1.2.5: Consider multipurpose courts (with basketball goals) at Eva Farris (small), Goebel Complex, Hands Pike (small), Cappel Youth Sports Complex, and others if successful	✓	✓		Capital	Parks	CIP, Partners
Strategy 1.2.6: Consider adding pickleball courts at parks, starting with lines at existing courts, to begin to meet the needs for this growing sport	✓	✓		Capital	Parks	CIP, Partners
Strategy 1.2.7: Redevelop the baseball/softball diamonds at Cappel Youth Sports Complex after the issues with contamination are addressed		✓		Capital	Parks	CIP, Partners
Objective 1.3 – Accessibility: Provide amenities to ensure equal access to and extended enjoyment of parks						
Strategy 1.3.1: Add support features throughout the park system such as shade structures, drinking fountains, security lighting, and trees/landscaping	Ongoing			Capital	Parks, Devou	CIP, DF
Strategy 1.3.2: Add security cameras at heavily used parks to improve safety and deter vandalism (See Chapter 8 for locations)	✓	✓		Capital	Parks, Devou	CIP, DF
Strategy 1.3.3: Implement a consistent signage program for all city parks (the city previously developed an entrance signage plan that has not yet been implemented)	✓			Capital	Parks, Devou	CIP, DF
Strategy 1.3.4: Develop interpretive signage throughout the park system (will require signage plans) to help visitors understand the natural features and history of Covington parks	Ongoing			Capital	Parks, Devou	CIP, DF
Strategy 1.3.5: Improve ADA access throughout the park system, including walkways to all facilities and seating areas	Ongoing			Capital	Parks, Devou	CIP, DF
Strategy 1.3.6: Work with the city's existing program to add Wi-Fi in high traffic areas, including buildings, athletic complexes, aquatic facilities, and event spaces (e.g., Goebel, Randolph, Barb Cook, Cappel)		✓	✓	Capital	Parks, Devou	CIP, DF
Strategy 1.3.7: Add or upgrade restrooms at heavily used parks		✓		Capital	Parks, Devou	CIP, DF
Strategy 1.3.8: Upgrade technology in parks for patrons and staff (see Chapter 5, Technology, Subsection 5.7.5)		✓		Capital	Parks, Devou	CIP, DF
Strategy 1.3.9: Add food truck pads and support infrastructure at parks for program concessions and revenue		✓		Capital	Parks, Devou	CIP, DF
Goal 2: Inspire Stewardship						
Protect parks, trails, and natural areas and increase connectivity between the resources and the community						
Objective 2.1 – Conservation: Protect and conserve natural areas within parks and trails						
Strategy 2.1.1: Implement recommendations of the <i>Licking River Ecological Restoration Assessment</i> , including restoration and preservation of high-quality Bottomland Forest	Ongoing			Capital, Operations	Parks, City	CIP

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Strategy 2.1.2: Develop passive recreational and educational facilities at the Cappel Youth Sports Complex (Banklick Creek easement) and along the Licking River Greenway to provide access to nature for Covington residents and a location for nature education classes	Ongoing			Capital, Planning	Parks	CIP, Partners
Strategy 2.1.3: Implement a plan for invasive species removal at parks using the <i>Licking River Ecological Restoration Assessment</i> as a guide	✓			Operations	Parks, City	OP
Strategy 2.1.4: Develop a Conservation Policy and Procedures Manual for Devou Park to identify goals and methods for natural resources conservation and restoration (e.g., invasive species removal, stream restoration, prairie and forest/tree management) at the park	✓			Operations, Planning	Parks, Devou	CIP, DF
Strategy 2.1.5: Seek opportunities for additional natural areas and open space if land becomes available	Ongoing			Capital, Planning	Parks, City	OP, CIP
Strategy 2.1.6: Implement conservation policies and sustainable practices for development and management of park properties	Ongoing			Operations	Parks	OP
Strategy 2.1.7: Utilize parks as examples of Best Management Practices (BMP) for stormwater detention, recycling, etc.	Ongoing			Operations	Parks	OP
Objective 2.2 – Connectivity: Develop safe and sustainable trails to encourage bike and pedestrian connectivity, community fitness, and recreation						
Strategy 2.2.1: Develop a bike and pedestrian connectivity plan to integrate existing trail planning efforts and to define alignment and feasibility of smaller connecting spurs, sidewalk improvements, and on-road elements	✓			Capital, Planning	Parks, City	CIP, OP
