



Town of Hayden

COLORADO



Final Report
Park, Recreation, Trails, and Open Space Master Plan

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I. EXECUTIVE SUMMARY

Purpose of this Plan

The Town of Hayden has taken the initiative to create a **Parks, Recreation, Trails, and Open Space Master Plan** that will serve as an assessment, vision, and action plan for implementation. The citizen-driven plan, funded partially by a planning grant from Great Outdoors Colorado, will establish a clear set of goals, policies, and objectives that will provide direction to staff and elected officials for enhancement of the community's parks, trails, open space, recreation programs, services, and facilities. The Plan will offer an inventory, assessment, and recommendations for providing facilities, programs, and services to best serve the recreation needs of the citizens and their contribution to the quality of life of the community.

Overview of Hayden Parks and Recreation

The Town operates and maintains a number of parks, trails, and athletic fields and also provides recreation programming. Parks range from small pocket parks to large community parks used for special events and community gatherings.

Current Situational Analysis

The Town of Hayden, located in Routt County sits between the Cities of Steamboat Springs and Craig. The Yampa River runs through the Town. The Town has strived in past years to provide adequate parks and recreation services with limited resources and staffing. However, with increased funding and grant monies, the Town has been able to create a more stable environment for the delivery of parks and recreation services. Yet, due to age and lack of funding, many of the Town's park amenities are in need of upgrading. The **Master Plan** will play an integral role in identifying priorities for funding, operations, maintenance, and capital improvements.

Related Planning Efforts and Integration

This Master Planning effort will integrate with the Town of Hayden Comprehensive Plan.

Community Profile/Demographic Information

The primary service area for this analysis is the Town of Hayden with an estimated 2008 population of 1,950. Current and projected population estimates were supplied by the Town of Hayden.

Other demographic data shows:

- The Town of Hayden has a higher percentage of residents in younger age categories (under 14) than the County, State, and U.S. The largest percent of the population is in the 45-54 age category (20.1%), which is higher than the State (15.6%) and U.S. (14.6%), but slightly lower than the County (21.0%).
- The highest percentage of households earn between \$50,000 and \$74,999 annually. The estimated 2007 median household income for the Town of Hayden is \$53,467

Public Input

The purpose of the public input process (focus groups, public meetings, citizen survey) is to provide a base for decision making when determining future recreational needs for the community.

Generally, findings from all of the public input mechanisms were consistent. The importance of town facilities and appreciation for their existence is apparent. The need for indoor facilities is a priority and cooperation between the Town and the school district with regard to sharing facilities is seen as a definite strength. Participants identified access to the Yampa River and more recreational trails as a necessary facility/amenity addition.

Finances and Cost Recovery

Examples across the country show a wide range of department subsidy levels or tax investment, from 15-80 percent and higher, depending upon the mission of the organization, construction funding payback, operation funding availability, the community's philosophy regarding subsidy levels and user fees, and the structure of agency budgets.

Overall, the Town has recovered, on average, less than 10 percent of operational and maintenance costs for all parks, facilities, programs, and services for 2005, 2006, and 2007.

Areas of Focus That Emerged

- **Organizational Development**
 - Define core services
 - Improve cost accounting and budget recording practices
 - Create and implement a cost recovery philosophy and policy
 - Research information and management technology
- **Formal Partnership Development**
 - Develop intergovernmental agreement policy and format
 - Formalize partnership agreements
 - Establish sports facility use advisory board
 - Establish park maintenance standards
- **Traditional and alternative funding**
 - Research traditional funding mechanisms to enhance and expand parks, recreation, trails, and open space amenities in the community
 - Continue efforts to explore alternative funding opportunities
- **Capital Improvements**
 - Install a new playground at Hayden Town Park
 - Build a new shelter and restrooms in Hayden Town Park
 - Replace existing tennis courts in Hayden Town Park
 - Remove current Hayden Skate Park and build a new one in Dry Creek Park (Redevelop Hayden Skate Park into neighborhood park)
 - Develop **Master Plan** for Vista Verde Park
- **Planning**
 - Conduct a community/recreation center feasibility study
 - Develop park design standards
 - Develop "open space" definition and criteria
 - Develop **Master Plans** for undeveloped parks, as necessary
 - Expand trail network
 - Create access to Yampa River
 - Research the feasibility of adding community gathering space/outdoor event space in Dry Creek Park or future undeveloped parks
- **Program Development**
 - Meet recreational demands of the community through customer feedback, program evaluations, and new implementation strategies

Recommendations

There is a strong and growing trend in the United States for public leaders to recognize that parks, recreation, trails, open space, and related “Quality of Life” amenities are not secondary services provided by governmental agencies, but that they are integral to creating communities where people want to live. These services should be seen as **investments** in the long-term vitality and economic sustainability of any vibrant and attractive community. The Town of Hayden is poised to recognize these factors and create improvements that will enhance the Town for years to come.

The following **Goals and Objectives** provide a suggested process for focus and implementation.

Goal One: Maximize Implementation Efforts

- *Objective 1.1: Collaborate to Strategically Achieve the Goals of the Master Plan*
- *Objective 1.2: Inform and Empower Staff to Implement Master Plan Recommendations*

Goal Two: Organizational Development

- *Objective 2.1: Define Core Services*
- *Objective 2.3: Create and Implement a Cost Recovery Philosophy and Policy*
- *Objective 2.2: Improve cost accounting and budget recording practices*
- *Objective 2.4: Research Information Management and Technology*

Goal Three: Maximize Partnership Opportunities

- *Objective 3.1: Maximize partnerships with School District and other governmental agencies through the development of Inter-Governmental Agreements (IGAs).*
- *Objective 3.2: Formalize All Partnerships*
- *Objective 3.3: Establish Sports Facility Advisory Board*

Goal Four: Improve Park Maintenance Efficiencies

- *Objective 4.1: Understand How Park Maintenance Dollars are Being Spent*
- *Objective 4.2: Evaluate park maintenance duties to determine if current departmental priorities are in line with community priorities.*

Goal Five: Traditional and Alternative Funding

- *Objective 5.1: Research Potential Traditional Funding Opportunities*
- *Objective 5.2: Pursue Alternative Funding to Implement the Master Plan*

Goal Six: Recreation Program Expansion

- *Objective 6.1: Develop a standard practice for customer program feedback.*
- *Objective 6.2: Develop an overall program evaluation criteria and process, and implement the process annually.*
- *Objective 6.3: Implement new programs based on research and feedback*

Goal Seven: Increase Level of Service for Parks

- *Objective 7.1: Improve existing parks*
- *Objective 7.2: Remove or bridge barriers to pedestrian access and increase walkability throughout the community*
- *Objective 7.3: Increase access to the Yampa River*
- *Objective 7.4: Develop Dry Creek Park to increase community recreation opportunities*

Goal Eight: Plan for Equitable Level of Service as Community Grows

- *Objective 8.1: Prepare future parks for development*
- *Objective 8.2: Adopt Greenspace definition and designate properties according to definitions.*

Goal Nine: Plan for Creation of a Complete Trail System

- *Objective 9.1: Extend the trail system to provide an adequate level of service throughout the community.*
- *Objective 9.2: Create and Adopt Trail Design and Construction Standards*
- *Objective 9.3: Create connections to public lands outside the Town of Hayden*



II. HAYDEN PARKS AND RECREATION - PAST, PRESENT, AND FUTURE

A. Introduction

The Town of Hayden is located in Routt County, situated on the picturesque Highway 40 between the City of Steamboat Springs and the Town of Craig. The Yampa River runs along the northern edge of the Town. Over the past ten years, the Town has experienced a great deal of growth and anticipates continued expansion.

This “Findings Compilation Summary” document is intended to provide a summary of the information gathering efforts and preliminary findings for the **Hayden Parks, Recreation, Trails, and Open Space Master Plan**. An Analysis of the Findings and the creation of Recommendations will be forthcoming. This document is not intended to provide priorities or recommendations at this stage, but merely to act as a check-point, ensuring that all data collected for decision making is valid.

Purpose of this Plan

The Town is developing this **Master Plan** to address specific issues arising from the growth of the community. The **Master Plan** will address current level of services for parks, trails, open space, and recreation programming. Ascertaining the adequacy of the current level of service, the plan will make recommendations for improvements and will assist Hayden in determining requirements for future developments.

Project Vision

The vision for this project is to create a plan by utilizing an open public process to understand the needs and priorities of the community with regard to parks, recreation, trails, and open space. Once these determinations have been made, the project will identify appropriate improvements and types of opportunities that exist which will best serve the community’s needs today and in the future. The plan will also provide conceptual costs associated with identified recommendations. Additionally, the plan will determine recreation program priorities and appropriate methods for registration, cost accounting, and tracking participation.

Current Situational Analysis

In past years, the Town has provided parks and recreation services with limited resources and staffing. More recently, a full time park superintendent was hired and park maintenance was moved from public works to its own parks maintenance department. The **Master Plan** will play an integral role in identifying priorities for funding, operations, maintenance, and capital improvements.

Staffing and Organizational Overview

The Town’s current Parks and Recreation Department staff includes:

- Parks and Recreation Director (Full Time)
- Parks Superintendent (Full Time)
- Seasonal Staff (approximately 450 hours annually)

Parks and Facilities

The Town operates and maintains a number of parks and trails. Parks range from small pocket parks such as Vista Verde Park to larger community parks such as Hayden Town Park.

Town-Owned Facilities:

- Dry Creek Park
- Hayden Skate Park
- Hayden Town Park
- Main Street Park
- Vista Verde Park
- Trails and Open Spaces

Other Town-Maintained Facilities:

- Hayden Valley Elementary School , East and West Ballfields

Local and Regional Partnering Organizations and Agencies

The Town of Hayden works with many organizations and agencies to assist in the delivery of leisure and recreation activities to its citizens. Partnering organizations and agencies include:

- Hayden School District
- Routt County
- Totally Kids, Inc
- Hayden Softball Association
- Colorado State Parks
- The Nature Conservancy

These organizations have independent objectives for maintaining and developing leisure and recreation opportunities for the Hayden community and beyond. In most cases, these partnering relationships work well and benefit the entire community.

B. Related Planning Efforts

2005 Town of Hayden Comprehensive Plan (Amended 11/29/07)

This Master Planning effort will integrate with the Town of Hayden’s Comprehensive Plan.

The Comprehensive Plan expresses the following summarized policy recommendations in regards to park, trails, and recreation:

- *Prepare a **Recreation Master Plan** to guide and prioritize parks, trails, and recreation development*
- *New development shall provide neighborhood park facilities or impact fees-in-lieu to meet demand created by development*
- *Assure that all new development include either off street bike/pedestrian paths, and /or detached sidewalks and be designed and located as part of the **Recreation Master Plan***
- *Explore joint development of school sites to include parks*
- *Aggressively pursue alternative funding sources for implementation of the **Recreation Master Plan***

The plan was amended in late 2007 to identify new land use categories that include proposed park and open space designated lands. These Town-owned lands, or future land purchases, have been identified in the revised Town Future Land Use Map. These new land use categories and identification of these lands will allow this plan to show potential future level of service of parks and open space in relation to future residential development.

C. Project Methodology

The following task list provides the framework for this planning effort.

1. Need Assessment and Public Involvement

A comprehensive “**Information Gathering**” trip included focus groups, public meetings, and staff interviews. A statistically valid survey, mailed to all households in the Town of Hayden, gathered feedback on satisfaction levels, wants, needs, and willingness to pay for parks and recreation services.

2. Demographic and Recreation Trends Analysis

This analysis identified the constituency of the Town of Hayden and the surrounding areas as well as local, state, and national trends in relation to parks and recreation.

3. Benchmarking/Comparison of Resources

The plan compared selected parks and recreation data from Hayden with similar communities in Colorado.

4. Facilities Inventory and Assessment

A comprehensive assessment of parks, recreation, open space, trails, and special use facilities determined current conditions. All mapping of facilities and open space will be incorporated into a dynamic database and will be property of the Town of Hayden upon completion of the project.

5. Program Analysis

The assessment included an analysis of publicly available programs provided by the Town and other entities in the Town of Hayden.

6. Level of Service Guidelines and Standards Analysis

The *composite values analysis* methodology is a GreenPlay team innovation known as the **Geo-Referenced Amenities Standards Program (GRASP[®])**. This methodology builds on traditional capacity analysis, tracking both the quantity (or capacity) and quality of components of an entire parks and recreation system, including core program areas.

GIS-Based GRASP[®] Perspectives

The GreenPlay team developed GIS-based **GRASP[®] analysis perspectives** for the major components of the **Master Plan**, as determined through the planning process. The maps include regional context and inventory maps. Analysis mapping includes neighborhood, walkability, and trail perspectives.

7. Financial Resources and Expenditure Analysis

Financial resource and expenditure analysis assessed existing and potential budget procedures, resources, capital improvement plans, cost recovery, traditional and alternative funding, pricing methodology, user fees and potential fee adjustments or increases.

8. Findings Compilation

Upon completion of the primary project tasks, we will present the draft “**Findings Compilation**” documents, summarizing all information gathered. It will include the complete inventory of the **Town of Hayden’s** recreational resources, including parks, trails, facilities, open spaces, and relevant components; data pertaining to the current level of service analysis, and results from the analysis of Department operations and program services.

9. Recommendations and Action Plan

Draft recommendations and an Action Plan based on the findings and analysis of the previous steps will be combined into one cohesive, well-written and usable draft document for review, input, and final approval by the Town.

III. THE HAYDEN COMMUNITY AND IDENTIFIED NEEDS

A. Community Profile/Demographic Information

This analysis uses figures from the 2000 US Census as well as projections from ESRI Business Information Solutions. ESRI offers a more current look at Census data by calculating current year estimates, and five-year projections for population and community make-ups. The Town of Hayden supplied current and projected population estimates. ESRI provided population statistics for the Town of Hayden, which are based on 2007 estimates.

Service Area and Population

The primary service area for this analysis is the Town of Hayden, Routt County, Colorado, with an estimated 2008 population of 1,950. The estimated 2007 population of Routt County is 22,648, the state of Colorado, 4,883,413, and the U.S. population estimate for 2007 is 306,348,230.

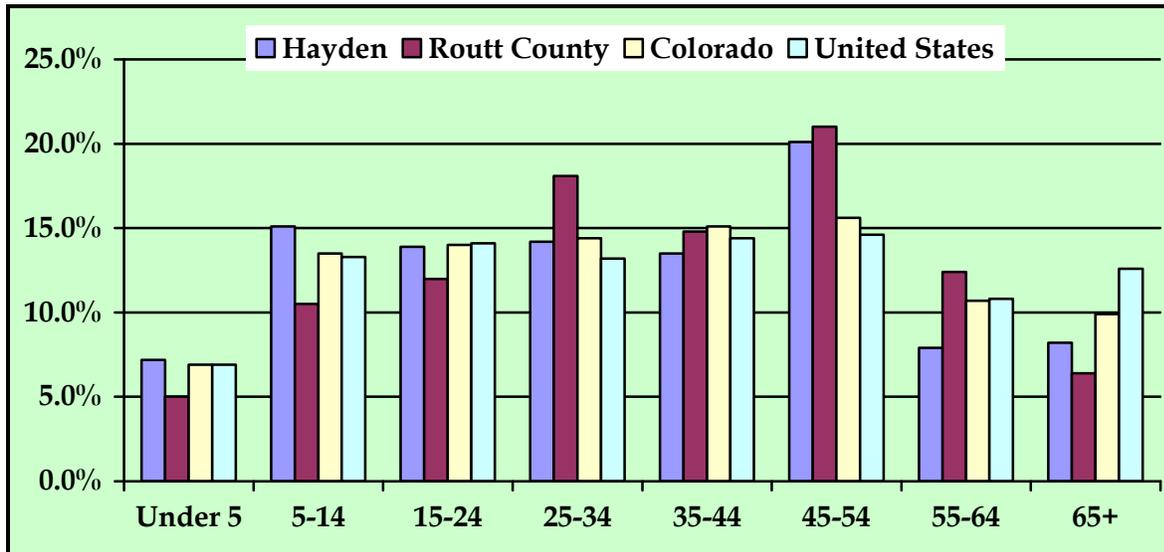
B. Population, Age Ranges, and Family Information

Age Distribution

The following age breakdown separates the population into age sensitive user groups and retains the ability to adjust to future age-sensitive trends. Population distribution percents by age for the Town of Hayden, Routt County, the State of Colorado, and the U.S. are shown in *Figure 1*.

- Under 5 years: This group represents users of preschool/tot programs and facilities who, as trails and open space users, are often in strollers. These individuals are future youth activity participants.
- 5 to 14 years: This group represents current youth program participants.
- 15 to 24 years: This group represents teen/young adult program participants moving out of youth programs and into adult programs. Members of this age group often seek seasonal Parks and Recreation employment.
- 25 to 34 years: This group represents involvement in adult programming with characteristics of beginning long-term relationships and establishing families.
- 35 to 54 years: This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.
- 55 to 64 years: This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.
- 65 years+: Nationally, this group will be increasing dramatically. Current population projections suggest that this group will grow almost 70% in the next 13 years. Programming for this group should positively impact the health of older adults through networking, training, and technical assistance, and fundraising. Recreation centers, senior centers, and senior programs can be a significant link in the health care system. This group generally also ranges from very healthy, active seniors to more physically inactive seniors.

Figure 1: 2007 Population Breakdown Percent of Total by Age- Hayden, Routt County, Colorado, U.S.



Source: 2007 ESRI Business Information Solutions

Population Comparisons

The Town of Hayden has a higher percentage of residents in younger age categories (under 14) than the County, State, and U.S. The largest percent of the population is in the 45-54 age category (20.1%), which is higher than the State (15.6%) and U.S. (14.6%), but slightly lower than the County (21.0%). The percentage of population in Hayden that is older than 54 is significantly less than the State and U.S. and is less than the County for people in the 55-64 age category. The median age in Hayden (34.8) is lower than Routt County (37.9), Colorado (35.8), and the U.S. (36.7).

Race/Ethnicity (2007)

Statistics gathered from ESRI Business Information Solutions provide the race and ethnicity breakdown for Hayden, Routt County, Colorado, and the United States. As shown in **Table 1**, the race with the largest population is White for all three regions. Hayden has a slightly smaller White Alone population than the County, but a significantly larger percentage than the State and the U.S. The Hispanic population in Hayden is approximately 3.1% larger than the Hispanic population in the County, but is significantly less than the State (12.6% less), and the U.S. (8.0%).

Table 1: 2007 Race/Ethnicity Comparisons- Hayden, Routt County, Colorado, U.S.

Race	Hayden	Routt County	Colorado	United States
White Alone	95.8%	96.5%	81.1%	72.7%
African American Alone	0.1%	0.1%	3.8%	12.6%
American Indian Alone	0.6%	0.5%	1.0%	0.9%
Asian or Pacific Islander Alone	0.2%	0.6%	2.8%	4.5%
Some Other Race Alone	2.5%	0.9%	8.2%	6.5%
Two or More Races	1.2%	1.4%	3.0%	2.8%
Total	100%	100%	100%	100%
Ethnicity	Hayden	Routt County	Colorado	United States
Hispanic/Latino Origin (Any Race)*	7.9%	3.9%	19.6%	15.0%

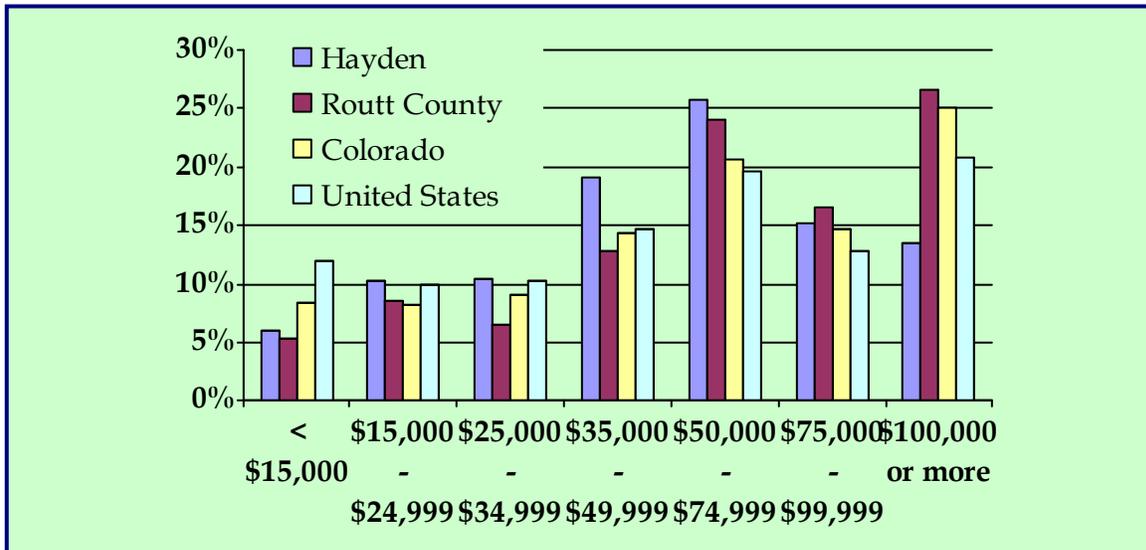
Source: ESRI Business Information Solutions

*Persons of Hispanic Origin may be of any race. This number reflects the percentage of the total population.

Household Income

According to ESRI Business Information Solutions, the estimated 2007 median household income for the Town of Hayden is \$53,467 and per capita income is \$22,824. Both are significantly lower than the county (\$66,276 and \$34,822, respectively) and state (\$60,976 and \$31,684, respectively). The median household income in Hayden is slightly higher than the U.S. (\$53,154), but the per capita income is lower (\$27,916). **Figure 2** shows the percent of households by income.

Figure 2: Households by Income - Hayden, Routt County, Colorado, U.S.



Source: ESRI Business Information Solutions

The highest percentage of households in the Town of Hayden earn between \$50,000 and \$74,999 annually. The highest percentage of households in Routt County, Colorado, and the U.S. earn over \$100,000 annually. In Routt County, 26.5% of the population earns over \$100,000, 25.0% in Colorado and 20.7% in the U.S. earn over \$100,000. Only 13.4% of the population in Hayden earn annual incomes in this category, and 0% earn more than \$200,000.

Employment

According to 2007 estimates, 95.4% of the 16 and older population of Hayden's labor force are civilian employed. In Routt County, 96.6% are civilian employed, in Colorado 94.3%, and in the United States 93.4% (ESRI). Of the employed work force in Hayden, 42.0% is engaged in white collar professions such as management, business, financial and sales, and the balance of the work force is engaged in service industries (16.9%) and blue collar (41.1%) professions.

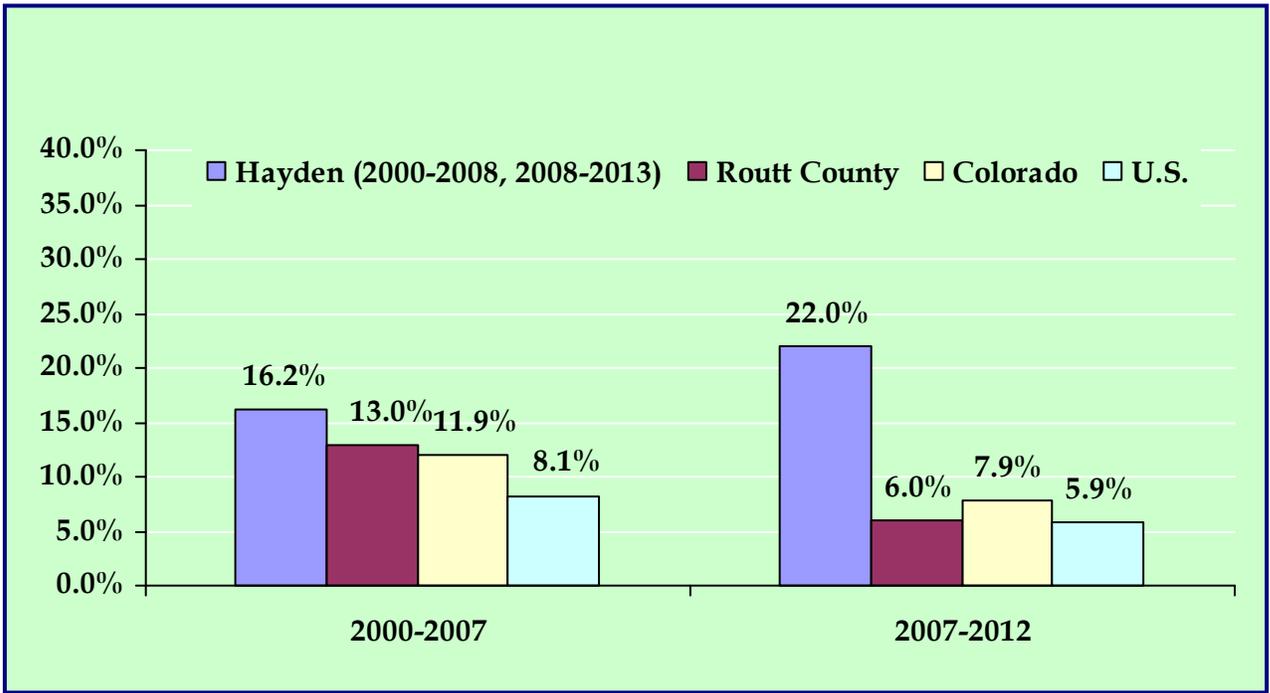
The largest percentage of Hayden's population works in construction/extraction (22.8%). This percentage is 9.4% higher than the County, 15.2% higher than the State, and 16.2% higher than the U.S. Hayden has a significantly higher percentage of the population engaged in blue collar professions than the county (16.2% higher), the state (19.6% higher), or the U.S. (17.8% higher). Conversely, Hayden has a smaller percentage of the population engaged in white collar professions than the county (16.2% less), the state (19.6% less), and the U.S. (17.8% less).

Population Forecasts

Although we can never know the future with certainty, it is helpful to make assumptions about it for economic reasons. Populations for 2000 are from the 2000 US Census. 2007 and 2012 projections for Routt County, Colorado, and the U.S. were derived from ESRI Business Information Solutions. The Town of Hayden provided 2008 population estimates as well as 2013 projections. For the purpose of comparison, 2008 population estimates for Hayden are compared with 2007 estimates for Routt County, Colorado, and the U.S. and 2013 population projections for Hayden are compared with 2012 projections for Routt County, Colorado, and the U.S.

As illustrated in **Figure 3** Hayden has experienced a rapid increase in population since 2000, which exceeds that of the county, state, or U.S. Hayden is expected to grow at an even higher rate over the next five years. The 2000 population of Hayden was 1,634, the estimated 2008 population is 1,950, and the projected 2013 population is 2,500.

Figure 3: Percent change in population- Hayden (2000-2008 and 2008-2013), Routt County, Colorado, U.S. (2000-2007 and 2007-2012)



Source: ESRI Business Information Solutions, the Town of Hayden, CO

C. Current Colorado and National Trends

Staying on top of current trends that impact parks and recreation and cultural/heritage programming is critical for modern day communities. The recreational provider faces the challenge of meeting and exceeding user expectations. Part of this task involves understanding what participants want now and projecting future recreation trends. The following information highlights relevant regional and national recreation and leisure trends of importance to the Town of Hayden from various sources.

Aging

Colorado Trends

Colorado has the seventh fastest growing aging population in the U.S. In the year 2010, there will be more than 770,000 seniors age 60 and over in Colorado. From the years 2000 - 2010, the numbers of these seniors will increase 39%.

National Trends

The following are trends related to the aging population in the United States:

- America’s population is aging. It is estimated that by 2010, the median age will be 37 years, and by 2030 the median age will be 39 years. The current life expectancy at birth in the United States is 77.9 years.

- Scientific evidence indicates that aging has more to do with lifestyles and health behaviors than genetics.
- Seniors control more than 70 percent of the disposable income and have more than \$1.6 trillion in spending power, according to Packaged Facts (a division of MarketResearch.com), which publishes market information on several consumer industries.
- Seniors are also the fastest growing segment of health club members, according to the International Health, Racquet, and Sportsclub Association (IHRSA).

Baby Boomers are adults born between 1946 and 1964. This generation makes up approximately 25% of the total population in the United States. The following are trends of this generation:

- According to International, Health, Racquet and Sportsclub Association data for 2003, 91% of Boomers feel the need to take measures to ensure their future health.
- Baby Boomers claim 37.6% of all health club memberships.
- Eighty percent of Boomers in a study by American Association of Retired Persons believe they will continue to work either full or part-time into their retirement years.

For the Town of Hayden, the percent of baby boomers (45 years to 55 years) is about 5% greater than that of Colorado and the United States meaning that the demand for activities that meet their lifestyles is greater. As a percent of the population, the Town has a smaller number of seniors (55 years +) than that of the state and the United States as a whole. Programs to promote healthy living and socialization could be developed for this age group.

Ethnic Diversity

National Trends

“As of 2004, the U.S. Hispanic population became 14.3 percent of the total population, already surpassing the 2003 estimate of the largest minority group in the United States. According to the 2000 U.S. Census, the Hispanic population will reach 80 million by the year 2020, comprising 1 in 5 U.S. Residents” (McChesney, Gerken, McDonald, <http://www.nrpa.org>).

This growth in diversity presents recreation managers and leaders with new challenges and opportunities. To service the recreation needs of this segment of the population, the unique culture of Hispanics must be understood. “Spending the day at the park is an enormously popular choice for Hispanic families, and park activities range from cookouts to softball and soccer games, to riding bikes or simply soaking up the sun and listening to music” (McChesney, Gerken, McDonald, <http://www.nrpa.org>).

“Hispanic recreation follows cultural traditions that make nature and family oriented activities popular. Hispanics, in general, enjoy the “gathering” type of activities versus the organized type of activity that characterizes much of the municipal recreation landscape. The influence of socialization plays a large part on the recreation experience, thus there is a need to provide a variety of facilities for social gathering usage” (McChesney, Gerken, McDonald, <http://www.nrpa.org>).

Athletic Recreation

Colorado Trends

Colorado's largest Sports and Recreation areas of interest include: mountain climbing (85%), hiking/backpacking (83%), camping and mountain biking (76%), rafting (73%), hunting (72%), fishing (66%) and walking/strolling (61%).

National Trends

The National Sporting Goods Association Survey on sports participation found the top ten activities ranked by total participation included many outdoor activities that are consistent with the Colorado Trends mentioned above. The top five activities are: walking, swimming, bicycle riding, hiking, and fishing. Additionally, the following active, organized, or skill development activities also remain popular: field sports, skateboarding and inline skating, golf, aerobic exercise and working out, yoga, Tai Chi, Pilates, and Martial Arts.

Youth sports

- According to the Sporting Goods Manufacturers Association (SGMA), six of the 15 most popular activities for children are team sports.
- Participation in out-of-school activities and programs offer support for youth and working families; and benefit the youth socially, emotionally, and academically (*trendSCAN*).
- According to the International Health, Racquet & Sportsclub Association, health clubs could play a key role in providing the missing fitness and exercise in students' lives. Providing organized, after-school activities, club sports, and programs targeted to school-age children in communities around the country could fill the fitness void that is growing wider in United States schools.
- The number of youth participants in amateur softball increased 6.7% between 2004 and 2005. The number of youth Amateur Softball Association teams increased 6.25% for the same time-period (Statistical Abstract 2007).
- Specific offerings for kid's fitness are slowly increasing in health and fitness facilities (*IDEA*).
- In 2005, the top three activities that youth ages 12 to 17 years old participated in were basketball, bicycle riding, and fishing (*NSGA*).
- For youth seven to 11 years of age, bicycle riding has the highest number of participants. The fastest growing activity between 1995 and 2005 by change in participation rate is skateboarding (219%), followed by snowboarding (91%) (*NSGA*).

As a percentage, the Town has a population of 5 year to 14 years equal to or greater than that of the state or the United States as whole. Focusing on programs and facilities that meet the needs of the youths and families of Hayden should remain a priority for the Town and its partners.

Adult Sports and Fitness

National Trends

The overall trend is that adults are moving away from team recreation to more individualized programming. However, adult sports are still a significant portion of recreation programming. Below are some additional current trends related to adult sports:

- The average age for participants in team sports ranges between 18.2 to 29.3 for males, and 16.2 to 25.3 for females (NSGA).
- Overall, participation in amateur softball has been declining since 2000. The number of adult Amateur Softball Association teams decreased three percent between 2004 and 2005 (2007 Statistical Abstract).

As stated during the public process, activities for the most active adult demographic, 18 years to 30 years, is lacking in the Town. Providing programming for this age group can be difficult as priorities and interests often shift.

Aquatics

National Trends

According to the National Sporting Goods Association, swimming ranked second in terms of participation in 2005. Outdoor pools in Colorado are only open for approximately three months out of the year. Therefore, there is a building trend towards indoor leisure and therapeutic pools. Additional amenities like “spray pads” are becoming increasingly popular as well. Some recent statistics regarding swimming include:

- Swimming experienced the third largest increase in participation (8.5%) from 2004 to 2005, after weightlifting (35.4%) and working out at a club(9.2%) (NSGA).
- Swimming was the second most participated in activity, after exercise walking, with 58 million participants in 2005 (NSGA)

Teen Programming

National Trends

According to a recent study by the Centers for Disease Control and Prevention (CDC), “School Health Policies and Programs Study,” schools provide less physical education classes as children age.

- Of the middle and junior high schools surveyed, 6.4% provide daily physical education for the entire school year, and 5.8% of high schools provide daily physical education for the entire school year.
- Starting with the sixth grade, the number of schools requiring physical education begins to decrease, with 32.2% of the schools requiring sixth graders to participate in physical education, while only 5.4% of schools require 12th graders to participate.

Some additional trends related to teens include:

- In 2005, the top three activities that youth ages 12 to 17 years old participated in are basketball, bicycle riding, and fishing (NSGA).
- According to an article written by Monica Hobbs Vinluan, “After-school programs have been proven to decrease juvenile crime and violence, reduce drug use, cut smoking, and alcohol

abuse, and decrease teen pregnancy. Furthermore, research demonstrates in comparison to unsupervised peers, children who participate in after-school programs show improvement in standardized test scores and decreased absenteeism and tardiness” (*Vinluan*).

- The activities that experienced heightened interest from teens include, in order of the greatest increases, skateboarding, snowboarding, skiing, and softball. Scooter riding is also sparking the interest of teens as a new activity.
- The popularity of in-line has decreased dramatically.

Keeping up with the interests of teens is difficult at best. The Town should seek continuous input from this age group to determine the type of programming that will be successful. It is likely that from year-to-year interests will change and programming will have to evolve to keep pace.

Facilities

National Trends

The current national trend is toward a “one-stop” facility to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Amenities that are becoming “typical” as opposed to alternative include:

- Multipurpose, large regional centers (65,000 to 125,000+ sq. ft.) for all ages/abilities with all amenities centralized in one place. This design saves on staff costs, encourages retention and participation, and saves on operating expenses due to economies of scale.
- Leisure and therapeutic pools
- Interactive game rooms
- Nature centers/outdoor recreation and education centers
- Regional playground for all ages of youth
- In-line hockey and skate parks
- Partnerships with private providers or other government agencies
- Indoor walking tracks
- Themed décor

Amenities that are still considered “alternative” but increasing in popularity:

- Climbing walls
- BMX tracks and indoor soccer
- Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent survey indicated that 52% of the recreation-industry survey respondents indicated they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

Dry Creek Park, while not an indoor facility, can qualify as a multi-purpose facility. The park will have sports fields, a playground, walking loop, fishing pond, and recreation staff office space, when completed. This facility will provide for a multitude of activities for both young and old.

Recreation Administration and Partnerships

Partnerships

In the Parks and Recreation industry, it is common to form partnerships with other organizations to increase funding potential and to improve programming options and build capacity. According to the June 2007 State of the Industry Report published in Recreation Management Magazine, 96.3% of survey respondents in the Parks and Recreation industry have found one way or another to partner with other organizations to accomplish their missions.

- 78.3% of parks and recreation departments reported forming partnerships with local schools.
- Local government was the second most common partnership. More than 67% of parks and recreation departments in the survey listed local government as a partner.
- Other partners listed in the survey include: IHRSA, the American Camp Association, Professional Golf Association (PGA), Rotary International, Lions and Elks Clubs, faith-based organizations, the Boys and Girls Clubs, Boy Scouts and Girl Scout, the Special Olympics, and local and state tourism boards.
- Facilities least likely to form partnerships with external organizations included: resorts and hotels, waterparks, amusement parks and theme parks, campgrounds, youth camps, private camps, and RV parks.

Small communities can struggle to meet the recreational demands of their constituents. Partnerships with other agencies are essential to meet this demand. The Town of Hayden currently works closely with the Hayden School District to share facilities. Other providers such as Totally Kids and the Hayden Softball Association are major players in providing youth recreational activities. The Town needs to continue to develop strong partnerships that support the “best provider” available.

D. Community and Stakeholder Input

Hayden – Draft Community and Stakeholder Input

On January 29th and 30th of 2008 a total of three focus group meetings, one public meeting, and one staff meeting were held to gain input regarding the Parks, Recreation, Trails and Open Space **Master Plan**.

The purpose of the public meeting was to report information received from the focus group meetings and gain further input. The primary focus of the meeting with staff was to explore the internal operations of the Hayden Parks and Recreation Department.

Focus Groups & Public Meetings

The primary purpose of the focus group and public meetings was to discuss the current condition and future needs of the following:

- Parks
- Recreation programming
- Trails

The Town of Hayden invited a wide variety of organizations to participate in the meetings. Twenty-six people representing approximately 11 organizations and special interest groups included:

- Hayden School District
- Town of Hayden
- Totally Kids, Inc
- Routt County Commissioners
- Routt County Planning Commission
- The Nature Conservancy
- Routt County Fairgrounds
- Yampa River State Park
- Hayden Parks and Recreation
- Hayden Girls Softball Association
- Hayden Residents and Coaches

Participants responded to a series of questions and contributed to a group discussion about their organizations’ current relationship with the Town. Participants shared their perspectives on the challenges, strengths, and opportunities facing the Town. Additionally, the consultant facilitated discussions and led the participants through a **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis** and a series of questions to gain input on a broad range of issues about or affecting parks and recreation services. The following sections summarize the participant responses.

Strengths

The residents of Hayden value the lifestyle provided by the surrounding area, as demonstrated by the high level of involvement of volunteers and the community partnerships that provide recreational opportunities. Focus group participants identified town parks, especially Dry Creek Park, which is currently under construction, as a major strength. Participants also identified the relationships with Routt County, Hayden School District, and the existence of the organization **Totally Kids** as strengths. **Table 2** summarizes participants’ input in regards to the strengths of Hayden parks, recreation programs, trails, and open space.

Table 2: Strengths of Hayden Parks, Recreation, Trails, and Open Space

Strengths
Dry Creek Park (under construction)
Town has land bank of undeveloped lands
Town has undeveloped trail corridors
Shared facilities with school district
Athletic fields are in good shape
Good relationship with County Fairgrounds
Maintenance equipment is in good shape
Affordable programming

Strengths
Hayden Parks and Recreation programming
Totally Kids programming
Visiting Nurse Association (VNA) at The Haven
Cooperation with Craig and Steamboat Parks and Recreation

Weaknesses

As with many communities in the State of Colorado and across the country, there is limited government funding for Town parks and recreation services. Other weaknesses include a lack of access to the Yampa River and a lack of indoor community/multi-purpose space, gymnasiums, and athletic fields.

While considering multiple several providers of recreational opportunities as a strength, it is also a weakness as competition for resources can cause allocation systems to be bypassed and services to be duplicated. **Table 3** summarizes the participants’ input in regards to the weaknesses of Hayden parks, recreation programs, trails and open space.

Table 3: Weaknesses of Hayden Parks, Recreation, Trails, and Open Space

Weaknesses
Lack of funding
Access to Yampa River
Lack of central indoor community/multi-purpose space
Lack of formal IGA’s
Lack of vision, mission for parks and recreation
Lack of community understanding of costs for parks and recreation
Lack of adult programming
Lack of gym space
Lack of athletic field space
Many providers (sometimes systems get bypassed)
Lack of transportation for programs
Program instructors are hard to find/keep

Opportunities

The opportunities that exist in the Town of Hayden for parks, recreation, trails, and open space are numerous. The Town maintains a significant inventory of undeveloped lands that could be used for parks and trails. The creation of a West Routt County special district, currently being studied, was also identified as an opportunity as it would create, if approved by voters, a dedicated revenue stream for parks and recreation. Continued cooperation between the Town, School District and Routt County to partner on projects and granting opportunities was also mentioned. **Table 4** summarizes the participants’ input with regard to the opportunities for Hayden parks, recreation programs, trails, and open space.

Table 4: Opportunities for Hayden Parks, Recreation, Trails, and Open Space

Opportunities
Dry Creek Park
Land bank for parks and trails
Creation of West Routt Special District
People want facilities for their children
171 acres next to Yampa River
Cooperation between Town , School District and County
Improved maintenance
More Triple Crown tournaments

Threats

Lack of public awareness about the issues facing the delivery of parks and recreation programs and services was identified as a threat. Territorialism between recreation providers could be a threat especially when competing for resources such as athletic fields and participants. **Table 5** summarizes participant input with regard to possible threats to Hayden parks, recreation programs, trails, and open space.

Table 5: Threats to Hayden Parks, Recreation, Trails, and Open Space

Threats
Territorialism
Maintaining level of expectation
Lack of public awareness
Manpower and funding

Improvements to Existing Parks and Recreation Facilities

Participants identified the most important improvements that could be made to existing park and recreation facilities. Improvements are listed in **Table 6**.

Table 6: Improvements to Parks and Recreation Facilities

Improvements
Refurbishing or new shade structure at Hayden Town Park
Refurbishing of tennis courts in Hayden Town Park
New location and new features for the skate park
Improvements to middle school gym
More consistent maintenance of ski track at Dry Creek Park
Trail improvements
Safe access to creek in Dry Creek Park

Underserved portions of the Community

Participants were also asked if there were underserved segments of the community (i.e. age groups, geographic location or special interest groups). Services for teens and seniors were reported as being limited. The Town has had some vandalism of park facilities from teens, but like many communities in Colorado, finding programs and facilities that interest teens is difficult. Seniors were also identified as an underserved population, mainly due to the lack of sidewalks making it difficult to walk around town. Finally, the age group between 20 years and 30 years was identified as an underserved population as those individuals travel to Steamboat or Craig for their recreational needs.

Support for the Creation of a Special District

Lastly, focus group participants were asked if they thought residents would support the creation of a special district that would be funded through a dedicated property tax for parks and recreation. Participants stated that educating the community about special districts and dedicated property taxes would be essential. Prior to putting the question to the voters, there would need to be a concentrated effort to promote and educate the potential residents of the special district as to the benefits of creating this new taxing entity. If approached thoughtfully, participants felt that a special district could be a favorable option for the Town.

E. Statistically Valid Survey Findings

RRC Associates, in conjunction with GreenPlay, administered a statistically-valid Needs Assessment Survey. A total of 1,114 surveys were mailed with a return of 173, representing a respectable and statistically valid response rate of 15.5%. Surveys were mailed to all households in the Town of Hayden and households within the service boundaries of the Hayden School District, excluding households in the Town of Milner.

In appreciation of those who responded and in an effort to increase participation in the survey, recipients were informed that they would be eligible for several prizes including Town of Hayden recreation program vouchers.

Key Findings

- On average respondents use Hayden Town Park 13 times a year, Dry Creek Park 12 times a year, paved and unpaved trails 17 times a year and school indoor facilities 17 times a year.
- Hayden Town Park, school athletic fields, county fairgrounds/exhibit hall, playgrounds, and recreation programs rank as the highest in importance to the community.
- Hayden Town Park, school athletic fields, county fairgrounds/exhibit hall, playgrounds, and recreation programs rank as the highest in regards to meeting the needs of the community.
- Tennis courts at Hayden Town Park, outdoor volleyball courts, designated open space areas and paved recreational trails rank the lowest in regards to meeting the needs of the community.
- Teen activity areas, a recreation center and weight and cardio fitness rank the highest in regards indoor recreation facilities to be added, expanded, or improved.
- Yampa River access, community gathering/outdoor event facility and open space/natural areas rank the highest in regards to outdoor recreational facilities to be added, expanded, or improved.
- 55% of respondents said they would support the creation of a special district that would be supported by a dedicated property tax.

Meeting Community Needs

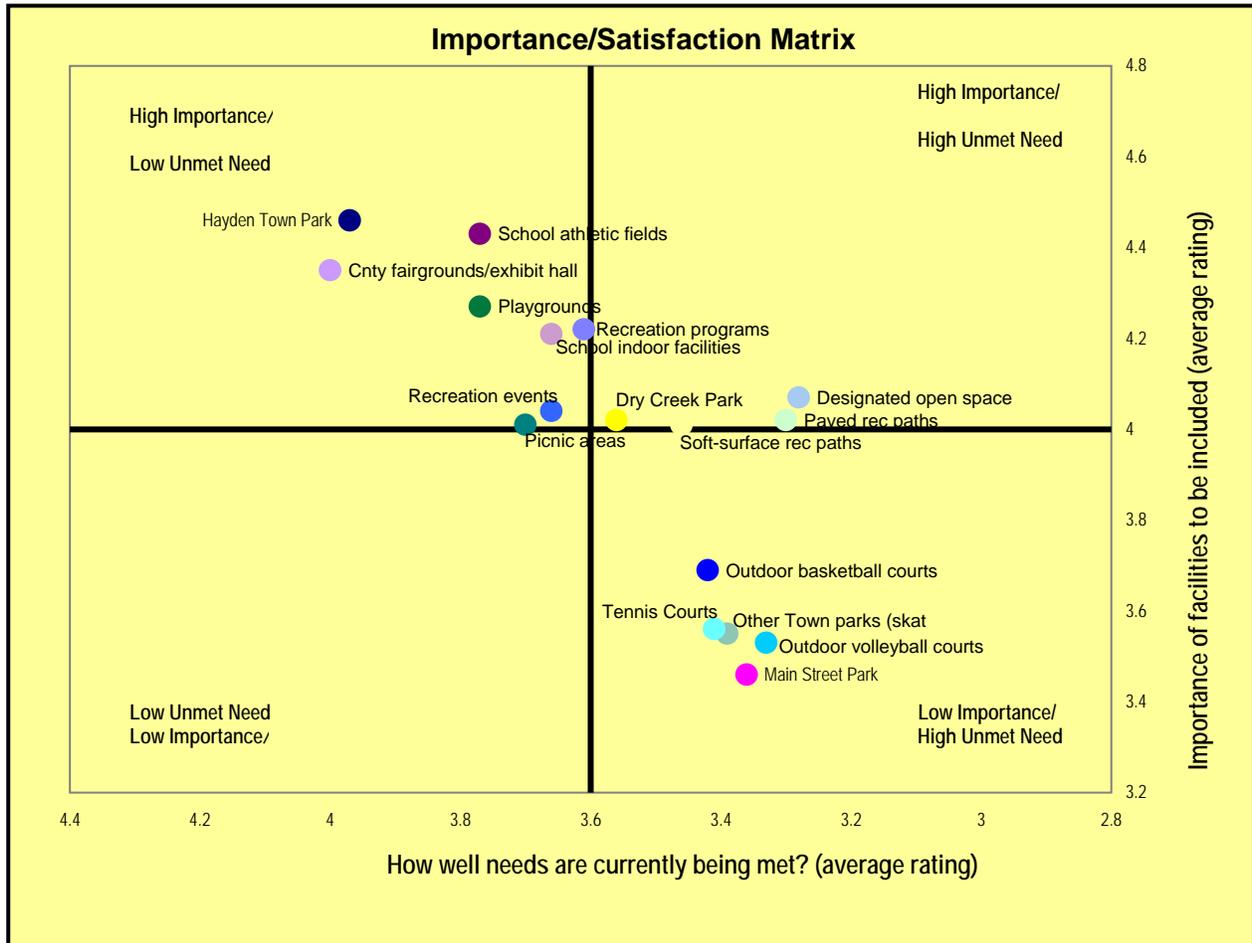
According to the respondents, most of the parks and recreation facilities operated by the Town of Hayden are meeting the needs of the community. Respondents felt that facilities such as Hayden Town Park (81%), county fairgrounds (77%), school athletic fields (65%), playgrounds (64%) and others are meeting the needs of the community.

Respondents felt that facilities that were meeting 50% or less of the community's need included the skate park (48%), outdoor volleyball courts (48%), designated open space areas (46%), and paved recreational paths (45%).

Importance vs. Meeting the Community Needs

According to the survey respondents, all Town-owned and maintained facilities rated a three or higher on a one to five importance scale. (With one being “not important at all” and five being “very important”) However, some facilities such as Hayden Town Park rank high in both meeting community needs and importance, while paved recreation paths and designated open space ranked high in importance but lower in meeting the community's needs. The Importance/Satisfaction Matrix in **Figure 4** shows how all facilities rated in these categories.

Figure 4: Survey Importance-Satisfaction Matrix



Most Important Indoor Facilities

With the exception of school own facilities, the Town does not own and operate any indoor recreation facilities. Respondents to the survey rank a recreation center as the most important indoor facility that could be added, expanded, or improved. Teen activity areas and a weight room and cardio fitness facility ranked as the second most needed indoor facility.

Most Important Outdoor Facilities

Even with the number of outdoor facilities available to the residents of Hayden, there are additional needs and wants in the community. Additional access to the Yampa River ranks as the most important outdoor facility that could be added, expanded, or improved. The Town is looking to remedy this with the proposed purchase of the Moon River property. Community gathering space/outdoor event facility and open space/natural areas ranked as the second most needed outdoor facilities. Dry Creek Park, when completed, could be used for large community gatherings and the Moon River property, if purchased, could satisfy the need for additional open space/natural areas. Paved recreational paths and unpaved trails/winter sports trails followed closely as facilities to be added, expanded or improved.

Most Important Recreation Programs

Survey respondents ranked athletic leagues for youths and special events as the most important recreation programs that could be expanded or improved upon. Teen activities, athletic leagues for adults, and day camps/after school programs were also identified as program areas that could be expanded or improved.

