

# MASTER PLAN Executive Summary

May 2015

.

# **Acknowledgements**

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Images provided by CVPRD.

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# I. Executive Summary

# **Purpose of this Plan**

The Carbon Valley Park and Recreation District (CVPRD) is a special district of about 45 square miles, and includes the communities of Frederick, Firestone, and Dacono and surrounding rural areas. The District's service area is experiencing exponential growth, presenting both challenges and opportunities as the District strives to maintain a high quality of life. There is a strong commitment on behalf of its leadership and citizenry supporting parks and recreation as integral to this quality of life. CVPRD is in a position to meet this challenge and plan for dynamic recreational services.

This Park and Recreation Master Plan is based on a comprehensive planning process that involved extensive staff and community input as well as research and analysis of the existing parks and recreation system in the CVPRD service area. Sections II-IV of this Plan include key findings and information gathered from the demographic and trends analysis, the public input process, the statistically-valid survey, and the inventory and analysis of existing Carbon Valley Park and Recreation parks and facilities, along with a review of the District's operations. Based on this analysis, recommended goals and strategies are detailed in Section V to address the key issues identified in the initial needs assessment phase of the project.

# **Planning Process Summary**

This project has been guided by a Parks and Recreation District project team made up of District staff, with input from the Parks and Recreation Board Directors, and leadership from the three municipalities that make up the District. This team provided input to the GreenPlay consulting team throughout the planning process. A collaborative approach creates a plan that fully utilizes the consultant's expertise and incorporates the local knowledge and institutional history that only community members can provide. The project consisted of the following tasks.

#### **Community Engagement**

It was important to reach out to as many groups and individuals as possible in order to gain diverse public input. The community input process included participants from the leadership of the three municipalities, Dacono BMX, seniors, citizens from the three municipalities, the Weld County Health District, St. Vrain Valley School District schools (SVVSD), and the High Plains Library District. The process included the following tasks:

- Review of previous planning efforts, town historical information.
- Extensive community involvement effort including focus groups, meetings with key stakeholders, and a community-wide public meeting.
- Leadership Summit to bring together the leaders of the three municipalities and the CVPRD Board of Directors.
- Statistically-valid community interest and opinion survey.
- Online community engagement website MindMixer.

#### **Facility Inventory**

• Inventory of parks and facilities using existing mapping, staff interviews, and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas.

#### **GRASP® Level of Service Analysis**

- Interviews with staff to provide information about District facilities and services, along with insight regarding the current practices and experiences of the District in serving its residents and visitors.
- Identification of alternative providers of recreation services to provide insight regarding the market opportunities in the area for potential new facilities and services.
- Analysis addressing recreation, parks, and related services.



#### **Assessment and Analysis**

- Review and assessment of relevant plans.
- Measurement of the current delivery of service for District facilities using the GRASP® Level of Service Analysis and allowing for a target level of service to be determined that is both feasible and aligned with the desires of citizens as expressed through the citizen survey. This analysis is also represented graphically in GRASP® Perspectives.
- Exploration of finance and funding mechanisms to support development and sustainability within the system.

#### **Needs Assessment**

- Consideration of the profile of the District and demographics, including population growth.
- Research of trends related to the District region and American lifestyles to help guide the efforts of parks and recreation over the next several years.

#### **Operational and Marketing Analysis**

- Analyze recreation programming and service delivery.
- Conduct an organizational SWOT analysis.
- Develop a broad assessment of the overall park and recreation operations.

#### Recommendations: Goals, Objectives, and Action Plan

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation.
- Development of an action plan for capital improvements including cost, funding source potentials, and timeframe to support the implementation of the plan.