Strategy 2.2.2: Develop design guidelines and estimates of probable costs as part of this planning process	✓			Capital, Planning	Parks, City	CIP, OP
Strategy 2.2.3: Formalize natural surface trails in the Oakland Turnaround Park to link with the Licking River Greenway Trail	✓	✓		Capital	Parks	CIP, Partners
Strategy 2.2.4: Prioritize improved safety when determining timelines for trails, sidewalks, and crossings	Ongoing			Capital, Policy	Parks, City	CIP, OP
Strategy 2.2.5: Continue to partner with Southbank Partners to complete the Riverfront Commons trail, connecting to adjoining communities and the Licking River Greenway Trail	Ongoing			Capital, Planning	Parks, City	CIP, Partners
Strategy 2.2.6: Utilize the <i>Licking River Greenway: Trail Development Guidelines</i> for standards for signage along trails	Ongoing			Capital	City	CIP
Strategy 2.2.7: Implement recently approved mountain bike trail expansion at Devou Park as requested by public input, including stakeholder groups, and consider other bike park amenities in the future	Ongoing			Capital, Planning	Parks, Devou	DF, Partners
Strategy 2.2.8: Add support features along the Licking River Greenway Trail, including mile markers (every ¼ mile), wayfinding markers, center striping, speed limit signs, and bike repair stations		✓	✓	Capital	City	CIP, Partners
Strategy 2.2.9: Extend the Licking River Greenway Trail north to the Ohio Riverfront and south to Banklick Creek to link with Cappel Youth Sports Complex and 47 th and Decoursey Park as indicated in the <i>Licking River Greenway: Trail Development Guidelines</i>		✓		Capital	City	CIP
Strategy 2.2.10: Consider linkages between parks when developing during Regional Park Master Plans	Ongoing			Capital, Planning	Parks, Devou	DF, Partners
Strategy 2.2.11: Add paved trail loops within existing parks that lack this facility (e.g., Austinburg, Randolph) and in any future parks		✓		Capital	Parks	CIP, Partners
Strategy 2.2.12: Improve the condition of pavement at existing paved park trails (Goebel, Cappel, Devou)		✓		Capital	Parks, City, Devou	CIP, OP, DF
Strategy 2.2.13: Improve connectivity between parks and adjacent neighborhoods by adding connecting paths where possible		✓		Capital	Parks	CIP, Partners
Strategy 2.2.14: Add trail lighting to the perimeter trail at Cappel Youth Sports Complex to allow extended use during months with limited daylight			✓	Capital	Parks	CIP, Partners
Objective 2.3 – Land Management: Focus acquisitions and development to conserve parkland and ensure open space for citizens of today and tomorrow with priority to areas with lower levels of access						
Strategy 2.3.1: Acquire land contiguous to existing parks if it becomes available to allow for additional features and to increase the total amount of parkland available to residents	Ongoing			Capital, Planning	City	CIP, Partners

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Strategy 2.3.2: Redevelop Oakland Turnaround Park as a small Neighborhood Park or Mini Park	✓			Capital	Parks	CIP, Partners
Strategy 2.3.3: Evaluate existing city-owned land for the potential for redevelopment as parkland to meet community needs without the need for land acquisition	Ongoing			Capital	Parks, City	CIP, OP
Strategy 2.3.4: Decommission 19 th Street Park and 30 th and Decoursey (and potentially 47 th and Decoursey following the Regional Park Master Plan) and remove from the Parks and Recreation inventory and seek other opportunities to meet the needs of nearby residents	✓			Capital, Policy	Parks	CIP
Strategy 2.3.5: Investigate opportunities to redevelop the unused portion of Eva Farris Park as a Neighborhood Park, if an agreement can be reached with Holy Cross	Ongoing			Capital	Parks	CIP, OP
Strategy 2.3.6: Explore acquisition of additional land along the Licking River whenever it becomes available to expand the greenway	Ongoing			Capital, Policy	Parks, City	CIP
Strategy 2.3.7: Consider acquisition of any private parks and open space in Covington that become available for sale to ensure that residents continue to have access to these amenities, especially in environmentally sensitive areas	Ongoing			Capital, Policy	Parks, City	CIP
Strategy 2.3.8: Seek opportunities for new Neighborhood Parks in the central-western and southern portions of the city as indicated in Figure 7.1	Ongoing			Capital	Parks	CIP