Leisure and fitness swimming was identified as the top recreation program area that needs to be added. Special events, general education classes, fitness and wellness, and teen activities were also identified as recreation program areas that need to be added.

Funding for Development and Maintenance

Respondents were split evenly when asked about the amount of money currently being spent for developing new parks and recreation facilities, with 28% saying too little was being spent, 28% saying spending was about right and 40% saying they didn't know. When asked about maintenance of current parks and recreation facilities, 22% of respondents said that spending was too little, 43% said it was about right and 31% said they didn't know. For the development of trails and acquiring open space areas, 31% of the respondents said that too little was being spent, 27% said that spending was about right and 34% said they didn't know.

Support for a Special District

Overall respondents to the survey showed strong support for the creation of a special recreation district that would be funded through a dedicated property tax. A majority, 55%, said that they would support a special district while 22% said they would not support it and 22% didn't know or had no opinion. Support for a special district was close to same whether respondents live in (56%) or out (54%) of the Town of Hayden limits. Non-support for the special district was greater for respondents living outside (29%) of the Town limits than those living inside (19%) the Town limits. Respondents living in the Hayden area for less than 10 years had greater support for a special district (72%) than respondents living in the Hayden for more than 10 years (44%). Households with members younger than 18 years of age showed greater support for a special district (58%) than those with members 55 years and older (45%). Respondents whose ages were younger than 35 years, but not older than 64 years, showed good to strong support for a special district (51% to 71%), with respondents 65 years and older showing less support (33%).

Detailed information on the Needs Assessment Survey can be found in ***Appendix A***.

F. Staff Input

Acceleration Review

As part of the input process, key staff members gathered to provide internal insight as to how efforts toward overall recreation services provided by the Town and by others in the community might be accelerated. Staff members included:

- Town Manager
- Parks and Recreation Director
- Park Maintenance Superintendent

A summary of staff input follows.

What are the department goals?

- Consistent administrative oversight
 - Stabilize funding
 - Increase public awareness
 - Understand what it costs to maintain and provide quality service
- Recreation
 - Create public awareness about programs
 - Maintain a responsible level of expectation
 - Develop a central location for program registration
- Maintenance
 - Maintain a high level of service
 - Maximize use of turf areas for sports
 - Plan for and grow as demand grows

What is working well?

- Parks and Recreation Advisory Board support to increase budget
- Town administration support
- Good publicity through local paper and *Steamboat Today*
- Grant writing successes
- Park maintenance equipment upgrades
- An emphasis on making the parks a better place with better maintenance on a limited budget

What is not working well?

- Public awareness despite advertising, Town newsletter, and program and event brochure
- Manpower and funding – need a full time recreation coordinator and at least a part time grant writer
- Registration process – in the past, this has been done through the school. Now trying to transition the process to go through the Parks and Recreation Department

How can this plan help?

- Promote community involvement
- Establish community needs
- Identify strategies for better communication between the different recreational providers

Summary of Staff Input

Town staff feels it has come a long way in a short time in upgrading overall park maintenance and the number of programs it has to offer. Positive support from the Parks and Recreation Advisory Board and Town administration has allowed this to happen. Additional staffing would reduce the burden on the two full time employees dedicated to parks and recreation.

The lack of understanding the mission of parks and recreation and core services that should be provided also creates conflicts between the Town and other recreation providers in the community. Defining the current mission more clearly will provide consistent direction and will be key in the successful implementation of this plan.

G. Summary of Key Findings Public/Staff Input

The purpose of the public input process (focus groups, public meetings, citizen survey) is to provide a base for decision making when determining future recreational needs for the community. Generally, findings from all of the public input mechanisms were consistent. The importance of town facilities and appreciation for their existence is apparent. The need for indoor facilities were identified as a priority and the cooperation between the Town and the school district in regards to sharing facilities is seen as a definite strength. Access to the Yampa River and more recreational trails were identified as needed additions to the Town's parks and recreation amenities.

In some cases, focus group participants came to voice need for a specific facility or activity. The survey respondents did not always agree with their needs but that does not mean these areas are not important to the community. Additional facilities and program development could be a catalyst for creating interest in those recreational activities that ranked lower in need and importance.

Town of Hayden residents and Routt County residents that received the survey seem to be willing to explore the option of creating a special district that would require dedicated property tax revenues to support parks and recreation.

IV. ADMINISTRATIVE AND BUDGETARY FINDINGS

A. Programming Analysis

For the last several years the Town of Hayden Parks and Recreation Department has been expanding leisure and recreation programming opportunities in the community. The Department offers a variety of youth, family, senior and special event programming that includes:

- Adult Programming
 - Coed Volleyball
- Youth Programming
 - Girls volleyball (4th & 5th grade)
 - Boys and girls basketball (4th & 5th grade)
 - Archery
 - Winter sports – skiing, snowboarding, x-country skiing
 - Hockey (in cooperation with Craig Hockey Association)
 - Wrestling
 - Baseball (in cooperation with Craig Parks and Recreation)
 - Special events
- Senior Programming – (Through the Haven in Hayden)
 - Trips
 - Socials
 - Special events
- Family Programming
 - Equestrian programs
 - Crafts
 - Special events

Participation

In 2007, it is estimated that Hayden Parks and Recreation programming attracted approximately 300 participants and special events participation was estimated to be 930.

Alternative Providers

Totally Kids

Totally Kids has been a major provider of recreational opportunities for youth for the last 14 years. Approximately 95% to 98% of those who participate in Totally Kids programming live in the Town of Hayden. Additionally the organization seeks to include special needs youth into its programming. Activities provided by Totally Kids include:

- Swim Lessons
- Tee ball (ages 5 – 7)
- Soccer (ages 5 – 14)
- Tackle football (grades 3 – 6)
- Non-school day camp (grades K – 6)
- Before school programs
- Homework club
- Cheer
- Dance lessons (all ages)
- Summer activity center (all ages)

As **Table 7** shows, overall participation in Totally Kids programming has remained relatively stable for the last three years. Program participation figures do not include “drop in” activities such as the Homework Club (approximately 10 to 20 participants daily in 2006) and the Hayden Summer Activity Center (approximately 35 to 45 participants daily in 2007).

Table 7: Totally Kids Program and Participation Information

Program Participation	2005	2006	2007
All Programs	337	325*	359**

*Does not include Homework Club participation

**Does not include Hayden Summer Activity Center participation

Totally Kids works closely with the Town of Hayden. For the last few years the Town has donated \$5,000 annually to **Totally Kids** to be used to support the programming needs of the community. The Town also allows use of its athletic fields to the organization at no charge.

Operators of **Totally Kids** feel it plays a vital role in providing recreational opportunities to the community’s youth. They also realize that their mission, at times, conflicts with the Town’s desire to expand its own programming. **Totally Kids** wants to look to the Town as the major facilitator of the use of recreation resources.

There is a willingness to relinquish some of its programming, mainly sports activity, to the Town’s Parks and Recreation Department. However, there is concern over the Town’s ability to maintain programs based on year-to-year general fund availability. **Totally Kids** would also like to have a “seat at the table” when athletic field schedules are developed each year. **Totally Kids** is a strong supporter of the creation of a special district.

Hayden Softball Association

The Hayden Softball Association (HSA) provides recreational and competitive slow pitch softball for girls ages 8 years to 14 years. The league competes through the Town of Craig Parks and Recreation Department. As indicated in **Table 8**, participation has remained fairly consistent from 2005 to 2007 with only a slight decrease over the last three years.

Table 8: Hayden Softball Association Participation Information

Program Participation	2005	2006	2007
Hayden Softball Association	55	52	48

The HSA has a good relationship with the Town and feels that the Town is mostly meeting the organization’s needs in regards to athletic field availability. However, it was also stated that the athletic field availability was the top concern of the HSA as competition for fields is growing.

Hayden School District

The Hayden School District provides a variety of sports and recreation activities for Pre-K through 12th grade. Offerings range from sports to sports camps to drama, music, and art activities.

In 2007, there were approximately 176 participants in high school varsity sports and 150 participants in middle school sports offerings. Varsity sports seasons are determined by Colorado High School Sports Associations (CHASA). Through an intergovernmental agreement, the Town maintains the ballfields that are on school property in return for programming their use.

For the School District, the lack of, and condition of, current gym space is a concern for conducting its programs. This is partially due to having to practice indoors for spring sports until the snow has melted from the fields. The unsatisfactory condition of the middle school gym makes it an undesirable facility for Town programs. The outdoor track facility is in poor shape for both school and community use.

Survey Input

The top reason survey respondent households do not participate in recreational programs offered by the Town are that they lack time or have other personal reasons. Not knowing what is available was the second reason households do not participate in recreation programs followed by a lack of facilities and amenities and/or the condition of facilities.

Almost half of the all household respondents utilize facilities and programs in Steamboat Springs followed next by programs offered by the schools and then the golf courses in Craig of Steamboat. Thirty-seven percent of the all household respondents with children under the age of 18 years utilize Totally Kids programming.

Survey respondent households identified participation in youth athletics, individual activities (biking, skiing/paddling, etc) special events, and swimming programs. Youth athletics, special events, teen activities and adult athletics were identified as the top program area that could be expanded upon. Leisure and fitness swimming, special events, general education and fitness were identified as programming areas that should be created.

B. Park Maintenance Analysis

The Town of Hayden Parks and Recreation Department has the responsibility of maintaining the majority of town-owned greenspace and some properties owned by the Hayden School District. This Department maintains a variety of spaces totaling 84 acres and nine miles of trails, as described in **Table 9.**

Table 9: Hayden Park Maintenance Division Responsibilities

Description	Number of Acres
Parks	54
Open Space/Natural/Undeveloped Lands	15
Athletic Fields (school owned)	15
Total Acres	84 Acres
Total Trails	9 miles

The Park Maintenance Division has other responsibilities in addition to standard greenspace maintenance including:

- Restroom maintenance
- Picnic shelter maintenance
- Playground maintenance (40 to 50 hours annually)
- Special events setup/tear down (60 to 80 hours annually)
- Irrigation
- Stream and pond maintenance

Survey Input

When survey respondents were asked their opinion on the amount of money being spent on maintaining current parks and recreation facilities, 43% said that it was about right, 22% said it was too low and 31% said that they did not know.

Park Maintenance Classification

The Department does not classify its parks into neighborhood parks, community parks, or regional parks. Larger parks, such as Hayden Town Park, receives a slightly higher level of maintenance than smaller, less used, parks such as Vista Verde Park. Maintenance levels for greenspace are based somewhat on type and intensity of use.

Capacity Issues

Overuse of athletic fields is an issue for the Town, especially during peak times between April and September. Many organizations such as Totally Kids, Triple Crown, and Hayden School District, as well as the Town, have demand for athletic fields. The addition of new athletic fields at Dry Creek Park should help reduce the overuse of existing athletic fields. Lack of parking at town parks is also an issue during high use times. Currently the priority for athletic fields use is:

1. Town recreation programming
2. Triple Crown
3. Softball (east field)
4. Totally Kids (west field)
5. Other groups – Resident
6. Other groups – Non resident

Park Maintenance Budget Information

Expenditures

In 2008, a total of \$160,875 was appropriated for parks maintenance. In 2005, 2006 and 2007, the parks and recreation budgets were combined and detail regarding park maintenance expenditures is not available.

Expenditures per 1,000 Population

The estimated 2008 population for Hayden is 1,950 making park maintenance expenditures per 1,000 persons approximately \$82,500.

Expenditures per Park Acre

On average, the Park Maintenance Division is spending approximately \$2,900 per developed park acre per year. Compared to other Colorado communities the level of expenditure can be considered in the mid range. Expenditures of over \$4,000 per developed park acre are considered high based on consultant research.

Revenues

Parks do not generate significant revenues for the Town. Those wishing to reserve parks facilities such as athletic fields and picnic shelters are required to pay a refundable damage deposit.

Park Maintenance Staffing

Until 2007, park maintenance had been the responsibility of the Town of Hayden Public Works Department. Currently the Park Maintenance Division has one full time employee. In 2007, seasonal staff hours equaled approximately 450.

Contracted Services

The Town does not contract any outside services for park maintenance.

Lifecycle Replacement Schedule

The Town of Hayden does not have a formal lifecycle replacement plan in place that requires planning and budgeting funds to replace park equipment and infrastructure that has outlived its intended life.

Staff Identified Key Park Maintenance Issues

Park maintenance staff has identified the following park maintenance issue as primary concerns:

- Lack of appropriate staffing levels to maintain parks at desirable levels
- Overuse of athletic facilities
- Demand by community to keep trails clear during winter months
- Demand by community to groom Dry Creek Park loop trail for cross country skiing
- Lack of defined lifecycle replacement schedule

C. Department Budget Analysis and Findings

Programming

As **Table 10** indicates, total expenses for programming and special events will almost double from 2007 to 2008. Revenues are also projected to increase from 2007 to 2008. Cost recovery for all programs is relatively high ranging from 88% in 2007 to a projected 70% in 2008.

Table 10: Non Special Event Programming Budget Information

Non Special Event Programming – Expenses	2007 Yr End Est.	2008 Adopted
Non Special Event Programs	\$13,854	\$18,000
Special Events	\$10,478	\$25,500
Total Expenses	\$24,332	\$43,500
Revenues		
Non Special Event Programs	\$17,190	\$18,800
Special Event	\$ 4,604	\$11,700
Total Revenues	\$21,794	\$30,500
Cost Recovery	88%	70%

Overall Expenses

Overall expenses (administration, youth programs, adult programs, special events) remained fairly consistent from 2005 to 2007 as shown in Table 11. Total expenses for 2008 are expected to increase approximately 45% in 2008. It should be noted that in 2008, an expense transfer from the Public Works Department to park maintenance, Master Plan expenses, and new annual expenses being incurred by the development of Dry Creek Park are the primary drivers of this increase.

Overall Revenues

Department “non-tax revenues” have fluctuated slightly over the last four years as shown in Table 12. Parks do not generate any revenues at this time.

Table 12: Overall Recreation Budget Information

Parks & Recreation (Overall) Expenses	2005* Actual	2006* Actual	2007* Actual	2008 Adopted
Recreation				\$193,705
Parks				\$128,375
Total Expenses	\$202, 782	\$187,825	\$177,541	\$322,080**
Revenues				
Recreation	\$21,756	\$16,893	\$27,304	\$30,500
Parks	\$ 0	\$ 0	\$ 0	\$ 0
Total Revenues	\$21,756	\$16,983	\$27,304	\$30,500
Cost Recovery	11%	9%	15%	7%

* Parks and recreation budgets for 2005, 2006 & 2007 were combined and insufficient data is available to accurately separate them.

** Does not include capital expenses of \$297, 303 for Dry Creek Park construction, \$50,000 for DCP building furnishings, \$52,500 for equipment and vehicles.

Cost Recovery

The review of the overall Parks and Recreation Department budget shows cost recovery has fluctuated between 7% and 15% over the last four years, indicating that tax subsidy or investment levels have fluctuated between 85% and 93%. Revenues remain somewhat steady while expenses are beginning to increase in 2008. Total expenses will continue to rise as Dry Creek Park develops over the next several years.

A coordinated plan for the upkeep and replacement of recreational facilities is extremely important for establishing a strong financial position for parks and recreation service provisions. Progressive pricing efforts often go a long way in recovering the direct and indirect operating costs of providing a recreational program. It will be especially important that the Town establish a pricing methodology that reflects the community's values, while generating adequate revenue.

Examples across the country show a wide range of department subsidy levels or tax investment, from 15% to 80% and higher, depending upon the mission of the organization, construction funding payback, operation funding availability, the community's philosophy regarding subsidy levels and user fees, and structure of agency budgets. Dr. John Crompton from Texas A&M, a leading educator and researcher on the benefits and economic impact of leisure services, indicates that the national average is around 34% cost recovery, conversely indicating an average of around 66% subsidy. Overall, Hayden has averaged approximately 11% cost recovery for the operational and maintenance costs for all parks, facilities, programs and services between 2005 and 2008, much lower than the averages reported by John Crompton.

Budget Levels-Capital Improvements

The Town of Hayden has a significant capital improvement budget planned for the next five years as shown in **Table 13**. The bulk of the improvements will focus on the development of Dry Creek Park, improvements to trails, and the development of new trails. It is anticipated that grant monies will make up a significant portion of the CIP budget with \$170,000 in grants expected in 2008, \$300,000 in 2009, and \$500,000 in 2010.

Table 13: CIP Budget

CIP Budget	2008	2009	2010	2011	2012
Equipment	\$107,000	\$ 11,500	\$ 12,000	\$ 0	\$ 25,000
Parks	\$168,500	\$750,000	\$ 0	\$ 5,000	\$500,000
Trails	\$ 0	\$400,000	\$750,00	\$525,000	\$ 0
Totals	\$275,500	\$1,161,500	\$762,000	\$530,000	\$525,000

Programming and Budget Issues

- Lack of IGA between Town and school district
- Lack of defined core services
- Lack of defined cost recovery philosophy
- Lack of consistent budget tracking system
- Territorial issues between recreation providers

V. INVENTORY, GRASP® LEVEL OF SERVICE ANALYSIS, AND FINDINGS

A. Facility Inventory



The Town of Hayden is located in Routt County in the beautiful Yampa River Valley of northwest Colorado. US Highway-40 skirts the north side of the town, separating it from the Yampa River. Unlike Steamboat Springs, which is just 25 miles to the east of Hayden, the river is not easily accessible to residents due to this major barrier. Compounding this obstacle are train tracks, which run parallel to the highway. Other barriers to walkability include Jefferson Highway, which represents Hayden’s “Main Street” and Hospital Hill, a unique topographical feature which rises steeply from the flat river plain on the east side of town. Hayden is a town that has retained an independent mountain spirit. With a population of 1,950 people, it remains a small town with a strong sense of identity. In recent years the Town has developed into a bedroom community for Steamboat Springs and Craig (located about 18 miles to the west) where many of Hayden’s residents find employment. Due to its location and

proximity to these larger towns (along with its comparative affordability), Hayden’s growth potential is strong.

Map A: Regional

The larger map shows the regional context of Hayden and its relationship to Steamboat Springs and Craig. The small inset map shows the State of Colorado and Routt County where Hayden is located.



Existing Infrastructure

Hayden has five parks including, in order of size from largest to smallest, Dry Creek Park, Hayden Town Park, Hayden Skate Park, Vista Verde Park, and Main Street Park. In addition to town parks, Hayden has two school buildings that contribute to the recreational infrastructure (Hayden Middle School/High School and Hayden Valley Elementary School). Additionally, the Routt County Fairgrounds are located in Hayden and represent an alternative provider for recreational opportunities. Currently, the town utilizes this county facility for some of its programming needs.

Along with these existing and developed facilities, Hayden has a wealth of town-owned undeveloped parkland and open space. There are nine undeveloped parks in Hayden's inventory, totaling 74 acres. Four are located inside of the town's corporate limits and the remainder lie outside of the corporate limits. The town's open space is primarily located along stream corridors and ditch easements and represents an important resource for future trail corridors.

Note: For the purpose of this inventory, Town of Hayden's owned and undeveloped parkland has been included in the analysis because of the value it represents as future developed parkland to this growing town.

Hayden is working closely with The Nature Conservancy to secure the Moon River Property, which is located along the river outside the northwest corner of the Town's corporate limits. This property represents an important acquisition and will provide Hayden residents with the river access that they currently lack. It has yet to be determined what type of public facilities will be located here and what the access agreement will be between the town and The Nature Conservancy. For the purpose of this analysis, this property is being given the same value as Hayden's owned and undeveloped parks.

All of Hayden's current parks, schools, and the fairgrounds are located south of Jefferson Avenue and are reasonably well distributed. The following section describes each of Hayden's Parks.



Main Street Park

Main Street Park is a .2 acre park located on Jefferson Avenue in Hayden's down town. This park is popular with local school children due to its proximity to the bus stop. The park has a picnic area with picnic tables, a restroom, an information kiosk with local announcements and bulletins, and several educational signs which provide visitors with information on the area's natural history.



Hayden Town Park

Hayden Town Park, located on 3rd Street is about 2.3 acres in size and is centrally located in Hayden. It contains a playground, sand volleyball court, basketball court and two tennis courts. The park is the site of town festivals and events such as Huck Finn Days. The park also has picnic shelters, restrooms, and a natural area. A creek runs through the park separating the more developed park from the natural area. A bridge connects the two areas. This is currently Hayden's most developed park and contains the nicest playground in town. This playground is about five years old and in need of maintenance. The volleyball and basketball courts are new and in good shape, while the tennis courts are older and in need of repair or replacement. Likewise, the picnic shelter (which also includes a restroom), is in poor shape and in need of replacement.

Hayden Skate Park

Hayden Skate Park is a ½-acre park located in a residential neighborhood in central Hayden. It is a modular above ground skate park and the equipment is in poor condition and in need of updating. Additionally, the park's proximity to private homes is not ideal. Relocating this skate park to a more appropriate location and replacing it with an in-ground concrete structure should be seriously considered, as it represents an important amenity for youth in Hayden.

Vista Verde Park

Vista Verde Park is located on a bluff atop Hospital Hill in the residential community located there. This park's only amenity is open turf, which is in very bad shape. However, its location makes it an important park in Hayden's small system and the view from the park down onto the open space below makes it a true neighborhood (and community) asset. Development of this park will be an important recommendation.



Dry Creek Park

Dry Creek Park is a new addition to Hayden's system and is currently under development. It is located directly south of the Routt County Fairgrounds. The park currently contains an unpaved loop walk which is groomed for skiing in the winter, a pond, three multi-purpose fields, and a ballfield. Other planned and funded amenities, as shown in **Figure 5**, will include a group shelter and a concessions building, which will contain a restroom, office space for the Parks and Recreation Department, and storage for recreation and maintenance equipment. Other amenities to be built in the future include two more ballfields, a playground, and another picnic shelter. For the purpose of this analysis only the planned and funded items on the **Master Plan** below were scored. One feature that the park is currently lacking is parking. At this time, parking for the park is located on County property at the Routt County Fairgrounds to the north of the site. Ensuring a use agreement with the County on the use of these parking areas will be an important recommendation.

Figure 5: Dry Creek Park



Routt County Fairgrounds

The Routt County Fairgrounds are located to the north of Dry Creek Park. The Town utilizes selected components within the Fairgrounds to accommodate some of its programming needs. This includes two indoor facilities: the Exhibit Hall and the Indoor Equestrian Facility. The town also utilizes the outdoor arena.

Schools

Hayden has two public schools that accommodate recreation programming needs as well. Hayden Valley Elementary School has a playground, multi-use court, open turf, and two ballfields. The town is responsible for the maintenance of the two ballfields. Hayden Middle School and High School has open turf, a large multi-purpose field, and two gymnasiums. The gymnasium used by the middle school is in need of renovations and repair due to a leaking roof and inadequate flooring.

Trails

Hayden currently has a very small trail system, the center of which is a soft surface trail which loops around the perimeter of Dry Creek Park. Utilized year-round, this trail is very important to the community. In the winter, the town maintains and grooms the trail for cross-country skiing. The town has a pre-existing plan for future trails and is also improving walkability via new sidewalks. The town has plans to construct new sidewalks in the vicinity of the two schools. A safe pedestrian route to schools has been identified as an important need within the community.

The inventory team used the following three-tier rating system to evaluate each component:

B = Below Expectations (1)

M = Meets Expectations (2)

E = Exceeds Expectations (3)

The scores were based on such things as the condition of the component, its size or capacity relative to the need at that location, and its overall quality.

Components were evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community.

The setting for a component and the conditions around it affect how well it functions, so in addition to scoring the components, each park site or indoor facility was given a set of scores to rate its comfort, convenience, and ambient qualities. This includes such things as the availability of restrooms, drinking water, shade, scenery, etc.

Information collected during the site visit was then compiled and corrections and comparisons made to GIS. Following the comparisons and compilation, the inventory was sent to the Town staff for corrections and comments.

The compiled inventory data can be found in ***Appendix B, Inventory Sheet and Aerials.***

C. Level of Service Analysis

During the planning process, several methods were employed to analyze the current system in relation to the needs of the community. This relationship is often referred to as Level of Service, or LOS. Each method used in this analysis provides a different look at the community and addresses different aspects of the system. These tools allow for analysis of the inventory, location, distribution, and access. When the results of each analysis are considered together as a group, a full view of the system and the LOS that is provided to each resident is created upon which recommendations can be formed.

This plan incorporates an enhanced LOS approach using the **Geo-Referenced Amenities Standards Process (GRASP®)**. This methodology builds on traditional community standards based on capacity, but can track not only the *quantity*, but also *quality* and *distribution* of amenities or components.

GRASP® methodology applies to individual components, such as basketball courts, as well as to overall facilities such as neighborhood and community parks. It replaces the traditional classification of park sites with a classification of the individual components within parks and open space according to their *functions*, to create a component-based system. By thinking of the *components* within the parks, trails, and recreational facility system as an integrated whole that provides a service to residents, it is possible to measure and quantify the net level of service provided.

Process

In the inventory stage of the plan, each of various components found within the park and recreation system were evaluated for quality and condition, and assigned a **component score**. The geographic location of each component was also recorded. The quantity of each component is recorded as well, providing a look at capacity.

Comfort, convenience, and ambience characteristics that are part of the context and setting of a component were also evaluated and recorded in the inventory as a **modifier value**. These comfort and convenience features are items such as drinking fountains, seating,

NRPA Standards

LOS is typically defined in parks and recreation master plans as the capacity of system components and facilities to meet the needs of the public. The traditional means of measuring Levels of Service (LOS), often called the **NRPA** (National Recreation and Parks Association) **Standards** method, was based on providing X number of facilities or acres per 1,000 population (or “capacity”). This methodology was developed in the 1970s and 80s and it is now recognized as not accurate for the majority of public agencies because each community has different demographics, physical conditions and market conditions that make national standards inappropriate. Even NRPA officials are now calling this standards methodology “obsolete.”

Classification Schemes

In Hayden, as in many municipalities, parks serve on both a neighborhood and community level, and do not always fall neatly into one category or another. For this reason, the GRASP® process assigns both a neighborhood and a community value to each individual component within a park.

and shade. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component. In addition, the overall park setting was considered. The quality of the users' experience is also enhanced by a pleasant setting and good design. Components within a park that is well-designed and maintained in good condition offer a higher level of service than ones in a park that nobody wants to visit. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer. This evaluation was recorded as the ***design and ambiance score***.

Using GRASP[®] methodology, a **Base Score** is calculated for each component using the following formula:

Component Score x Modifier Value x Design and Ambiance Score = Base Score

By combining the base scores of each component it is possible to measure the service provided by the entire park system from a variety of perspectives and for any given location. GRASP[®] Level of Service *Perspectives* show how well the community is served by any given set of components by using maps to graphically display the GRASP[®] values, and with quantified measurement spreadsheets (as presented in the Summary Tables, Community Components GRASP[®] Scores & Population Ratios, and the Capacities LOS Chart). This quantification system provides a benchmark against which a community can determine how well it is doing providing services in relation to the community's goals, presently and over time.

The GRASP[®] enabled dataset is "living" digital data. Hayden is encouraged to maintain and update this valuable resource, so that further analyses may be performed in the future to measure progress in maintaining and enhancing levels of service for the community.

GRASP[®] Perspectives

To generate a Perspective, each inventoried component is assigned a service value, or GRASP[®] score, and a service area, (or *buffer*), based on a radius from the component. Components were scored two ways, first for their value to the surrounding neighborhood, and second for their value to the entire Town (communitywide score). For example, a small tot-lot in a pocket park might have a high value to the immediate neighborhood and a low value to someone who lives across town. For the GRASP[®] mapping, only the neighborhood scores are used. The community scores are used to determine community levels of service for key components, which will be discussed in a later section.

The buffer is the distance from which getting to the component can be accomplished within a reasonable time frame. One mile buffers have been placed around each component and shaded according to the component's GRASP[®] score. This represents a distance from which convenient access to the component can be achieved by normal means such as driving or bicycling. In addition, a one-third mile buffer has been plotted for each component. The one-third mile buffer shows the distance that a resident can reasonably walk in 10 minutes. Scores are doubled within the 1/3 mile buffer to reflect the added accessibility of walking, since almost anyone can reach the location on their own by walking, even if they don't drive or ride a bicycle.

When service areas with their scores for multiple components are plotted on a Perspective, a picture emerges that represents the cumulative service provided by that set of components upon the geographic area. Where service areas for multiple components overlap, a darker shade results from the overlap. Darker shades indicate locations that are "served" by a combination of more

components and/or higher quality ones. In other words, darker shades indicate a higher level of service. The shades all have numeric values associated with them, which means that for any given location on a GRASP® Perspective, there is a numeric GRASP® Level of Service score for that location and that particular set of components.

The Perspectives can be used to determine levels of service throughout the community from a variety of viewpoints. Perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area or display facilities that accommodate specific programming.

In the completed Perspectives, it is not necessary for all parts of the community to score equally in the analyses. The desired level of service for any particular location will depend on the type of service being analyzed and the characteristics of the particular location. Commercial, institutional, and industrial areas might reasonably be expected to have lower levels of service for parks and recreation opportunities than residential areas.

The Perspectives can be used to determine if current levels of service are appropriate in a given location. If so, then plans can be developed that provide similar levels of service to new neighborhoods. Conversely, if it is determined that different levels of service are desired, planning efforts can help achieve the desired LOS.

Reading the GRASP® Perspectives

Each Perspective shows the cumulative levels of service across the study area when the buffers for a particular set of components are plotted together. As stated before, **where there are darker shades, the level of service is higher** for that particular Perspective. It is important to note that the shade overlaying any given point on the map represents the cumulative value offered by the surrounding park system to an individual situated in that specific location, rather than the service being provided by components at that location to the areas around it.

The **larger scale map** in each of the Perspectives shows the GRASP® buffers with an infinite tone range that portrays the nuances of service being provided to the community. At this scale it is easier to see the differences in services provided by parks and individual components. The complete Perspective series is set to the same tone scale so the different Perspectives can be compared side-by-side.

BARRIER ANALYSIS & PARCEL SCORE

On each of the perspectives, barriers to walkability have been identified. Typically, a dark grey line is used to indicate a feature such as a road, river, or railroad which hinders walkable access to recreational components. These barriers are then applied to the perspectives at a walkable level.

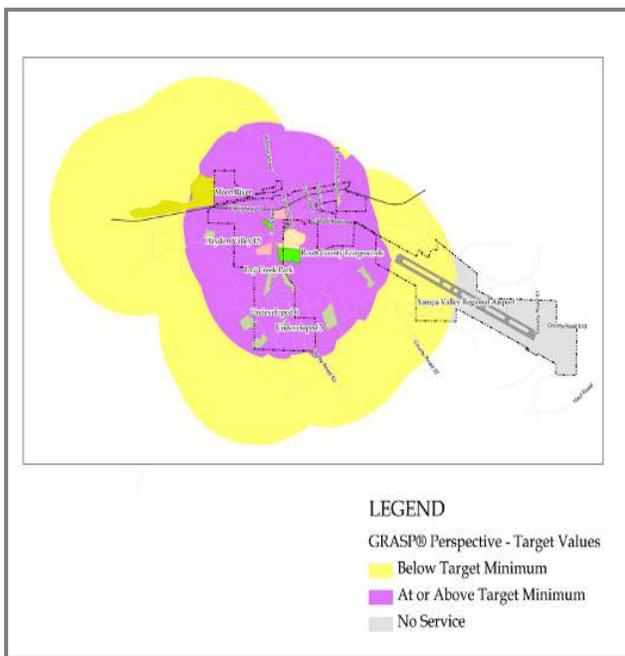
Each component is assigned a radius (or buffer) which reflects the level of service it provides. When a perspective utilizes the 1/3 mile buffer (representing a ten minute walk) this buffer is clipped at all identified barriers. If a one mile buffer is applied (indicating a short drive) the buffer is not clipped at the barrier because it is assumed that a car can navigate across the barrier. An important exception to the above rules is the use of the parcel score.

All parks are assigned a parcel score. This parcel score recognizes the value park property has simply for existing. **However, unlike components within parks, the parcel score is not truncated at major barriers.** For this reason it can often be difficult to see the clipping effect which the barrier analysis creates on the perspective. However, these barriers have indeed been reflected and their impact should not be overlooked when analyzing the perspectives.

The **inset map** for each perspective shows which parts of the study area fall *at or above* or *below* a certain GRASP® score in that perspective. For each perspective, a GRASP® score has been determined that represents the *minimum* level of service that should be provided to a typical residence. A description of this scoring method can be found in **Appendix C**. In the inset, you can see clearly what areas fall at or above or below the target score. Different score breaks were used on the inset maps so that each set of components is evaluated based on what the residential targets are for each Perspective. For this reason, these maps cannot be compared but are specific to each perspective. The inset maps have been included with the perspective descriptions below and can also be found in **Appendix E**.

By reviewing the Perspectives, it is possible to see where higher and lower levels of service are being provided from a given set of components. Decisions can then be made regarding appropriate levels of service and whether or not to change the system or modify services in various locations.

When looking at the following perspectives it is also important to understand that the analysis includes a study area which is located outside the boundaries of Hayden’s current corporate limits. This is why the yellow, purple, and grey areas extend beyond this boundary. For the purpose of this study, it was important to understand how Hayden’s owned and undeveloped parks will impact the system if developed. Since many of these parcels are located outside of Hayden’s corporate limits, their significance can only be measured by analyzing this broader study area.



GRASP® Perspectives Descriptions

The following section presents three GRASP® Perspectives of Hayden’s Level of Service. The Inset Map, which uses bracketed scores to identify areas that are below target minimum (in yellow) and meeting or exceeding target minimum (in purple) results in a Perspective that looks like those shown below. Two summary tables have also been prepared that show the GRASP® scores that are below target minimum or meeting or exceeding target minimum and provide further analysis of the LOS. These summary tables analyze LOS within Hayden’s current corporate limits and do not reflect the broader study areas (i.e. the area outside of the corporate limits) which are reflected in the perspectives. **Appendix E** contains the complete series of maps and GRASP® Perspectives.

Perspective A - Neighborhood Access to All Components

This Perspective utilizes all components within the dataset to give a picture of how the system is serving the overall parks and recreation needs of Hayden. Each component is given both a 1/3 mile radius (representing a 10-minute walk) and a one mile radius (representing a short drive). The Neighborhood Score from the inventory has been used, along with the modifiers identified for each site, to derive GRASP® scores for each of the components as described before. This score is then applied to the buffers.

The Summary

Table 14, *Neighborhood Access to All Components Perspective*, shows that the percent of area within Hayden with LOS is high at 73.7% (GRASP® score greater than zero). Furthermore, the area without service is located at the airport, which is not residential in nature. By looking at the perspective above it is clear that the residential areas of Hayden are in fact 100% covered. In fact, when the airport is factored out of the equation 100% of Hayden is at or above the target minimum score (illustrated by the purple area in the above perspective). Hayden’s small size and ample amount of well-distributed developed and undeveloped park land is the reason for this excellent result. As Hayden grows, it will be important for the Town to develop its undeveloped parks to serve new neighborhoods. It will also be important for Hayden to retain this high level of service by maintaining both old and new parks (and the components within the parks) at an acceptable level. Currently, Hayden’s parks are well maintained. As the Town and the park system grow, additional resources will need to be allocated in order to continue to maintain the system at an appropriate level.

Table 15 shows the information regarding acreage in the study area below, or at or above, minimum scores and percentage of total area for each.

Table 14: Perspective A - Neighborhood Access to All Components - Overall Statistics

Zone	Total Acres	Acres With LOS	Percent of Area With LOS	Average LOS Per Acre Served	Acres Without LOS
Hayden (Corporate Boundary Including Airport)	1717	1265.0	73.7%	298.3	452.4

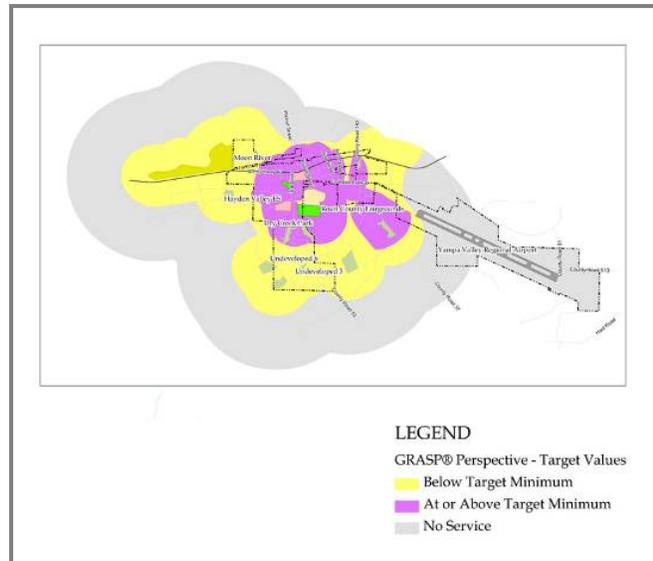
Table 15: Perspective A- Neighborhood Access to All Components - Current Level of Service in Acres and Percentages

Zone	Acres Below Target Minimum Score	Percent Total Area Below Target Minimum Score	Percent LOS Area Below Target Minimum Score	Acres At or Above Target Minimum Score	Percent Total Area At or Above Target Minimum Score	Percent LOS Area At or Above Target Minimum Score
Hayden (Corporate Boundary Including Airport)	286.1	16.7%	22.6%	979.0	57.0%	77.4%

Perspective B - Walkable Access to All Components

This Perspective shows the level of service provided to the community at a walkable level. All components are shown and each has a 1/3 mile buffer, which equates to about a 10-minute walk. **In a sense, this is Perspective A with the one-mile buffers removed.**

As should be expected, the levels of service shown on Perspective B are lower than those on Perspective A. However all residential areas of Hayden (i.e. the area not including the airport but within the corporate limits) have some level of service. Currently, 55.3 percent of this area is at or above the target minimum, while 44.7 percent of this area is below the target minimum score. It is important to note that the area which is below the target minimum (shown in yellow on the inset map above) is not highly developed. Hayden’s core residential area (where the majority of Hayden residents reside) is at or above the target minimum for walkability.



It is also important to note that while this analysis accounts for major barriers to walking, such as busy streets, it *does not* account for the existence or condition of sidewalks and other facilities for walking. The importance of this Perspective is to show where the occurrence of components within walking distance is greatest in Hayden. These are places where assuring good sidewalks, trails, street crossings and other pedestrian amenities can have the most benefit in terms of encouraging people to walk because there are more things to which one could walk.

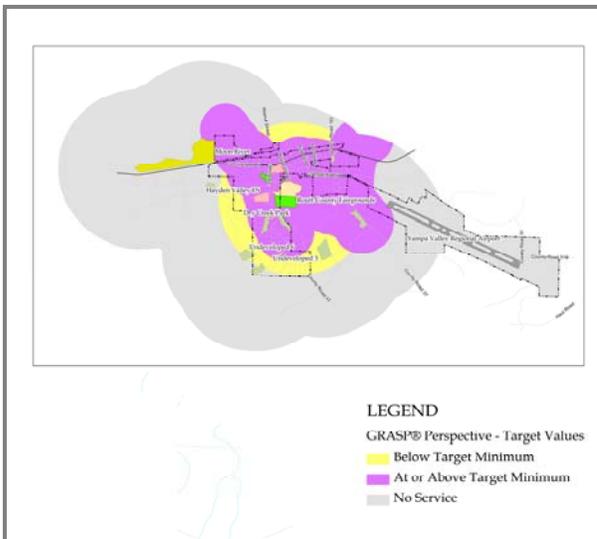
Another important factor to acknowledge when considering Perspective B is Hayden’s existing and future trail system. This trail system will increase the walkability of neighborhoods currently below the target minimum and will allow new developments that may be constructed outside of Hayden’s core to be connected to existing parks and schools. Future trail development will be an important part of the Hayden’s plans to increase walkability and level of service for both current and future residents.

Table 16: Perspective B – Walkable Access to All Components - Overall Statistics

Zone	Total Acres	Acres With LOS	Percent of Area With LOS	Average LOS Per Acre Served	Acres Without LOS
Hayden (Corporate Boundary Including Airport)	1717	993.3	57.8%	179.9	724.1

Table 17: Perspective B- Walkable Access to All Components - Current Level of Service in Acres and Percentages

Zone	Acres Below Target Minimum Score	Percent Total Area Below Target Minimum Score	Percent LOS Area Below Target Minimum Score	Acres Above Target Minimum Score	Percent Total Area Above Target Minimum Score	Percent LOS Area Above Target Minimum Score
Hayden (Corporate Boundary Including Airport)	444.1	25.9%	44.7%	549.1	32.0%	55.3%



GRASP® Perspective C - Neighborhood Access to Trails

For this perspective, Hayden’s existing and proposed trails are isolated to show the level of service currently provided by these amenities. Hayden’s trails have been scored as “linear parks.” This is because these types of trails function much like a park with a combination of active and passive components. As “linear parks” the score for a given length of trail was assigned to a 1/3 mile buffer paralleling the trail along both sides.

Again, it is important to factor out the airport when reviewing the tables below. While **Table 18** indicates that 55.4% of Hayden has some access to a trail, this percentage is much higher when the airport is factored out of the equation. Like Perspective B, Perspective C indicates that Hayden’s core residential areas are well served and are currently at or above the target minimum. Likewise, areas that are below target minimum or have no service are not currently developed residential areas.

This perspective reflects Hayden’s existing trails and the location of the Town’s currently proposed future trails. It is important to acknowledge that the high level of service indicated on this perspective will only be attained if all of the proposed and future trails are built. Furthermore, adjustments to the locations of some of the future and proposed trails may change. Recommendations for location of trails will be made in the recommendations phase of this analysis and a Trails Recommendations Map will be completed. Trail recommendations may include changing the location of some of the proposed and future trails and new trail corridors will be identified.

Table 18: Perspective C –Neighborhood Access to Trails- Overall Statistics

Zone	Total Acres	Acres With LOS	Percent of Area With LOS	Average LOS Per Acre Served	Acres Without LOS
Hayden (Corporate Boundary Including Airport)	1717	951.7	55.4%	97.9	765.7

Table 19: Perspective C- Neighborhood Access to Trails - Current Level of Service in Acres and Percentages

Zone	Acres Below Target Minimum Score	Percent Total Area Below Target Minimum Score	Percent LOS Area Below Target Minimum Score	Acres Above Target Minimum Score	Percent Total Area Above Target Minimum Score	Percent LOS Area Above Target Minimum Score
Hayden (Corporate Boundary Including Airport)	139.0	8.1%	14.6%	812.8	47.3%	85.4%

D. Other Level of Service Measuring Tools

Communitywide LOS

The GRASP® Perspectives show how service is distributed within the community. For some components, location is less important than having an adequate quantity or capacity at an expected level of quality. Because GRASP® scores are a blend of quantity and quality, they can be used to create numerical indices for LOS that account for both characteristics. During the inventory process, two sets of scores were assigned to each component, a Neighborhood score and a Communitywide score. **Table 20: Community Components GRASP® Scores and Capacities Level of Service** uses these scores to examine how increasing LOS on existing components in Hayden will improve the overall Level of Service provided by improving existing infrastructure. By reviewing this table, it is apparent that the component types that are in need of improvement in Hayden are playgrounds, tennis courts, and the skate park. Focusing attention on these components and improving them will be an important recommendation.

Capacities LOS for Community Components (Table 20) looks at the total number of each component and uses conventional quantity standards (per 1000 population) to analyze how many additional facilities may need to be built at Hayden’s current population level. The **Master Plan** for Dry Creek Park contains three of the items that are indicated in the table. These include two new ballfields, a group picnic shelter, and a playground. Implementing the **Master Plan** for Dry Creek Park will also

be an important recommendation. If the population projection for 2013 proves to be accurate, Hayden will experience growth that may require the construction of additional facilities. Continuing to partner with schools and surrounding communities (such as Craig and Steamboat) will be an important strategy.

The information in these tables can be used to plan for future improvements to Hayden’s existing parks and recreation infrastructure. Because GRASP® scores are a blend of quantity and quality; it is possible to increase them by improving the quality of existing components. The GRASP® Indices can also allow the community to benchmark its combined LOS for quality and quantity of service over time and measure its progress.

Table 20: Community Components GRASP® Scores and Capacities Level of Service

Community Components GRASP® Scores and Capacities Level of Service				
Hayden, CO				
	Current Population		1,950*	
	*Projected for Jan. 2008			
GRASP® Analysis of Existing Community Components				
	Quantity (Both Parks and Schools)	Total GRASP® score per component type	Score if all Components Met Expectations	Additional GRASP® score per component type
Ballfield	3	14.4	14.4	0.0
Basketball	1	4.8	4.8	0.0
Multi-use Field-Large	4	26.4	19.2	0.0
Group Picnic Shelters	2	9.6	9.6	0.0
Playground (Local)	2	7.2	9.6	2.4
Skate Park	1	1.1	4.8	3.7
Tennis Courts	2	4.8	9.6	4.8
TOTAL		68.30	72.00	10.90

VI. SUMMARY OF OVERALL ANALYSIS, KEY FOCUS AREAS

Hayden - Areas of Focus

Generally, findings from all of the public input sessions were consistent, identifying an appreciation for existing facilities and programs. The lack of indoor programming spaces is a concern for today and into the future, as the Hayden population grows. The need for indoor facilities was identified as a priority, and cooperation between the Town and the school district in regards to sharing facilities was seen as a definite ongoing need. Access to the Yampa River and more recreational trails were identified as needed outdoor facilities.

The variety of recreation program providers, especially for youth, is important to the community but, at times, creates conflicts between providing agencies. The Town feels it has come a long way in upgrading its services to the community and is now seeking to find its most effective role as a parks and recreation provider. The lack of common understanding of the mission of parks and recreation and core services that should be provided also creates conflicts between the Town and other recreation providers in the community.

The Parks and Recreation Department receives positive support from the Parks and Recreation Advisory Board and Town Administration. Funding for non-capital parks and recreation services increased greatly in 2008 and hopefully the level of funding can continue into the future. Overall, cost recovery and non-tax revenues, as compared to expenses, is below 10% and at the low end of other similar Colorado communities researched by the consultants. While this cost recovery may be in line with what the Town is willing to subsidize, there currently is no written policy that drives this financial outcome. Staffing levels also need to be increased to reduce the burden on the two full time employees dedicated to parks and recreation.

The following list identifies proposed Areas of Focus as identified in the Findings, for further consideration in the Analysis and Recommendations steps to come in the Master Planning Process. This list is not all-inclusive, nor is it ordered in any way to imply priorities at this point.

A. Organizational Development

Over the last couple of years, the Town has expanded the delivery of its parks and recreation services. With this expansion comes the need to define the Town's responsibility in relation to parks and recreation and create new methods of management and performance measurements.

The Town's current parks and recreation mission statement reads:

"Hayden Parks and Recreation is established to consistently strive to provide quality parks, recreation possibilities, and open space for the residents and visitors of the Town of Hayden and to enhance the overall health and well being of our community."

Even with this mission statement, there are still many unanswered questions as to what exactly the Town's role should be in expanding Hayden's parks and recreation programs and services. Defining core services, and developing a cost recovery philosophy and policies are examples of objectives that could be used to reach the primary goals that support the mission. Improvements to cost

accounting and budget structure would also assist the Department in tracking expenses and revenues in an effort to better understand how money is being received and spent. Investing in new technologies that allow for more accurate tracking of participation and improve customer service should also be considered.

B. Formalize Partnerships

Developing partnerships to provide and expand recreation opportunities is vital to the Town of Hayden. Numerous opportunities to partner with other organizations like *Totally Kids, Inc.* and public agencies such as the School District exist for the Town. Creating policies and procedures to determine appropriate partners and defining roles and responsibilities can increase and improve recreational opportunities for the community.

C. Establish Park Maintenance Standards

Values for park maintenance levels are different from community to community. Understanding how maintenance dollars are being spent is the ground work for planning more efficiently for the future and for understanding where adjustments can be made. The introduction of life cycle costing assessments of park amenities and equipment will also allow a better understanding of future repair and replacement costs.

D. Traditional and alternative funding

Traditional funding – The Town has the ability to use traditional funding mechanisms to enhance the quality of life and expand parks, recreation, trails, and open space opportunities to the community. The citizen’s survey indicated initial support for dedicated tax revenue through the creation of a parks and recreation special district.

Alternative funding - The Town of Hayden has been very successful in securing alternative funding, such as grants, to develop new parks. Dry Creek Park development is being made possible in part from funding received from GOCO and DOLA. Continued efforts should be made to explore alternative funding opportunities.

E. Capital Improvements

Park improvements are the primary focus for capital expenditures. Recommended expenditures will look to upgrade older park amenities that are in need of repair and/or replacement, such as playgrounds, shelters, restrooms, sports facilities, and specialty facilities like the skate park.

F. Planning

Ongoing planning is an essential tool for long-term parks and recreation development. The need for additional indoor facilities, parks and amenities, trails, and open space dedication will continue to grow and having standards and plans in place to help guide Town leaders will be essential.

G. Program Development

Lack of programmable indoor space is a limitation for the creation and/or expansion of Town recreation programs. However, every effort should be taken to meet the recreational demands of the community through either the creation of programs or the identification of alternative providers of programs. Utilizing customer feedback practices, program evaluations, and new program implementation strategies and developing partnerships with other providers will assist the Department in meeting the needs of the community.

VI. RECOMMENDATIONS AND MANAGEMENT TOOLS

There is a strong and growing trend in the United States of recognition by public leaders that parks, recreation, trails, open space and related “Quality of Life” amenities are not secondary services provided by governmental agencies, but that they are integral to creating communities where people want to live. These services should be seen as **investments** in the long-term vitality and economic sustainability of any vibrant and attractive community. The Town of Hayden recognizes these factors and is poised to create improvements that will enhance the Town for years to come.

The following **Goals, Objectives, and Strategies** are outlined to create a process for focus and implementation. An **Action Plan** follows each goal and a summary of the **Action Plan items** follows at the end of this section. Over the next 5 to 10 years there will be many influences that will have an impact on the success of this plan. Funding availability, Town staff buy-in and political and community support will play significant roles in the implementation process.