## **Key Issues Summary**

During the initial stages of the project, the following Key Issues were identified for focus:

#### **Organizational:**

- Improve Communication and Partnerships
- Improve Marketing and Communication
- Ensure Maximum Inclusion in the District
- Ensure Maximum Benefit to Residents of the District
- Maintain and Improve Partner Agency Relationships
- Solidify the Operations of the Dacono BMX Track

#### Finance:

- Explore Additional Funding Options
- Establish a Best Practice Cost Recovery and Pricing Philosophy and Practice

#### **Programs and Service Delivery:**

- Improve Registration System Capabilities
- Improve Technology
- Improve and Increase Customer Base
- Increase Recreation Programming Opportunities in Geographic Areas of Need

#### **Facilities and Amenities:**

- Maintain Existing District Facilities
- Add, Expand, or Improve Existing District Facilities
- Ensure Quality Park, Facility, and Component Standards Provided by Partner Agencies
- Ensure ADA Accessibility at All Facilities
- Increase Multi-modal Access

# **Demographics**

The District's population is predicted to increase by an annual rate of 4.9 percent to 35,183, from 2014 to 2019. This represents significant growth for the District from a population of 9,237 in 2000 (the annual growth rate from 2000 to 2010 was 10.2 percent). The District had a significant Caucasian population at 85.2 percent in 2014. This population declined slightly from 2010 (86.1%) and is expected to continue a slight decline to 83.3 percent by 2019.

- Hispanic origin provides a separate look at the population, irrespective of race. The Hispanic population is expected to remain at 18 to 19 percent through 2019.
- The Asian population, at 2.3 percent in 2014, is expected to grow to 3.3 percent by 2019.
- The African American and American Indian populations are not expected to grow above one percent by 2019.

In general, the young adult population (25-34) is expected to increase slightly, and the senior population is expected to grow significantly.

- The 25-34 age cohort is predicted to increase slightly in size from 2010 to 2019; however, it will be decreasing as a percent of the total CVPRD population from 15 percent to 11.9 percent.
- At the same time, the 65-74 age cohort is predicted to increase in size for this time period, from 4.7 percent to 7 percent of the population.

The estimated 2014 median household income for residents of CVPRD is \$75,192 and is expected to grow to \$83,264 by 2019.

- Most households in the District have an income in the \$100,000 \$149,999 range (about 24%) followed by the \$50,000 \$74,999 and \$75,000 \$99,999 income ranges (at about 18-19%).
- More than 10 percent of the population is expected to have income levels in the \$150,000 \$199,999 range 2019.
- By 2019, 11.6 percent (one in ten) of households in the District will have an annual income below \$35,000.

#### **Trends**

Identification of current park and recreation resources, as well as recreation trends, community demographics, and needs, help provide a better understanding of future recreational opportunities and the unique niche of the CVPRD. The values and standards that the Parks and Recreation District brings to the community, along with park and recreation trends, work together to create a unique opportunity for Carbon Valley to plan for and implement future park and recreation facilities.

It is a challenge and an opportunity for parks and recreation agencies to continue to understand and respond to the changing recreation interests of their constituencies. In this fast-paced society, it is important to stay on top of current trends. Trends were researched at the local, regional, and national level relevant to the somewhat older demographic of Carbon Valley, and interests including special events, aquatics, fitness and wellness, and athletics were evaluated as well. Improved funding for parks and recreation in general is being widely reported following the decline during the recession.

# **Key Inventory and Level of Service (LOS) Analysis Findings:**

- In general, while there are differences in how each of the three communities develops its parks, the standards and quality of parks are fairly similar.
- The current population distribution within the District tends to be mostly concentrated centrally and north to south along the Colorado Boulevard corridor.
- CVPRD utilizes a wide variety of facilities to provide recreational programming opportunities.
   These opportunities are well distributed throughout approximately 20 outdoor facilities, 2 primary indoor facilities, and several schools in the area.
- Proximity and transportation are relevant factors affecting levels of service. The provision of
  assets is reasonably distributed across the District, especially given resident access to motorized
  transportation. CVPRD's current use of facilities within the District closely reflects population
  distribution.
- Using a three mile radius for primary access to indoor recreation, there is a large concentration of access in the southern portion of the District.

 The majority of current programming is offered at the Recreation Center and Gymnastics/Senior Center with some offerings also at local schools. Outdoor programming is well distributed at parks throughout the District.