Strategy 2.3.9: Ensure that community needs for parks and amenities are met as the IRS site is redeveloped		✓	✓	Capital	Parks	CIP
Strategy 2.3.10: Determine whether to provide facilities or decommission the 47 th and Decoursey following the Cappel/E Latonia/Rosedale Regional Park Master Plan			✓	Capital	Parks	CIP, Partners
Goal 3: Inspire Play						
Promote wellbeing and community for diverse populations, focusing on needs for families and the aging community, while providing opportunities for all						
Objective 3.1 – Community Wellness: Contribute to health, wellness, and quality of life through parks and programs						
Strategy 3.1.1: Utilize the Core Program Guidelines in Appendix C as a source for potential program offerings	Ongoing			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.1.2: Brand and market active senior programs together under a separate program name, "Covington Active Adults," and offer these at Goebel, Cappel, and Devou parks initially and eventually expand the programs to the new recreation center	✓			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.1.3: Group and market these programs to more active seniors	✓			Operations	Parks, Partners	OP
Strategy 3.1.4: Utilize nature trails for programming, including guided hikes and plant identification	Ongoing			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.1.5: Utilize new amenities developed at a future recreation center for additional year-round program opportunities, including nature programs, active adult, and fitness programs	Ongoing			Operations	Parks	OP, Partners
Strategy 3.1.6: Expand program offerings to meet unmet community needs, including concerts/art performances, adult fitness and wellness programs, outdoor movies, special events, and programs for age 50+	Ongoing			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.1.7: Utilize new facilities, including a dog park, outdoor fitness equipment, bicycle facilities, and more, for expanded program opportunities that result from the availability of these facilities	Ongoing			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.1.8: Add or expand nature programming at Devou Park, Cappel Youth Sports Complex (Banklick Creek easement), and the Licking River Greenway		✓		Operations	Parks, Devou	OP, DF, Partners
Objective 3.2 – Inclusion: Emphasize culturally responsive, convenient, and affordable programs that ensure services, promote family togetherness, and encourage multigenerational opportunities						
Strategy 3.2.1: Continuously monitor trends in recreation, particularly amongst growing population groups, to ensure program offerings meet the needs of the community	Ongoing			Operations	Parks	OP, Partners
Strategy 3.2.2: Develop therapeutic recreation programs and expand access for those with special needs to existing programs	Ongoing			Operations	Parks	OP, Partners
Strategy 3.2.3: Develop programs to meet needs for more creative and cultural arts programs for both youth and adults	✓			Operations	Parks, Devou	OP, DF, Partners

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	0-2	3-5	6-10			
Strategy 3.2.4: Consider utilizing Goebel Park, George Rogers Clark Park, George Steinfeld Park, Devou Park, Linden Grove Cemetery, and other parks with significant historical structures as the foundation of a cultural history emphasis for the division	✓			Operations	Parks, Devou	OP, DF, Partners
Objective 3.3 – Enrichment: Deliver opportunities for adventure through innovative outdoor programs and events						
Strategy 3.3.1: Consider establishment of athletic programs branded as the River City Athletic League to offer sports, such as soccer, softball, and flag football, for age groups not currently met by existing leagues	✓			Operations	Parks	OP, Partners
Strategy 3.3.2: Utilize the existing band shell and the new amphitheater at Riverfront Commons for additional and enhanced program opportunities, including summer concerts, movies, and children's theater	✓			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.3.3: Increase capacity to host additional events, which were highly desired by residents to bring the community together	✓			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.3.4: Schedule more summer concerts and movies – including performers that attract a more diverse age group	Ongoing			Operations	Parks, Devou	OP, DF, Partners