Maximizing **Implementation Efforts and Organizational Development** goals will help provide a base from which master plan priorities and decisions can be made. Maximizing **Partnership Opportunities** goals will work as a driving force to bring all players to the table and help determine the best course to maximize leisure and recreation opportunities within current resource potentials.

GOAL ONE: MAXIMIZE IMPLEMENTATION EFFORTS

Objective 1.1: Collaborate to Strategically Achieve the Goals of the Master Plan

The success of any plan can be directly related to how it is implemented. The following objectives and strategies provide guidance on how to approach the implementation of this plan to be successful.

Strategies:

- Increase communication and collaborations between the Town and partnering agencies and organizations to prioritize and implement the recommendations of the Master Plan using the following steps:
 - Identify internal priorities (annually, over five years) – At the end of **Section VII**, all goals and supporting objectives are prioritized as:
 - **Immediate priority** - Actions that need to be taken in order to implement any short, mid, and long-term objectives
 - **Short-term priority** – meaning that some action should be taken within the next 1 - 2 years
 - **Mid-term priority** – meaning that some action should be taken within the next 3 to 5 years
 - **Long-term priority** – meaning that some action should be taken at 5 years or beyond
 - **Ongoing** – meaning that this action is already taking place or should be put into place immediately, and should continue
- The Town of Hayden must be willing to dedicate staff time to implement this Master Plan using the strategies outlined above.

- Assign staff to fulfill the recommendations
- Identify specific actions
- Gain Council/Recreation Board input (if needed)
- Identify outside partners and actions
- Set timeframe, deadlines and identify key decision points
- Assess resources needed for implementation
- Identify timing for funding approval
- Incorporate into agency annual work plan
- Assign tasks for the department’s annual work plan
- Assess department workloads, roles, and responsibilities
- Incorporate tasks into individual personnel goals and annual evaluations

Objective 1.2: Inform and Empower Staff to Implement Master Plan Recommendations

Assure that all levels of staff are informed of, and are set up to work together to implement, the recommendations and strategies of the Master Plan.

Strategies:

- Inform all levels of staff of the direction of the Master Plan and allow for input, encouraging buy-in and knowledge from all staff members.
- Provide cross-departmental staff teams/team members (as appropriate) with education, development opportunities, necessary equipment, and supplies.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL ONE: MAXIMIZE IMPLEMENTATION EFFORTS			
Objective 1.1: Collaborate to Strategically Achieve the Goals of the Master Plan	Staff, Recreation Board, Town Council	Staff Time	Immediate
Objective 1.2: Inform and Empower Staff to Implement Master Plan Recommendations	Staff	Staff Time	Immediate

GOAL TWO: ORGANIZATIONAL DEVELOPMENT

Objective 2.1: Define Core Services

As much as the Hayden parks and recreation staff would like, the Town cannot be all things to all people. Understanding where the primary focus should be in the delivery of parks and recreation services will allow the Town to improve upon those areas while developing strategies to assist in the delivery of other services. The basis of determining core services should come from the vision and mission developed by the Town, which reads:

“Hayden Parks and Recreation is established to consistently strive to provide quality parks, recreation possibilities, and open space for the residents and visitors of the Town of Hayden and to enhance the overall health and well being of our community.”

Strategies:

- Given current budget constraints and staff limitations, core services should be based around those delivering the greatest community benefit. Based on input from staff and community partners, core services currently appear to focus around the following:
 - Park maintenance
 - Facility Capital Improvements
 - Athletic field provider
 - Trails
 - Special Events
 - Introductory level youth sports and activities
 - Clearing house for recreation opportunity information

As a short-term and ongoing activity, staff should continue to meet with community partners, Town Council and advisory boards to expand and define the Town's core services as they relate to parks and recreation.

Objective 2.2: Improve cost accounting and budget recording practices

In the past funding, staffing and Town support for parks and recreation, cost accounting and budget recording practices have been inconsistent. This is not to say that budget information is not accounted for but it lacks the structure to extrapolate various types of information such as expenses and revenues for certain categories of programming or park maintenance services.

Strategy

- The development of a detailed budget recording system that is consistent with the Town's current finance practices is recommended.

Objective 2.3: Create and Implement a Cost Recovery Philosophy and Policy

It is important for Town to develop a **Pricing and Cost Recovery Philosophy** that reflects the values of the community and the responsibility it has to the community. This philosophy will be especially important if the Town moves forward in the development of new programs, additional and/or expanded facilities, and as it strives for sustainability and determines how much it is willing to subsidize operations.

One means of accomplishing this goal is applying a process using an industry tool called the "**Pyramid Methodology.**" This methodology develops and implements a refined cost recovery philosophy and pricing policy based on current "best practices" as determined by the mission of the agency and the program's benefit to the community and/or individual.

Critical to this philosophical undertaking is the support and understanding of elected officials and, ultimately, citizens. Whether or not significant changes are called for, the agency wants to be certain that it is philosophically aligned with its residents. The development of the core services and cost recovery philosophy and policy is built on a very logical foundation, using the understanding of who is benefiting from parks, recreation, and natural resources service to determine how the costs for that service should be paid. As part of the Master Planning process, staff have been introduced to the Pyramid Methodology concepts and potential implementation strategies. An overview of the **Pyramid Methodology**, is found in **Appendix F**.

Strategies:

Develop ongoing systems that help measure cost recovery goals and anticipate potential pitfalls utilizing the following points:

- Understand current revenue streams and their sustainability.
- Track all expenses and revenues for programs, facilities, and services to understand their contribution to overall department cost recovery.
- Analyze who is benefiting from programs, facilities, and services and to what degree they should be subsidized.
- Fees for programs should acknowledge the full cost of each program (those direct and indirect costs associated with program delivery) and where the program fits on the scale of who benefits from the program or service to determine appropriate cost recovery targets.
- Program fees should not be based on ability to pay, but an objective program should be in place that allows for easy access for lower income participants, through availability of scholarships and/or discounts. In many instances qualification for scholarships and /or discounts mirror requirements for free or reduced cost for lunch in schools.
- Define direct costs as those that typically exist purely because of the program and change with the program.
- Define indirect costs as those that typically would exist anyway (like full time staff, utilities, administration, debt service, etc.)

Objective 2.4: Research Information Management and Technology

The citizen's survey indicated that email was the 2nd most preferred way respondents would like to be informed about parks and recreation programs and opportunities. The function of information management (IM) is to create a flow of information that allows the Town to effectively manage data. IM can provide tools to manage customer information (email, internet registration), operations information (maintenance scheduling, inventory, GRASP® data), and administrative and departmental information (accounting functions, program and facility schedule).

There are a couple of types of recreation software that can be used today. The first is on-site software meaning that it will be primarily supported an agency IT department with external support coming from the product's company or vendor. The second are web-based products which typically offer not only the software but also remote hosting of the applications, therefore eliminating the need for consistent internal IT support. Web-based products require access to the internet and usually come with a transaction fee which would be applied when an agency's customer utilizes the site for on-line registration purposes. There may also be a subscription fee to utilize web-based products.

Strategies:

Research and understanding of what is needed will be key for getting the best product. Consideration should be given to:

- Agency Needs – What will be best for the Town of Hayden?
 - Customer support strategy (phone, fax, walk-in, internet)
 - Agency IT capabilities
 - Financial capabilities

- What are the Options – Who’s selling what?
 - Hardware and software requirements
 - Pricing model
 - Implementation timeframes
 - Customer support
 - Upgrade offerings
 - Compare the options
- Implementation – You’ve made a choice, now what?
 - Proper allocation of time and resources to get things up and running properly
 - An agreed upon timeline for implementation between the vendor and agency

The capabilities of each of the products are listed in **Table 21**.

Source: Choosing The Right Software Recreation Software, Tina Nunziato, California Parks and Recreation, Spring 2003

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL TWO: ORGANIZATIONAL DEVELOPMENT			
Objective 2.1: Define Core Services	Staff, Recreation Board, Town Council	Staff Time	Short-term
Objective 2.2: Improve cost accounting and budget recording practices.	Staff	Staff Time	Immediate
Objective 2.3: Create and Implement a Cost Recovery Philosophy and Policy	Staff	Staff Time Consultant - \$6,000 to \$15,000	Mid-term
Objective 2.4: Research Information Management and Technology	Staff	Staff Time, Software - see Table 21	Short-term

Table 21: Recreation Software Capabilities

	On Site	Hosted Web-Based	Walk up Registration	Online Registration	Facility Registration and Scheduling	League Scheduling	Participant Tracking	Limited Financial Tracking	Point of Sale	Maintenance Tracking	Price Range
Active Network – Class & Safari www.activecommunities.com	X	X*	X	X	X	X	X	X	X	X	Contact for price
Active Network – Active Net www.activecommunities.com		X		X			X	X			\$2,800+
Vermont Systems – RecTrac www.vermontsystems.com	X		X		X	X	X	X	X	X**	\$17,000+
Vermont Systems – eRecTrac		X***	X		X	X	X	X	X	X**	Additional component to RecTrac Allows employees to use RecTrac remote
Vermont Systems – WebTrac		X		X	X		X	X	X		\$13,000, only used with RecTrac
Maximum Solutions www.maxsolutions.com		X	X	X	X	X	X	X	X		Each module is \$1,500, plus \$250 monthly
Peak Software – Sportsman www.peakinfo.com		X	X	X	X	X	X	X	X		\$11,200

*Class and Safari have an option to add hosted web-based, ** MainTrac module must be purchased, ***Employee access only

GOAL THREE: FORMALIZE PARTNERSHIPS¹

Objective 3.1: Maximize partnerships with School District and other governmental agencies through the development of Inter-Governmental Agreements (IGAs).

An ongoing relationship and partnership with the Hayden School District is vital in delivering recreational opportunities to the community. Additionally, other partnership opportunities with governmental agencies such as Routt County could also exist.

Strategies

- The Town should work with the Hayden School District to establish an Inter-Governmental Agreement that creates opportunities for both agencies for the use of fields, gyms, and multipurpose spaces. Outcomes of this process should include:
 - Recognize the different missions of each agency but the need for shared resources
 - Examining ways to manage negative impact (wear & tear) on facilities
 - Examining ways to manage supervisory staff and maintenance costs
 - Creating evaluation and enforcement guidelines for both parties
 - Examine an agreement that will determine if each agency pays for use of the other's facilities or if use is reciprocal
- Seek to create a formal written agreement (IGA) when working/partnering with all governmental agencies *See sample IGA's in Appendix I*

Objective 3.2: Formalize All Partnerships

The Town of Hayden has numerous opportunities to partner with other organizations and agencies to increase and improve recreational offerings for the community. The development of formal written partnership agreements that outline expectations and benefits for all parties involved will improve the delivery of services. The Town should pro-actively plan and set policy for procuring and managing partnerships.

Strategies

- Create and Implement a Partnership Policy
- Formalize all partnerships in a written format. A "Sample Partnership Policy" has been provided in **Appendix G**. A policy should provide:
 - An outline of what types of partnerships are appropriate
 - Approval and procurement procedures
 - Monitoring and evaluation criteria
 - Risk management and exit strategies

Objective 3.3: Establish Sports Facility Advisory Board

The purpose of this advisory board would be to bring all interested parties requiring use of athletic facilities together to maximize use of facilities and resolve scheduling conflicts.

¹ The term "partnership" here is used to represent a commonly understood concept in the parks and recreation industry referring to a collaboration or alliance with another entity. It is not intended to represent the legal definition of partnership, establishing a very specific and rigorously defined relationship.

Strategies

- Support and organize a **Sports Facility Advisory Board** to be headed by the Parks and Recreation Director of Hayden and include representatives of the School District, Totally Kids, Hayden Softball Association and other groups needing to access to athletic facilities.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL THREE: FORMALIZE PARTNERSHIPS			
Objective 3.1: Maximize partnerships with School District and other governmental	Staff	Staff Time, Partnering Organizations	Short Term
Objective 3.2: Formalize All Partnerships	Staff	Staff Time, Partnering Organizations	Immediate
Objective 3.3: Establish Sports Facility Advisory Board	Staff	Staff Time, Partnering Organizations	Mid Term - term

GOAL FOUR: ESTABLISH PARK MAINTENANCE STANDARDS

Objective 4.1: Understand How Park Maintenance Dollars are Being Spent

It is very difficult to recommend a set dollar amount that should be spent on park, trails and open space maintenance, as there are a variety of environmental and climatic variables, and the value regarding maintenance levels is different from community to community. Currently it is estimated that the Parks Department is spending approximately \$3,000 per park acre on maintenance. Better understanding how current dollars are being spent is the ground work for understanding where adjustment may be made to plan more efficiently for the future. Planning and pro-active attention to standards that are specific to Hayden can help identify the priorities.

Strategies:

- Develop criteria that would define the Town’s maintenance standards. Maintenance practices should be articulated in the form of a Maintenance Guidelines and Procedures Manual.
- Track labor hours and equipment use for park and athletic field maintenance tasks. Tracking labor hours and equipment use for maintenance tasks allows for accurate estimating for what it takes to keep parks and athletic fields to the standards desired by the Town. Tracking labor costs and equipment costs for maintenance tasks will also allow for:
 - More accurate estimating of maintenance costs for new parks and athletic fields based on recorded historical data
 - Establishing true costs for maintenance of facilities
 - Greater understanding of the impacts of maintenance budgets fluctuations
 - Improved staffing projections for new and existing facilities

- Improved maintenance at facilities resulting in safer conditions
- Improved scheduling of maintenance activities
- Improved ability to apply maintenance cost to programming and facility use fees
- Ability to apply maintenance costs directly to overall program costs

Note: Many of the recreation software packages described in Objective 2.4 have “Park Maintenance” modules specifically designed for tracking park maintenance operations.

Objective 4.2: Evaluate park maintenance duties to determine if current departmental priorities are in line with community priorities.

Community expectations are sometimes unrealistic and understanding of the realities of dealing with park maintenance issues is often limited. The citizen survey identified park restroom availability, operating hours, and cleanliness and trash pick up as the top park maintenance priorities. Turf maintenance rated lower in importance. It can be assumed that turf maintenance is important, however current levels are more satisfactory than park restroom issues.

Strategies

- The Parks Department should evaluate its current budget distribution to see if restroom maintenance and operating hours can increase to meet community demand. In doing so, budget levels and/or resources for other maintenance tasks may need to be reduced.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL FOUR: ESTABLISH PARK MAINTENANCE STANDARDS			
Objective 4.1: Understand How Park Maintenance Dollars are Being Spent	Staff Time	Staff Time	Immediate, Ongoing
Objective 4.2: Evaluate park maintenance duties	Staff	Staff	Mid-term

GOAL FIVE: TRADITIONAL AND ALTERNATIVE FUNDING

Objective 5.1: Research Potential Traditional Funding Opportunities

This plan has identified a need and desire by Town residents to continue to expand and improve parks and recreation offerings, but also identifies substantial financial limitations in doing so. The Town has limited ability to use traditional funding mechanisms such as increased sales taxes or property taxes to expand recreation, park, open space, trails, programs, and services to the community. The survey indicated initial support for the creation of a special district to provide desired facilities, parks, trails, programs, and services.

Strategies:

- Further explore community support for new park and recreation dedicated tax revenues through the creation of a special district.

Objective 5.2: Pursue Alternative Funding to Implement the Master Plan

Alternative funding methods such as GOCO grants have already been instrumental to expansion of recreation facilities. Allocating resources (assigned staff time, matching funds, etc.) to pursue alternative funding should be considered an investment in the future, with an outlined and expected positive rate of return.

Strategies:

- Identify opportunities to increase community support and revenue opportunities such as grants, partnerships, sponsorships, volunteers and earned income
- Assign staff resources and/or investigate the possibility of utilizing volunteer efforts to apply for such funding
- Develop a “Wish List” to identify philanthropic opportunities that align with these needs
- Once identified, aggressively apply for grant funding
- Create new and formalize existing Sponsorships (see **Sample Sponsorship Policy in Appendix H**) with equity agreements that are reviewed annually
- To offset limited traditional funding, it is recommended that the Town continue to seek alternative funding opportunities to improve or develop new parks and recreation opportunities with the benefit based on the greatest community need. Priorities for alternative funding should focus on:
 - Trails development
 - Park improvements (including athletic fields)
 - Recreation program development

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL FIVE: TRADITIONAL AND ALTERNATIVE FUNDING			
Objective 5.1: Research Potential Traditional Funding Opportunities	Staff	Staff Time, Recreation Board	Short-term
Objective 5.2: Pursue Alternative Funding to Implement the Master Plan	Staff	Staff Time	Ongoing

GOAL SIX: PROGRAM DEVELOPMENT

The citizen’s survey identified a need for many different types of programming. The programs identified as top priorities by the survey are:

- Community special events
- Teen activities
- Youth Sports
- Leisure and fitness swimming

- Adult athletics
- General education
- Fitness and wellness

Limitations for Program Expansion

Lack of programmable indoor space and aquatics facilities is a limitation for the creation and/or expansion of Hayden recreation programs. Until new facilities are built or additional partnered facilities are identified, an evaluation of current programs and proposed new programs will need to be performed annually to ensure the Town is meeting and will continue to meet community needs and expectations.

Objective 6.1: Develop a standard practice for customer program feedback.

Developing programs based on customers needs, wants and expectations is important to the success of recreation programs.

Strategy

Developing a standard practice to get customer feedback (usually at the end of the program offering) will help improve programming by being able to respond to customer needs in a timely matter. Information sought from participants should include:

- Satisfaction levels and supporting reasoning
- Suggestions for improvements to programs
- Suggestions for new programs

Objective 6.2: Develop an overall program evaluation criteria and process, and implement the process annually.

The citizen survey identified many program areas that the community would like to see created or expanded. Available space may hinder new or expanded opportunities in some cases. Successful programs come from continuous creative and innovative thinking and research. The Department should create a process that evaluates the success of current program offerings and criteria to determine if new program ideas should be instituted or if changes should be made to current programs.

Strategies

- Using historical participation levels to determine program popularity and participant feedback can be helpful in deciding if programs should be continued. In addition, utilizing citizen surveys and participant feedback, and researching trends in Parks and Recreation programming, are useful tools in determining future program needs and desires. Sources for trends information include:
 - State parks and recreation associations and conferences
 - National Recreation and Park Association
 - National Sporting Goods Association
 - International Health, Racquet & Sports Association
 - Parks and Recreation trade publications
- A few simple questions should be asked about each program that may include:

- Is participation decreasing? If participation is decreasing, are there any steps to take such as increased marketing, change of time, format or instructor? If not, it may be time to discontinue the program
- Is there information from participant feedback to improve the program?
- Are cost recovery goals being met? If not, can fees be realistically increased?
- Is there another provider of the program that is more suitable to offer it? If yes, the Town could provide referrals instead of the program
- Is this program taking up facility space that could be used for expansion of more popular programs or new programs in demand by the community?

Objective 6.3: Implement new programs based on research and feedback.

New trends may drive different needs. It is very easy to focus on programs that have worked for a number of years, especially if they are still drawing enough interested participants to justify the program’s continuation. Starting new programs based on community demand and/or trends can be risky due to the inability to predict their success. If the program interest seems great, such as those in the citizen survey, then the programs should be expanded. Engaging all who are associated with a new program, both directly and indirectly, in the decision making process will help ensure a quality experience for the customer.

Strategies

The following criteria should be examined when developing new programs:

- **Need:** outgrowth of a current popular program, or enough demonstrated demand to successfully support a minimal start (one class for instance)
- **Budget:** accounting for all costs and anticipated (conservative) revenues should meet cost recovery target established by Department
- **Location:** available and within budget
- **Instructor:** available and within budget
- **Materials and supplies:** available and within budget
- **Marketing effort:** adequate and timely opportunity to reach intended market, within budget (either existing marketing budget or as part of new program budget)

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL SIX: PROGRAM DEVELOPMENT			
Objective 6.1: Develop a standard practice for customer program feedback	Staff	Staff Time	Short-term
Objective 6.2: Develop an overall program evaluation criteria and process, and implement the process annually	Staff	Staff Time	Mid-term
Objective 6.3: Implement new programs based on research and feedback	Staff	Staff Time	Short-term

GOAL SEVEN: INCREASE LEVEL OF SERVICE TO PARKS AND RECREATION FACILITIES

Objective 7.1: Improve existing parks

Strategies:

- Build a new shelter and restroom building in Hayden Town Park
- Resurface tennis courts at Hayden Town Park
- Work with the neighborhood to develop a master plan for the existing skate park transforming it to a neighborhood park.
- Build a new in-ground skate park at Dry Creek Park
- Work with the neighborhood to develop a master plan for Vista Verde Park.

Objective 7.2: Remove or bridge barriers to pedestrian access and increase walkability throughout the community

Strategies:

- Strive to provide parks, greenways or indoor facilities within one third mile of residents to ensure continued walkability.
- Partner with community groups to conduct walkability workshops. The walkability checklist, as shown in **Appendix J Walkability Checklist**, is a tool to be filled out by residents in all areas of the community to assess the walkability of the community as a whole. These workshops could be led by the Parks and Recreation Department and focus on access to park and recreation facilities.
- Address walkability issues as identified in the community walkability analysis. Work with other town departments to address issues that are identified.
- Work with other town departments and community groups to ensure safe pedestrian access across physical barriers to parks and recreation facilities. Incorporate traffic calming strategies at access points to parks, open space and trail heads. Incorporate traffic calming design techniques into design guidelines, as appropriate.
- Work with state and local transportation departments to create safe pedestrian crossings. Priority crossings include:
 - Across US-Highway 40
 - Across the train tracks
- Create walking maps with routes and mileages for park and trail routes. Make these available online and in printed form.
- Work with the other town departments to provide safe and enjoyable sidewalks or sidepaths as routes to parks.

Objective 7.3: Increase access to the Yampa River

Strategies:

- Look for opportunities to create access to the Yampa River through partnerships, easements, and trail connections. A large portion of the public rated access to the River as very important (72%). Access to the river should include walking and fishing.
- Work with the The Nature Conservancy at the Moon River Property to provide access to the Yampa River

Objective7.4: Develop Dry Creek Park to increase community recreation opportunities

Strategies:

- Implement Master Plan for Dry Creek Park.
- Consider adding an in-ground skate park to the northwest corner of the park.
- Study the feasibility of providing a community gatherings space/outdoor event facility at Dry Creek Park. Community gathering space ranked second in desired facilities in the community survey.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL SEVEN : INCREASE LEVEL OF SERVICE FOR PARKS			
<p>Objective7.1: Improve existing parks</p> <ul style="list-style-type: none"> • Build a new shelter and restroom at Town Park • Resurface tennis courts at Town Park • Develop a new park master plan for Hayden Skate Park • Create a new in-ground skate park at Dry Creek Park • Develop a park master plan for Vista Verde Park 	<p>Staff/consultant</p> <p>Staff/contractor</p> <p>Staff/consultant</p> <p>Staff/consultant</p> <p>Staff</p>	<p>\$200,000</p> <p>\$15,000</p> <p>\$10,000</p> <p>\$225,000</p> <p>\$10,000</p>	<p>Short- To Mid Term</p> <p>Short to Mid-term</p> <p>Mid-term</p> <p>Mid-term</p>
<p>Objective7.2: Increase walkability throughout the community</p> <ul style="list-style-type: none"> • Conduct community-wide walkability assessment workshops • Create community walking maps and marked routes 	<p>Staff</p> <p>Staff</p>	<p>Staff time</p> <p>Staff time</p>	<p>Immediate</p> <p>Long-term</p>
<p>Objective7.3: Increase access to the Yampa River</p>	<p>Staff</p>	<p>Unknown</p>	<p>Ongoing</p>
<p>Objective7.4: Implement Dry Creek Master Plan</p>	<p>Staff</p>	<p>Refer to park master plan</p>	<p>Ongoing</p>

GOAL EIGHT: PLAN FOR EQUITABLE LEVEL OF SERVICE AS THE COMMUNITY GROWS

Objective 8.1: Prepare future parks for development

Strategies:

- Develop master plans for undeveloped parks as the community around designated properties develops. Master plans should be completed at least one year prior to expected development.
- Require public process in the development of park master plans
- Consider requiring developers to pay, or give cash-in-lieu for park development in new residential developments
- Budget for the ongoing operation and maintenance of new parks.
- Create and adopt park development standards for future parks. See **Appendix K – Sample Park Development Standards** for example
- Create and adopt park design standards, including standards for park amenities such as site furnishings, irrigation, play equipment, and plantings.

Objective 8.2: Adopt Greenspace definition and designate properties according to definitions.

Strategies

- Develop definitions to differentiate types of park properties as listed below and assign a designation to all current properties and new properties as they are acquired by the Town. This kind of classification will solidify the purpose and direction for each type or property to help determine uses and expectations.

Greenspace – Greenspace is any Town-owned property that is acquired for the public for use for recreation, protection of natural resources, and open space within the urban fabric. Town-owned park land is open to public use and is maintained by the Town unless otherwise arranged by the Town.

Greenspace is divided into four categories:

Developed Parks – Created on land that is acquired for the primary purpose of providing developed recreational opportunities. Developed parks may include playgrounds, plazas, amphitheaters, sports fields, landscaped areas, trails, and picnic facilities. Developed Parks may include natural areas within them.

Undeveloped Parks – Created on land that is acquired for the primary purpose of providing developed recreational opportunities but has yet to be developed or receive improvements.

Open Space - lands to be acquired and/or preserved in their current state or returned to a natural state. Open space lands may include natural areas, wildlife habitat, wetlands, agriculture, visual corridors, trails, and urban shaping buffers. Open space lands should provide for low-impact recreation, where appropriate, compatible with resource protection goals.

Trails or Greenways – Corridor that is acquired by fee simple, use-agreement, or easement, for the primary purpose of providing trails for recreation and transportation. Trails may vary in size, use, and surface treatment and may also include improvements such as trail heads, way sides, and comfort stations.

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL EIGHT: PLAN FOR EQUITABLE LEVEL OF SERVICE			
Objective 8.1: Prepare future parks for development <ul style="list-style-type: none"> Develop master plans for undeveloped parks Consider impact fees for park development Create park development standards Create park design standards 	Staff/consultant	\$15,000-30,000 per park	As required (1 year prior to development)
	Staff	Staff time	Immediate
	Staff	Staff time	Immediate
	Staff	Staff time	Mid-term
Objective 8.2: Adopt Greenspace definition and designate properties according to definitions	Staff	Staff	Mid-term

GOAL NINE: PLAN FOR THE CREATION OF A COMPLETE TRAIL SYSTEM

Objective 9.1: Extend the trail system to provide an adequate level of service throughout the community.

Strategies:

- Prioritize trail construction in capital improvements projects
- Develop Hayden’s trail system by building all proposed and future trails, prioritizing trails that:
 1. Connect to schools and parks
 2. Connect Golden Meadows to town
 3. Cross town east to west
 4. Connect to Yampa River

See Appendix 2, Map C – Recommendations - Trails for details.

- Require developers to build trails or dedicate trail ROW and easements to the Town along identified trail corridors.
- Plan for the enhancement of roadways to incorporate bike lanes, sidewalks, and prioritize pedestrian travel to facilitate travel within Hayden.
- Plan for additional trails throughout the community in utility and transportation corridors, including irrigation ditches as improvements are made.

- Create standard street sections to provide an option for accommodating trails and wide sidewalks within the street ROW.
- Provide trailheads at appropriate locations.
- Provide bike racks at all public parks.
- Construct trails according to the American Association of State Highway and Transportation Officials (AASHTO), the Americans with Disabilities Act (ADA) and other applicable codes.
- Prioritize trail maintenance and up-keep.

Objective 9.2: Create and Adopt Trail Design and Construction Standards

Strategies:

- Develop trail construction standards using the guidelines in **Appendix L** Sample Trail Development Standards and Construction Details as a starting point for guidelines on trail construction

Objective 9.3: Create connections to public lands outside the Town of Hayden

- Work with Routt County and other agencies (i.e. Colorado State Parks, Nature Conservancy) to extend the Town’s trail network outside of the town and to regional points of interest and surrounding communities.
- Priority connections include:
 - Connect to the Nature Conservancy Property at Moon River
 - Connect to Colorado State Park

ACTION	RESPONSIBILITY	CIP/FUNDING	TIMING
GOAL NINE: PLAN FOR THE CREATION OF A COMPLETE TRAIL SYSTEM			
Objective 9.1: Extend the trail system to provide an adequate level of service	Staff/Consultant	Unknown	Short to Long-term
Objective 9.2: Extend the trail system to provide <ul style="list-style-type: none"> • Develop trail construction standards • Develop trails in accordance with Map C in Appendix E • Provide bike racks at all parks 	Staff/consultant	\$5,000	Immediate
	Staff/consultant	\$175,000/mile for 8’ concrete	Mid-term
	Staff	\$75,000/mile for 8’ crusher fines \$1,000 per park	Mid-term
Objective 9.3: Create connections to public lands outside the Town of Hayden	Staff	Unknown	Long-term

VIII. ACTION AND IMPLEMENTATION PLAN

HAYDEN PARKS, RECREATION, TRAILS, OPEN SPACE PRIORITIES SUMMARY

This **Parks, Recreation, Trails and Open Space Master Plan** intends to be a guiding mechanism to meet existing and future community needs. The strength of this report stems from the extensive research, community involvement, analysis of needs, and public view that form the basis for the recommended goals and strategies it contains. The Plan contains goals for the Town that:

- Focus on consistently meeting and exceeding citizen expectations;
- Use innovative ideas and methods to successfully meet challenges posed by budgetary, facility and staffing limitations;
- Provide a system that benefits residents by increasing services to all demographic groups and providing diverse opportunities;
- Foster partnerships with alternative providers in providing recreational services and facilities; and
- Facilitate a proactive planning process guided by community needs and executable strategies; and a process for reviewing and updating this document regularly.

This Plan is designed to serve as a decision-making tool for the Town of Hayden that helps set priorities and strategies for implementation. The following Action Plan Chart summarizes the plan goals, objectives, and strategies, and identifies priority, implementation responsibility, financial impact, and timing, where appropriate.

This Plan is intended to be a five-year plan, with a focus on high and medium priorities and a vision for the future. Long-term objectives and strategies are identified to guide long-term planning. The **Action Plan** is based on the following time framework for short, medium, and long-term objectives:

- **Immediate priority** - Actions that need to be taken in order to implement any short, mid, and long-term objectives
- **Short-term priority** – meaning that some action should be taken within the next 1 - 2 years
- **Mid-term priority** – meaning that some action should be taken within the next 3 to 5 years
- **Long-term priority** – meaning that some action should be taken at 5 years or beyond
- **Ongoing** – meaning that this action is already taking place or should be put into place immediately, and should continue

It is important to note that an objective may be a high priority for the community, but based on Town resources, planning requirements, and implementation logistics, the objective may only realistically be able to be implemented in the mid to long-term.

Table 22 identify responsibilities, cost or funding requirements and priorities for system-wide improvements.

Table 22: Hayden Action Plan Summary Matrix

Town of Hayden - Parks, Recreation, Trails and Open Space Master Plan - Goals & Objectives	Responsibility	CIP/Funding	Goal/Objective Timing				
			Ongoing	Immediate	Short Term	Mid Term	Long Term
One: Maximize Implementation Efforts							
<i>Objective 1.1: Collaborate to Strategically Achieve the Goals of the Master Plan</i>	Staff, Recreation Board, City Council	Staff Time					
<i>Objective 1.2: Inform and Empower Staff to Implement Master Plan Recommendations</i>	Staff	Staff Time					
Two: Organizational Development							
<i>Objective 2.1: Define Core Services</i>	Staff, Recreation Board, City Council	Staff Time					
<i>Objective 2.2: Improve cost accounting and budget recording practices.</i>	Staff	Staff Time					
<i>Objective 2.3: Create and Implement a Cost Recovery Philosophy and Policy</i>	Staff	Staff Time, Consultant \$6,000 to \$15,000					
<i>Objective 2.4: Research Information Management and Technology</i>	Staff	Staff Time, Software - See Table 20					
Three: Formalize Partnerships							
<i>Objective 3.1: Maximize partnerships with School District and other governmental</i>	Staff	Staff Time, Partnering Organizations					
<i>Objective 3.2: Formalize All Partnerships</i>	Staff	Staff Time, Partnering Organizations					
<i>Objective 3.3: Establish Sports Facility Advisory Board</i>	Staff	Staff Time, Partnering Organizations					
Four: Establish Park Maintenance Standards							
<i>Objective 4.1: Understand How Park Maintenance Dollars are Being Spent</i>	Staff	Staff Time					
<i>Objective 4.2: Evaluate park maintenance duties</i>	Staff	Staff Time					
Five: Traditional and Alternative Funding							
<i>Objective 5.1: Research Potential Traditional Funding Opportunities</i>	Staff	Staff, Recreation Board, City Council					
<i>Objective 5.2: Pursue Alternative Funding to Implement the Master Plan</i>	Staff	Staff Time					
Six: Program Development							
<i>Objective 6.1: Develop a standard practice for customer program feedback</i>	Staff	Staff Time					
<i>Objective 6.2: Develop an overall program evaluation criteria and process, and implement the process</i>	Staff	Staff Time					
<i>Objective 6.3: Implement new programs based on research and feedback</i>	Staff	Staff Time					

Town of Hayden - Parks, Recreation, Trails and Open Space Master Plan - Goals & Objectives	Responsibility	CIP/Funding	Goal/Objective Timing				
			Ongoing	Immediate	Short Term	Mid Term	Long Term
Seven: Increase Level of Service for Parks							
Objective 7.1: Improve existing parks							
• Build a new shelter and restroom building at Town Park	Staff/Consultant	\$200,000			→		
• Resurface tennis courts at Town Park	Staff/Consultant	\$15,000			→		
• Develop a new park master plan for Hayden Skate Park	Staff/Consultant	\$10,000			→		
• Create a new in-ground skate park at Dry Creek Park	Staff/Consultant	\$225,000				→	
• Develop a park master plan for Vista Verde Park	Staff	\$10,000				→	
Objective 7.2: Increase walkability throughout the community							
• Conduct community-wide walkability assessment workshops	Staff	Staff Time		→			
• Create community walking maps and marked routes	Staff	Staff Time					→
Objective 7.3: Increase access to the Yampa River	Staff	Unknown			→		
Objective 7.4: Implement Dry Creek Master Plan	Staff	Refer to Park Master Plan					
Eight: Plan for Equitable Level of Service as Community Grows							
Objective 8.1: Prepare future parks for development							
• Develop Master plans for undeveloped parks	Staff/Consultant	\$15,000 to \$30,000 per park	As required (1 year prior to development)				
• Consider impact fees for park development	Staff	Staff Time		→			
• Create Park development standards	Staff	Staff Time		→			
• Create Park Design Standards	Staff	Staff Time				→	
Objective 8.2: Adopt Greenspace definition and designate properties according to definitions	Staff	Staff Time				→	
Nine: Plan for the Creation of a Complete Trail System							
Objective 9.1: Extend the trail system to provide an adequate level of service	Staff/Consultant	Unknown			→		→
Objective 9.2: Extend the trail system to provide							
• Develop trail construction standards	Staff/Consultant	\$5,000		→			
• Develop trails in accordance with Map X in Appendix X	Staff/Consultant	\$175,000/mile - concrete (8') \$75,000/mile crusher fines(8')				→	
• Provide bike racks at all parks	Staff	\$1,000 per park				→	
Objective 9.3: Create connections to public lands outside the Town of Hayden	Staff	Unknown					→

Appendix A – Needs Assessment Survey

Hayden Parks, Recreation, Trails, and Open Space Master Plan Survey 2008

FINAL RESULTS
APRIL 2008

PREPARED FOR:

GreenPlay LLC
Town of Hayden

PREPARED BY:

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INTRODUCTION/METHODOLOGY

The Master Plan Survey was conducted through a mailback methodology. The survey was originally sent to 1,142 households located both within the town limits of Hayden and in the areas surrounding Hayden, which would encompass the proposed parks and recreation special district (if one were to be established). Completed surveys received totaled 175 out of a net estimated 1,114 delivered (approximately 28 surveys out of the 1,142 originally mailed were returned "undeliverable" due to invalid addresses and/or residents who have moved and no longer reside at a particular address). This represents a very good response rate of approximately 15.7%. Based upon the total sample size of 175 responses received, overall results have a margin of error of approximately +/- 7.4 percentage points calculated for questions at 50% response¹.

Two primary list sources were used for the mailing: 1) a third party list purchased from Equifax, one of the three largest credit reporting agencies in the world, and 2) a list provided by the Town from the county assessor's property tax records, which included properties identified as residences likely to be included in the proposed special district. Use of the Equifax list also includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

RESPONDENT PROFILE

Survey respondents were overall more commonly female than male (61/39 percent, respectively) with the age profile of respondents being fairly evenly distributed across all age segments. The average household size of respondents was 2.7 persons, with 43 percent of households having at least one member under the age of 18 and 38 percent of households having at least one member over the age of 55. Respondents were most likely to own their own residence (95 percent of respondents vs. 5 percent renters) with average length of residency being approximately 17 years. Approximately two-thirds of the respondents live in the Town limits of Hayden, compared to 32 percent who live outside the Town in the unincorporated county or other areas.

HIGHLIGHTS FROM THE ANALYSIS OF RESULTS

Key findings from the study are summarized below, in addition to a series of figures included at the end of the summary that further detail the results. Additionally, several of the questions on the survey form allowed respondents to "write in" their response or comment. Major themes that emerge from the comments are summarized in the report, while a complete set of the comments is provided as an appendix section.

In addition to overall responses, results are also segmented comparing respondents by location of residence, length of time lived in Hayden, household status, and age. This segmentation of

¹ For the total sample size of 175, margin of error is +/- 7.4 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

the results helps to further “explain” local opinions and provides additional insight to parks and recreation issues in the area. Two sets of data tables showing these segmentations are provided as appendix sections.

Current Parks, Trails, and Recreation Amenities

Usage levels. Of the facilities and amenities currently available in Hayden, the County Fairgrounds/exhibit hall, Hayden Town Park, Recreation events (i.e., Hayden Daze, etc.), and Dry Creek Park are among the amenities utilized by the greatest proportion of respondents (53 to 80 percent of respondents have used the facilities at least once in the last 12 months). (See Figure 3a) When asked about their frequency of use though, respondents indicated the highest number of average visits per year for soft-surface recreational paths (17.9 times per year), followed by paved recreational paths (17.7 times per year), and school indoor facilities (16.9 times per year). In a second-tier of amenities frequently used by respondents, Hayden Town Park was used 13.2 times per year, followed by designated open space areas (13 times per year), and Dry Creek Park (12.1 times per year). (See Figure 3b)

Importance to the community. Respondents were then asked to indicate how important each of these parks and recreation amenities are to the community. While all the facilities and amenities were rated as being relatively important to the community, Hayden Town Park was rated highest (86 percent of respondents rated it “very important,” a 4 or 5 on a 5-point scale), followed by school athletic fields (84 percent very important), County fairgrounds/exhibit hall (83 percent), playgrounds (82 percent), and recreation programs (80 percent). (See Figure 4)

How well are parks, trails, recreation facilities, and/or programs currently meeting the needs of the community? Overall, the parks, facilities, and amenities available in Hayden received relatively positive satisfaction ratings. Similar to the frequency of use of current facilities, respondents indicated that Hayden Town Park and the County fairgrounds/exhibit hall were meeting the needs of the community the most, followed by school athletic fields, playgrounds, and picnic areas. (See Figure 5) In terms of facilities not meeting the needs of the community, approximately 20-25% of residents cited the following facilities in that regard:

- Tennis courts at Hayden Town Park
- Outdoor basketball courts
- Outdoor volleyball courts
- Main Street Park
- Soft surface recreational paths
- Paved recreational paths
- Designated open space areas

Importance-Performance Matrix. It is also instructive to compare and plot the importance scores against the performance scores in an “importance-performance” matrix (Figure 6). As illustrated in the graph, although perhaps not meeting a certain level of need for some residents, note that many of the same facilities listed above that are not meeting needs are also considered less important to the community (Main Street Park and basketball, tennis, and volleyball courts). In comparison, paths/trails and open space areas, which are also not meeting a need for some residents, are considered very important to the community.

If you do not use Hayden's parks, trails, recreation facilities, and programs, why not? Of the reasons cited for why respondents do not use Hayden's facilities or amenities, "no time/other personal issues" was indicated the most (42 percent of respondents), followed by "don't know what is available" (34 percent), "lack of facilities and amenities" (24 percent), "condition/quality of parks, trails, and facilities" (21 percent), and "prefer other recreation providers" (19 percent). The "lack of facilities and amenities" options allowed respondents to write in specifically what they feel is lacking. Among these responses were comments of availability of restrooms at parks and ball fields, and more hiking and walking paths.

Organizations and areas used most for recreation programs, facilities, and parks. When asked which two organizations respondents and their household members use most, almost half (49 percent) of respondents indicated that they use recreation facilities/programs in Steamboat, such as health and recreation centers, the hot springs, other pools, trails and paths, the ski area, and the Howelsen Hill complex. Other organizations named include schools (30 percent), golf courses in Craig or Steamboat (27 percent), and churches (26 percent).

Future Recreation Facilities and Amenities

Importance of adding, expanding, or improving indoor recreation facilities. The survey provided a list of indoor facilities/amenities that could be added, expanded, or improved in the Hayden area. The results show that respondents felt teen activities area, recreation center, and a weight room and cardio fitness facility were the most important to add, expand, or improve. Amenities such as a sauna and steam room, Internet/arcade/games, racquetball courts, and specialized services such as massage and training were among the least important. (See Figure 7)

Respondents were also asked to indicate which of the potential facilities and amenities were the three most important to them and their household. This provides the opportunity to not only see what amenities are important to respondents, but also to get an idea of how the same amenities are viewed in relation to each other. The recreation center emerged as the clear top priority (27 percent of respondents listing it as their number one priority and 43 percent of respondents listing it as one of their top three priorities). A teen activities area was chosen with similar frequency as a weight room and cardio fitness facility (each listed by 35 percent among their top three priorities). (See Figure 8a) Mentions of an indoor pool (33 percent) and indoor walking and jogging track (28 percent) followed closely.

When looking at these results specifically by whether respondents live within Hayden town limits or outside of the town, the recreation center remained as the top priority for both sets of respondents, with the weight room and cardio fitness facility slightly more important for town residents, and the teen activities area slightly more important to residents outside of town. (See Figure 8b)

Importance of adding, expanding, or improving outdoor recreation facilities. The survey also provided a list of outdoor facilities/amenities that could be added, expanded, or improved in the Hayden area. The results show that respondents felt additional Yampa River access, designated fishing areas, community gathering space/outdoor event facility, playgrounds, unpaved trails, and open space areas were the most important to add, expand, or improve. A paddling training facility, whitewater park features, public art, and equestrian trails were among the least important. (See Figure 9) Open-ended comments regarding "other" outdoor facilities

and amenities respondents felt would be important include paved recreation paths and additional bike/walk paths.

As done with the indoor facilities, respondents were also asked to indicate which of the potential outdoor facilities and amenities were the three most important to them and their household. Additional Yampa River access remained as the clear top priority (12 percent of respondents listing it as their number one priority and 38 percent of respondents listing it as one of their top three priorities). (See Figure 10a)

Additional Yampa River access is especially important to respondents who live in Hayden Town limits (41 percent of in-town respondents listed it as one of their top three priorities, compared to 28 percent of outside-of-town respondents). While a community gathering space/outdoor event facility was similarly rated among all respondents not dependent on their residential location, there were obvious differences in priorities between these two groups for open space/natural areas (31 percent of in-town respondents listed it as one of their top three priorities, compared to 17 percent of outside-of-town respondents), paved recreational paths (27 percent, compared to 15 percent), and unpaved trails/winter sports trails (27 percent, compared to 13 percent). Conversely, athletic fields were of greater importance to respondents living outside of town (28 percent listed it as one of their top three priorities, compared to 17 percent of respondents who live in town).

Maintenance improvements for parks, athletic fields, and trails. When given the opportunity to pick three maintenance priorities they would like to see addressed, the majority of respondents (68 percent) indicated that restroom maintenance is important (e.g., scheduled cleaning, longer operating hours). Other priorities include trash pickup and removal (61 percent), amenities maintenance (e.g., playgrounds, water fountains, picnic tables, shelters, signage, etc.) (59 percent), turf care (fertilizing, mowing, watering, etc.) (39 percent), trail maintenance (e.g., snow removal, surface repair, etc.) (38 percent), and tree care (pruning, replacement, etc.) (29 percent).

Parks and recreation values and preferences. The survey listed a number of statements regarding respondents' preferences and values for parks and recreation amenities, with which respondents were to indicate their level of agreement or disagreement. For a full list of the statements, refer to Figure 11a. Overall, respondents indicated a high level of agreement with all statements, with the exception of "I rely on agencies outside the town to provide recreation opportunities" (45 percent of respondents agreed with this statement, while 42 percent disagreed) and "I value small neighborhood parks with fewer activities more than large parks with a variety of activities" (45 percent of respondents agreed with this statement, while 45 percent disagreed). Respondents agreed the most with the statement "I would like a mix of parks that incorporates both native and manicured park types" (88 percent agreed, 8 percent disagreed). These results were also relatively similar when broken down by residential location of respondents with the exception of "I value having active recreation opportunities in the parks near my home," "It is important to me to have a park within walking distance of my home," and "I rely on the town to provide parks for recreation." These three statements were noticeably agreed with more by the respondents who live within town limits. (See Figure 11b)

Most Important Functions of Open Space. When asked what respondents thought were the most important functions of natural, undeveloped open space areas, wildlife habitat and migration corridors was the most important (63 percent of respondents selected it as one of their top three choices), followed by providing access for people to natural areas (39 percent), conservation of natural resources (34 percent), preserve cultural and historic land uses (32

percent), potential trail corridors (32 percent), and preserving views and view corridors (31 percent).

Programs, Activities, and Special Events

The survey listed a variety of programs, activities, and special events that are currently available in Hayden or could be added in the future. Respondents were asked to indicate which ones members of their household participate in and which should be expanded, improved, or added.

Programs, activities, and special events participation. Youth athletic leagues (45 percent of respondents), individual activities such as biking, hiking, skiing, and paddling (40 percent), special events such as concerts and festivals (38 percent), youth swimming programs and lessons (22 percent), and children/youth activities (20 percent) were indicated to have the highest participation rates among responding households. Open-ended “other” comments included groomed cross-country ski areas and equestrian/fairground facilities.

Programs, activities, and special events that should be expanded/improved. Among the same list, special events (34 percent), youth athletic leagues (33 percent), teen activities such as a teen center or additional sports programs (27 percent), and adult athletic leagues (26 percent), were the most frequently identified as potentials for expansion or improvement.

Programs, activities, and special events that should be added. More than half of respondents (52 percent) indicated that they would like leisure and fitness swimming programs to be added in the Hayden area. Other important programs, activities, or special events they would like to see added include special events (39 percent), general skills education such as computer or cooking classes (31 percent), fitness and wellness programs (31 percent), and teen activities (31 percent).

Financial Choices

Amount of money currently being spent by the City of Hayden. Respondents were asked what their opinion is concerning how much money is currently being spent to develop new parks and recreation facilities, maintain current parks and recreation facilities, and develop trails and acquire open space areas. For each of the three categories, there was a high percentage of respondents who are unsure about how much is currently being spent (30 to 40 percent). Responses of how much is currently being spent to develop new parks, facilities, trails, and to acquire open space areas were fairly even split between “too little” (28 to 31 percent) and “about right” spending (27 to 28 percent), while a greater proportion of respondents felt the spending to maintain current parks and facilities was “about right” (43 percent). There was a small proportion (between 4 and 8 percent) of respondents for all three categories who feel “too much” is being spent. (See Figure 12)

Would you support the creation of a special district that would be supported by a dedicated property tax to develop, operate, and maintain parks and recreation facilities, programs, and services? Overall, 55 percent of respondents indicated that they would support the creation of a special taxing district, while 22 percent were unsure, and 22 percent indicated they would not support it. The results show that support is stronger among residents who have lived in the area for 10 years or less (72 percent), are 44 years of age or younger (60 to 70 percent supportive), and have members in their household under the age of 18 (58 percent). (See

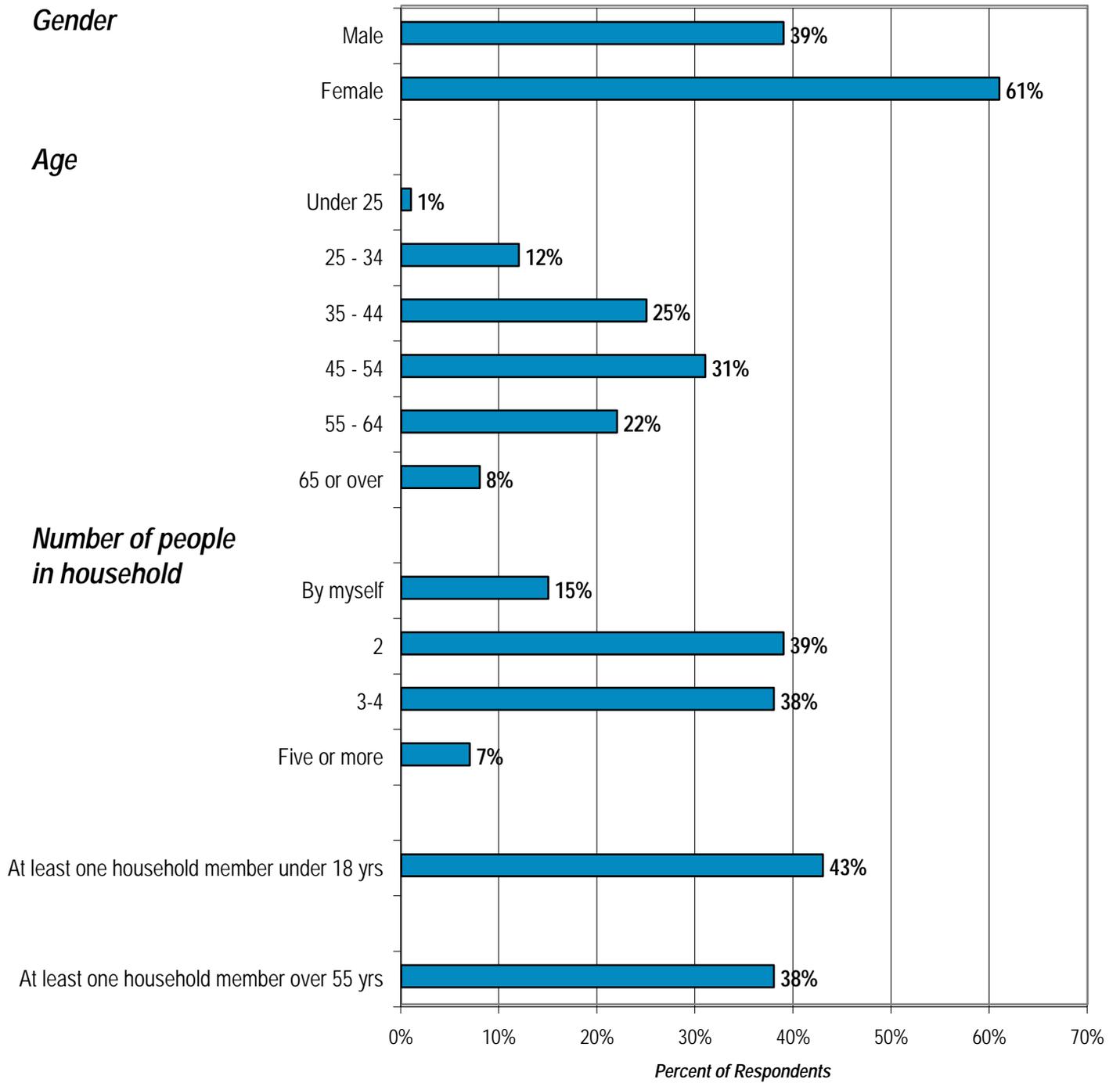
Figure 14) Support for a special district is similar comparing town residents (56 percent) and those living outside the town limits (54 percent); however, 29 percent of those living outside the town limits are also against the special district, as compared to 19 percent of town residents.

Transportation, Communication, and Other Issues

Transportation. Respondents rated their ability to walk and bike around Hayden relatively average, but somewhat low, overall (average ratings of 2.9 and 3.0 on a 1 to 5 scale, respectively). They also indicated that a “safe and enjoyable route” most influences their decision to walk or bike to parks and recreation facilities (indicated by 41 percent of respondents), and a few of the open-ended comments indicated that they would like to see more sidewalks linking parks and areas throughout town.

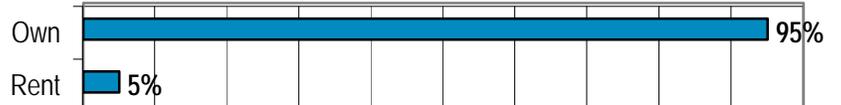
Communication. The majority of respondents (75 percent) currently get information on recreation services and programs in the Town of Hayden Newsletter. Other sources of information include Hayden Parks & Recreation Brochure (47 percent of respondents), flyers (34 percent), local radio stations (13 percent), Channel 10 (8 percent), Internet and website (6 percent), and email (4 percent). When asked how the City can best communicate with them, the Town of Hayden Newsletter was again mentioned the most (by 42 percent of respondents), followed by e-mail (21 percent). The significant difference in the proportion of residents who currently get their information from e-mail newsletters and the proportion that would like to get their information through e-mail is notable, and poses a potential opportunity for the Town to explore in future communications. The Steamboat Pilot was also identified in the open-ended comments as a current source of information and an effective way to reach some respondents.

**Figure 1
Demographics**

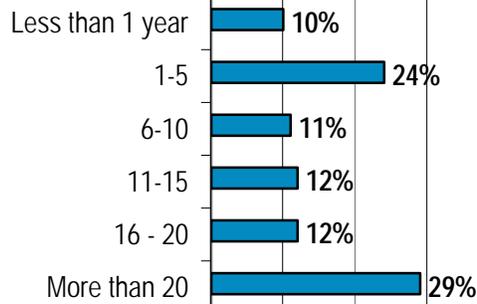


**Figure 2
Demographics**

Homeownership



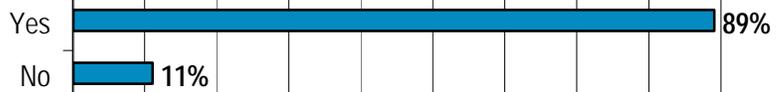
Length of time lived in Hayden



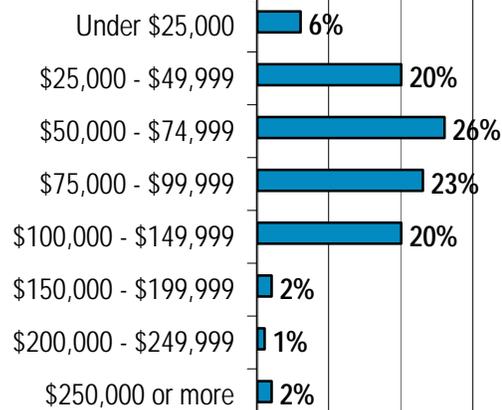
Area lived in Hayden



Registered voter?



Household Income



0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Percent of Respondents

Figure 3a
Current Usage of Facilities

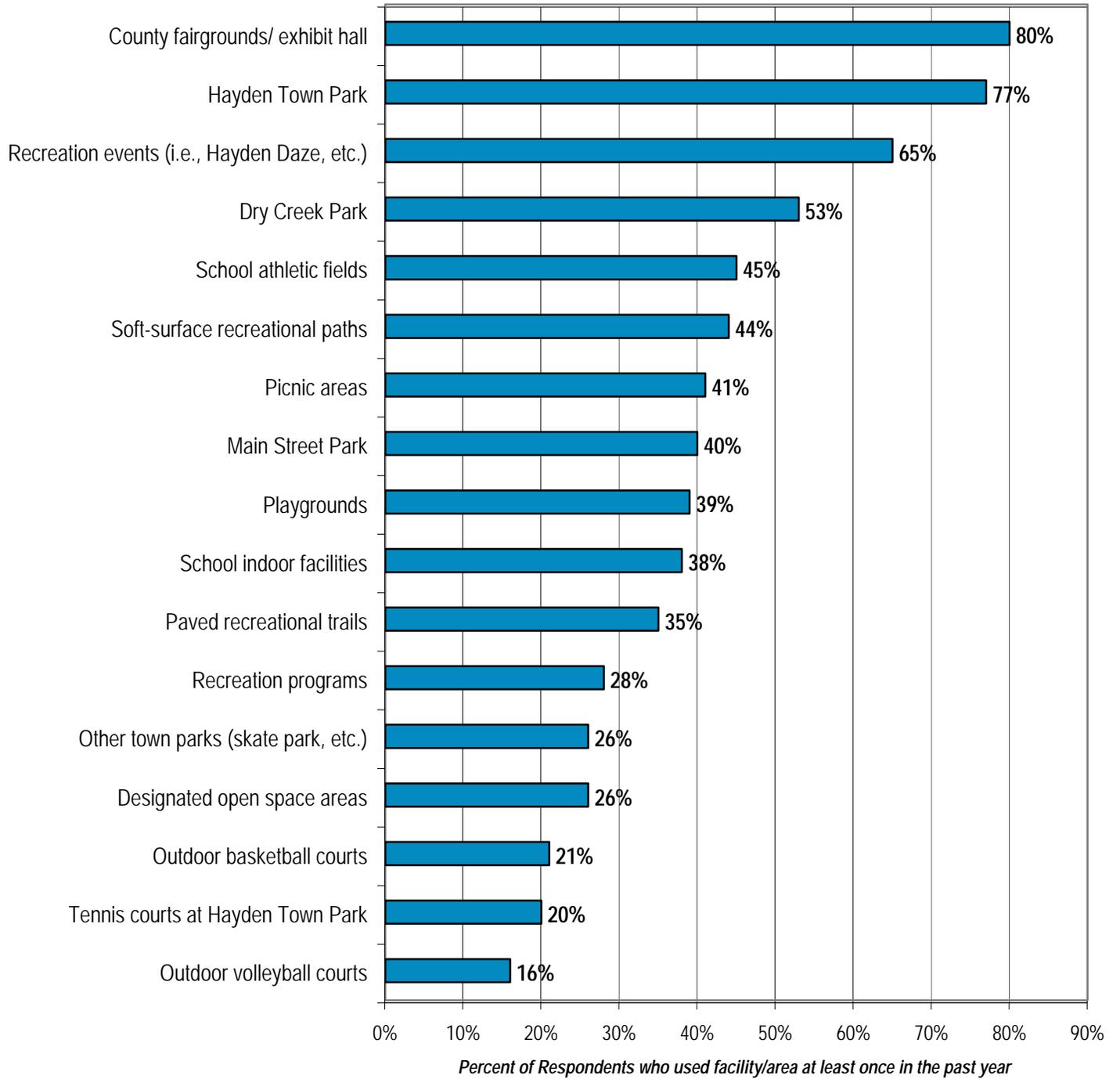


Figure 3b
Average Usage of Facilities

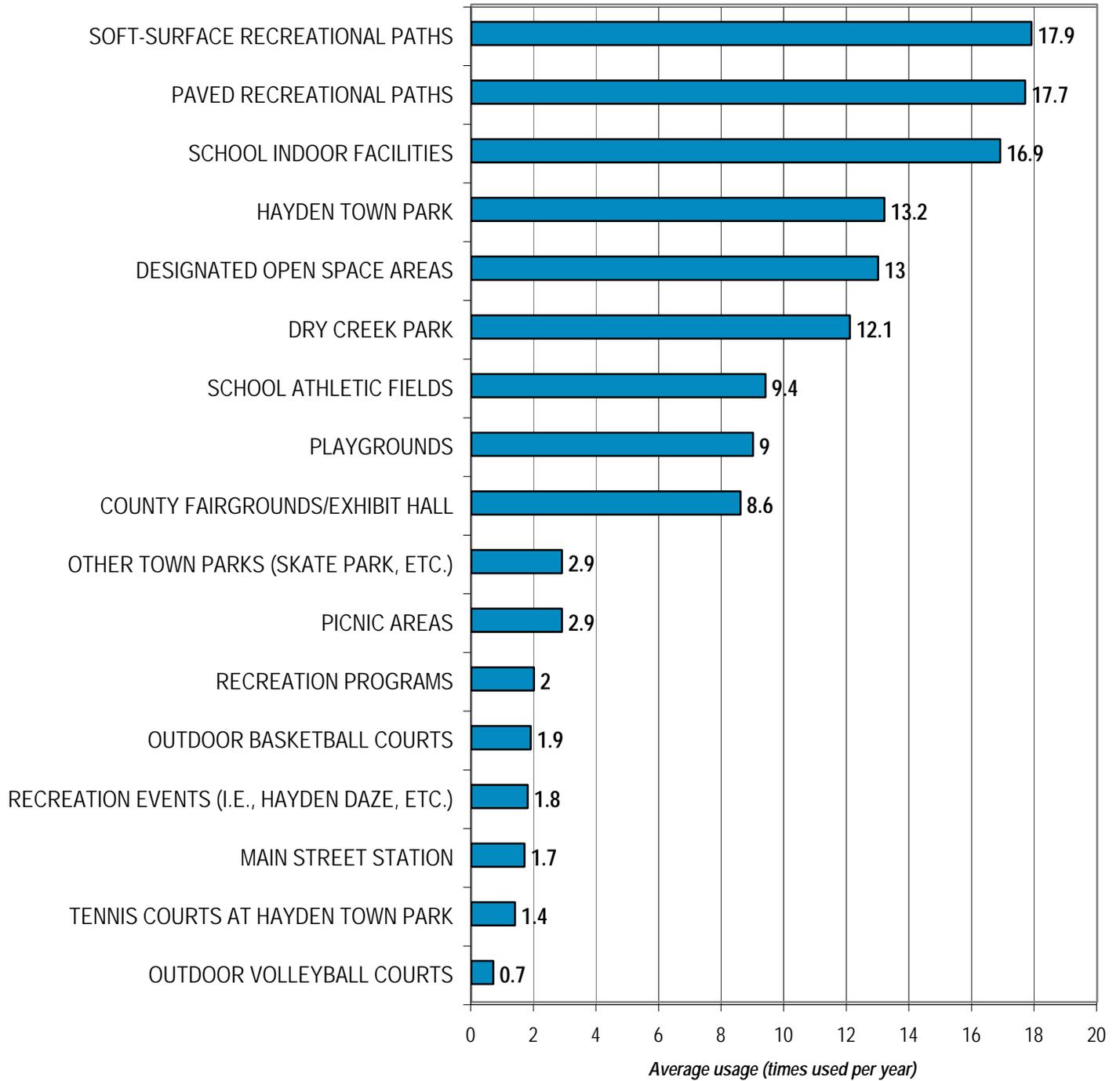


Figure 4
How important are each of the following to the community?

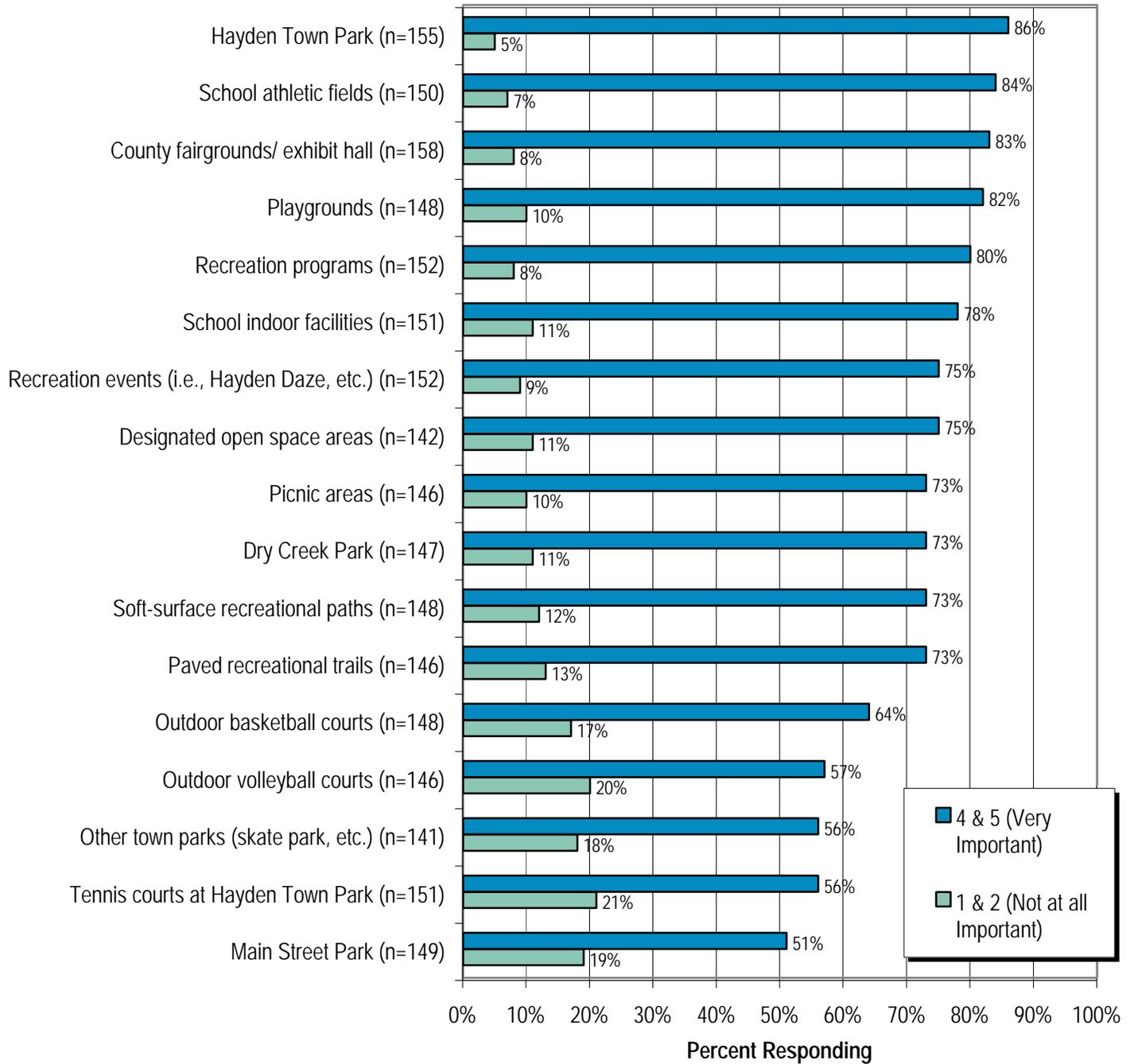


Figure 5
How well are parks, trails, recreation facilities, and/or programs meeting the needs of the community?

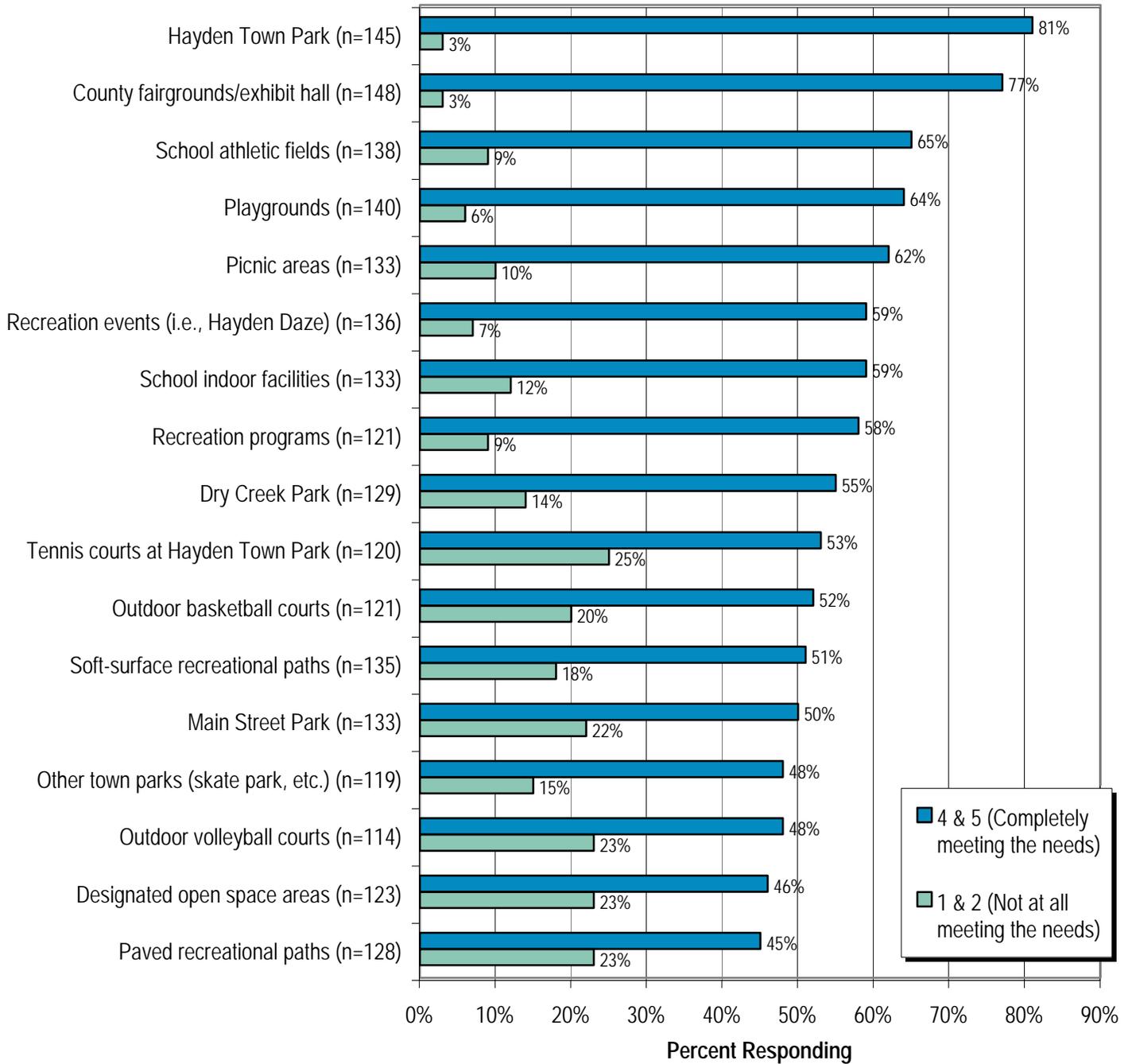


Figure 6—Importance/Satisfaction Matrix

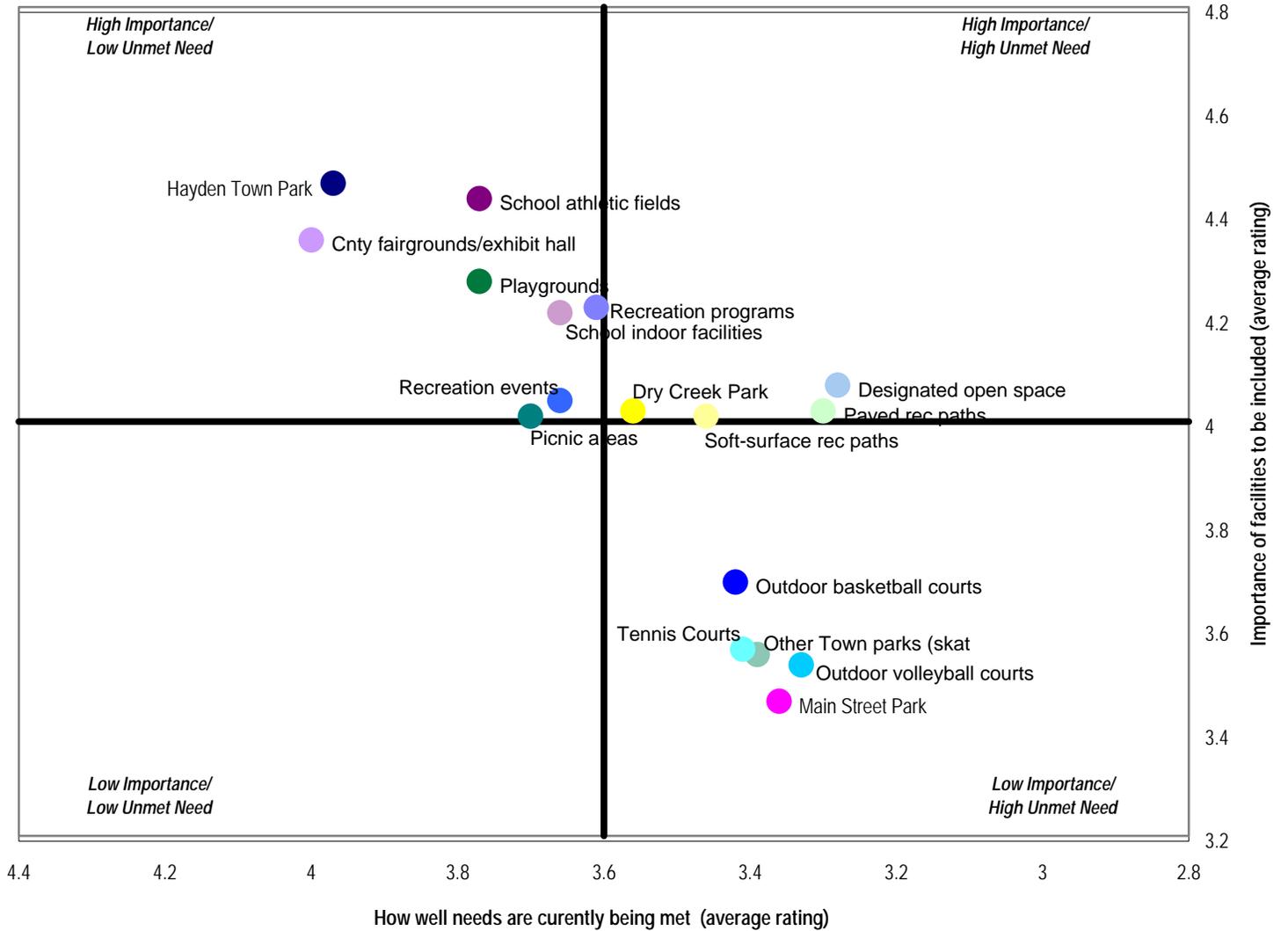


Figure 7
Importance of the following indoor recreation facilities to be added, expanded, or improved

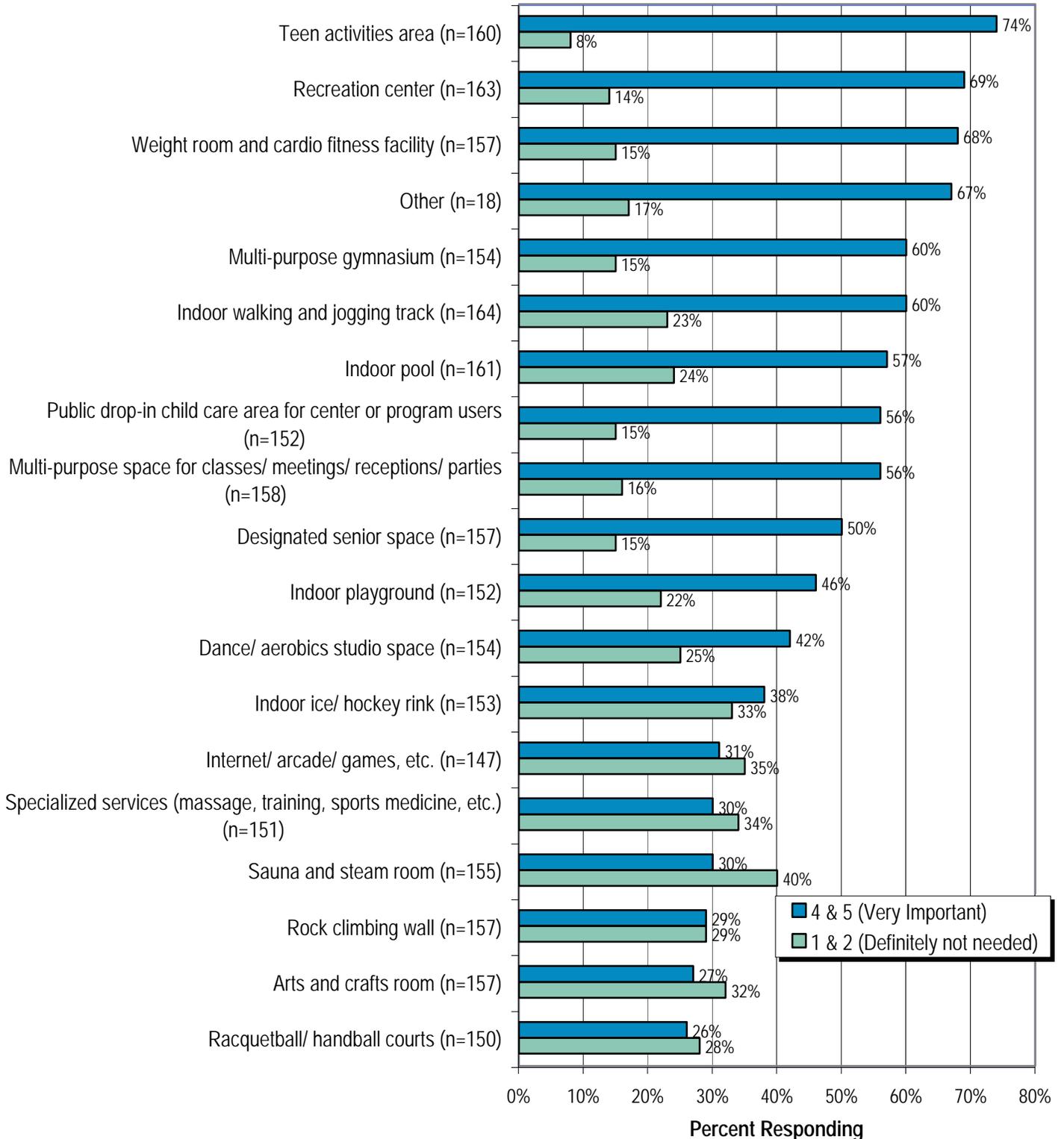


Figure 8a
Most important indoor facilities to be added, expanded, or improved

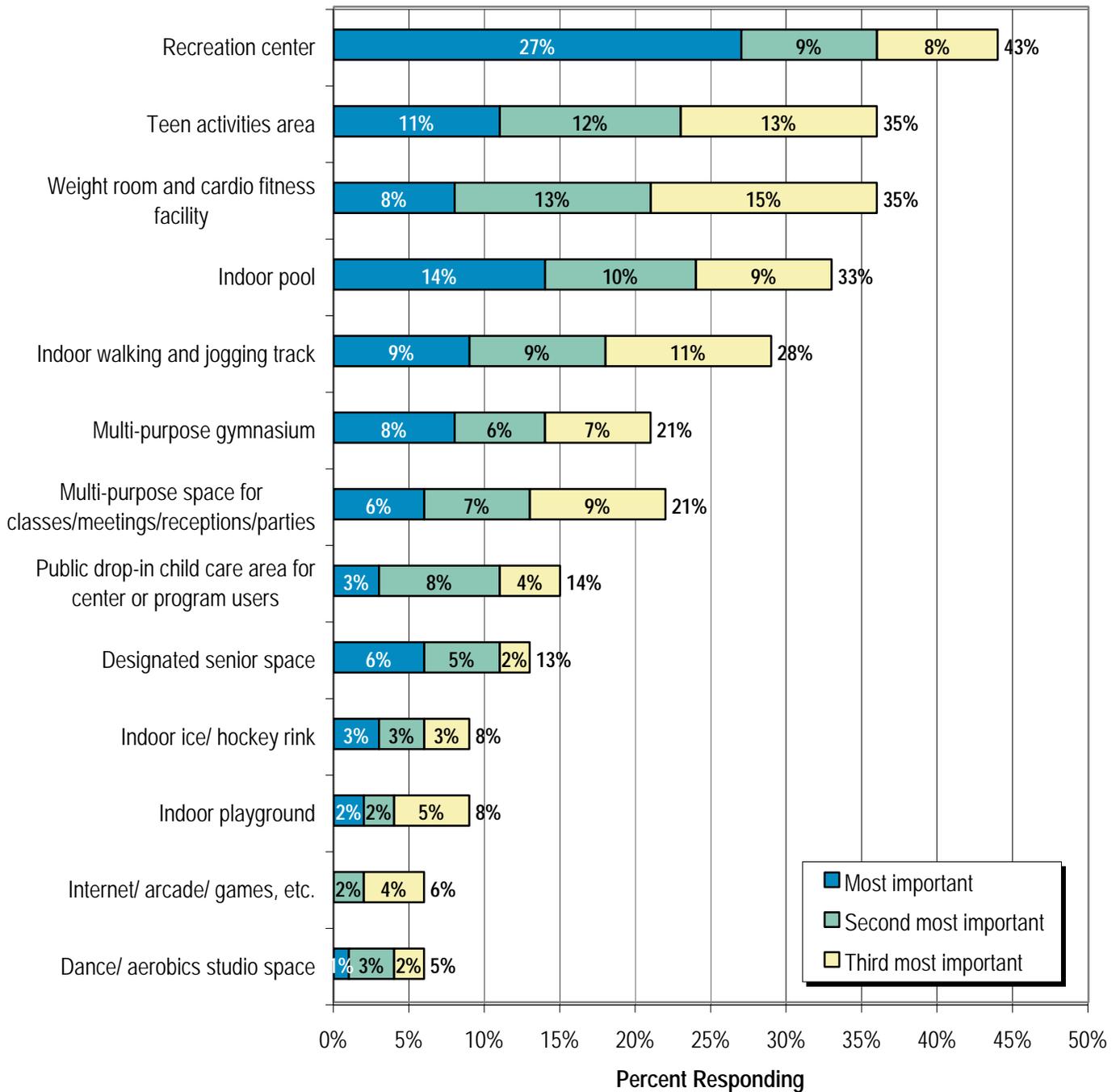


Figure 8b
Three most important indoor facilities to be added, expanded, or improved, by location of residence

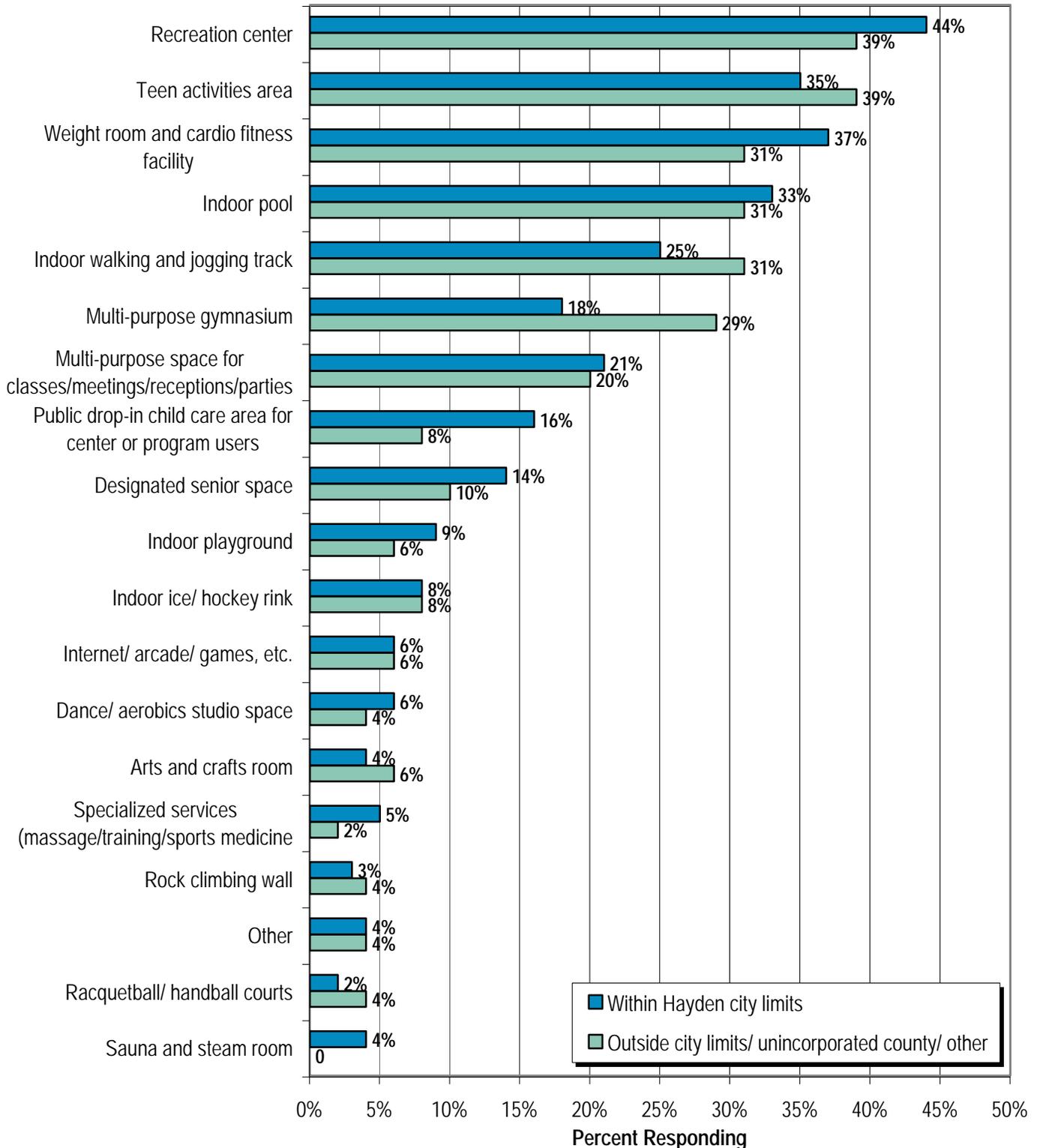


Figure 9
Importance of the following outdoor recreation facilities to be added, expanded, or improved

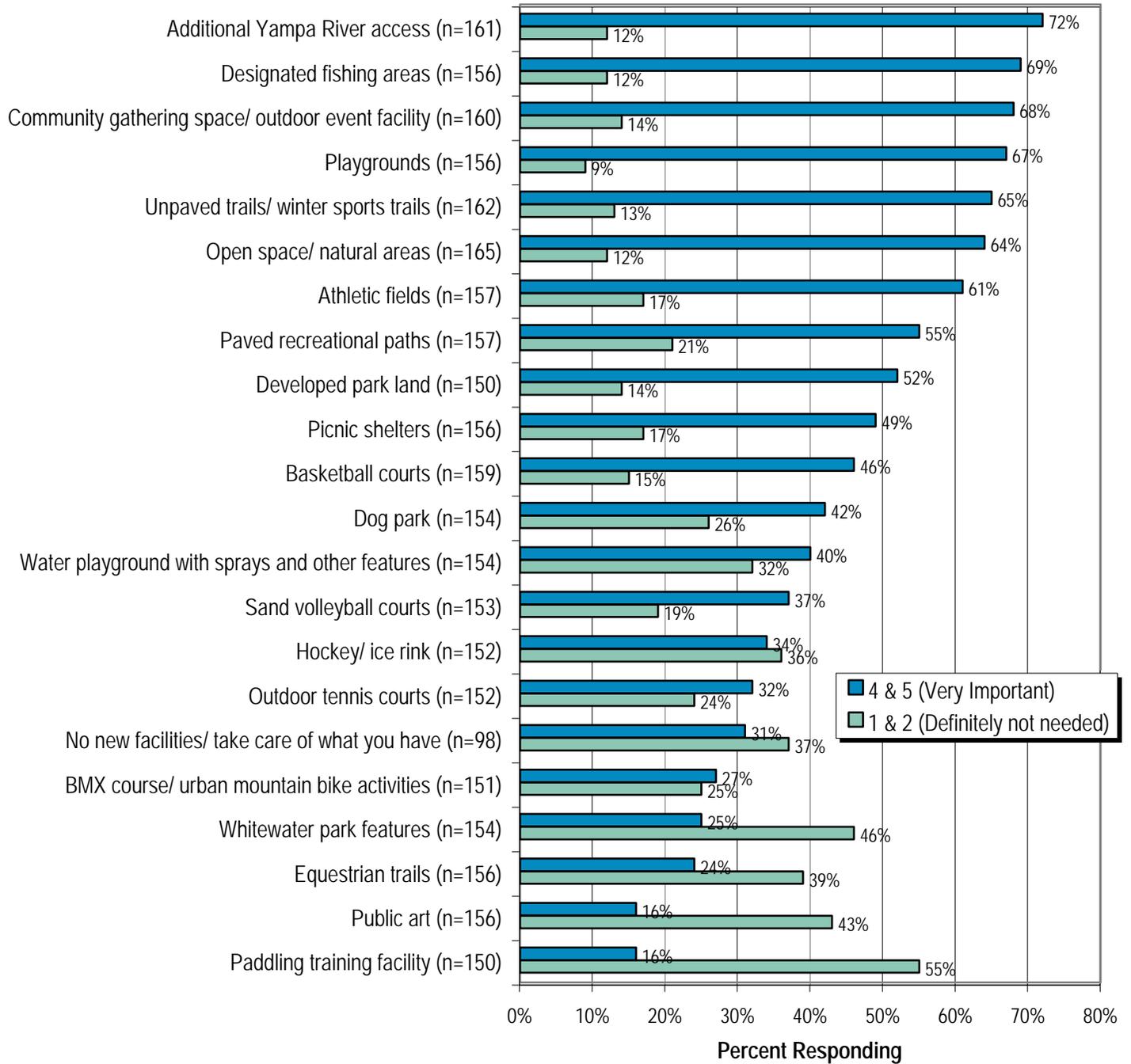


Figure 10a
Most important outdoor facilities to be added, expanded, or improved

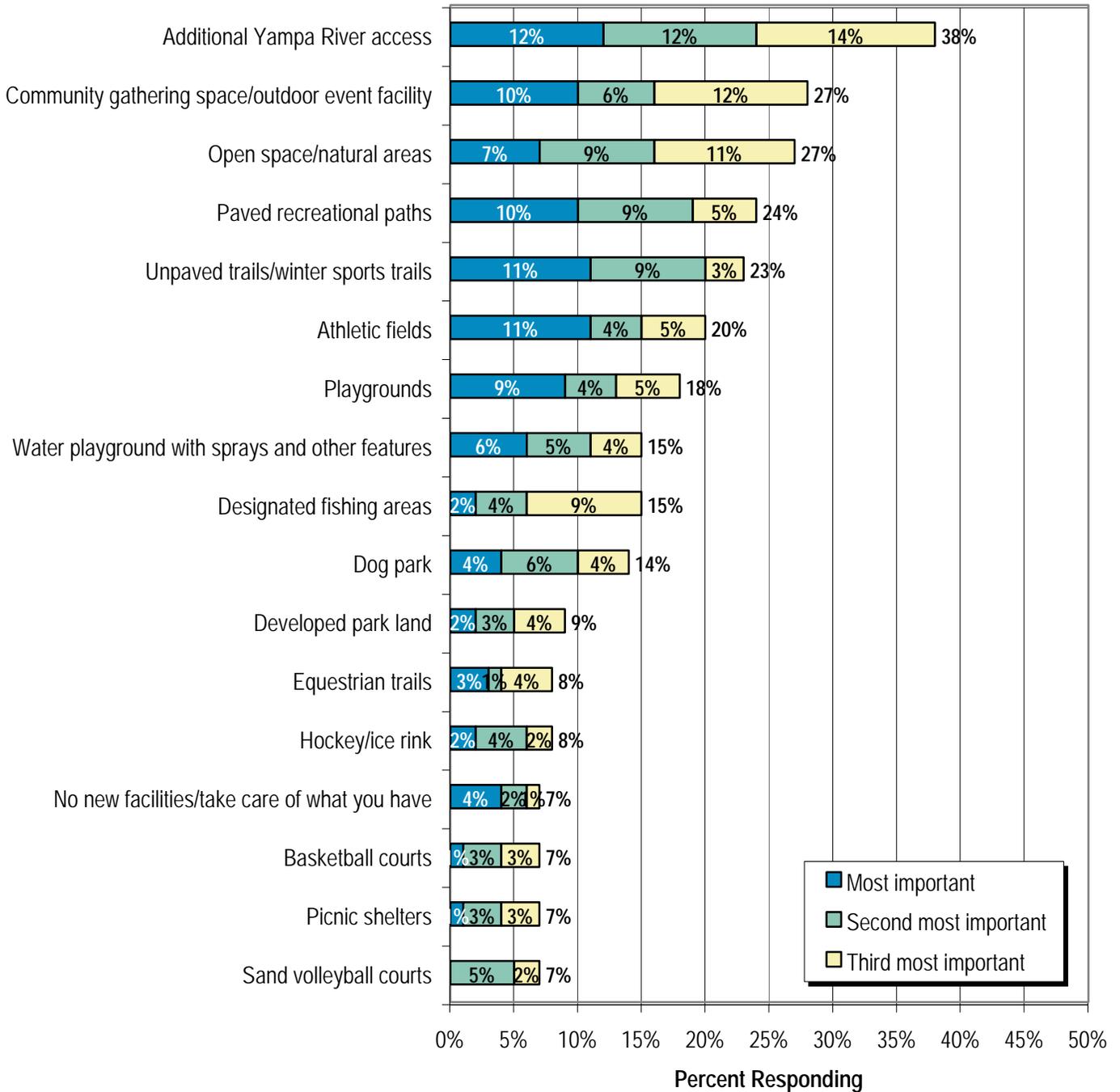


Figure 10b
Three most important outdoor facilities to be added, expanded, or improved, by location of residence

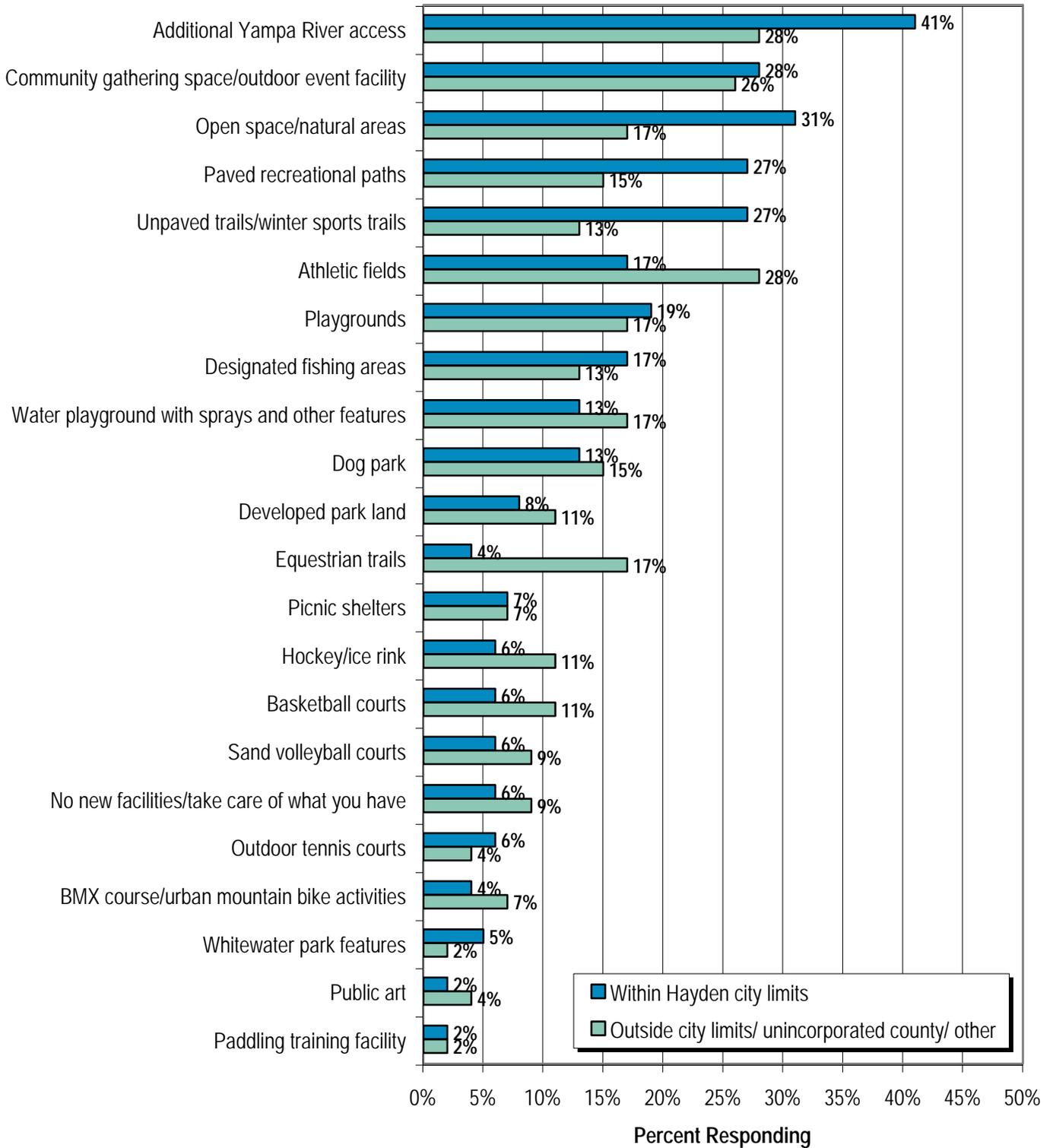


Figure 11a
How much do you agree or disagree with the following statements?