## **Areas of Focus and Recommendations**

Based on the Needs Assessment, utilizing information gathered in interviews and focus groups, a statistically-valid survey, and the GRASP\* inventory and analysis, the following areas of focus were identified as high priorities for action for the District. Areas of Focus with Action Steps are outlined in the main document to create a process to move forward. Over the next three to five years, many influences will impact the success of the development of future facilities, programs, and services. Funding availability, staff buy-in, and political and community support will play significant roles in future planning efforts.

## Actionable Planning & Prioritization for Inventory and Level of Service

The following Goals, Objectives, and Action Items are drawn from the inventory and level of service with a primary focus on maintaining, sustaining, and improving CVPRD parks, facilities, and programming.

Goal 1: Organization	on
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Objective 1.1: Improve communication and partnerships (Senior Grou	p and Community	/ L'eoideirship)	ng ng pagangganggangganggangganggangganggangga
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>1.1.a</b> Develop methods for regular communication with the Leadership of the three municipalities and Weld County.	CVPRD	Staff Time	Short-Term
1.1.b  Maintain regular monthly Senior team meetings with the Senior Advisory Group to engage a two way communication system when developing programs and activities.	CVPRD	Staff Time	Short-Term
Objective 1.2: Improve marketing and communication.	San Francisco		
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>1.2.a</b> Develop and implement a Marketing Plan for the District.	CVPRD	Staff Time	Short-Term
<b>1.2.b</b> Continue to develop and improve the website for marketing and registration.	CVPRD	Staff Time	Short-Term

Objective 1.3;	1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	1.67	
Ensure maximum inclusion in the District	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>1.3.a</b> Work with the Leadership of the three municipalities to develop a ballot initiative to deal with holdout properties for inclusion into the District.	CVPRD	Staff Time	Short-Term
<b>1.3.b</b> Work with the Leadership of the three municipalities to include new development and annexations to ensure inclusion into the District boundaries.	CVPRD	Staff Time	Short-Term
Objective 1:4: Ensure maximum benefit to residents of the District : *: Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
1.4.a Shift to an identification of District and Non-District rather than residents and nonresident.  Objective 1.55	CVPRD	Staff Time	Short-Term
Meliniam and improve partner agency relationships  Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
1.5.a  Establish CVPRD as the subject matter expert for recreation and parks in the area and work with the eadership of the three municipalities and the County on planning and development review and approval.	CVPRD	Staff Time/TBD	Short-Term
I.5.b Review and update existing IGAs with the three municipalities, the County, and the School District to align with the Master Plan.	CVPRD	Staff Time	Short-Term
Objective 1:6: Solidify the operations of the Dacono BMX track			Teacher Control
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>l.6.a</b> Nork with the City of Dacono to establish an IGA for the operations and maintenance of the Dacono BMX track.	CVPRD	Staff Time/TBD	Short-Term
Nork with the existing parent volunteer organization,	CVPRD	Staff Time	Short-Term

track.

develop an MOU for the cooperative operations of the

#### **Goal 2: Finance**

Goal 2: Finance			
Objective 2.1 Explore additional funding options			
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>2.1.a</b> Develop strategy to seek alternative funding sources that includes donations, grants, sponsorships, and tax incentives.	CVPRD	Staff Time	Short-Term
Objective 242s Establish a best practice Cost Recovery and Pricing Phil	osophy and pract	iæ	
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>2.2.a</b> Develop a resource allocation and cost recovery philosophy, model, and policy that is grounded in the values, vision, and mission of CVPRD.	CVPRD	Staff Time	Short-Term
<b>2.2.b</b> Establish a pricing methodology that continuously reflects community values, while generating adequate revenues to sustain CVPRD facilities, programs, and services.	CVPRD	Staff Time	Short-Term

Goal 3: Programs and Service Delivery

Goal 3: Programs and Service Delivery			
Objective S.1.			
lmproxe registration system capabilities			
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>3.1.a</b> Replace current registration software with an industry proven product.	CVPRD	TBD	Short-Term
Objective 3.2: Improve technology			
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
3.2.a Develop a Technology Plan for the District that addresses connectivity, server issues, software compatibilities, and telecommunications.	CVPRD	TBD	Short-Term