Strategy 3.3.5: Evaluate the demand for a pickleball program using existing facilities and, if successful, reevaluate following the development of the required facilities	Ongoing			Operations	Parks	OP, Partners
Goal 4: Inspire Investment						
Advocate for resources to improve amenities, inform users, and ensure access to parks and program opportunities in Covington						
Objective 4.1 – Financial Stability: Implement operational practices and funding strategies to improve effectiveness of parks, facilities, and programs						
Strategy 4.1.1: Formally recognize this master plan as the guiding document for park development, improvement, and operations	✓			Policy	City	N/A
Strategy 4.1.2: Establish an implementation committee to monitor timelines, measure progress, update priorities, and ensure continued enthusiasm for Master Plan goals and recommendations	✓			Policy	Parks, City, Devou	N/A
Strategy 4.1.3: Review and update this master plan at intervals not to exceed five years to evaluate progress and to reassess priorities		✓	✓	Policy	Parks, City, Devou	CIP, DF
Strategy 4.1.4: Be a Mission driven agency; pay very close attention to the Mission of Parks and Recreation	Ongoing			Policy	Parks, Devou	OP, DF
Strategy 4.1.5: Make sure actions and decisions always tie back to the mission	Ongoing			Policy	Parks	OP, CIP
Strategy 4.1.6: Update the ordinance that identifies the hours of operation to include a specific timeframe rather than simply "dawn to dusk"	✓			Policy	City	N/A
Strategy 4.1.7: Institute an easy to understand Cost Recovery and Pricing Plan for everything that is offered	✓			Policy	Parks	OP
Strategy 4.1.8: Begin to charge for some offerings, especially participants who do not live in Covington	✓			Policy	Parks, Devou	Revenue
Strategy 4.1.9: Develop a fee structure to charge non-residents more for program registration and facility use (e.g., Water Park at Cappel)	✓			Operations	Parks	OP
Strategy 4.1.10: Allow non-residents to use the Water Park at Cappel Youth Sports Complex for a fee, especially during events	✓			Policy	Parks	Revenue
Strategy 4.1.11: Establish a fee to reserve picnic shelters for half days with an hour between reservations to allow additional use of existing facilities	✓			Policy	Parks, Devou	Revenue
Strategy 4.1.12: Employ the Horizon Community Fund and the Fund for Covington Foundation to raise funds	✓			Policy	Parks	Revenue
Strategy 4.1.13: Establish an annual assessment process to determine if Covington should stop offering a program, continue offering a program, or start a new program (Annual Implementation Plan for Business Operations – Subsection 7.7.2.)	Ongoing			Policy	Parks, City	OP, CIP
Strategy 4.1.14: Consider expansion of programming coming from vendors and contractors through the private sector	Ongoing			Operations	Parks	OP
Strategy 4.1.15: Identify a single group with the responsibility to oversee the management and improvements of Devou Park	Ongoing			Policy	Parks, City	OP

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Strategy 4.1.16: Know the true costs to deliver services (direct and indirect costs)	Ongoing			Policy	Parks	OP, CIP
Strategy 4.1.17: Establish and adjust fees for programs according to direct and indirect costs	Ongoing			Policy	Parks	OP
Strategy 4.1.18: Stop maintaining features and spaces in the park system that are unused and remove them from the system	Ongoing			Policy	Parks	OP
Strategy 4.1.19: Price services furthest away from the mission at full cost recovery levels	Ongoing			Policy	Parks, Devou	Revenue
Strategy 4.1.20: Identify potential revenue sources at community events, including sponsorships and entry fees	Ongoing			Operations	Parks, Devou	Revenue
Strategy 4.1.21: Allow alcohol sales at the Devou Band Shell to increase the attractiveness of programs to young adults and to assist in gaining corporate sponsors for events and performances (could be provided by a vendor)	Ongoing			Operations	City, Parks, Devou	Revenue
Strategy 4.1.22: Find dedicated funding sources for Parks and Recreation that can be counted on annually	Ongoing			Operations	Parks, Devou	Revenue
Strategy 4.1.23: Continue to seek grants and apply to foundations for funding for projects to enhance the park system, consistent with the mission of Parks and Recreation with consideration to associated costs to the city	Ongoing			Operations	Parks	Revenue