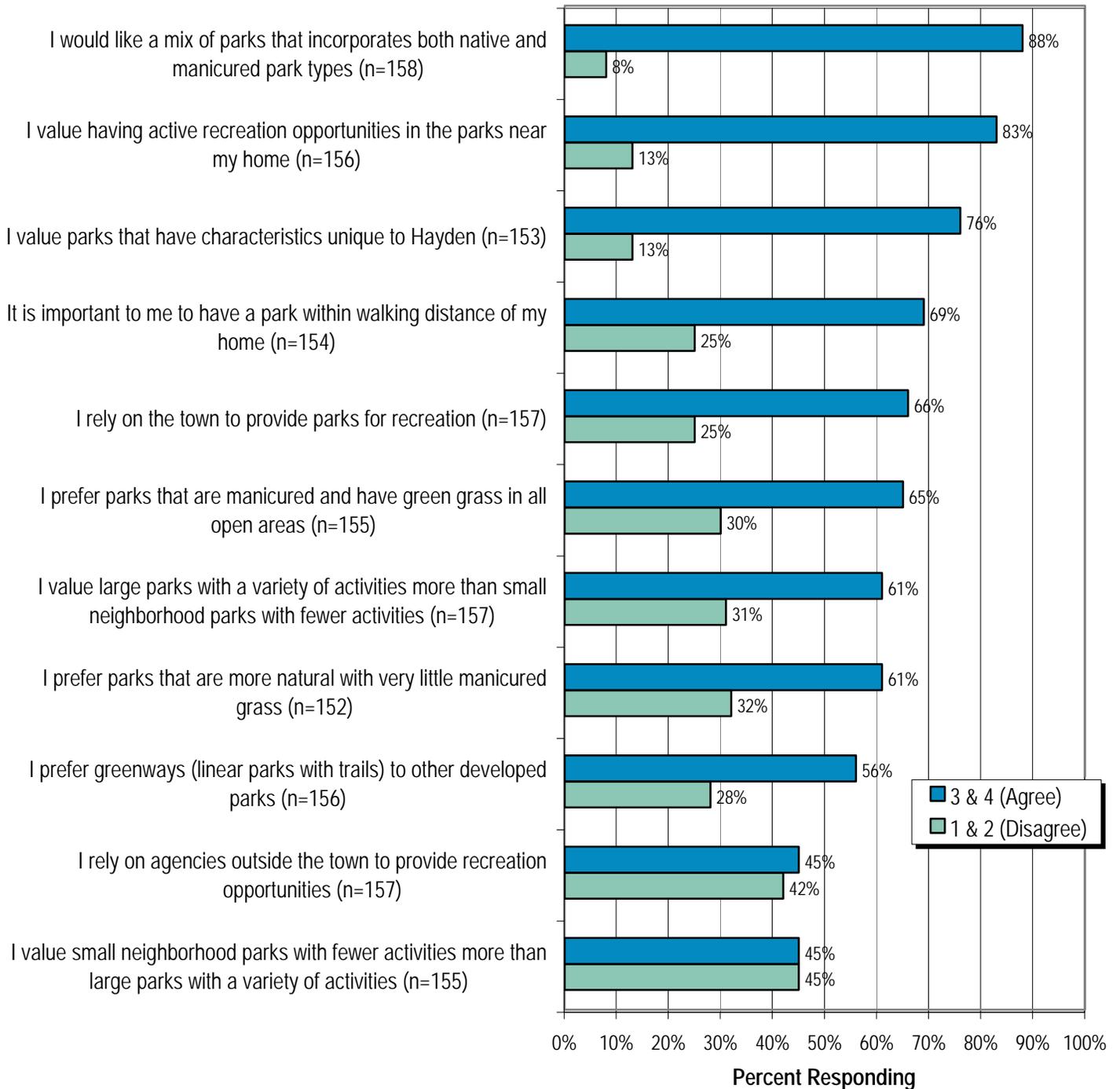


Figure 11b
How much do you agree or disagree with the following statements?
by location of residence

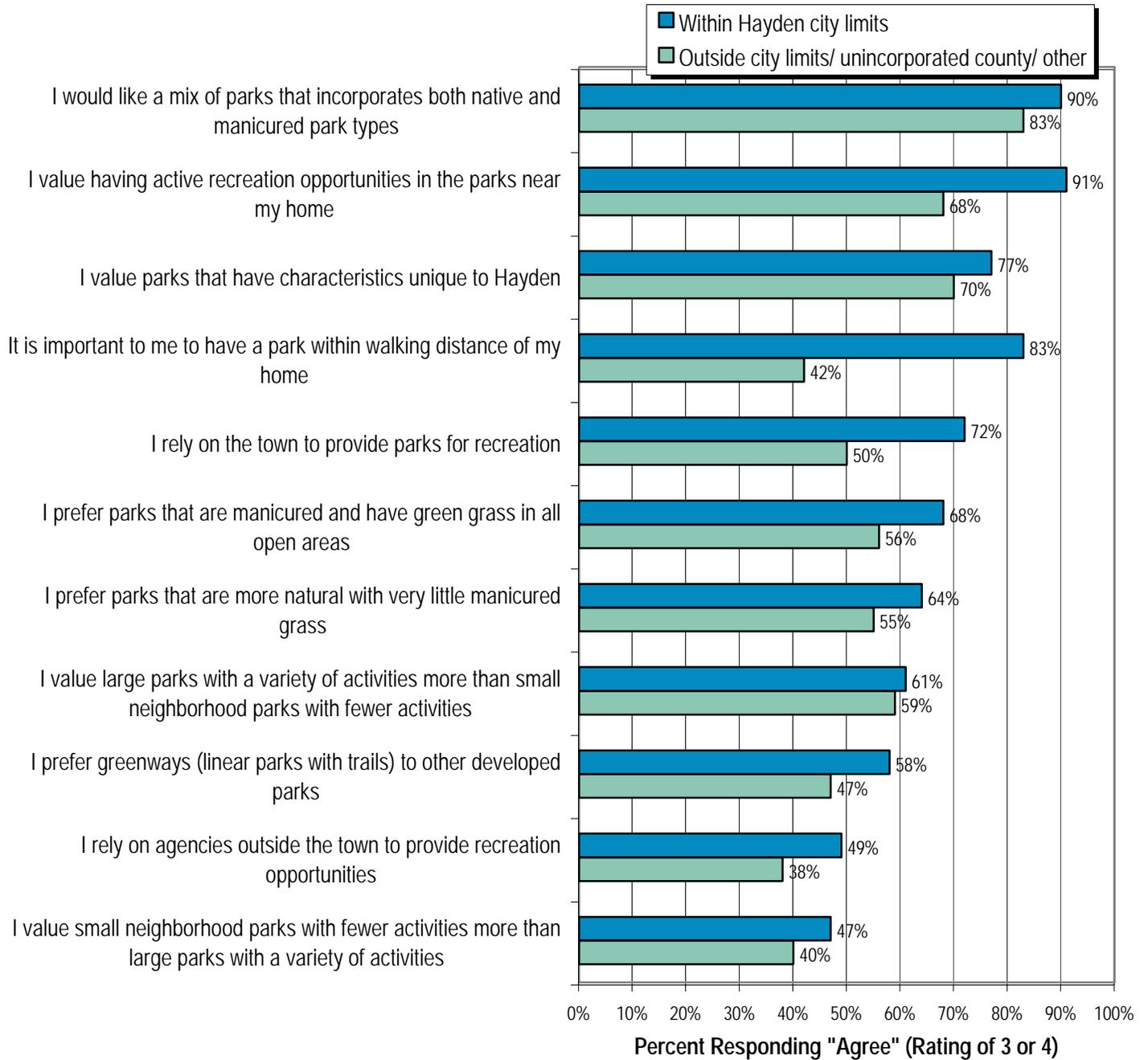


Figure 12
What is your opinion concerning the amount of money currently being spent in:

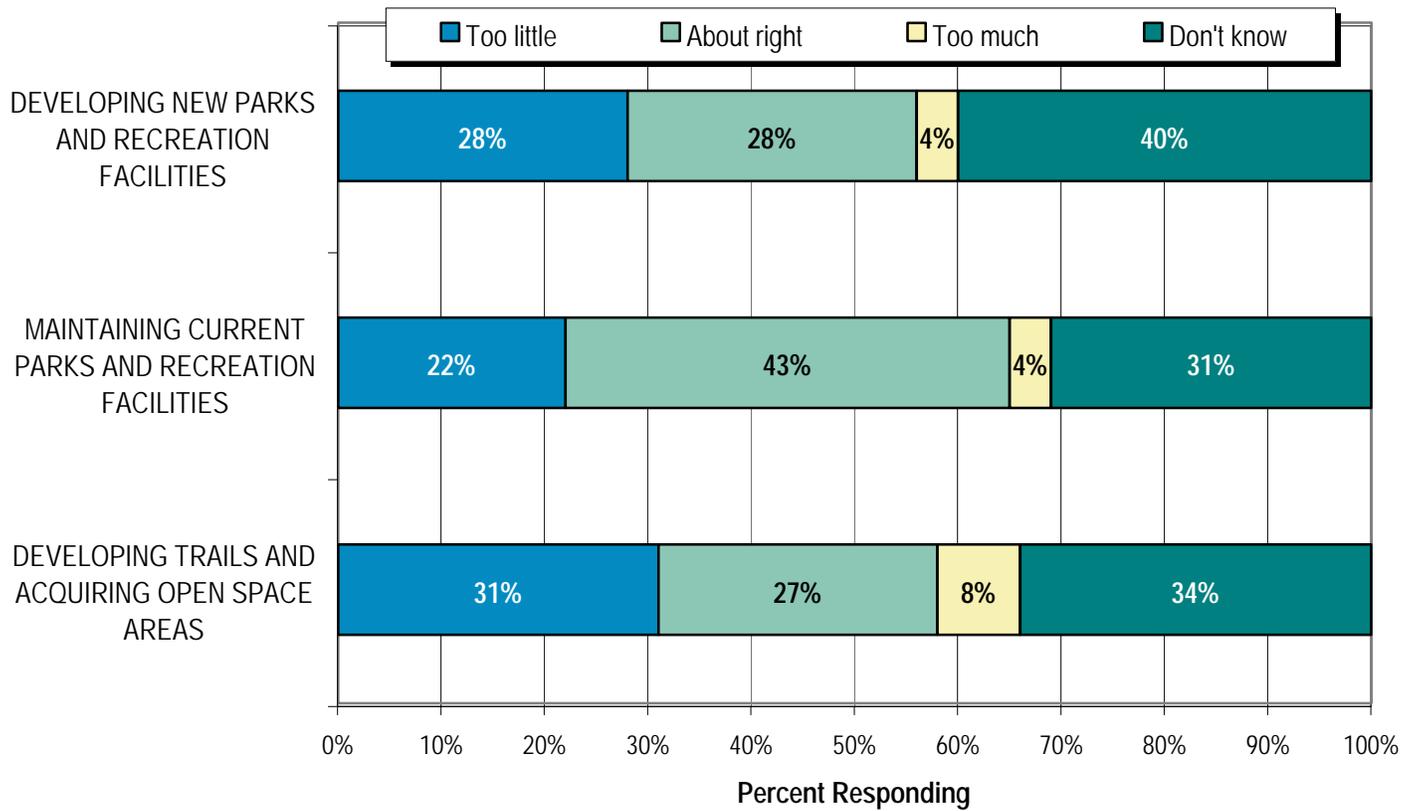


Figure 13
WOULD YOU SUPPORT THE CREATION OF A SPECIAL TAX DISTRICT THAT WOULD BE SUPPORTED BY A DEDICATED PROPERTY TAX

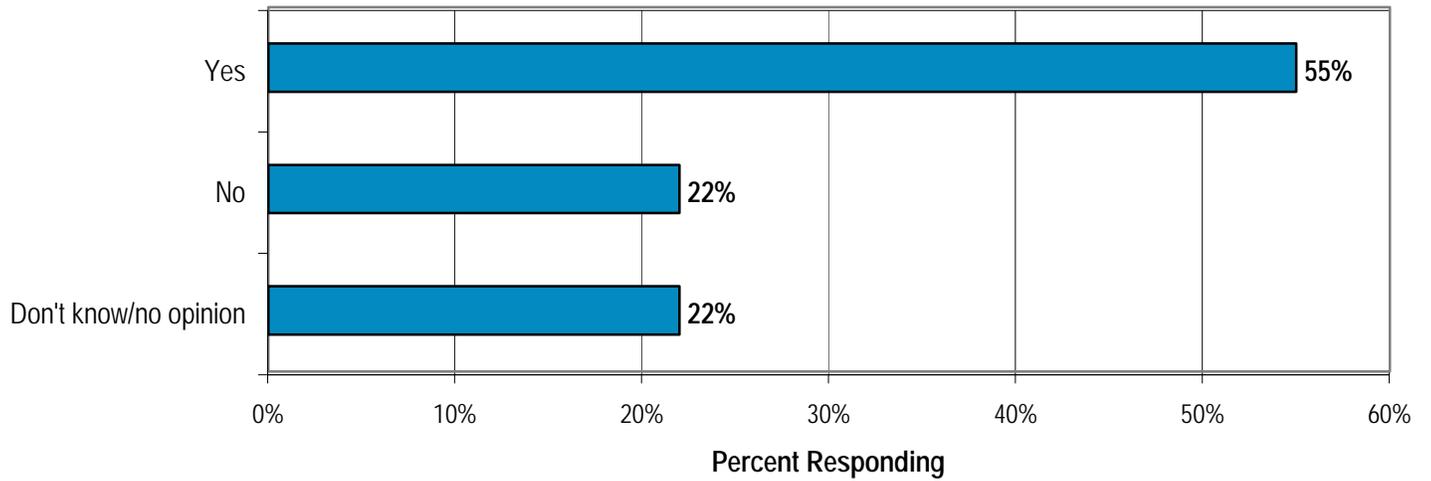
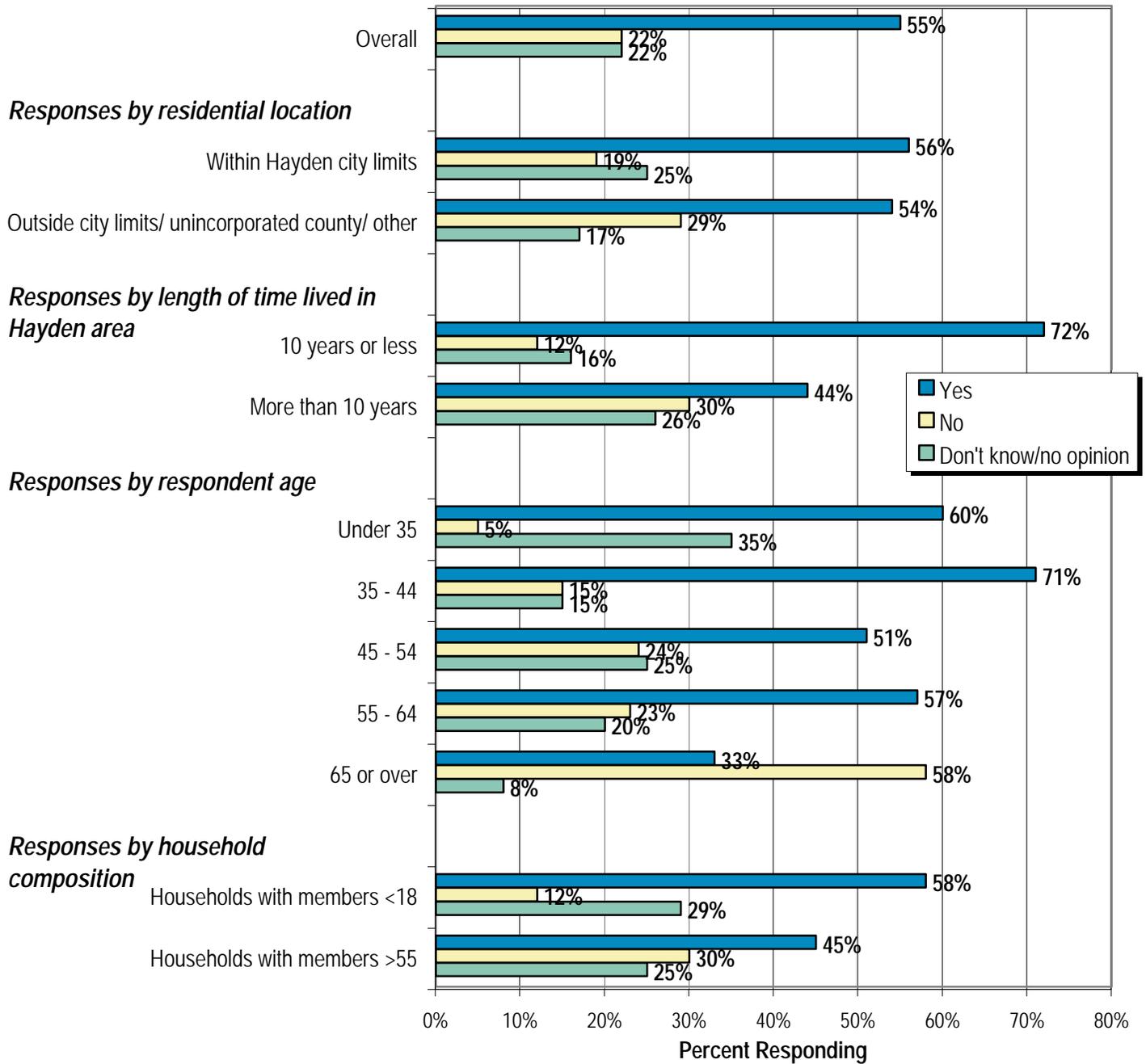


Figure 14
WOULD YOU SUPPORT THE CREATION OF A SPECIAL TAX DISTRICT THAT WOULD BE SUPPORTED BY A DEDICATED PROPERTY TAX



Appendix B – Park and Facility Inventory Sheets and Aerials

Hayden, Colorado

Inventory Review Packet

April 2008



GRASP® Scoring Methodology and Process

INVENTORY DATA COLLECTION PROCESS

A detailed inventory of all parks and recreational facilities was conducted. The inventory located and catalogued all of the components and evaluated each one as to how well it was serving its intended function within the system. This information was used to analyze the *Levels of Service* provided by the system.

The inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and the city's Geographic Information System (GIS). Components identified in the aerial photo were given GIS points and names according to the GRASP® list of standard components.

Next, field visits were conducted by the consulting team and by city staff to confirm the preliminary data and collect additional information. Additionally indoor facilities were scored and for the purposes of this study, each space is considered a component and is scored based on its intended function.

During the field visits and evaluations, missing components were added to the data set, and each component was evaluated as to how well it met expectations for its intended function. During the site visits the following information was collected:

- Component type
- Component location
- Evaluation of component condition
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

After the inventory was completed, it was given to the City for final review and approval.

Component Scoring

The approved inventory is the basis for the creation of values used in the GRASP® analysis. Each component received a functional score that is related to the quality, condition, and ability of the space to meet operational and programming needs.

The range of scores for each component is as follows:

- **Below Expectations (BE)** – The component does not meet the expectations of its intended primary function. Factors leading to this may include size, age, accessibility, or others. Each such component was given a score of **1** in the inventory.
- **Meeting Expectations (ME)** – The component meets expectations for its intended function. Such components were given scores of **2**.
- **Exceeding Expectations (EE)** – The component exceeds expectations, due to size, configuration, or unique qualities. Such components were given scores of **3**.
- If the feature exists but is not useable because it is unsafe, obsolete, or dysfunctional, it may be listed in the feature description, and assigned a **score of zero (0)**.

If a feature is used for multiple functions, such as a softball field that is also used for T-Ball or youth soccer games, it is scored only once under the description that best fits the use that for which the feature is designed.

GRASP® SCORING

Neighborhood and Community Scoring

Components were evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community.

Neighborhood Score

Each component was evaluated from the perspective of a resident that lives nearby. High scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood. Components that do not have a high neighborhood score may not be located within walking distance of residents, have nuisance features such as sports lighting, or may draw large crowds for which parking is not provided.

Community Score

Additionally each component is evaluated from the perspective of residents in the community as a whole. High scoring components in this category may be unique components within the parks and recreation system, have a broad draw from throughout the community, have the capacity and associated facilities for community-wide events, or are located in areas that are accessible only by car.

Indoor Components

Indoor components are generally thought to be accessible to the entire community, partially because it is often not financially feasible to provide indoor facilities at a walking distance from every distance from each residence. Additionally indoor facilities often provide programs and facilities that are geared to the community as a whole, or in larger communities, are intended for a region of the city. For these reasons indoor facilities are given only one score.

Modifiers (Comfort and Convenience Features) Scoring

Outdoor Modifiers

Besides standard components, this inventory also evaluates features that provide comfort and convenience to the users. These are things that a user might not go to the parks specifically to use, but are things that enhance the users' experience by making it a nicer place to be and include: drinking fountains, seating, BBQ grills, dog stations, security lighting, bike parking, restrooms, shade, connections to trails, park access, parking, picnic tables, and seasonal and ornamental plantings. These features are scored as listed above with the 1-3 system. In this case it is not important to get a count of the number or size of these components; instead the score should reflect the ability of the item to serve the park.

Indoor Modifiers

For indoor facilities the comfort and convenience features change slightly to reflect the characteristics of the building. Building modifier categories include: site access, setting aesthetics, building entry function, building entry aesthetics, overall building condition, entry desk, office space, overall storage, and restrooms and/or locker rooms.

Activity and Sports Lighting

This modifier accounts for lighting that allows for component use in the evening/night hours and is applied to the quantity of the component as it affectively expands the capacity of the component. This modifier does not apply to security lighting.

Shade

Like Sports and Activity lighting, shade can be added to outdoor components to extend use beyond normal hours or seasons.

Design & Ambience Scoring

Using the same rating system that is used for components and modifiers, the quality of Design and Ambience is scored. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer

Trails Scoring

Because traveling the length of any given trail is difficult, trail information is often collected with the aid of staff. Trails can be scored as independent parks or greenways or as individual components within another park. The former type of trail receives its own set of scores for modifiers and design and ambience. The trail in the latter situation takes on the modifiers and design and ambience of the larger park in which it resides. Multi-use trails are assumed to consist of 3 components including one active component, one passive component, and the parcel itself.

Ownership Modifier

This modifier is generally a percentage that is applied to the GRASP® score after other modifiers have been applied. It accounts for access and control of components that are provided by alternative providers. For example, in most cases schools are given a 50% ownership modifier which halves the GRASP® score to account for the limited access that the neighborhood has to school facilities.

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Dry Creek Park

Updated:

513 South Poplar St.

50.4 Total Neighborhood
GRASP® Score

64.8 Total Community
GRASP® Score

GIS Park Acreage: 34.8438371773

Owner: City

Modifiers with Scores

Drinking Fountains	2	Shade	2	
Seating	2	Trail Connection	2	Design and Ambiance
BBQ Grills	2	Park Access	2	
Dog Pick-Up Station	2	Parking	0	
Security Lighting	2	Seasonal Plantings	2	
Bike Parking	2	Ornamental Planting	0	
Restrooms	2	Picnic Tables	2	

General Comments

This park was scored based on planned and funded park master plan.

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
22	Concessions	1	yes	2	2	Building will contain a restroom, office space for Parks & Rec Dept, and storage for rec and maintenance equipment
21	Loop Walk	1	no	2	2	soft-surface, muddy in spring
20	Shelter, Group	1	yes	2	2	
19	Open Water	1	no	2	2	will be used for irrigation and recreation
18	Ballfield	1	no	2	2	
7	MP Field, Large	3	no	2	2	
P003	PARCEL	1		2	2	

Dry Creek Park



Routt County Fairgrounds

020 - Shelter, Group

022 - Concessions

018 - Ballfield

Dry Creek Park

007 - MP Field, Large

019 - Open Water

021 - Loop Walk

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Hayden Skate Park

Updated:

350 South Poplar St.

3.3 Total Neighborhood
GRASP® Score

3.3 Total Community
GRASP® Score

GIS Park Acreage: 0.569453140809

Owner: City

Modifiers with Scores

Drinking Fountains	0	Shade	0	
Seating	0	Trail Connection	0	Design and Ambiance
BBQ Grills	0	Park Access	2	1
Dog Pick-Up Station	0	Parking	2	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Planting	0	
Restrooms	0	Picnic Tables	0	

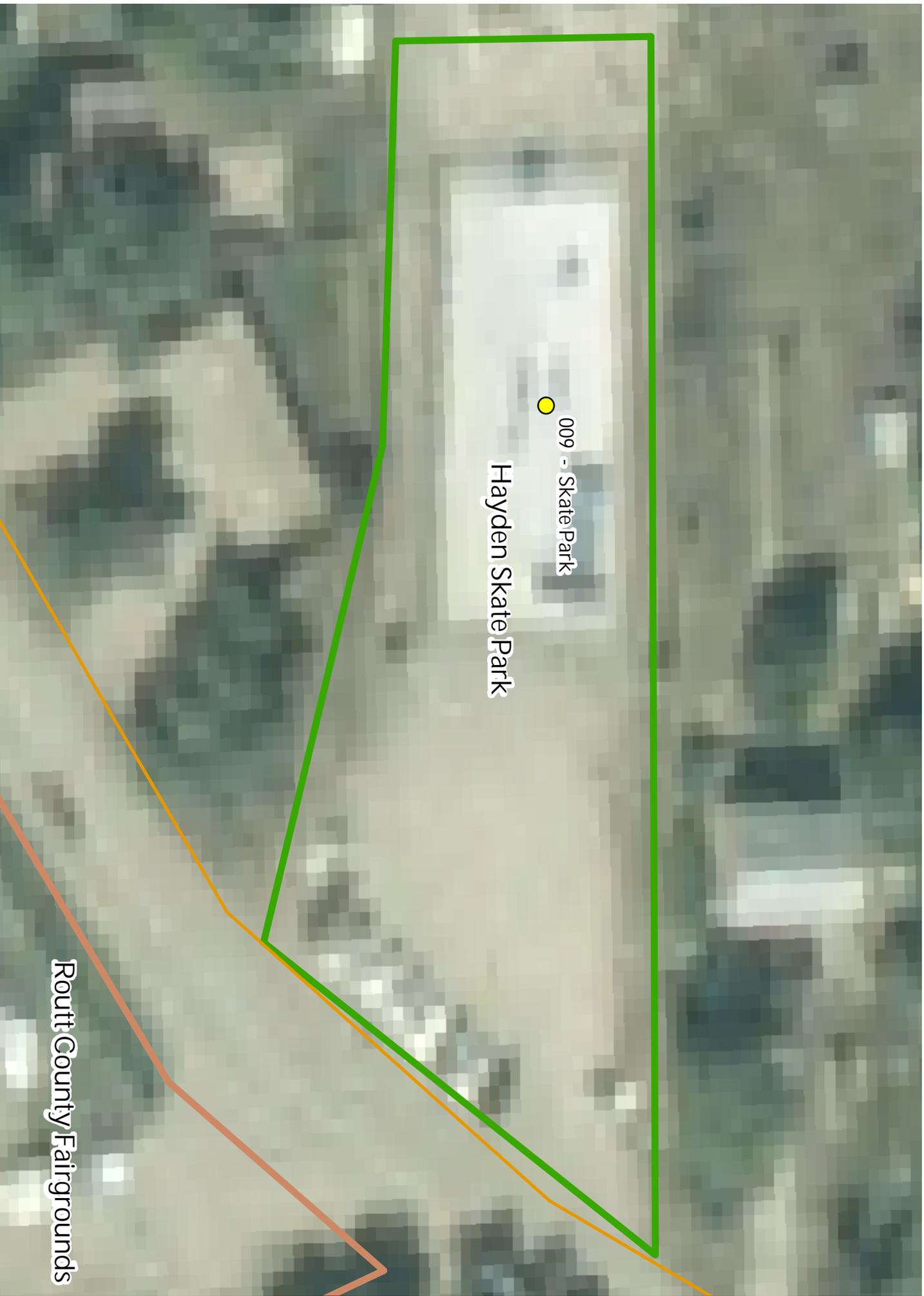
General Comments

Above ground and unsafe. Kids are bored with it, but still use it. Not in the best location.

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
9	Skate Park	1	no	1	1	
P004	PARCEL	1		2	2	

Hayden Skate Park



Routt County Fairgrounds

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Hayden Town Park

Updated:

229 South 3rd St.

31.2 Total Neighborhood
GRASP® Score

33.6 Total Community
GRASP® Score

GIS Park Acreage: 2.33691847674

Owner: City

Modifiers with Scores

Drinking Fountains	0	Shade	2	
Seating	2	Trail Connection	2	Design and Ambiance
BBQ Grills	2	Park Access	2	2
Dog Pick-Up Station	2	Parking	2	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	2	Ornamental Planting	0	
Restrooms	1	Picnic Tables	2	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
27	Structure	1	yes	0	0	storage
26	Natural Area	1	no	2	2	very nice
6	Open Turf	1	no	1	1	
5	Shelter, Group	1	yes	1	1	reservable, in bad shape, restrooms located here
4	Playground, Local	1	no	2	2	5 yrs old, maintenance needed, nicest playground in town
3	Volleyball	1	no	2	2	newer
2	Basketball	1	no	2	2	brand-new
1	Tennis	2	no	1	1	cracks and surfacing peeling
P001	PARCEL	1		2	2	

Hayden Town Park



Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Hayden Valley ES

Updated:

21.6 Total Neighborhood
GRASP® Score

21.6 Total Community
GRASP® Score

GIS Park Acreage: 12.3238333317

Owner: Town
1

Modifiers with Scores

Drinking Fountains	0	Shade	2	
Seating	2	Trail Connection	2	Design and Ambiance
BBQ Grills	0	Park Access	2	2
Dog Pick-Up Station	0	Parking	2	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	2	Ornamental Planting	0	
Restrooms	0	Picnic Tables	2	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
16	Playground, Local	1	no	1	1	
15	Multiuse Court	1	no	2	2	resurfaced
14	Open Turf	1	no	1	1	
12	Ballfield	1	no	2	2	
11	Ballfield	1	no	1	1	
P006	PARCEL	1		2	2	

Hayden Valley ES



Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Main Street Park

Updated:

101 S. Chestnut St

19.2 Total Neighborhood
GRASP® Score

19.2 Total Community
GRASP® Score

GIS Park Acreage: 0.211486297197

Owner: City

Modifiers with Scores

Drinking Fountains	1	Shade	2	
Seating	2	Trail Connection	0	Design and Ambiance
BBQ Grills	0	Park Access	2	2
Dog Pick-Up Station	0	Parking	2	
Security Lighting	1	Seasonal Plantings	2	
Bike Parking	0	Ornamental Planting	0	
Restrooms	2	Picnic Tables	2	

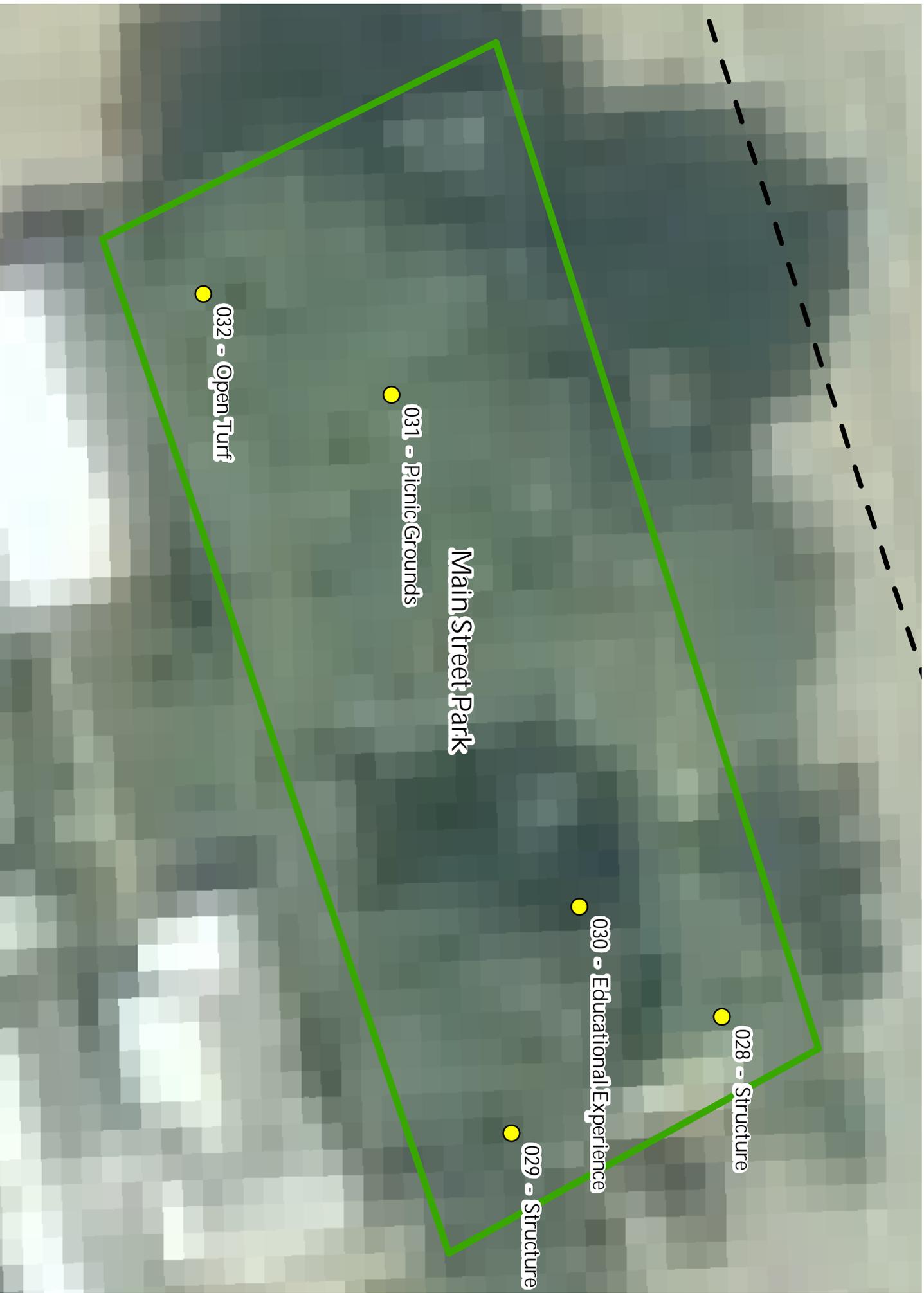
General Comments

Next to bus stop. School kids hang out here.

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
32	Open Turf	1	no	2	2	
31	Picnic Grounds	1	no	2	2	
30	Educational Experience	1	no	2	2	interpretive signs with information on natural history
29	Structure	1		0	0	information kiosk
28	Structure	1		0	0	restroom building
P002	PARCEL	1		2	2	

Main Street Park



032 - Open Turf

031 - Picnic Grounds

Main Street Park

030 - Educational Experience

029 - Structure

028 - Structure

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Hayden MS & HS

Updated:

14.4 Total Neighborhood
GRASP® Score

14.4 Total Community
GRASP® Score

GIS Park Acreage: 9.92103964225

Owner: Town
1

Modifiers with Scores

Drinking Fountains	0	Shade	2	
Seating	2	Trail Connection	2	Design and Ambiance
BBQ Grills	0	Park Access	2	2
Dog Pick-Up Station	0	Parking	2	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	2	Ornamental Planting	0	
Restrooms	0	Picnic Tables	0	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
23	Open Turf	1	no	2	2	
17	MP Field, Large	1	yes	2	2	needs irrigation
P007	PARCEL	1		2	2	

Hayden MS & HS



Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Routt County Fairgrounds

Updated:

1.1 Total Neighborhood
GRASP® Score

3.3 Total Community
GRASP® Score

GIS Park Acreage: 21.3895734669

Owner: County
discount 50%

Modifiers with Scores

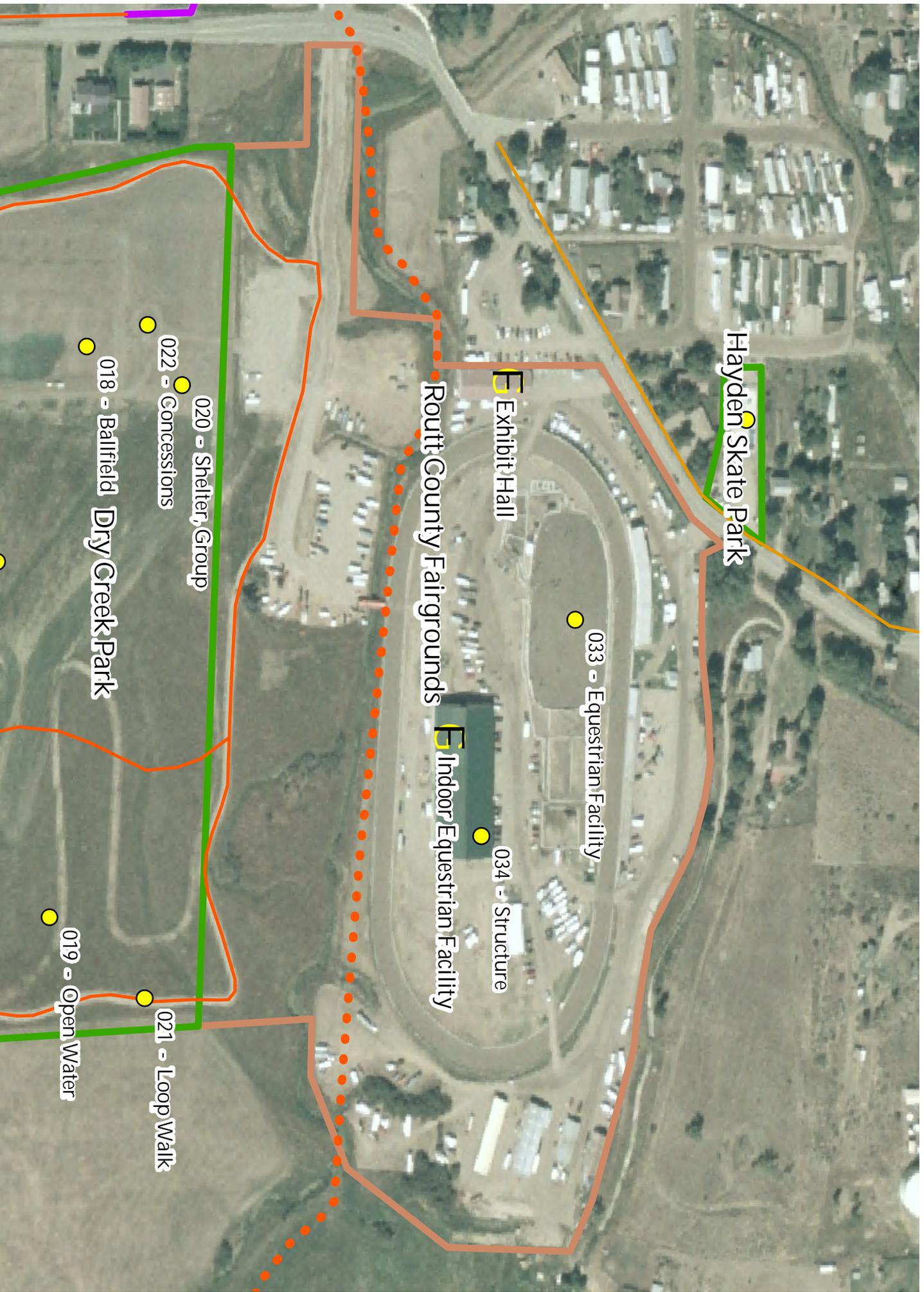
Drinking Fountains	0	Shade	0	
Seating	2	Trail Connection	0	Design and Ambiance
BBQ Grills	0	Park Access	1	1
Dog Pick-Up Station	0	Parking	2	
Security Lighting	2	Seasonal Plantings	0	
Bike Parking	2	Ornamental Planting	0	
Restrooms	2	Picnic Tables	0	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
34	Structure	1		0	2	Exhibit Hall, Town programs activities here
33	Equestrian Facility	1	yes	0	2	arena, Town programs activities here
P008	PARCEL	1		2	2	

Routt County Fairgrounds



Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date: 1.30.08

Vista Verde Park

Updated:

352 Vista Verde Dr.

3.3 Total Neighborhood
GRASP® Score

3.3 Total Community
GRASP® Score

GIS Park Acreage: 0.42313401181

Owner: City

Modifiers with Scores

Drinking Fountains	0	Shade	0	Design and Ambiance
Seating	0	Trail Connection	0	1
BBQ Grills	0	Park Access	2	
Dog Pick-Up Station	1	Parking	0	
Security Lighting	0	Seasonal Plantings	0	
Bike Parking	0	Ornamental Planting	0	
Restrooms	0	Picnic Tables	0	

General Comments

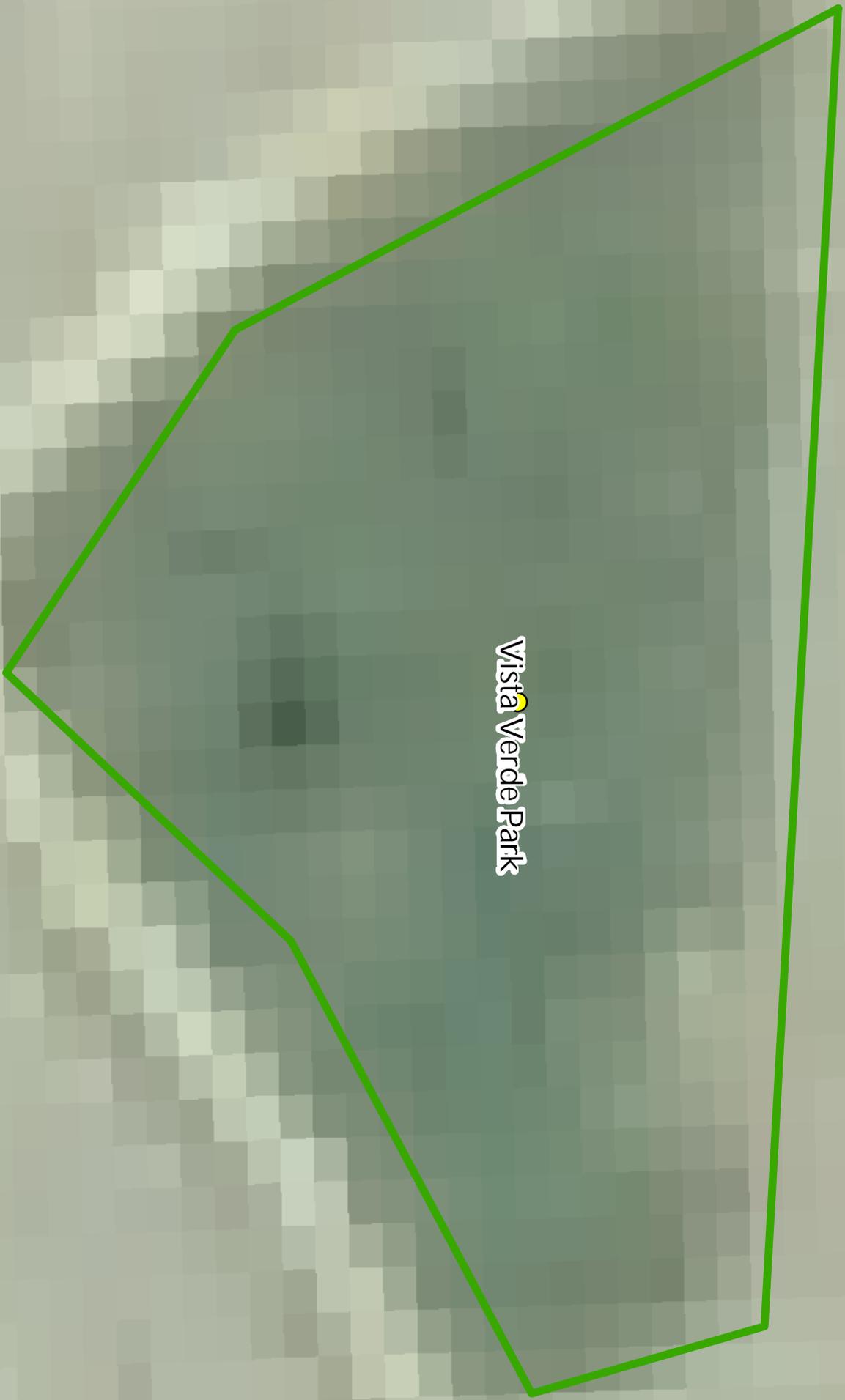
Great view overlooking undeveloped land

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
10	Open Turf	1	no	1	1	thistles, bad grass
P005	PARCEL	1		2	2	

Vista Verde Park

Vista Verde Park



Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Moon River

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:
Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P009	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 1

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P010	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 2

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P011	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 3

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:
Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P012	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 4

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P013	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 5

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P014	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 6

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P015	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 7

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P016	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 8

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P017	PARCEL	1		2	2	

Hayden, Colorado - Parks, Open Space, and Trails GRASP® Atlas

Initial Inventory Date:

Undeveloped 9

Updated:

2.2 Total Neighborhood
GRASP® Score

2.2 Total Community
GRASP® Score

GIS Park Acreage:

Owner:

City

Modifiers with Scores

Drinking Fountains	Shade	Design and Ambiance
Seating	Trail Connection	1
BBQ Grills	Park Access	
Dog Pick-Up Station	Parking	
Security Lighting	Seasonal Plantings	
Bike Parking	Ornamental Planting	
Restrooms	Picnic Tables	

General Comments

Components with Score

MAPID	Component	Quantity	Lights	Neighborhood Score	Community Score	Comments
P018	PARCEL	1		2	2	

GRASP® LIST OF STANDARD COMPONENTS-OUTDOOR

Active	Passive	Component	COMMENT AND DEFINITION
Y		Amusement Ride	Amusement Ride - Train, go carts, etc.
Y		Aqua Feat - Pool	Aquatic feature, Pool (Outdoor Pool) – Consists of a single lap pool, has restricted access and lifeguards.
Y		Aqua Feat - Spray	Aquatic feature, Spray (Destination Sprayground) – Consists of many and varied spray features. Does not have standing water, but is large and varied enough to attract users from outside the immediate neighborhood.
Y		Aqua Feat - Complex	Aquatic feature, Complex (Aquatic Park) – A facility that has at least one lap pool and one separate spray ground or feature.
Y		Archery Range	Archery Range – A designated area for practice and/or competitive archery activities. Meets safety requirements and has appropriate targets and shelters.
Y		Backstop - Practice	Backstop, Practice – Describes any size of grassy area with a practice backstop, used for practice or pee-wee games.
Y		Ballfield	Ballfield – Describes softball and baseball fields of all kinds. Not specific to size or age-appropriateness.
Y		Basketball	Basketball – Describes a stand-alone full sized outdoor court with two goals. Half courts scored as (.5). Not counted if included in Multiuse Court.
Y		Batting Cage	Batting Cage – A stand-alone facility that has pitching machines and restricted entry.
Y	Y	Blueway	Blueway – River, Stream or canal, that is used for aquatic recreation.
Y		BMX Course	BMX Course – A designated area for non-motorized Bicycle Motocross. Can be constructed of concrete or compacted earth.
Y		Bocce Ball	Bocce Ball - Outdoor courts designed for bocce ball. Counted per court.
N	N	Concessions	Concessions - A separate structure used for the selling of concessions at ballfields, pools, etc. May include restrooms.
Y		Disk Golf	Disk Golf – Describes a designated area that is used for disk golf. Includes permanent basket goals and tees. Scored per 18 holes.
Y	Y	Dog Park	Dog Park – Also known as “a park for people with dogs” or “canine off-leash area”. An area designed specifically as an off-leash area for dogs and their guardians.
Y		Driving Range	Driving Range - An area designated for golf practice or lessons.
Y	Y	Educational Experience	Educational Experience - Signs, structures or historic features that provide an educational, cultural or historic experience.
Y		Equestrian Facilities	Equestrian Facilities -
	Y	Event Space	Event Space - A designated area or facility for outdoor performances, classrooms or special events, including amphitheaters, band shell, stages, etc.
Y		Fitness Course	Fitness course – Consists of an outdoor path that contains stations that provide instructions and basic equipment for strength training.
Y	Y	Garden - Community	Garden, Community (vegetable) – Describes any garden area that provides community members a place to have personal vegetable/flower gardens.
	Y	Garden - Display	Garden, Display – Describes any garden area that is designed and maintained to provide a focal point in a park. Examples include: rose garden, fern garden, native plant garden, wildlife garden, arboretum, etc.
Y		Golf	Golf – Counted per 18 holes. (18 hole course = 1 and 9 hole course = .5)
Y		Handball	Handball – Outdoor courts designed for handball.
Y		Hockey - In-line	Hockey, In-line - Regulation size outdoor rink built specifically for league in-line hockey games and practice.
Y		Hockey - Ice	Hockey, Ice – Regulation size outdoor rink built specifically for league ice hockey games and practice.
Y		Horseshoes	Horseshoes – A designated area for the game of horseshoes. Including permanent pits of regulation length. Counted per court.
Y	Y	Loop Walk	Loop Walk – Any sidewalk or path that is configured to make a complete loop around a park or feature and that is sizeable enough to use as a exercise route (min. ¼ mile - 1320 ft. - in length)
Y		Miniature Golf	Miniature Golf - Outdoor miniature golf course.

Y	MP Field - Small	Multi-purpose field, Small – Describes a specific field large enough to host at least one youth field sport game. Minimum field size is 45' x 90' (15 x 30 yards). Possible sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Y	MP Field - Large	Multi-purpose field, Large – Describes a specific field large enough to host at least one adult field sport game. Minimum field size is 180' x 300' (60 x 100 yards). Possible sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Y	MP Field - Multiple	Multi-purpose field, Multiple – Describes an area large enough to host a minimum of one adult game and one youth game simultaneously. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of field sports. Minimum field size is 224' x 468' (75 x 156 yards). Possible sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use. Neighborhood or community component
Y	Multise Court	Multise Court - A paved area that is painted with games such as hopscotch, 4 square, basketball, etc. Often found in school yards. Note the quantity of basketball hoops in comment section.
Y	Natural Area	Natural area – Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands and wetlands.
Y	Open Turf	Open Turf – A grassy area that is not suitable for programmed field sports due to size, slope, location or physical obstructions. Primary uses include walking, picnicking, Frisbee, and other informal play and uses that require an open grassy area.
Y	Open Water	Open Water – A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Y	Passive Node	Passive Node - A place that is designed to create a pause or special focus within a park, includes seating areas, passive areas, plazas, overlooks, etc.
Y	Picnic Grounds	Picnic Grounds - A designated area with several, separate picnic tables.
Y	Playground - Dest	Playground - Destination – Playground that serves as a destination for families from the entire community, has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Y	Playground - Local	Playground - Local-Playground that is intended to serve the needs of the surrounding neighborhood. Generally doesn't have restrooms or on-site parking.
Y	Public Art	Public Art – Any art installation on public property.
Y	Racquetball	Racquetball – Outdoor courts designed for racquetball.
N	Restroom	Restroom - A separate structure that may or may not have plumbing. Does not receive a neighborhood or community score. This is scored in the Comfort and Convenience section.
Y	Ropes Course	Ropes Course - An area designed as a ropes challenge course for use in team building skills
Y	Shelter - Group	Shelter – Large/Group– A shade shelter with picnic tables, large enough to accommodate a group picnic or other event for at least 25 persons with seating for a minimum of 12 - may include restrooms.
Y	Shelter	Shelter – Small/Individual– A shade shelter with picnic tables, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4.
Y	Shooting Range	Shooting Range– A designated area for practice and competitive firearms shooting activities. Meets safety requirements and has appropriate targets and shelters.
Y	Shuffleboard	Shuffleboard - Outdoor courts designed for shuffleboard.
Y	Skate Feature	Skate Feature – A stand-alone feature in a park. May be associated with a playground but is not considered a part of it.
Y	Skate Park	Skate park – An area set aside specifically for skateboarding, in-line skating, or free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Usually has a variety of concrete features and has a community draw.
Y	Sledding Hill	Sledding Hill - An area designated for sledding use that is free from obstacles or street encroachment.
Y	Tennis	Tennis courts –One regulation court that is fenced and has nets.

Y		Tennis Complex	Tennis Complex –Regulation courts that are fenced and have nets. Placed in a group of 8 or more courts.
Y		Track - Competition	Track, competition – A multi-lane, regulation sized track appropriate for competitive track and field events and available for public use. Community component.
Y	Y	Trails - primitive	Trails - primitive– Trails, unpaved, that is located within a park or natural area. That provides recreational opportunities or connections to users. Measured per each if quantity available.
Y	Y	Trails-multi-use	Trails-multi-use– Trails, paved or unpaved, that are separated from the road and provide recreational opportunities or connections to walkers, bikers, roller bladers and equestrian users. Located within a dedicated ROW. May run through a park or parks but is not wholly contained within a single park. Can be a component of a park if it goes beyond the park boundaries, or can be its own park type. Measured in miles.
N	N	Utility Structure	Utility Structure - A separate structure used for maintenance, storage, etc. Does not receive a Neighborhood or Community score.
Y		Volleyball	Volleyball court - One full-sized court. Surface may be grass, sand, or asphalt. May have permanent or portable posts and nets.
Y	Y	Water Feature	Water feature – A passive water-based amenity that provides a visual focal point. Includes fountains, and waterfalls
		Water Access - Developed	Water Access - Developed - Includes docks, piers, boat ramps, fishing facilities, etc. Receives quantity for each pier, dock, etc.
	Y	Water Access - General	Water Access - General - Measures a pedestrian's general ability to have contact or an experience with the water. Usually receives quantity of one for each park.

Appendix C - GRASP[®] Scoring Methodology and Process

INVENTORY DATA COLLECTION PROCESS

A detailed inventory of all parks and recreational facilities was conducted. The inventory located and catalogued all of the components and evaluated each one as to how well it was serving its intended function within the system. This information was used to analyze the *Levels of Service* provided by the system.

The inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and the town's Geographic Information System (GIS). Components identified in the aerial photo were given GIS points and names according to the GRASP[®] list of standard components (**Appendix D**).

Next, field visits were conducted by the consulting team and by Town staff to confirm the preliminary data and collect additional information. Additionally indoor facilities were scored and for the purposes of this study, each space is considered a component and is scored based on its intended function.

During the field visits and evaluations, missing components were added to the data set, and each component was evaluated as to how well it met expectations for its intended function. During the site visits, the following information was collected:

- Component type
- Component location
- Evaluation of component condition
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

After the inventory was completed, it was given to the Town for final review and approval.

Component Scoring

The approved inventory is the basis for the creation of values used in the GRASP[®] analysis. Each component received a functional score that is related to the quality, condition, and ability of the space to meet operational and programming needs.

The range of scores for each component is as follows:

- **Below Expectations (BE)** – The component does not meet the expectations of its intended primary function. Factors leading to this may include size, age, accessibility, or others. Each such component was given a score of **1** in the inventory.
- **Meeting Expectations (ME)** – The component meets expectations for its intended function. Such components were given scores of **2**.
- **Exceeding Expectations (EE)** – The component exceeds expectations, due to size, configuration, or unique qualities. Such components were given scores of **3**.
- If the feature exists but is not useable because it is unsafe, obsolete, or dysfunctional, it may be listed in the feature description, and assigned a **score of zero (0)**.

If a feature is used for multiple functions, such as a softball field that is also used for T-Ball or youth soccer games, it is scored only once under the description that best fits the use that for which the feature is designed.

GRASP[®] SCORING

Neighborhood and Community Scoring

Components were evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community.

Neighborhood Score

Each component was evaluated from the perspective of a resident that lives nearby. High scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood. Components that do not have a high neighborhood score may not be located within walking distance of residents, have nuisance features such as sports lighting, or may draw large crowds for which parking is not provided.

Community Score

Additionally each component is evaluated from the perspective of residents in the community as a whole. High scoring components in this category may be unique components within the parks and recreation system, have a broad draw from throughout the community, have the capacity and associated facilities for community-wide events, or are located in areas that are accessible only by car.

Indoor Components

Indoor components are generally thought to be accessible to the entire community, partially because it is often not financially feasible to provide indoor facilities at a walking distance from every distance from each residence. Additionally indoor facilities often provide programs and facilities that are geared to the community as a whole, or in larger communities, are intended for a region of the Town. For these reasons, indoor facilities are given only one score.

Modifiers (Comfort and Convenience Features) Scoring

Outdoor Modifiers

Besides standard components, this inventory also evaluates features that provide comfort and convenience to the users. These are things that a user might not go to the parks specifically to use, but are things that enhance the users' experience by making it a nicer place to be and include: drinking fountains, seating, BBQ grills, dog stations, security lighting, bike parking, restrooms, shade, connections to trails, park access, parking, picnic tables, and seasonal and ornamental plantings. These features are scored as listed above with the 1-3 system. In this case it is not important to get a count of the number or size of these components; instead the score should reflect the ability of the item to serve the park.

Indoor Modifiers

For indoor facilities the comfort and convenience features change slightly to reflect the characteristics of the building. Building modifier categories include: site access, setting aesthetics, building entry function, building entry aesthetics, overall building condition, entry desk, office space, overall storage, and restrooms and/or locker rooms.

Activity and Sports Lighting

This modifier accounts for lighting that allows for component use in the evening/night hours and is applied to the quantity of the component as it affectively expands the capacity of the component. This modifier does not apply to security lighting.

Shade

Like Sports and Activity lighting, shade can be added to outdoor components to extend use beyond normal hours or seasons.

Design & Ambience Scoring

Using the same rating system that is used for components and modifiers, the quality of Design and Ambience is scored. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer

Trails Scoring

Because traveling the length of any given trail is difficult, trail information is often collected with the aid of staff. Trails can be scored as independent parks or greenways or as individual components within another park. The former type of trail receives its own set of scores for modifiers and design and ambience. The trail in the latter situation takes on the modifiers and design and ambience of the larger park in which it resides.

Ownership Modifier

This modifier is generally a percentage that is applied to the GRASP[®] score after other modifiers have been applied. It accounts for access and control of components that are provided by alternative providers. For example, in most cases schools are given a 50% ownership modifier, which halves the GRASP[®] score to account for the limited access that the neighborhood has to school facilities.

ANALYSIS INSETS AND GRASP® TARGET SCORES

GRASP® perspectives show the cumulative level of service available to a resident at any given location in the town. It is a blended value based on the number and quality of opportunities to enjoy a recreation experience that exist in a reasonable proximity to the given location. For this study, the goal is to provide some minimum combination of opportunities to every residence, and a GRASP® score can be calculated that represents this minimum.

For the **composite and walkability** perspectives, the following goal was established:

LOS Goal: to offer a selection of active and passive recreation opportunities (indoor or outdoor) to every residence, along with access to a recreational trail of which components, modifiers, and design and ambiance are meeting expectations. Each resident will have access within 1/3 mile of their home to four recreation components and one recreational trail.

Additionally, perspectives were generated that only show one component or a specific set of components. For these perspectives LOS goals were established per perspective.

Note: Aside from meeting this goal, the mix of components also needs to be considered. For example, a home that is within 1/3 mile of four tennis courts and no other amenities would meet the basic numeric standard, but not the intent of the standard. Based on this, it is recommended that the goal be to provide the minimum score to as many homes as possible, but also to exceed the minimum by some factor whenever possible.

Appendix D - GRASP[®] History and Methodology

GRASP[®] (Geo-Referenced Amenities Standards Program) Composite-Values Level of Service Analysis Methodology

Analysis of the existing parks, open space, trails, and recreation systems are often conducted in order to try and determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

Brief History of Level of Service Analysis

In order to help standardize parks and recreation planning, universities, agencies and parks and recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, etc., a community *should* have. In 1906, the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970’s and early 1980’s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as “traditional standards,” but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, “Recreation, Park and Open Space Standards and Guidelines,” that was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” **these standards were never formally adopted for use by NRPA.**

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes and performance, and more on planning, organizational structure, and management processes. **In essence, the popularly referred to “NRPA standards” for LOS, as such, do not exist.** The following table gives some of the more commonly used capacity “standards” today.

Commonly Referenced LOS Capacity “Standards”

Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
Baseball Official Little League	3.0 to 3.85 acre minimum 1.2 acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Basketball Youth High school	2,400 – 3,036 vs. 5,040 – 7,280 s.f.	¼ to ½ mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 per 5,000
Football	Minimum 1.5 acres	15 – 30 minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
Soccer	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
Softball	1.5 to 2.0 acres	¼ to ½ mile May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
Swimming Pools	Varies on size of pool & amenities; usually ½ to 2- acre site	15 – 30 minutes travel time Pools for general community use should be planned for teaching, competitive & recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3% to 5% of total population at a time)
Tennis	Minimum of 7,200 s.f. single court area (2 acres per complex	¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000
Volleyball	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
Total land Acreage		Various types of parks - mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000

Sources:

David N. Ammons, *Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards*, 2nd Ed., 2002

Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways Guidelines*, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- Is it a urban land-locked community? Is it a small town surrounded by open Federal lands?
- What about quality and condition? Are there a bunch of ballfields that have not been maintained in the last ten years?
- And, many other questions....

GRASP®

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a **composite-values methodology** and has been applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Program)**. For this methodology, capacity is only part of the LOS equation. Other factors are brought into consideration, including *quality, condition, location, comfort, convenience, and ambience*.

To do this, parks, trails, recreation, and open space are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The ways in which the characteristics listed above affect the amount of service provided by the components of the system are explained in the following text.

Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

Condition – The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers a higher degree of service than one that is full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach of it than it is to someone living all the way across town. Therefore, service is dependent upon proximity and access.

Comfort – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.

Convenience – Convenience encourages people to use a component, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

Ambience – Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. A well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.

In this methodology, the geographic location of the component is also recorded. Capacity is still part of the LOS analysis (described below) and the quantity of each component is recorded as well.

The methodology uses comfort, convenience, and ambience as characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically this begins with a decision on “**relevant components**” for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the **GRASP**[®] analysis of the study area.

Making Justifiable Decisions

All of the data generated from the GRASP[®] evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP[®] methodology provides not only accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program and financial assessment, GRASP[™] allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

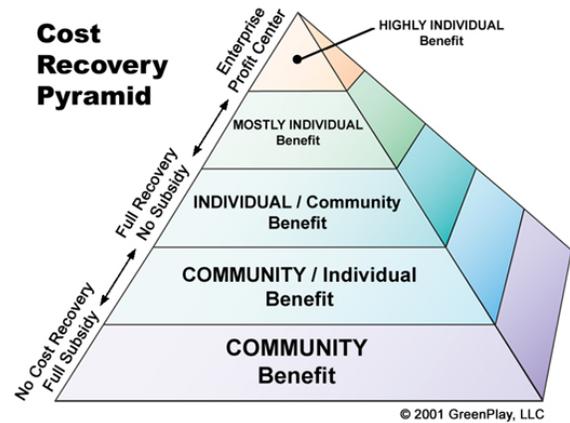
Appendix E – GRASP® Perspectives & Maps

Appendix F – Cost Recovery Pyramid Methodology

COST RECOVERY PYRAMID METHODOLOGY

The creation of a cost recovery philosophy and policy is a key component to maintaining an agency’s financial control, equitably priced offerings, and identifying core programs, facilities and services.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff and ultimately of citizens. Whether or not significant changes are called for, the organization wants to be certain that it is philosophically aligned with its constituents. The development of the cost recovery philosophy and policy is built upon a very logical foundation, using the understanding of who is benefiting from the parks and recreation service to determine how that service should be paid for.



The development of the cost recovery philosophy can be separated into the following steps:

Step 1 – Building on Your Mission - What is Your Mission?

The entire premise for this process is to fulfill the Community mission. It is important that organizational values are reflected in the mission. Often mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission. This is accomplished by involving staff in a discussion of a variety of Filters.

Step 2 – Understanding Filters and the Pyramid

Filters are a series of continuums covering different ways of viewing service provision. The **Primary Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however, forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations. The other filters are explained later.

Filter	Definition
Benefit	Who benefits from the service? (Skill development, education, physical health, mental health, safety)
Commitment	What is the intensity of the program?
Trends	Is it tried and true or a fad?
Obligation	Is it our role to provide? (Is it legally mandated, e.g. ADA)
Market	What is the effect of the program in attracting customers?
Relative Cost to Provide	What is the cost per participant?
Environmental Impact	What is the impact to the resource or other visitors?
Political	What out of our control?
Who We Serve	Are we targeting certain populations?

THE BENEFITS FILTER

The principal foundation of all the filters is the **Benefits Filter**. It is shown first as a continuum and then applied to the Cost Recovery Pyramid model.

Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation program. Programs appropriate to higher levels of the pyramid should only be offered when the preceding levels below are full enough to provide a foundation for the next level. This foundation and upward progression is intended to represent the public parks and recreation core mission, while also reflecting the growth and maturity of an organization as it enhances its program and facility offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

COMMUNITY Benefit

The foundational level of the pyramid is the largest, and includes those programs, facilities, and services that benefit the **COMMUNITY** as a whole. These programs, facilities, and services can increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services and facilities through taxes. These services are offered to residents at minimal or no fee. A large percentage of the tax support of the agency would fund this level of the pyramid.



Examples of these services could include the existence of the community parks and recreation system, the ability for youngsters to visit facilities on an informal basis, development and distribution of marketing brochures, low-income or scholarship programs, park and facility planning and design, park maintenance, or others.

NOTE: All examples are generic - your programs and services may be very different based on your agencies mission, demographics, goals, etc.

COMMUNITY / Individual Benefit

The second and smaller level of the pyramid represents programs, facilities, and services that promote individual physical and mental well-being, and provide recreation skill development. They are generally the more traditionally expected services and beginner instructional levels. These programs, services, and facilities are typically assigned fees based on a specified percentage of direct and indirect costs. These costs are partially offset by both a tax subsidy to account for the **COMMUNITY** Benefit and participant fees to account for the **INDIVIDUAL** Benefit.



Examples of these services could include the ability of teens and adults to visit facilities on an informal basis, ranger led interpretive programs, and beginning level instructional programs and classes, etc.

INDIVIDUAL / Community Benefit

The third and even smaller level of the pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of recreational skill development. This level provides more **INDIVIDUAL** Benefit and less **COMMUNITY** Benefit and should be priced accordingly. The individual fee is higher than for programs and services that fall in the lower pyramid levels.



Examples of these services could include summer recreational day camp, summer sports leagues, year-round swim team, etc.

MOSTLY INDIVIDUAL Benefit

The fourth and still smaller pyramid level represents specialized services generally for specific groups, and may have a competitive focus. In this level programs and services may be priced to recover full cost, including all direct and indirect expenses.



Examples of these services might include specialty classes, golf, and outdoor adventure programs. Examples of these facilities might include camp sites with power hook-ups.

HIGHLY INDIVIDUAL Benefit

At the top of the pyramid, the fifth and smallest level represents activities that have a profit center potential, and may even fall outside of the core mission. In this level, programs and services should be priced to recover full cost plus a designated profit percentage.



Examples of these activities could include elite diving teams, golf lessons, food concessions, company picnic rentals and other facility rentals, such as for weddings, or other services.

Step 3 – Sorting Services

It is critical that this sorting step be done with staff, and with governing bodies and citizens in mind. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, missions, and values of the organization. It is the time to develop consensus and get everyone on the same page, the page you write together. Remember, as well, this effort must reflect the community and must align with the thinking of policy makers.

Sample Policy Language:

XXX community brought together staff from across the department to sort existing programs into each level of the pyramid. This was a challenging step. It was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different staff members had to say about

serving culturally and economically different parts of the community; about historic versus recreational parks; about adults versus youth versus seniors; about weddings and interpretive programs; and the list goes on. It was important to push through the “what” to the “why” to find common ground. This is the basic philosophy behind the sorting process.

Step 4 – Understanding the Other Filters

Inherent in sorting programs into the pyramid model using the benefits filter is the realization that other filters come into play. This can result in decisions to place programs in other levels than might first be thought. These filters also follow a continuum form however do not necessarily follow the five levels like the benefits filter. In other words, the continuum may fall totally within the first two levels of the pyramid. These filters can aid in determining core programs versus ancillary programs. These filters represent a layering effect and should be used to make adjustments to an initial placement in the pyramid.

THE MARKETING FILTER: What is the effect of the program in attracting customers?



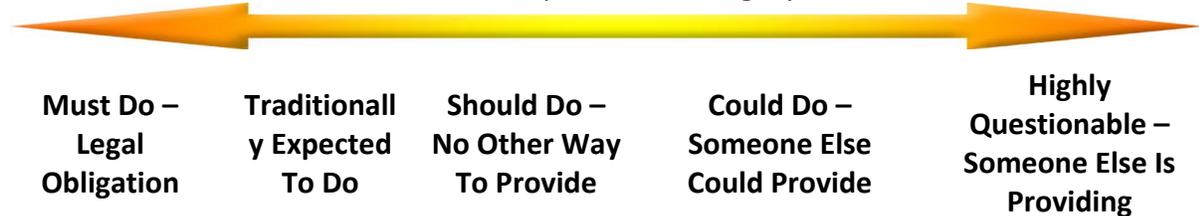
THE COMMITMENT FILTER: What is the intensity of the program, what is the commitment of the participant?



THE TRENDS FILTER: Is the program or service tried and true, or is it a fad?



THE OBLIGATION FILTER: Is it our role to provide? Is it legally mandated?



THE RELATIVE COST TO PROVIDE FILTER: What is the cost per participant?



THE ENVIRONMENTAL IMPACT FILTER: What is the impact to the resource or other visitors?



WHO WE SERVE: Are we targeting certain populations?



THE POLITICAL FILTER: What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid.

Step 5 – Determining Current Subsidy/Cost Recovery Levels

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. Determine what the current subsidy level is for the programs sorted into each level. There may be quite a range in each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

Step 6 – Assigning Desired Subsidy/Cost Recovery Levels

Ask these questions: Who benefits? Who pays? Now you have the answer; who benefits – pays! The tax subsidy is used in greater amounts at the bottom levels of the pyramid, reflecting the benefit to the **Community** as a whole. As the pyramid is climbed, the percentage of tax subsidy decreases, and at the top levels it may not be used at all, reflecting the **Individual** benefit. So, what is the right percentage of tax subsidy for each level? It would be appropriate to keep some range within each level; however, the ranges should not overlap from level to level.

Again, this effort must reflect your community and must align with the thinking of your policy makers. In addition, pricing must also reflect what your community thinks is reasonable, as well as the value of the offering.

Examples

Many times categories at the bottom level will be completely or mostly subsidized, but you may have a small cost recovery to convey value for the experience. The range for subsidy may be 90-100% - but it may be higher, depending on your overall goals.

The top level may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, your organization may not have any activities or services in the top level.

Step 7 – Adjust Fees to Reflect Your Comprehensive Cost Recovery Philosophy

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. Your organization sets your target based on your mission, stakeholder input, funding, and/or other circumstances. This exercise may have been completed to determine present cost recovery level. Or, you may have needed to increase your cost recovery from where you are currently to meet budget targets. Sometimes just implementing the policy equitably to existing programs is enough, without a concerted effort to increase fees. Now that this information is apparent, the organization can articulate where it has been and where it is going – by pyramid level and overall, and fees can be adjusted accordingly.

Step 8 – Use Your Efforts to Your Advantage in the Future

The results of this exercise may be used:

- To articulate your comprehensive cost recovery philosophy;
- To train staff at all levels as to why and how things are priced the way they are;
- To shift subsidy to where it is most appropriately needed;
- To recommend program or service cuts to meet budget subsidy targets, or show how revenues can be increased as an alternative; and,
- To justify the pricing of new programs.

This Sample Cost Recovery Philosophy and Policy Outline is provided by:



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Appendix G – Sample Partnership Policy

Sample XX Partnership Policy and Proposal Format

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XX Partnership Policy And Proposal Format

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I. XX Partnership Policy

A. Purpose

This policy is designed to guide the process for XX to partner with private, non-profit, or other governmental entities for the development, design, construction, and operation of recreational or related facilities and/or program partnerships that may occur on the Agency property.

XX would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the Agency to develop recreational and related facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the Agency, as well as for the citizens of the community.

This policy document is designed to:

- Provide essential background information,
- Provide parameters for gathering information regarding the needs and contributions of potential partners, and
- Identify how the partnerships will benefit XX and the community.

Part Two, The “Proposed Partnership Outline Format”, provides a format that is intended to help guide Proposing Partners in creating a proposal for review with XX staff.

B. Background and Assumptions

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community’s benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

A Note on Privatization:

This application is specific for proposed partnering for new facilities or programs. This information does not intend to address the issue of privatization or transferring existing agency functions to a non-agency entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The agency is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current agency functions, please call or outline your ideas in a letter for the agency’s consideration.

In order for partnerships to be successful, research has shown that the following elements should be in place prior to partnership procurement:

- There must be support for the concept and process of partnering from the very highest organizational level, i.e. the Board of Trustees, City Council, and/or Department Head.
- The most successful agencies have high-ranking officials that believe that they owe it to their citizens to explore partnering opportunities whenever presented, those communities both solicit partners and consider partnering requests brought to them.
- It is very important to have a Partnership Policy in place before partner procurement begins. This allows the agency to be proactive rather than reactive when presented with a partnership opportunity. It also sets a “level playing field” for all potential partners, so that they can know and understand in advance the parameters and selection criteria for a proposed partnership.
- A partnership policy and process should set development priorities and incorporate multiple points for go/no-go decisions.
- The partnership creation process should be a public process, with both Partners and the Partnering Agency well aware in advance of the upcoming steps.

C. Partnership Definition

For purposes of this document and policy, a Proposed Partnership is defined as:

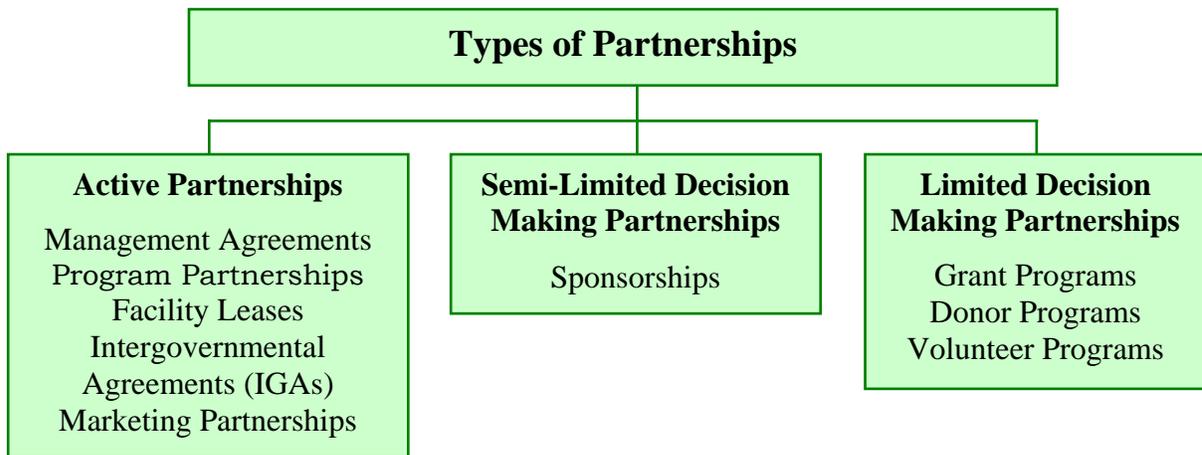
"An identified idea or concept involving XX and for-profit, non-profit, and/or governmental entities, outlining the application of combined resources to develop facilities, programs, and/or amenities for the Agency and its citizens."

A partnership is a cooperative venture between two or more parties with a common goal, who combine complementary resources to establish a mutual direction or complete a mutually beneficial project. Partnerships can be facility-based or program-specific. The main goal for XX partnerships is enhancing public offerings to meet the mission and goals of the Agency. XX is interested in promoting partnerships, which involve cooperation among many partners, bringing resources together to accomplish goals in a synergistic manner. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various

projects and increase public support for community recreation goals. Partners often have flexibility to obtain and invest resources/dollars on products or activities where municipal government may be limited.

Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds, (5) labor, (6) materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy.



D. Possible Types of Active Partnerships

XX is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed “Active” Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

Examples of Public/Private Partnerships

- A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on Agency land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and needs a spot to place it.
- Several neighboring businesses see the need for a place for their employees to work out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the Agency to operate for additional public users.
- A biking club wants to fund the building of a racecourse through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the Agency in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the Agency.
- A garden club wants land to build unique butterfly gardens. they will tend the gardens and just need a location and irrigation water.

Examples of Public/Non-Profit Partnerships

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the Agency to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the Agency to lease the land.

Examples of Public/Public Partnerships

- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build two gyms adjacent to Agency facilities to share for their training during the day. The gyms would be open for the Agency to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the Agency manages and maintains the wall to provide public use during off hours.
- A university needs meeting rooms. They fund a multi-use building on Agency land that can be used for Agency community programs at night.

E. Sponsorships

XX is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see ***the XX Sponsorship Policy*** for more information.

F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs

While this policy document focuses on the parameters for more active types of partnerships, the Agency is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

G. Benefits of Partnerships with XX

The Agency expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

Benefits for the Agency and the Community:

- Merging of resources to create a higher level of service and facility availability for community members.
- Making alternative funding sources available for public community amenities.
- Tapping into the dynamic and entrepreneurial traits of private industry.
- Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
- Meeting the needs of specific groups of users through the availability of land for development and community use.

Benefits for the Partners:

- Land and/or facility availability at a subsidized level for specific facility and/or program needs.
- Sharing of the risk with an established stable governmental entity.

- Becoming part of a larger network of support for management and promotion of facilities and programs.
- Availability of professional Agency recreation and planning experts to maximize the facilities and programs that may result.
- Availability of Agency staff facilitation to help streamline the planning and operational efforts.

II. The Partnering Process

The steps for the creation of a partnership with the XX are as follows:

- A. XX will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the Agency. This will be done through notification in area newspapers, listing in the brochure, and through any other notification method that is feasible.
- B. The proposing partner takes the first step to propose partnering with the Agency. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Agency asks for a **Preliminary Proposal** according to a specific format as outlined in ***Part Two - Proposed Partnership Outline Format***.
- C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Agency Mission and Goals, and the Selection Criteria, an Agency staff or appointed representative will be assigned to work with potential partners.
- D. The Agency representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Agency representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Agency departments, providing guidance for the partners as to necessary steps.
- E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the Agency to seek a **Request For Proposal (RFP)** from competing/ collaborating organizations.

Request For Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than \$5,000, and the Agency has not already undergone a public process for solicitation of that particular type of partnership, the Agency will request Partnership Proposals from other interested private entities for identical and/or

complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- F. For most projects, a **Formal Proposal** from the partners for their desired development project will need to be presented for the Agency's official development review processes and approvals. The project may require approval by the Legal, Planning, Fire and Safety, Finance and/or other Agency Departments, Parks and Recreation Advisory Board, Planning Board, Elected Officials, and/or the Agency Manager's Office, depending on project complexity and applicable Agency Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the Agency for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.
- G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Agency's staff, while some projects may proceed most efficiently if the Agency contributes staff resources to the partnership.
- H. The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Agency staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- I. Specific **Partnership Agreements** appropriate to the project will be drafted jointly. There is no specifically prescribed format for **Partnership Agreements**, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
 - Lease Agreements
 - Management and/or Operating Agreements
 - Maintenance Agreements
 - Intergovernmental Agreements (IGAs)
 - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the Agency for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- J. If all is approved, the Partnership begins. The Agency is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation, the types of measures used, and details on what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

III. The Partnership Evaluation Process

A. Mission Statements and Goals

All partnerships with XX should be in accord with the Agency's and any specifically affected Department's Mission and Goals. For purposes of example for this policy, the following sections utilize the XX's Parks & Recreation Department's Mission and Goals to represent how a proposed partnership for that Department would be preliminarily evaluated:

NEED SPECIFIC MISSION STATEMENT

Sample XX Parks & Recreation Mission Statement:

The XX Parks & Recreation Department provides and cares for public park lands and creates opportunities for personal growth. We work with the citizens of the Agency to provide a broad spectrum of opportunities to renew, restore, refresh, and recreate, balancing often stressful life-styles. We encourage the participation of individuals and families to develop the highest possible level of physical and mental well-being. We believe that well-balanced, healthy people contribute to a productive and healthy community.

NEED SPECIFIC GOALS

Sample Goals of the Park & Recreation Department:

- Promoting physical and mental health and fitness
- Nourishing the development of children and youth
- Helping to build strong communities and neighborhoods
- Promoting environmental stewardship
- Providing beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserving cultural and historic features within the Agency's parks and recreation systems

Providing a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

B. Other Considerations

1. Costs for the Proposal Approval Process

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Agency ordinances.

Successful Partnerships will take these costs into account and may plan for Agency recovery of some or all of these costs within the proposal framework. Some of these costs could be reimbursed through a negotiated agreement once operations begin, considered as construction expenses, or covered through some other creative means.

2. Land Use and/or Site Improvements

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as Agency contributions and may need to be negotiated for a project include:

- Any Facilities or non-existent Infrastructure Construction
- Roads or Street improvements
- Maintenance to Specified Standards
- Staffing
- Parking
- Snow Removal
- Lighting
- Outdoor Restrooms
- Water Fountains
- Complementary uses of the Site
- Utility Improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.)
- Custodial Services
- Trash Removal

3. Need

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need. Proposals should specifically explain how if they propose to be made available with a subsidy, as would be the case if a partnership is made through the dedication of public land or facilities as a lower than market value.

4. Funding

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for Agency citizens, will the Agency consider contributing resources at a below market value to a project. The Agency recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal.

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Getting alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. A local librarian can help with foundation and grant resources. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

All plans for using alternative funding should be clearly identified. The Agency has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.

C. Selection Criteria

In assessing a partnership opportunity to provide facilities and services, the Agency will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two gives a structure to use in creating a proposal. Agency staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Agency and affected Department's Mission Statement and Goals?
- How does the proposed facility fit into the current Agency and the affected Department's Master Plan?
- How does the facility/program meet the needs of Agency residents?
- How will the project generate more revenue and/or less cost per participant than the Agency can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?

- How much of the existing need is now being met within the Agency borders and within adjacent Agencies?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the Agency of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants
- What are the overall benefits for both the Agency and the Proposing Partners?

D. Additional Assistance

XX is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.
- Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the XX Comprehensive and Master Plans, the Parks and Recreation Master Plan, site maps, and other documents are available at the Agency Offices. These documents may be copied or reviewed, but may not be taken off-site.
- The XX Web Site (*insert web site address here*) has additional information.
- If additional help or information is needed, please call (###) ###-####.

Part Two

Proposed Partnership Outline Format

(Sample format to be used by the Parks & Recreation Department)

Please provide as much information as possible in the following outline form.

I. Description of Proposing Organization:

- Name of Organization
- Years in Existence
- Contact Names, Mailing Address
- Physical Address, Phone, Fax, E-mail
- Purpose of Organization
- Services Provided
- Member/User Profiles
- Accomplishments
- Legal Status

II. Summary of Proposal (100 words or less)

What is being proposed?

III. Benefits to the Partnering Organization

Why is your organization interested in partnering with the XX Parks & Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

IV. Benefits to the XX Parks & Recreation Department

Please individually list and discuss the benefits (monetary and non-monetary) for the XX Parks & Recreation Department and residents of the Agency.

V. Details (as currently known)

The following page lists a series of **Guiding Questions** to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of XX Parks & Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

Guiding Questions

Meeting the Needs of our Community:

- In your experience, how does the project align with park and recreation goals?
- How does the proposed program or facility meet a need for Agency residents?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

The Financial Aspect:

- Can the project generate more revenue and/or less cost per participant than the Agency can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants? What are the anticipated prices for participants?
- What resources are expected to come from the Parks & Recreation Department?
- Will there be a monetary benefit for the Agency, and if so, how and how much?

Logistics:

- How much space do you need? What type of space?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEO requirements?

Agreements and Evaluation:

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure the Agency of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of “exit strategies” should we include?
- What should be done if the project does not meet the conditions of the original agreements?

Appendix H – Sample Sponsorship Policy

SAMPLE

XX

**Parks & Recreation
Department**

Sponsorship Policy

Created for XX by:



3050 Industrial Lane, Suite 200, Broomfield, CO 80020
Tel: (303) 439-8369 Fax: (303) 439-0628 Toll Free: 1 (866) 849-9959
E-mail: Info@GreenPlayLLC.com Web: www.GreenPlayLLC.com

XX Parks & Recreation Department

Sponsorship Policy

Note: Terms in this document may need to be changed to directly reflect the terms used by and that are specific to the agency/organization, e.g. city, county, district, department, etc.

Introduction

The following guidelines in this Sponsorship Policy have been specifically designed for the XX Parks & Recreation Department, while considering that these guidelines may be later adapted and implemented on a city-wide basis. Some assumptions regarding this policy are:

- Partnerships for recreation and parks facilities and program development may be pursued based on the XX Partnership Policy, encouraging the development of partnerships for the benefit of the city, its citizens, and potential partners. Sponsorships are one type of partnership, and one avenue of procurement for alternative funding resources. The Sponsorship Policy may evolve as the needs of new projects and other City departments are incorporated into its usage.
- Broad guidelines are offered in this policy to delineate primarily which types of sponsors and approval levels are currently acceptable for the XX Parks & Recreation Department.
- The policy should ensure that the definition of potential sponsors may include non-commercial community organizations (for example: YMCA's and Universities), but does not include a forum for non-commercial speech or advertising.
- Sponsorships are clearly defined and are different from advertisements. Advertisements are one type of benefit that may be offered to a sponsor in exchange for cash or in-kind sponsorship.
- The difference between sponsors and donors must be clarified, as some staff and the public often confuse and misuse these terms.

Structure

Part A of this document gives the **Sponsorship Policy**

Part B gives the **Levels of Sponsorship Tiers and Benefits**

Part C provides the vocabulary and **Glossary of Sponsorship Terms**

Part A.
Sponsorship Policy
XX Parks & Recreation Department

I. Purpose

In an effort to utilize and maximize the community's resources, it is in the best interest of the City's Parks & Recreation Department to create and enhance relationship-based sponsorships. This may be accomplished by providing local, regional, and national commercial businesses and non-profit groups a method for becoming involved with the many opportunities provided by the Parks & Recreation Department. The Department delivers quality, life-enriching activities to the broadest base of the community. This translates into exceptional visibility for sponsors and supporters. It is the goal of the Department to create relationships and partnerships with sponsors for the financial benefit of the Department.

Sponsorships vs. Donations

It is important to note that there is a difference between a sponsorship and a donation. Basically, sponsorships are cash or in-kind products and services offered by sponsors with the clear expectation that an obligation is created. The recipient is obliged to return something of value to the sponsor. The value is typically public recognition and publicity or advertising highlighting the contribution of the sponsor and/or the sponsor's name, logo, message, products or services. The Sponsor usually has clear marketing objectives that they are trying to achieve, including but not limited to the ability to drive sales directly based on the sponsorship, and/or quite often, the right to be the exclusive sponsor in a specific category of sales. The arrangement is typically consummated by a letter of agreement or contractual arrangement that details the particulars of the exchange.

In contrast, a donation comes with no restrictions on how the money or in-kind resources are used. This policy specifically addresses sponsorships, the agreements for the procurement of the resources, and the benefits provided in return for securing those resources. Since donations or gifts come with no restrictions or expected benefits for the donor, a policy is generally not needed.

II. Guidelines for Acceptable Sponsorships

Sponsors should be businesses, non-profit groups, or individuals that promote mutually beneficial relationships for the Parks & Recreation Department. All potentially sponsored properties (facilities, events or programs) should be reviewed in terms of creating synergistic working relationships with regards to benefits, community contributions, knowledge, and political sensitivity. All sponsored properties should promote the goals and mission of the Parks & Recreation Department as follows:

NEED SPECIFIC MISSION STATEMENT

Sample XX Parks & Recreation Mission Statement:

NEED SPECIFIC GOALS

Sample Goals of the Park & Recreation Department:

III. Sponsorship Selection Criteria

A. Relationship of Sponsorship to Mission and Goals

The first major criterion is the appropriate relationship of a sponsorship to the above outlined Parks & Recreation Department’s Mission and Goals. While objective analysis is ideal, the appropriateness of a relationship may sometimes be necessarily subjective. This policy addresses this necessity by including Approval Levels from various levels of Agency management staff and elected officials, outlined in Section B, to help assist with decisions involving larger amounts and benefits for sponsorship.

The following questions are the major guiding components of this policy and should be addressed prior to soliciting potential sponsors:

- Is the sponsorship reasonably related to the purpose of the facility or programs as exemplified by the Mission Statement and Goals of the Department?
- Will the sponsorship help generate more revenue and/or less cost per participant than the Agency can provide without it?
- What are the real costs, including staff time, for procuring the amount of cash or in-kind resources that come with the generation of the sponsorship?

Sponsorships which shall NOT be considered are those which:

- Promote environmental, work, or other practices that, if they took place in the Agency, would violate U.S. or state law (i.e. - dumping of hazardous waste, exploitation of child labor, etc.), or promote drugs, alcohol, or tobacco, or that constitute violations of law.
- Duplicate or mimic the identity or programs of the Parks & Recreation Department or any of its divisions.
- Exploit participants or staff members of the Department.
- Offer benefits which may violate other accepted policies or the Sign Code.

B. Sponsorship Plan and Approval Levels

Each project or program that involves solicitation of Sponsors should, PRIOR to procurement, create a Sponsorship Plan specific to that project or program that is in line with the Sponsorship Levels given in **Part B**. This plan needs to be approved by the Management Team Members supervising the project and in accordance to Agency Partnership, Sponsorship and Sign Code policies. In addition, each sponsorship will need separate approval if they exceed pre-specified limits. The Approval Levels are outlined as follows:

Under \$1,000	The program or project staff may approve this level of Agreement, with review by their supervising Management Team Member.
\$1,001 to \$10,000	The Agreement needs approval of a Management Team Member.
\$10,001 to \$25,000	The Agreement needs approval of the entire Senior Management Team and Department Director
Over \$25,000	The Agreement needs approval by City Council.

C. No Non-Commercial Forum is Permitted

This criterion deals with the commercial character of a sponsorship message. The Agency intends to create a limited forum, focused on advertisements incidental to commercial sponsorships of Parks & Recreation facilities and programs. While non-commercial community organizations or individuals may wish to sponsor Department activities or facilities for various reasons, no non-commercial speech is permitted in the limited forum created by this policy:

Advertisements incidental to commercial sponsorship must primarily propose a commercial transaction, either directly, through the text, or indirectly, through the association of the sponsor's name with the commercial transaction of purchasing the commercial goods or services which the sponsor sells.

The reasons for this portion of the Policy include:

- The desirability of avoiding non-commercial proselytizing of a “captive audience” of event spectators and participants;
- The constitutional prohibition on any view-point related decisions about permitted advertising coupled with the danger that the Agency and the Parks & Recreation Department would be associated with advertising anyway;
- The desire of the Agency to maximize income from sponsorship, weighed against the likelihood that commercial sponsors would be dissuaded from using the same forum commonly used by persons wishing to communicate non-commercial messages, some of which could be offensive to the public;
- The desire of the Agency to maintain a position of neutrality on political and religious issues;
- In the case of religious advertising and political advertising, specific concerns about the danger of “excessive entanglement” with religion (and resultant constitutional violations) and the danger of election campaign law violations, respectively.

Guidelines for calculating the **Levels of Sponsorship Tiers and Benefits** are provided and outlined in **Part B**.

IV. Additional Guidelines for Implementation

A. Equitable Offerings

It is important that all sponsorships of equal levels across divisions within Parks & Recreation yield the same value of benefits for potential sponsors.

B. Sponsorship Contact Database

A designated staff person or representative of the Parks & Recreation Department will keep an updated list of all current sponsors, sponsored activities, and contacts related to sponsorship.

Purpose of Maintaining the Database:

- Limit duplicate solicitations of one sponsor
- Allow management to make decisions based on most appropriate solicitations and levels of benefits offered
- Keep a current list of all Department supporters and contacts
- Help provide leads for new sponsorships, if appropriate

For staff below Management Team level, access to the database will be limited to printouts of listings of names of sponsors and their sponsored events. This limited access will provide information to help limit duplicated solicitations, and will also protect existing sponsor relationships, while allowing the evaluation of future sponsorships to occur at a management level.

If a potential sponsor is already listed, staff should not pursue a sponsorship without researching the sponsor's history with the most recently sponsored division. If more than one division wishes to pursue sponsorship by the same company, the Management Team shall make a decision based on several variables, including but not limited to:

- History of sponsorship, relationships, and types of sponsorship needed
- Amount of funding available
- Best use of funding based on departmental priorities.

C. Sponsorship Committee

A committee consisting of the supervisors of each program using sponsorships and other management team designees shall meet twice per year to review the database, exchange current contract samples, and recommend adjusting benefit levels and policy as needed. Changes shall not take effect before approval by the Management Team.

Part B.
Levels of Sponsorship Tiers and Benefits

The following tiers are presented as a guideline for types of benefits that may be presented as opportunities for potential sponsors.

Each sponsorship will most likely need to be individually negotiated. One purpose for these guidelines is to create equity in exchanges across sponsorship arrangements. While for the sake of ease the examples given for levels are based on amount of sponsorship requested, the level of approval needed from Agency staff is really based on the amount of benefits exchanged for the resources. The levels of approval are necessary because the costs and values for different levels of benefits may vary, depending on the sponsorship. It is important to note that these values may be very different. Sponsors typically will not offer to contribute resources that cost them more than the value of resources that they will gain and, typically, seek at least a two to one return on their investment. Likewise, the Agency should not pursue sponsorships unless the total value the Agency receives is greater than the Agency's real costs.

A hierarchy of Sponsors for events, programs, or facilities with more than one sponsor is listed below from the highest level to the lowest. Not all Levels will necessarily be used in each Sponsorship Plan. Note that the hierarchy is not dependent on specific levels or amounts of sponsorship. Specific levels and amounts should be designed for each property before sponsorships are procured within the approved Sponsorship Plan. Complete definitions of terms are included in **Part C.**

Hierarchy of Sponsorship Levels (highest to lowest)

Parks and Recreation Department-Wide Sponsor ⇒
Facility/Park Title or Primary Sponsor ⇒
Event/Program Title or Primary Sponsor ⇒
Presenting Sponsor (Facility, Event or Program) ⇒
Facility/Park Sponsor ⇒
Program/Event Sponsor ⇒ Media Sponsor ⇒ Official Supplier ⇒
Co-sponsor

This hierarchy will help decide the amounts to ask various sponsors for, and determine what levels of benefits to provide. It is important to build flexibility and choice into each level so that sponsors can have the ability to choose options that will best fit their objectives. Note that the benefits listed under each level are examples of value. The listing does not mean that all of the benefits should be offered. It is a menu of options for possible benefits, depending on the circumstances. These are listed primarily as a guideline for **maximum** benefit values. It is recommended that each project create a project-specific Sponsorship Plan for approval in advance of Sponsorship procurement, based on the benefits available and the values specific to the project.

I. Sponsorship Assets and Related Benefits Inventory

TO BE DETERMINED FOR EACH AGENCY BASED ON OFFERINGS (PROPERTIES), VALUATION, AND DETERMINED BENEFITS

A tiered structure of actual values and approval levels should be determined as part of a Sponsorship Plan.

Part C.
Glossary of Sponsorship Terms

Activation

The marketing activity a company conducts to promote its sponsorship. Money spent on activation is over and above the rights fee paid to the sponsored property. Also known as leverage.

Advertising

The direct sale of print or some other types of City communication medium to provide access to a select target market.

Ambush Marketing

A promotional strategy whereby a non-sponsor attempts to capitalize on the popularity/prestige of a property by giving the false impression that it is a sponsor. Often employed by the competitors of a property's official sponsors.

Audio Mention

The mention of a sponsor during a TV or radio broadcast.

Business-to-Business Sponsorship

Programs intended to influence corporate purchase/awareness, as opposed to individual consumers.

Category Exclusivity

The right of a sponsor to be the only company within its product or service category associated with the sponsored property.

Cause Marketing

Promotional strategy that links a company's sales campaign directly to a non-profit organization. Generally includes an offer by the sponsor to make a donation to the cause with purchase of its product or service. Unlike philanthropy, money spent on cause marketing is a business expense, not a donation, and is expected to show a return on investment.

Cosponsors

Sponsors of the same property.

CPM (Cost Per Thousand)

The cost to deliver an ad message to a thousand people.

Cross-Promotions

A joint marketing effort conducted by two or more cosponsors using the sponsored property as the central theme.

Donations

Cash or in-kind gifts that do not include any additional negotiated conditions in return. Synonyms: Philanthropy, Patronage.

Editorial Coverage

Exposure that is generated by media coverage of the sponsored property that includes mention of the sponsor.

Emblem

A graphic symbol unique to a property. Also called a mark.

Escalator

An annual percentage increase built into the sponsorship fee for multi-year contracts. Escalators are typically tied to inflation.

Exclusive Rights

A company pays a premium or provides economic benefit in exchange for the right to be the sole advertised provider, at the most competitive prices, of goods purchased by consumers within Parks & Recreation Department facilities and parks.

Fulfillment

The delivery of benefits promised to the sponsor in the contract.

Hospitality

Hosting key customers, clients, government officials, employees and other VIPs at an event or facility. Usually involves tickets, parking, dining, and other amenities, often in a specially designated area, and may include interaction with athletes.

In-Kind Sponsorship

Payment (full or partial) of sponsorship fee in goods or services rather than cash.

Licensed Merchandise

Goods produced by a manufacturer (the licensee) who has obtained a license to produce and distribute the official Marks on products such as clothing and souvenirs.

Licensee

Manufacturer which has obtained a license to produce and distribute Licensed Merchandise.

Licensing

Right to use a property's logos and terminology on products for retail sale. Note: While a sponsor will typically receive the right to include a property's marks on its packaging and advertising, sponsors are not automatically licensees.

Mark

Any official visual representation of a property, including emblems and mascots.

Mascot

A graphic illustration of a character, usually a cartoon figure, used to promote the identity of a property.

Media Equivalencies

Measuring the exposure value of a sponsorship by adding up all the coverage it generated and calculating what it would have cost to buy a like amount of ad time or space in those outlets based on media rate cards.

Media Sponsor

TV and radio stations, print media and outdoor advertising companies that provide either cash, or more frequently advertising time or space, to a property in exchange for official designation.

Municipal Marketing

Promotional strategy linking a company to community services and activities (sponsorship of parks and recreation programs, libraries, etc.)

Option to Renew

Contractual right to renew a sponsorship on specified terms.

Philanthropy

Support for a non-profit property where no commercial advantage is expected. Synonym: Patronage.

Perimeter Advertising

Stationary advertising around the perimeter of an arena or event site, often reserved for sponsors.

Premiums

Souvenir merchandise, produced to promote a sponsor's involvement with a property (customized with the names/logos of the sponsor and the property).

Presenting Sponsor

The sponsor that has its name presented just below that of the sponsored property. In presenting arrangements, the event/facility name and the sponsor name are not fully integrated since the word(s) "presents" or "presented by" always come between them.

Primary Sponsor

The sponsor paying the largest fee and receiving the most prominent identification (Would be naming rights or title sponsor if sponsored property sold name or title).

Property

A unique, commercially exploitable entity (could be a facility, site, event, or program)
Synonyms: sponsee, rightsholder, seller.

Right of First Refusal

Contractual right granting a sponsor the right to match any offer the property receives during a specific period of time in the sponsor's product category.

Selling Rights

The ability of a sponsor to earn back some or all of its sponsorship fee selling its product or service to the property or its attendees or members.

Signage

Banners, billboards, electronic messages, decals, etc., displayed on-site with sponsors ID.

Sole Sponsor

A company that has paid to be the only sponsor of a property.

Sponsee

A property available for sponsorship.

Sponsor

An entity that pays a property for the right to promote itself and its products or services in association with the property.

Sponsor ID

Visual and audio recognition of sponsor in property's publications and advertising; public-address and on-air broadcast mentions.

Sponsorship

The relationship between a sponsor and a property, in which the sponsor pays a cash or in-kind fee in return for access to the commercial potential associated with the property.

Sponsorship Agency

A firm which specializes in advising on, managing, brokering, or organizing sponsored properties. The agency may be employed by either the sponsor or property.

Sponsorship Fee

Payment made by a sponsor to a property.

Sports Marketing

Promotional strategy linking a company to sports (sponsorship of competitions, teams, leagues, etc.)

Supplier

Official provider of goods or services in exchange for designated recognition. This level is below official sponsor, and the benefits provided are limited accordingly.

Title Sponsor

The sponsor that has its name incorporated into the name of the sponsored property.

Venue Marketing

Promotional strategy linking a sponsor to a physical site (sponsorship of stadiums, arenas, auditoriums, amphitheaters, racetracks, fairgrounds, etc.)

Web Sponsorship

The purchase (in cash or trade) of the right to utilize the commercial potential associated with a site on the World Wide Web, including integrated relationship building and branding.

Appendix I – Sample IGA’s

**INTERGOVERNMENTAL/JOINT USE AGREEMENT
OF
LAKEWOOD HIGH SCHOOL SPORTS FIELDS**

THIS AGREEMENT is entered into this ____ day of _____, 200_, by and between the Jefferson County School District No. R-1, a political subdivision of the State of Colorado, (hereinafter referred to as “District”) and the City of Lakewood, Colorado (hereinafter referred to as “City”).

WHEREAS, the District and City are authorized and empowered under Colorado law to acquire, develop, operate and maintain recreational sites and facilities for the students and residents within their respective jurisdictions and to contract with each other for such purposes, and;

WHEREAS, the District is making improvements to a sports field at 9700 W. 8th Ave., Lakewood, CO 80215 (herein referred to as the “School”) for the recreational benefit of the students and residents, and;

WHEREAS, both parties desire to make the field improvements described below so additional use of School fields are available to the residents of Jefferson County.

NOW, THEREFORE, it is mutually agreed by the parties as follows:

Section 1. In consideration of the above premises, and in further consideration of Jefferson County Open Space (JCOS) agreeing to contribute up to a total of \$300,000 for certain improvements, as described in Exhibit A, attached hereto and incorporated herein by reference, the District and City agree with the upgrading a grass field to an artificial turf field at the School

Section 2. The District will plan, develop and construct an artificial turf field as depicted in Exhibit A.

Section 3. The District has estimated the itemized cost of the field improvements, as shown in Exhibit B.

Section 4. The District shall coordinate and fund the following materials and/or services:

- A. Plan, develop and construct the field improvements to District standards.
- B. Perform all construction administration.
- C. Perform all upkeep, maintenance and repair on the artificial turf field.

Section 5. The City shall obtain and transfer funds as follows:

A. Submit a Joint Venture Grant application to JCOS requesting \$300,000 for the development of an artificial turf field at the School. In the event the City is unable to obtain the \$300,000 from JCOS, this agreement shall automatically be null and void.

B. Upon receipt of the \$300,000 from JCOS, the City shall transfer the \$300,000 to the District within 30 days of the start of construction.

Section 6. The City Community Resources Department (herein referred to as “CRD”) will be allowed to locate a temporary storage unit on the school premises to house equipment and supplies for use on the School sports fields. The temporary storage unit shall cover an area no larger than 144 square feet and be no taller than 8 feet. The temporary storage unit shall be located in the general vicinity denoted in Exhibit C during June, July and August. The installation of the temporary storage unit shall be reviewed and agreed to by the District and permitted by the City. The temporary storage unit should be in good repair at all times. The District will not be responsible for any damage to the temporary storage unit or its contents. The City will be responsible for all maintenance and repair of the temporary storage unit.

Section 7. To the best of School’s ability, the School shall provide the equipment and personnel to ensure the artificial turf field is in playable condition at all times.

Section 8. The School will have control and management of the School’s sports fields. The School will schedule the School’s sports fields during school hours. CRD will have the opportunity to schedule the school’s sports fields during non-school hours. For non-school hours, scheduling priority will be given first to the School for school events. All remaining non-school hours will be the responsibility of the CRD to schedule all other field use. Field use scheduled by the CRD will be limited to CRD athletic programs and Recognized Youth Sports Organizations (herein referred to as “RYSO”). RYSO is a status recognized by the CRD for non-profit organizations whose purpose is to serve and provide athletic opportunities for youth in the City of Lakewood. CRD maintains a list of those organizations with RYSO status. The list of organizations with RYSO status will be reviewed with the District annually during the February scheduling meeting (see Section 8).

Section 9. The School and CRD will each appoint a liaison to serve the interest of the respective organizations through communication and the coordination of schedules, as they pertain to field use. The two liaisons will adhere to the following dates to establish the specific needs and times for scheduling the fields, as they relate to the current year. Joint meetings will be conducted on or before September 1 and February 1 of each year. These meetings will serve to communicate the upcoming season needs, wants, and/or concerns and to review the past months for opportunities for improvement.

Section 10. The District will be responsible for the maintenance of all athletic fields and courts. Both the District and CRD understand the need to take **any or all** grass fields out of service during part or all of the summer to insure all the fields are usable in

the fall and spring. The District's Landscape Services Manager and the CRD's Programming Supervisor will meet no later than May 1st to discuss the school's grass field maintenance schedule for the up coming summer. The District's determination to take a field out of service will take precedence. The grass fields will be scheduled for use in accordance with their availability. During the summer (June to mid-August), should the District find it necessary to take any or all grass fields out of service, the district will make every effort to identify an alternative location for CRD to use. If the baseball and/or softball field is taken out of service, the District is not required to identify an alternative location for CRD to use. The District will not be required to identify alternative field locations if the Denver Water Board has declared drought conditions for the Metro Denver area and implemented watering restrictions.

Section 11. CRD will be responsible for trash pickup during the summer months of June, July and August. CRD's responsibility for trash pick-up in August will stop when the School's fall football practice begins. This date will be coordinated at the February joint meeting.

Section 12. When the School determines the grass fields are not playable due to inclement weather or general condition, the usage of the artificial turf field will be determined by the priorities stated in Section 7 for the activities scheduled for that day. The School's representative or Landscape Services Manager will advise the CRD representative when a grass field is determined to not be playable and post it accordingly. CRD will be responsible for advising the scheduled users. If no School activities are scheduled, CRD will be responsible for rescheduling CRD activities on the artificial turf field.

Section 13. In case of a snow event and if activities are scheduled for the School's sports fields, the School shall provide equipment and personnel to make a good faith effort to make the artificial turf field usable within 4 days after a snow event ends. The usage of the artificial turf field will be determined by the priorities established in Section 7 for the activities scheduled for that day. If no School activities are scheduled, CRD will be responsible for rescheduling CRD activities on the artificial turf field.

Section 14. In consideration for its use of the School's athletic fields, the City will pay an annual fee of \$1,000, payable no later than June 1 of each year during the term of this Agreement. The parties agree to review the amount of the annual fee once each year, no later than June 1, and equitably adjust it as necessary by mutual agreement.

Section 15. To the extent permitted by law and without waiving any rights, defenses, or protections provided to either Party by the Colorado Governmental Immunity Act, each Party shall indemnify and hold the other harmless from all liability, claims, demands, or expenses (including reasonable attorney's fees) resulting from or related to any injury, loss or death, disease, property loss or damage, or any other losses of any kind whatsoever, that arise out of or are in any manner connected with that Party's use of the Sport Fields, or the use of the Sport Fields by that Party's licensees, invitees, or guests. Each Party agrees to investigate and, at the request of the other Party, handle and/or defend against any such claims or demands at the sole expense of that Party, whether or not any such alleged claims or demands are groundless, false, or fraudulent.

The foregoing indemnification shall survive the expiration or termination of this Agreement and shall inure to the benefit of the Parties and their successors and assigns.

Section 16. Insurance:

(a) The District and the City shall procure and maintain the minimum insurance coverage listed in this Section. Such coverage shall be procured from insurers which are authorized to do business in the State of Colorado and which maintain at least an A- rating in Best's Insurance Report or as otherwise approved by the District. All policies shall be issued as primary policies and shall contain an endorsement requiring thirty (30) days' written notice from the insurance company to both the District and the City before cancellation of any policy. Each party shall provide the other party with a certificate of insurance for each policy required under this Agreement which indicates the coverage and that the premium has been paid. Certificates of Insurance for renewal or new policies shall be provided to the other party not less than thirty (30) days before expiration of the existing policy.

(b) The City shall maintain the worker's compensation insurance required by law covering the City employees working at or in connection with the City's use of the School's Sport Fields. The City shall also require all of its contractors and subcontractors to procure and maintain the workers' compensation insurance required by law covering workmen working at or in connection with the City's use of the School Sport Fields.

(c) The City shall procure and maintain general liability insurance, including property damage liability, with a single combined liability limit of \$2,000,000, insuring against all liability of the City and its directors, officers, employees, and agents arising out of or in connection with the City's use of the School's Sport Fields or the acts or omissions of the City or its employees or agents at the School. The District shall be named as an additional insured on the policy. By obtaining such insurance, the City does not waive any rights, defenses, or protections provided to it by the Colorado Governmental Immunity Act.

(d) The District shall procure and maintain general liability insurance, including property damage liability, with a single combined liability limit of \$2,000,000, insuring against all liability of the District and its directors, officers, employees, and agents arising out of or in connection with the District's use of the School's Sport Fields or the acts or omissions of the District or its employees or agents at the Property. The City shall be named as an additional insured on the policy. By obtaining such insurance, the District does not waive any rights, defenses, or protections provided to it by the Colorado Governmental Immunity Act.

(e) The City shall procure and maintain automobile comprehensive liability insurance with a single combined liability limit of \$2,000,000 with respect to each of the City vehicles which is used by the City in connection with the City use of the School Sport Fields.

Section 17. Each party agrees to notify the other in writing of any claims or potential claims from damage or injury that come to its attention in connection with the usage of the site and facilities.

Section 18. The term of this Agreement shall be ten (10) years from the date this agreement is signed by both parties. The scheduling of the School's fields per Section 7 shall not start before the artificial turf field as been accepted for use.

Section 19. Both parties agree that under certain circumstances this agreement may need to be terminated. It is understood that the parties are expected to resolve all issues to the benefit of the community. If it is mutually agreed that it would be in the best interest of both parties to terminate this agreement, the parties must provide in writing (joint signature) the reasons for termination to the Open Space Advisory Committee within 60 days after the CRD is no longer allowed to schedule the School's fields.

Section 20. Any notice required or desired to be given under the terms of this Agreement shall be mailed by certified mail, postage prepaid, return receipt requested, to the party at the address set forth below:

To the City:

City of Lakewood
Director of Community Resources
480 S. Allison Pkwy.
Lakewood, Colorado 80226

To the District:

Manager, Real Estate Department
Jefferson County District No. R-1
809 Quail Street, Building 4
Lakewood, Colorado 80215

Section 21. The terms of this Agreement may be modified at any time by the mutual consent and written agreement of the respective parties. Both parties agree that for the first three years of the agreement that representatives of the District and CRD will meet annually before the anniversary date of the agreement to review the contents of this agreement.

Section 22. This Agreement constitutes the entire agreement of the parties hereto. All of the agreements, terms, conditions, and covenants set forth in this Agreement shall inure to the benefit of and be binding upon the successors and assigns of the parties.

Section 23. This Agreement may be executed in several counterparts and each such counterpart shall be deemed an original.

Section 24. Neither party shall extend the faith or credit of the other to any third person or entity.

Section 25. If any provision of this Agreement is determined to be invalid or illegal, such provision shall be deemed automatically amended as to conform to the law or if such amendment is not possible, such provision shall have no effect. In either event, the other provisions of this Agreement shall remain applicable to the parties and be given full effect.

Section 26. In addition to any other remedies available by law and to the extent permitted by law, if either party fails to perform any obligation under this agreement for reasons within the party's control, the non-defaulting party shall have the right to obtain the specific performance of such obligation by the defaulting party.

Section 27. It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to the District and the City and nothing contained in this Agreement shall give or allow any claim or right of action by any third person based upon this Agreement. It is the express intention of the District and the City that any person other than the District or the City receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

Section 28. The parties agree to execute any additional documents or take any additional action that is necessary to carry out this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and date above written.

CITY OF LAKEWOOD

Name: _____
Title: Mayor

ATTEST:

Name: _____
Title: City Clerk

APPROVE:

Name: _____
Title: City of Lakewood, Community Resources Director

APPROVE:

Name: _____
Title: City Attorney

JEFFERSON COUNTY SCHOOL DISTRICT NO. R-1

Name: _____
Title: Community Superintendent

ATTEST:

Name: _____
Title: Executive Director, Facilities Management

APPROVED AS TO FORM BY SCHOOL DISTRICT ATTORNEY:
Caplan & Earnest, LLC

Name: _____

EXHIBIT A

LAKWOOD HIGH SCHOOL FIELD IMPROVEMENTS

EXAMPLE ONLY

Improvements will result in a multipurpose artificial turf field at Lakewood High School. Surface area should be approximately 90,000 square feet. Surface will be marked for football and soccer. Construction will include a subsurface drainage system. The synthetic field and in-fill material will be permeable. This will allow the water to permeate the artificial turf surface and base material to enter the drainage system. Water will then flow through the multi-flow drainage system.

Minimum Specifications for the artificial turf surface are as follows:

Type of Pile:

Type of Fiber:

Density of Pile:

Type of Backing:

Pile Height:

Color:

Type of in-fill:

Height of exposed fiber:

Warranty:

COPY

AGREEMENT FOR JOINT USE OF FACILITIES
BETWEEN THE TOWN OF LYONS AND THE ST. VRAIN VALLEY SCHOOL DISTRICT RE-1J

1. Parties

The parties to this Agreement for Joint Use of Facilities ("Joint Use Agreement") are the St. Vrain Valley School District RE-1J, acting by and through its Board of Education (the "District"), and the Town of Lyons, acting by and through its Board of Trustees (the "Town"), (collectively, "the Parties").

2. Recitals and Purpose

The District desires to provide an on-going program of community services for the residents of the District. The Town desires to provide an on-going program of recreational activities for its citizens. The District and Town desire to create and foster a mutually beneficial relationship which will benefit the citizens of both parties. Both the District and the Town own, operate, and possess facilities which the other party may wish to utilize during the calendar year to provide limited access to publicly funded facilities on a reasonable basis.

Accordingly, in consideration of the terms, conditions, and mutual covenants contained herein, the Parties agree to adopt the following Joint Use Agreement, with all provisions in full force and effect.

3. Term and Review

This Agreement shall be effective on May 15, 2006 and shall be continuous until cancelled in accordance with the termination provisions of this Agreement. The Agreement shall be formally reviewed by the Parties every three (3) years. The Agreement shall be amended only in writing executed by both parties. Upon such execution by the Parties, said written documents shall act as amending items to this Agreement. Any such amendments shall effectively extend the terms and considerations of this Agreement as set forth herein. All other terms of this Agreement shall remain the same. Key District and Town staff involved in the implementation of this Joint Use Agreement shall annually, or upon the request of either party, meet to informally review this Agreement.

4. Termination

4.1 It is mutually understood and agreed by the Parties that if either Party sells, assigns, conveys, leases or otherwise disposes of all of the Party's facilities and/or buildings that are the subject of this Agreement, this Agreement shall become null and void except by written agreement of the Parties.

4.2 This Agreement may be terminated by either Party by giving the other Party at least sixty (60) days written notice, including an explanation of the reason(s) for termination; however, the Parties agree to meet within fourteen (14) days of receipt of the notice of termination to attempt to remediate any violation of this Agreement and to discuss any other reasons given for termination.

COPY

5. **Facilities**

Subject to the provisions of Section 7 of this Agreement, the Town shall make available to the District upon request the following facilities, provided the District's use does not conflict or interfere with use of the facilities by the Town: all facilities at Bohn Park, Meadow Park and Sandstone Park, including baseball fields, softball fields, multi-use fields, picnic shelters, community stage, sand volleyball courts, batting cages, and horseshoe pits. In exchange, the District will, subject to the provisions of Section 7 of this Agreement, make available to the Town upon request the following facilities, provided the Town's use does not conflict or interfere with use of the facilities by the District: middle school/high school baseball field, middle school/high school softball field, and gymnasium at Lyons Elementary School - pursuant to Section 11 of this Agreement. There will be no charge to either Party for such reciprocal use.

6. **Maintenance**

Both the Town and the District agree to maintain and keep in usable condition the facilities set forth in Section 4 of this Agreement. The District agrees to maintain said facilities on a seasonal basis (April through October) determining a weekly schedule for maintenance.

6.1 **Bohn Park**

The responsibility for maintenance of the multi-use field at Bohn Park shall be allocated as follows:

- a. The District shall be responsible for seasonal mowing and watering, and maintenance of the irrigation/sprinkler system generally April through October.
- b. The Town shall be responsible for grass trimming and for minor repairs and adjustments to the irrigation/sprinkler system as can be made without interfering with the overall operation of the system, such as replacing broken sprinkler heads and adjusting sprinkler spray patterns. The Town shall notify the District of any other maintenance issues with the irrigation/sprinkler system.
- c. The Parties agree to share equally the additional cost of all other maintenance materials and parts for the multi-use field when such costs are beyond the above noted maintenance costs. The parties will jointly determine additional costs as needed.
- d. The Town shall provide and apply weed control and fertilizer twice annually (May and early August) to the multi-purpose field.
- e. The District shall pay the utilities for the restroom/storage building located on the northwest corner of the field during the months of September and October. The Town will provide the meter reading for said months to the District for reimbursement.
- f. The Town shall maintain the restroom storage building.
- g. The District shall irrigate the multi-use field. Irrigation shall include providing water and operating the sprinkler system.
- h. The Town shall be responsible for maintenance of the shrubs, trees, and shrub/tree beds.

7. **Scheduling**

- 7.1 The District agrees to make its facilities outlined in Section 5 of this Agreement available to the Town except when the District's own programs and activities would be adversely affected by such use by the Town. Further, the District agrees that a Town event or activity shall have

the right to take the place of a District event or activity in a Town facility provided the Town gives forty-eight (48) hours advance notice to the District Facilities Use Scheduler.

- 7.2 The Town agrees to make its facilities outlined in Section 5 of this Agreement available to the District except when the Town's own programs would be adversely affected by such use by the District. Further, the Town agrees that a District event or activity shall have the right to take the place of a Town event or activity in a District facility provided the District gives forty-eight (48) hours advance notice to the Lyons Park & Recreation Director.
- 7.3 The Parties acknowledge and agree the Town's multi-use field at Bohn Park may, under certain circumstances, be safely used by both Parties simultaneously.

8. **Application**

The District requires that an approved application for **Community Use of School Facilities and Fields** be on file for each use of said District facilities.

The Town reserves the right to require the District to complete a Town Facilities Rental and Use Agreement prior to the use of any Town facility.

9. **Resolving Scheduling/Space Availability Conflict**

Efforts to resolve scheduling issues and/or utilization of facilities are first made directly between the Town's Parks and Recreation Director and the District Facilities Use Scheduler. The central scheduling offices of both parties will whenever possible identify options or ways to accommodate the interests of both parties. If agreement cannot be reached, the issue will be referred to the District Facility Use Supervisor and the Town Administrator.

10. **Supervision**

- 10.1 Reciprocal use is conditional upon the user designating a person as the supervisor of such use of the other Party's facilities. Said supervisor shall:
- a. Be at least twenty-one (21) years of age;
 - b. Be qualified to handle emergency situations that may reasonably be expected to arise;
 - c. Be vested with and authorized to use, upon his or her own discretion and judgment, a sufficient level of authority to control and effect discipline of the participants, including terminating the activity or removing any and all persons who violate rules, endanger others, or damage Town or District facilities or property; and
 - d. Remain physically present in the immediate vicinity of the activity being supervised.
- 10.2 The Parties agree to instruct participants not to enter the other Party's facilities prior to the arrival of the designated supervisor.
- 10.3 The Parties agree to consider and take appropriate disciplinary action against any supervisor who fails to comply with the requirements of this section and the Party's rules and regulations for program supervisor, up to and including their removal as a supervisor.

10.4 Violation of the requirements of this section is grounds for termination of this Agreement, pursuant to the provisions of Section 5 of this Agreement.

11. Use Fee Waiver

As noted in Section 4 of this Agreement, the District agrees that it shall not charge the Town any fees for use of the elementary school gymnasium when use of that facility by the Town involves youth related activities. In addition, some recreational activities, on a case by case basis, may not be charged fees. All other activities shall be subject to fees in accordance with District Policy KF.

12. Assignment

Neither Party may assign any rights or obligations under this Agreement to any other organization, nor shall either Party sponsor other organizations or activities under its own name with respect to this Agreement.

13. Services

13.1 When using the District or Town facilities, the Party using that facility shall be responsible for cleanup following the activities.

The District shall charge the Town for any direct costs it incurs for any maintenance, repair, and/or clean up requiring more than the ordinary costs usually incurred for such activities resulting from use or custodial services on behalf of the Town. Such costs will be charged in accordance with the charges set forth in District Policy KF, which may be updated periodically by the District.

13.2 The Town shall charge the District for any direct costs it incurs for any maintenance, repair and/or clean up requiring more than the ordinary costs usually incurred for such activities resulting from use or custodial services on behalf of the District.

14. Access

The Parties may elect to provide, through a checkout procedure, facility access and entrance keys to a designated Town or District staff member for use of such facilities on dates where the owner's employee is not available to open such facilities. Said keys may not be duplicated or loaned to anyone at any time.

15. Communications

All communications which affect the terms, conditions, covenants and/or the effect of any written portion of this Agreement shall be in writing.

16. Insurance, Liability and Immunity

16.1 Each party shall procure and maintain in full force and effect such insurance or self-insurance that will insure its obligations and liabilities under this Agreement, including workers' compensation, automobile liability, general liability, and property insurance.

16.2 Each Party assumes responsibility for the actions and/or omissions of its agents and its employees in the use of the other's facilities, and further each Party, to the extent authorized

by the law, agrees to hold the other harmless for such actions or omissions of their respective employees and/or agents. Nothing in this Agreement shall be construed as a waiver by either Party of any rights, immunities, privileges, monetary limitations, judgments, and defenses available to the Parties under common law or the Colorado Governmental Immunity Act, Section 24-10-101 and following C.R.S., as amended.

17. Storage

17.1 The Town agrees that unless otherwise provided by this Agreement, the District is not obligated to provide, and does not intend to provide, any storage space for materials or equipment belonging to the Town. Further, it shall not be the responsibility of the District or its employees to prevent loss of or damage to any materials or equipment belonging to the Town which are not removed from District premises. Notwithstanding the provisions of this section, the Parties acknowledge and agree the storage shed to be constructed by the Town may continue in place and use during the term of this Agreement. Placement (including location and size) of the storage shed will be coordinated with District personnel.

17.2 The District agrees that unless otherwise provided by this Agreement, the Town is not obligated to provide, and does not intend to provide, any storage space for materials or equipment belonging to the District. Further, it shall not be the responsibility of the Town or its employees to prevent loss of or damage to any materials or equipment belonging to the District which are not removed from Town premises. Notwithstanding the provisions of this section, the parties acknowledge and agree that the restroom structure to be constructed on the Bohn Park multi-use field may include a storage room to be shared by the Parties.

17.3 No additional storage structures or facilities may be permitted on either Party's premises except by written agreement of the Parties.

18. No Employee Relationship

It is mutually understood and agreed by the Parties that employees, patrons, participants and clients of the Town shall not be, for any purposes, including payroll, construed to be employees or agents of the District and as such, are not entitled to any of the benefits of District employment. Likewise, it is mutually understood and agreed by the Parties that employees, patrons, participants and clients of the District shall not be, for any purposes, including payroll, construed to be employees or agents of the Town and as such, are not entitled to any of the benefits of Town employment.

19. Status of Parties

The parties shall perform all services under this Agreement as independent contractors, and not as an agent or employee of the other party. No City official or employee shall supervise the District. No District official or employee shall supervise the City. Neither party shall represent that it is an employee or agent of the other party in any capacity.

20. Participants

For the purposes of this Agreement, the term "participants" shall mean and include (1) any person, entity or organization utilizing the facilities on premises pursuant to an authorized program, activity, event, course, match, meeting, competition, or class; and (2) any spectator,

observer, or non-participant who may be present upon or in the vicinity of the facilities or premises because of the program, activity, event, course, match, meeting, competition, or class.

21. Venue

Venue for any and all legal actions arising out of this Agreement shall lie in the District Court in and for the County of Boulder, State of Colorado, and this Agreement shall be governed by the laws of Colorado.

22. Waiver

No waiver of any breach or default under this Agreement shall be a waiver of any other or subsequent breach or default.

23. No Third Party Beneficiaries

This Agreement is for the sole benefit of and binds the parties, their successors and assigns. This Agreement affords no claim, benefit, or right of action to any third party. Any party other than the Town or the District receiving services or benefits under this Agreement is only an incidental beneficiary.

24. Integration

This written Agreement, together with any duly executed amendments thereto, constitute the entire understanding of the Parties hereto. No promises, representations, terms, conditions or obligations whatsoever referring to the subject matter hereof, other than those expressly set forth herein, shall be of any binding legal force or effect whatsoever. No modification, change or alteration of this written Agreement shall be of any legal force or effect whatsoever unless in writing and signed by the Parties. Any and all previous agreements between the Parties concerning the use of facilities, including but not limited to the "Facility Use Agreement" executed by the Parties in December 1994, shall be considered null and void upon execution of this Agreement.

25. Notices

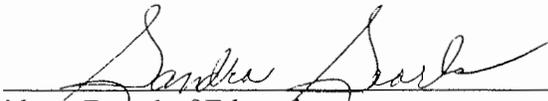
All notices and other communications under this Agreement shall be in writing. All such notices and communications shall be deemed to have been duly given on the date of service, if delivered and served personally, or served via facsimile on the person to whom notice is given; on the next business day after deposit for overnight delivery by a courier service such as Federal Express; or on the third day after mailing, if mailed to the party to whom payment and notice is to be given by first class mail, postage prepaid, and properly addressed as follows.

District
Facility Use Supervisor
395 South Pratt Parkway
Longmont, CO 80501
303-682-7328

City
Parks & Recreation Director
432 5th Avenue, PO Box 49
Lyons, CO 80540
303-823-8250

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date set forth in Section 3 above.

ST. VRAIN VALLEY SCHOOL DISTRICT RE-1J

By: 
President, Board of Education

Attest: 
Secretary, Board of Education

5-10-06
Date Signed

TOWN OF LYONS
COUNTY OF BOULDER
STATE OF COLORADO

By: 
Mayor

Attest: 
Town Clerk

5.24.06
Date Signed

PARTIAL ASSIGNMENT OF PURCHASE AGREEMENT AND OPTION

THIS PARTIAL ASSIGNMENT OF PURCHASE AGREEMENT AND OPTION ("Assignment") is made and entered into this ___ day of _____, 2006, by and between the **Town of Lyons**, a Colorado statutory town ("Town") and the **County of Boulder**, a body corporate and politic ("County"). Town and County are collectively referred to herein as the "Purchasers."

RECITALS

WHEREAS, Town entered into a purchase agreement with Victor A. Olson and Sharon Olson (collectively "Seller") dated July 28, 2006 (the "Contract"). According to the terms of the Contract, Town shall purchase approximately 119 acres of land located within Boulder County (the "Property") from Seller. The Property is legally described in Exhibit A, attached hereto and incorporated herein by this reference; and

WHEREAS, the Contract permits Town to assign any portion of its rights to purchase an interest in the Property to County so long as County complies with all provisions of the Contract; and

WHEREAS, Purchasers desire for Town to assign a portion of its rights under the Contract to County, as more fully set forth below, and County agrees to comply with all provisions of the Contract; and

WHEREAS, as part of such assignment, at the closing of the purchase of the Property from Seller, which closing is currently scheduled for September 8, 2006, Town will acquire from Seller a fee simple interest in that certain approximately 10 acre portion of the Property as legally described in Exhibit B, attached hereto and incorporated herein by this reference ("Town Property"), and County shall purchase the remainder of the Property ("County Property"). The County Property is legally described in Exhibit C, attached hereto and incorporated herein by this reference; and

WHEREAS, further as part of such assignment, Town agrees to encumber the Property with a Restrictive Covenant, in the form of Exhibit D, attached to and incorporated herein by this reference, restricting its future use of the Town Property, and the Town Option Property (as defined below) if Town acquires the Town Option Property, to park, open space, and educational purposes, and any other municipal uses of which County approves (the "Restrictive Covenant").

WHEREAS, further as part of such assignment, Town desires to obtain an option to purchase an approximately 10 acre portion of the County Property ("Town Option Property") from County at any time within eight (8) years after County's acquisition of the County Property for \$ _____ per acre (TBD prior to closing by dividing the purchase price by the total number of acres as determined by the survey), the per acre price for the Property pursuant to the Contract. The Town Option Property is legally described in Exhibit E, attached hereto and incorporated herein by this reference; and

WHEREAS, further as part of such assignment, Town also agrees to work with County to identify the appropriate location on Town property over which to grant an easement to the County for use as (i) a parking lot and trailhead in the vicinity of Bohn Park for a trail connection to County's Heil Valley Ranch Open Space, and (ii) a trail corridor through certain Town and/or County property in order to connect Bohn Park trailhead with Heil Ranch Open Space in the general area of the Property.

AGREEMENT

NOW, THEREFORE, in consideration of the recitals, promises, covenants, and undertakings hereinafter set forth, Purchasers agree as follows:

1. Town hereby assigns to County, and County hereby accepts assignment of, the right and obligation to purchase the County Property under the terms of the Contract.

2. The total purchase price for the Property pursuant to the Contract is TWO MILLION NINE HUNDRED THOUSAND DOLLARS (\$2,900,000.00). County will pay the entire purchase price for the Property (including the return of the \$10,000 earnest money to Town) and receive title to the County Property. Town shall receive title to the Town Property and shall have the option, in Town's sole discretion, to acquire title to that share of the Water Rights referred to in the Contract which represents the amount of water historically used to irrigate the Town Property.

3. County will pay the entire cost of the survey (required under Section 7.a of the Contract) and the Phase I environmental audit of the Property (contemplated under Section 10 of the Contract) and all other pre-closing transactional costs that are allocated to Town under the Contract. County shall also pay all of Purchasers' closing costs at the closing of the purchase from Seller.

4. Upon closing on the purchase of the Property from Seller pursuant to the Contract, Town shall encumber the Town Property with the Restrictive Covenant in the form set forth in Exhibit D, to be recorded in the Boulder County Clerk and Recorder's Office.

5. Upon closing, County shall grant to Town an option to purchase the Town Option Property, in form substantially similar to Exhibit E attached hereto (the "Option"), for a period of eight (8) years after County's acquisition of the County Property, which Option shall be recorded in the Boulder County Clerk and Recorder's Office. In the event that Town exercises its option to purchase the Town Option Property, the Town Option Property shall be encumbered by the Restrictive Covenant.

6. Town agrees that within a reasonable time (including time sufficient for public hearing and process) after receipt of written notice from the County confirming that County is ready to construct a trail connection between Heil Valley Ranch Open Space and the Town of Lyons, Town will work with County to identify the appropriate location for (i) an easement on Town property upon which County may develop a parking lot and trailhead in the vicinity of Town's Bohn Park as a

northern trailhead for Heil Valley Ranch Open Space, and (ii) an easement for a trail corridor through Bohn Park, certain property Town currently owns south of Bohn Park and/or other Town or County property in the general area of the Property in order to connect the Bohn Park trailhead with Heil Valley Ranch Open Space. Each of the Town and County agree to work in good faith to reach mutual agreement on the size and location of, and any improvement relating to, the parking lot, trailhead and/or trail corridor within a reasonable time period after the County indicates it is prepared to move forward with construction of the necessary improvements, and County agrees that all costs associated with the construction of any such improvements on the above-described easements shall be borne by County.

7. The Purchasers shall not assign their respective rights and obligations hereunder unless the non-assigning party first consents in writing.

8. The validity and effect of this Assignment shall be determined in accordance with the laws of the State of Colorado.

9. This Assignment may be executed in any number of counterparts, each of which shall be deemed an original, and all of which shall constitute one and the same agreement. Facsimile signatures shall be acceptable to and binding upon each of the Purchasers.

10. If any part of this Assignment is found, decreed or held to be void or unenforceable such finding, decree or holding shall not affect the other remaining provisions of this Assignment which shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have caused this instrument to be duly executed this ____ day of _____, 2006.

TOWN OF LYONS, a Colorado statutory town

By: _____
Nicholas Angelo, Mayor

ATTEST:

By: _____
Town Clerk

STATE OF COLORADO)
) ss.
COUNTY OF BOULDER)

The foregoing instrument was acknowledged before me this ____ day of _____, 2006, by Nicholas Angelo as Mayor of Lyons, Colorado, a Colorado statutory town.

Witness my hand and official seal.
My commission expires:

[SEAL]

Notary Public

COUNTY OF BOULDER,
a body corporate and politic

By: _____
Ben Pearlman, Chair

By: _____
Thomas A. Mayer, Vice-Chair

By: _____
Will Toor, Commissioner

STATE OF COLORADO)
) ss.
COUNTY OF BOULDER)

The foregoing instrument was acknowledged before me this _____ day of _____, 2006, by Ben Pearlman, Chair, Thomas A. Mayer, Vice-Chair, and Will Toor, Commissioner, of the Board of County Commissioners of Boulder County.

Witness my hand and official seal.

(S E A L)

Notary Public

My Commission Expires: _____

EXHIBIT A

Legal Description of the Property

Exhibit B

Legal description of the Town Property

10 acre parcel

Exhibit C

Legal description of the County Property

(Property less Town Property)

EXHIBIT D

Restrictive Covenant Encumbering the Town Property

RECORDING REQUESTED BY
AND WHEN RECORDED MAIL TO:
Town of Lyons)
P.O. Box 49)
Lyons, Colorado 80540)

(Above space for Recorder's use only)

RESTRICTIVE COVENANT REGARDING USE RESTRICTIONS

This Restrictive Covenant Regarding Use Restrictions (“Restrictive Covenant”) is made this ___ day of _____, 2006 by and between the Town of Lyons, a Colorado statutory town (“Owner”) and the County of Boulder, a body corporate and politic (“County”).

WHEREAS, Owner and the County each acquired a portion of real property in Boulder County, Colorado through a joint purchase from a single seller.

WHEREAS, from such joint purchase, Owner now owns that certain real property located in Boulder County, Colorado as more particularly described on Exhibit 1 attached hereto (the “Property”).

WHEREAS, in consideration of the mutual terms and conditions of such joint purchase, the County has requested, and Owner has agreed, that the Property be restricted to certain uses on the terms and conditions set forth herein.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Owner and County agree as follows:

1. Covenant Running With Land. The Owner hereby agrees on behalf of itself, and its successors and assigns, that the Property and all improvements now or hereafter built upon the Property and all appurtenances thereto, shall, from and after the date of this Restrictive Covenant, be owned, held, transferred, conveyed, sold, leased, rented, hypothecated, encumbered, used, occupied, maintained, altered and improved subject to the conditions and restrictions set forth in this Restrictive Covenant for the duration thereof, all of which shall constitute covenants running with the land, shall run with the title to such property and be binding upon all parties having any right, title or interest in said property or any part thereof and upon their heirs, personal representatives,

successors and assigns, and shall inure to the benefit of each party having any such right, title or interest in said property or any part thereof.

2. Permitted Uses on the Property. Owner hereby reserves unto itself, its invitees, licensees, successors and assigns the right to engage in or permit all of the uses of the Property except as expressly prohibited below. Without limiting the generality of the foregoing, the following uses, though not an exhaustive recital of permitted uses, are expressly permitted:

(a) The primary uses, to be permitted in perpetuity, shall include passive recreation, educational or school activities, and general open space and park uses.

(b) Other permitted uses may include municipal uses approved by the County, which approval shall not be unreasonably withheld, conditioned or delayed, if such uses are consistent with the generally intended open space, recreational and educational uses.

3. Prohibited Uses on the Property. The following uses and practices on the Property shall be prohibited:

(a) Mining, quarrying, and the use of motorized vehicles outside of designated pathways shall be prohibited.

(b) Construction of improvements shall be limited to the installation of improvements reasonably necessary to provide for the permitted uses described above. Such improvements may include hiking trails, trailside benches, picnic areas, bathroom facilities, parking areas, informational kiosks, and educational signage.

4. Enforceability. The invalidity of any of the provisions of this Restrictive Covenant shall not be deemed to impair or affect in any manner the validity or enforceability of the remainder of this Restrictive Covenant, and in such event, all of the other provisions of this Restrictive Covenant shall continue in full force and effect as if such provision had never been included herein. However, to the extent legally permissible, a court of law with proper jurisdiction shall substitute for such invalid provisions such other provisions as are legally valid and will carry out the intent of the parties expressed in any such invalid provision.

5. Waiver. No provision contained in this Restrictive Covenant shall be deemed to have been abrogated or waived by reason of any failure to enforce the same, irrespective of the number of violations or breaches of such provision which may occur.

6. Future Encumbrance or Conveyance. The conveyance or encumbrance of all or any portion of the Property shall be deemed to include the acceptance of all of the provisions of this Restrictive Covenant and shall be binding upon each owner, occupant and mortgagee without the necessity of including an express provision to this effect in the instrument of conveyance or encumbrance.

COUNTY OF BOULDER,
a body corporate and politic

By: _____
Ben Pearlman, Chair

By: _____
Thomas A. Mayer, Vice-Chair

By: _____
Will Toor, Commissioner

APPROVED AS TO FORM:

By: _____
Deputy, Board of County Commissioners

STATE OF COLORADO)
) ss.
COUNTY OF BOULDER)

The foregoing instrument was acknowledged before me this _____ day of _____, 2006, by Ben Pearlman, Chair, Thomas A. Mayer, Vice-Chair, and Will Toor, Commissioner, of the Board of County Commissioners of Boulder County.

Witness my hand and official seal.

(S E A L)

Notary Public

My Commission Expires: _____

EXHIBIT 1

Legal Description of Town Property

EXHIBIT E

RECORDING REQUESTED BY
AND WHEN RECORDED MAIL TO:
Town of Lyons)
P.O. Box 49)
Lyons, Colorado 80540)

(Above space for Recorder's use only)

OPTION TO PURCHASE REAL PROPERTY

THIS OPTION TO PURCHASE REAL PROPERTY (“Option”) is made and entered into this ___ day of _____, 2006 (the Effective Date”), by and between the **Town of Lyons**, a Colorado statutory town (“Town”) and the **County of Boulder**, a body corporate and politic (“County”).

WHEREAS, through the Partial Assignment of Purchase Agreement and Option dated August ___, 2006 by and between Town and County (the “Assignment”), County acquired that certain residential real property in Boulder County, Colorado, which is described on the attached Exhibit 1 (“Property”).

WHEREAS, as part of the terms and conditions set forth in the Assignment, County desires to sell to Town and Town desires to buy from County the Property on the sale terms described in this Option.

NOW, THEREFORE, for good and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, County and Town agree as follows:

1. Grant of option. Through the eighth anniversary of the Effective Date, Town shall have the option to purchase the Property upon written notice to County of its election to exercise its rights hereunder (“Option Notice”).

2. Purchase Price. The purchase price for the Property shall be _____ (TBD based upon the per acre price paid by County as determined by dividing the total purchase price for the Property by the number of acres in the Town Option Property), payable in cash or other good funds at closing.

The purchase price for the Property shall include all surface and subsurface water, including a portion of the decreed water rights historically used to irrigate the Property (the “Water Rights”), attached or appurtenant to or used in connection with the Property and owned by County, if

Town elects to take title to such Water Rights. The purchase price will also include any and all minerals appurtenant to the Property and owned by County.

3. Due Diligence.

a. Within three weeks after County's receipt of the Option Notice, County shall furnish to Town a title insurance commitment, together with copies of all instruments reflected as exceptions therein, insuring Town's ownership of the Property, in the amount of the purchase price, on a form acceptable to Town, and issued by a title insurance company which maintains an office in Boulder County, authorized to do business in the State of Colorado. County shall be solely responsible for the cost of the title commitment and an owner's policy of title insurance based upon the commitment. Town shall be responsible for any additional charges related to endorsements to delete standard exceptions.

b. Should title not be merchantable or includes any exceptions which are not acceptable to Town, a written notice of the defects shall be given to County by Town within 10 business days after receipt by Town of the title commitment. County has the option to attempt to cure the defects listed by Town. If the County has not corrected such defects within 45 days after Town's notice, Town, at its option, may (i) extend such cure period by County for an additional 60 days, (ii) accept the state of title notwithstanding the defects, or (iii) upon notice to County in recordable form, declare the Option terminated, whereupon both parties shall be released herefrom.

c. Prior to the closing on the purchase of the Property from Seller, Town will be provided with copies of a survey of the Property together with any other engineering or inspection reports in County's possession, and Town, at its own expense, may contract for updates of the survey or other reports or independent investigations. Town shall provide County with copies of all reports it receives.

4. Closing.

a. If Town exercises its option to purchase the Property as set forth herein, closing and delivery of deed shall take place on at a time and place agreed to by Purchasers, but in no event later than 180 days after the Option Notice (the "Closing").

b. At the Closing, County shall (i) deliver to Town a fully good and sufficient executed and acknowledged special warranty deed conveying to good and merchantable title to the Property, free and clear of all liens, tenancies and encumbrances except those listed on the title commitment; (ii) deliver to Town possession of the Property, free and clear of all existing leases and tenancies; all instruments, certificates, affidavits, and other documents necessary to satisfy the Requirements listed on Schedule B-1 of the title commitment; (iii) deliver to title company County's closing costs which include all incidental costs and fees customarily paid by purchasers in Boulder County and one-half of the cost of any closing fee; and (iv) cause the title company to issue to Town its standard form Owner's Policy of Title Insurance good and merchantable title to the Property in County, and subject only to the permitted exceptions as determined in the latest title commitment.

c. At the Closing, Town shall deliver to County the applicable purchase price by cash or other good funds for the Property and Town's closing costs which include all incidental costs and fees customarily paid by purchasers in Boulder County and one-half of the cost of any closing fee.

COUNTY OF BOULDER,
a body corporate and politic

By: _____
Ben Pearlman, Chair

By: _____
Thomas A. Mayer, Vice-Chair

By: _____
Will Toor, Commissioner

APPROVED AS TO FORM:

By: _____
Deputy, Board of County Commissioners

STATE OF COLORADO)
) ss.
COUNTY OF BOULDER)

The foregoing instrument was acknowledged before me this _____ day of _____, 2006, by Ben Pearlman, Chair, Thomas A. Mayer, Vice-Chair, and Will Toor, Commissioner, of the Board of County Commissioners of Boulder County.

Witness my hand and official seal.

(S E A L)

Notary Public

My Commission Expires: _____

EXHIBIT 1

Legal Description of Town Option Property

Appendix J – Walkability Checklist

Walkability Checklist

How walkable is your community?

Take a walk with a child and decide for yourselves.

Everyone benefits from walking. These benefits include: improved fitness, cleaner air, reduced risks of certain health problems, and a greater sense of community. But walking needs to be safe and easy. Take a walk with your child and use this checklist to decide if your neighborhood is a friendly place to walk. Take heart if you find problems, there are ways you can make things better.

Getting started:

First, you'll need to pick a place to walk, like the route to school, a friend's house or just somewhere fun to go.

The second step involves the checklist. Read over the checklist before you go, and as you walk, note the locations of things you would like to change. At the end of your walk, give each question a rating. Then add up the numbers to see how you rated your walk overall.

After you've rated your walk and identified any problem areas, the next step is to figure out what you can do to improve your community's score. You'll find both immediate answers and long-term solutions under "Improving Your Community's Score..." on the third page.



Partnership for a Walkable America



Pedestrian and Bicycle Information Center



U.S. Department of Transportation



Take a walk and use this checklist to rate your neighborhood's walkability.

How walkable is your community?

Location of walk _____



1. Did you have room to walk?

- Yes Some problems:
- Sidewalks or paths started and stopped
 - Sidewalks were broken or cracked
 - Sidewalks were blocked with poles, signs, shrubbery, dumpsters, etc.
 - No sidewalks, paths, or shoulders
 - Too much traffic
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
1 2 3 4 5 6 _____

4. Was it easy to follow safety rules?

Could you and your child...

- Yes No Cross at crosswalks or where you could see and be seen by drivers?
- Yes No Stop and look left, right and then left again before crossing streets?
- Yes No Walk on sidewalks or shoulders facing traffic where there were no sidewalks?
- Yes No Cross with the light?
- Locations of problems: _____

Rating: (circle one) _____
1 2 3 4 5 6 _____

2. Was it easy to cross streets?

- Yes Some problems:
- Road was too wide
 - Traffic signals made us wait too long or did not give us enough time to cross
 - Needed striped crosswalks or traffic signals
 - Parked cars blocked our view of traffic
 - Trees or plants blocked our view of traffic
 - Needed curb ramps or ramps needed repair
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
1 2 3 4 5 6 _____

5. Was your walk pleasant?

- Yes Some unpleasant things:
- Needed more grass, flowers, or trees
 - Scary dogs
 - Scary people
 - Not well lighted
 - Dirty, lots of litter or trash
 - Dirty air due to automobile exhaust
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
1 2 3 4 5 6 _____

3. Did drivers behave well?

- Yes Some problems: Drivers...
- Backed out of driveways without looking
 - Did not yield to people crossing the street
 - Turned into people crossing the street
 - Drove too fast
 - Sped up to make it through traffic lights or drove through traffic lights?
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
1 2 3 4 5 6 _____

How does your neighborhood stack up? Add up your ratings and decide.

1. _____ **26-30** Celebrate! You have a great neighborhood for walking.
2. _____
3. _____ **21-25** Celebrate a little. Your neighborhood is pretty good.
4. _____
5. _____ **16-20** Okay, but it needs work.
- 11-15** It needs lots of work. You deserve better than that.
- Total** _____ **5-10** It's a disaster for walking!

Now that you've identified the problems,
go to the next page to find out how to fix them.

Now that you know the problems,
you can find the answers.

Improving your community's score...



1. Did you have room to walk?

Sidewalks or paths started and stopped
Sidewalks broken or cracked
Sidewalks blocked
No sidewalks, paths or shoulders
Too much traffic

What you and your child can do immediately

- pick another route for now
- tell local traffic engineering or public works department about specific problems and provide a copy of the checklist

What you and your community can do with more time

- speak up at board meetings
- write or petition city for walkways and gather neighborhood signatures
- make media aware of problem
- work with a local transportation engineer to develop a plan for a safe walking route

2. Was it easy to cross streets?

Road too wide
Traffic signals made us wait too long or did not give us enough time to cross
Crosswalks/traffic signals needed
View of traffic blocked by parked cars, trees, or plants
Needed curb ramps or ramps needed repair

- pick another route for now
- share problems and checklist with local traffic engineering or public works department
- trim your trees or bushes that block the street and ask your neighbors to do the same
- leave nice notes on problem cars asking owners not to park there

- push for crosswalks/signals/ parking changes/curb ramps at city meetings
- report to traffic engineer where parked cars are safety hazards
- report illegally parked cars to the police
- request that the public works department trim trees or plants
- make media aware of problem

3. Did drivers behave well?

Backed without looking
Did not yield
Turned into walkers
Drove too fast
Sped up to make traffic lights or drove through red lights

- pick another route for now
- set an example: slow down and be considerate of others
- encourage your neighbors to do the same
- report unsafe driving to the police

- petition for more enforcement
- request protected turns
- ask city planners and traffic engineers for traffic calming ideas
- ask schools about getting crossing guards at key locations
- organize a neighborhood speed watch program

4. Could you follow safety rules?

Cross at crosswalks or where you could see and be seen
Stop and look left, right, left before crossing
Walk on sidewalks or shoulders facing traffic
Cross with the light

- educate yourself and your child about safe walking
- organize parents in your neighborhood to walk children to school

- encourage schools to teach walking safely
- help schools start safe walking programs
- encourage corporate support for flex schedules so parents can walk children to school

5. Was your walk pleasant?

Needs grass, flowers, trees
Scary dogs
Scary people
Not well lit
Dirty, litter
Lots of traffic



- point out areas to avoid to your child; agree on safe routes
- ask neighbors to keep dogs leashed or fenced
- report scary dogs to the animal control department
- report scary people to the police
- report lighting needs to the police or appropriate public works department
- take a walk with a trash bag
- plant trees, flowers in your yard
- select alternative route with less traffic

- request increased police enforcement
- start a crime watch program in your neighborhood
- organize a community clean-up day
- sponsor a neighborhood beautification or tree-planting day
- begin an adopt-a-street program
- initiate support to provide routes with less traffic to schools in your community (reduced traffic during am and pm school commute times)

A Quick Health Check

Could not go as far or as fast as we wanted
Were tired, short of breath or had sore feet or muscles
Was the sun really hot?
Was it hot and hazy?

- start with short walks and work up to 30 minutes of walking most days
- invite a friend or child along
- walk along shaded routes where possible
- use sunscreen of SPF 15 or higher, wear a hat and sunglasses
- try not to walk during the hottest time of day

- get media to do a story about the health benefits of walking
- call parks and recreation department about community walks
- encourage corporate support for employee walking programs
- plant shade trees along routes
- have a sun safety seminar for kids
- have kids learn about unhealthy ozone days and the Air Quality Index (AQI)

Need some guidance?
These resources might help...

Great Resources

WALKING INFORMATION

Pedestrian and Bicycle Information Center (PBIC)
UNC Highway Safety Research Center
730 Airport Road, Suite 300
Campus Box 3430
Chapel Hill, NC
27599-3430
Phone: (919) 962-2202
www.pedbikeinfo.org
www.walkinginfo.org

National Center for
Bicycling and Walking
Campaign to Make
America Walkable
1506 21st Street, NW
Suite 200
Washington, DC 20036
Phone: (800) 760-NBPC
www.bikefed.org



WALK TO SCHOOL DAY WEB SITES

USA event: www.walktoschool-usa.org
International: www.iwalktoschool.org

STREET DESIGN AND TRAFFIC CALMING

Federal Highway Administration
Pedestrian and Bicycle Safety Research Program
HSR - 20
6300 Georgetown Pike
McLean, VA 22101
www.fhwa.dot.gov/environment/bikeped/index.htm

Institute of Transportation Engineers
www.ite.org

Surface Transportation Policy Project
www.transact.org

Transportation for Livable Communities
www.tlcnetwork.org

WALKING COALITIONS

America Walks
P.O. Box 29103
Portland, Oregon 97210
Phone: (503) 222-1077
www.americawalks.org

Partnership for a Walkable America
National Safety Council
1121 Spring Lake Drive
Itasca, IL 60143-3201
Phone: (603) 285-1121
www.nsc.org/walkable.htm



PEDESTRIAN SAFETY

National Highway Traffic Safety Administration
Traffic Safety Programs
400 Seventh Street, SW
Washington, DC 20590
Phone: (202) 662-0600
www.nhtsa.dot.gov/people/injury/pedbimot/ped

National SAFE KIDS Campaign
1301 Pennsylvania Ave. NW
Suite 1000
Washington, DC 20004
Phone: (202) 662-0600
Fax: (202) 393-2072
www.safekids.org

WALKING AND HEALTH

US Environmental Protection Agency
Office of Children's Health Protection (MC 1107A)
Washington, DC 20460
Phone: 202-564-2188
Fax: 202-564-2733
www.epa.gov/children/
www.epa.gov/airnow/
www.epa.gov/air/urbanair/ozone/what.html
www.epa.gov/sunwise/uvindex.html
www.epa.gov/otaq/transp/comchoic/ccweb.htm

President's Task Force on Environmental Health Risks and
Safety Risks to Children
www.childrenshealth.gov

Centers for Disease Control and Prevention
Division of Nutrition and Physical Activity
Phone: (888) 232-4674
www.cdc.gov/nccdphp/dnpa/readysset
www.cdc.gov/nccdphp/dnpa/kidswalk/index.htm

Prevention Magazine
33 East Minor Street
Emmaus, PA 18098
www.itsallaboutprevention.com

Shape Up America!
6707 Democracy Boulevard
Suite 306
Bethesda, MD 20817
www.shapeup.org

ACCESSIBLE SIDEWALKS

US Access Board
1331 F Street, NW
Suite 1000
Washington, DC 20004-1111
Phone: (800) 872-2253;
(800) 993-2822 (TTY)
www.access-board.gov



Appendix K – Park Design Standards

Hayden – Sample Park Development Standards

Written as a part of the 2008 Parks, Recreation, Trails and Open Space Plan Design Concepts, August 2008

These park development standards are to be used as dedicated land is developed for park use. Component selection is to be guided by public process.

Park Development Standards

- A. All proposed parks must have the following elements:
- **Required infrastructure** (all of the items on List A)
 - **Components**
 - (2) *Pre-selected components* (List B)
 - (2) *Components of Choice* (List C)
 - OR-
 - (1) *Pre-selected Component* (List B)
 - (1) *Specialty Component* (List D)
 - **Comfort and Convenient features of choice** (List E) – Quantity 5
- B. 100% of the residences in proposed developments must be within 1/3 mile of a park containing the components as listed above.

In addition 75% of the residences must be within 1/3 mile of two additional List B or C components and one component from List D.

Park Components

List A Infrastructure – Required

1. Electricity
2. Irrigation
3. Security lighting
4. Trash receptacles (min. 1 per acre - no more than 6)
5. Water service

List B Pre-selected components – Select 2

1. Group picnic shelter (min size 500 sf and 3 tables)
2. (2) Individual shelters (one table each)
3. Open turf area (min size 3,000 sf., max size 10,000 sf)
4. Natural area (min size 10,000 sf)

List C

Components of Choice – Select 2

1. Amphitheater to seat 50
2. Basketball (one full court)
3. Bocce ball
4. Disc golf course (min 9 baskets)
5. Fitness course
6. Handball or racquetball
7. Horseshoe pits
8. Loop walk (min length 2000 lf.)
9. Natural area (if not used as pre-selected component)
10. Off-leash dog area – fenced (min size - 1 acre)
11. Open turf (if not used as pre-selected component)
12. Playground
13. Practice backstop (with turf size adequate for min. 200 ft. foul lines – may be on required turf area)
14. Public Art
15. Shuffleboard
16. Sports field area (Town to specify level of required development)
17. Spray ground
18. Tennis
19. Volleyball
20. Water feature (A passive water-based amenity that provides a visual focal point. Such as fountains, ponds, or waterfalls)

Or

(In lieu of 2 List B and 2 List C)

List D

Specialty components

To be used only with prior written consent of the Town

Select 1 List B component and one item listed below with required parking and restrooms (can be enclosures for portable toilets) and 5 items from List E – Comfort and Convenience features

1. Community Center
2. BMX course
3. Boating facilities
4. Fishing facilities
5. In-line hockey rink
6. Outdoor pool
7. Skate Park

Comfort and Convenience Features

List E

Comfort and Convenience Features – Select 5 All may be counted only once, except as noted

1. BBQ grills (min. 1 per every 2 tables)
2. Benches (min. 2 per acre)
3. Bicycle Racks (min. to serve 8 bikes)
4. Drinking fountains (min. 1 per every 4 acres)
5. Landscaping (using plant from Town's recommended plant list and above and beyond Town street landscaping requirements)
6. Lighting for night use (counted 1 per item)
7. Parking (min. 10 cars)
8. Picnic tables (min. one per acre beyond those in List B)
9. Portable restroom enclosures
10. Restrooms with plumbing (counts as 2 items)
11. Shade structures for components from List B, C, or D (other than List B picnic shelters) counted one/per item.
12. Trail head with parking (min. 4 cars)
13. Trees (above and beyond Town street landscaping requirements)

Trail Development Standards

Trails shall be constructed according to Town Specifications (sample details in **Appendix L – Sample Trail Developments Standards and Construction Details**). Trail layout and surfacing materials must be approved by the Town and shall meet the following requirements:

- A. Trails shall connect to other trails, bike lanes, parks, and schools where possible.
- B. Trail rest stations shall consist of one of each of the following components:
 - Shade shelter (min size 6' x 8')
 - Bench
 - Bicycle parking (min. 4 bikes)
 - Trash receptacle
- C. Trails shall pass through parks or have rest stations at one-mile intervals or as directed by the Town. In addition, drinking fountains shall occur at 4-mile intervals along the trail.

Appendix L – Trail Classification and Design Standards

SAMPLE TRAILS CLASSIFICATION AND DESIGN STANDARDS

The demand for trails has been substantiated through the public and staff input process. Surveys across the country consistently show that trails are among the highest-ranking recreational features desired by the public, and that trails are one of the most highly-used recreational facilities provided by municipalities. Even in communities without a trail system walking, jogging, and bicycling consistently score among the highest of all recreational activities engaged in by residents.

KEY ISSUES

Connectivity - The goal is to create a system of connected trails that link to open space, parks, schools, and other community features.

Environmental Sensitivity – Trail development should occur in a way that provides access and connectivity to open space areas without undue disturbance or impact to wildlife habitat and plant species.

Education – The trail system should maximize opportunities to inform the public about the natural and cultural heritage of Salida, by exposing people to the natural and agricultural lands within the area and providing interpretive experiences. The historic relevance of mining and extraction to the development of the region could also be a part of this educational program.

TRAIL CLASSIFICATIONS

A variety of trail types and configurations are recommended. Together, these make up an overall system to meet the needs of users. The system is hierarchical, consisting of **Primary Trails** that have an emphasis on enjoyment of the recreational experience of traveling by foot or wheel. When combined with drainage-ways, open space, or other amenities, these become **Greenways**. The emphasis for **Secondary Trails** is to connect the Primary trails to homes and other destinations. **Primitive Trails** are recommended for rural areas with lower frequency of use.

Trail Network Design Recommendations

Trail networks can be constructed of a connected network of Primary Trails and Greenways at an approximate spacing of every ½ mile across the city. Utilize drainage ways and other off-street corridors where possible. Utilize rights-of-way for arterial streets when this is not possible.

The backbone of the trails system is the Primary Trail. Primary trails should follow routes along drainages, ditches, ridges, or other features with scenic or recreational value whenever possible. They may also parallel arterial or other streets if properly designed to provide an enjoyable recreational experience. The user expects to find a variety of views, landscapes, and amenities along the way, and ideally expects to travel a circuit and return to his starting point without having to backtrack. A choice of lengths and circuits is desirable.

To accommodate a variety of users, the ideal primary trail should offer both hard and soft surfaces. It should be wide enough to accommodate the expected amount of traffic in both directions, and should provide separation between potentially conflicting uses where needed.

Primary Trails should be 10' wide in most cases, although a combined 8' hard-paved trail with an attached 3' crusher fines trail is an alternative that is sometimes preferred by runners and others who like having a choice of surfaces along the route. The crusher fines offer a refuge from faster traffic on the paved surface. Trail alignments should follow AASHTO standards for multi-use trails. Because Primary trails are intended to be multi-use paths, they should also meet all requirements of the Americans with Disabilities Act. This would not apply if the trail was intended for bicycle use only. In such case the AASHTO standards for gradients would apply.

Although greenways enhance and augment the City's transportation system, encouraging the use of alternative modes of travel, the primary intent of the greenway system is to provide opportunities for recreation. Greenway paths should be designed to offer pleasant recreational experiences for trail users, including views of the rivers and streams, and access to natural and open space areas. They should also provide pleasant connections for traveling to and from schools, parks, and other destinations.

The greenway paths are supplemented with proposed multi-use paths along new thoroughfares. These paths would be constructed parallel to the thoroughfare, either within the street right-of-way or along an adjacent street. Like the greenway paths, they should be planned and designed to meet AASHTO standards². The typical cross-section for an arterial street includes a 6-foot detached walk separated from the street by a typical 5-foot wide landscape strip. The total area between the curb and the edge of the Right-of-Way is 19 feet. This is adequate in most situations to accommodate a primary trail that will fit the design criteria described below in the section on Trail Development Standards. The primary trail could be constructed along one side of the street with a normal sidewalk on the other side.

Minor Arterials are suitable for lower-use primary trails. The cross-section of these streets has an area that is 18 feet wide from curb to edge of R.O.W. Contained within this is a 6-foot wide path located typically 5 feet away from the curb. This walk can serve as a suitable secondary trail. If widened to match the design criteria described below, the walk would serve as a primary trail.

Major Collectors have a 5 foot wide walk as well, located 5 feet away from the curb, with a total width of 15' from back of curb to R.O.W. line. This makes it suitable for serving as a

² See AASHTO Guide for the Development of Bicycle Facilities, 1999, pages 33 – 35 for a discussion of shared-use paths in relation to other bicycle transportation facilities)

secondary path, as described below, or just barely wide enough for a primary trail in some situations. Minor Collectors are similar, but their walk is 5 feet wide and adjacent to the curb. There is an additional 7' from the back of the walk to the R.O.W. line, for a total width of 12'. This is too narrow for a primary trail, but if the walk is widened to 6 feet it can serve as a suitable secondary path.

In planning for new street extensions that will have primary and secondary paths along them, driveway cuts and other crossings should be minimized along the path. The paths can be designed to offer pleasant recreational experiences by maximizing the separation from the street and through proper landscaping of the ROW. Together, the greenway paths and the thoroughfare paths combine to create a series of interconnected loops, offering recreation enthusiasts a wide choice of routes and distances for recreational trips.

Provide Secondary Connections to Primary Trails and Greenways.

Secondary trails provide connections from homes, businesses, and public places to the primary trails. Secondary connections need to be designed into all new developments, and their location and form will depend upon specific conditions on a case-by-case basis. A connection by way of secondary trails to the primary trail system should be provided throughout all new developments. These should be off-street multi-use paths, with a minimum width of 6 feet and paving of concrete, asphalt, or crusher fines. Sidewalks can serve as secondary trails if wide enough and if designed to minimize conflicts with streets and driveways.

In certain sections of the community low-traffic streets or existing sidewalks might serve as secondary connections to the primary trails. While not meeting AASHTO standards for bike trails, these can provide safe access for pedestrians and others to the multi-use primary trails. Such routes should not be signed or marked as bike paths, however, unless they are safe for such use according to AASHTO standards. Streets adjacent to these routes may be marked with signage to warn motorists to watch for people using the route.

ANCILLARY FEATURES AND COMPONENTS

In addition to the trails, facilities should be provided that enhance the safety and enjoyment of the trail system.

Provide Trailheads at Appropriate Locations

Trailheads are the interface between Primary Trails and the city's transportation system. Trailheads should be provided at points where several primary routes converge, and in places where easy access from arterial streets to a parking area can be created. An adequate number of parking spaces should be provided to serve the projected use of the trailhead. Other features that can be provided include an information kiosk with a trails map posted on it, and trash receptacles. Benches and shade should also be provided. All of these features should be selected for consistency of materials, colors, and form.

Additional locations for trailheads should be identified as development proceeds in the remaining portions of the City.

Provide Waysides at Appropriate Locations

Waysides are places along trails where travelers can stop to enjoy the shade or a pleasant view, or to read an interpretive sign. Waysides should be provided at places that offer these characteristics, or at least every ½ mile along the trail. Benches and/or picnic tables should be provided at waysides. Parks or other features along the trail can serve as waysides if properly designed and connected to the trail.

Implement an Effective and Consistent System of Signage

All trails within the system should be marked with consistent signage to identify the trail, help users find their way along the trail, and provide regulatory information on allowable uses, trail courtesy, etc. Other types of signs include identification signs for trailheads and interpretive signs. All signs should be consistent in their materials, colors, and graphics. The City’s logo should be included on all signs to clearly identify the trails as part of the City’s trail system.

TRAIL DEVELOPMENT STANDARDS

Routes and locations for trails are discussed in Item 1. This section discusses standards for developing the trail surfaces and other features.

A. Provide appropriate surfacing and dimensions for each type of trail constructed. Meet the requirements of the American Association of State Highway and Transportation Officials (AASHTO), the Americans with Disabilities Act (ADA) and other applicable codes.

Primary Trails

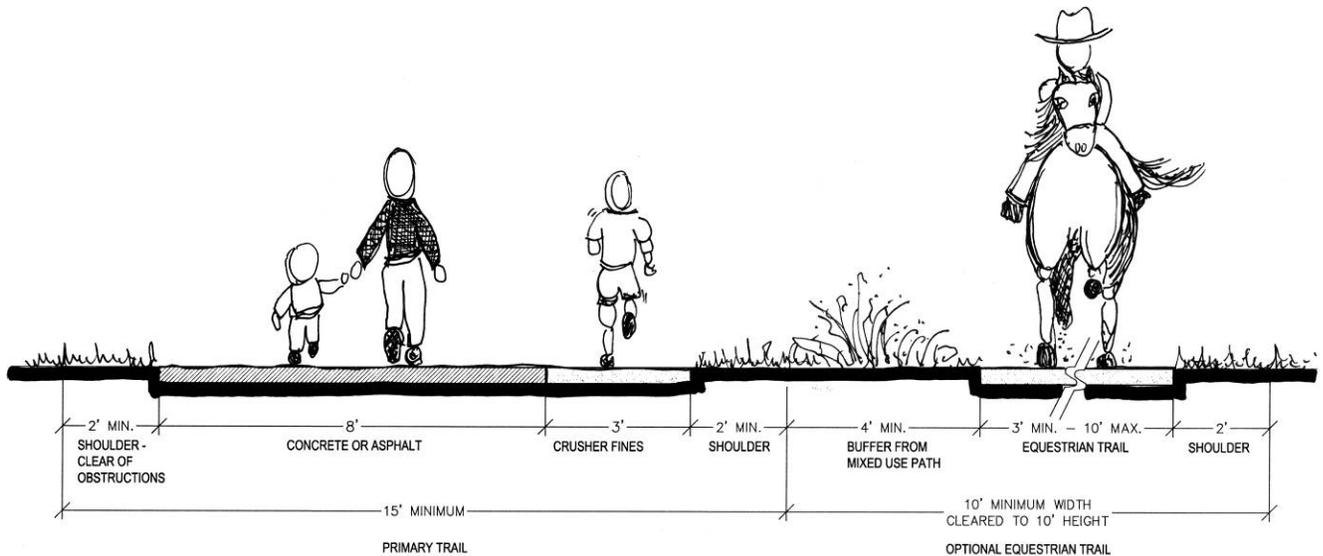


Figure 6: Primary Trail – High Use

An ideal trail cross-section is shown in **Figure 1: Primary Trail – High Use**. It includes an 8-foot wide section of paved (preferably concrete) surface suitable for wheeled vehicles including strollers, bikes, and skates. An attached 3-foot soft surface of crusher fines provides a place for runners and pedestrians who want to stay out of the path of faster-moving cyclists or skater/bladers. A two-foot shoulder on the other side, kept clear of obstructions, provides a safety zone. All shoulders should have a maximum 1:6 slope. Wider shoulders of 3 feet or more are recommended to provide clearance from trees, poles, walls, fences, guardrails or other lateral obstructions. Where the path is next to a steep (1:3 or more) drop-off, a 5-foot separation between the path and the top of the embankment is recommended.³ The slopes across the travel surface of the path should not exceed 2%. Along the direction of travel, slopes should not exceed 5% in order to meet the requirements of the Americans with Disabilities Act (ADA).

An optional equestrian trail, separated by a four-foot buffer, allows horseback riders to use the corridor as well. The equestrian trail should be a minimum of 3' wide and up to 8' or even 10' wide if significant horseback traffic is expected. Regardless of the surface width, the equestrian route should provide a space free of obstructions that is at least 10' wide and 10' high. This will allow riders to pass safely in opposite directions.

An alternative to the 8'+3' main cross-section described above is shown in **Figure 2: Alternative Primary Trail**. It consists of a single 10' foot width or wider paved trail with 2'

³ AASHTO, pg 36.

shoulders on either side. This is useful when a high volume of bikes and other wheeled travelers is expected, or when the trail needs to accommodate service vehicles. In such a case, a 3' wide soft trail adjacent to one side is still recommended if possible. In areas of lower expected use, the entire trail surface may be paved with crusher fines instead of concrete or asphalt.

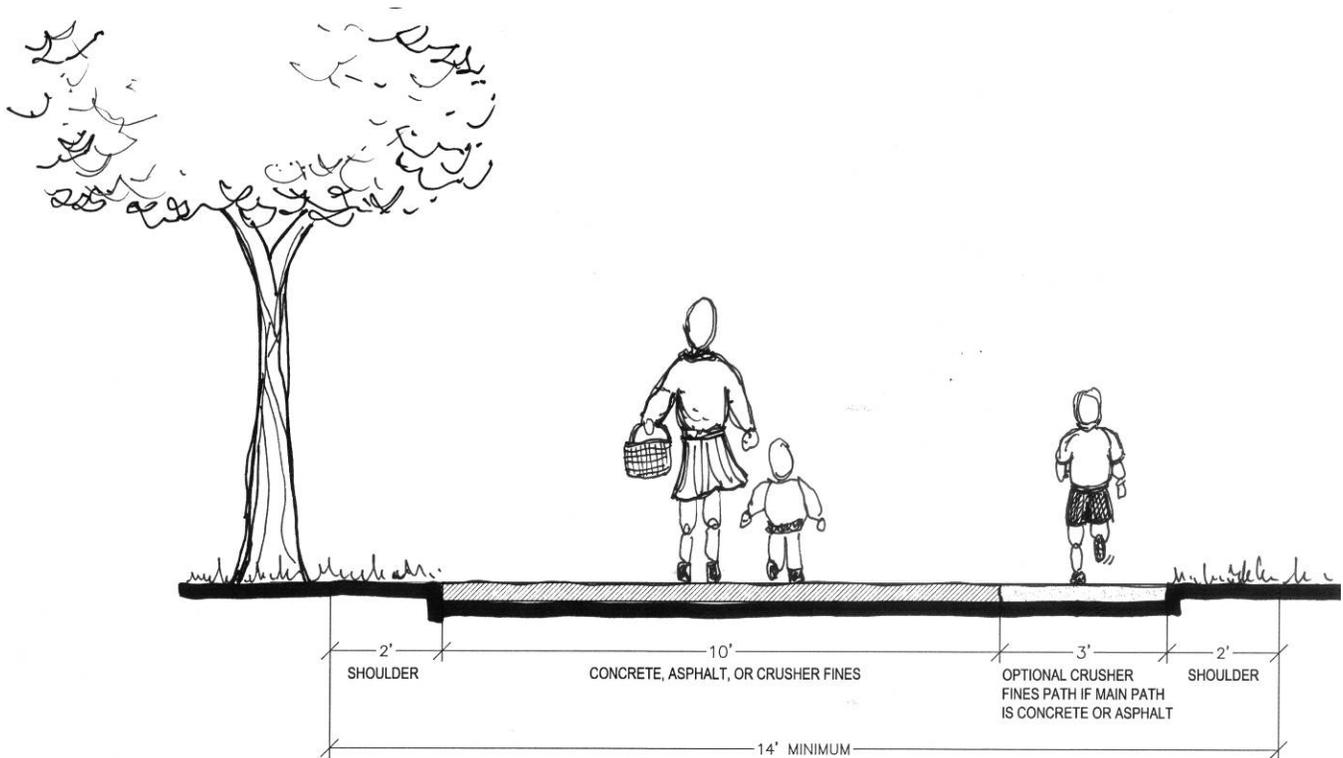


Figure 7: Alternative Primary Trail

Because of the rapid rate of growth in the city and current demand for additional trails and connectivity, it is recommended that surfacing requirements be flexible to allow for as many miles of trail to be set aside as possible. Providing a longer trail surfaced across its full width with crusher fines is likely to be preferable to a shorter concrete one if budget constraints are equal in either case. Trail surfaces can be improved at a later date, but acquiring adequate land for a trail might be impossible once the surrounding area is developed.

The trail configurations described above dictate a minimum of 15 feet and up to 25 feet of horizontal space needed to fit the trail's cross-section. Additional space will be needed to allow for the trail to be graded and to meet existing grades at the corridor's edge, and to fit around existing trees or other obstructions. The amount of additional space needed will increase with the steepness of the terrain and the density of existing vegetation or other obstructions. Providing adequate separation from roadways and other adjacent hazards may also dictate a wider corridor. Space for directional signs, trailside benches, and other amenities should also be taken into account.

A minimum corridor width of 25 feet is recommended in order to account for the variables listed above, and a corridor width of at least 40 feet is recommended whenever possible. This corridor can be an easement or right-of-way, but the entire corridor width must be available for trail purposes.

Primary trails should be designed to minimize crossings with streets, driveways, and other hazards. Grade separated crossings are recommended whenever possible, and on-grade crossings should be clearly marked with caution signs for motorists and crosswalks on the street that is to be crossed, and stop signs on the trail where it crosses a street. Locating on-grade crossings at intersections, especially signalized ones, is preferred to mid-block crossings unless a pedestrian signal or other accommodations can be made.

Secondary Trails

Secondary trails are ones that connect from residences, schools, and other locations to the primary trail. The width and surface of these can vary according to the expected type and amount of traffic. At a minimum, these trails should meet the requirements of the Americans with Disabilities Act. In some cases, secondary trails will need to meet the same standards for width and surface as the primary trail to which they connect. All new developments should be required to provide adequate secondary trails across their property to connect to any primary trails within ¼ mile of any given point within the development. In most cases this can be accomplished on sidewalks or similar paths, although in high-use locations a wider multi-use trail with a configuration similar to the Primary Trails described above may be required.

Primitive Trails

Primitive trails should also be a part of the recreational trail system. These are appropriate within open space lands or other situations where traffic is low or the goal is to provide a more natural experience. The cross-section for this type of trail is shown in **Figure 3 – Primitive Trail**. It consists of native soil or crusher fines, with improvements made for trail stabilization and erosion control. This can include water bars, culverts, steps, or other elements.

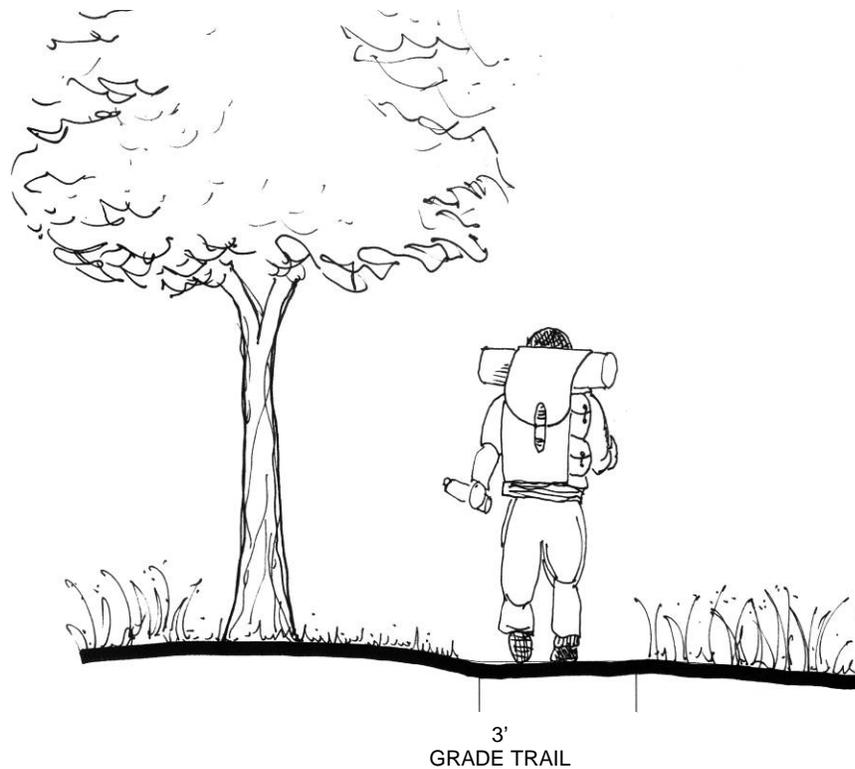


Figure 8: Primitive Trail

While not required in all cases, at least some primitive trails should be designed with slopes and surfacing to allow for use by wheelchair occupants who desire and are able to handle a challenge that is beyond the standards of ADA, yet not beyond the capabilities of an athletic wheelchair operator. Like the rest of the population, people with disabilities differ in their stamina and capability to tackle challenging routes. For this reason, consideration should be given to creating a rating system for primitive trails that would be similar to that used for ski slopes, which would rate the degree of difficulty for various trail segments. This would allow all people, disabled or otherwise, to determine if a particular primitive trail route is suitable for them.

Trailheads

Trailheads should occur where roads intersect primary trails and a suitable pull-out or curb cut can be attained, especially in rural areas. Safe entry and exit for cars is a primary concern. Some trailheads may consist of little more than a safe parking space or two, with appropriate signage. In some locations greater use may be expected, and additional improvements such as trash bins and toilets may be necessary. Portable toilets in a permanent enclosure work well in this situation. Permanent structures of any type should be of a character and quality that fits with the overall character of the park system and will meet the maintenance requirements of the City.

Signage

Signage serves a variety of functions for the trail system, and a variety of signs are needed to address these functions. Suggested configurations for these signs are shown in **Figures 4 through 7**.

Trail Marker Signs

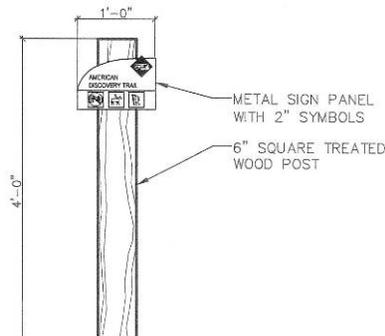


Figure 9: Trail Marker

Trail marker signs are needed to identify trails as part of an overall trail system. These signs should provide the City's logo along with the name of the trail segment along which they are placed. These signs should be located at all trail intersections and at regular intervals of every ½ mile along the trail.

Trailhead Signs

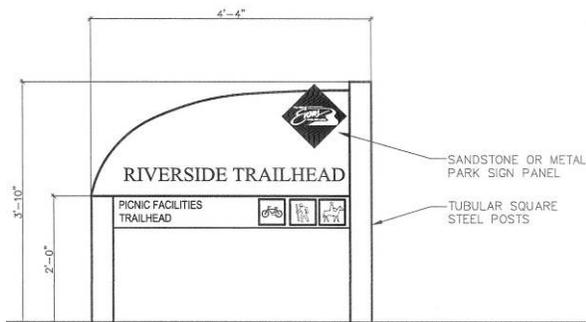


Figure 10: Trailhead

Trailheads should be identified with signs visible from the adjacent road. Such signs should be tall enough to stand above mature native vegetation in natural areas. They should include the trailhead name and City logo. If other entities are involved as partners in the provision of a trail or trailhead, their logo should be included on the trailhead sign.

Information Kiosks / Regulatory Signs

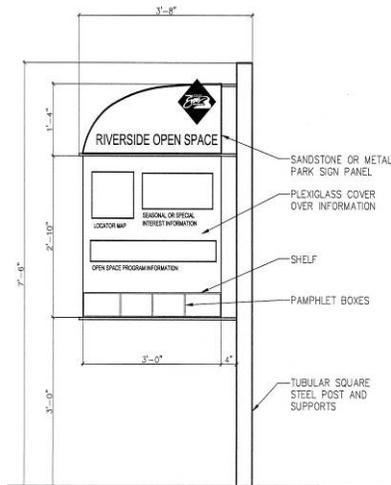


Figure 11: Regulatory Sign

Information kiosks may be used to accommodate maps, seasonal information, rules and regulations, or other information. Kiosks should have a shadow-box design and protective covering for printed materials. Pamphlet boxes for trails maps or other handouts may also be included.

Open Space Boundary Signs

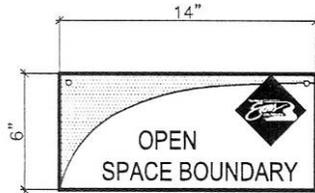


Figure 12: Open Space Boundary

In addition to trail signage, boundary signs are needed to identify lands belonging to the Open Space System. Information on the sign should include a statement indicating that the property belongs to the public and is part of the open space system. In some cases, land may be part of the system but not open to the public. For example, protected wildlife preserves, conservation easements, or agricultural lands may be protected as open space yet under private ownership or closed to the public for some other reason. In such cases, the boundary sign should identify the land as part of the open space system and state the land's status. Reference should be made on the sign to the ordinance or statute that prevents public access.

Interpretive Signs

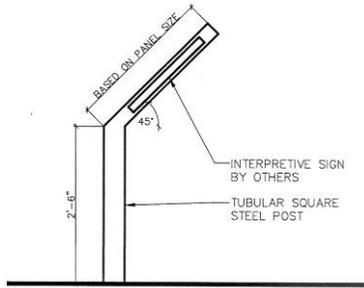
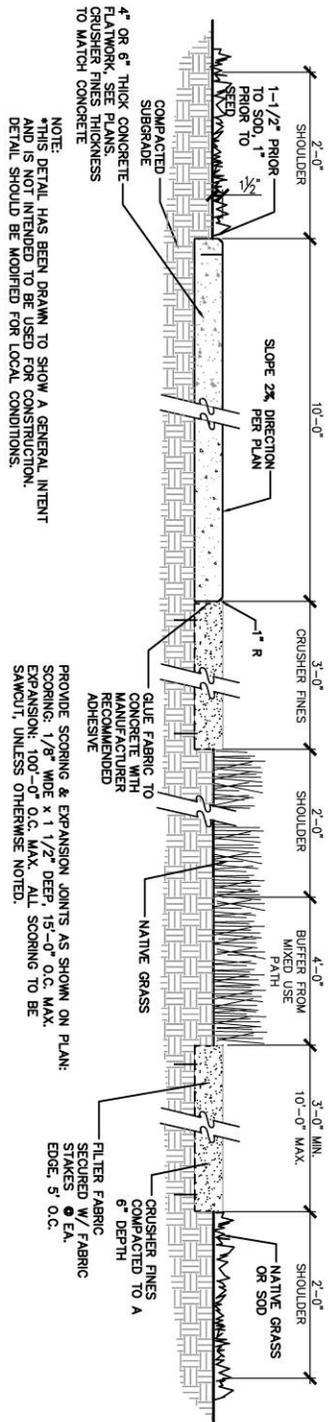


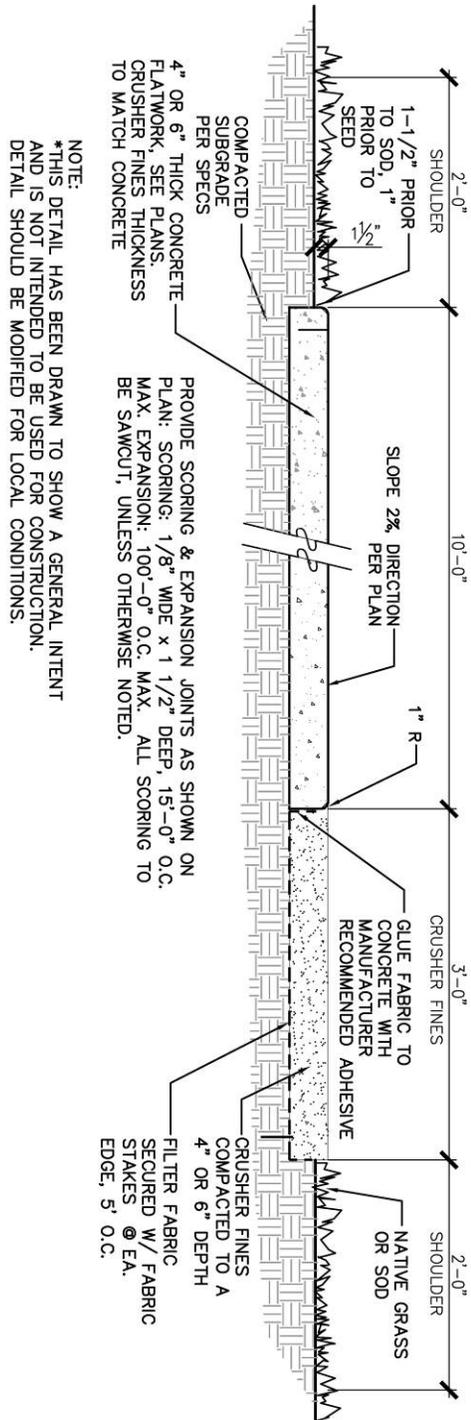
Figure 13: Interpretive Sign

Signs will be needed to inform and educate the public about the natural and cultural history of the region and specific features along the trail. These signs need to be suitable for more detailed graphics such as photographs and illustrations, but also need to fit the design character and theme of the rest of the system signs.



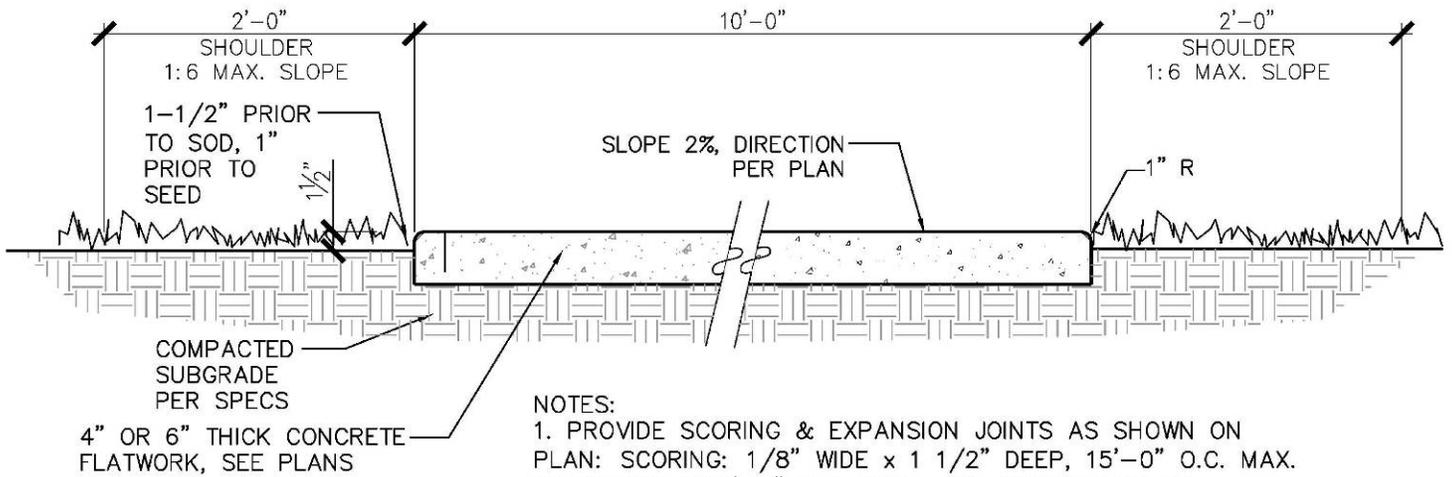
PRIMARY CONCRETE TRAIL - HIGH USE

SAMPLE DETAIL



PRIMARY CONCRETE TRAIL - ALTERNATIVE

SAMPLE DETAIL

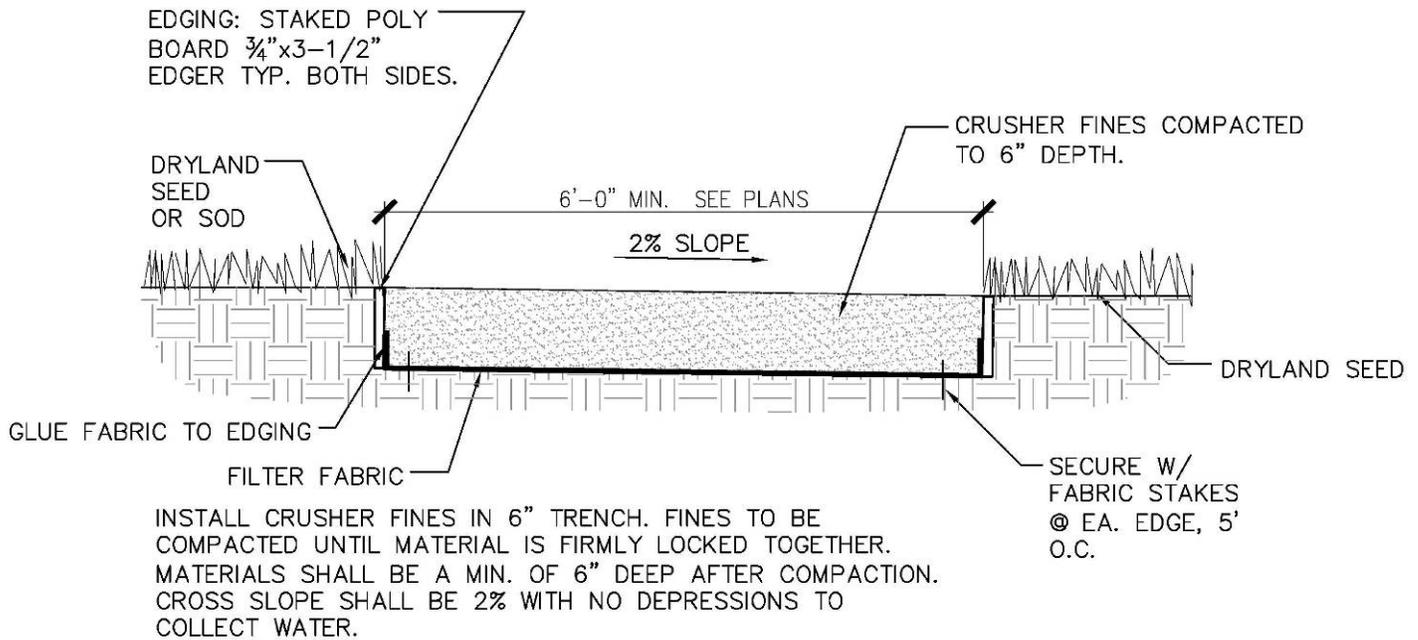


NOTE:

*THIS DETAIL HAS BEEN DRAWN TO SHOW A GENERAL INTENT AND IS NOT INTENDED TO BE USED FOR CONSTRUCTION. DETAIL SHOULD BE MODIFIED FOR LOCAL CONDITIONS.

CONCRETE TRAIL

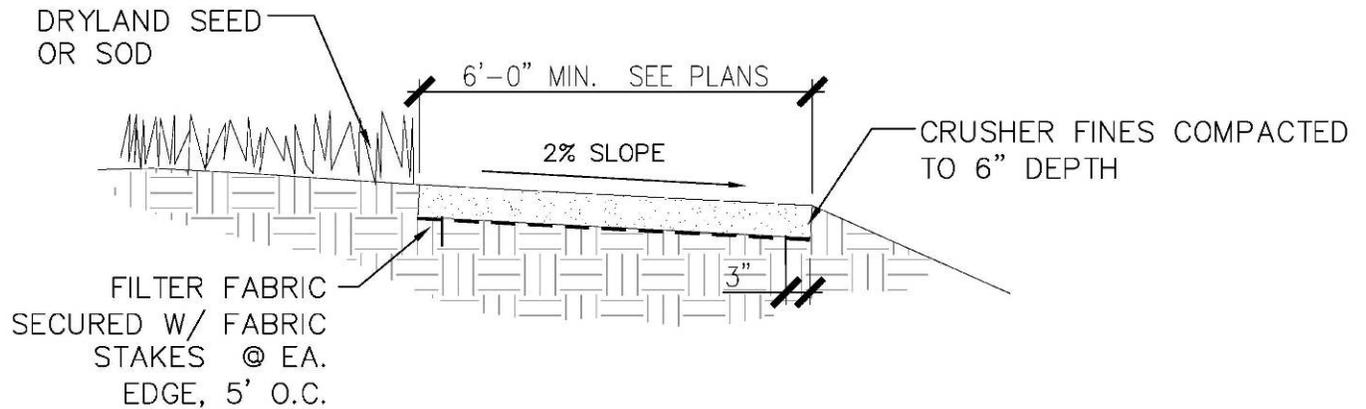
SAMPLE DETAIL



CRUSHER FINES TRAIL WITH EDGING

SAMPLE DETAIL

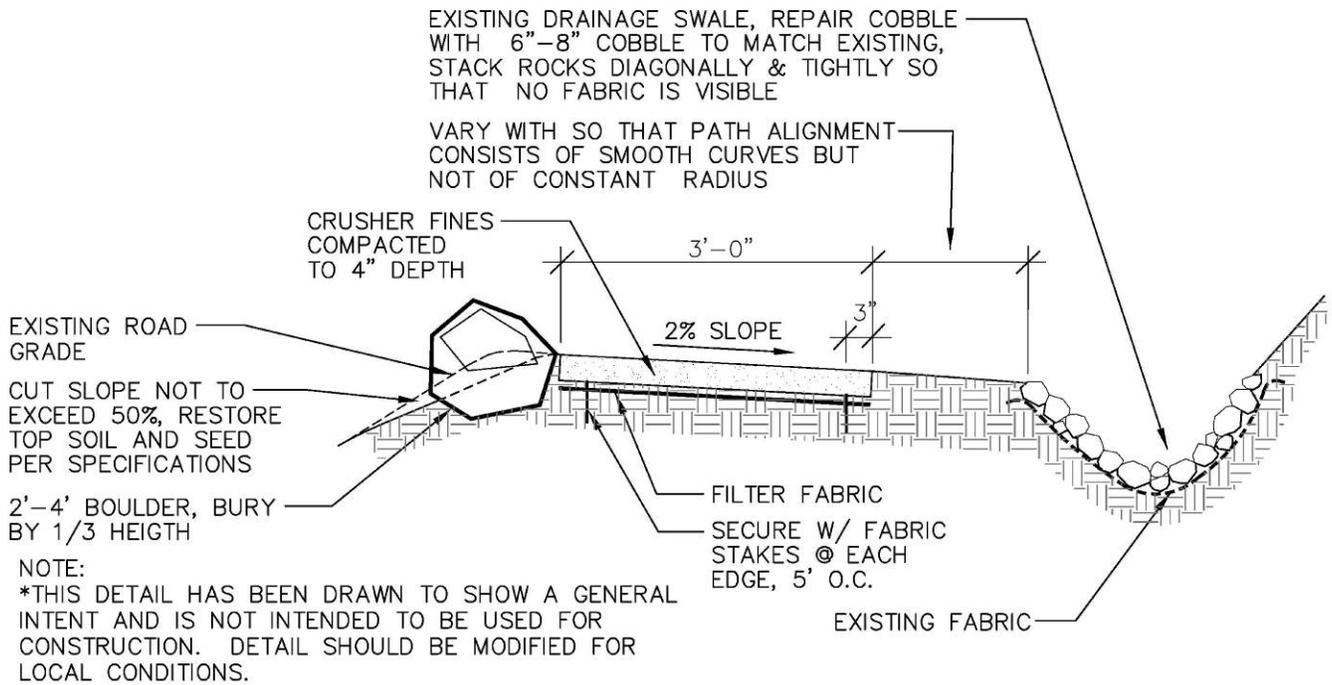
EXISTING DRAINAGE SWALE, REPAIR COBBLE WITH 6"-8" COBBLE TO MATCH EXISTING,



NOTE: INSTALL CRUSHER FINES IN 6" TRENCH. FINES TO BE COMPACTED UNTIL MATERIAL IS FIRMLY LOCKED TOGETHER. MATERIALS SHALL BE A MIN. OF 6" DEEP AFTER COMPACTION. CROSS SLOPE SHALL BE 2% W/ NO DEPRESSIONS TO COLLECT WATER.

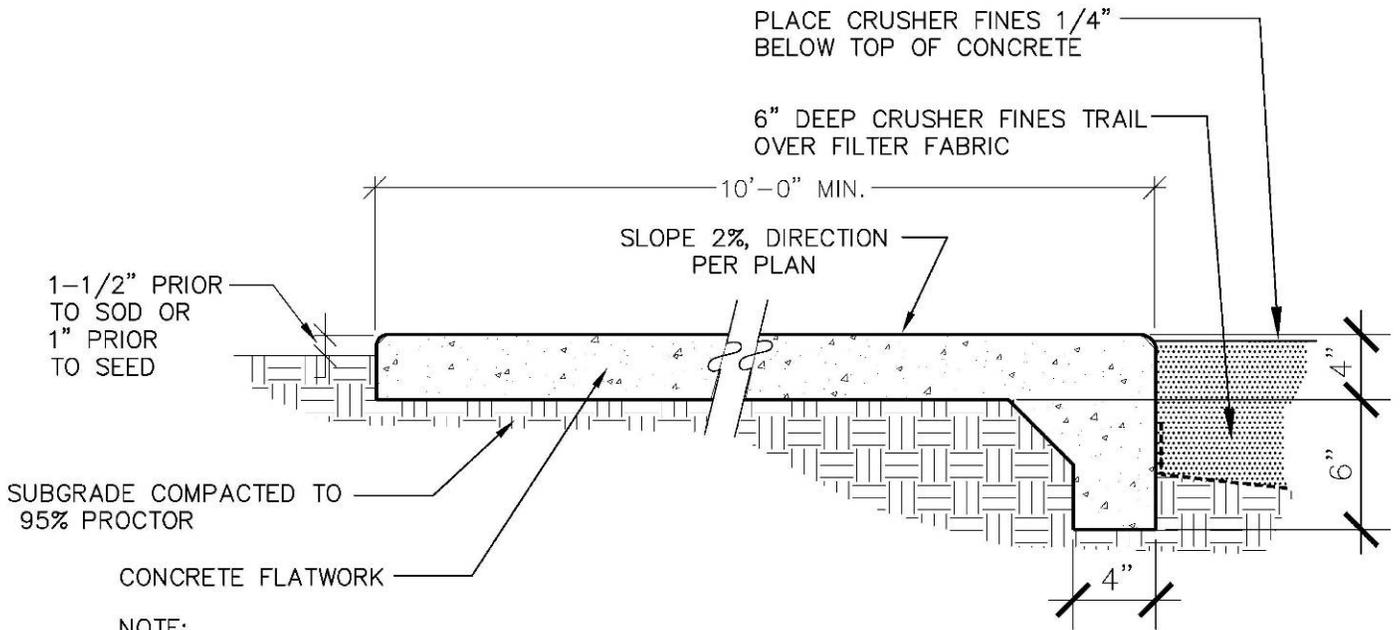
CRUSHER FINES TRAIL WITHOUT EDGING

SAMPLE DETAIL



PRIMITIVE TRAIL WITH IMPROVEMENTS

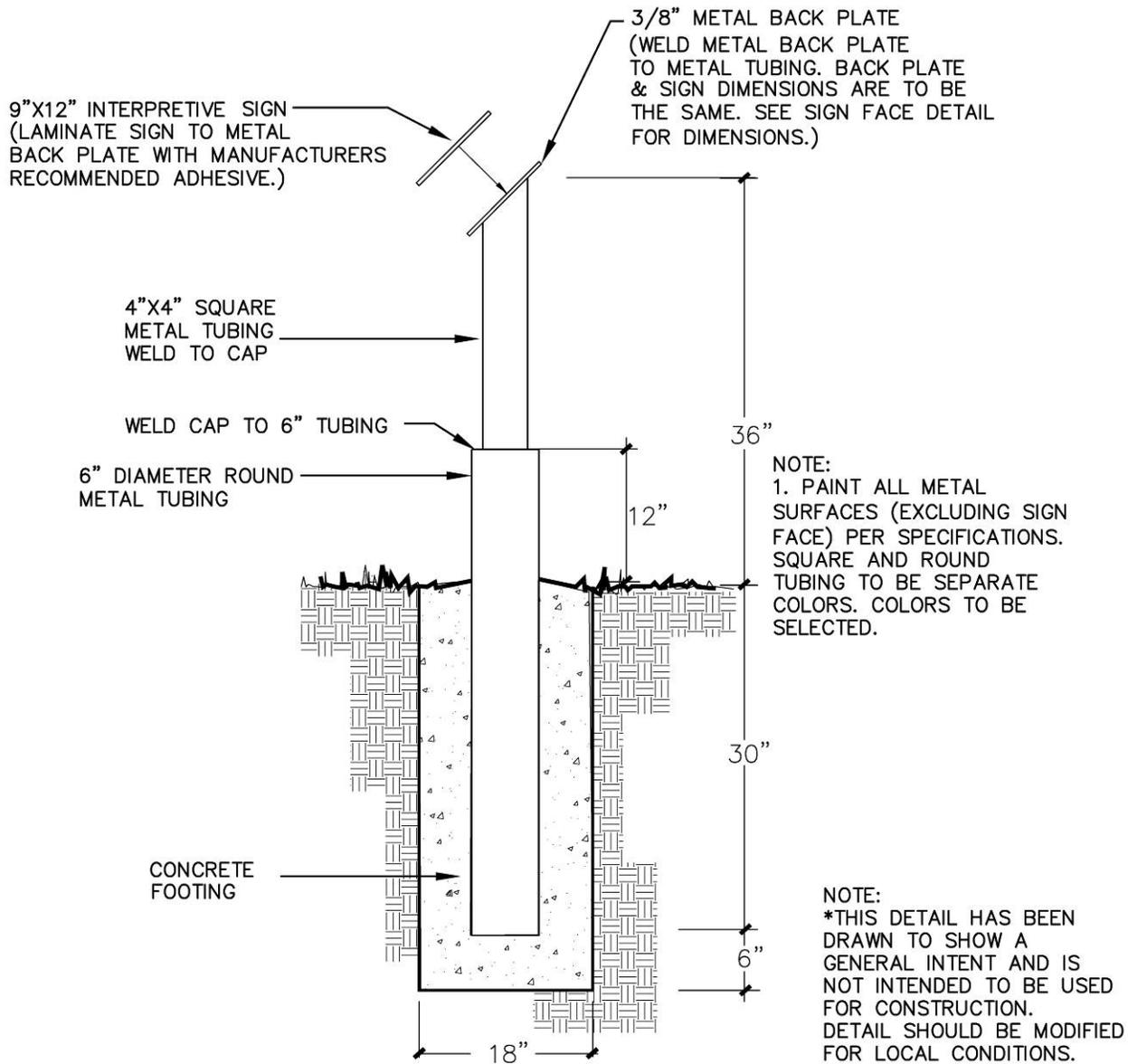
SAMPLE DETAIL



NOTE:
 *THIS DETAIL HAS BEEN DRAWN TO SHOW A GENERAL INTENT AND IS NOT INTENDED TO BE USED FOR CONSTRUCTION. DETAIL SHOULD BE MODIFIED FOR LOCAL CONDITIONS.

CONCRETE TRAIL WITH OPTIONAL EDGE FOR CRUSHER FINES

SAMPLE DETAIL



INTERPRETIVE SIGN

SAMPLE DETAIL