Objective 3:3: Improve and increase austomer base			
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>3.3.a</b> Become a regional provider of recreation and	CVPRD	TBD	Short-Term
programming services.	CVFND	100	Short-Term
Objective 3.4: Increase recreation programming, apportunities in geo	ographic areas of i	and the result of the second of the second of	
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>3.4.</b> a			
Investigate additional opportunities to program at quality park, facility, and components provided by partner agencies.	CVPRD	TBD	On-going
<b>3.4.b</b> Explore opportunities to provide new District facilities	CVPRD	TRD	Short-Term

**CVPRD** 

TBD

Short-Term

## **Goal 4: Facilities and Amenities**

opportunities are not available.

and programming where need is shown but partner

Objective 4.1 Maintain existing bistrict facilities	Salah Dagan baga		
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>4.1.a</b> Develop standards for District owned assets including, but not limited to, fitness equipment, aquatic facilities, sports equipment, etc., with regard to lifecycle cost.	CVPRD	TBD	Short-Term
<b>4.1.b</b> Develop system to monitor assets on a regular basis through a preventative maintenance plan.	CVPRD	TBD	Short-Term
Objective 4.2  Add, expand, or improve existing District facilities			
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>4.2.a</b> Continue to monitor and respond to use of District facilities in regard to capacity, function, and trends.	CVPRD	TBD	Short-Term
<b>4.2.b</b> Consider current demand or needs for increased options to add, expand, and repurpose current facilities or programming opportunities or partnerships.	CVPRD	TBD	Short-Term

4.2.c As annexation occurs, the District boundary changes or expands, population increases, and distribution of population changes, explore options for new District owned facilities, unique opportunities, or partnerships.	CVPRD	TBD	Short-Term
Objective 4:3:	and the support of the support	er en	in the state of the
jānsure quality park; jācility, and component standards Actions	рыоминекомоучурона. Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>4.3.a</b> Develop District standards for assets including, but not limited to, multi-purpose fields, ballfields, playground structures and surfacing, picnic shelters, basketball courts, etc.	CVPRD	TBD	Short-Term
<b>4.3.b</b> Work with partner communities to ensure current and future assets meet these standards.	CVPRD	TBD	Short-Term
Objective 4.4:			
Ensure ADA accessibility of all facilities  Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>4.4.a</b> Using the District wide ADA Accessibility Transition Plan to address deficiencies, continue Self Evaluation assessment, and create and implement action plan.	CVPRD	TBD	Short-Term
Objective 4.5: Ingrease multi-modal access			
Actions	Primary Dept. Responsibility/ Support	Resource Impact/Budget Requirement	Timeframe to Complete
<b>4.5.a</b> Work with partner communities to address recreational connectivity District-wide.	CVPRD	TBD	Short-Term

This master planning process took place between April 2014 and April 2015. It followed a management review of the District that brought significant change, including a new strategic direction, new administrative leadership, and changes in staffing. The Master Plan development included a series of public engagement meetings that took place in the summer of 2014. The recommendations in this Master Plan were developed from the information gathered from that input, coupled with a level of service and programming analysis. To their credit, this energized staff began addressing issues as they were identified. As a result, many of the specific recommendations in this Master Plan have already been initiated or implemented, laying a solid foundation and springboard for the bigger, more generalized recommendations regarding new development opportunities and expansions of the District. These will take the hard work of further research and identification of opportunity to fulfill, but the staff and board are up to the task and in a great position to do so. We commend the District for its efforts and determination to provide only the best for the communities it serves.

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1. AQUATIC AREA – RECREATION CENTER
☐Slide – remove to create a warm water therapy pool(s) – entire Activity pool
☐ Swimming programming for workout, exercise, training and lessons
☐ Swimming – therapeutic and or rehab setting
☐ Leisure/Play swimming for both pools – activity and lap
$\square$ Capture two different concepts- therapy pool and lap swimming pool.
OTHER POOL ACTIVITIES -
2. SENIOR ROOM – CURRENT SENIOR CENTER
☐ Concept 1: Convert current senior room into additional fitness studio area; exercise classes such as spin, warmer yoga, dance
☐ Concept 2: Keep current senior center room as is – lounge or quite room; multipurpose use
Concept 3: Reconfigure part of the current senior room for parent observation overlook for gymnastics programs
☐ Concept 4: Convert current senior room as stated in concept 1 and convert current Fitness Studio at the Recreation center into Community senior room for a quite activity room concept.
OTHER SENIOR ROOM SUGGUSTIONS-
3. PHASE ONE – REVITIALZING CURRENT RECREATION CENTER
☐ Kitchen – commercial kitchen for senior lunch programs and rentals out of MPR
☐ Locker rooms- complete facelift of locker rooms
☐ Community Senior room conversion
☐ Energy efficiency – Update boilers and water heaters for cost savings and room programmability
Maintenance shop addition
Lobby - redesign
OTHER PHASE ONE SUGGESTIONS-