Strategy 4.1.24: Increase cost recovery outside of Devou Park from the current level 1% to 10% within five years and to 20% in ten years		✓	✓	Operations	Parks, Devou	N/A
Objective 4.2 – Engagement: Engage the community to determine needs of, identify barriers to, and encourage investment in park experiences						
Strategy 4.2.1: Prepare Park Master Plans for existing parks in groups or regions (Goebel Park Complex – update; LRG Region – Austinburg, Clayton Meyer, Oakland Turnaround, Levassor Trailhead, future acquisitions; E Latonia/Rosedale Region – Cappel, Eva Farris, 47th and Decoursey, Paddler Access) and any future parks in new areas	✓	✓		Operations	Parks	OP, CIP
Strategy 4.2.2: Develop an Operations and Strategic Plan for Devou Park as the existing master plan is over 10 years old and needs have transitioned from development to operations	✓			Operations	Devou	DF
Strategy 4.2.3: Perform an ADA Accessibility Assessment of all facilities, programs, and communications (by an outside consultant)	✓			Operations	Parks, Devou	CIP, DF
Strategy 4.2.4: Conduct Health Impact Assessments with the Northern Kentucky Health Department at 35th and Carlisle and Cappel Youth Sports Complex to evaluate potential dangers to public health	✓			Operations	City, Partners	OP, Partners
Strategy 4.2.5: Update the Park Condition Index based on the analysis from this plan and feedback from the public input, following completion of improvements at the five high priority parks		✓		Operations	Parks	OP
Strategy 4.2.6: Engage neighborhoods during park improvement processes	Ongoing			Operations	Parks	OP
Strategy 4.2.7: Seek philanthropists in the community to support the agency's causes	Ongoing			Operations	Parks	OP, Partners
Strategy 4.2.8: Develop a strategy to address homelessness in parks as part of citywide and regional efforts	Ongoing			Operations	Parks, City, Partners	OP, Partners
Objective 4.3 – Collaboration: Foster partnerships to meet the current and future needs of parks and recreation						
Strategy 4.3.1: Continue to partner with Southbank Partners to develop amenities along the Ohio Riverfront	Ongoing			Operations	Parks, City, Partners	OP
Strategy 4.3.2: Establish partnerships for nature education programs within Covington parks (see also Section 7.10)	✓	✓		Policy	Parks	OP, Partners
Strategy 4.3.3: Treat all vendors, contractors, and partners in a professional, consistent manner with a legal, signed contract	Ongoing			Operations	Parks, Partners	OP
Strategy 4.3.4: Seek opportunities to expand partnerships with local organizations to improve access to recreation facilities and programs	Ongoing			Policy	Parks	OP
Strategy 4.3.5: Require a maintenance plan that identifies ongoing funding needs for partnership projects, including the BMX track at Cappel Youth Sports Complex	Ongoing			Policy	Parks	OP

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Strategy 4.3.6: Establish policies for accepting sponsorships and selling naming rights	Ongoing			Policy	Parks, City	Revenue
Strategy 4.3.7: Partner with other organizations, including meetNKY: Northern Kentucky Convention & Visitors Bureau, Northern Kentucky Tri-Ed, and athletic leagues, to bring tournaments to Covington and for the development of needed facilities	Ongoing			Operations	Parks, Partners	OP, CIP, Partners
Strategy 4.3.8: Partner with NKURF who hold the conservation easement at Cappel Youth Sports Complex to clean up the area and provide educational opportunities for residents	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.9: Partner with Covington Independent Public Schools, Kenton County Schools, Kenton County Parks and Recreation, NKU, and others for nature education programs throughout parks in Covington	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.10: Consider partnerships with the schools for use of gymnasiums and other facilities for programs, including summer camps and indoor sports	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.11: Seek partnerships with health providers for the operation and programming of the new recreation center and recreation programs offered within	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.12: Expand partnership with the NKY Area Agency on Aging and area senior centers for transportation for seniors to the proposed recreation center for new active programs once established	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.13: Partner with health care providers, such as St. Elizabeth Health System and Christ Hospital, to promote and financially underwrite healthy lifestyles	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.14: Consider partnering with Kenton County Public Library and the Covington Branch for educational programs and cross promotion of offerings	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.15: Consider partnering with Kenton County Schools or Kenton County Parks and Recreation to bring programs to non-park areas in central and southern Covington	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.16: Explore expansion of existing partnerships, including Baker Hunt (cultural arts) and Covington Partners (after school programming), to meet the growing program needs	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.17: Seek a partner (e.g., Groundworks) for programs related to environmental restoration and invasive species removal in the parks and to provide youth career development opportunities	Ongoing			Operations	Parks, Devou, Partners	OP, DF, Partners
Strategy 4.3.18: Partner with the other communities connected by the Riverfront Commons 11.5-mile trail to cross-promote the facilities and programs offered in each of the communities along the corridor	Ongoing			Operations	Parks, Partners	OP, Partners
Strategy 4.3.19: Seek opportunities to partner with nearby cities (Ludlow, Newport, Bellevue, Dayton) to expand the potential River City athletic programs		✓		Operations	Parks, Partners	OP, Partners
Strategy 4.3.20: Develop working agreements with each partner (all outside groups that use Covington facilities) with measurable outcomes and reviewed within a minimum of every two years	Ongoing			Policy	Parks, Partners	OP
Strategy 4.3.21: Do not enter into any agreement unless agency costs are known, both indirect and direct, and know how much investment the partner is bringing to the agreement	Ongoing			Policy	Parks	OP
Strategy 4.3.22: Never allow private or not-for-profit groups to make money from Covington facilities unless the city receives a share of the gross revenue	Ongoing			Policy	Parks	OP
Strategy 4.3.23: Ensure all future contracts benefit the City of Covington and its residents, as well as the vendor or contractor	Ongoing			Policy	Parks, Partners	OP, Partners
Strategy 4.3.24: Enforce provisions, such as the address requirement for Crosstown Baseball, as indicated by the signed contract	Ongoing			Operations	Parks, City	OP
Strategy 4.3.25: Require city-owned properties remain available to Covington residents when not in use by the lessee	Ongoing			Policy	Parks, Partners	OP, Partners
Strategy 4.3.26: Develop a policy with revenue split agreements and the needed infrastructure to accommodate food trucks in parks to provide concessions and a revenue source for the city	Ongoing			Policy	Parks, Partners	Revenue, CIP

Goals, Objectives, and Strategies	Timeframe (Years)			Category	Agency	Funding Source
	0-2	3-5	6-10			
Goal 5: Inspire Our Team						
Nurture an engaged workforce to ensure exceptional customer service, efficient operations, and adequate maintenance						
Objective 5.1 – Structure: Develop an efficient organization of valued staff with a culture of innovation and professional development						
Strategy 5.1.1: Establish a set of standards and guidelines to provide direction toward a cohesive appearance of all Covington Parks (will guide both existing and new park development)	✓			Operations, Policy	Parks, Devou	OP, DF
Strategy 5.1.2: Utilize the recently added Park Project Coordinator to provide oversight and management of contracts for park projects	Ongoing			Operations	Parks	OP
Strategy 5.1.3: Consider the use of master service agreements to give the Parks and Recreation team more autonomy and to supply outside expertise where needed	Ongoing			Operations	Parks	OP
Strategy 5.1.4: Create and implement professional and career development plans for management and supervisory staff	Ongoing			Operations	Parks	OP
Strategy 5.1.5: Identify and allocate funding for critical staff development opportunities (including conferences, training, memberships, etc.) with consideration to licensure and certification requirements	Ongoing			Operations	Parks	OP
Strategy 5.1.6: Encourage continued staff training for leadership and continued growth within their respective fields	Ongoing			Operations	Parks	OP
Strategy 5.1.7: Encourage management level staff to attend professional development programs offered by state, regional, and national training organizations	Ongoing			Operations	Parks	OP
Strategy 5.1.8: Encourage staff members to pursue the Aquatic Facility Operator (AFO) and Certified Playground Safety Inspector (CPSI) certifications	Ongoing			Operations	Parks	OP
Strategy 5.1.9: Develop a program to recruit and schedule volunteer park ambassadors to promote wellbeing and provide assistance at parks, starting with Goebel Park	Ongoing			Operations	Parks	Op, Revenue
Strategy 5.1.10: Utilize volunteers to assist with park maintenance through efforts such as the adoption of sections of parks or trails in Covington, potentially as a partnership with Keep Covington Beautiful	Ongoing			Operations	Parks	Op, Revenue
Objective 5.2 – Maintenance: Implement preventative maintenance and equipment replacement policies and procedures to ensure safe parks and facilities						
Strategy 5.2.1: Improve maintenance at parks, including natural areas	✓			Policy	Parks, City	OP
Strategy 5.2.2: Prepare an Operations Plan with Maintenance Standards	Ongoing			Operations	Parks, City	OP
Strategy 5.2.3: Develop a capital maintenance and replacement program (may require an increased parks and recreation capital budget more in line with other communities)	✓			Operations, Capital	Parks, City	CIP, DF
Strategy 5.2.4: Increase maintenance budget to accommodate new facilities and programs	Ongoing			Operations	City	OP
Strategy 5.2.5: Schedule periodic meetings with Public Works to discuss interdivisional coordination regarding upcoming programs or events, maintenance needs, and capital projects with minutes recorded and published	Ongoing			Operations	Parks, City	OP
Strategy 5.2.6: Encourage increased storage and the consolidation of parks maintenance crews to improve efficiency of maintenance activities	✓			Capital	Parks, City	CIP
Strategy 5.2.7: Know the value of assets (not including land) and where those assets are in their life cycle	Ongoing			Policy	Parks, City	OP
Strategy 5.2.8: Determine maintenance standards that identify the number of employees required to maintain one acre of parkland and consider these costs when adding parkland to the system	Ongoing			Operations	Parks, City	OP
Objective 5.3 – Outreach: Raise awareness of parks and programs to increase participation and promote parks and recreation successes						
Strategy 5.3.1: Preserve and restructure the Parks Advisory Group with a clearly defined role and attendance requirements to ensure a quorum is present at each meeting	✓			Policy	Parks, City	OP
Strategy 5.3.2: Promote conservation and sustainability efforts as they are implemented to encourage reduced levels of consumption and waste generation at the household and community levels	Ongoing			Operations	Parks	OP

Goals, Objectives, and Strategies	Timeframe (Years)			Category	Agency	Funding Source
	0-2	3-5	6-10			
Strategy 5.3.3: Determine the agency's visual identity and messaging platform	✓			Operations	Parks	OP
Strategy 5.3.4: Identify standard formatting for all marketing and promotional efforts (consider samples provided above) based on this platform	✓			Operations	Parks	OP
Strategy 5.3.5: Identify a consistent brand as it relates to color, style, logo & placement, and promotional materials	✓			Operations	Parks, Devou	OP, DF
Strategy 5.3.6: Ensure that park signage is consistent with this branding	✓			Operations, Capital	Parks, Devou	OP, DF
Strategy 5.3.7: Improve website and expand social media presence	Ongoing			Operations	Parks	OP
Strategy 5.3.8: Expand marketing of programs and facilities to improve awareness of existing and future opportunities	Ongoing			Operations	Parks	OP
Strategy 5.3.9: Market and promote the Devou Backcountry Trail System, including this expansion, as a premier mountain bike destination in the region	Ongoing			Operations	Parks, Devou	OP, DF
Strategy 5.3.10: Implement mobile apps to enhance park experiences			✓	Capital	Parks, City	CIP
Strategy 5.3.11: Inform users, partners, and citizens to what the true costs of services are	Ongoing			Operations	Parks	OP
Strategy 5.3.12: Know the demographics of the citizens that are served and track population trends	Ongoing			Operations	Parks	OP
Totals by Timeframe	Ongoing = 93	52	35	18		
Total Number of Strategies = 173						