4.	PHASE I WO - NEW RECREATION CENTER
	Full use amenities
	Community Rooms – combined rentals and multipurpose use for day camps or youth programming
	Regional Concepts – Ice, State Park, Outdoor water avenues
NOT	ES - PLEASE SHARE YOUR COMMENTS OR IDEAS WITH US ON THE PROPOSED IMPROVEMENTS.
<b></b>	



# Focus Group Agenda – June 25<sup>th</sup> 2015

- A. Welcome Back!
- **B.** Master Plan Executive Report
  - 1. Projections and current facilities
  - 2. Polling support of Ice and Aquatic Amenities
  - 3. Focus Group initiative
- C. Focus Group Feedback Worksheet
- **D.** Focus Group
  - 1. Who will you reach out to?
  - 2. Ideas- groups or connections and communication using your resources and community.
- E. Next Meeting July 23rd 6pm
- F. Questions or thoughts
- **G.** Thank you!

				-
				:



Master Plan Focus Group July 23<sup>rd</sup>, 2015 6:00 PM

Na	ame	City/Town of Residence
Ple	ease answer the following questions and bring to our me	eting.
A.	Three questions you have or may anticipate about the b	allot?
	1.	
	2.	
	3	
В.	Three questions you have or may anticipate about the	future facility?
	1.	
	2.	
	3.	
C.		ility that you would like to see or have had inquiries about?
	1.	
	<ul><li>2.</li><li>3.</li></ul>	
D.	<ul> <li>Three upgrades/additions in the current facility that you</li> </ul>	ou would like to see or have had inquiries about?
	1.	
	2.	
	3.	
	What are your thoughts about keeping the waterslide ir erapy pool?	the current facility or removing it and creating a warm water
F. l	List 5-10 groups/ associations/businesses/organizations	that you will commit to speaking with about the election.
	1.	
	2.	
	3.	
	4.	
	5.	
	6. 7.	
	7. 8.	
	9.	
	10.	

			e e	
	•			

#### Stephanie Munro

From:

FRED SKATES <fpskates@msn.com>

Sent:

Tuesday, July 21, 2015 2:33 PM

To:

Stephanie Munro

Subject:

Re: Focus Group Postponed to 8/27/15

Thank you, that works better for as well.

Fred

Sent from my iPhone

On Jul 21, 2015, at 2:13 PM, Stephanie Munro < <a href="mailto:smunro@cvprd.com">smunro@cvprd.com</a>> wrote:

Focus Group committee members;

Good afternoon focus group committee members. We will be postponing the focus group meeting this week and regrouping on Thursday, August 27<sup>th</sup> 6:00pm – 7:00pm at the Senior Center (the recreation center will be closed due to the annual shut down during this scheduled meeting). The focus of the August meeting will be to kick off the campaign and go through details of phase one; current facilities, recreation center, gymnastics and senior center and phase two; the new recreation center. Between now and our next meeting please take a few minutes to complete the attached worksheet and bring the completed sheet to the meeting. You are welcome to fill out ahead of time, and bring to the recreation center and or email the attachment back to me.

Thank you for your continued support and patience as we finalize ballot, campaign and marketing tools. Feel free to contact myself Ross or Bess if you have any questions.

#### Stephanie Munro

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<a href="mailto:www.recdistrict.com">www.recdistrict.com</a>
<a href="mailto:Linkedin">Linkedin</a>



# A Place to Play

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<Focus Group July 23 2015- worksheet questions.docx>

	: