



Master Plan

Parks, Open Space, Trails & Recreation

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TABLE OF CONTENTS

CHAPTER ONE - EXECUTIVE SUMMARY	1
1.1 MASTER PLAN GOALS	1
1.2 PROJECT PROCESS	2
1.3 VISION, MISSION AND CORE VALUES	2
1.4 RECOMMENDATIONS.....	3
1.5 CONCLUSION	5
CHAPTER TWO - MARKET ANALYSIS.....	6
2.1 DEMOGRAPHIC ANALYSIS	6
2.2 TRENDS ANALYSIS	16
2.3 BENCHMARK ANALYSIS	32
CHAPTER THREE - PUBLIC ENGAGEMENT	40
3.1 STAKEHOLDER AND FOCUS GROUP SUMMARY	40
3.2 STATISTICALLY-VALID COMMUNITY SURVEY	43
CHAPTER FOUR - PARK & FACILITY ASSESSMENT	56
4.1 INVENTORY ASSESSMENT	56
4.2 LEVEL OF SERVICE STANDARDS	60
4.3 EQUITY MAPS.....	62
4.4 FACILITY / AMENITY AND PROGRAM PRIORITY RANKING.....	77
4.5 OPEN SPACE PLAN.....	80
4.6 TRAILS PLAN	102
CHAPTER FIVE - INDOOR RECREATION FACILITY FEASIBILITY STUDY	125
5.1 INTRODUCTION	125
5.2 FACILITY RECOMMENDATIONS	132
5.3 POTENTIAL SOLUTIONS	133
CHAPTER SIX - PROGRAM AND ORGANIZATION REVIEW.....	136
6.1 RECREATION PROGRAM ASSESSMENT	136
CHAPTER SEVEN - OPERATION AND MAINTENANCE REVIEW	170
7.1 ORGANIZATIONAL REVIEW.....	170
7.2 MAINTENANCE REVIEW.....	175
CHAPTER EIGHT - FINANCIAL ANALYSIS	179
8.1 CAPITAL IMPROVEMENT PLAN.....	179
8.2 FUNDING AND REVENUE STRATEGIES	183

CHAPTER NINE - STRATEGIC ACTION PLAN 187

 9.1 VISION.....187

 9.2 MISSION187

 9.3 CORE VALUES187

 9.4 RECOMMENDATIONS.....187

APPENDIX A -CORE VS. CASUAL PARTICIPATION TRENDS 189

APPENDIX B - ONLINE SURVEY 195

APPENDIX C - SITE ASSESSMENT SUMMARIES217

CHAPTER ONE - EXECUTIVE SUMMARY

The City of Durango Parks and Recreation Department (“Department”) embarked on an update to their Parks, Open Space, Trails and Recreation Master Plan (“Plan”). This Plan is meant to be a living document and will provide the Department a roadmap for addressing community needs for the next five to ten years. It details the current state of the system while identifying focus areas based on a comprehensive assessment of community values and priorities.

This Master Plan sought community input to identify their vision and expectations for the future of the parks and recreation system. Community input was received via focus groups, key stakeholder interviews, public forums, a project website (www.durangoparksplan.com), a community online open survey and a statistically-valid community survey. The information gathered from the community engagement process was combined with technical research to produce the final Master Plan.

This plan establishes recommendations for the Department to achieve the vision the community has for the parks and recreation system as well as to achieve greater financial sustainability without sacrificing the value of the park assets and amenities or reducing the level of experiences and services available to users. Going forward, the Department will embrace a continual process of community engagement to evaluate available resources and funding to accomplish the goals identified in the Plan and new goals that will emerge in the future.

1.1 MASTER PLAN GOALS

The goals of the Parks, Open Space, Trails and Recreation Master Plan include:

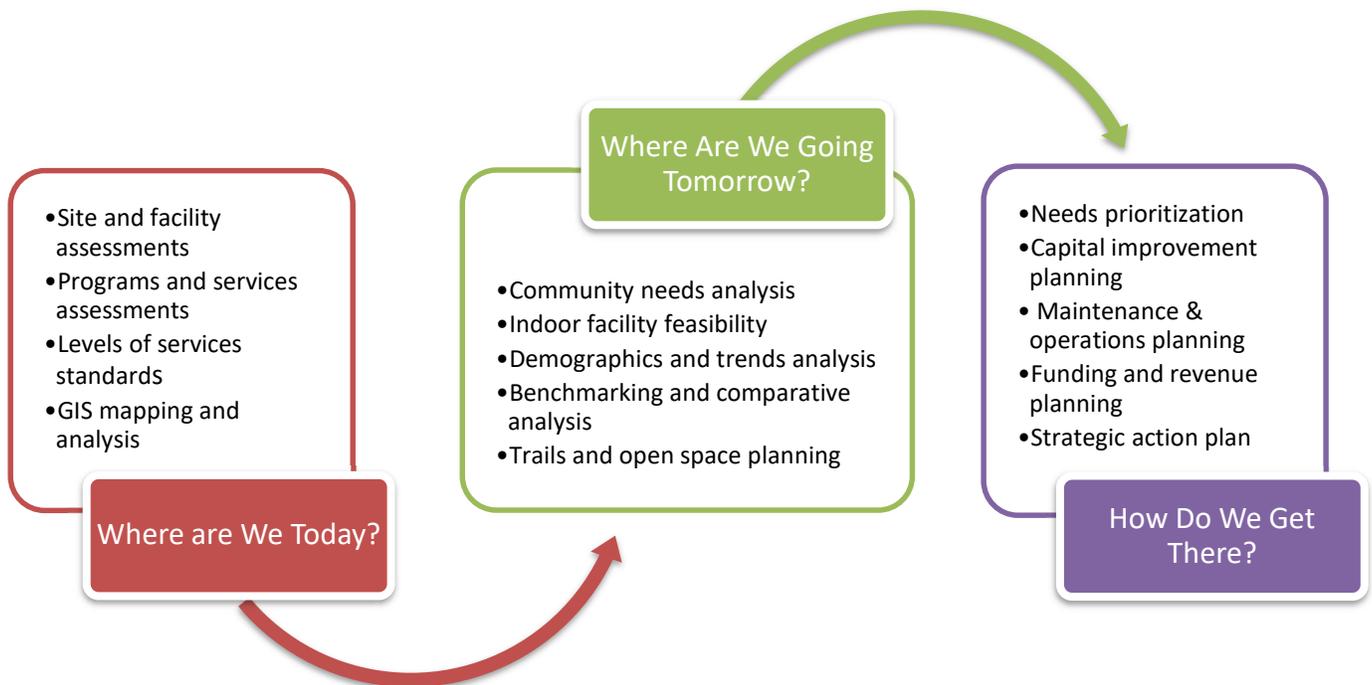
- Engage the community, leadership and stakeholders through innovative public input means to build a shared vision for parks, open space, trails, and recreation in the City of Durango for the next five or more years.
- Utilize a wide variety of data sources and best practices, including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the City of Durango.
- Determine unique Level of Service Standards to develop appropriate actions regarding parks, open space, trails, and recreation that reflects the City’s strong commitment in providing high quality recreational activities for the community.
- Shape financial and operational preparedness through innovative and “next” practices to achieve the strategic objectives and recommended actions with achievable strategies.
- Educate the Durango community about Parks and Recreation Department project budgeting and planning information to ensure transparency and a community-wide understanding of the use of Parks and Recreation dedicated sales tax funds.
- Develop a dynamic and realistic strategic action plan that creates a road map to ensure long-term success and financial sustainability for the City’s parks, open space, trails and recreation, as well as action steps to support the recreation-oriented community and businesses that call Durango home.

1.2 PROJECT PROCESS

1.2.1 RELATIONSHIP TO OTHER CITY PLANS

The Parks, Open Space, Trails and Recreation Master Plan is a component of the City of Durango Comprehensive Plan. The project process involved in the update of the Parks, Open Space, Trails and Recreation Master Plan considered other City planning documents including, but not limited to, the Community Forest Management Plan, Durango Animas River Corridor Management Plan, Multimodal Transportation Plan, Lake Nighthorse Conceptual Recreation Plan, Lake Nighthorse Operations Plan, Durango Mesa Park Area Plan, Durango Parks and Recreation Department Strategic Plan, Revenue and Pricing Plan, and numerous Open Space Management Plans.

The Master Plan update followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:



1.3 VISION, MISSION AND CORE VALUES

1.3.1 VISION

The following vision presents how Durango Parks and Recreation Department desires to be viewed in the future:

To be the reason why people want to be in Durango.

1.3.2 MISSION

The following is the mission for how Durango Parks and Recreation Department will implement the vision:

Enrich lives every day.

1.3.3 CORE VALUES

- Service Excellence
- High Quality Offerings
- Innovation (+Fun)
- Health and Wellness
- Sustainability (Environmental + Fiscal)

1.4 RECOMMENDATIONS

The following recommendations are derived from an iterative visioning process with the staff and the consulting team. These encompass a wide variety of areas starting with the Big Moves that are overarching and visionary in nature.

BIG MOVES
• Connect trails (SMART 160 East and West, Animas River Trail)
• Sustained dedicated funding
• Implement Durango Mesa Park Plan
• Enhance branding, marketing and telling the Parks and Recreation Department story to the community
• Address aging facilities and infrastructure
• New parks and recreation facilities
• Existing Recreation Center expansion or build a new multi-use recreation facility
• Continue to seek alternative funding for new development, operational funds, capital projects
• Maintain and upgrade existing facilities
• Continue to develop and enhance Lake Nighthorse Recreation Area

Staff and the consulting team also dove deeper into recommendations of individual areas including:

- Operations and Maintenance
- Programs
- Marketing and Branding
- Parks, Facilities, Trails and Open Space

Each of these areas has a Strategy / Tactic which is tied to one or more of the Big Moves, Core Values, with a Timeline (Short, Mid, Long-Term), Budget Needs, Performance Metrics and Lead Division that is responsible for implementing them. The details are in an action matrix that is managed by and updated on an ongoing basis by staff.

1.4.1 OPERATIONS AND MAINTENANCE

- Ensure adequate funding for staffing and maintenance for new development
- Involve maintenance and operational staff in planning new parks and facilities
- Incorporate adaptive management and be flexible with existing facilities' use
- Be innovative, sustainable and forward thinking in design
- Follow best practices with written documentation, SOPs etc.
- Institute a web-based work order asset management system
- Develop facility maintenance management plans
- Improved maintenance hubs and satellite sites systemwide e.g. Lake Nighthorse Recreation Area
- Maintain dedicated funding for existing facility improvements
- Ensure replacement funds for upkeep of older and outdated equipment
- Secure partnership opportunities to leverage dollars, capacities and efficiencies
- Maintain appropriate staffing, provide training and fair compensation
- Create specialized facilities for childcare, etc. to free up dedicated space for operations and maintenance
- Provide an effective work space environment
- Build a maintenance and replacement schedule for equipment, facility infrastructure, etc.
- Ensure succession planning / training and cross training for staff
- Maintain effective inventory management system

1.4.2 PROGRAMS

- Build a Program Plan that drives development phases for Three Springs Community Park
- Offer new recreation programs (e.g. Fitness program, Life skills programs, eSports / eGaming, alternative wellness, gardens, open water activities, etc.)

1.4.3 MARKETING AND BRANDING

- Update website for online registration, memberships etc.
- Branding guidelines and consistency
- Partnering with others to help promote the website for offerings, etc. for visitors
- Interactive map of parks, trails and open space
- Better post registration communication
- Develop a real-time customer feedback and community input App for the Department (such as HAPPiFEET - www.KeepHappiFeet.com) to allow for real-time and GPS location based input from community members and visitors across all parks, trails, open space and recreation facilities.
- Enhance marketing of sponsorship opportunities

1.4.4 PARKS, FACILITIES, TRAILS AND OPEN SPACE

- Parks - Implement Durango Mesa Park in phases with the assistance of grant funding and community/private partnerships
- Parks - Provide new park amenities: community gardens, multiple pickleball courts, artificial turf
- Parks - Implement new amenities at Lake Nighthorse Recreation Area such as picnic facilities, swim beach, and open water opportunities
- Parks - Ensure parks are approachable, welcoming and feel safe
- Parks - Bathroom replacement (Rotary Park, Schneider Park and Folsom Park)
- Parks - Replacement of aging irrigation systems (Fassbinder Park, Viles Park, and Greenmount Cemetery)

- Facilities - Expanded / new recreation center with fitness, childcare, additional gym space, basketball court / sport courts, storage etc.
- Facilities - Add dedicated childcare space / Provide year-round ice
- Facilities - Remove Mason Center building and the former Chamber of Commerce building at Santa Rita Park unless the building can be used for the Water Reclamation Facility operations
- Facilities - Upgrade ski lift at Chapman Hill Ski Area
- Facilities - Better use of existing space e.g. Chapman Hill for summer programs
- Trails - Underpass at Camino del Rio and at Highway 550/160 near Home Depot
- Trails - Access to Lake Nighthorse Recreation Area
- Trails - Expand natural surface trails with partners and City staff
- Trails - Enhance signage and stewardship
- Hard Surface Trails - Complete Animas River Trail and SMART 160 Trail East and West
- Open Space - Identify and secure potential acquisitions for open space
- Open Space - Stewardship and maintenance of existing open space

1.5 CONCLUSION

The Durango Parks and Recreation Department (“Department”) has continued to grow and sustain a high level of service over the years. The wide variety of offerings it provides serve not only Durango residents but also La Plata County residents and the high number of tourists and visitors to the region. The Department’s sustained excellence was nationally recognized when they were awarded the prestigious National Gold Medal Award for Excellence in the Field of Park and Recreation Management by the American Academy for Park and Recreation Administration.

All of this would not have been possible without the dedicated and passionate support of the Durango community. From approving two dedicated funding measures (Half Cent Sales and Use Tax and Quarter Cent Sales and Use Tax respectively) to being active volunteers and advocates for parks, recreation, trails and open space, the community has embraced the value of parks and recreation in contributing to the exceptional quality of life in Durango.

Looking ahead, the Department is committed to providing sustainable stewardship and maintenance of existing assets while continuing to innovate and embrace new opportunities. From the expansion of Lake Nighthorse Recreation Area to plans for development of Durango Mesa Park, increasing trail connectivity and exploring plans to expand the Recreation Center, this 2020 Parks, Open Space, Trails and Recreation Master Plan has laid out a community-driven vision and ambitious goals for the future.

The successful implementation of this plan will depend on continued leadership and community support and, in working with the Durango community and staff for the past decade, the consulting team has no doubt that this support will continue and ensure that Durango continues be the national benchmark for an exceptional quality of life for all those who live, work, play or visit.

CHAPTER TWO - MARKET ANALYSIS

2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Durango, Colorado. While, it is understood that the City does serve a population well beyond its boundaries including La Plata County and the visitors, this analysis considers only the City’s total population, and its key characteristics such as age segments, income levels, race, ethnicity, and gender.



It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.1.1 DEMOGRAPHIC OVERVIEW

POPULATION:

- **18,909** people live in Durango
- City is expected to grow to **22,553 residents by 2032**

RACE:

- **83%** of the population is White Alone
- **Slowly diversifying** in the next 15 years



AGE:

- Median Age - **32.9**
- By 2032, the **55+ age segment** will encompass **28%** of the population

INCOME:

- **\$52,452** median household income
- Median household income **lower** than state and national averages

2.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in September 2017 and reflects actual numbers as reported in the 2010 Census, and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for projected 2027 and 2032 demographics. The boundaries that were utilized for the demographic analysis are shown below in **Figure 1**.

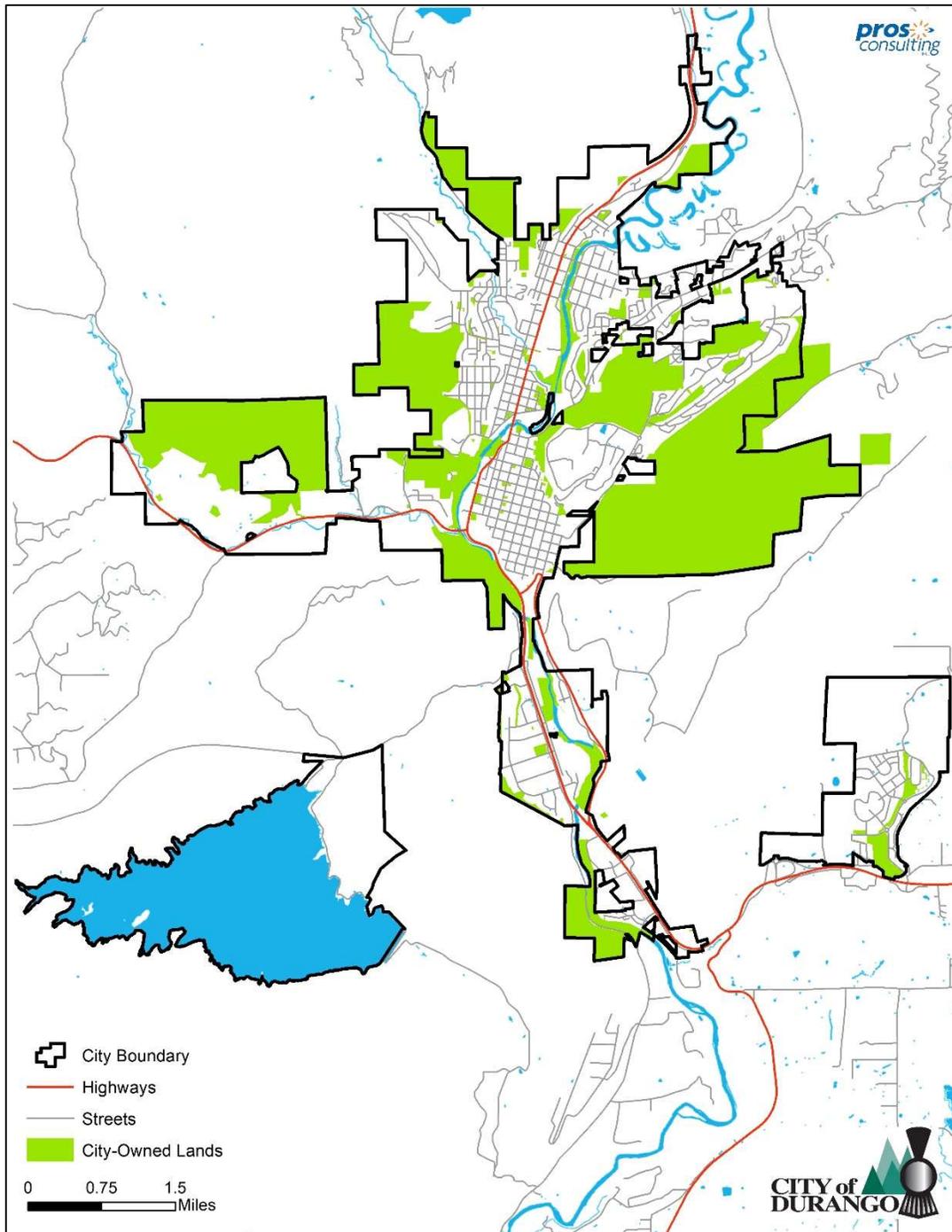


Figure 1: Durango's City Boundaries

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian or Alaska Native Alone - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian Alone - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black or African American Alone - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander Alone - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White Alone - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

2.1.3 CITY OF DURANGO POPULACE

POPULATION AND HOUSEHOLDS

The City’s population has experienced a steady growing trend in recent years. (See Figure 2).

Currently, the population is estimated at 18,909 individuals living within 7,807 households. Projecting ahead, the total population and total number of households are both expected to continue to grow over the next 15 years. Based on predictions through 2032, the City is expected to have 22,553 residents living within 9,293 households.

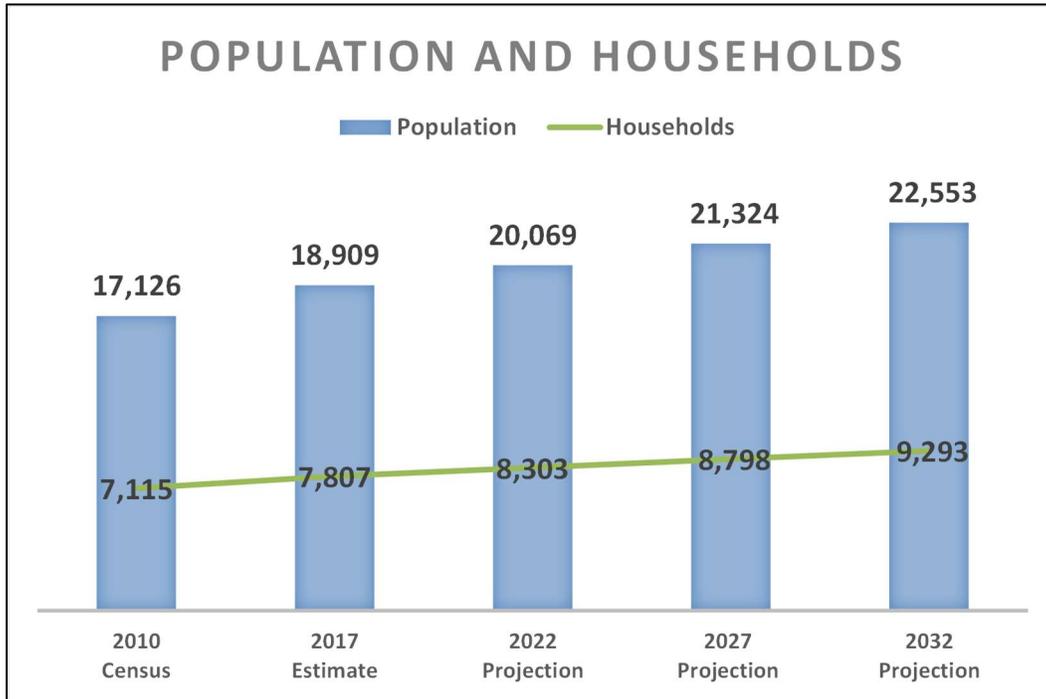


Figure 2: City of Durango Population and Households

The chart below displays figures for owner, renter, and vacant housing units along with family and average size households. Currently, renter occupied housing units make up 53% of the total household while owner occupied units make up 47% of the total. Family households represent just under half of all households (48%) with this trend to remain the same through 2032.

Housing Summary	2010 Census	2017 Estimate	2022 Projection	2027 Projection	2032 Projection
Owner Occupied Housing Units	3,446	3,634	3,852	4,000	4,167
Renter Occupied Housing Units	3,669	4,173	4,451	4,797	5,125
Vacant Housing Units	854	814	823	801	787
Family Households	3,354	3,762	3,986	4,266	4,531
Average Household Size	2.18	2.21	2.77	-	-

AGE SEGMENT

Evaluating the population by age segments, the City exhibits a slightly skewed distribution. When comparing to the national average, the median age of the U.S. is 38.0 years old; with 46% of its population being under the age of 35. Durango’s population is much younger, having a median age of 32.9 years old; with 53% of its residents currently under the age of 35. With Fort Lewis College located in Durango, it is expected for the young adult (18-34) population to be significantly higher than the national average.

The City is projected to undergo an aging trend. While the 64 and under age segments are expected to remain stagnant or experience decreases in population percentage; the 65+ age segments are projected to continue increasing over the next 15 years. The City of Durango is projected to continue aging with 17% of its total population being over the age of 65 by 2032. This is partially assumed to be an outcome of the Baby Boomer generation aging into the senior age groups (Figure 3).

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the “Senior” population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different ways to partition this age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

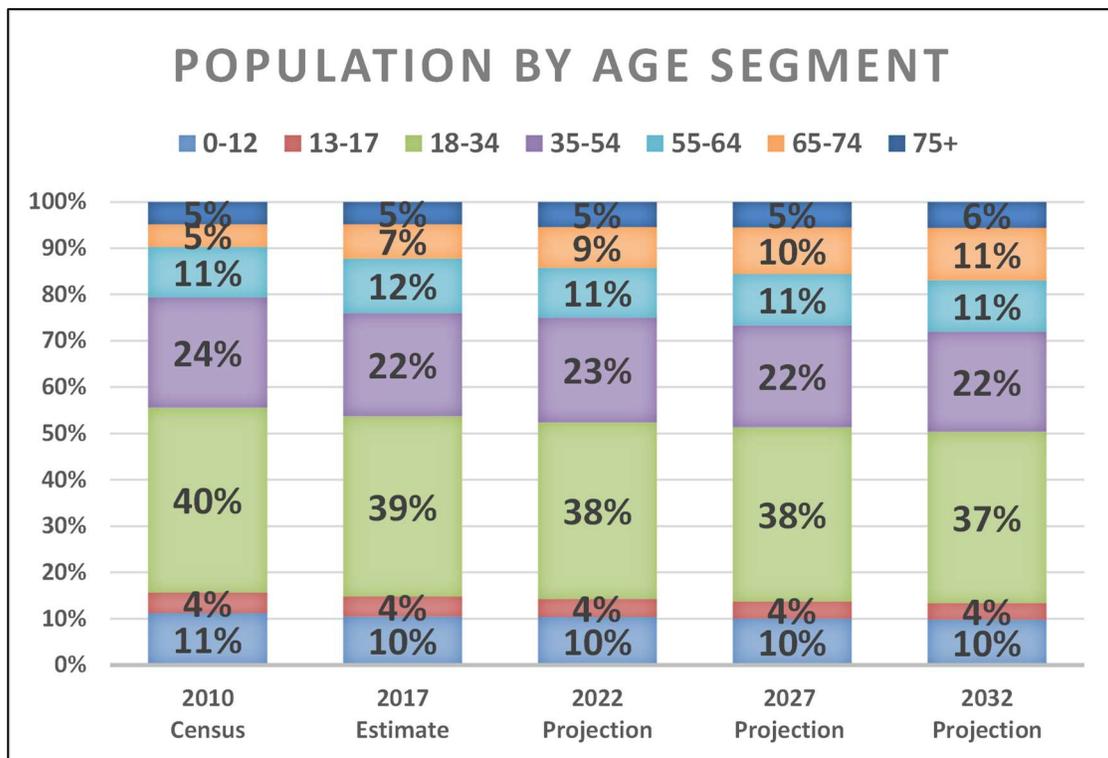


Figure 3 - Population by Age Segment

RACE AND ETHNICITY

In analyzing race, the City’s current population is fairly homogeneous. The 2017 estimate shows that 83% of the population falls into the White Alone category, while the American Indian category (7%) represents the largest minority. The predictions for 2032 expect the population by race to become slightly more diverse. There is expected to be an increase in the American Indian and Some Other Race population; accompanied by decreases in the White Alone populations. (Figure 4).

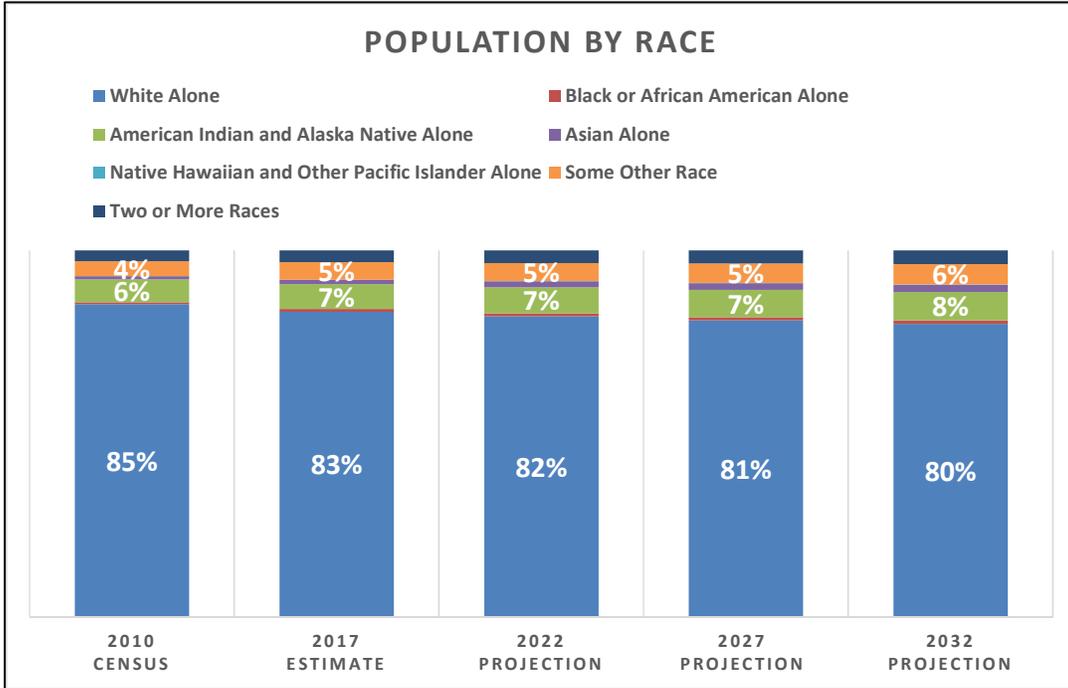


Figure 4 - Population by Race

Based on the 2017 estimate, those of Hispanic/Latino origin currently represent 14% of the service area’s total population. The Hispanic/Latino population is expected to experience a minor increase in population percentage (16%) by 2032. (Figure 5)

Ethnicity determines whether a person is of Hispanic origin or not. For this reason, ethnicity is broken out in two categories, Hispanic or Latino and Not Hispanic or Latino. Hispanics may report as any race.

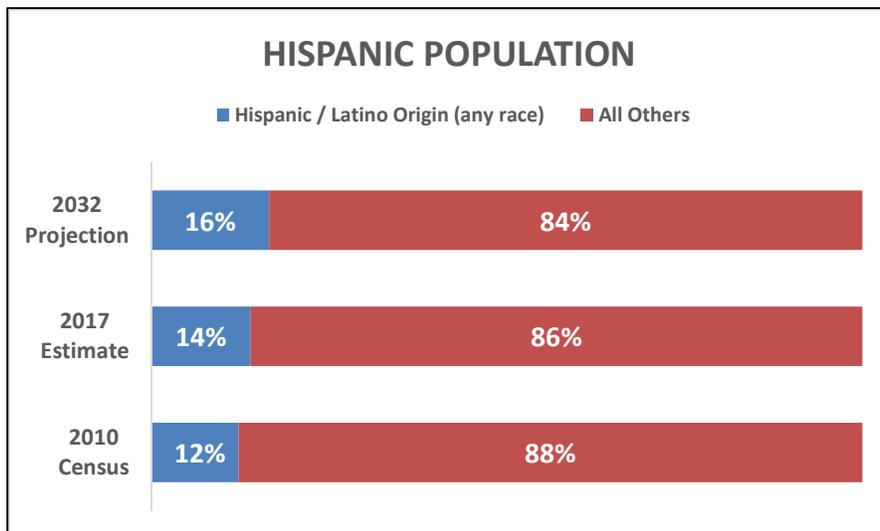


Figure 5 - Hispanic Population

HOUSEHOLD INCOME

As seen in **Figure 6**, the City’s median household income (\$52,452) and per capita income (\$30,418), are both below the state averages but are similar to national averages

With the median household income being below the state averages, this is a strong indicator that disposable income may be limited. It is important to note, though, that these numbers are skewed by the number of college students who may have a lower income currently. This discrepancy is typical in cities where a large percentage of the population is college students with limited earning capabilities.

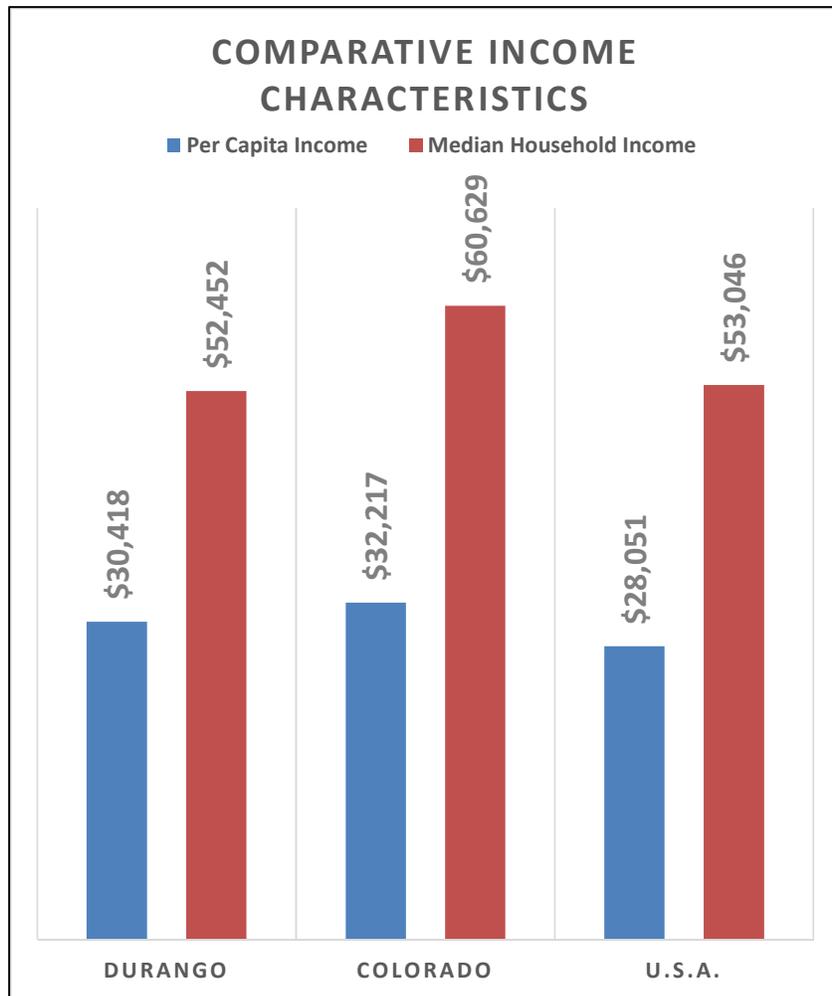
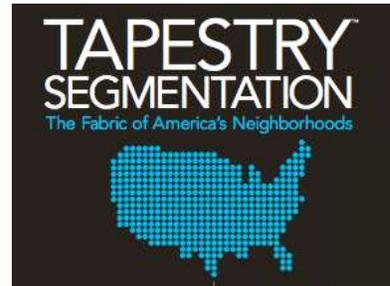


Figure 6 - Comparative Income Characteristics

2.1.4 TAPESTRY SEGMENTATION

ESRI’s Tapestry Segmentation is a geodemographic system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. This market segmentation system integrates consumer traits with residential characteristics to identify individual markets within a specified area. The Tapestry provides a classification model with 67 distinct, behavioral market segments that depict consumers’ lifestyles and life stages, and detail the diversity of the American population. These individual market segments are then arranged into 14 LifeMode groups that have similar characteristics and market profiles. A brief summary of the 14 LifeMode groups is provided in the table below.



LifeMode Summary Groups	
Group Name	Brief Description
Affluent Estates	Established wealth- educated, well-traveled married couples
Upscale Avenues	Prosperous, married couples in higher density neighborhoods
Uptown Individuals	Younger, urban singles on the move
Family Landscapes	Successful younger families in newer housing
GenXurban	Gen X in middle age; families with fewer kids and a mortgage
Cozy Country Living	Empty nesters in bucolic settings
Ethnic Enclaves	Established diversity- young, Hispanic homeowners with families
Middle Ground	Lifestyles of thirtysomethings
Senior Styles	Senior lifestyles reveal the effects of saving for retirement
Rustic Outposts	Country life with older families, older homes
Midtown Singles	Millenials on the move; single, diverse, and urban
Hometown	Growing up and staying close to home; single householders
Next Wave	Urban denizens; young, diverse, hardworking families
Scholars and Patriots	College campuses and military neighborhoods

Figure 7 - LifeMode Summary Groups

The ESRI Tapestry Segmentation provides an understanding of consumers’ lifestyle choices, what they buy, and how they spend their free time for a specified service area. This information is useful in identifying target markets, as well as highlighting segments that are being underserved, to ensure that Durango’s offerings are in line with the unique characteristics and preferences of its users.

Analyzing the individual market segments allows informed decision making in providing services based on the specific socioeconomic and demographic composition of Durango.

This section will reveal Durango’s top five Tapestry Segments along with their various LifeMode Groups; which comprise 98.6% of Durango’s total households. These are then compared to the national averages. This type of analysis allows Durango to see how their population compares on a national scale.

Tapestry Segment	LifeMode Group	Percent of:	
		Durango Households (7,807 Households)	U.S. Households
Emerald City	Middle Ground	60.2%	1.4%
College Towns	Scholars and Patriots	19.9%	1.0%
In Style	GenXurban	9.5%	2.2%
Young and Restless	Midtown Singles	6.8%	1.7%
Old and Newcomers	Middle Ground	2.2%	2.3%
Total		98.6%	8.6%

Figure 8 - Durango Tapestry Distribution

DURANGO: TAPESTRY SEGMENT CHARACTERISTICS

The following describes the demographic and socioeconomic traits for Durango’s five most prominent tapestry segments:

Emerald City (4,670 households)

- Single-person and nonfamily households living in single family and multiunit housing, with median age of 36.6 and median household income of \$52,000.
 - Nonfamily type households make up over half of all households found in this tapestry segments.
- Well educated; more than half have a college degree and a professional occupation.
- Highly connected, use the internet and technology for everything, but still find time to work out and eat healthy.
- Environmentally conscious consumers.
- Leisure interests include cooking, reading, listening to music, fine arts, and travel.

College Towns (1,554 households)

- With a median age of 24.3, who are mostly college students, their income is limited resulting in cautious purchases.
- Prefer to do everything online than in person including shopping, school work, news, social media, and entertainment.
- Heavily influenced by celebrity endorsements and trends in magazine.
- Seek out variety, adventures, and new experiences.
- Mainly nonfamily households who live alone or with a roommate and have a median household income of \$28,000.
 - One-third of homes are singly family; mostly occupied by local residents who own their households.

In Style (742 households)

- Interested in the arts, travel, and extensive reading.
- Mostly married couples with no children or single households; average household size is 2.33.
- The population is slightly older, with a median age of 41.1 and median household income of \$66,000.
- Residents are college educated or have some college education - very connected and knowledgeable with technology.
- They are aware of pricing, use coupons - especially mobile coupons.

Young and Restless (531 households)

- Single-person and shared households living in multiunit rentals in densely populated neighborhoods with median age of 29.4 and median household income of \$36,000.
- Well-educated, diverse young workers in professional/technical occupations and sales and office/administrative support roles that are not yet established, but striving to get ahead.
- Careful shoppers, aware of prices, and demonstrate little brand loyalty; like to be the first to try new products, but do research before buying the latest technology.
- Most of their information comes from the Internet and TV; no landline telephones for majority of households, and use cell phones for everything.
- Activities include dancing, playing pool, watching MTV and Comedy Central, reading fashion and music magazines, listening to music, and playing volleyball.

Old and Newcomers (172 households)

- Mostly renters who are just beginning their careers or retiring.
- Most residents are single households with a mix of married couples (no children).
- Median age is 38.5 with a median household income of \$39,000.
- Consumers are price aware and coupon clippers but open to impulse buys.
- They are attentive to environmental concerns and comfortable with the latest technology.

2.2 TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association’s (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trends data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

2.2.1 TRENDS ANALYSIS OVERVIEW

The following table gives a brief overview of national and local recreational trends. Including the most and least participated in recreational activities both in Durango and across the U.S.

Summary of National Participatory Trends Analysis	
1. Most popular sport and recreational activities	<ul style="list-style-type: none"> a. Fitness Walking (111.1 million) b. Treadmill (53.7 million) c. Free/Hand Weights (51.3 million)
2. Most participated in team sports	<ul style="list-style-type: none"> a. Basketball (24.2 million) b. Golf- 2017 data* (23.8 million) c. Tennis (17.8 million)
3. Activities most rapidly growing over last five years	<ul style="list-style-type: none"> a. Stand-Up Paddling - up 73% b. Bicycling BMX- up 59% c. Trail Running - up 47%
4. Activities most rapidly declining over last five years	<ul style="list-style-type: none"> a. Ultimate Frisbee - down 47% b. Touch Football - down 23% c. Surfing - down 21%

Figure 9 - Summary of National Participatory Trends

Summary of Local Market Potential Index Analysis	
1.	The City exhibits above average market potential for sport and leisure activities
2.	Highest participated recreational activities for Durango residents compared to the national averages <ul style="list-style-type: none"> a. Durango adult residents are 88% more likely to participate in Backpacking than the national average b. Durango adult residents are 86% more likely to participate in going to an art gallery than the national average c. Durango adult residents are 85% more likely to participate in canoeing/kayaking than the national average
3.	Least participated recreational activities for Durango residents compared to the national averages <ul style="list-style-type: none"> a. Durango adult residents are 25% less likely to participate in visiting an indoor water park than the national average b. Durango adult residents are 19% less likely to participate in salt water fishing than the national average c. Durango adult residents are 14% less likely to participate in fresh water fishing than the national average

Figure 10 - Summary of Local Market Trends

2.2.2 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association’s (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

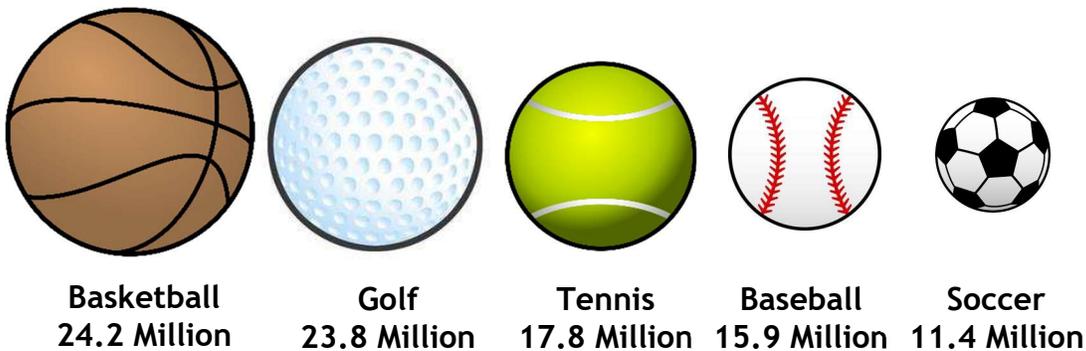
2.2.3 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.2 million) and Golf (23.8 million in 2017), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.



FIVE-YEAR TREND

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease in participate over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times

per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year. Please see Appendix A for full Core vs. Casual Participation breakdown.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11 - General Sports Participatory Trends

NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).



Fitness Walking
111.1 Million



Treadmill
53.7 Million



Dumbbell Free Weights
51.3 Million



Running/Jogging
49.5 Million



Stationary Cycling
36.7 Million

FIVE-YEAR TREND

Over the last five years (2013-2018), the activities growing most rapidly are Trail Running (47.4%), Aerobics (24.8%), Barre (21.8%), Stair Climbing Machine (18.8%), and Yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: Dumbbell Free Weights (-12.0%), Running/Jogging (-8.7%), Fitness Walking (-5.3%), Traditional Triathlon (-4.2%), and Boot Camps Style Cross Training (-3.1%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.4%), Yoga (5.1%), and Elliptical Motion Trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were Non-Traditional Triathlon (-15.5%), Running/Jogging (-2.6%), and Cross-Training Style Workout (-2.1%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user. Please see **Appendix A** for full Core vs. Casual Participation breakdown.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12 - General Fitness National Participatory Trends

NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (47.9 million), Road Bicycling (39.0 million), Freshwater Fishing (39.0 million), and Camping within ¼ mile of Vehicle/Home (27.4 million), and Recreational Vehicle Camping (16.0 million).



Hiking
(Day)
47.9 Million



Bicycling
(Road)
39.0 Million



Fishing
(Freshwater)
39.0 Million



Camping
(<¼mi. of Car/Home)
27.4 Million



Camping
(Recreational Vehicle)
16.0 Million

FIVE-YEAR TREND

From 2013-2018, BMX Bicycling (58.6%), Day Hiking (39.2%), Fly Fishing (18.1%), Backpacking Overnight (16.2%), and Recreational Vehicle Camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as In-Line Roller Skating (-17.8%), Birdwatching (-12.8%), Camping within ¼ mile of Home/Vehicle (-6.3%), and Road Bicycling (-4.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being Day Hiking (6.6%), Camping within ¼ mile of Home/Vehicle (-16.5%), and Fly Fishing (18.1%). Over the last year, activities that underwent the largest decreases in participation include: Adventure Racing (-12.4%), In-Line Roller Skating (-4.3%), and Overnight Backpacking (-4.0).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A large majority of outdoor activities have experienced participation growth in the last five- years, with In-Line Roller Skating, Birdwatching, Camping within ¼ mile of Home/Vehicle, and Road Bicycling being the only activities decreasing in participation. Although this a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation						
Activity	Participation Levels			% Change		
	2013	2017	2018	5-Year Trend	1-Year Trend	
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%	
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%	
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%	
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%	
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%	
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%	
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%	
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%	
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%	
Archery	7,647	7,769	7,654	0.1%	-1.5%	
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%	
Skateboarding	6,350	6,382	6,500	2.4%	1.8%	
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%	
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%	
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%	
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%	
NOTE: Participation figures are in 000's for the US population ages 6 and over						
Legend:		Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13 - Outdoor/Adventure Recreation Participatory Trends

NATIONAL TRENDS IN AQUATIC ACTIVITY PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2018, Fitness Swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity’s great therapeutic benefit, followed by Competitive Swimming (15.4%) and Fitness Swimming (4.6%).

ONE-YEAR TREND

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness Swimming (1.6%) had the largest increase in 2018, with Competitive Swimming (1.3%) and Aquatic Exercise (0.6%) not far behind.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 14: Aquatic Participatory Trends

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of Competition Swimming increased by 45.5%, Aquatic Exercise by 40.0%, and Fitness Swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2018 were Recreational Kayaking (11.0 million), Canoeing (9.1 million), and Snorkeling (7.8 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Kayaking
11.0 Million



Canoeing
9.1 Million



Snorkeling
7.8 Million



Jet Skiing
5.3 Million



Sailing
3.8 Million

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (73.3%) was by far the fastest growing water activity, followed by Recreational Kayaking (26.4%), White Water Kayaking (19.4%), Boardsailing/Windsurfing (17.5%), and Sea/Tour Kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were Surfing (-21.4%), Water Skiing (-20.0%), Jet Skiing (-17.0%), Wakeboarding (-15.7%), and Rafting (-11.3%).

ONE-YEAR TREND

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational Kayaking (4.6%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Wakeboarding (-7.0%), Snorkeling (-6.8), and Water Skiing (-5.9%)

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
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Figure 15: Water Sports / Activities Participatory Trends

2.2.4 ACTIVITY BY GENERATION

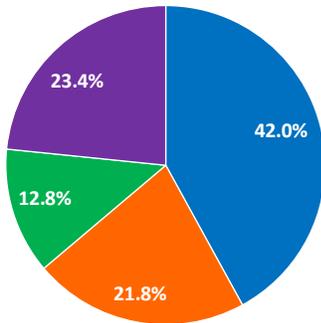
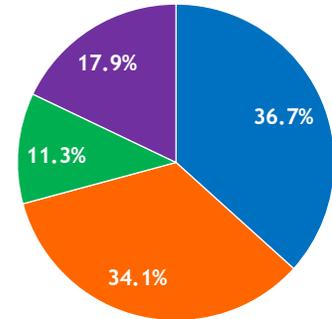
Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

2018 PARTICIPATION RATES BY GENERATION
U.S. population, Ages 6+



Generation Z (born 2000+)

Generation Z were the most active, with only 17.9% of the population identifying as inactive. Approximately 81% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

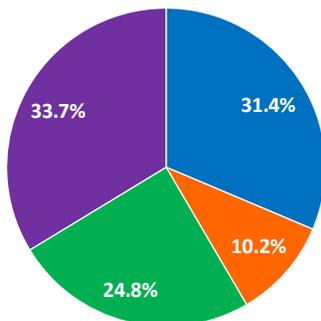
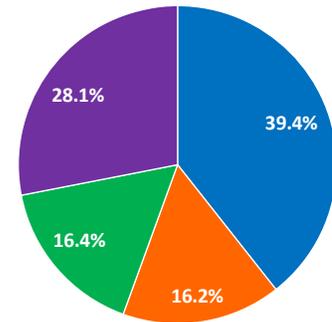


Millennials (born 1980-1999)

Almost half (42.0%) of millennials were active high calorie (35.4%) or active & high calorie (11.3%), while 24.0% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.6%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979)

Generation X has the second highest active to a healthy level rate (35.0%) among all generations, only being 0.4% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% not active at all.



The Boomers (born 1945-1964)

The Boomers were the least active generation, with an inactive rate of 33.3%. This age group tends to participate in less intensive activities. Approximately 34% claimed to engage in casual & low/med calorie (4.3%) or low/med calorie (29.6%) burning activities.

Definitions: Active (3+ times per week), Casual (1-2 times per week), High Calorie (20+ minutes of elevated heart rate), Low/Med Calorie (>20 minutes of elevated heart rate), Inactive (no physical activity in 2018)

2.2.5 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



2.2.6 LOCAL TRENDS IN RECREATION

LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. Market Potential Index data (MPI) measures the probable demand for a product or service within the City of Durango. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City of Durango demonstrates above average MPI numbers. These overall high MPI scores show that Durango's residents have a high participation presents when it comes to recreational activities. This becomes significant for when the City considers starting up new programs or building/upgrading amenities; giving them a strong tool to estimate resident participation.

High index numbers (100+) demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by Durango Parks and Recreation.

As seen in the tables, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population.

The top 10 activities with the highest number of estimated participants:

- Attended a movie (10,992 participants)
- Walking for exercise (4,722 participants)
- Attended sports event (4,315 participants)
- Jogging/running (3,697 participants)
- Swimming (3,344 participants)
- Went to a museum (3,270 participants)
- Bicycling-road (3,025 participants)
- Visited a theme park (2,810 participants)
- Hiking (2,776 participants)
- Went overnight camping (2,757 participants)

GENERAL SPORTS MARKET POTENTIAL

Local Participatory Trends - General Sports				
Activity	Estimated Participants	% of Population		MPI
		Durango	USA	
Golf	1,969	12.2%	8.7%	140
Basketball	1,741	10.8%	8.4%	128
Football	927	5.8%	5.1%	113
Baseball	881	5.5%	4.6%	120
Soccer	867	5.4%	4.3%	125
Volleyball	729	4.5%	3.3%	136
Tennis	599	3.7%	3.8%	98
Softball	567	3.5%	3.2%	108

Figure 16 - General Sports MPI

FITNESS MARKET POTENTIAL

Local Participatory Trends - Fitness				
Activity	Estimated Participants	% of Population		MPI
		Durango	USA	
Walking for exercise	4,722	29.3%	26.9%	109
Jogging/running	3,697	23.0%	13.5%	171
Swimming	3,344	20.8%	15.6%	133
Weight lifting	2,297	14.3%	10.2%	140
Yoga	2,029	12.6%	7.6%	165
Aerobics	1,896	11.8%	8.3%	143
Pilates	843	5.2%	2.7%	196

Figure 17 - Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

Local Participatory Trends - Outdoor Activity				
Activity	Estimated Participants	% of Population		MPI
		Durango	USA	
Bicycling (road)	3,025	18.8%	10.3%	183
Hiking	2,776	17.2%	10.4%	166
Canoeing/kayaking	1,724	10.7%	5.8%	185
Fishing (fresh water)	1,620	10.1%	12.0%	84
Bicycling (mountain)	1,009	6.3%	4.1%	153
Backpacking	973	6.0%	3.2%	188
Boating (power)	763	4.7%	5.0%	94
Fishing (salt water)	541	3.4%	4.2%	81
Horseback riding	398	2.5%	2.3%	107

Figure 18 - Outdoor Activity MPI

COMMERCIAL RECREATION MARKET POTENTIAL

Local Participatory Trends - Commercial Recreation				
Activity	Estimated Participants	% of Population		MPI
		Durango	USA	
Attended a movie in last 6 months	10,992	68.2%	59.3%	115
Attended sports event	4,315	26.8%	20.0%	134
Went to museum in last 12 months	3,270	20.3%	12.3%	165
Visited a theme park in last 12 months	2,810	17.4%	17.8%	98
Went overnight camping in last 12 months	2,757	17.1%	12.1%	141
Visited a zoo in last 12 months	2,594	16.1%	11.4%	141
Went to art gallery in last 12 months	2,228	13.8%	7.4%	186
Did photography in last 12 months	2,225	13.8%	10.4%	133
Spent \$250+ on sports/rec equip	1,947	12.1%	7.8%	156
Attended adult education course in last 12 months	1,603	10.0%	7.5%	134
Danced/went dancing in last 12 months	1,601	9.9%	7.6%	130
Did painting/drawing in last 12 months	1,314	8.2%	6.3%	130
Attended dance performance in last 12 months	1,258	7.8%	4.4%	176
Spent \$100-249 on sports/rec equip	1,119	6.9%	6.3%	110
Spent \$1-99 on sports/rec equip	973	6.0%	6.3%	96
Visited indoor water park in last 12 months	347	2.2%	2.9%	75

Figure 19 - Commercial Recreation MPI

2.3 BENCHMARK ANALYSIS

2.3.1 METHODOLOGY

PROS Consulting, INC. and Durango Parks and Recreation Department identified operating metrics to benchmark against comparable parks and recreation systems. These benchmark agencies were identified by the department to include comparable high quality, nationally accredited and/or Gold Medal agencies in Colorado and a comparable one in Arizona. The goal of the analysis is to evaluate how Durango is positioned among peer agencies as it applies to efficiency and effectiveness practices.

The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system’s operating metrics in comparison to Durango. In addition, the benchmark comparison is also compared to national data from the National Parks and Recreation Association’s (NRPA) Park Metrics database and/or recommended best practice standards.

Information used in this analysis was obtained directly from each participating agency. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was complete as of January 2018, and it is possible that information may have changed since the original collection date. The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available.

The table below lists each benchmark agency in the study, arranged by population size served, and reveals key characteristics of each jurisdiction. The overview also indicates which agencies have achieved CAPRA accreditation or are a Gold Medal agency along with the year won. The majority of benchmark agencies are local peers from the State of Colorado, along with Flagstaff, Arizona. Durango represents the third highest population (18,909) and jurisdiction size (13.93 sq. mi.), while it ranks third from the bottom in population density (1,357 residents per sq. mi.).

Agency	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	NRPA Gold Medal (Year)	CAPRA Accredited
Flagstaff Parks and Recreation	72,656	66.00	1,101	No	No
Castle Rock Parks and Recreation	56,645	34.22	1,655	Winner (2012)	Yes
Durango Parks and Recreation	18,909	13.93	1,357	Winner (2012)	Yes
Golden Parks and Recreation	18,867	9.70	1,945	Winner (2010)	Yes
Steamboat Springs Parks and Community Services	12,690	10.10	1,256	No	No
Glenwood Springs Parks and Recreation	10,197	5.69	1,792	No	No
Cortez Parks and Recreation	9,007	6.38	1,412	No	No

Figure 20 - Benchmark Overview

2.3.2 BENCHMARK COMPARISON

PARK ACREAGE

The following table provides a general overview of each system’s park acreage. Durango has the highest total acres owned or managed (5,300). Assessing level of service for park acres, Durango ranks first with 280.3 acres of parkland per 1,000 residents, which is exceptional and is above NRPA’s upper quartile for all agencies with 16.6 acres per 1,000 residents. This exceptionally high level of service is largely driven by the high amount of non-maintained acres (natural areas) within Durango e.g. Horse Gulch and Lake Nighthorse Recreation Area.

Agency	Population	Total Acres Owned or Managed	Total Developed Acres	Percentage of Developed Acres	Total Acres per 1,000 Residents
Durango Parks and Recreation	18,909	5,300	345	7%	280.3
Glenwood Springs Parks and Recreation	10,197	1,845	65	4%	180.9
Castle Rock Parks and Recreation	56,645	3,462	585	17%	61.1
Cortez Parks and Recreation	9,007	408	166	41%	45.3
Golden Parks and Recreation	18,867	655	253	39%	34.7
Steamboat Springs Parks and Community Services	12,690	410	220	54%	32.3
Flagstaff Parks and Recreation	72,656	843	277	33%	11.6

NRPA Median 9.6 Acres per 1,000 Residents
NRPA Lower Quartile 4.6 Acres per 1,000 Residents
NRPA Upper Quartile 16.6 Acres per 1,000

Figure 21 - Park Acreage

TRAIL MILEAGE

By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined, which is expressed as trail miles for every 1,000 residents. As seen below, Durango has the highest total trail mileage per capita (5.90 miles per 1,000) among benchmark agencies. Benchmark agencies, as a whole, are providing high levels of service for trail mileage, as all benchmark agencies is above the national best practice of 0.25-0.5 miles of trail per 1,000 residents.

Agency	Population	Soft Trail Miles	Paved Trail Miles	Total Trail Miles	Trail Miles per 1,000 Residents
Durango Parks and Recreation	18,909	96.0	15.5	111.5	5.90
Steamboat Springs Parks and Community Services	12,690	58.0	7.0	65.0	5.12
Glenwood Springs Parks and Recreation	10,197	8.8	13.3	22.1	2.17
Cortez Parks and Recreation	9,007	12.0	4.0	16.0	1.78
Castle Rock Parks and Recreation	56,645	37.0	32.0	69.0	1.22
Flagstaff Parks and Recreation	72,656	28.0	28.0	56.0	0.77
Golden Parks and Recreation	18,867	-	24.0	24.0	1.27

Best Practice Agencies 0.25-0.5 Trail Miles per 1,000 Residents

Figure 22 - Trail Mileage

FTE'S PER 10,000 RESIDENTS

This section compares levels of staffing for each system by comparing full-time equivalents (FTEs) to total population. In order to provide a level comparison of staffing among benchmark agencies, total FTEs are calculated by summing all the hours worked by departmental staff and dividing the total by 2,080, which is traditionally accepted as equivalent to the total annual hours worked by one full-time employee.

Total FTEs per 10,000 residents is a key performance metric that assesses how well each agency is equipped, in terms of human resources, to serve its jurisdiction. Among peer agencies, Durango is slightly lower than other benchmark agencies, while still exceeding the national high quartile for staffing levels, with 20.1 FTEs per 10,000 residents.

Agency	Population	Total FTEs*	FTEs per 10,000 Residents
Cortez Parks and Recreation	9,007	40	44.0
Steamboat Springs Parks and Community Services	12,690	52	40.6
Golden Parks and Recreation	18,867	47	24.9
Glenwood Springs Parks and Recreation	10,197	21	20.6
Durango Parks and Recreation	18,909	38	20.1
Flagstaff Parks and Recreation	72,656	86	11.8
Castle Rock Parks and Recreation	56,645	44	7.8

NRPA Median 7.3 FTEs per 10,000 Residents

NRPA Lower Quartile 3.7 FTEs per 10,000 Residents

NRPA Higher Quartile 14.9 FTEs per 10,000 Residents

Figure 23 - FTE's

OPERATING BUDGET

Benchmark agencies reported a wide range of annual operating expenditures, from \$10.2 million (Golden) to \$2.7 million (Cortez). Durango’s total operating expenditures (\$6.5 million) is higher than NRPA’s median but lower than the higher quartile.

Dividing the annual operational budget to the service area’s population allows for a comparison of how much each agency is spending per resident. Durango is just slightly higher than the benchmark median and higher than the national median, for spending per resident. While a lower expense per resident can suggest efficiencies in operation, it can also signal limited program offerings, lower maintenance standards, or lighter marketing efforts, so the evaluation of optimal per capita spending must take into consideration the unique situation and intent of the agency.

Agency	Population	Total Operating Expense	Operating Expense per Resident
Golden Parks and Recreation	18,867	\$ 10,226,930	\$ 542.05
Steamboat Springs Parks and Community Services	12,690	\$ 5,057,603	\$ 398.55
Durango Parks and Recreation	18,909	\$ 6,531,733	\$ 345.43
Glenwood Springs Parks and Recreation	10,197	\$ 3,453,700	\$ 338.70
Cortez Parks and Recreation	9,007	\$ 2,762,030	\$ 306.65
Castle Rock Parks and Recreation	56,645	\$ 14,714,374	\$ 259.76
Flagstaff Parks and Recreation	72,656	\$ 6,233,655	\$ 85.80

Total Annual Operating Expenditures
NRPA Median \$3,501,000
NRPA Lower Quartile \$1,202,000
NRPA Higher Quartile \$9,446,000

Operating Expense per Resident
NRPA Median \$77.32 per Resident
NRPA Lower Quartile \$39.84 per Resident
NRPA Higher Quartile \$141.89 per Residents

Figure 24 - Operating Budget

NON-TAX REVENUES

By comparing each agency’s annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. As seen below, there is a large discrepancy in revenue-generating capabilities among benchmark agencies. Durango falls into the middle of the benchmark agencies for earned income generated per resident (\$220.13); however, the City earns exceptionally more per resident than NRPA’s higher quartile (\$51.51).

Agency	Population	Total Non-Tax Revenue	Revenue per Resident
Golden Parks and Recreation	18,867	\$ 6,990,690	\$ 370.52
Castle Rock Parks and Recreation	56,645	\$ 17,082,380	\$ 301.57
Steamboat Springs Parks and Community Services	12,690	\$ 2,808,084	\$ 221.28
Durango Parks and Recreation	18,909	\$ 4,162,503	\$ 220.13
Glenwood Springs Parks and Recreation	10,197	\$ 1,352,400	\$ 132.63
Cortez Parks and Recreation	9,007	\$ 602,404	\$ 66.88
Flagstaff Parks and Recreation	72,656	\$ 1,762,230	\$ 24.25
NRPA Median \$19.04 per Resident NRPA Lower Quartile \$6.73 per Resident NRPA Higher Quartile \$51.51 per Residents			

Figure 25 - Non-Tax Revenues

OPERATIONAL COST RECOVERY

Operational cost recovery is arrived at by dividing total non-tax revenue by total operating expense, and measures how well each department’s revenue generation covers the total cost of operations. Durango, with a departmental goal of 90% cost recovery for Recreation Division services, has the third highest cost recovery rate with 64% behind only Golden (68%) and Castle Rock (116%). NRPA reports the upper quartile for agencies at 50%.

Agency	Total Non-Tax Revenue	Total Operating Expense	Operational Cost Recovery
Castle Rock Parks and Recreation	\$ 17,082,380	\$ 14,714,374	116%
Golden Parks and Recreation	\$ 6,990,690	\$ 10,226,930	68%
Durango Parks and Recreation	\$ 4,162,503	\$ 6,531,733	64%
Steamboat Springs Parks and Community Services	\$ 2,808,084	\$ 5,057,603	56%
Glenwood Springs Parks and Recreation	\$ 1,352,400	\$ 3,453,700	39%
Flagstaff Parks and Recreation	\$ 1,762,230	\$ 6,233,655	28%
Cortez Parks and Recreation	\$ 602,404	\$ 2,762,030	22%
NRPA Median 29% Cost Recovery NRPA Lower Quartile 14% Cost NRPA Higher Quartile 50% Cost			

Figure 26 - Cost Recovery
36

FUNDING SOURCES

The following table is a breakdown of each peer agency’s funding sources along with NRPA’s average distribution of percentages. As seen, Durango has the highest percentage of earned/generated revenue of any agency (53%) in large part due to a dedicated funding source via the Parks and Recreation Sales Tax (a half-cent sales tax dedicated to parks and recreation passed in 2015 and a quarter-cent sales tax, half of which goes for open space, park and trails that passed in 2005). This cost recovery percentage is twice the NRPA average (26%) which speaks very highly to the agency’s focus on financial sustainability and operating in a business mindset.

Agency	General Fund Tax Support	Dedicated Levies	Earned / Generated Revenue	Other Dedicated Taxes	Sponsorships	Grants	Other
Durango Parks and Recreation	47%	0%	53%	0%	0%	0%	0%
Cortez Parks and Recreation	30%	0%	20%	46%	0%	0%	4%
Glenwood Springs Parks and Recreation	33%	28%	39%	0%	0%	0%	0%
Steamboat Springs Parks and Community Services	44%	0%	29%	0%	0%	0%	25%
Castle Rock Parks and Recreation	30%	0%	48%	0%	0%	0%	22%
Flagstaff Parks and Recreation	0%	0%	0%	0%	0%	0%	0%
Golden Parks and Recreation	0%	0%	0%	0%	0%	0%	0%
NRPA Average Distribution	59%	8%	26%	2%	1%	2%	3%

Figure 27 - Funding Sources

REVENUE SOURCES

The following table demonstrates a breakdown by percentages for different sources of revenue. Castle Rock and Glenwood Springs did not provide information for revenue sources. Durango performs exceptionally well in generating revenue from Program Fees and Charges while there are opportunities for improvement on the Facility Entry Fees/Memberships and Facility Rentals too. These are limited, in part, due to the current facility limitations experienced by the department and one which the Master Plan’s Facility Feasibility study will aim to address.

Agency	Facility Entry Fees / Memberships	Program Fees and Charges	Facility Rentals	Facility, Property, or ROW Leases	Concessions / Resale Items	Sale of Real Property	Other
Durango Parks and Recreation	53%	37%	8%	0%	1%	0%	0%
Cortez Parks and Recreation	65%	13%	3%	0%	2%	0%	17%
Glenwood Springs Parks and Recreation	0%	0%	0%	0%	0%	0%	0%
Steamboat Springs Parks and Community Services	0%	29%	0%	5%	2%	3%	0%
Castle Rock Parks and Recreation	0%	0%	0%	0%	0%	0%	0%
Flagstaff Parks and Recreation	54%	16%	29%	0%	0%	0%	0%
Golden Parks and Recreation	60%	20%	5%	0%	5%	2%	5%

Figure 28 - Revenue Sources

CAPITAL IMPROVEMENT BUDGET

The following table shows the capital budget for years 2014, 2015, and 2016. Durango Parks and Recreation continues to demonstrate a commitment to maintaining and upgrading its high-quality system with the highest average annual CIP budget of \$3,194,333.

Agency	CIP Budget 2014	CIP Budget 2015	CIP Budget 2016	Avg Annual CIP Budget 2014-2016
Durango Parks and Recreation	\$ 2,787,500	\$ 2,982,500	\$ 3,813,000	\$ 3,194,333
Golden Parks and Recreation	\$ 1,407,530	\$ 3,948,830	\$ 2,444,030	\$ 2,600,130
Castle Rock Parks and Recreation	\$ -	\$ 2,345,705	\$ 3,672,198	\$ 2,005,968
Flagstaff Parks and Recreation	\$ 350,946	\$ 2,009,192	\$ 472,000	\$ 944,046
Steamboat Springs Parks and Community Services	\$ 350,000	\$ 1,133,000	\$ 1,040,000	\$ 841,000
Glenwood Springs Parks and Recreation	\$ -	\$ -	\$ 462,500	\$ 154,167
Cortez Parks and Recreation	\$ 71,000	\$ 73,867	\$ 225,183	\$ 123,350

Figure 29 - Capital Improvement Budget

PROGRAM PARTICIPATION

This section assesses program participation for each agency by comparing total program participations to the population of each service area to determine the average participation rate per resident. Program activity is measured in *participations* (versus *participants*), which accounts for each time a resident participates in a program and allows for multiple participations per resident. Durango generates the second most participations per resident with 22.57 behind Glenwood Springs with 245.17 participations per resident.

Agency	Population	Total Program Participations	Participations per Resident
Glenwood Springs Parks and Recreation	10,197	2,500,000	245.17
Durango Parks and Recreation	18,909	426,823	22.57
Flagstaff Parks and Recreation	72,656	127,000	1.75
Steamboat Springs Parks and Community Services	12,690	18,967	1.49
Castle Rock Parks and Recreation	56,645	30,000	0.53
Cortez Parks and Recreation	9,007	-	-
Golden Parks and Recreation	18,867	-	-

Figure 30 - Program Participation

INDOOR RECREATION SPACE

Assessing the available indoor community/recreation center space among benchmark agencies, all of the peer agencies are providing an exceptional level of service. By dividing the existing square footage by the total population, the amount of indoor space available per resident can be determined. Durango’s 6.79 square feet per resident is highest among the peer agencies as well as the accepted national best practice of 1.5-2.0 sq. ft. of indoor space per resident. A good portion of this square footage (33,600 sf.) serves a special use at the Ice Rink and Pavilion at Chapman Hill.

Agency	Population	Sq. Ft. of Indoor Recreation Facilities	Sq. Ft. per Resident
Durango Parks and Recreation	18,909	128,384	6.79
Glenwood Springs Parks and Recreation	10,197	64,000	6.28
Cortez Parks and Recreation	9,007	46,000	5.11
Golden Parks and Recreation	18,867	71,483	3.79
Flagstaff Parks and Recreation	72,656	194,100	2.67
Castle Rock Parks and Recreation	56,645	144,000	2.54
Steamboat Springs Parks and Community Services	12,690	-	-
Best Practice Agencies 1.5-2.0 Sq. Ft. per Resident			

Figure 31 - Indoor Recreation Space

2.3.3 CONCLUSION

The following summarizes the key findings for Durango that were highlighted in the benchmark analysis:

- In terms of park acreage, Durango is well ahead of the curve, as the City reports total acreage and acres per resident that far exceed its benchmark peers and the NRPA median.
- The City offers ample miles of trails for users, and it is exceeding the recommended best practice level for trails per population.
- Durango is slightly lower than peer agencies for Full-time Equivalent (FTE) per resident; however, exceeds the national median by NRPA.
- The City’s per capita non-tax revenue generation and operational expenditures are well above the national median, Durango is achieving a strong cost recovery at 64%.
- The City exhibits a high commitment to capital investment to ensure protection of Durango’s quality of life.
- Program participation levels are very high, with 23 participations per Durango resident. A large number of their participants are not residents of Durango but of La Plata County, which drives higher numbers. Durango has a large number of tourists/visitors as well.
- Durango is the leader in offering square feet per resident for indoor recreation facilities at 6.79 sq. ft. per resident. It’s important to note that a portion of this square footage (33,600 sq. ft.) serves as a special use at the Ice Rink and Pavilion at Chapman Hill. It’s also important to remember that Durango serves a much larger population outside the City limits indicating that the 6.79 sq. ft. per resident would go down if we included population outside the City limits.

CHAPTER THREE - PUBLIC ENGAGEMENT

3.1 STAKEHOLDER AND FOCUS GROUP SUMMARY

As part of the process for the Plan, the PROS Consulting team conducted a combination of 20 meetings (3 focus groups, 15 stakeholder interviews, staff meetings and 1 community forum - with over 200 total attendees.)

This process of community involvement helps establish priorities for the future improvement and direction of management and planning for Durango. The focus groups, stakeholder interviews, and community forum enable the Department to learn what users of the system value, are concerned about, and feel are unmet needs that the department could be providing.

Three primary questions were asked to spark conversations and gather information.

1. What are the strengths of Durango Parks and Recreation System?
2. What are the opportunities for improvement?
3. What is the top priority that should be addressed through this Master Planning process?



3.1.1 STRENGTHS

Locals express that the variety and excellent quality of the parks, facilities, and recreation programming encourage active lifestyles, provide opportunity to recreate, and foster a sense of community. Respondents generally equated good parks to healthier families and healthier community.

Participants expressed high regard for current trails including the continuation of extending the Animas River Trail. The City natural surface and hard surface trails represent potential for great connectivity between neighborhoods and people and the opportunity for both recreational and economic development.

Participants agree that Parks and Recreation Department employees are courteous, helpful, and continue to value community input through different committees for residents to serve on. Residents also see great existing partnerships with the City such as Trails 2000.

3.1.2 OPPORTUNITIES

Residents would like to see the continuation of connecting the trail system throughout the City by connecting the trails to Three Springs and completing the Animas River Trail. Creating dedicated mountain bike and dedicated hiking trails was also important to residents when developing additional trails throughout the City. Some residents showed concern over safety when on the trail system. The community perceives an opportunity to improve lighting throughout the park and trail system and develop a communication method for users to be able to contact help, share emergency information or share concerns while on trails and in parks.

Park development at Durango Mesa Park and the 75 acres at Three Springs is important to residents. Residents see these two sites as a solution to help accommodate community needs for a potential BMX park, additional tennis/pickle ball courts, community events space, and as a location for a new recreation center.

Respondents see a need for additional indoor recreation space, by either expanding the existing recreation center or building an additional facility to help with the needs of the community. Residents also suggested partnering with the school system to help provide additional indoor recreation space.

Although park development and additional new amenities and facilities are important; the community also wants the parks and recreation system to be able to maintain what they already own. The Department needs to find a balance between maintaining existing infrastructure and adding new amenities and facilities. Funding will be important when developing these parks. The City should investigate different funding sources such as public/private partnerships. Many residents were wary of a sales tax increase.

Community members would like to see Lake Nighthorse Recreation Area amenities and accessible to the community. The Department needs to follow the existing master plan for the development of recreation features that the community wants.

Residents want the City to have a clear roadmap in place for the future needs of parks and recreation in the City of Durango. This roadmap should provide a sense of balance between what is affordable, realistic and visionary.

3.1.3 TOP PRIORITY

The following items are recurring themes from stakeholders and focus group attendees as their top priority for this master plan:

- Expanding trail connectivity/trail network throughout the City
- New funding and revenue sources
 - Leveraging partnerships to help with new developments
 - Public and private funding
 - Public/private partnerships
- Safety and security in parks and on trails
- Development of the Community Park in Three Springs and Durango Mesa Park
- Additional indoor recreation space
 - Build new or expand existing
- Lake Nighthorse Recreation Area amenities and accessible to the community



3.2 STATISTICALLY-VALID COMMUNITY SURVEY

3.2.1 OVERVIEW

ETC Institute administered a community interest and opinion survey for the City of Durango between January and March of 2018. The survey was administered as part of the City's efforts to establish priorities for the future development of parks, trails, recreation facilities, and programs and its results aid the City in taking a resident-driven approach to making decisions that will enrich the community's future and positively affect the lives of its residents. A prior survey was administered in 2009.

3.2.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Durango. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.DurangoParkSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Durango from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 496 residents completing the survey. The overall results for the sample of 496 households have a precision of at least +/-4.4% at the 95% level of confidence.

The major findings of the survey are summarized below.

3.2.3 OVERALL USE AND RATINGS

When asked to indicate all the City of Durango recreation activities their household has participated in or visited during the past year 93% of respondents indicated that someone in their household has visited the Animas River Trail or walking, hiking and running trails during the past 12 months. Respondents were also asked to indicate if they have used different facilities or programs offered by the City of Durango during the past year. For each of the items the respondent's household has used or participated in they were asked to rate the condition of the item on a scale of 4 to 1, where 4 means "excellent" and 1 means "poor."

Trails were the most used item with 92% of respondents indicating someone in their household have used trails within the past 12 months, 88% of households have used parks, 78% of households have used open spaces, 74% of households have used recreation facilities, and 39% of households have used recreation programs. Based on the sum of "excellent" and "good" responses 93% of households were satisfied with the condition of the open spaces they have visited, 92% were satisfied with the condition of parks, 91% were satisfied with the condition of trails, 91% were satisfied with the condition of recreation facilities, and 88% were satisfied with recreation programs. Overall, respondents indicated they were very satisfied with the overall condition of all five areas that were assessed.

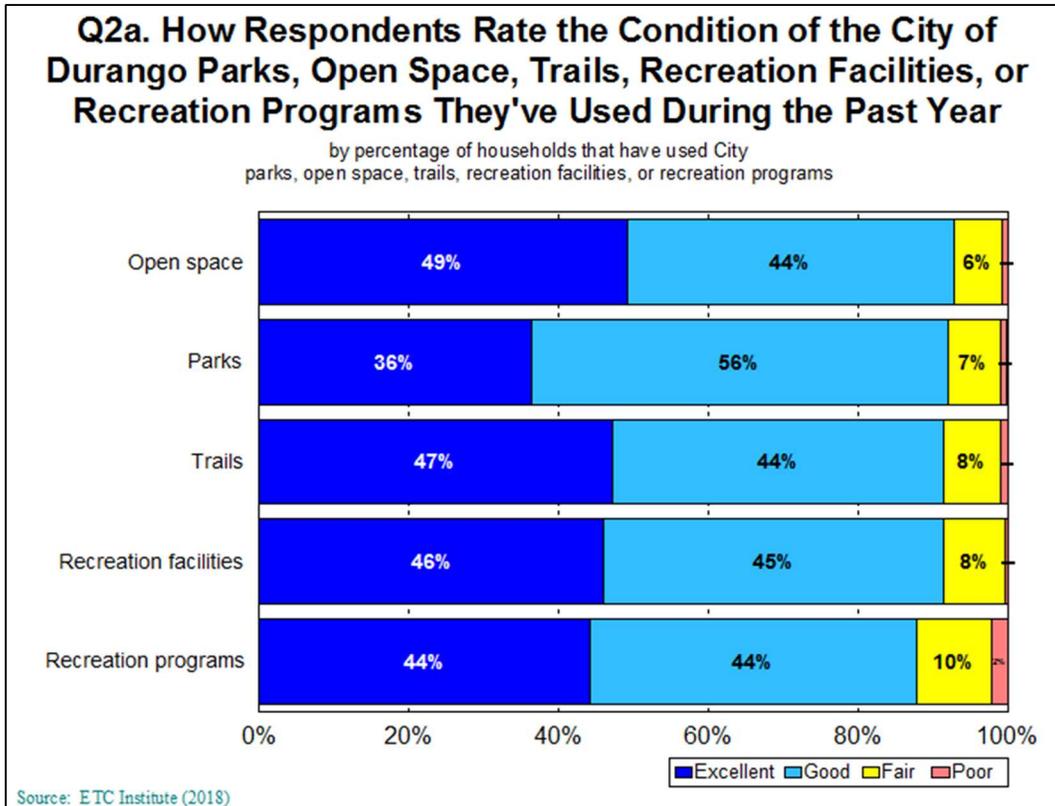


Figure 32 - Condition of the Department

3.2.4 PRESERVING OPEN SPACE AREAS

Respondents were informed that some land and greenways around the City of Durango could be preserved as open space areas. They were then asked to indicate their level of agreement with eight different areas being preserved for open space. Based on the sum of “strongly agree” and “agree” responses the four areas of land respondents most agree should be preserved as open space areas include: Animas River greenway north of town (88%), ridgeline property within and around Durango (87%), Horse Gulch/Durango Mesa Park (Ewing Mesa) (81%), and Animas River greenway south of town (81%).

Based on the sum of respondents’ top four choices the same four areas (Animas River greenway north of town (64%), ridgeline property within and around Durango (53%), Horse Gulch/Durango Mesa Park (Ewing Mesa) (44%), and Animas River greenway south of town (41%)) were identified as the most important areas for the City of Durango to preserve as open space.

3.2.5 SUPPORT FOR IMPROVEMENTS

Respondents were given a list of 26 potential actions the City of Durango could take to improve the parks, open space, trails, and recreation system. Based on the sum of “very supportive” and “somewhat supportive” responses the following items received the most support from respondents: maintaining/repairing older park facilities (92%), purchasing land for parks and recreation facilities and trails (77%), and extending the Animas River Trail (77%).

Respondents were least supportive of developing an indoor turf facility and developing outdoor pickleball courts. Based on the sum of respondents’ top four choices they are most willing to fund maintaining and repairing older park facilities (45%) and extending the Animas River Trail (36%) with their City tax dollars.

3.2.6 OPEN SPACE NEEDS AND PRIORITIES

Open Space Needs: Respondents were asked to identify if their household had a need for 16 open space areas/opportunities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various open space areas/opportunities. The three open space areas/opportunities with the highest percentage of households that indicated a need for the area were: trails for walking, hiking, and running (90%), river and stream corridors (78%), and wildlife habitats with trails (73%). When ETC Institute analyzed the needs in the community, only one area/opportunity, trails for walking, hiking, and running, had a need that affected more than 6,000 households. ETC Institute estimates a total of 2,612 of the 7,672 households in the City of Durango have unmet needs for community buffers from development. The estimated number of households that have unmet needs for each of the 16 open space areas/opportunities that were assessed is shown below.

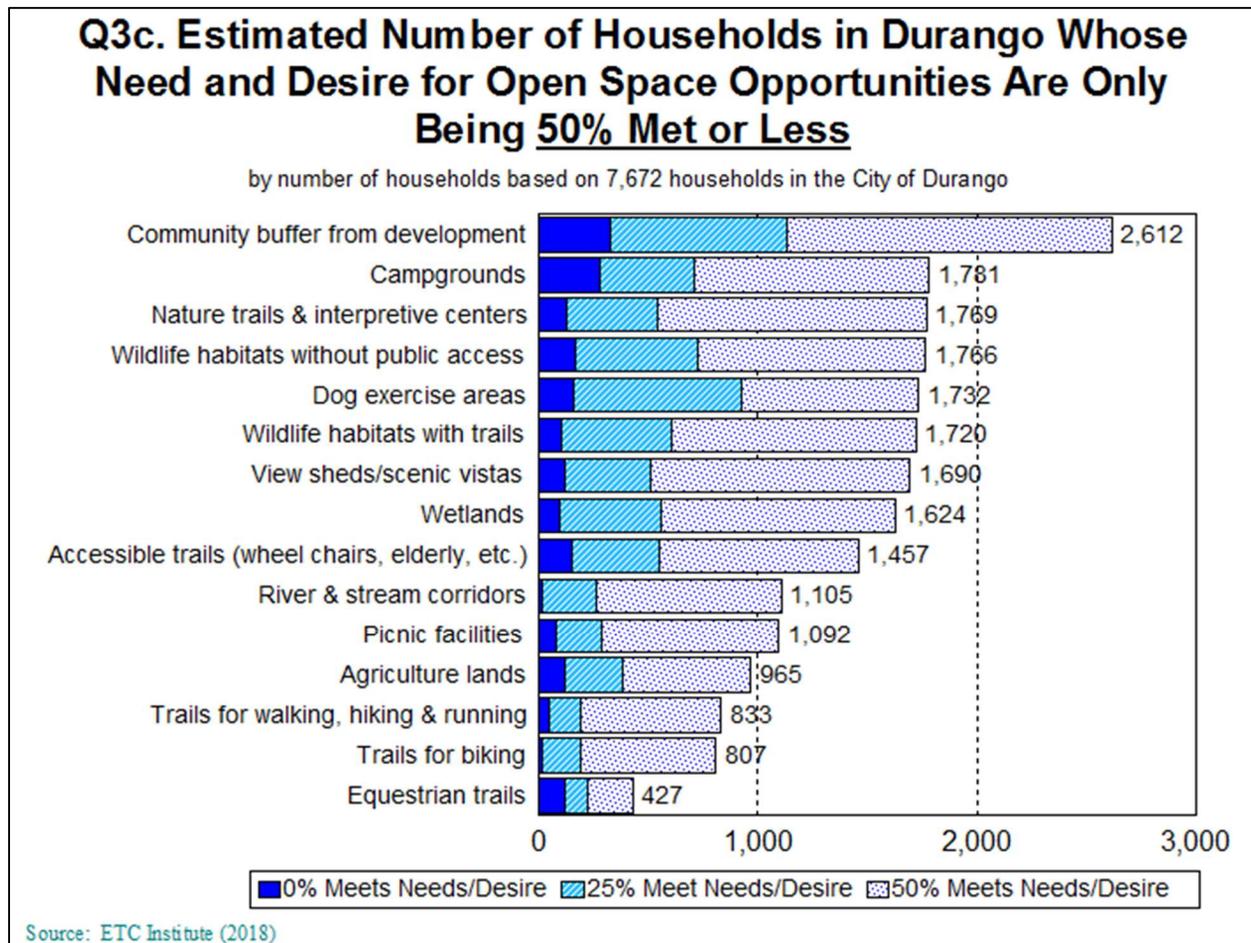


Figure 33 - Open Space Need and Priorities

Open Space Importance: In addition to assessing the needs for each area/opportunity, ETC Institute also assessed the importance that residents placed on each area/opportunity. Based on the sum of respondents’ top four choices, the most important areas/opportunities to residents were: trails for walking, hiking and running (77%), river and stream corridors (48%), and trails for biking (44%). The percentage of residents who selected each area/opportunity as one of their top four choices is shown below.

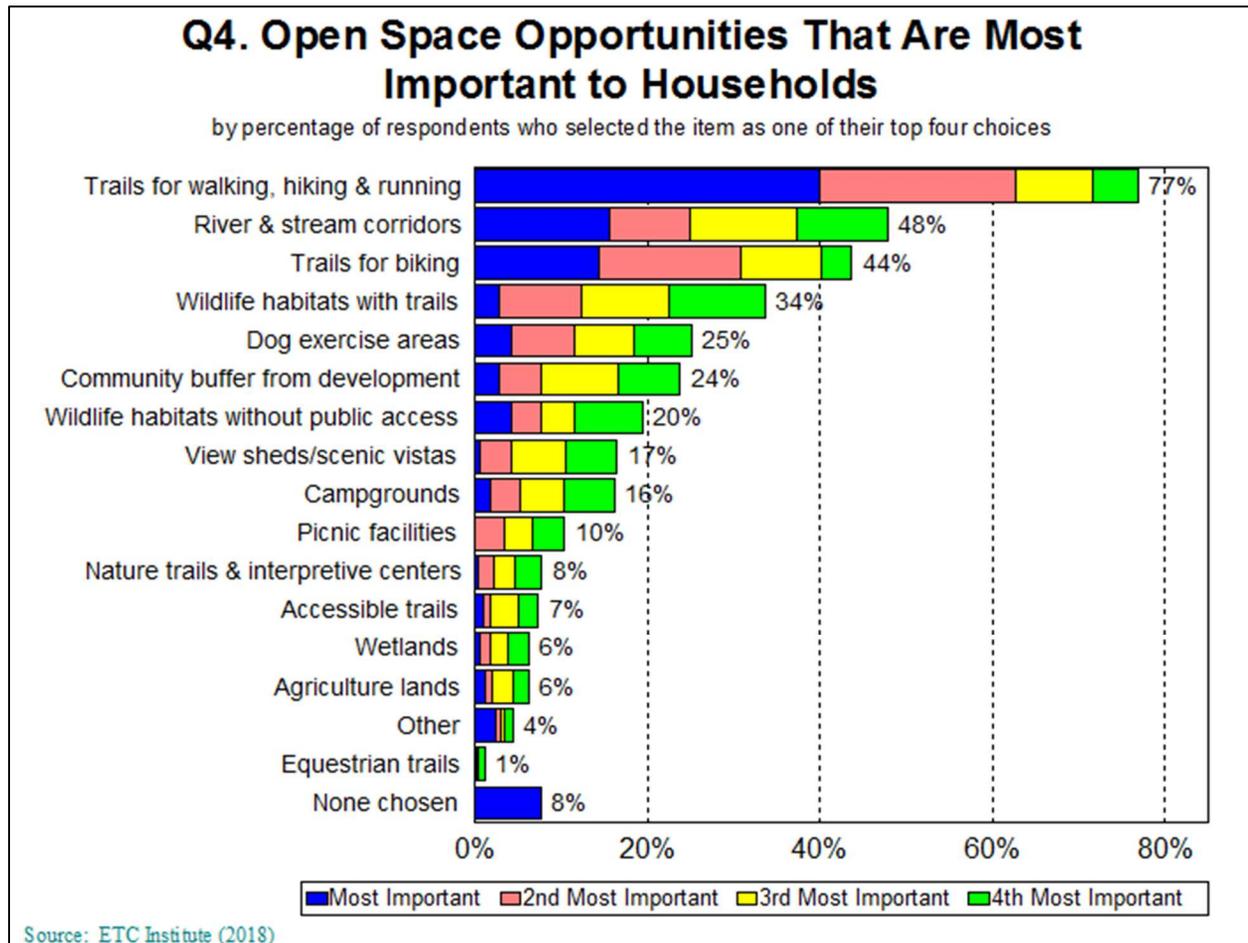


Figure 34 - Open Space Importance

Priorities for Open Space Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on open space areas and (2) how many residents have unmet needs for the open space area.

Based the Priority Investment Rating (PIR), the following four open space areas/opportunities were rated as high priorities for investment:

- Trails for walking, hiking, and running (PIR=132)
- Community buffers from development (PIR=131)
- Wildlife habitats with trails (PIR=110)
- River and stream corridors (PIR=105)

The chart below shows the Priority Investment Rating for each of the open space areas/opportunities that were assessed on the survey.

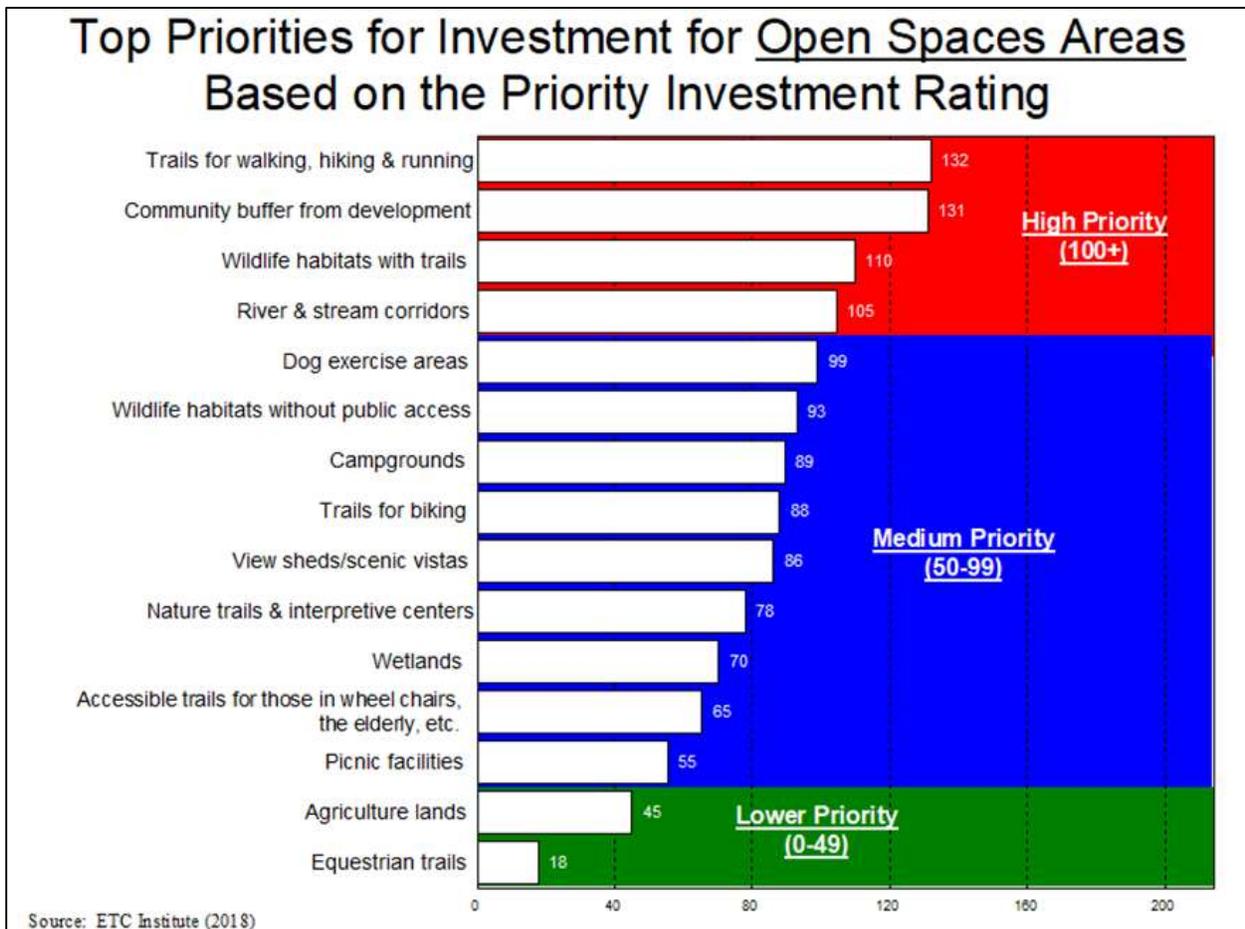


Figure 35 - Priorities for Open Space Investments

3.2.7 FACILITY NEEDS AND PRIORITIES

Facility Needs: Respondents were also asked to identify if their household had a need for 32 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: bike and pedestrian hard surface trails (86%), hiking and running natural surface trails (82%), and neighborhood parks (78%). When ETC Institute analyzed the needs in the community, only two facilities, bike and pedestrian hard surface trails and hiking and running natural surface trails, had a need that affected more than 6,000 households. ETC Institute estimates a total of 3,516 of the 7,672 households in the City of Durango have unmet needs for lake recreation, this item had the largest number of estimated households whose need is currently unmet for the facility. The estimated number of households that have unmet needs for each of the 32 facilities that were assessed is shown below.

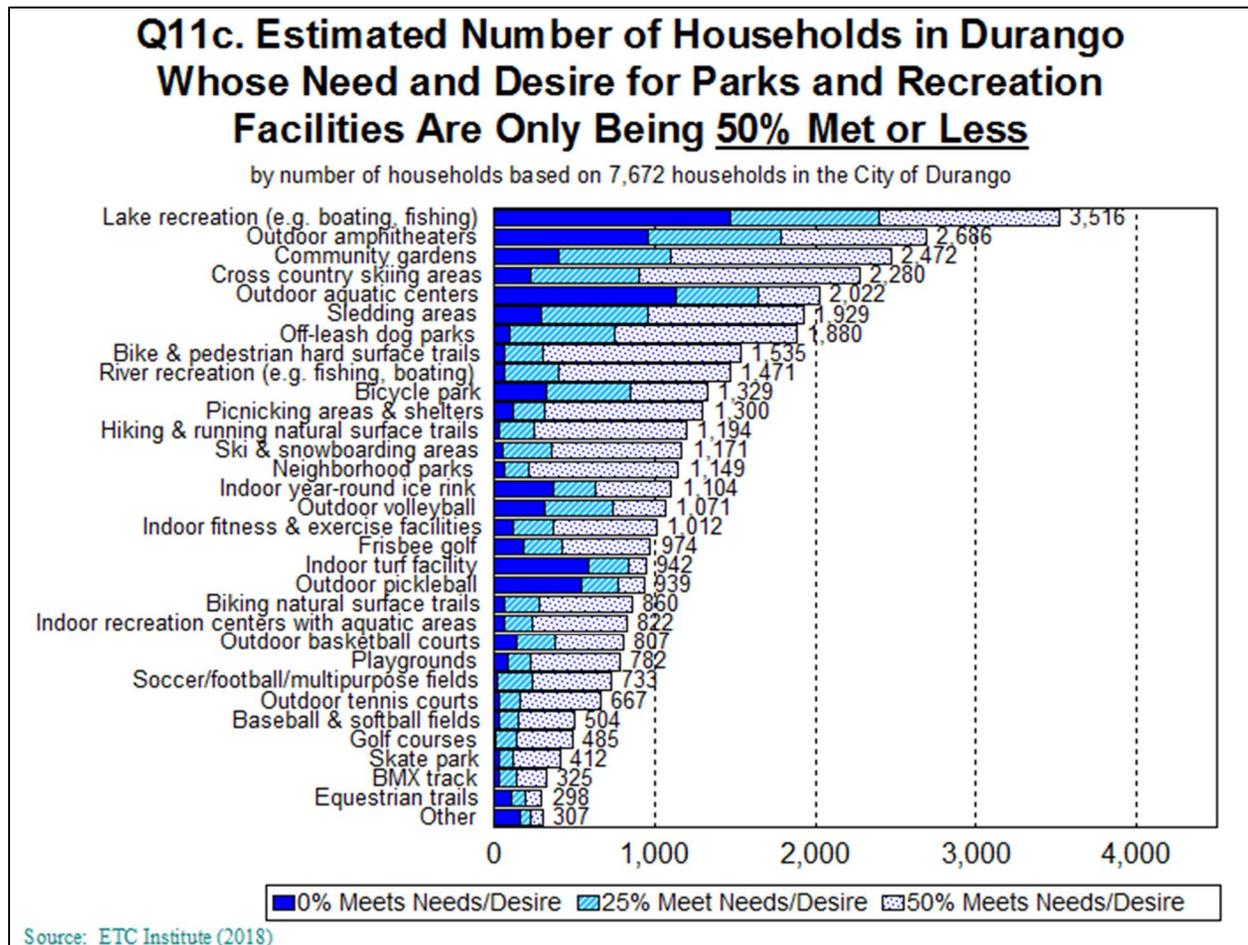


Figure 36 - Facility Needs and Priorities

Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the most important facilities to residents were: hiking and running natural surface trails (50%) and bike and pedestrian hard surface trails (38%). The percentage of residents who selected each facility as one of their top four choices is shown in the chart below.

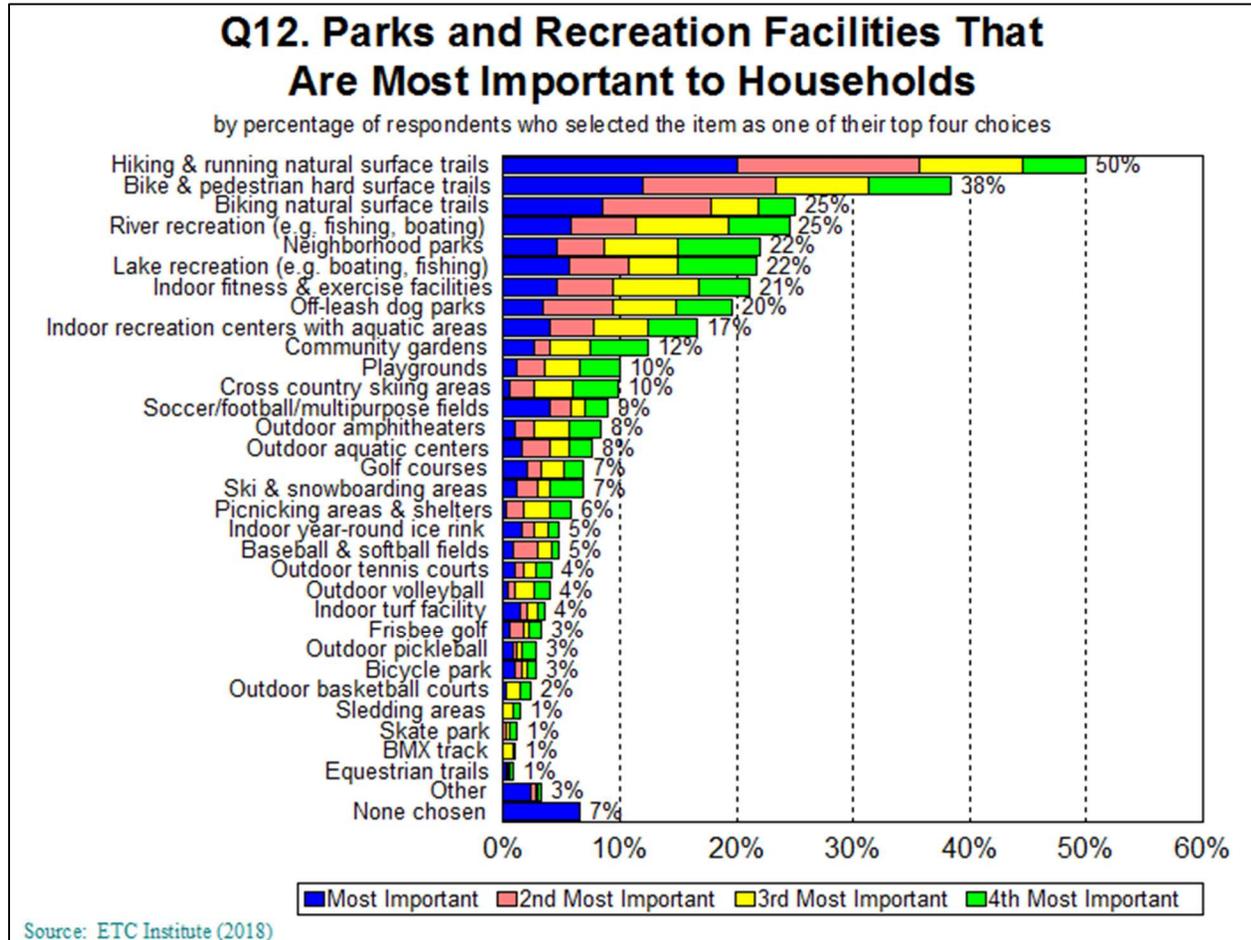


Figure 37 - Facility Importance

Priorities for Facility Investments: Based the priority investment rating (PIR), the following three facilities were rated as “high priorities” for investment:

Based the Priority Investment Rating (PIR), the following three facilities were rated as high priorities for investment:

- Lake recreation (PIR=143)
- Hiking and running natural surface trails (PIR=134)
- Bike and pedestrian hard surface trails (PIR=120)

The chart below shows the Priority Investment Rating for each of the facilities/amenities that were assessed on the survey.

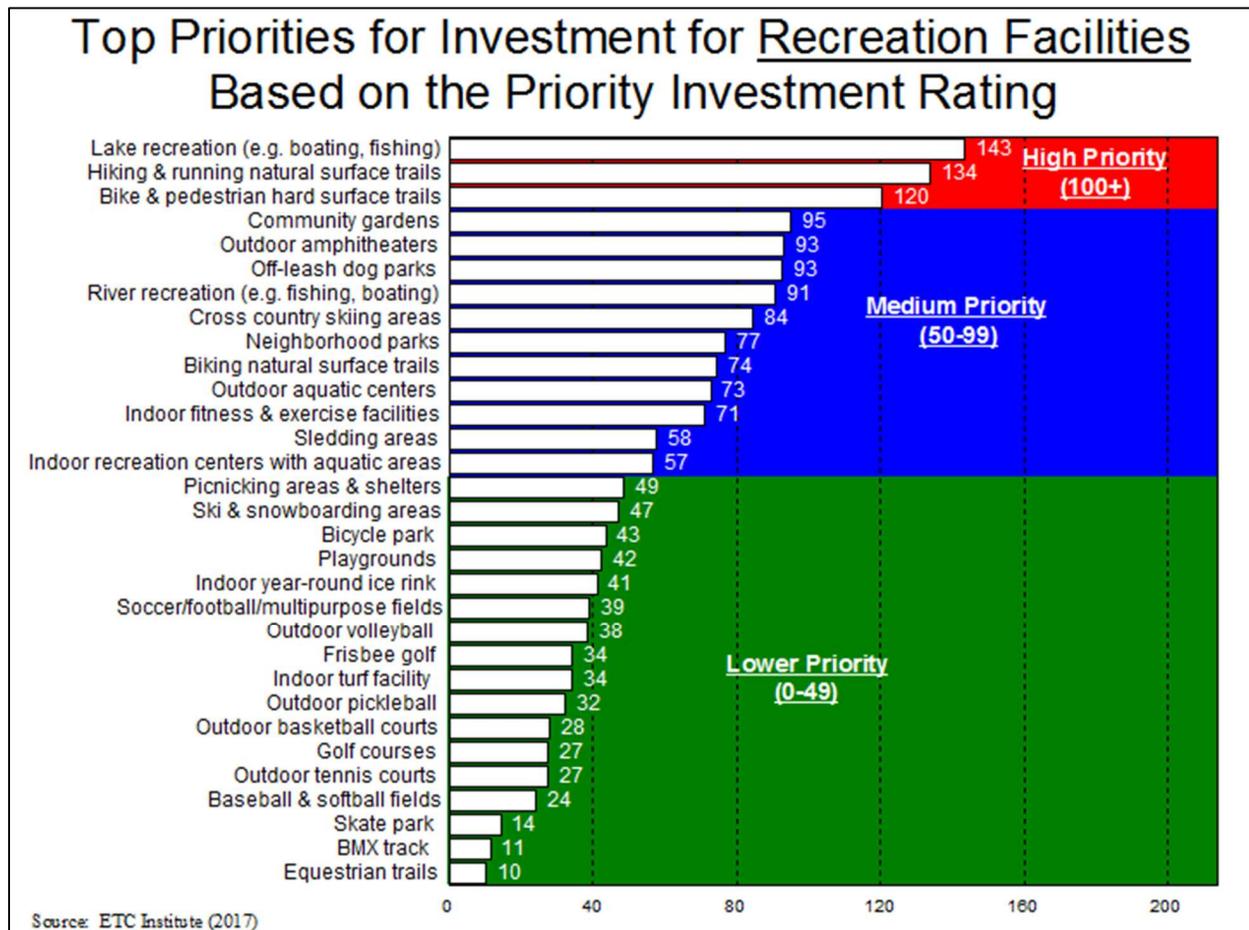


Figure 38 - Priorities for Facility Investments

3.2.8 PROGRAMMING NEEDS AND PRIORITIES

Programming Needs. Respondents were also asked to identify if their household had a need for recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: adult fitness and wellness programs (57%), special events/festivals (53%), and camping and backpacking (48%). In addition to having the some of the highest total need, two programs also have some of the highest unmet need among the 32 programming-related areas that were assessed. ETC Institute estimates a total of 1,812 households have unmet needs for life skill classes, 1,773 households have unmet needs for adult fitness and wellness programs, and 1,692 households have unmet needs for special events/festivals. The estimated number of households that have unmet needs for each of the 32 programs that were assessed is shown in the chart below.

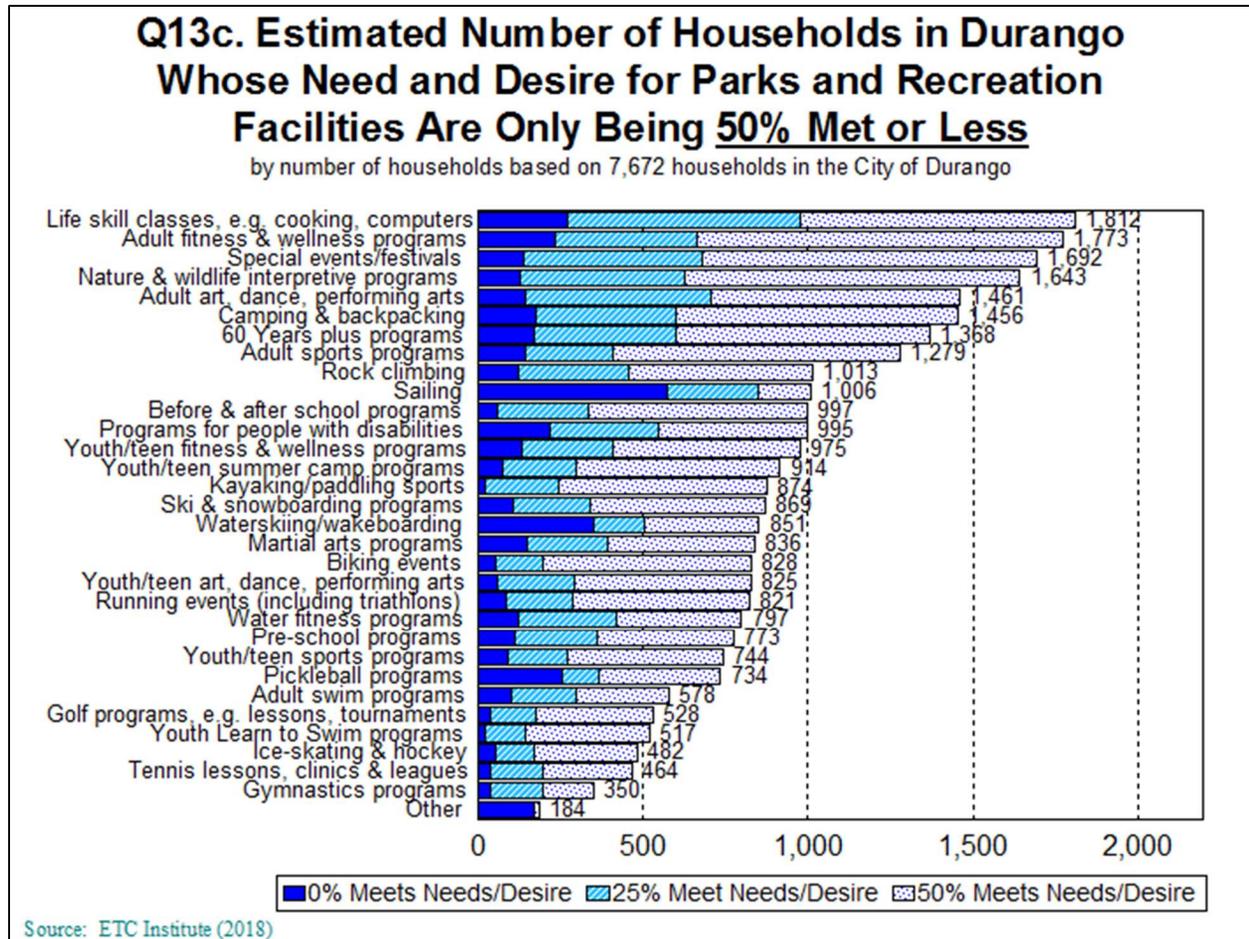


Figure 39 - Programming Needs and Priorities

Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were: adult fitness and wellness programs (29%), special events/festivals (27%), and camping and backpacking (23%).

The percentage of residents who selected each program as one of their top four choices is shown below.

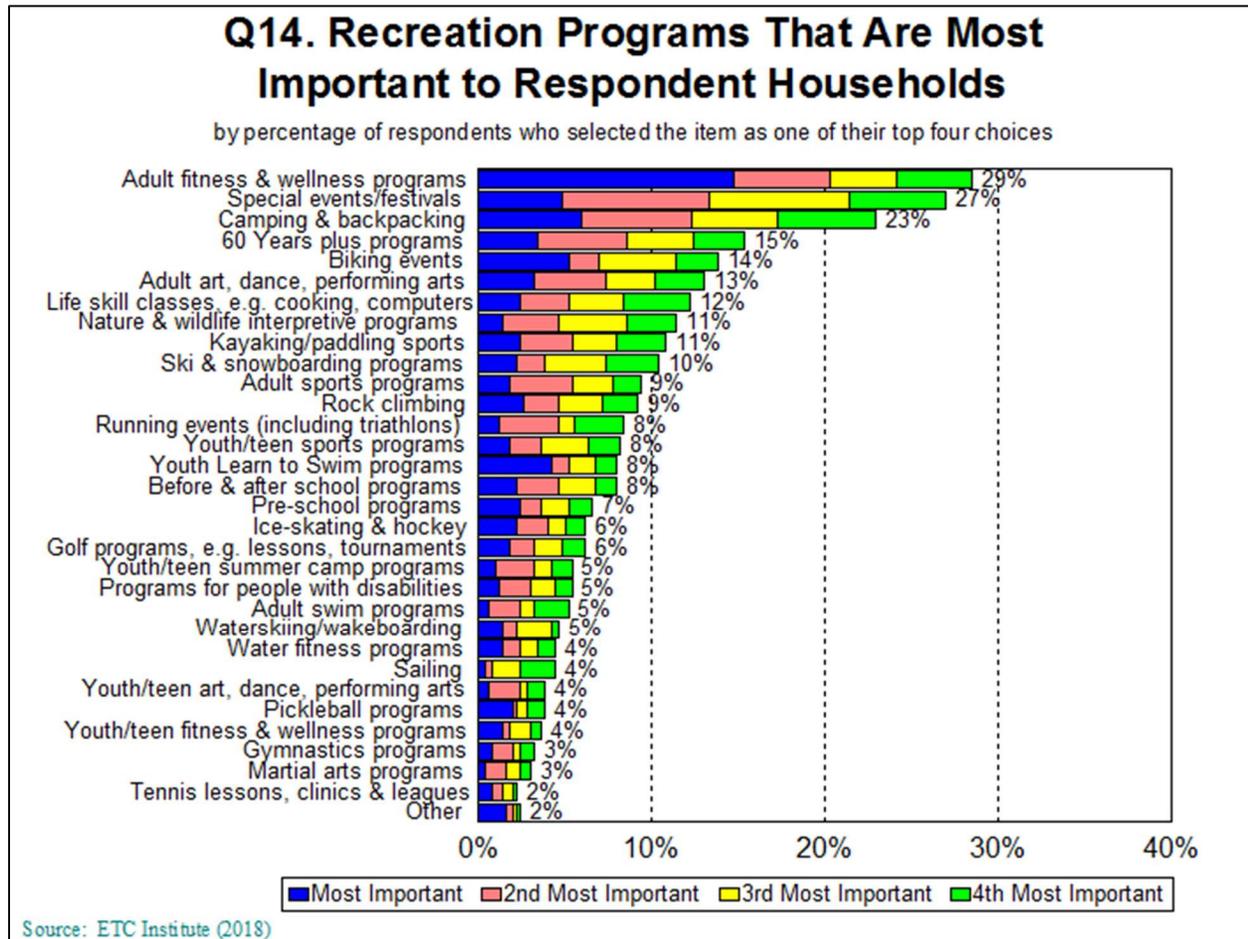


Figure 40 - Program Importance

Priorities for Programming Investments. Based the priority investment rating (PIR), the following eight programs were rated as “high priorities” for investment:

- Adult fitness and wellness programs (PIR=198)
- Special events/festivals (PIR=188)
- Camping and backpacking (PIR=161)
- Life skill classes (PIR=143)
- Nature and wildlife interpretive programs (PIR=131)
- 60 Years plus programs (PIR=130)
- Adult art, dance, performing arts (PIR=126)
- Adult sports programs (PIR=104)

The chart below shows the Priority Investment Rating (PIR) for each of the programs that were rated.

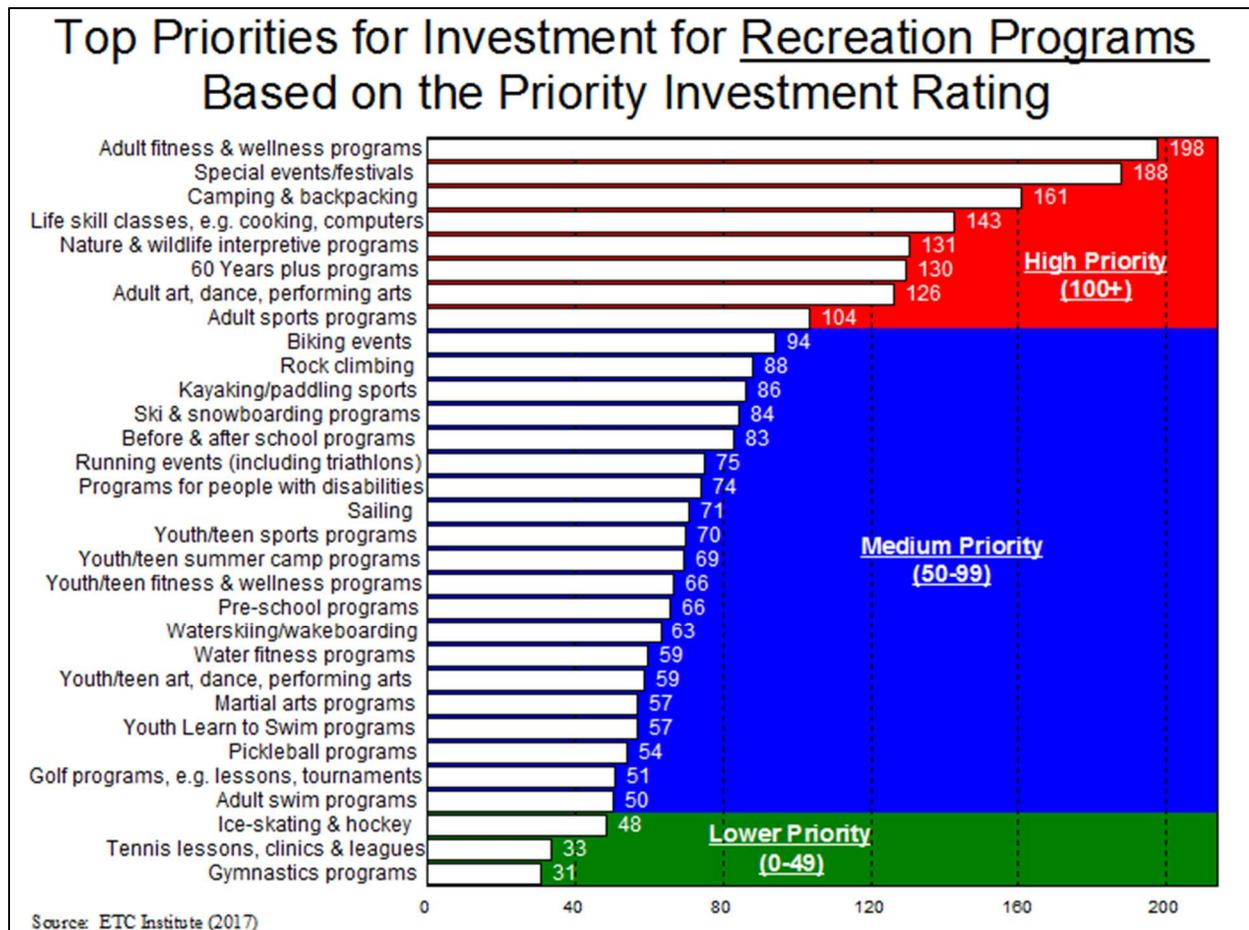


Figure 41 Priorities for Programming Investments

3.2.9 ADDITIONAL FINDINGS

- **Connectivity**: Respondents were asked to indicate how supportive they would be of improvements involving the connection of the hard surface trail system throughout the City. Based on the sum of “very supportive” and “somewhat supportive” responses, respondents are most supportive of the City of Durango improving the trail connections to Three Springs (84%) and extending the Animas River Trail north of Oxbow (79%).
- **Allocating Funds**: Respondents were asked to indicate how they would allocate an additional \$100 if it were available for the ongoing management and development of Durango’s open spaces. Maintenance (\$31.19), trail expansion (\$21.32), habitat protection (\$18.45), and land acquisition (\$17.94) received the highest levels of funding based on the average allowance for each item. Education (\$8.34) and ‘other’ (\$2.76) received the lowest levels of funding.
- **Trail Priorities**: Based on the sum of their top two choices respondents are most supportive of increased connectivity throughout the City (54%) and increasing the safety on trails in Durango (34%).
- **Communication and Outreach**: Sixty-six percent (66%) of respondents indicated they learn about City of Durango Parks and Recreation Department programs and activities from friends and neighbors, 55% from newspaper articles, 49% from the Parks and Recreation Activities Guide, and 47% from the Parks and Recreation website.
- **Additional Indoor Recreation Space**: Forty-four percent (44%) of respondents indicated they see a need for additional indoor recreation space in the City of Durango. Fifty-four percent (54%) of those respondents indicated they would most support the City expanding the existing recreation center to provide additional indoor recreation space while 44% would most support a new additional facility.
 - Respondents who indicated they see a need for additional indoor recreation space were asked to indicate which amenities they would like to see added to additional indoor recreation space, whether it be by expanding the existing facility or building a new facility. Forty-five percent (45%) of respondents indicated they would most like to see a fitness/aerobics studio or rooms for recreation classes and other activities added.
- **Most Important Potential Amenities**: Respondents were asked to indicate which three potential amenities would be most important to their household if the City of Durango were to explore the potential for developing additional parks and recreation amenities. Based on the sum of respondents’ top three choices the two amenities that respondents indicated were most important to their household include: Lake Nighthorse recreation (56%) and additional multi-use trails (54%).

3.2.10 CONCLUSIONS

ETC Institute recommends that the City of Durango sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The open space areas, facilities, and programs with the highest PIR ratings are listed below.

Open Space Priorities

- Trails for walking, hiking, and running (PIR=132)
- Community buffers from development (PIR=131)
- Wildlife habitats with trails (PIR=110)
- River and stream corridors (PIR=105)

Facility Priorities

- Lake recreation (PIR=143)
- Hiking and running natural surface trails (PIR=134)
- Bike and pedestrian hard surface trails (PIR=120)

Programming Priorities

- Adult fitness and wellness programs (PIR=198)
- Special events/festivals (PIR=188)
- Camping and backpacking (PIR=161)
- Life skill classes (PIR=143)
- Nature and wildlife interpretive programs (PIR=131)
- 60 Years plus programs (PIR=130)
- Adult art, dance, performing arts (PIR=126)
- Adult sports programs (PIR=104)

CHAPTER FOUR - PARK & FACILITY ASSESSMENT

4.1 INVENTORY ASSESSMENT

The consultant team conducted in-person site assessments of City parks over a two-day period in November 2017. This assessment establishes a base-line understanding and “snapshot” of the system’s existing conditions and amenities. This assessment is utilized with other technical research reports to assist with the Park, Open Space, Trails and Recreation Master Plan including recommendations and action strategies. Site assessment summaries for each park assessed can be found in **Appendix C**.

4.1.1 METHODOLOGY

The consultant team used a site assessment form to document observations. One form was completed for each park within the Durango Parks and Recreation system. The assessment form includes:

- General description
- Park classification & observed use
- First Impressions
- Access & visibility
- Site structures & amenities
- Site/amenity conditions
- Site furnishing conditions
- General landscape/hardscape
- Signage
- NRPA 3 Pillars (National Recreation and Park Association 3 Pillars: Health and Wellness, Conservation, and Social Equity)
- Any identified corrective actions needed
- Planned capital improvements
- Strengths, challenges, and opportunities

Park conditions were rated using a differential scale of excellent, good, fair, or poor with a grading component. The table below provides the condition descriptions utilized in this analysis.

Scale of Conditions	
Assessment Finding	General Description
Excellent Score: 76-100 (A-, A, & A+)	Facilities/amenities are in excellent condition and feature little or no maintenance problems noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance.
Good Score: 51-75 (B-, B, & B+)	Facilities/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and/or heavy use. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Fair Score: 26-50 (C-, C, & C+)	Facilities/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and heavy use. Some maintenance issues may be compounding over time due to being deferred because of budget and/or resource limitations. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Poor Score: 1-25 (D-, D, D+)	Facilities/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these facilities are the result of age and heavy use, and generally are compounding over time due to being deferred because of budget and/or resource limitations. Facilities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

Figure 42 - Scale of Conditions

The following sites were assessed during the two-day review period:

- 33rd Street River Access
- Animas City Park
- Brookside Park
- Buckley Park
- Chapman Hill
- Confluence Park
- Crestview Park
- Cundiff Park
- Dallabetta Park
- Designated Off-Leash Area
- Durango Community Recreation Center Amphitheater
- Durango Softball Complex at FLC
- Easter Heights Park
- Fanto Park

- Fassbinder Park
- Folsom Park
- Greenmount Cemetery
- Hillcrest View Park
- Historic Tram Park
- Holly Park
- Iris Park
- Jenkins Ranch Park
- Lion's Den
- Mason Center Park
- Memorial Park
- Needham Park
- Oxbow Park & Preserve
- Pioneer Park
- Rank Park
- Riverfront Park
- Riverview Sports Complex
- Roosa Park
- Rotary Park
- Santa Rita Park
- Schneider Park
- Smith Sports Complex
- Viles Park
- Whitewater Park

4.1.2 SYSTEM SUMMARY

The Department is accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). While conducting the site assessments for the City, the consultant recognized the reasons why the National Recreation and Park Association (NRPA) concluded that the agency was definitely one of the best and also a Gold Medal Agency. The system is so well done, that some of the items recognized as corrective actions needed and challenges might seem like nitpicking. The following are the high-level system-wide Strengths, Challenges and Opportunities while individual park details are in the Appendix.

STRENGTHS

- Overall, parks have a consistently strong level of care; ratings included 'Good' to 'Excellent.'
- Facilities are well-designed and appropriate for their setting.
- Community support is generally strong and reflected in the utilization of parks.
- The City of Durango Parks and Recreation Department engages the community in park design and care.
- Strong facilities and sports fields in partnership with Fort Lewis College.
- Public art incorporated into the park system currently and the prospect of future possible locations for additional artwork.
- Diversity of parks, facilities, amenities, size and location make the Durango Parks and Recreation system a leader in standards and excellence.
- The Animas River Greenway, trails, and bridges give residents and visitors a high level of pedestrian/bicycle access to the system and connects Animas City Park, Memorial Park,

Community Recreation Center, Rank Park, Durango Public Library, Rotary Park, Riverfront Park, Iris Park, Schneider Park, Off-leash Dog Area, Whitewater Park, Santa Rita Park, Cundiff Park, and Dallabetta Park.

- The number of Animas River access points provides users a wide range of experiences and challenges.

CHALLENGES

- Some playgrounds will require updating in the near future.
- Some parks have natural barriers to full accessibility given their terrain.
- Visual aesthetics could be improved with dumpsters being enclosed or screened.
- There are some parking lots that have damage to the asphalt from the weight of the trash trucks.
- Older restrooms are in less than ideal condition and could be updated or at a minimum repainted - fade resistant color.
- Amount of taped up fliers in many locations by citizens negatively impacts the signs and structures they are taped to by leaving large amounts of residue.
- Transient population at Schneider Park and how that may impact the public's perspective on safety.
- Many of the park name signs are experiencing fading, letters peeling, snowcaps peeling, and even various levels of rust.

OPPORTUNITIES

- Planned additional trail connectivity.
- Additional coordination with volunteer groups to ensure they have a plan for ongoing care of their projects (when applicable).
- Continue to look for ways to develop the park system through partnerships and grants.
- Continue to replace aging benches through the memorial program and/or scheduled replacement with natural materials (boulders). Continue to promote the memorial benches through social media.
- Enclose or screen dumpsters from plain sight.
- Continue to explore ADA opportunities that allow for people with assisted devices to get into the heart of the parks.
- Add a touch of landscaping/boulders and seating to create contemplation areas within the parks.
- Interpretive signs to educate the public on environmental efforts, outcomes, successes and raise awareness of dedicated Parks and Recreation sales tax funding.
- Consider public sign boards/kiosks that are strategically located in the system where taped fliers are more predominant to protect the assets from damage caused by adhesive residue.
- Update older restrooms and increase the size where demand is the highest.
- Update some older equipment. In some of the neighborhood parks, consider signature stand-alone climbing playground components. There are some new units out now that have an artistic look to them and if featured as stand-alone could have a powerful impact.
- Continue to work with the City of Durango Public Art Commission to consider additional pieces to the system.
- Parking spaces need painted and better defined. Several parking areas could benefit from being crack filled and/or sealed. Some have alligatored and are beginning to crumble.

4.2 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory for the City of Durango. By totaling the inventory and applying Durango's population, we can understand the current level of service.

The LOS can help support investment decisions related to parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change.

The recommended standards were evaluated using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2017 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Durango area, community and stakeholder input, statistically-valid survey, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized for Durango.

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified.

The standards that follow are based upon population figures for 2017, 2022, 2027, and 2032.

Since Durango Parks and Recreation services and amenities are highly utilized by La Plata County residents and visitors, in addition to providing the LOS standards for the City population the attached summary of Level of Service Standards also includes the LOS standards for the County population. It is important to note that existing needs are met when considering the City population and this assessment changes to a need exists when taking into consideration the County population.

Current Inventory					Current LOS			Recommended Standard			Current Needs		Five-Year Need Forecast		Ten-Year Need Forecast		Fifteen-Year Need Forecast	
Item	Durango	Schools	La Plata County Fairgrounds	Total Inventory	Service Level Based on Current Population			Recommended Service Levels for Study Area			Assessment	Additional Need	Assessment	Additional Need	Assessment	Additional Need	Assessment	Additional Need
PARKLAND																		
Pocket Parks	5.22			5.22	0.28	acres per	1,000	0.25	acres per	1,000	Meets Standard	- Acres	Meets Standard	- Acres	Need Exists	0 Acres	Need Exists	0 Acres
Neighborhood Parks	72.37			72.37	3.83	acres per	1,000	3.75	acres per	1,000	Meets Standard	- Acres	Need Exists	3 Acres	Need Exists	8 Acres	Need Exists	12 Acres
Community Parks	122.54			122.54	6.48	acres per	1,000	5.50	acres per	1,000	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres	Need Exists	2 Acres
Regional Parks	-			-	-	acres per	1,000	5.00	acres per	1,000	Need Exists	95 Acres	Need Exists	100 Acres	Need Exists	107 Acres	Need Exists	113 Acres
Special Use Parks	34.64		32.00	66.64	3.52	acres per	1,000	2.75	acres per	1,000	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres
Total Developed Park Acres	234.77	-	32.00	266.77	14.11	acres per	1,000	17.25	acres per	1,000	Need Exists	59 Acres	Need Exists	79 Acres	Need Exists	101 Acres	Need Exists	122 Acres
Natural Areas	5,011.66			5,011.66	265.04	acres per	1,000	0.00	acres per	1,000	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres
Cemeteries	46.62			46.62	2.47	acres per	1,000	0.00	acres per	1,000	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres
Undeveloped Acres	6.81			6.81	0.36	acres per	1,000	0.00	acres per	1,000	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres
Total Park Acres	5,299.86	-	32.00	5,331.86	281.97	acres per	1,000	17.25	acres per	1,000	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres	Meets Standard	- Acres
TRAILS																		
Paved Trails	15.50			15.50	0.82	miles per	1,000	0.50	miles per	1,000	Meets Standard	- Miles	Meets Standard	- Miles	Meets Standard	- Miles	Meets Standard	- Miles
Unpaved Trails	96.00			96.00	5.08	miles per	1,000	0.20	miles per	1,000	Meets Standard	- Miles	Meets Standard	- Miles	Meets Standard	- Miles	Meets Standard	- Miles
OUTDOOR FACILITIES																		
Shelters/Pavilions	21	0	1	22	1	site per	850	1	site per	2,500	Meets Standard	- Sites	Meets Standard	- Sites	Meets Standard	- Sites	Meets Standard	- Sites
Multiuse/Soccer Fields	5	1	-	6	1	field per	3,289	1	field per	2,000	Need Exists	4 Fields	Need Exists	4 Fields	Need Exists	5 Fields	Need Exists	6 Fields
Ball Diamonds	5	1	2	8	1	field per	2,521	1	field per	5,000	Meets Standard	- Fields	Meets Standard	- Fields	Meets Standard	- Fields	Meets Standard	- Fields
Basketball Courts	1	3	-	4	1	court per	5,403	1	court per	4,000	Need Exists	1 Courts	Need Exists	2 Courts	Need Exists	2 Courts	Need Exists	2 Courts
Tennis Courts	6	2	-	8	1	court per	2,364	1	court per	2,500	Meets Standard	- Courts	Need Exists	0 Courts	Need Exists	1 Courts	Need Exists	1 Courts
Playgrounds	22	1	-	23	1	site per	813	1	site per	2,500	Meets Standard	- Sites	Meets Standard	- Sites	Meets Standard	- Sites	Meets Standard	- Sites
Dog Parks	1	-	-	1	1	site per	18,909	1	site per	10,000	Need Exists	1 Sites	Need Exists	1 Sites	Need Exists	1 Sites	Need Exists	1 Sites
Skate Park	1	-	-	1	1	site per	18,909	1	site per	30,000	Meets Standard	- Sites	Meets Standard	- Sites	Meets Standard	- Sites	Meets Standard	- Sites
INDOOR FACILITIES																		
Recreation/Gymnasium (Sq. Ft.)	71,557	5,727	-	77,284	4.09	SF per person		2.00	SF per person		Meets Standard	- Sq. Ft.	Meets Standard	- Sq. Ft.	Meets Standard	- Sq. Ft.	Meets Standard	- Sq. Ft.
Special Use Facilities (Sq. Ft.)	45,310		-	45,310	2.40	SF per person		2.00	SF per person		Meets Standard	- Sq. Ft.	Meets Standard	- Sq. Ft.	Meets Standard	- Sq. Ft.	Meets Standard	- Sq. Ft.

2017 Estimated Population	18,909
2022 Estimated Population	20,069
2027 Estimated Population	21,324
2032 Estimated Population	22,553

Notes:

Population is based on Durango City limits
 Durango maintains two cemetery properties (Animas City and Greenmount) totaling 46.62 acres.
 Only facilities with unrestricted general public access are included.
 School outdoor facility inventory has been reduced 25 - 50% of total amount due to the lack of accessibility to the general public.
 School indoor facility inventory has been reduced to 10% of total amount due to the lack of accessibility to the general public.
 Indoor Facilities include square footage from the Community Recreation Center, Chapman Hill Ice Rink Pavilion and Durango Gymnastics Center.
 The City also maintains the Mason Center (11,517 sq. ft.) facility but is not included in the LOS due to the functionality as a community recreation space.

Figure 43 - Level of Service Standards

4.3 EQUITY MAPS

Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Durango's service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the City to assess gaps in services, where facilities are needed, or where an area is over saturated. This allows the City management to make appropriate capital improvement decisions based upon need for a system as a whole and the ramifications that may have on a specific area.

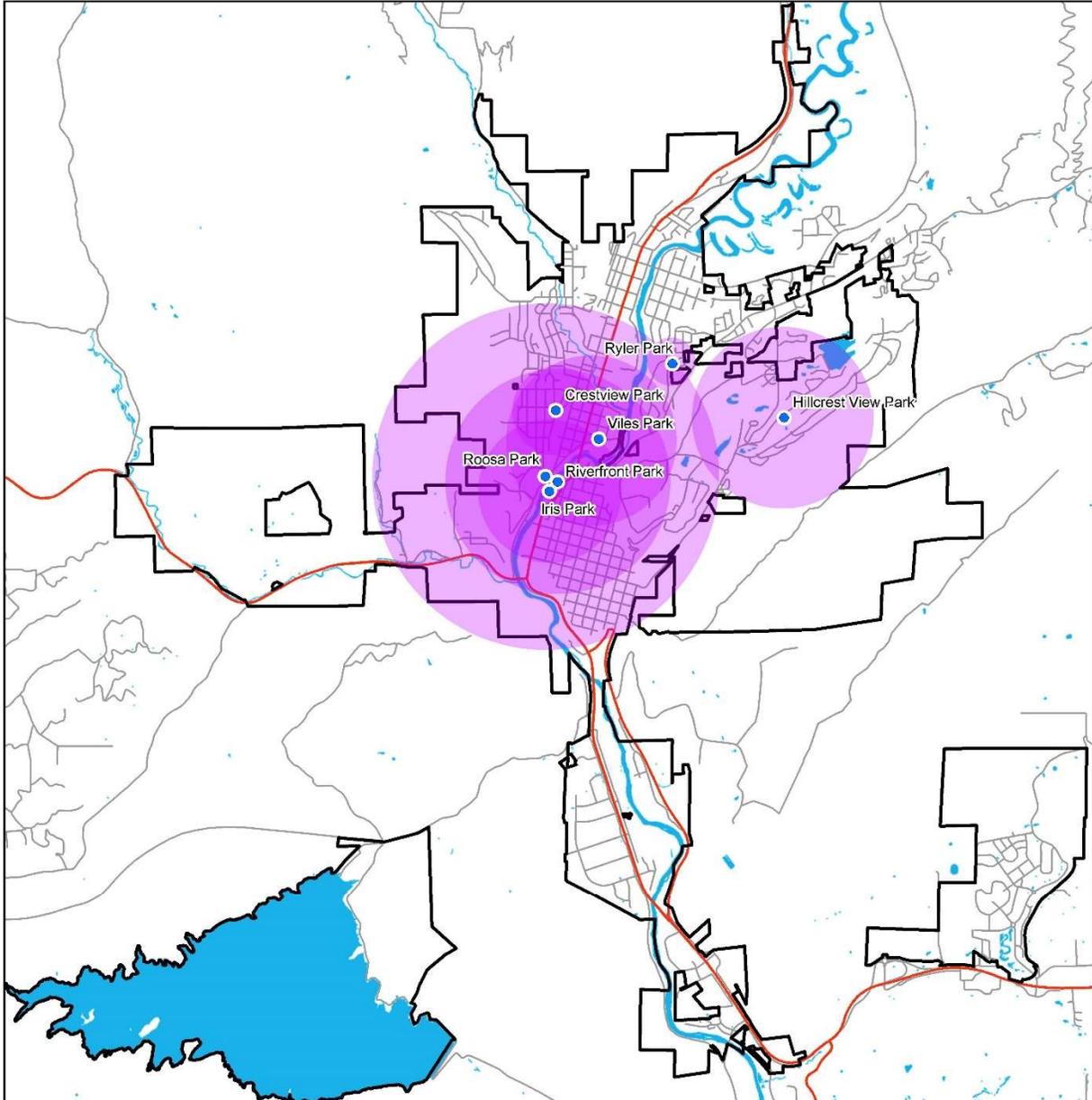
The maps contain several circles. The circles represent the recommended per capita LOS found on the previous page. The circles' size varies dependent upon the quantity of a given amenity (or acre type) located at one site and the surrounding population density. The bigger the circle, the more people a given amenity or park acre serves and vice versa. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type. The following parks and facilities were mapped:

- Parks
 - Pocket Parks
 - Neighborhood Parks
 - Community Parks
 - Special Use Parks
- Amenities
 - Shelters/Pavilions
 - Multi-Use Fields
 - Ball Diamonds
 - Basketball Courts
 - Tennis Courts
 - Playgrounds
 - Dog Parks
 - Skate Park
- Facilities
 - Recreation/Gymnasium
 - Special Use Facilities

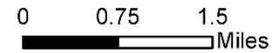
4.3.1 POCKET PARKS

Equity Mapping - Pocket Parks

Recommended Level of Service: 0.25 acres per 1,000 people 



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



-  City Boundary
-  Pocket Parks
-  Highways
-  Service Area
-  Streets

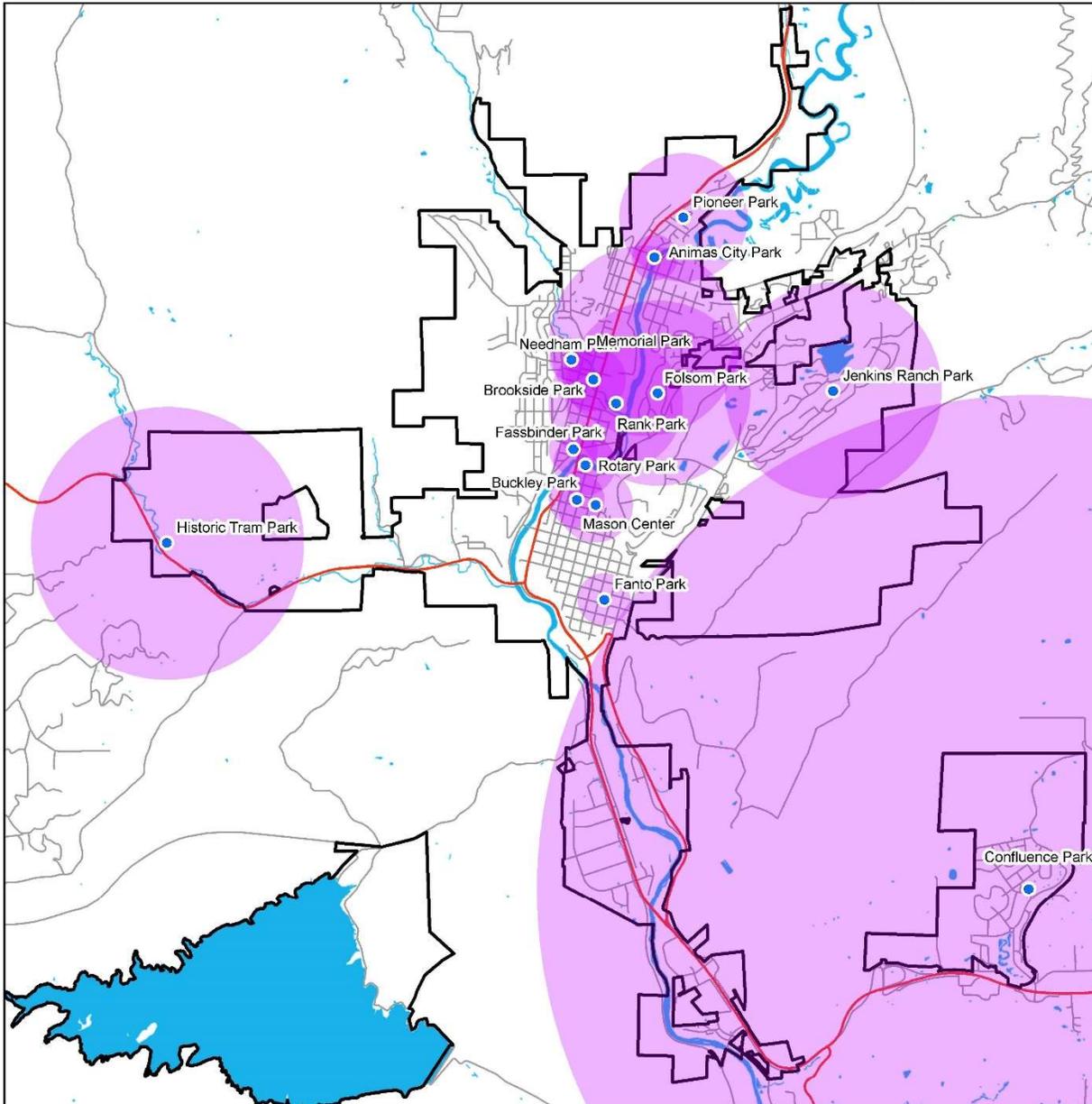


Figure 44 - Equity Map for Pocket Parks

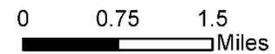
4.3.2 NEIGHBORHOOD PARKS

Equity Mapping - Neighborhood Parks

Recommended Level of Service: **pros consulting**
3.75 acres per 1,000 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



- City Boundary
- Highways
- Streets
- Neighborhood Parks
- Service Area

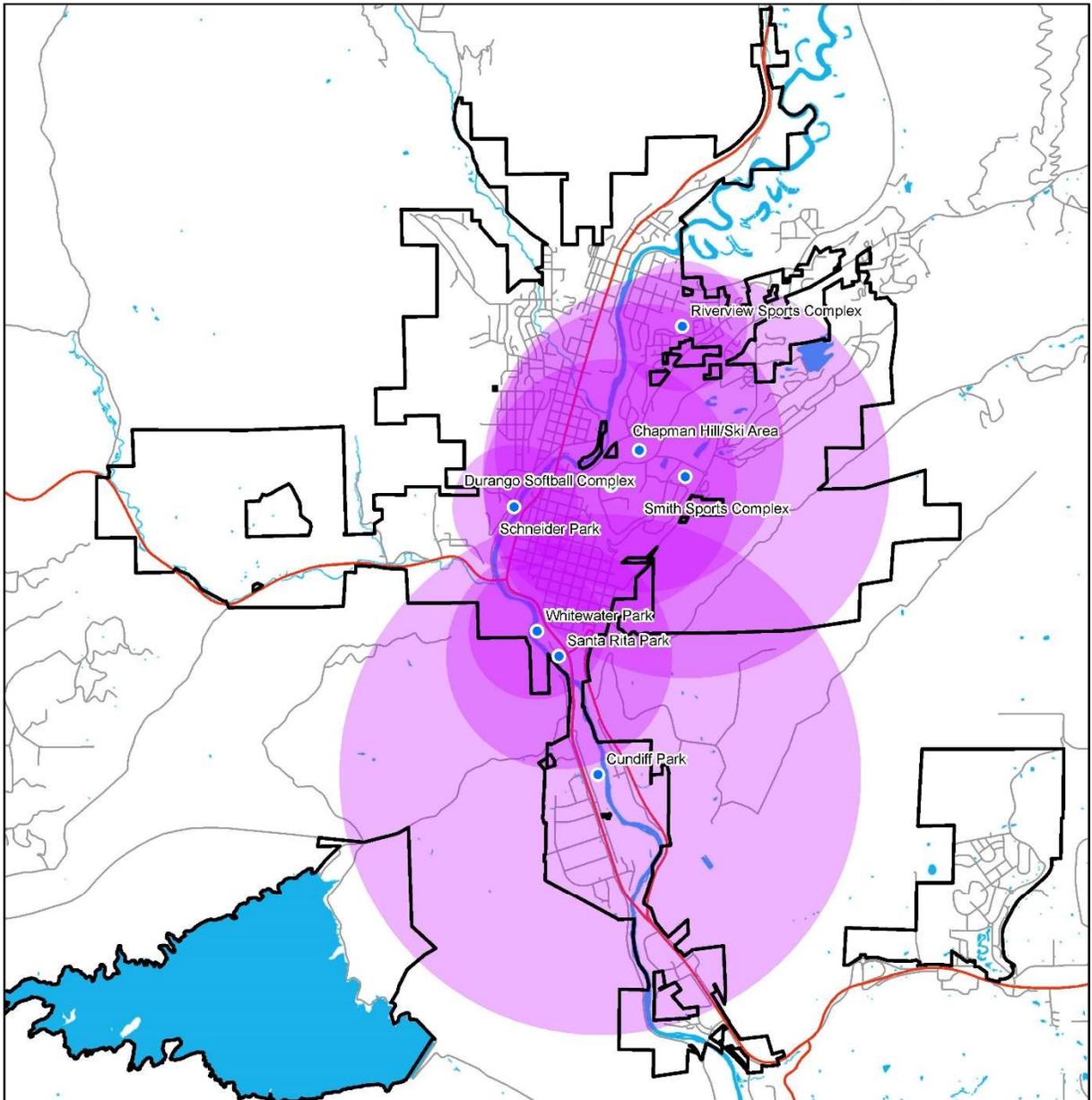


Figure 45 - Equity Map for Neighborhood Parks

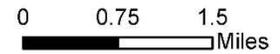
4.3.3 COMMUNITY PARKS

Equity Mapping - Community Parks

Recommended Level of Service: 5.50 acres per 1,000 people 



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



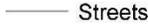
-  City Boundary
-  Community Parks
-  Highways
-  Service Area
-  Streets

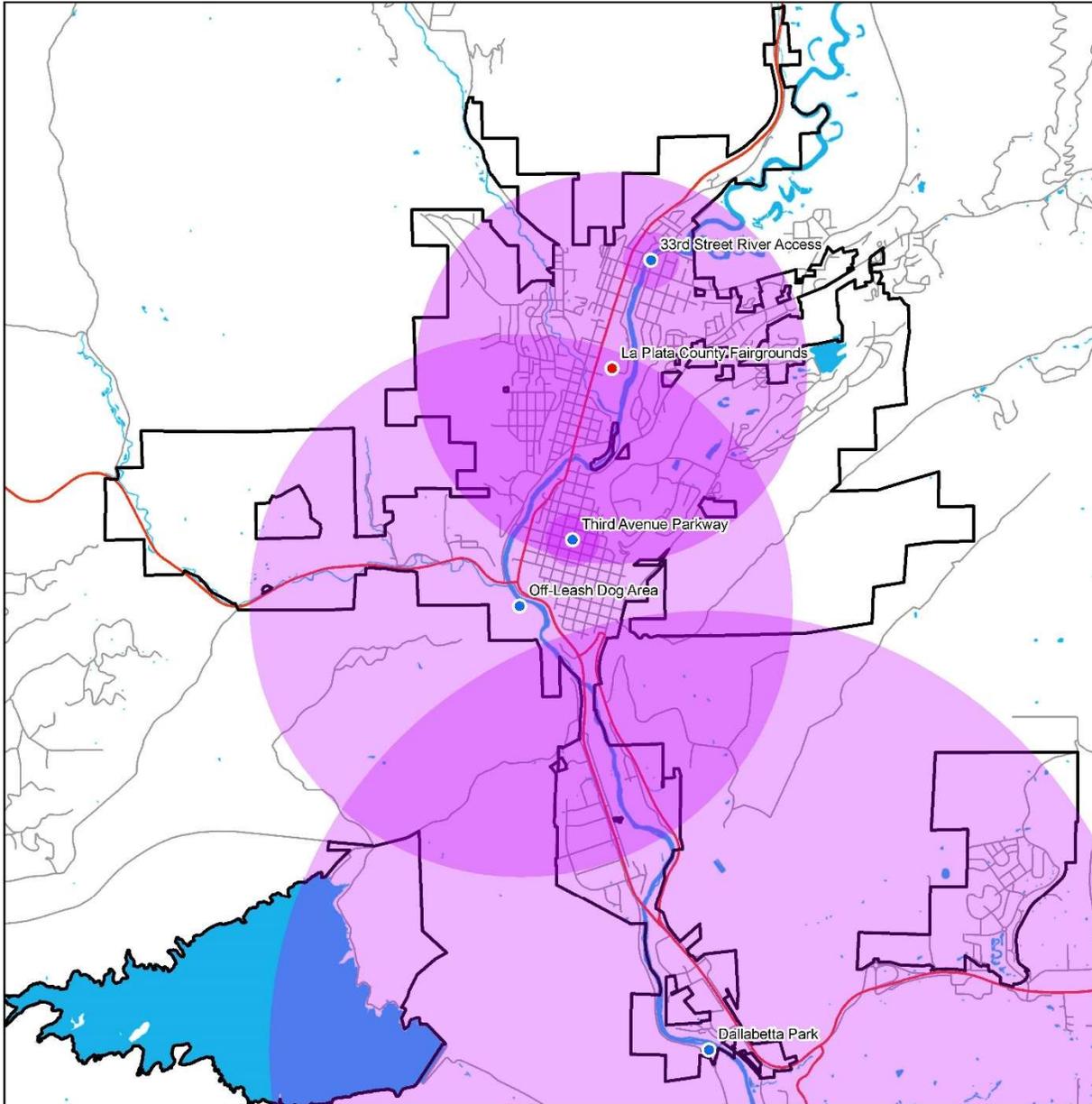


Figure 46 - Equity Map for Community Parks

4.3.4 SPECIAL USE PARKS

Equity Mapping - Special Use Parks

Recommended Level of Service: 2.75 acres per 1,000 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan

0 0.75 1.5
Miles

- City Boundary
- Highways
- Streets
- City Special Use Parks
- County Special Use Parks
- Service Area

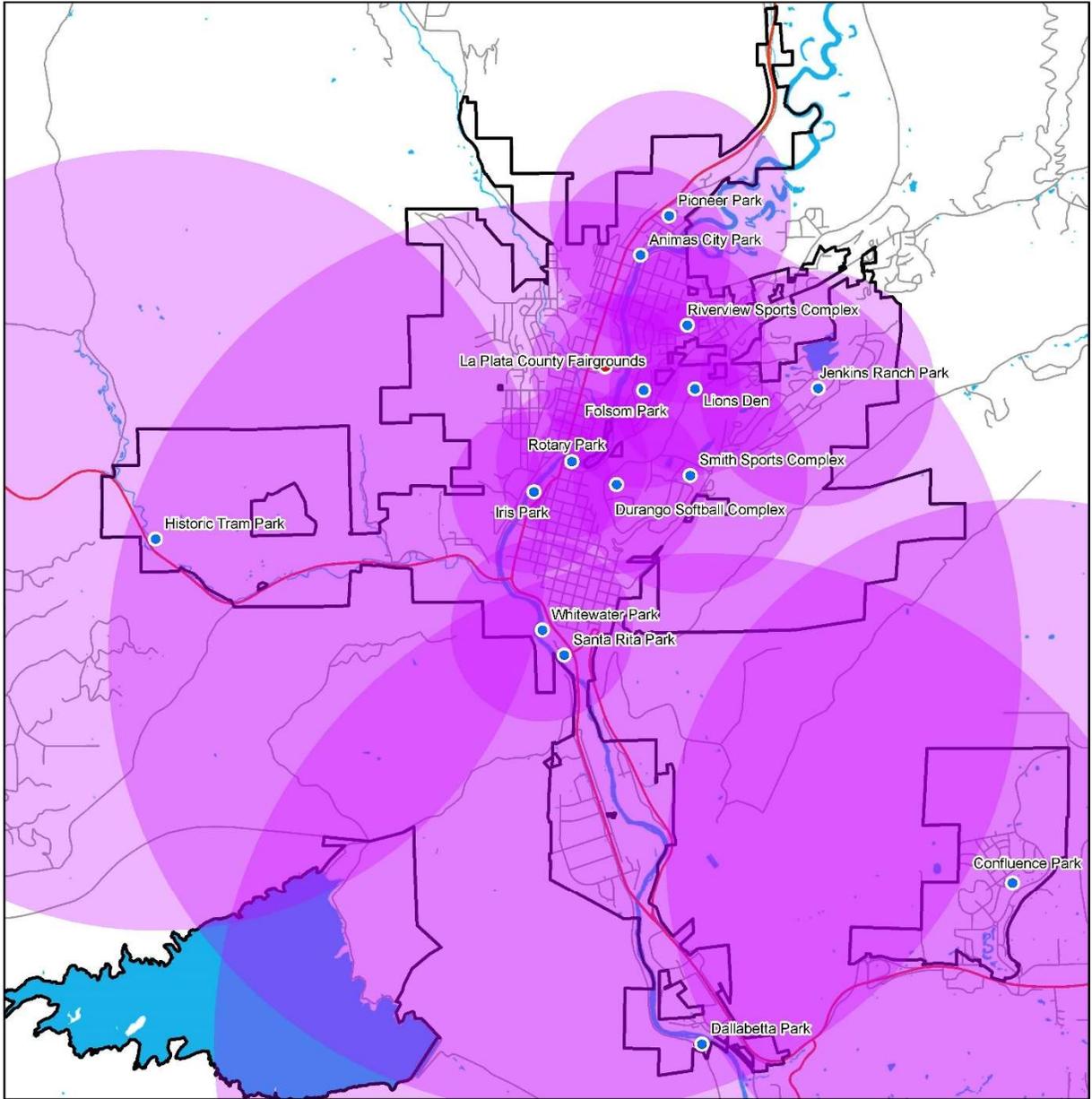


Figure 47 - Equity Map for Special Use Parks

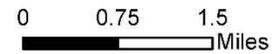
4.3.5 SHELTERS/PAVILIONS

Equity Mapping - Shelters/Pavilions

Recommended Level of Service: **pros consulting**
1 site per 2,500 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



-  City Boundary
-  Highways
-  Streets
-  County Shelter/Pavilion
-  City Shelter/Pavilion
-  Service Area

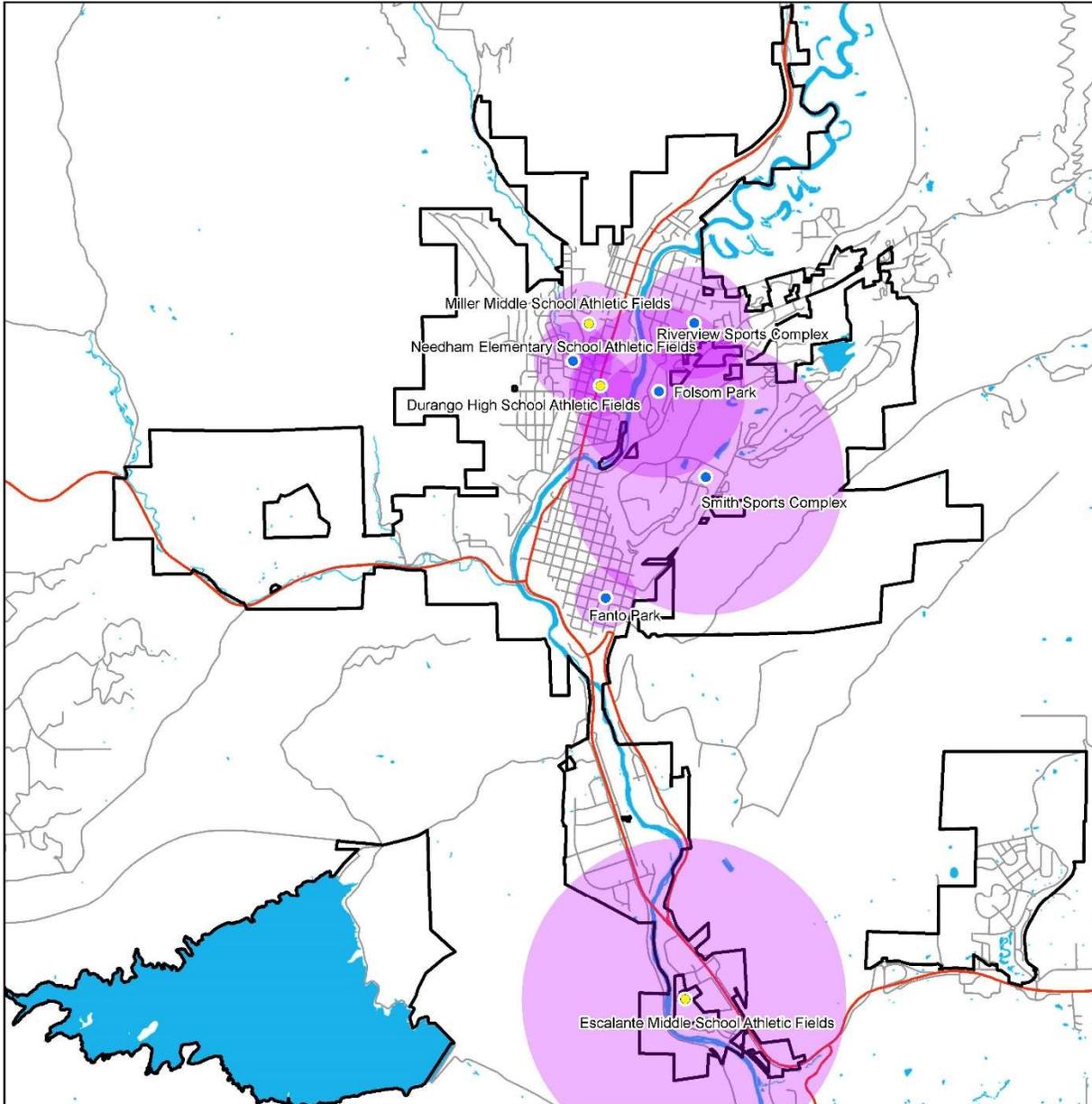


Figure 48 - Equity Map for Shelters/Pavilions

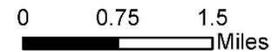
4.3.6 MULTI-USE FIELDS

Equity Mapping - Soccer/Multi-Use Fields

Recommended Level of Service: 1 field per 2,000 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



- City Boundary
- Highways
- Streets
- City Field
- School Field
- Service Area

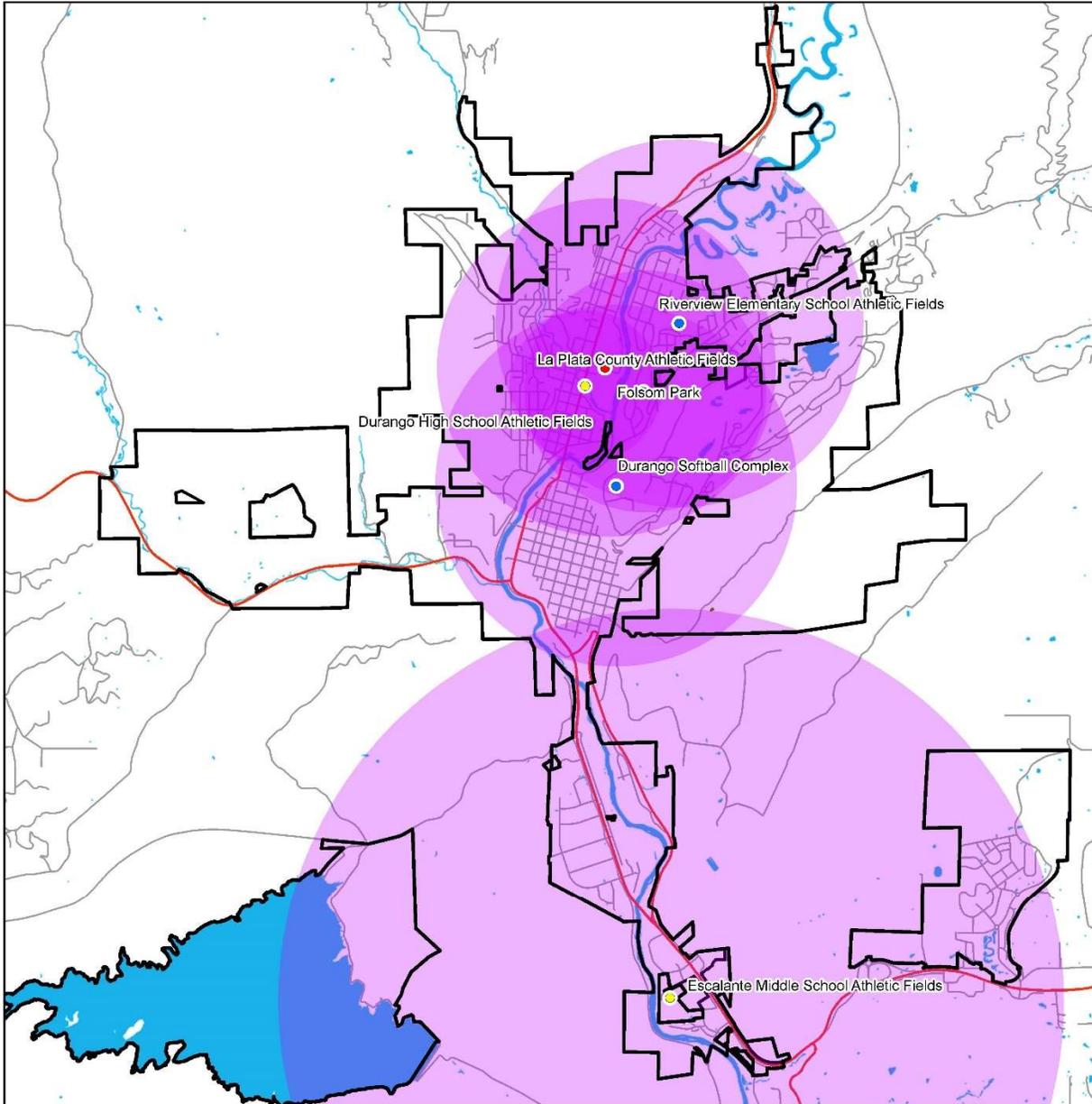


Figure 49 - Equity Map for Multi-Use Fields

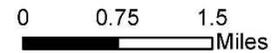
4.3.7 BALL DIAMONDS

Equity Mapping - Baseball / Softball Fields

Recommended Level of Service: 1 field per 5,000 people 



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



-  City Boundary
-  Highways
-  Streets
-  School Field
-  City Field
-  County Field
-  Service Area

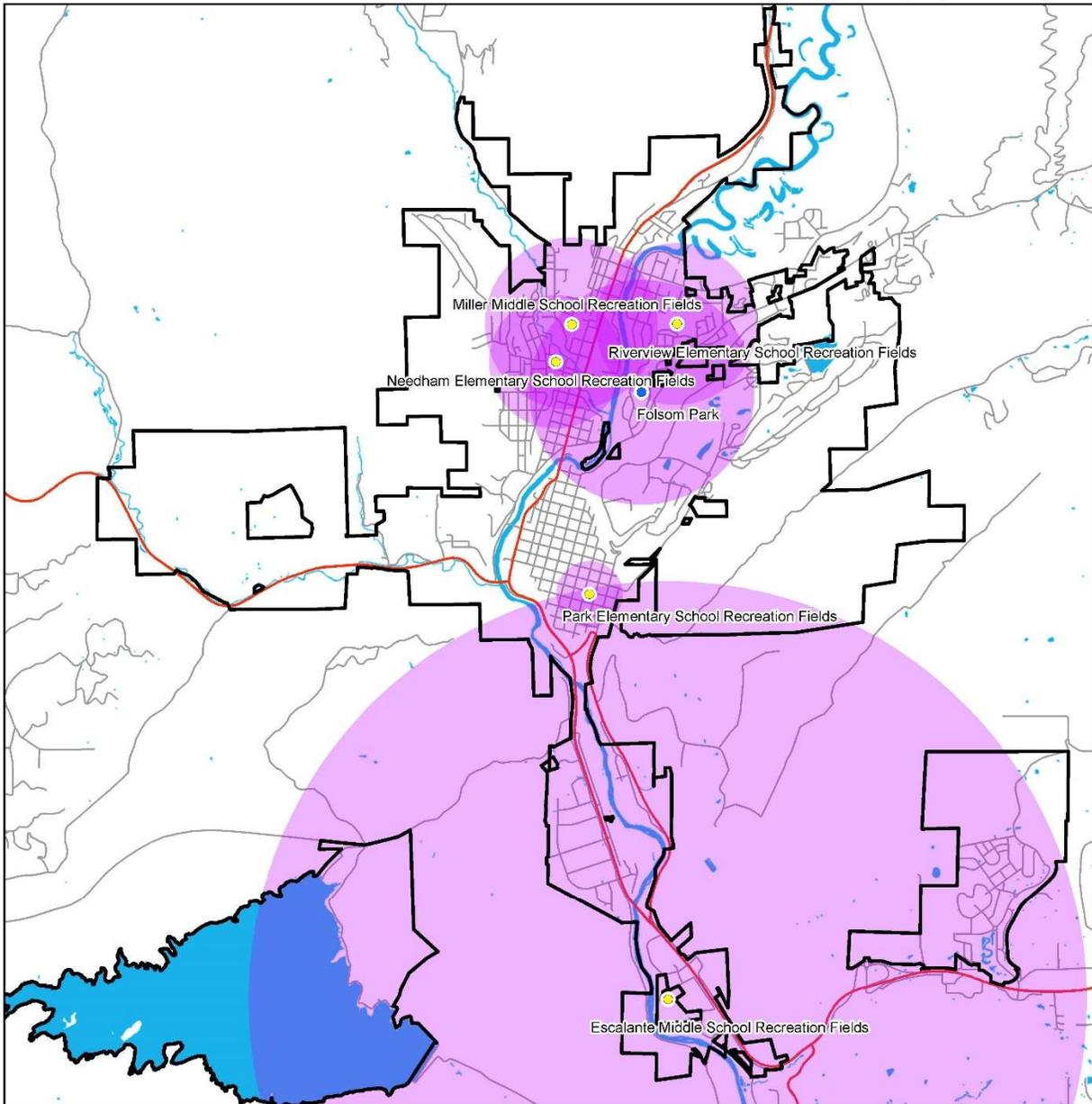


Figure 50 - Equity Map for Ball Fields

4.3.8 BASKETBALL COURTS

Equity Mapping - Basketball Courts

Recommended Level of Service: **pros consulting**
1 court per 4,000 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan

0 0.75 1.5
Miles

- City Boundary
- Highways
- Streets
- City Basketball Court
- School Basketball Court
- Service Area

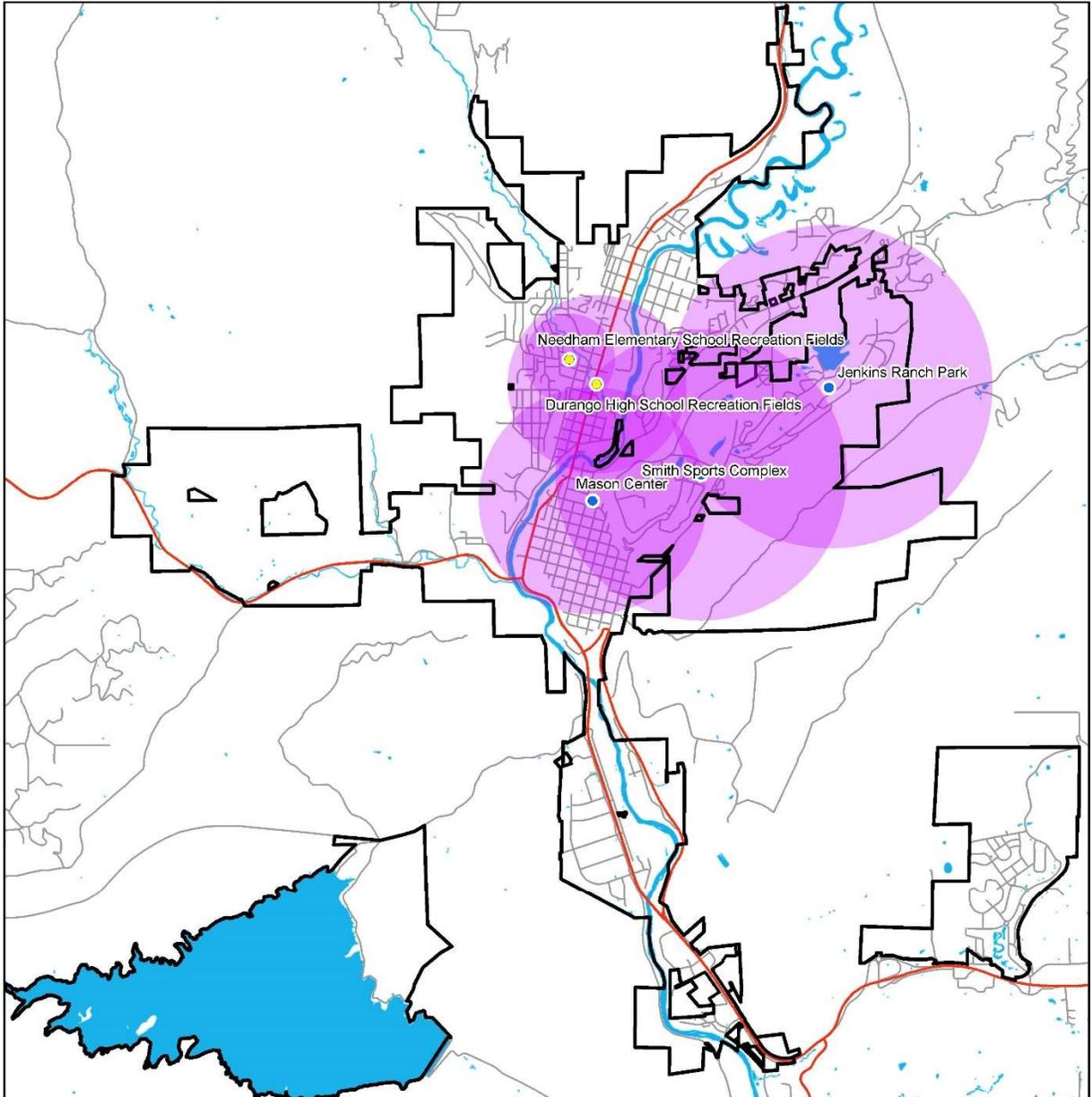


Figure 51 - Equity Map for Basketball Courts

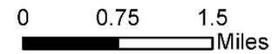
4.3.9 TENNIS COURTS

Equity Mapping - Tennis Courts

Recommended Level of Service: **pros consulting**
1 court per 2,500 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



-  City Boundary
-  Highways
-  Streets
-  City Tennis Court
-  School Tennis Court
-  Service Area

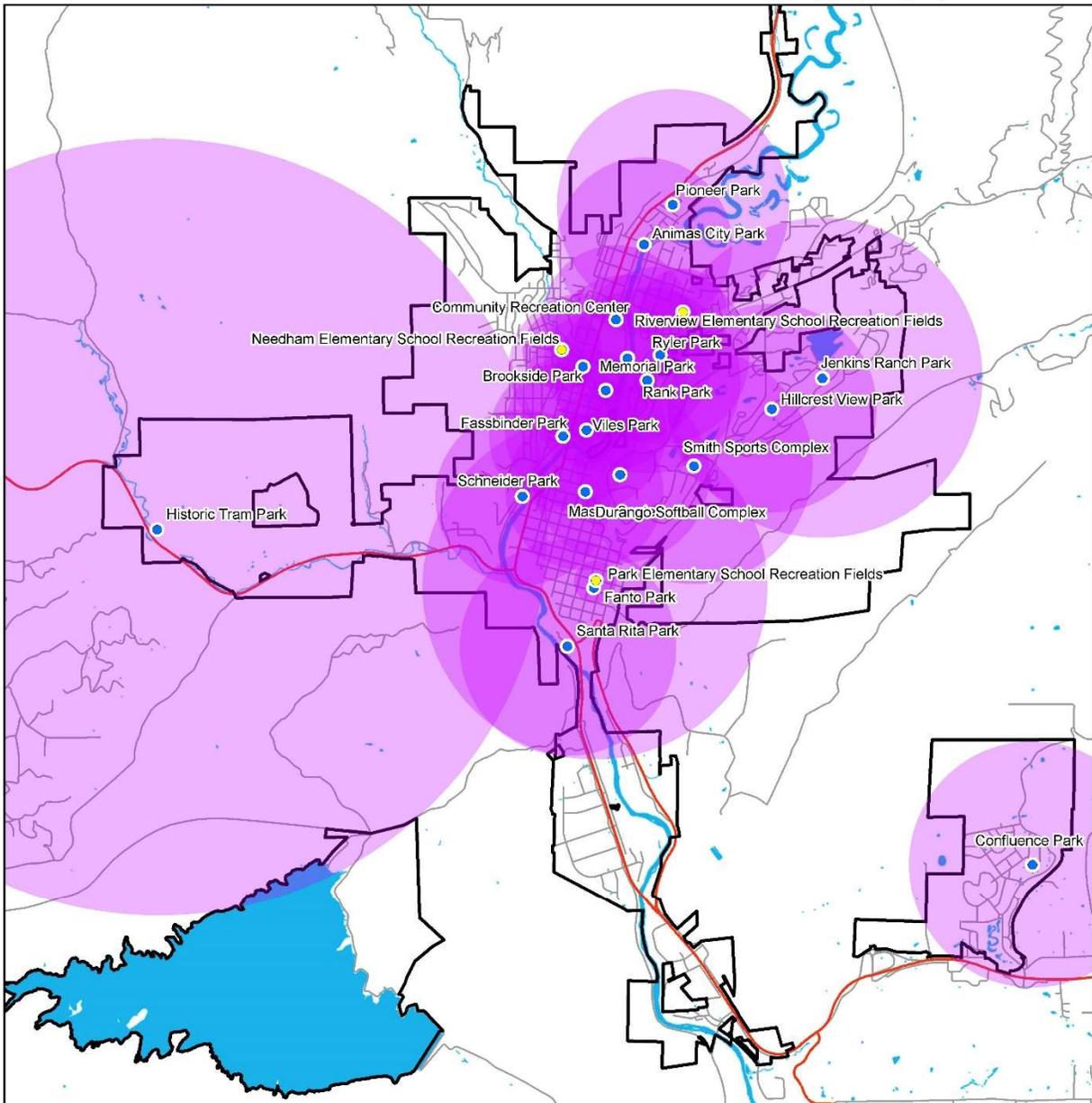


Figure 52 - Equity Map for Tennis Courts

4.3.10 PLAYGROUNDS

Equity Mapping - Playgrounds

Recommended Level of Service: **pros consulting**
1 site per 2,500 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



- City Boundary
- Highways
- Streets
- City Playground
- School Playground
- Service Area



Figure 53 - Equity Map for Playgrounds

4.3.11 DOG PARKS

Equity Mapping - Dog Parks

Recommended Level of Service: **pros consulting**
1 site per 10,000 people

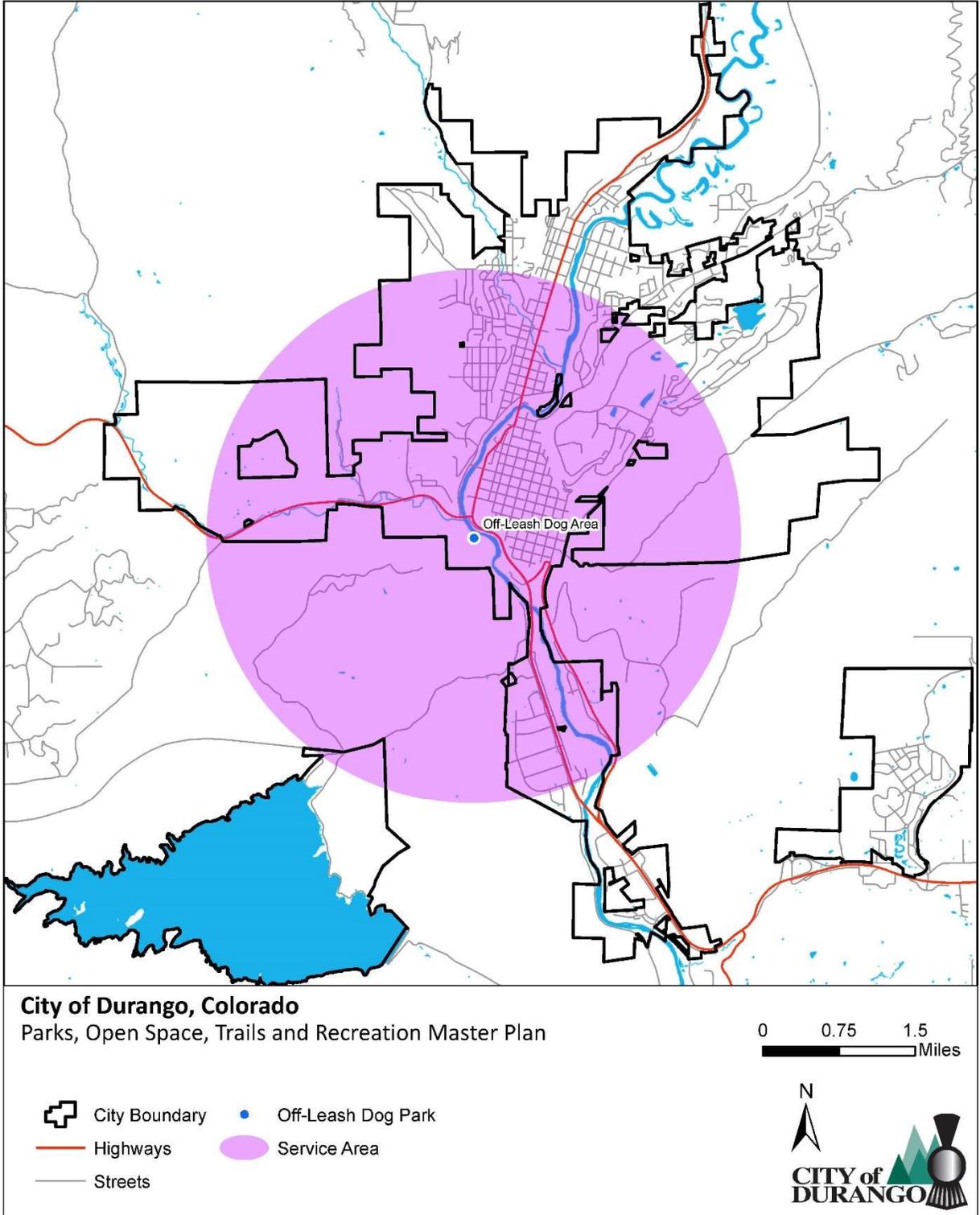
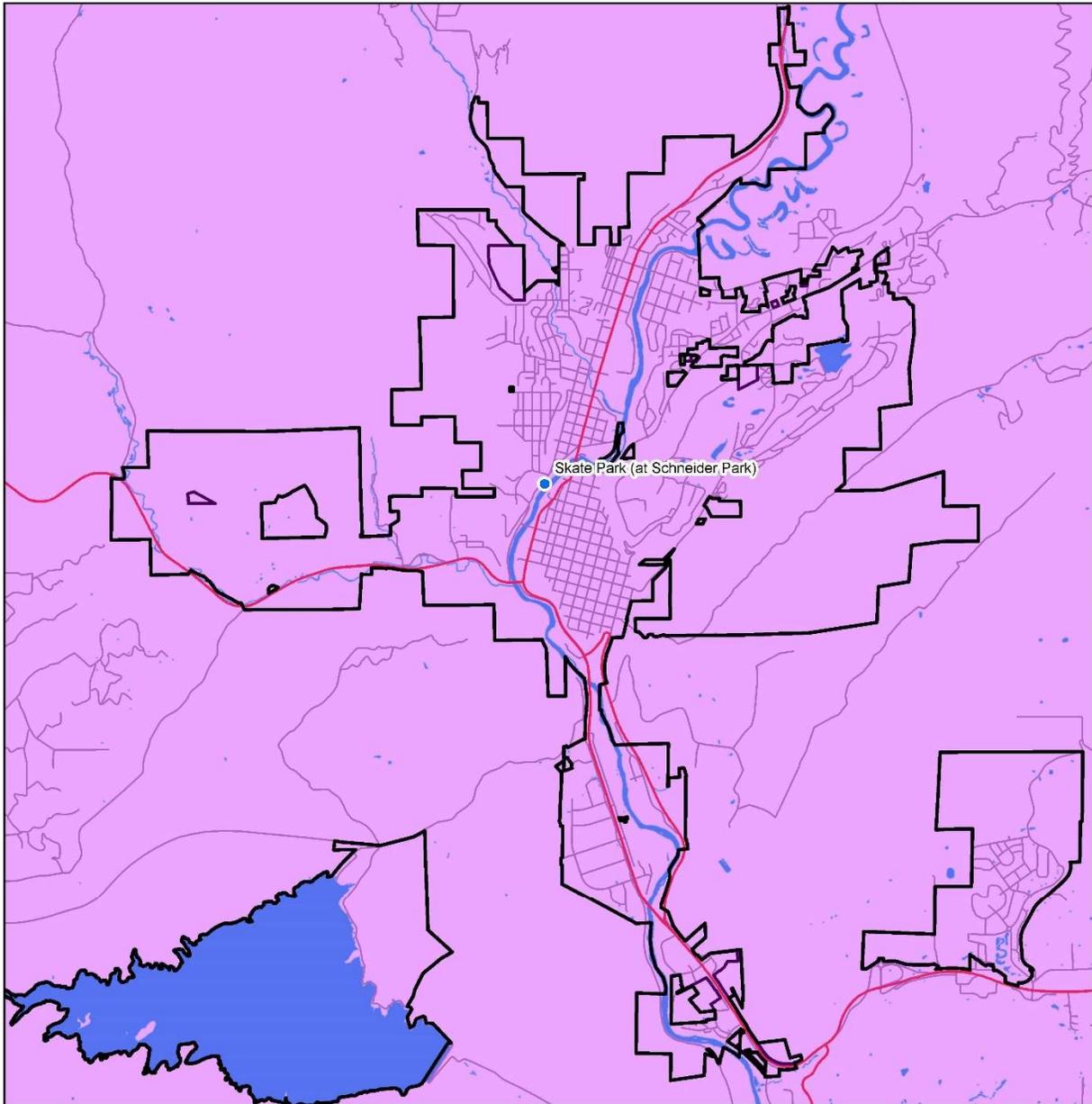


Figure 54 - Equity Map for Dog Parks

4.3.12 SKATE PARK

Equity Mapping - Skate Parks

Recommended Level of Service:
 1 site per 30,000 people



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan

0 0.75 1.5
Miles

- City Boundary
- Skate Park
- Highways
- Service Area
- Streets

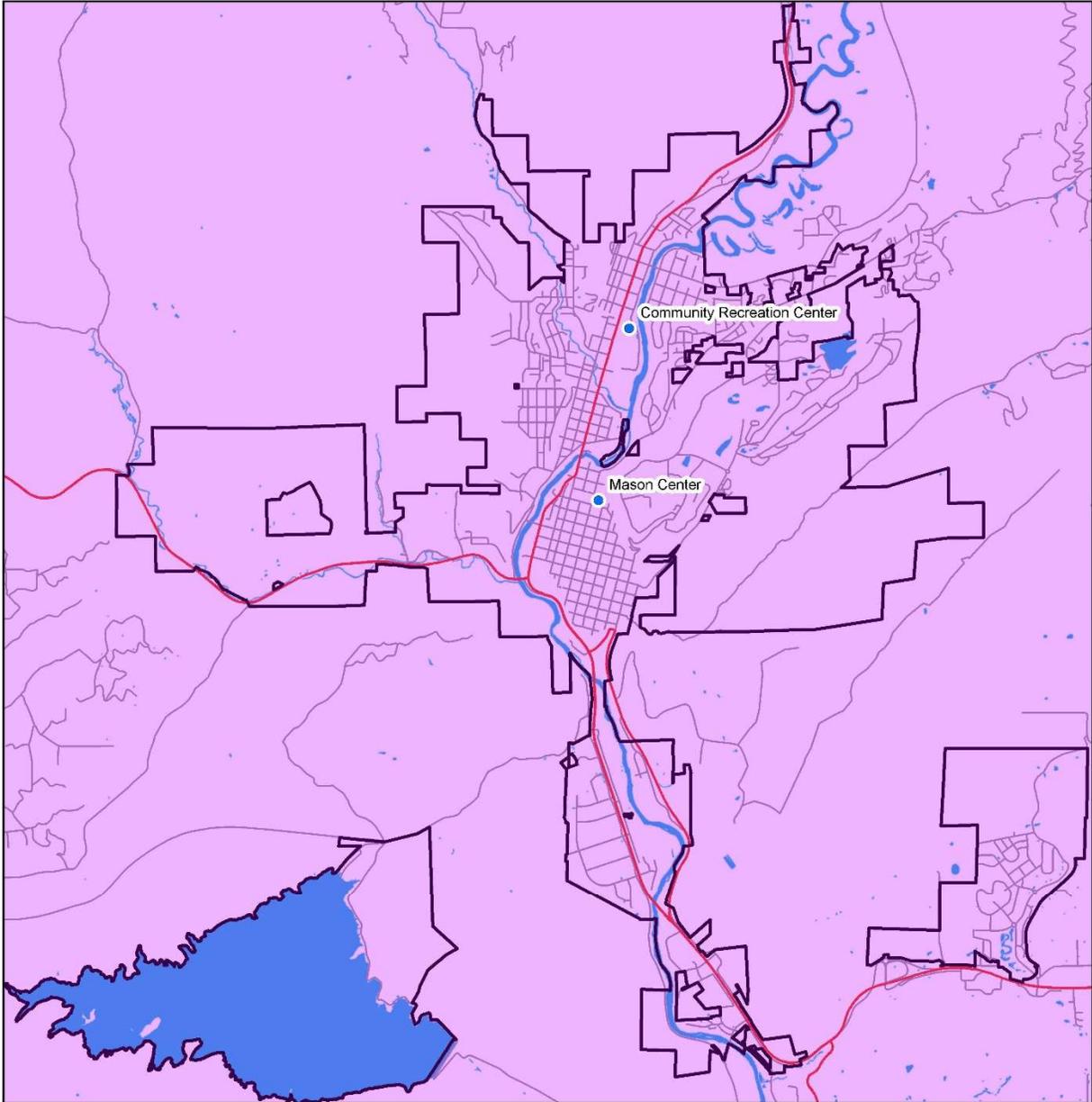


Figure 55 - Equity Map for Skate Parks

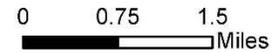
4.3.13 RECREATION/GYMNASIUM

Equity Mapping - Indoor Recreation Facilities

Recommended Level of Service: **pros consulting**
2.0 sq. ft. per person



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan



- City Boundary
- Indoor Recreation Facilities
- Highways
- Service Area
- Streets

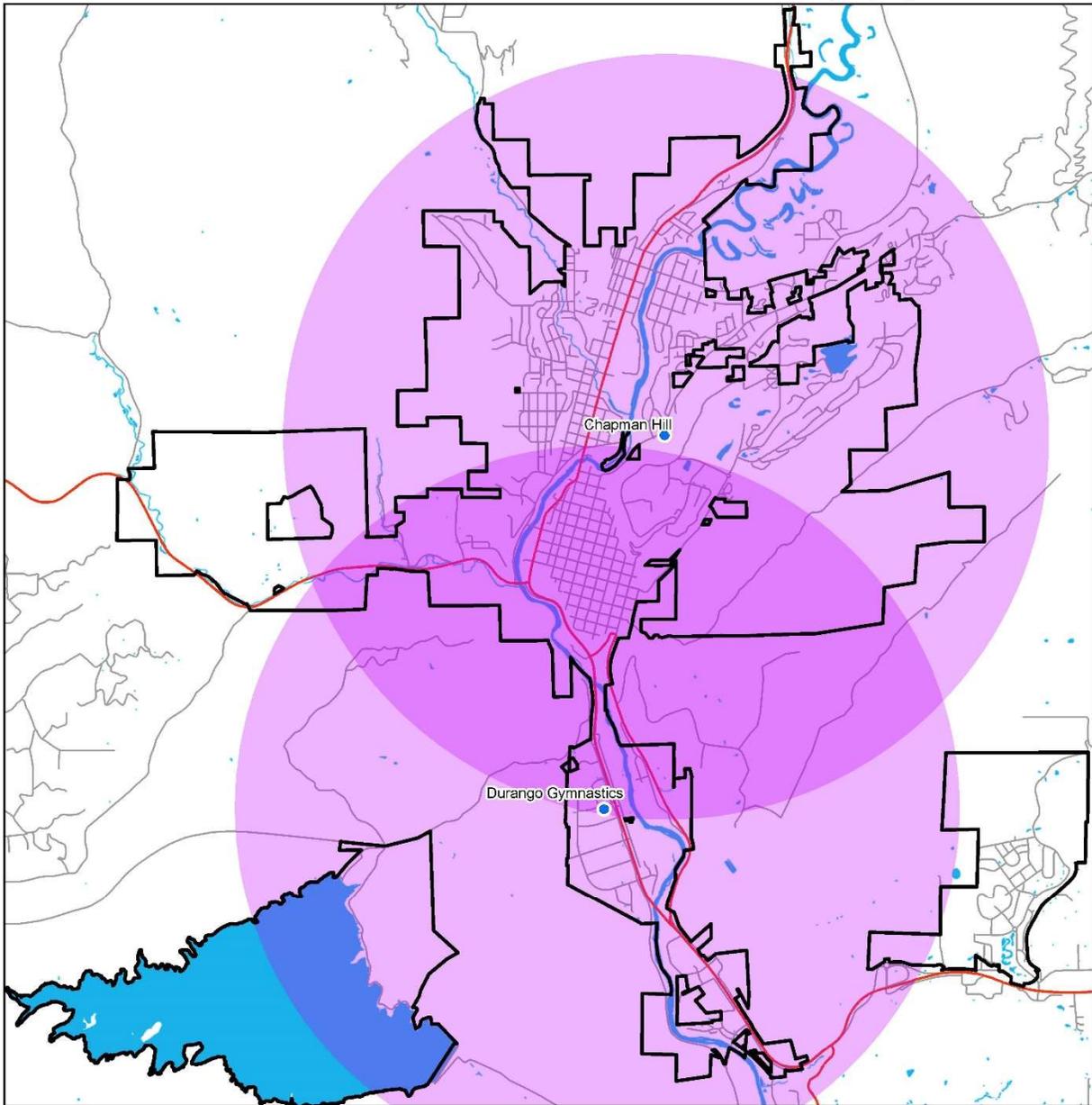


Figure 56 - Equity Map for Indoor Recreation Facilities

4.3.14 SPECIAL USE FACILITIES

Equity Mapping - Special Use Facilities

Recommended Level of Service: **pros consulting**
2.0 sq. ft. per person



City of Durango, Colorado
Parks, Open Space, Trails and Recreation Master Plan

0 0.75 1.5
Miles

-  City Boundary
-  Special Use Facilities
-  Highways
-  Service Area
-  Streets



Figure 57 - Equity Map for Special Use Facilities

4.4 FACILITY / AMENITY AND PROGRAM PRIORITY RANKING

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input and demographics and trends.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance, as noted below, a weighted value of 3 for the Unmet Desires means that out of a total of 100%, unmet needs make up 30% of the total score. Similarly, importance-ranking also makes up 30%, while Consultant Evaluation makes up 40% of the total score, thus totaling 100%.

This scoring system considers the following:

- Community Survey
 - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a facility/ program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 31 different facilities/amenities and 31 recreation programs.
 - Importance ranking for facilities - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the statistically valid community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups and public meetings and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third) and Low Priority (bottom third).

The combined total of the weighted scores for Community Unmet Needs, Community Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

As seen below, lake recreation, hiking & running natural surface trails, bike & pedestrian hard surface trails, river recreation and off-leash dog parks rank as the top five highest facility/amenity priorities in Durango.

Facility/Amenity Priority Rankings	Overall Ranking
Lake recreation (e.g. boating, fishing)	1
Hiking & running natural surface trails	2
Bike & pedestrian hard surface trails	3
River recreation (e.g. fishing, boating)	4
Off-leash dog parks	5
Outdoor amphitheaters	6
Community gardens	7
Biking natural surface trails	8
Outdoor aquatic centers	9
Indoor fitness & exercise facilities	10
Neighborhood parks	11
Cross country skiing areas	12
Indoor recreation centers with aquatic areas	13
Sledding areas	14
Indoor turf facility	15
Bicycle park	16
Indoor year-round ice rink	17
Soccer/football/multipurpose fields	18
Outdoor pickleball	19
Outdoor volleyball	20
Ski & snowboarding areas	21
Picnicking areas & shelters	22
Playgrounds	23
Frisbee golf	24
Golf courses	25
Outdoor basketball courts	26
Baseball & softball fields	27
Outdoor tennis courts	28
Equestrian trails	29
Skate park	30
BMX track	31

Figure 58 - Priority Rankings for Facility/Amenities

As seen below, adult fitness & wellness programs, special events/festivals, camping & backpacking, life skill classes and, 60 Years plus programs rank as the top five highest program priorities in Durango.

Program Priority Rankings	Overall Ranking
Adult fitness & wellness programs	1
Special events/festivals	2
Camping & backpacking	3
Life skill classes, e.g. cooking, computers	4
60 Years plus programs	5
Adult art, dance, performing arts	6
Nature & wildlife interpretive programs	7
Adult sports programs	8
Rock Climbing	9
Biking events	10
Kayaking/paddling sports	11
Ski & snowboarding programs	12
Before & after school programs	13
Programs for people with disabilities	14
Sailing	15
Waterskiing/wakeboarding	16
Running events (including triathlons)	17
Youth/teen sports programs	18
Pre-school programs	19
Youth Learn to Swim programs	20
Youth/teen fitness & wellness programs	21
Youth/teen summer camp programs	22
Water fitness programs	23
Pickleball Programs	24
Martial arts programs	25
Ice-skating & hockey	26
Youth/teen art, dance, performing arts	27
Golf programs, e.g. lessons, tournaments	28
Adult swim programs	29
Gymnastics programs	30
Tennis lessons, clinics & leagues	31

Figure 59 - Priority Rankings for Programs

4.5 OPEN SPACE PLAN

This Open Space Plan is an element of the Durango Parks, Open Space, Trails and Recreation Master Plan. It highlights and captures the vision, structure, policies, priorities, strategies, and actions that are desired for the City to preserve and protect its valued open spaces/natural lands.

One of the goals of the Plan is to define the major elements and programmatic objectives for the City of Durango Open Space Program. To accomplish this, the findings, conclusions and recommendations of the 2010 City of Durango Parks, Open Space and Trails Master Plan have been utilized as the foundation for the new Plan.

The adopted 2017 City of Durango Comprehensive Plan also serves to guide the work of this Plan; in particular Chapter 2: Vision, Chapter 4: Natural Environment Element, and Chapter 10: Parks, Open Space, Trails and Recreation Element.

Comprehensive Plan Goal (Goal 8): *To retain or enhance the aesthetic value of Durango's natural and built environments; objective 8.1: Maintain public open spaces as strong visual amenities; policies include:*

- *Retain key open space in their natural condition where feasible*
- *Design, construct and maintain parks as visual and recreational amenities*
- *And enhance community aesthetics*

Natural Resource Policy 1.2.4: *Support growth and water resource management strategies that help maintain the aesthetic, recreational and environmental value of the Animas River Greenway (which includes the river, the riparian zone and the trail system) and the SMART 160 trail corridor. Coordinate these efforts with the Animas River Task Force and other applicable interests.*

City of Durango Vision: 2017 Comprehensive Plan



4.5.1 OVERVIEW AND HISTORY

Durango continues to have an outstanding open space network and unique community backdrop. These landscapes and natural features are part of the greater Southwest Colorado landscape which consist of State and Federal lands surrounding Durango. Approximately 60 percent of La Plata County is in public ownership which offers one-of-a-kind public resources.

As with many Southwestern Colorado communities, many of the unique landscapes not yet preserved around Durango will continue to be under threat from future development. This is due in large part to the success that Durango enjoys as a “livable” community. Since the economic downturn of the late 2000’s, there has been a new pattern of growth across the county. The Durango lifestyle continues to attract new residents which results in expanding population needs, new housing, roads, schools, workplaces, retail and related service areas. It is understood that future growth will have impact on existing open space around the community and threaten unique natural features in some areas. The City has prioritized the management, protection and preservation of open space, while committing to a robust conservation “toolbox” to protect these resources.

The highest quality open space landscapes in the Durango planning area include the Animas River corridor which includes the popular Animas River Greenway and Trail through the City; the scenic mountain backdrops, which are, in large part, preserved and protected with just a few exceptions; and several large in-holdings of undeveloped land including northeast portions of Horse Gulch, lands adjacent to the Twin Buttes, and several large meadows immediately north of town in the Animas Valley including the former Kroeger Ranch.

The preservation of viewsheds, habitat, Animas River watershed, and passive recreational lands are core tenets of the City’s Comprehensive Plan. Significant resources and policy directives have been focused on protecting these tenets. Preservation efforts have included significant acreage along the City’s western backdrop/viewshed including Overend Mountain Park, Dalla Mountain Park, and other acreage in the area. These efforts have included land purchases, open space dedications both private and public, conservation easement donations, and various land use regulations where development is allowed including density limitations, setback requirements, and other viewshed restrictions.

Since 1994, the City of Durango has protected in excess of 3,091 acres of land including 353 acres of Animas River greenway lands in the community. Of this 3,091-total acreage, 742 acres were dedicated through the land-use planning process or land donations, the remaining 2,349 acres were purchased. Figure 60 provides a 25-year historical perspective of lands preserved.

City of Durango

Parks and Open Space Preservation 1994 through 2018

No.	Year Acquired	Property	Acreage	Preservation Cost	Animas River Greenway
1	1994/1995	Overend Mountain Park	269.70	\$400,000	
2	1997	Cundiff Park**	17.65	\$600,000	Yes
3	1996	Dallabetta Park**	4.12	Donation	Yes
4	1997	Horse Gulch Reservoir Site	160.00	\$282,221	
5	1998	Walmart	15.00	Dedication	Yes
6	1999	Peregrine Creek Addition	28.13	Dedication	
7	2000	Smelter/Tailings*	79.14	Dedication	Yes
8	2000	Hanks	2.45	\$166,110	
9	2001	SkyRidge	183.85	Dedication	
10	2001	Birket	15.56	\$500,000	
11	2001	Elks	7.00	\$206,037	
12	2002	Hawk's Nest	6.10	Dedication	
13	2002	Escalante Crossing	13.30	Dedication	Yes
14	2002	Bennett	0.34	\$170,158	Yes
15	2003	Vet Clinic/Harley	2.30	Dedication	Yes
16	2003	Mercy Housing/Raider Ridge	14.12	Dedication	
17	2003	RiverGate	4.00	Dedication	Yes
18	2004	Hamilton	2.38	\$15,000	
19	2004	La Plata County	2.27	Dedication	Yes
20	2005	Dalla Mountain Park	177.80	\$4,581,570	
21	2005	Neal (Dallabetta Park Site)**	3.74	\$163,768	Yes
22	2006	Gardella	66.00	\$130,144	Yes
23	2006	Three Springs S. Open Space	34.78	Dedication	
24	2006	Three Springs Confluence Park**	15.28	Dedication	
25	2007	Ella Vita Canyon	3.78	Dedication	
26	2008	Rea	5.18	\$602,670	Yes
27	2008	La Plata Open Space Conservancy	1.03	\$28,217	
28	2009	First Presbyterian Church (1/3)	240.00	\$413,842	
29	2009	FLC Foundation 240 (1/3)	0.00	\$442,714	
30	2009	Cliff Rock	200.00	\$1,004,055	
31	2010	Crader	222.92	\$697,196	
32	2010	FLC Foundation 115	115.00	\$524,810	
33	2010	Cedar Ridge/Raider Ridge	6.36	Dedication	

34	2010	FLC Board of Trustees	366.92	\$1,667,257	
35	2011	Twin Buttes	290.00	Donation	
36	2011	Rasdall	89.00	\$325,000	
37	2011	CU Boulder Purple Cliffs	38.00	\$2,246	Yes
38	2012	Coutlee**	0.74	\$420,191	
39	2012	Cameron-Sterk (Oxbow P&P)	43.71	\$1,253,929	Yes
40	2012	Wilson Gulch: Crader	7.56	Dedication	
41	2012	Sherman (Oxbow P&P)	0.39	\$225,496	
42	2012	Mercury Village	32.09	Dedication	Yes
43	2013	Horse Gulch Trailhead	1.63	\$312,771	
44	2013	Santa Rita Properties	26.00	\$107,777	Yes
45	2013	Dalla Raider Ridge	87.40	\$515,802	
46	2013	Hidden Valley Tract B	32.29	\$297,647	
47	2014	Hidden Valley Tract B1	-6.34	\$0	
48	2014	Hidden Valley Tract A2	24.56	\$6,725	
49	2014	Dalla Raider Ridge	113.00	\$682,268	
50	2015	Walker	0.52	\$25,304	
51	2016	Hawk's Nest Snow Storage	3.35	\$374,000	
52	2017	Elks	9.75	\$440,303	
53	2017	Garlick	11.30	\$950,868	(1/2 paid by Utilities Division)
54	2018	1111 Camino Del Rio Hotel	0.11	Dedication	Yes
		Total Preservation:	3,091.27	\$18,536,095	
		General Open Space Preserved	3,026.03	Acres	
		Animas River Greenway Preserved	352.95	Acres	
		Park Land	65.13	Acres	

Figure 60 - Land Preservation Efforts 1994-2018

*City owned land used for off leash area (23.6) and is included in park acres.

** Cundiff Park, Dallabetta Park, Neal Property, Three Springs, Confluence Park and Coutlee property included in park acreage calculations.

Durango Master Plan Priority Preservation Areas

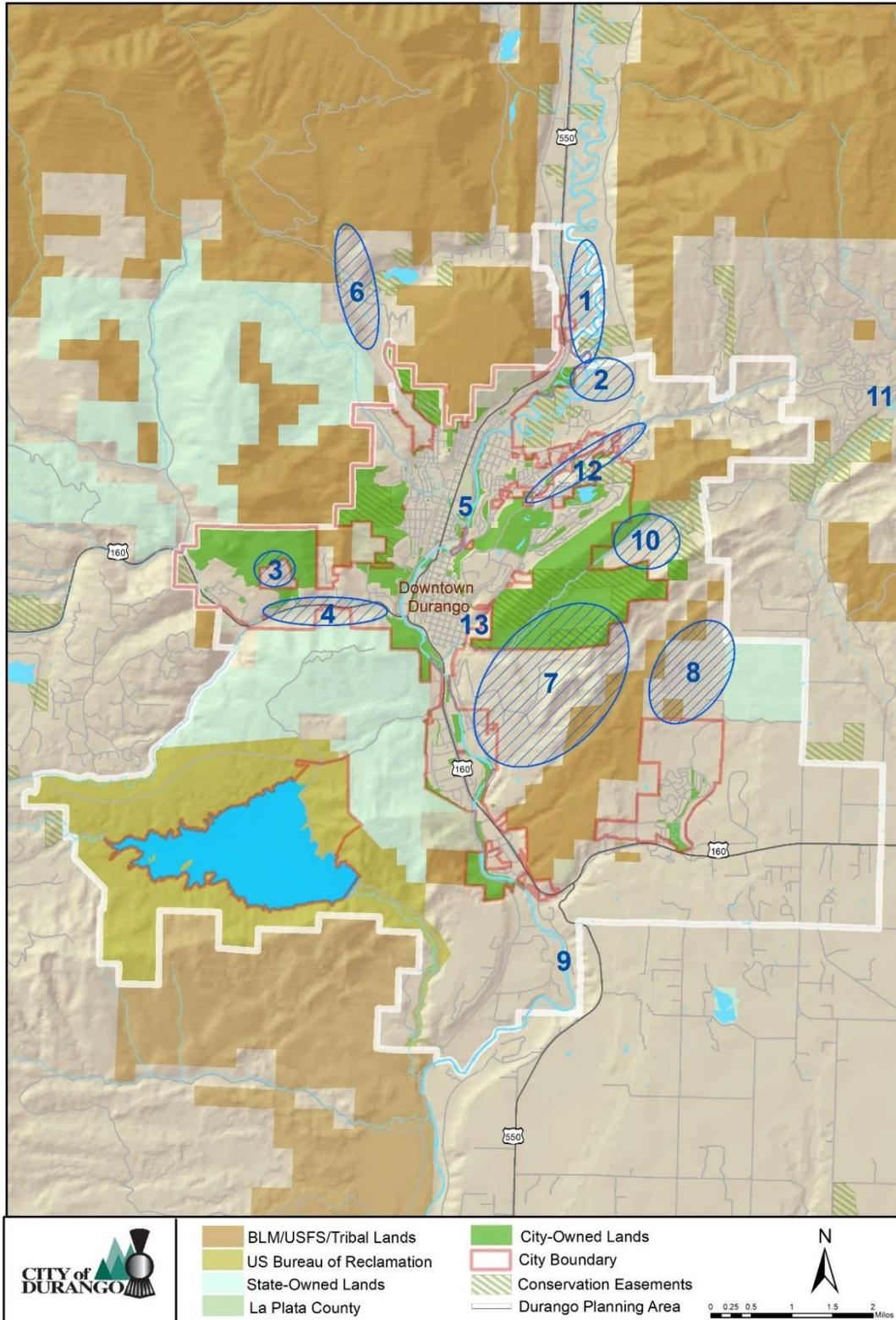


Figure 61 - Priority Preservation Areas

4.5.3 PRIORITY PRESERVATION AREAS

SUMMARY OF CURRENT AND POTENTIAL OPEN SPACE PRIORITIES AND PROGRESS

The following is a 2020 open space preservation update. The list illustrates the City's current and potential future investments. It also recognizes the success of key partnerships with La Plata County, Colorado Parks and Wildlife, Bureau of Land Management (BLM), Bureau of Reclamation and US Forest Service. The summary will provide the basis of project priorities with the Master Plan adoption.

The planning team conducted a review of the current open space properties with staff. The review included a discussion of the partnerships, current progress, road-blocks and general access points available and desired across the system. The basis of the summary was developed on the foundation of the 2010 Master Plan, "Greenprinting" analysis conducted with the previous plan, and current assessment of open space preservation opportunities. Priority open space preservation areas include an evaluation of existing gaps in the open space system and known future development in the planning area, and incorporating pertinent public input received during the planning process. The key areas for preservation listed in the Priority Preservation Areas Map, are described below:

1. Animas River Greenway North: This area includes a variety of preservation values including the Animas River, riparian river frontage, floodplain, and viewshed from Highway 550.
2. Greenway working ranches and riparian areas: This area is part of the Animas River Greenway north with the cottonwood peninsula/beach and former Kroeger Ranch or River Trails Ranch property specifically identified.
3. Twin Buttes: The iconic Twin Buttes have been preserved by the City and the nearby private inholding includes additional acreage that is important to the scenic, historic and wildlife values on the west side of Durango.
4. U.S. Highway 160 West corridor: This area sits on a prominent bench located above and to the immediate south of U.S. Highway 160 west. This area has viewshed and wildlife values associated with it.
5. Animas River Greenway through Durango: The Animas River Greenway through Durango is identified as the highest priority for protecting due to the vast array of values important to the community including the role it serves as a primary component to the City's identity; its role as the primary watershed and fishery for the community; and for the scenic, recreational and habitat values it offers.
6. Junction Creek corridor: This area encompasses the Junction Creek watershed linking existing public lands.
7. Durango Mesa: This area encompasses Durango Mesa Park and is envisioned to be a future community asset in accordance with the Durango Mesa Area Plan.
8. Grandview: This area encompasses property to the north of the Three Springs development and would connect to existing public lands.
9. Animas River Greenway South: Like the Animas River Greenway north of town, this area also provides a variety of preservation values including the Animas River, riparian river frontage, and floodplain south of Durango.

10. **Horse Gulch:** This is a high priority preservation area seen by many as Durango’s central park. An area close to town with significant recreational, habitat and scenic values. While the City has preserved a large portion of Horse Gulch meadow and ridges, there are adjacent privately-owned parcels to the northeast. Additionally, County Road Right-of-Way (CR 237) passes through Horse Gulch at the base of Raider Ridge as it travels to CR 234 to the east. While currently closed to traffic, this route could pose a threat to Horse Gulch if opened as an arterial road.
11. **Florida River corridor:** This area encompasses the Florida River watershed.
12. **College Mesa Hillside:** This area encompasses existing natural hillsides which are very visible from throughout the community. This area also contains important wildlife values for the northeast portion of the community.
13. **Raider Ridge South:** While the City has preserved much of Raider Ridge, the southern hillside facing downtown Durango is very visible to the community and contains important wildlife values.

4.5.4 FUNCTIONS OF OPEN SPACE

Open space provides a number of broad, functional qualities to a community. It is not just scenic land to view and enjoy as recreational space. Open space is “natural and green infrastructure” that provides numerous important functions and benefits for Durango. Different types of open spaces in and around Durango provide benefits depending on the nature of the open space, location and other factors.

Key functions and benefits include:

- **Community Identity and Character**—shapes and defines urban form including relief from urban development, separation of large urban expanses and creating a sense of readily accessible (or viewable) open space from residences and businesses.
- **Special Landscape Preservation**—protects unique and irreplaceable landscapes, geological formations, cultural resources and sacred places.
- **View Preservation**—primarily to protect Durango’s scenic mountain backdrop and highly visible ridgelines, but also protecting views from the mountains to the Animas River Valley.
- **Biodiversity and Habitat**—conserves diverse and healthy biological systems for both flora and fauna.
- **Health and Wellness**—offers accessible places that promote and facilitate passive recreational uses such as hiking, biking, and jogging.
- **Access and Linkage**—provides residents access to open spaces and open space networks. Links open spaces together into contiguous functioning networks and systems.
- **Vital Urban Resource Protection**—includes maintaining water supplies, preserving water quality, filtration of stormwater and enhancing air quality. These may also include corridors for drainageways and utility rights-of-way as well as attenuating noise along highways.
- **Public Safety and Hazard Reduction**—reduces risk to life and property associated with lands prone to floods, landslides, and fires or other constraints such as steep slopes, unsuitable soils, and wetlands that make lands unsuitable for urban development for public safety or health reasons.
- **Solace and Link to Nature**—provides accessible places for relaxation, contemplation and quietness. (Studies show that both physical and mental health improve where urban dwellers have access to “green spaces” and natural areas.)
- **Economic Value**— provides economic benefits as a result of preservation including tourism, property value protection and enhancement and attracting businesses and industry.

- **Agricultural Lands Preservation**—protects existing and potential future agricultural resources including working crops and ranch lands.

In addition to these functional qualities of open space, it is also important and necessary to define a vocabulary of open space lands that ties the definition and functional qualities of open space to the lands and resources of Durango.

4.5.5 VOCABULARY OF OPEN SPACE IN DURANGO

Durango’s open space can be further described in open space subcategories that link resources to the physiographic landscapes of Durango. The City of Durango is located in the Southern Rockies, Lower San Juan Range physiographic region of the United States and the area landscape is comprised of the following key elements:

SCENIC MOUNTAIN BACKDROP AND VIEWSCAPE

The scenic mountain backdrop is the largest viewscape and most significant open space landscape for Durango and includes the mountainsides and ridgelines as viewed from downtown, from College Mesa, from roadways and from other landscapes. This backdrop is owned and managed by various entities, including the federal, state and local governments and private individuals. Most importantly, these lands form the very distinct and beautiful, and in a few remaining instances vulnerable, backdrop for the City.

Key landscapes within this category include Overend and Dalla Mountain Parks, the La Plata Mountains, Perins Peak, Twin Buttes, Animas City Mountain, Smelter Mountain, Raider Ridge, Durango Mesa Ridgeline, Grandview Ridge, and Missionary Ridge.



RIVERS, STREAMS AND LAKES

Rivers, streams and lakes are key components of the health and viability of Durango. The centerpiece of this category is the Animas River and its tributaries. Protecting the Animas and its tributaries will help to assure supplies of clean water, healthy fisheries, quality paddling/rafting opportunities, and other outdoor recreational benefits. In addition, protecting stream corridors and their associated floodplains helps both to protect the region's wildlife and to reduce the hazards of flooding and erosion. Stream corridors also lend themselves to the creation of greenways. Objectives of greenways include preservation of wildlife habitat and routes for wildlife movement; protection of water, air, and scenic qualities; control of flooding; protection of historic and cultural values; and creation of trail corridors and greenspace within the built environment.

Key landscapes within this category include the Animas River corridor, Junction Creek, Lightner Creek, Wilson Gulch and Lake Nighthorse. While located outside the City's planning area, other example landscapes within this category include Chapman Lake, Stevens Creek, Florida River, and La Plata River.



MEADOWS AND MESAS

Subalpine and montane grasslands, meadows and mesas occur on many of the high plateaus and isolated mountain ranges in Southern Colorado. These meadows and mesas commonly form on flat areas with poorly-drained soils or on high, often east or south-facing, windswept ridges. There is commonly an abrupt transition between surrounding forests and these grasslands, producing an “edge effect” of high biological productivity. These meadows and mesas are important to many species, including several large and small mammals, among them elk, deer, pronghorn, gophers, and voles, as well as numerous birds, including wild turkey and western bluebird.

Key landscapes within this category include Horse Gulch, Florida Mesa, and the Animas River Valley.



STEEP SLOPE AND HAZARDOUS LANDSCAPES

These are areas that should be protected for the chief reason of reducing endangerment to human life and environmental degradation. These are areas that have steep slopes, could have soils prone to erosion or slope failure, or could have high fire potential. Protecting and responsibly managing high hazard landscapes is a critically important function of Open Space programs and should be considered important to Durango as well. Land use regulation is a primary tool for preserving these types of landscapes.

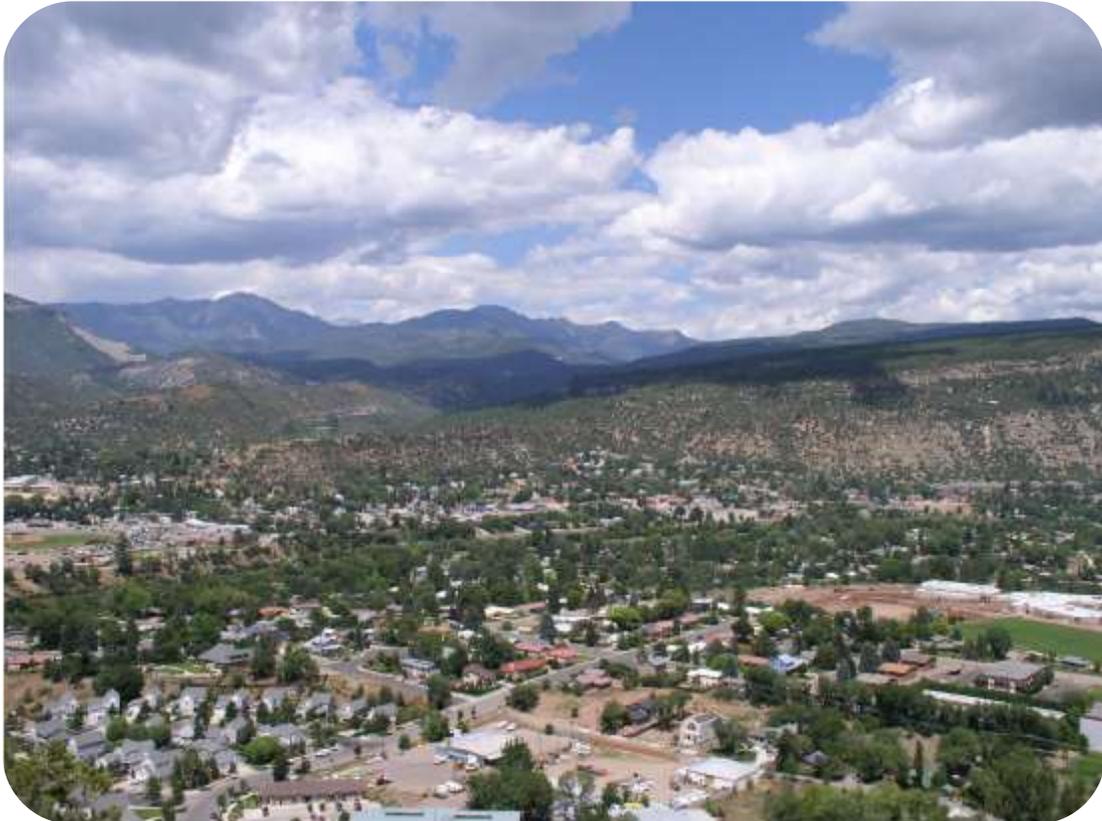
Key landscapes within this category include: the eastern slope of Animas City Mountain, western slope of Raider Ridge, northern slope of Smelter Mountain, Twin Buttes, and eastern slope of Perins Peak.



URBAN INTERFACE WILDLANDS

These are close-in parcels readily accessible from neighborhoods and in some instances overlap other categories presented. These areas may serve as buffers that separate the highly developed edge of town from large, minimally disturbed federal or State lands. These areas are easily accessible for residents and offer close-to-home opportunities for unstructured, passive recreation in a natural setting.

Key landscapes within this category include the Overend and Dalla Mountain Parks, lands along the Animas River, Raider Ridge, Horse Gulch, the Twin Buttes area, and other, smaller, undeveloped parcels that dot the edge of the community.



HERITAGE AND WORKING LANDS

These are special landscapes that embody our region's agricultural economy, as well as historic and unique character of Durango, especially the north Animas Valley open meadows. Subcomponents of this landscape include grazing livestock, prime agricultural farmland, historic buildings, barns and other architectural elements of working family farms and ranches that are a key component of our region's heritage.

Heritage landscapes also may include unique geological features such as rock formations and monuments, and wetlands or water resources tied to farming and ranching. More than 80% of Colorado's private lands are owned by farmers or ranchers, which contributes to the iconic landscapes of Southwest Colorado and the Durango community.

The primary landscapes in this category include the Animas Valley both north and south of town. Other examples include lands along the primary highway corridors entering Durango from the east and west including Florida Mesa and the lower reaches of the Twin Buttes area.



4.5.6 DEFINING OPEN SPACE IN DURANGO

Because open space can represent so many different types of landscapes, and mean different things to different people, establishing a specific definition of open space for the City of Durango is an important consideration. The 2001 Durango Parks, Open Space and Trails Master Plan - Open Space element (2001 Open Space Plan) set the foundation for a revised definition, with the 2009 community survey and public input process clarifying issues and establishing community priorities that shape the definition of open space for the future.

The 2001 Open Space Plan defined open space as: "... land permanently preserved from development. Open Space also implies land that is preserved in a natural, or near-natural condition. Open Space also usually has one or more physical characteristics that are deemed valuable, such as wildlife habitat, views or opportunities for passive recreation. Thus, Open Space is usually considered to be in a natural, or primarily natural state, containing significant natural, visual or cultural features that warrant protection, and permanently protected."

In addition to addressing the resources to preserve and protect, the definition should also recognize the lifestyle that makes Durango such a unique community to live, work and raise a family.

Durango's open space lands and waters set the standard for the prevailing lifestyle of the community which leans heavily on embracing the outdoors as part of daily living. To balance the extraordinary pressure that development and human activity have on the natural environment, and to ensure future generations have continued access to high quality open spaces close to home, Durango recognizes the need to protect the unique landscapes around town, as evidenced by the voter approval of the Parks and Recreation sales tax which makes this protection possible.

Protecting open space around Durango will lead to an interconnected system of greenspaces that will enhance the community's quality of life and economic vitality, support clean water in our rivers and streams, and maintain fresh air, fertile soils and biologically diverse landscapes. Investment in the preservation of working lands (farms and forests) would also help support a vibrant farm to market local economy that has historically defined a sense of place for Durango.

4.5.7 KEY FINDINGS OF 2018 COMMUNITY SURVEY

In the 2018 community survey, enjoying natural open space ranked 8th among most popular outdoor recreation activities or destinations by citizens and visitors of Durango which further supported the desires of a growing population of people seeking trails, wildlife, landscape vistas and the stream and river corridor experiences.

Hiking, walking and running continue to be the most popular activities within the open space properties, but it should be noted that the community understands the value of, and continues to support, additional open space for the preservation of the community's landscape backdrop, as well as for development buffers. The community survey has suggested that about 20% of the open space budget should be set aside for land acquisition of key landscapes along the river corridors, the surrounding ridgelines and for those high-profile properties like Durango Mesa. Even so, there is a desire to invest in the management, protection and enhancement of the existing properties.

DEFINITION OF OPEN SPACE AND PASSIVE RECREATION

WHAT IS OPEN SPACE?

The purpose of Durango's Open Space/Natural Lands Program is to preserve the significant natural, scenic, and cultural characteristics that help to define Durango as a community and lend to the quality of life and lifestyle of current and future residents.

City of Durango Open Space is defined as:

Natural lands and waters permanently preserved in a natural state or restored and enhanced using native species consistent with the surrounding landscape. Open Space may also include working agricultural ranch land and cultural and historic sites.

Open Space lands possess values important to the community including:

- Unique scenery, views and landscapes;
- Sites for low impact passive recreation;
- Ecological function;
- Habitat for wildlife and flora;
- Wetlands, rivers, streams, and lakes;
- Sites for outdoor environmental education; and
- Agricultural lands.

Uses of Open Space will vary depending upon resource sensitivity, location and management objectives.

This definition of Open Space satisfies Objective 20.1 of the adopted Durango Comprehensive Plan, which states:

Develop an open space system consisting of green belts, greenways, special feature parcels, parks and trails that together serve one or more of the following purposes:

- *Preserve scenic vistas;*
- *Serve as buffers between land uses;*
- *Provide increased human access to adjacent public lands, the Animas River and other drainage corridors;*
- *Provide a mix of active and passive use areas;*
- *Preserve and enhance important wildlife habitats and migration routes;*
- *Provide opportunities for environmental education;*
- *Protect habitat corridors for movement of wildlife in Durango; and/or*
- *Preserve and develop an interconnected trail system throughout the planning area.*

WHAT IS NOT OPEN SPACE?

Open Space is not developed formal park sites, irrigated turf, playgrounds, ball fields, golf courses or other developed facilities that would support organized, scheduled recreational activities or uses such as league sports.

WHAT IS PASSIVE RECREATION?

Passive recreation is any activity typically undertaken on an individual or small group basis that is a non-motorized, trail-oriented activity requiring only limited modification to the natural landscape in order to occur. Passive recreation may include activities such as hiking, running, bicycling, snowshoeing, cross country skiing and horseback riding. Non trail-oriented activities such as non-motorized boating, fishing, environmental education, nature observation, and picnicking may also be considered passive recreation.

4.5.8 OPEN SPACE PROGRAM OBJECTIVES AND PRIORITIES

The primary objective of the Open Space Program shall be to continue the establishment and stewardship of a comprehensive system of open spaces and natural lands consisting of the unique landscapes surrounding Durango that have been identified by the community as important for preservation. Below is an overview of primary landscapes surrounding Durango that the community is interested in preserving:

- *Goal 1: Preserve, conserve and sustainably use natural resources so that future generations may enjoy the benefits of Durango's natural environment;*
- *Goal 2: Maintain Durango's views of natural hillsides and mountains; and*
- *Goal 3: Protect sensitive floodplains, hillsides, woodlands, wetlands and wildlife habitat from inappropriate development.*

Natural Environment Element, 2017 Comprehensive Plan

SCENIC MOUNTAIN BACKDROP

Preserve and protect the ring of mountain backdrop and ridgeline landscapes that are the signature feature of Durango. Encourage and promote cooperation with key land owners to protect the integrity of these lands, especially the visual and aesthetic quality. Limit visual and physical encroachment through land use restrictions, acquisition, strategic planning, design and development. Given Colorado's statutory 35-acre lot subdivision exemption that greatly limits local government regulation of residential lots 35 acres or greater, Durango should work proactively with La Plata County, State of Colorado, BLM and USFS, Great Outdoors Colorado, La Plata Open Space Conservancy, and willing private landowners to protect the ecological and aesthetic value of the remaining large tracts of lands that make up the community's scenic mountain backdrop. While most of these areas have already been preserved, there are a number of large in-holding parcels west of downtown along the highway 160 west corridor that should be considered for preservation through fee-title acquisitions, clustered development, or conservation easements.

RIVERS, STREAMS, AND LAKES

Of particular interest to the City should be the remaining undeveloped parcels along the Animas River as well as parcels along the Lightner Creek drainage between downtown and Twin Buttes area as it redevelops. Protection of the Florida River and Junction Creek watershed is also of interest to the City. Adequate buffer zones are needed to protect desired floodplain, riparian vegetation, trail corridors, and other aesthetic or wildlife benefits.

MEADOWS AND MESAS

The meadows and mesas of Durango, situated in different parts of the community, deserve special consideration for stewardship and protection as they are easily targeted for land development. These important landscapes including the edges and slopes of mesas should be protected as they offer some of the few remaining flat parcels of land that support important wildlife habitat along with human recreation. They may also provide community buffers. To accomplish this, it will be necessary to work creatively with landowners to set aside the remaining signature landscapes that comprise this category. This may require trade-offs in density, acquisition and other creative measures to permanently protect these landscapes. Given the limited amount of undeveloped, open and flat land in and around Durango, this may be one of the most threatened open space landscapes. While many of these areas have already been protected as part of State and Federal land holdings, or as part of existing deed restricted developments, the community will need to work proactively to ensure the protection of remaining parcels. Horse Gulch's northeastern portions, in particular, provide a unique opportunity to protect

significant meadow lands surrounded by the urban development of the City. The Animas Valley just north of the Durango City limits should also continue to be recognized for its important high value meadows.

URBAN INTERFACE AND WILDLANDS

Durango has done an exceptional job preserving urban wildlands around town to date but will need to continue this effort as the community expands. Continued efforts will also need to be made within Horse Gulch and along Highway 160 West as the community expands. Due to high land values inside and adjacent to the City, preserving these properties may require a blending of conservation methods including land use regulation, dedication, and fee-title acquisition when necessary to provide public access. The City should actively work to identify potential parcels of land that would be eligible under this category.

HERITAGE AND ICONIC WORKING RANCHES

Preservation and conservation of these resource lands will have to occur in partnership with local ranch land owners. Ranches are expensive to own and operate and ranching families face significant pressure to sell their land either for development or for the water rights associated with the properties. Particular attention should be focused on the ranchlands in the Animas Valley north of town which establish a viewshed gateway and open space buffer as one enters the City from the north.

STEEP SLOPES AND HAZARDOUS LANDSCAPES

While not recognized as a priority, these areas should remain undeveloped where possible. Maintain a sufficient buffer to allow these high hazard landscapes to function in a natural way with minimal human intervention/modification. Recognize that these are natural processes. Allow the geomorphology of the creeks and rivers to meander naturally. For steep slopes, allow adequate separation between developed landscapes. For fire zones, provide demarcation or buffer zones between developed landscapes and natural forests.

4.5.9 PRESERVATION PROCESS

Since the adoption of the City's first 2001 Durango Parks, Open Space, and Trails Master Plan and the formal establishment of the Natural Lands Preservation Advisory Board in 2002, the City has worked closely with the Advisory Board and the City Council to prioritize preservation efforts based on the criteria established in the adopted plan. It is the role of the Advisory Board to meet on a monthly basis to review and consider open space preservation proposals, management activities, and planning efforts affecting open space and to provide feedback to the City Council.

Prior to the establishment of the dedicated Parks and Recreation sales tax in 2005, most preservation projects resulted from City initiative guided by the 2001 Open Space Plan or the review of new developments in the community. With the passage of the Open Space, Parks, and Trails Fund ballot measure in 2005 the City has established a formal process for land owners to follow if interested in selling their property to the City. This process requires application, staff review and then submission to the Natural Lands Preservation Advisory Board for initial review and consideration. Evaluation of the project merits will be based on the preservation values, goals and policies outlined within the adopted Parks, Open Space, Trails and Recreation Master Plan. If support exists for continued consideration of the project, it is forwarded to the City Council for initial feedback before further evaluation is undertaken. If a project is consistent with the adopted Master Plan and the final details of the preservation effort have been presented to the Natural Lands Preservation Advisory Board, the project is forwarded to the City Council with a Board recommendation for final consideration.

While it is project-by-project specific as to what will be evaluated, each project will be go through some form of environmental evaluation either prior to or after acquisition. A Phase I Environmental Assessment

is a typical due diligence item. In some instances, biological, cultural and mineral resource assessments are undertaken based on the issues and preservation values associated with the specific parcel.

4.5.10 CONSERVATION TOOLBOX

The City has successfully used a set of “tools” to preserve open space over the past two decades. Some of the greatest successes of the 1990s and early 2000s came through the land use review and approval process with land dedications, deed restrictions, setback requirements and sensitive site design ensuring protection of important landscapes around the community. This regulatory approach, coupled with more traditional land acquisition techniques, has resulted in significant preservation success that has allowed for many of the community goals to be met. For each strategy, benefits and drawbacks are listed to help clarify the most appropriate strategy for a given opportunity.

4.5.11 OPEN SPACE POLICIES

GENERAL OPEN SPACE POLICIES

The Parks, Open Space, Trails and Recreation Master Plan - Open Space element identifies four primary policy categories governing the open space program. These include the purpose and uses of open space; acquisition and protection of open space land; improvements of open space land; and management of open space land.

USES OF OPEN SPACE

Open Space in Durango is intended to accommodate passive recreation, such as hiking, running, and bicycling to the degree they are compatible with the other resource values being protected. Recreational facilities in open space typically should be limited to trails and supporting picnic areas, interpretive facilities, restrooms, and parking lots. Not appropriate on Open Space land are development-intensive uses such as playgrounds, baseball diamonds, soccer fields, and swimming pools.

The City will not dispose of or convert to another use, land acquired as open space unless the City receives in exchange land equal or greater in monetary and environmental value. Land encumbered by a conservation easement shall not be disposed of by the City. In certain cases, it may be necessary to acquire a total property when only a portion of the property is desired for Open Space purposes. In such cases, and when identified prior to acquisition, the City may separate the undesired portion of the parcel for disposal or alternate uses. Any funds generated from the sale of the undesired portion of land shall be refunded to the appropriate City fund used in the original acquisition.

ACQUISITION AND PROTECTION OF OPEN SPACE

Promote open space buffers as part of new developments, to provide recreational opportunities and visual buffers, and to protect ecological systems. When appropriate, open spaces lands shall be used to link residential and commercial areas, activity centers, recreation areas and other open spaces to the larger community.

Land not suitable for development or passive recreation within new development proposals (e.g. steep grades, poor soils, floodplain areas, etc.) should be maintained as deed-restricted private open space and not accepted as publicly dedicated open space.

The City will work cooperatively with and encourage other public and non-profit groups and private property owners to preserve open space.

The City will utilize a variety of means to protect open space, including but not limited to: donations, intergovernmental agreements, conservation easements, acquisition of whole or partial-fee interests (easements, development rights, etc.), land use regulations and development guidelines.

Purchase the fee title to land for open space when public access is desired and no other approach is possible that will meet the open space objective.

The City should seek a permanent long-term dedicated funding source for open space expenditures. Open Space expenditures include the preservation of land, activities to protect or restore natural resources and improvements, to facilitate public access and to protect users and property. Funding for the preservation of open space and related projects are appropriate to come from the voter approved 2005 Parks and Recreation one-quarter cent sales tax. Prior to the sunset of this tax in 2026, efforts should be taken to make this tax a permanent long-term dedicated funding source.

Potential acquisitions will be evaluated consistently by staff using the open space process identified within this plan in consultation with the Natural Lands Preservation Advisory Board.

The open space preservation process may not be modified in the same meeting as they are used to evaluate a specific parcel of land.

Decisions to purchase open space will be made by the Durango City Council based on the directions and policies of the Durango Comprehensive Plan and an evaluation of the open space needs of the community that will include, but not necessarily be limited to, recommendations from the Natural Lands Preservation Advisory Board.

Open space preservation will include, when possible, preservation of mineral and water rights.

The City will undertake baseline assessments of new and/or proposed open space parcels to identify primary resources and issues of importance.

The City will encourage and pursue private dedications of open space land or conservation easements in areas adjacent to public Open Space, the Animas River, or in other locations that support the community's open space objectives.

The City will work cooperatively with other public and non-profit groups and private property owners to help establish a green belt around the City consisting of a network of public lands, hillsides and private lands.

IMPROVEMENTS OF OPEN SPACE LANDS

The City may, in special circumstances, use open space lands for rights-of-way for roads, provided that such uses are consistent with the City's comprehensive plan. Water, sewer and other below ground utilities may be installed on open space lands with adequate financial guarantees in place to assure that the disturbed area will be restored to a rehabilitated natural appearance.

Improvements on acquired open space land should be limited to actions required to manage/protect habitat and native vegetation, continuation of agriculture, and to provide passive recreational amenities.

Landscape conditions caused by destructive natural phenomena (flooding, erosion, wildfires) may be modified for habitat restoration, public safety or the reconstruction of public facilities such as trails or cultural resources. Natural-appearing methods should be utilized for all such modifications.

MANAGEMENT OF OPEN SPACE LANDS

The City should inventory in detail all land that is acquired (i.e. collect existing data, photographic record, and specific studies as warranted to document unique conditions) and monitor the land at least annually, and where applicable in compliance with conservation easements. Management objectives will be identified for all newly preserved lands as part of an overall management plan.

All utility and public works projects shall be consistent with the City's open space objectives for the property. Wherever feasible, utility corridors, easements, drainage crossings, transportation corridors and associated development projects shall be designed and constructed to minimize impacts.

The City should establish a land dedication education and incentive program in partnership with organizations like the La Plata Open Space Conservancy, La Plata County, Colorado State Forest Service, Bureau of Land Management, Natural Resource Conservation Service and the Colorado Parks and Wildlife.

When agricultural lands are acquired, the City may allow continued agricultural uses. Agricultural leases may afford limited public access for passive use when not in conflict with the primary use of the property.

The City will strive to maintain the integrity of water delivery and storage structures on its open space lands. The City should responsibly manage water for beneficial uses to ensure the protection of water rights.

The natural ecosystem of open space lands should be protected. Viable communities of native plants, animals, birds, fish and reptiles should be preserved. Non-native species may be introduced only if they do not eliminate or displace native species and only with the approval of appropriate agencies.

The City may close an open space property temporarily, if necessary, to protect a natural resource, establish management objectives or to make a property safe for public enjoyment.

The City may modify landscape conditions caused by destructive natural phenomena (flooding, erosion, wildfires) for habitat restoration, public safety or the reconstruction of public facilities such as trail or cultural resources. Natural-appearing methods should be utilized for all such modifications.

The City will seek to protect significant historic, archaeological and ethnographic (rock-art) resources on open space lands. Potential resources will be evaluated in accordance with Durango's Historic Preservation Board and State and National Register standards. Archaeological resources shall be left undisturbed unless removal is justified for protection. Historic areas, structures or landscapes will be preserved in their present condition if that condition allows satisfactory maintenance and use within the financial constraints of the program. Cultural resources not identified as having local, state or national significance may be permitted to deteriorate naturally, unless their removal is necessary for public safety or to restore land to its natural condition.

The City will actively encourage volunteers as a resource. The Open Space Program should support volunteer work that is meaningful, productive and satisfying for the volunteers.

The City should update the Parks, Open Space, Trails and Recreation Master Plan routinely in conjunction with Durango Comprehensive Plan reviews.

The City should monitor and evaluate all State and Federal agency proposals within the City's planning area that could affect the City's open space goals.

4.5.12 MANAGEMENT PRINCIPLES

The City of Durango has managed open space resources for several decades. Management plans and/or objectives are developed for all newly preserved lands. The purpose of management plans is to document and quantify the resource values being preserved and to establish stewardship protocol for each site that will ensure the long-term sustainability of the resources. All open space properties should be managed to protect the natural resources including the removal of trash and invasive noxious weeds, maintenance of the formal trail system and trailheads, elimination of social or unauthorized trails and other illegal activities including camping.

Specific management goals should include:

- Monitor and respond to community concerns, especially where threat to the resource impacts ecologic, recreational or scenic values
- Incorporate deed, zoning and easement compliance to ensure that land use is in keeping with ownership rights
- Promote protection of wildlife habitat to ensure health of the ecosystem
- Maintain trails, trailheads, access points and signage for public access and use
- Debris and litter removal so that the resource is clean and accessible
- Trash removal from river put-ins and other shoreline access points
- Flood and erosion hazard reduction to protect public health and safety
- Aquatic habitat protection (fish, amphibians, etc.) to ensure health of the ecosystem
- In-stream flow monitoring to determine major and minor seasonal changes
- Vegetation management/restoration including weeds and invasive plant removal
- Maintain portage and fishing trails/access points
- Remedy social trails to reduce impact to the resource
- Ongoing fire management and healthy forest initiatives

STEWARDSHIP RESOURCE CONSIDERATIONS

As the City's open space inventory expands, the City of Durango will need to give consideration to the staffing and organizational structure of the open space program. As of 2019, three staff positions are identified within the organizational framework for open space acquisition, stewardship and natural surface trail development in the Natural Resources area of the Parks Division. Care and stewardship of open space parcels fall under the purview of the Parks and Recreation Department Parks Division, which has a total of 16 full-time and multiple part-time seasonal staff.

The City is fortunate to also have a strong relationship with community volunteers who have provided significant assistance over the years. In particular, Trails 2000, an organization dedicated to the establishment and stewardship of the community's natural surface trail system, has been of critical importance to the City, helping to establish and care for the natural surface trails in the community.

For the City to meet the future needs of the open space program as it evolves, a thorough review of staff capacity, responsibilities, and duties should be conducted on a regular basis. The eventual addition of staff to focus on resource stewardship, outreach, volunteer coordination and environmental education would be consistent with other programs around Colorado.

MINERAL EXTRACTION

Mineral rights pose a unique problem for the preservation, protection and stewardship of open space lands within and surrounding the City of Durango. Most large tracts of land in and around Durango have had their mineral rights separated from the surface rights. What this means is that the City can acquire

surface rights for land preservation purposes but will, in most cases, not own or control the minerals that are located below the surface. As such, successful land preservation in Durango will be dependent upon effectively addressing this issue.

A mineral right is a right to extract mineral(s), or to receive payment for the extraction of minerals. In general, a "mineral" refers to fossil fuels (oil, natural gas, coal), metals (gold, copper, silver, iron), mineable rock products (limestone, gypsum, salt), as well as sand, gravel, or peat. The concern for open space conservation is that when purchasing a parcel of land, finding out who owns the mineral rights and what they intend to do with those rights could affect the long-term conservation and stewardship priorities for the parcel. It can also be difficult to assemble all rights (surface and below surface) under single ownership. Mineral rights are part of property rights and may be sold, transferred, or leased as with other property rights. For the most part, the City of Durango, and for that matter La Plata County, are purchasing surface rights when they protect and steward open space resources. Mineral Rights are typically not included in the sale of surface rights and can be sold separately or retained by the seller. Mineral Rights may be owned in their entirety or in fractions. In addition, an owner of mineral rights might own one or more than total minerals on the land or may only own the rights to certain minerals by a specified depth below the ground.

A mineral rights owner has the right to extract the mineral deposit, though it is seldom done due to the high costs associated with exploration and production activities. Typically, a mineral owner leases mineral rights to a company through a lease that grants the company the right to develop and produce minerals in the leased parcel of the land. The mineral owner is usually paid a set amount of money when the lease is signed. In addition, a lease normally specifies agreements as to use the land for extraction of the minerals, duration of extraction, as well as what compensation will be paid or restoration will be undertaken if any damage to land or vegetation occurs.

When a land owner refuses a mineral rights owner the opportunity to extract minerals, the mineral right owner typically petitions the State to compel the non-consenting land owner to participate in the exploration and development of the land's minerals. Because mineral extraction can generate money for the mineral rights owner, a land owner's best interests are served by an understanding the history and all existing contracts associated with a parcel of land.

There are two resource publications that are of great value to the City of Durango in dealing with the current and future mineral rights issue as it pertains to open space conservation and stewardship. The first is the Colorado Coalition of Land Trusts "Mineral Development and Land Conservation" handbook, available for purchase from the Coalition. The second is the "Mineral Extraction Policy Plan" used by Jefferson County, Colorado since 1977 to guide land use decision making. The City of Durango should have both publications on file and utilize these resources to implement both policy and practice when it comes to resolving open space conservation and stewardship plans and programs for lands that contain mineral rights.

The City should consider preparation of a program for how it will effectively accommodate mineral rights extraction, while at the same time conserving and stewarding open space resources. This policy should address how surface rights and surface features are protected while at the same time accommodating mineral extraction activities. The two publications offer the City ample guidance on crafting such a policy statement. In addition, such language should be made part of the zoning and land use development codes, and codified as part of doing business within the City.

4.6 TRAILS PLAN

The Trails Plan is an element of the over-arching 2020 Durango Parks, Open Space, Trails and Recreation Master Plan (2020 Master Plan). Its purpose is to describe the vision, structure, policies, priorities and actions that are required by the City of Durango to expand its interconnected network of trails throughout the community over the coming decade.

One of the goals of this 2020 Master Plan is to define the major elements and programmatic objectives for the trail system. To accomplish this, the findings, conclusions and recommendations of the 2010 City of Durango Parks, Open Space and Trails Master Plan have been utilized as the foundation for the new Trails Plan. The 2020 Master Plan is designed to define elements of the trails program, describes the community trail system, and offers strategies for expanding and maintaining the system. Overall recommendations for trails are reiterated in the recommendations and implementation section at the end of the 2020 Master Plan.

The 2017 City of Durango Comprehensive Plan recognizes the value and key assets that the parks and open space systems bring to the community's quality of life. The key related components include the extensive hiking and biking trail network, rafting and kayaking on the Animas River, Mountain Parks, open spaces and the Animas River Trail.

The goals, objectives and policies from the 2017 Comprehensive Plan supported the 2020 Parks, Open Space, Trails and Recreation Master Plan planning efforts and encourages the continued preservation of open space and the design of trail and park connections within the planning boundaries of the community as well as partnering with the surrounding public and federal agencies and management team to preserve and enhance the greater open space and recreation resources in the area.

Comprehensive Plan Goals:

- Goal 21: *Develop a network of passive and active green belts and greenways consisting of open space, parks and trails;*
- Goal 22: *Develop and maintain a trail system throughout the planning area that serves as a recreational amenity and transportation facility.*

Economic Development and Tourism Goals, Objectives and Policies Goal 11: Promote a healthy, sustainable, balanced economy that capitalizes on the community's natural, recreational and cultural and human resources; Policy 11.1.2 Invest in parks, recreation, trails and open space, and river whitewater park amenities that serve residents and visitors.

Vision Statement: Durango is an authentic, diverse and creative community living in harmony with its natural environment, pursuing economic, environmental and social sustainability. City of Durango 2017 Comprehensive Plan.



Animas River Trail

4.6.1 TRAILS ELEMENT

SYSTEM OVERVIEW AND HISTORY

The City of Durango trail system is well developed, with approximately 112 miles of interconnected hard surface and natural surface trails. In 2010, approximately 12 miles were hard surface trails and 83 miles were natural surface trails. Today the community boasts of approximately 15.5 mile of paved trails and 96.3 unpaved trails or an increase of about 15% since 2010.

The Animas River Trail (ART) is the centerpiece of the City’s hard-surface trail network. It runs along the banks of the Animas River, linking together and providing easy access to twelve city parks, hundreds acres of open space, the community recreation center, the Durango public library, and a variety of other cultural and downtown destinations. It is a recreational trail as well as an important component of the City’s multimodal transportation network, serving as the spine of the City’s overall network of trails. It is used extensively by area residents and visitors, including pedestrians, cyclists, in-line skaters, joggers, dog walkers, fisherman, and an assortment of other users of all ages and abilities. In the 2010 Parks, Open Space, and Trails Master Plan, the City envisioned an expanded trails network that would utilize the Animas River Trail as a “spine route” and have both lateral connections and looped trails to offer recreation, transportation and tourism benefits to the community. The 2001 and 2010 Master Plans were successful at expanding the Animas River Trail, both north and south of the central core of the community.

In addition to the Animas River Trail, the current plan will continue to identify and push familiar high priority projects within the community’s network of trails. Since 2001 and restated in the 2010 priorities, the expansion of hard-surface trails envisioned along Junction Creek, College Mesa, the Highway 160 East Corridor referred to as the Safe Multimodal Aesthetic Regional Transportation (SMART 160) Trail, the

Lightner Creek/Hwy 160 West Corridor (also referred to as SMART 160 Trail) will continue to be at the top of near and long-term priorities of the 2020 Master Plan.

The City's natural surface trails, in excess of 96 miles, will continue to be at the heart of the trail experience in Durango. Historically, a significant portion of this system was part of original wagon routes and federal land routes used to transport goods and services throughout the region. These routes were later transformed into recreational routes as both motorized and non-motorized trail enthusiasts became familiar with the area trails. More recently, in the later 1980s and early 1990's the mountain bike was introduced to the area and there was a new generation of outdoor enthusiasts who have adopted the area trail system for a more passive, non-motorized experience.

In 1989 Trails 2000 was established, and with it came a focused effort to organize, further develop, and maintain the system of trails around Durango for non-motorized trail enthusiasts. The natural surface trail system that exists in Durango as of 2020 is largely the result of the City's partnership with Trails 2000 and its volunteers who have donated their time and resources to ensure that the Durango area has a world class natural surface trail system.

Durango Master Plan Existing and Proposed Trails

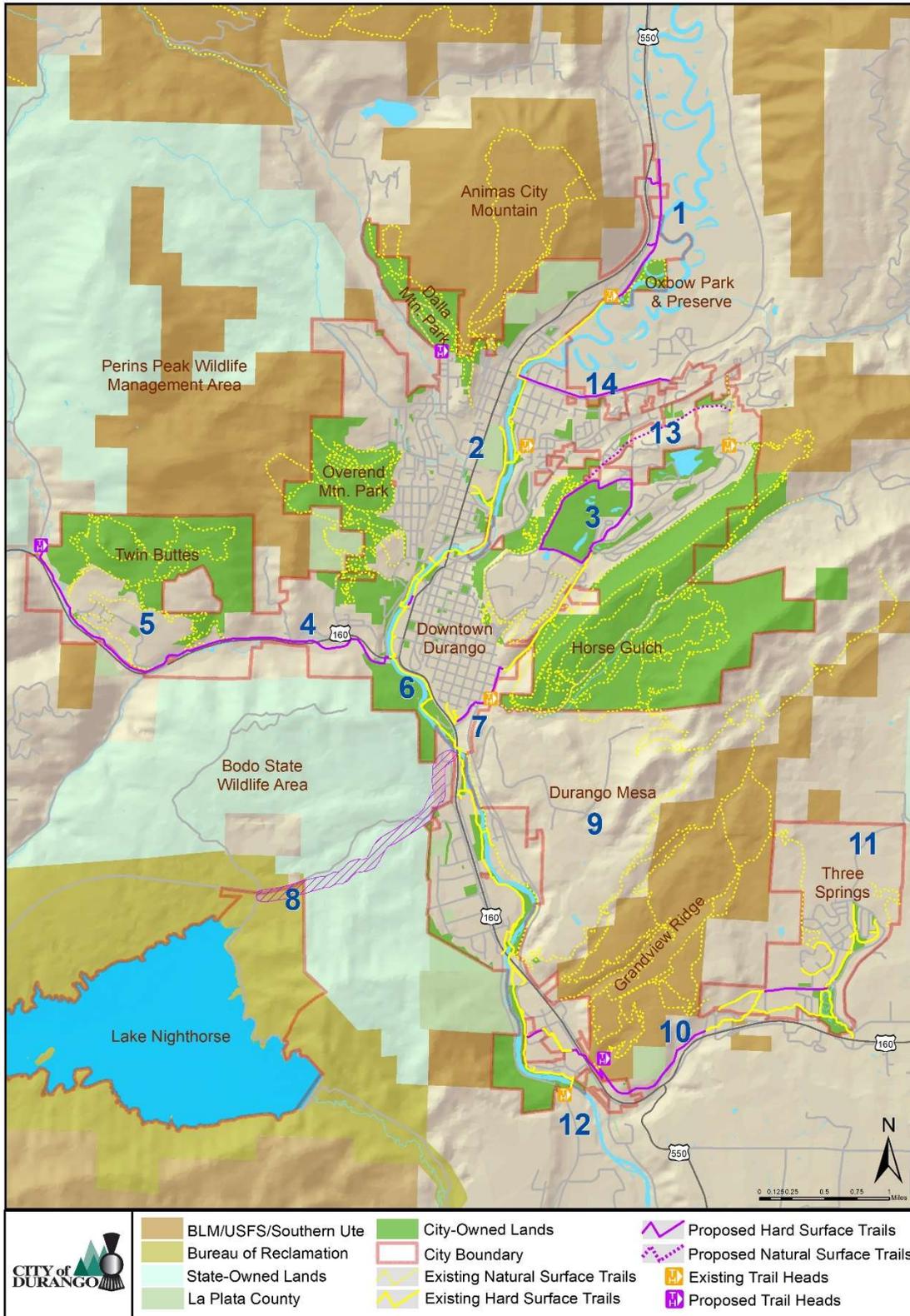


Figure 62 - Existing and Proposed Trail System

Proposed Future Trails

Proposed future trails have been identified using the 2010 Master Plan as the foundation, an evaluation of existing gaps in the trail system and known future trail connections within the planning area, and incorporating pertinent public input received during the planning process. The proposed future trails listed on the Existing and Proposed Trails Map are predominately hard surface, with the exceptions of the Lake Nighthorse Trail and College Mesa connector, and are described below:

1. **Animas River Trail Northern Extension:** The northern extension of the Animas River Trail is envisioned from Oxbow Park and Preserve to the north City limits. This section of the trail is anticipated to be built within the Durango & Silverton Narrow Gauge Railroad right-of-way.
2. **Junction Creek Underpass:** Pedestrian underpass at Junction Creek links the residential neighborhoods west of U.S. Highway 550 to Durango High School, La Plata County Fairgrounds and the Durango Community Recreation Center with connectivity to the Animas River Trail. This allows future connections to public lands to the northwest of Durango and potentially the trailhead for the current terminus of the Colorado Trail.
3. **Hillcrest Golf Course Trail:** A loop trail around the perimeter of Hillcrest Golf Course.
4. **SMART 160 West Trail to Lightner Creek Road:** Connecting to the Animas River Trail at the intersection of U.S. Highway 550 and Highway 160, the SMART 160 West Trail would be located south of Highway 160 with an underpass near Tech Center Drive and continue to the north side of Highway 160 to Lightner Creek Road. The current parking near Highway 160 would be eliminated with the development of Twin Buttes and replaced with a trailhead at Lightner Creek Road.
5. **Twin Buttes Trail:** Connecting to the SMART 160 Trail, the Twin Buttes Trail will be located within the Twin Buttes development and constructed during the phased development of the subdivision by the developer.
6. **Animas River Pedestrian Bridge:** Connecting the Animas River Trail with a pedestrian bridge over the Animas River, this trail links Santa Rita Park to the Off Leash (Dog) Area and the existing Haul Road Trail west of the Animas La Plata Project pumping station.
7. **Santa Rita Park to Geoglein Gulch Trail:** From Santa Rita Park, this trail is proposed to travel east between Santa Rita Drive and the Santa Rita drainage, then under State Highway 3 near the box culvert and eventually tying into Geoglein Gulch Road and Trail towards College Mesa. There would also be a link to the Horse Gulch trailhead at Third Street.
8. **Lake Nighthorse Trail:** Connecting to the Animas River Trail near the intersection of County Road 210 and U.S. Highway 550/160, the Lake Nighthorse Trail is proposed to travel through the Bodo State Wildlife Area along the previously disturbed route for the Ridges Basin Inlet Conduit. This natural surface trail would be closed seasonally consistent with the Bodo State Wildlife Area closure.
9. **Durango Mesa Park Trails:** In accordance with the adopted Durango Mesa Area Plan, the Durango Mesa Park Trails would connect to the Animas River Trail, Horse Gulch and Grandview Ridge. Durango Mesa Park is envisioned to have a network of user specific and directional trails to meet the evolving needs for the diversity of trails in the community.

10. SMART 160 East Trail to Three Springs: Connecting to the Animas River Trail spur near Home Depot, the SMART 160 East Trail would include an underpass of U.S. Highway 550/160 to the north side of the highway and link to the existing terminus of the SMART 160 Trail near the Crader property in Grandview.
11. Three Springs Trail: As the development of Three Springs continues to the north, the Three Springs Trail would connect to the Community Park within the subdivision and the adjacent natural surface trail system.
12. La Posta Road Trail: Connecting to the Animas River Trail spur at Dallabetta Park, the La Posta Road Trail would travel south along La Posta Road as the City limits expand into this area.
13. College Mesa Trail Connector: This natural surface trail would connect two very popular trail networks, Lions Den and Skyline Trails, to complete a fully interconnected network serving a large portion of the community.
14. 32nd Street Trail: The eastern portion of 32nd Street is not currently within City limits but serves as a major transportation corridor through the City of Durango. As the road is improved, a wide multi-use trail is needed to facilitate safe connectivity and movement through the northern portion of the community.

In addition to the primary hard surface multi-use trails, other trails have been identified as important to the community. Hard surfacing of any of these trails should only occur if use and community support warrants this level of improvement. Most of the trails listed below will require negotiation of trail easements and property owner approval including private land owners and public agencies. These trails include:

- Camino del Rio Crossing: Envisioned to be an underpass, the crossing of Camino del Rio would link downtown Durango to the Animas River Trail. A previous analysis identified 12th Street as the location of the proposed crossing of U.S. Highway 550 or Camino del Rio. Further study is necessary to determine the appropriate crossing location and may be contingent upon future development of the downtown area.
- Riverview Trail from East 6th Avenue to Holly Avenue: This trail would provide residents with exceptional neighborhood connectivity between Holly Avenue and Riverview Sports Complex, Riverview Elementary School, and Riverview Drive as it heads west to 29th Street and the Animas River Trail.
- Goeglein Gulch Trail to Fort Lewis Drive: Goeglein Gulch Trail terminates into a sidewalk approximately half way up Goeglein Gulch Road to the College where a previous plan envisioned a pedestrian bridge crossing to Fort Lewis College. The current plan calls for widening the sidewalk to 10 feet to meet City trail standards and allow for consistent winter maintenance by City crews.
- Animas River East Bank Trail: This informal natural surface trail exists from Santa Rita Drive to the Highway 550/160 High Bridge on an abandoned railroad corridor. A short concrete trail passes through the Rivergate development. Additional extensions south past Cundiff Park to Rivergate bridge should be evaluated.
- Smelter Mountain/Off Leash (Dog) Area Trails: A network of trails exist on the lower north and east facing slope of Smelter Mountain, including the old Haul Road Trail to County Road 210. These trails should be organized and improved with a crusher fine surface to accommodate dog walkers and access to Lake Nighthorse.

- **Mountain Park Trails:** There is an extensive network of natural surface trails located within Overend Mountain Park, Dalla Mountain Park, Horse Gulch, and Twin Buttes. The overall trail system on City-acquired lands should continue to be evaluated to ensure the Mountain Parks provides safe access and a range of opportunities for all ages and abilities while balancing recreation and the preservation values of the land.
- **Colorado Trail Extension into Downtown:** Establishing a close-in connection to downtown Durango has long been a vision of many in the community. A route needs to be identified that is supported and approved by Colorado Parks and Wildlife, the Bureau of Land Management and private land owners whose land the trail would likely need to pass through.
- **Community Loop Trail:** The community trail system largely surrounds Durango. The primary exception is north of Durango city limits in the Animas Valley. As opportunities present themselves, a trail route that would connect County Road 250 to Animas View Drive and the Animas River Trail should be evaluated.

As part of the City's overall multi-modal transportation network, the on-street bicycle routes and striped bike lanes continue to be improved. This includes planned and new pedestrian underpasses and at-grade crossings. The Parks and Recreation Department will continue to collaborate with the Transportation Services and City Operations Departments to further bike lanes and routes that will tie into and support the City's existing and proposed trail system. The efforts by the community since 2001 has helped the City of Durango be recognized as a Silver Level Bicycle Friendly Community by the League of American Bicyclist in 2008 and a Gold City in 2012.

4.6.2 DEFINITIONS AND VOCABULARY

In order to fully understand the range of trails that have been developed, and should be developed, throughout the community, a vocabulary needs to be established for the Durango trails system that accurately defines and describes each trail type. The following vocabulary describes the diversity of existing and planned trails.

FOOTPATHS AND BACKCOUNTRY TRAILS (ALSO KNOWN AS NATURAL SURFACE TRAILS)

This designation applies to trails that are natural, soft surface trails designed to accommodate hikers, mountain bikers, equestrians (where permitted), and other non-motorized users. The corridor, or land area that is host to the trail, will remain primarily in a natural state, and may contain areas that limit the extent of trail facility development. Trails are typically dirt up to four feet wide. These trails access the wildland-urban interface lands around Durango including Overend Mountain Park, Dalla Mountain Park, Animas City Mountain, Grandview Ridge, Horse Gulch and other BLM and National Forest lands where a more natural character is desired. They are generally remote from the urbanized areas of the trails system and may include limited amenities such as signage, benches, and in some instance, picnic tables.



Soft Surface Trail-Typical (on race day)

UNPAVED MULTI-USE TRAIL

This designation also applies to trail corridors within wildland-urban interface lands where the adjacent natural areas, rural landscapes or historic sites dictate a more formal trail yet still provide a natural facility development objective. Historically, Durango has not developed this type of trail. However, as the population ages and the community expands, there may be a need for such trails in the future to serve natural interpretive areas, scenic vistas, rail trails, and other corridors of interest for a broad range of trail interests. These unpaved trails could be surfaced with gravel or natural surface (up to 12 feet wide) for use by bicyclists, walkers, joggers, and equestrians (where permitted). When possible, these trails should be designed to applicable accessibility standards allowing for the widest variety of users. Trail head facilities and other amenities such as benches, interpretive signage, picnic tables, and restrooms could be developed as needed, and where appropriate.



Unpaved Multi-use Trails

PAVED MULTI-USE TRAILS

This designation applies to trails where high use is anticipated and when the trails are expected to be used as transportation routes, such as the Animas River Trail and other trails that will establish Durango’s primary hard-surface trail system. A wide variety of user groups such as bicyclists; walkers and joggers; roller-bladers and roller-skiers; and physically challenged individuals use multi-use trails. The City’s design standards for such a trail can vary, but typically the trail will be built of concrete and 10 feet wide. The width of the trail can expand to 12 feet or even 14 feet depending on the level of anticipated use and the areas in which it passes through. As with the Animas River Trail, trail head facilities and other amenities such as lights, benches, signage and restroom facilities may be developed as needed and where appropriate.



Paved Multi-Use Trail

ROADSIDE TRAILS AND SIDEWALKS

This designation applies to trails in urban areas where an off-road option is not possible, or corridors which function as connections between off-road trails and major origins and destinations. On-road trails would consist of sidewalks for pedestrian use and multipurpose roadside trails for wheeled and non-wheeled travel. Pedestrian-scale lighting, street trees, benches and other amenities could be developed to encourage sidewalk use. For all side-path trails, the parallel roadway must have very few driveway cuts. Also, trail designers need to evaluate driveway stacking and intersection design when establishing side-paths.



Roadside Trails and Side walks

BIKE ROUTES AND BIKE LANES

This designation applies to corridors in urban areas where off-the-road options are not possible, or corridors which function as connections between off-road trails and major origins and destinations. These are on-road routes including local streets, collector streets, and arterial streets suitable for bicycle use. They are used for bicycle transportation and may link regional and local trails and trail segments together. On-street routes may have defined bike lanes or “bike route” designation. Note that design requirements for on-street bicycle usage will vary depending on traffic speed and volumes, grades, parking and other factors.

The City of Durango establishes 5’ wide bike lanes on all arterial streets and has an established and signed bike route system within City limits. In 2017 the City updated the Multimodal Transportation Plan that clearly articulate the need for proposed and revised alignments for bike routes and bike lanes.



Bike Routes and Bike Lanes

4.6.3 EXISTING TRAIL SYTEM

SYSTEM DESCRIPTION AND ASSESSMENT

The City of Durango continues to offer a great selection of trail experiences. The natural surface trail system has garnered international attention as a destination for mountain bikers and is home to world class athletes. In addition to the hard surface Animas River Trail, the trail system connection within the community links users to hundreds of miles of trails in the surrounding public lands.

Highlights of the area trail network include:

- Animas River Trail and the hard surface trail system - nearly 16 miles in length
- Overend Mountain Park - with approximately 16 total miles of natural surface trails (11 miles on City land)
- Dalla Mountain Park - with approximately 14 total miles of natural surface trails (5 miles on City land)
- Animas City Mountain- with approximately 9 total miles of natural surface trails (1.1 miles on City land)
- Horse Gulch/Telegraph System - with approximately 59 total miles of natural surface trails (25 miles on City land)
- Start/End point for the nearly 500-mile Colorado Trail at Junction Creek Trailhead
- Miles of connecting trails linking neighborhoods with destinations around the community.

4.6.4 PRELIMINARY TRAIL GOALS AND UPDATES:

In 2010, the City established a set of 12 major project goals for future development of its trails system. These goals are being revisited and reported on as part of the 2020 planning process. The following goals reflect the initial objectives, progress made and proposed improvements.

Goal 1: The Animas River Trail (ART) should be considered as, and will continue to be, a key central “spine” of the community’s multi-use trail system. The linear trail development will remain a high priority within the river corridor.

Today the ART continues to be a popular commuter and recreation connector throughout the river and downtown corridor. The objectives are to continue to develop the connections along the ART and enhance multimodal aspects of the trail and on-street linkages to better serve the through-commuters and provide some relief to the growing use of the river trail.

Progress: Progress has been made extending the trail north and south to the City limits and updating several older sections, to improve lighting and remove and replace failing asphalt with more sustainable concrete surfacing.

Goal 2: The ART and associated greenway should be designed to accommodate multiple uses such as recreation and local commuters; avoid at-grade crossings of high traffic City streets; while protecting and enhancing the greenway objectives of flood protection, visual buffers and habitat improvements.

The new sections being installed and the upgraded older sections will continue to be built no less than 10 feet wide and will be designed to meet the Federal accessibility standards with improvements such as curb ramps and lighting. The objective is to maintain a multi-use trail system along the river that meet the broad list of user types such as bikers, joggers, walkers and fishermen. In addition to a hard surface trail, the river corridor does provide a series of smaller

soft surface trails and river put-in amenities enhancing the access to the river's edge for a broad range of users.

Progress: Enhancements to river access locations have reduced at-grade vehicle impacts to trail users at Memorial Park, Santa Rita Park and Cundiff Park. New and upgraded sections of the Animas River Trail include planting riparian vegetation and lighting.

Goal 3: The "spine" of the ART should be completed as soon as possible.

The City has completed approximately 7 miles of continuous ART from Animas City Park at the north end of town to the south at River Road and the spur to Dallabetta Park. The plan is to develop the trail both north and south to the City limits.

Progress: The trail has extended both north and south. Since 2010, the trail was developed in Memorial Park and Animas City Park with construction initiated for the north extension of the Animas River Trail to Oxbow Park and Preserve. The trail development also included the section in Cundiff Park and implementation of the elevated section around the Durango Mall, with the completion of High Bridge and the sections south to River Road.

Goals 4: The ART should have looped trail opportunities in core areas in order to ease congestion and provide variety and options for trail users.

The existing and proposed loops and multimodal improvements will also provide greater linkage between downtown and nearby parks and open spaces. It will be the objective to further define and partner with the Transportation Services Department and City Operations Department to develop family friendly on-street and off-street connections and crossings in neighborhoods and in the downtown network.

Progress: Several looped trail connections have been implemented such as the connection from the Schneider Park bridge to the 9th Street bridge and south to the Hwy 160 bridge, improving the access on both west and east sides of the river.

Goal 5: The overall system of trails and bicycle lanes through City neighborhoods and along commuter routes should be designed for efficient (direct) routes that provide real alternatives to automobile travel.

The existing trail system is one component of the City-wide multimodal transportation network. In partnership with Transportation Services and City Operations Departments as well as the Colorado Department of Transportation (CDOT), the arterial and cross streets are other key components of the City's network serving a growing number of commuters. The on-street network consists of striped bike lanes, signed bike routes and marked *sharrow* lanes. The objective is to continue promoting the evolution of safe on-street and at-grade improvements with stakeholders and agencies.

Progress: CDOT has planned improvements for new at-grade crossings at 32nd Street, 12th and 9th Streets.

Goal 6: Trails should be created and extended in anticipation of or concurrently with new development.

Today many sections of the City's hard surface trail systems have been built independent of private development as opportunities were available to connect neighborhoods. In areas where new developments have been proposed, it has been common practice to leverage the development process to incorporate design and construction of the new trail extension. Trail connectivity between community destination points is a core tenet of Durango's trail program.

Progress: The development of Three Springs and Twin Buttes subdivisions has incorporated the creation of the trail system serving these neighborhoods.

Goal 7: Maintain existing public lands connections and establish new ones in areas lacking sustainable public access.

Identifying and providing public access to adjacent trails and adjoining public land is another core tenet of Durango's trail program and is also a requirement of the City's Land Use Development Code. The objective will also include partnering with agencies and adjoining stakeholders as the public access is opened for the new opportunities, such as with the Durango Mesa Park and Lake Nighthorse.

Progress: The City coordinates trail connection opportunities with urban interface land managers including the Bureau of Land Management (BLM), Bureau of Reclamation, Colorado Parks and Wildlife, and La Plata County. The SMART 160 Trail east toward Three Springs involves the connection of the trail through BLM property.

Goal 8: Accessibility design should be incorporated whenever reasonably practical into new trails and into improvements for existing trails and amenities.

City of Durango hard surface trails are built for accessibility, meeting the standards of the American Association of State Highway and Transportation Officials (AASHTO) and federal accessibility standards, where applicable and where conditions allow.

Progress: The development of trailhead parking areas for Horse Gulch and the Raider Ridge trail system includes designated accessible parking spaces.

Goal 9: Trails should be located and designed to blend with the surrounding environment.

The City's hard surface trails are built to uniform design standards and specification in order to meet accessibility, maintenance, and aesthetic requirements of the City. Natural surface trails are typically hand built, limiting their visual impact on their surroundings, and machine built with appropriate terrain.

Progress: The trail system in Twin Buttes was incorporated in the subdivision development plans and built prior to the vertical infrastructure and buildings.

Goal 10: The City should regularly coordinate trail development efforts with other local governments, state, and federal agencies and private organizations.

The City will continue to coordinate ongoing trail implementation and planning with other local agencies and organizations to ensure successful integration of various trail systems, development and management as it relates to shared trail connections and trails that overlap management boundaries.

Progress: The City is coordinating the implementation of the trail system at Lake Nighthorse Recreation Area with the Bureau of Reclamation and the connections with Colorado Parks and Wildlife

Goal 11: The City will continue to develop key staff positions for the day-to-day management of planning, design, acquisition, construction and maintenance of trails and open space.

Day-to-day activities associated with planning, design, acquisition, construction, maintenance and financing of trails and open space is handled by a team of full-time City employees including

administrative, engineering, planning, landscape architecture, and maintenance staff from several City departments.

Progress: The Parks and Recreation Department has three Landscape Architects to oversee and manage the development of parks, trailheads and trail construction projects.

Goal 12: Consistent standards should be adopted to provide direction for the design, construction, and management of trails in the City.

The City seeks to plan, design and build trails to a consistent manner with the specifications defined with the American Association of State Highway and Transportation Officials (AASHTO) and the federal accessibility guidelines. The objective is to provide a sustainable and predictable walking and riding trail and network system for all users. This also includes committing to regular and consistent management practices and standards.

Progress: New trail construction for the Animas River Trail and SMART 160 Trail have incorporated the current City specifications and guidelines.

4.6.5 PRIMARY TRAIL SYSTEM GOALS

This Plan reiterates three primary goals from the 2010 Parks, Open Space, Trails and Recreation Master Plan that will allow for the successful continuation of Durango's trail development efforts in the coming decade.

COMPLETE THE ANIMAS RIVER TRAIL

The first and most important goal is to complete the Animas River Trail (ART) to the south and north City limits. This will continue to be a focus in the next 10 years. Additionally, it has been recognized that several sections of the ART were not built to sustainable standards and many sections have been rebuilt and concrete sections installed. This work will also continue to ensure user safety, good accessibility, and to reduce future maintenance costs (see xx exhibit illustrating progress-Staff).

BUILD LATERAL TRAIL CONNECTIONS TO ANIMAS RIVER TRAIL

The second most important goal is to build lateral connections to the Animas River Trail that establishes a functional and continuous trail system through the community. This includes both hard and natural surface trails. Primary hard surface lateral trails include the U.S. Highway 160 SMART 160 Trail east and west spine; the Santa Rita Trail linking the ART at Santa Rita Park to the Goeglein Gulch Trail and the College Mesa. Effectively developing these lateral trails will require crossing U.S. Highways 550 and 160 which will necessitate consideration of underpasses, overpasses, or at-grade intersection improvements to ensure a safe and functional crossing.

COMPLETE A NETWORK OF TRAILS THROUGHOUT COMMUNITY

An additional goal is the continued development of other neighborhood connectors throughout the trail network. This may include both hard and natural surface trails, sidewalks and bike lanes, and bike routes that enable residents and tourists to travel throughout the community to popular destinations, and use the trails for recreation, health and fitness. Key to this is the development of loop trails that offer a wide variety of travel options including both recreational and commuter users.

4.6.6 PRIMARY TRAIL SYSTEM POLICIES

The 2001 Parks, Open Space, and Trails Master Plan policies were visited and restated in the 2010 Parks, Open Space, Trails and Recreation Master Plan. These policies were again reviewed and updated in 2019 as noted below. They are used to implement the ongoing trail programs and projects. The policies are:

1. The Animas River Trail will be designed and implemented to meet AASHTO standards for bicycle paths wherever feasible.
2. The City will pursue and seek creative methods of trail easement acquisition and strive to work with willing property owners when acquiring trail easements.
3. When developing trails through residential neighborhoods, efforts will be made to maintain the privacy of existing residences.
4. When warranted, the City will evaluate the feasibility of incorporating trails into utility, road, and enhancement projects.
5. The City will protect future trail corridors through:
 - a. Easement acquisition through dedication or purchase during the development review process
 - b. Establishment of adequate building setbacks.
6. The City will continue to monitor trail safety conditions, including regular inventories of trail and bridge conditions to assist in the identification of safety improvements and the development of maintenance schedules.
7. The City places a high priority on establishing the Animas River Greenway and will work with property owners along the river to incorporate trail easements and land preservation as part of new development wherever feasible.
8. The City will place a high priority on establishing and preserving public access to the Animas River where it is important to recreational users.
9. The City will maintain public ownership of public lands along the Animas River.
10. The City should develop loop trail opportunities along the Animas River Trail.
11. The City should develop trail opportunities from Durango neighborhoods to adjacent and surrounding mesas, ridges and parks.
12. The City will require new development to provide trail linkages to adjacent public lands.
13. Property along drainages is appropriate for greenway and trail development as long as they are compatible with protection of viable wildlife habitats.
14. The City will seek grant funds to leverage local sales tax revenues in the development of the community trail system.
15. The City will continue to encourage coordination with La Plata County in developing an integrated trail system.

4.6.7 TRAIL PROJECTS AND COMMUNITY NEEDS

KEY FINDINGS OF COMMUNITY SURVEY

The City of Durango conducted a Community Attitude and Interest Survey in 2018 to establish priorities for the future development of parks, trails, recreation facilities, and the preservation of open space in the community. The survey obtained statistically valid results from households throughout the City.

The findings indicate that the City continues to reflect a very active population of trail users. The local user numbers exceed the national participant averages and the community also exceeds the percentage of trails provided per populations compared to its peer cities. Even so, the expansion and funding for the trail system continues to be a high priority for the residences of Durango. Hiking, the Animas River Trail, soft-surface trails, hard-surface trails and mountain biking all rank within the top six most popular recreation activities surveyed. These activities also ranked in the top percentage of community recreation needs and desires.

Trailhead improvements

As part of the continued development of the community trail system, the City should make trailhead improvements consistent with the recommendations of the open space trailhead assessment. Specific and detailed trailhead assessments should continue to be undertaken to determine amount of use, facility needs, and potential impacts (positive and negative) on adjacent neighbors. Priority areas for evaluation and consideration include Overend Mountain Park, Dalla Mountain Park, Animas City Mountain, and Twin Buttes. Potential trailhead sites should also be identified as part of the design development associated with the extension of the Animas River Trail north, SMART 160 Trail, Three Springs, and other areas where future development warrants such evaluation.

Future Reconstruction

Maintenance and reconstruction needs have been identified by evaluating the existing hard surface trail system within the City to determine substandard trail sections or those in need of maintenance. This assessment has been incorporated into the Capital Improvement Plan for implementation and prioritization. Trail sections in need of reconstruction to City safety and design standards are illustrated in Figure 63 and are described below:

1. Schneider Park Bridge to Riverfront Park
2. Whitewater Park at Santa Rita Park to W. College Drive
3. County Road 210 trail spur at Natures Oasis north to Santa Rita Park
4. Rank Park to 29th Street Trailhead

Animas River Trail Planned Reconstruction

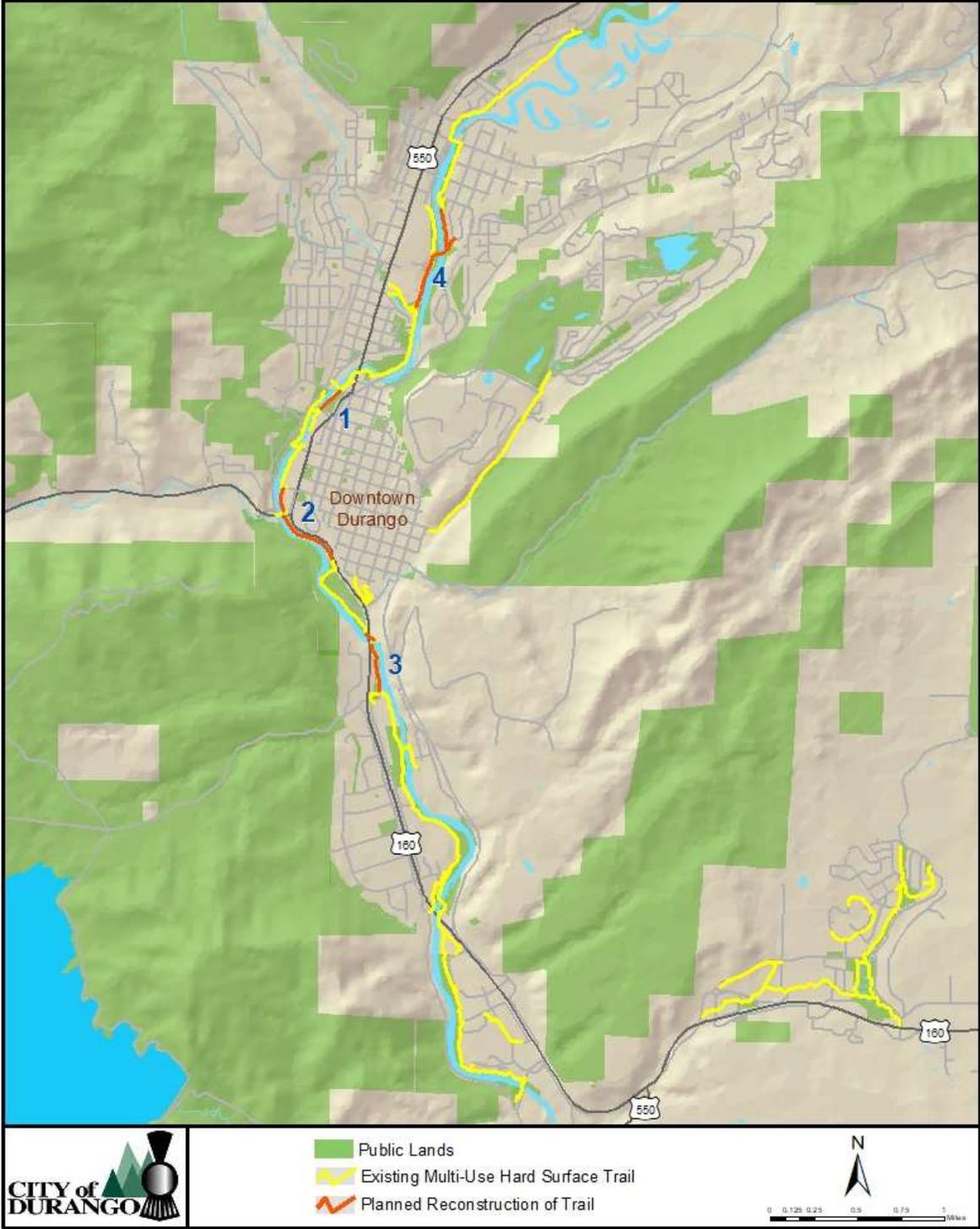


Figure 63 - Animas River Trail Planned Reconstruction

4.6.8 DESIGN STANDARDS

Over the years staff has recognized that Durango residents favor trails that are developed in a way that blend harmoniously with the native landscapes and surrounding environment. Design standards have evolved significantly since the adoption of the 2001 Durango Parks, Open Space and Trails Master Plan. Today's standards are reflective of the community interests. Below is a brief overview of existing design standards used by the City as well as new standards that are reflected in the earlier stated trail types in this chapter.

TRAIL TYPES

FOOTPATHS AND BACKCOUNTRY TRAILS (NATURAL SURFACE TRAILS)

- Location: rural, wilderness
- Width: single track to 4 foot wide
- Surface: native soil, reinforced as needed
- Lighting: none
- Railings: Typically, none, but as needed to provide safe travel
- Amenities: way-finding signage

Footpaths and Backcountry Trails are built to meet standards used in developing and maintaining natural surface trails on U.S. Forest Service and BLM managed property. This includes the USDA Trail Construction and Maintenance Notebook, 2007, and International Mountain Bike Association, Trail Solutions 2004.

MULTI-USE UNPAVED TRAILS

- Location: suburban, rural, wilderness
- Width: minimum 4 foot to 12 foot
- Surface: gravel or rock screenings
- Lighting: none
- Railings: where needed to provide safe travel
- Amenities: rest stops with bench seating, trash receptacles, mile markers, way-finding and safety signage

MULTI-USE PAVED TRAILS

The City has developed extensive design standards and construction specifications for the development of the Animas River Trail and other hard surface multi-use trails. Below is a general summary of standards associated with this trail type.

- Location: urban, suburban, rural
- Width: minimum 10 foot up to 14 foot
- Surface: concrete, grade is 5% preferred, 8% maximum, 12% for short runs
- Lighting: pedestrian scale in urban and suburban areas, regular interval separation near downtown; point-to-point way-finding as trails move away from urban core
- Railings: 42" to 54", use only where necessary to meet safety and accessibility standards
- Amenities: parallel soft surface footpath where conditions permit, rest stops with bench seating, trash receptacles, mile markers, way-finding and safety signage, urban art, restrooms with potable water in established parks

All multi-use paved trails are built to meet American Association of State Highway and Transportation Officials (AASHTO) guidelines and Federal accessibility standards where applicable.

ROADSIDE TRAILS AND SIDEWALKS

- Location: urban and suburban
- Width: minimum 5 feet, preferred 6 feet, optimal 10 feet, grade is 5% preferred, 8% maximum, sidewalks to adhere to accessibility standards with curb ramps at intersections
- Surface: concrete preferred
- Lighting: pedestrian scale lighting preferred, street lighting acceptable, lumens should meet national safety standards
- Railings: comply with accessibility standards
- Amenities: way-finding and safety signage, rest stops and bench seating, sheltered bus stops, landscape trees where possible

BIKE ROUTES AND BIKE LANES

- Location: urban, suburban and rural
- Width: bike lanes minimum 5 foot, preferred 6 foot (gutter pan excluded)
- Surface: same as roadway, or extended concrete gutter pan of 5' minimum
- Lighting: street lighting is acceptable
- Railings: 42" to 54" rails where needed
- Amenities: way-finding and safety signage, bike racks at destinations

4.6.9 MANAGEMENT STRATEGIES

The City of Durango has a comprehensive management program for its trail system. This program includes a variety of activities based on the type of trail. All hard surface trails in the City are maintained by the City of Durango Parks and Recreation Department Parks Division. The Division also coordinates trailhead repair and maintenance, and weed and fire mitigation within City open space where much of the natural surface trail system is located. The natural surface trails within the City are maintained primarily by Trails 2000 volunteers and others in coordination with City staff.

The typical functional activities for trail maintenance are listed below. While not intended as an operations and maintenance plan, the overview should provide a general understanding of key activities that must be considered with trail maintenance. Note that in addition to the activities outlined below, each category also includes: regular inspection, quality control, accident/crime monitoring, patrol, security, restroom facility needs, pest/invasive species management and user feedback.

MAINTENANCE PRACTICES

NATURAL SURFACE TRAILS

- Routine inspection and repair of erosion, dishing and other deterioration; prune vegetation as needed to keep trail corridors open; stabilizing of trail tread
- Trailhead/trail signage installation and repair
- Elimination of social trails
- Inspection and repair of bridges and other drainage crossings

HARD SURFACE TRAILS

- Snow removal and sweeping
- Trailhead/trail signage installation and repair
- Trailside mowing
- Maintenance of trailside facilities including benches, lights, and rest facilities
- Trail surface maintenance
- Litter and trash removal

- Fencing/Railing repair
- User Safety/Risk Management (including law enforcement and patrol)

ON-ROAD BICYCLE FACILITIES

On-road bicycle facilities are maintained by the City Operations Department and monitored by the City Transportation Services Department. Activities include:

- Street surface upkeep and repair
- Street sweeping and snow plowing
- Repaving and pavement overlays
- Signage, striping and lighting
- Education and enforcement
- Detours/Disruptions

CHAPTER FIVE – INDOOR RECREATION FACILITY FEASIBILITY STUDY

5.1 INTRODUCTION

In August 2018, Barker Rinker Seacat Architecture and PROS Consulting staff toured Durango recreation facilities and related sites in order to assess current condition and future potential in conjunction with the ongoing Parks, Open Space, Trails and Recreation Master Planning effort. The focus of the tour was on existing structures, and several potential sites were also visited in order to familiarize the team with them. Each building and site are illustrated below along with a review of needs and potential solutions.

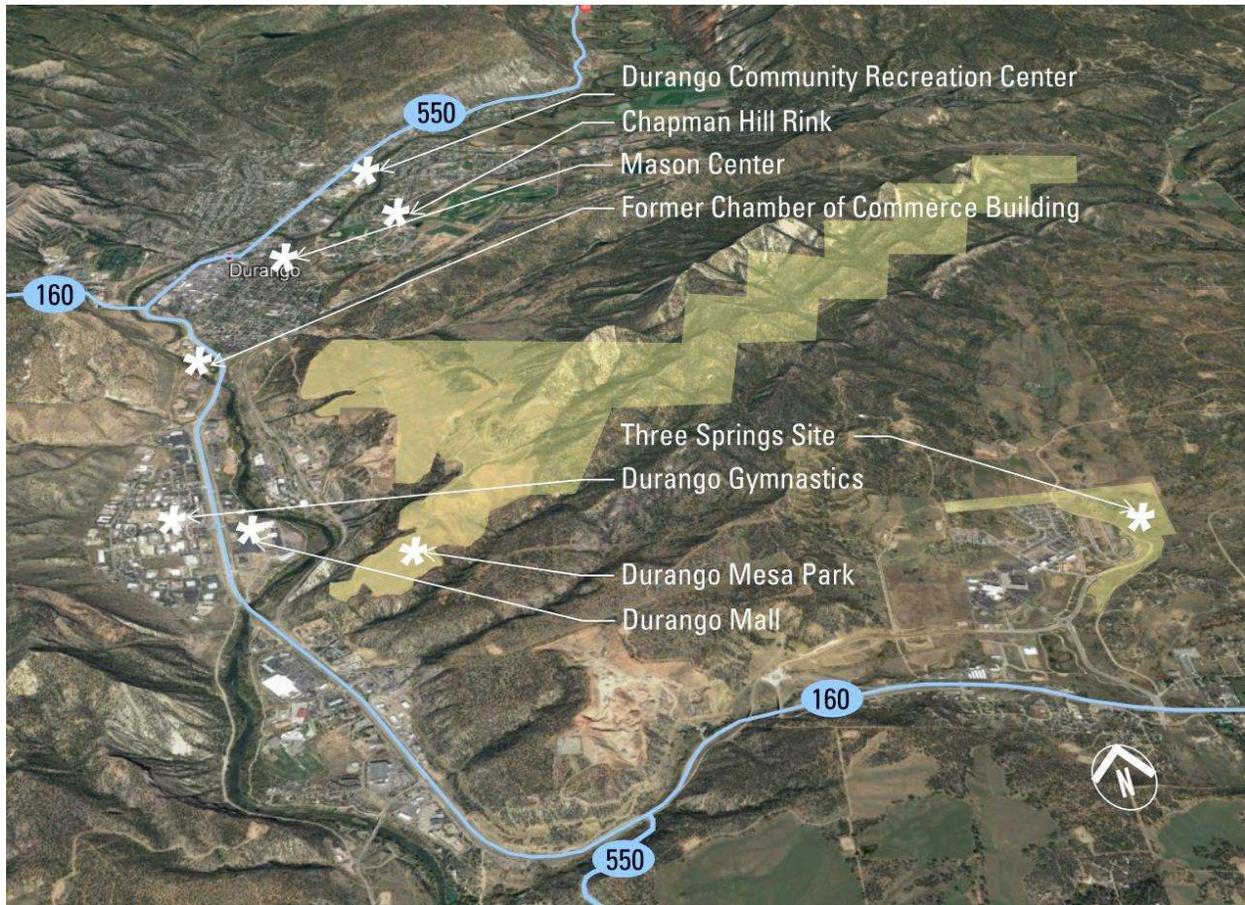


Figure 64 - Durango Parks and Recreation facilities and potential sites

5.1.1 DURANGO COMMUNITY RECREATION CENTER

2700 Main Avenue, Durango, CO 81301

The Recreation Center is a comprehensive 71,557 SF athletic and aquatics center constructed in 2001. The facility is constructed between Main Avenue and the Animas River at the north end of the historic LaPlata County Fairgrounds. The site is shared with several County-owned ball fields and the rodeo grounds, Boys and Girls Club and exposition building. 206 parking spaces are allocated to the Recreation Center, with additional parking nearby for the adjacent ballfields and fairgrounds.



Pickleball players at the Durango Community Recreation Center

The Recreation Center features a variety of athletic and community spaces including lap and leisure pools, a spa, gymnasium, fitness area, a group exercise classroom, a jog-walk track, locker rooms, community rooms, a classroom, catering kitchen, child care room, locker and toilet rooms and administration and storage areas. The building is fully sprinklered and meets accessibility guidelines. It is of masonry and steel construction and is in good condition.

SUMMARY

There is room on the site to add between 6,000 and 12,000 SF on one-to-two floors to the existing building. Generally, this sort of facility requires a square foot of parking for every square foot of building added, or about 40 spaces for discussion purposes and ideally more considering the popularity of the facility. There is space for perhaps 20-30 spaces between the existing amphitheater and parking lot.

PICKLEBALL

According to legend, pickleball was conceived by a family whose dog—named Pickle—would shag stray balls. For years in the 90s, this sport was confined to the northwest: few outside Seattle and Portland heard about it but it has spread across the nation like wild fire in the past decade, taking over gyms everywhere. The game is played with paddles on a badminton court, usually with a portable net. It is particularly popular with the active aging though it also has adherents among the younger set. No matter the age, these folks are passionate about their game, and setting aside court time for pickleball is becoming a great way to fill gym space during mornings when gym use is low.

5.1.2 MASON CENTER

301 E. 12th Street, Durango, CO 81301

The Mason Center is a former school dating to 1955 located at the north end of the East 3rd Avenue parkway and purchased by Durango in 1995 and is considered an aging structure. The facility is 17,886 SF and includes a lobby area, a single-story classroom wing to the north and a two-story classroom wing to the south. A small gymnasium is located on the west side of the lobby.

The west edge of the lot along East 3rd Avenue serves as a neighborhood park with a large lawn, playground and two tennis courts. There are 31 parking spaces along the west edge of the site and in the courtyard on the south side of the building.



A classroom at the Mason Center

The gymnasium housed the gymnastics program, which was recently moved to the Bodo property: Currently the gym is used for storage. The site hosts many of the child care and youth programs in summer months and during school holidays. Other portions of the building are used to store seasonal program materials, and a portion is used as temporary office space.

The classroom wings appear to be of wood construction with a steel frame. Each wing includes 3-4 classrooms, some of which have been subdivided and modified for other uses. The wings are constructed on different levels accessed by stairs. There is no ramp or elevator, and the building does not comply with the Americans with Disabilities Act Accessibility Guidelines. There are numerous code issues. The gymnasium is a pre-engineered metal building with an elementary-size basketball court. There is minimal distance between the game line and exterior wall, and structure intrudes into this zone, both hazards. The building is of an age where asbestos and lead paint were commonly used construction materials; though contained at this time abatement is a concern. There are numerous roof leaks.

SUMMARY

Overall the building is in poor condition and the cost to make the building serviceable and address abatement will be considerable. It has served the City well in a variety of functions and it is time to consider retiring this facility. Neighbors will likely oppose other uses, and the best course may be to demolish the building and expand the park.

AGING STRUCTURES

Frequently clients are asking for input on old structures: will this building be a good fit for the new use? Many old structures feature level changes and other ADA challenges; they were constructed before personal computers and the internet and thus lack an electronic backbone; or they lack the insulation and windows and doors that meet current energy codes. If the building has been well maintained, is structurally sound and has spaces that can be adapted to the new need, reuse is a resource-smart opportunity. Conversely, a poorly maintained building that needs considerable work on the roof and walls, a fire suppression system or the other noted upgrades may cost more than starting with new construction.

5.1.3 FORMER CHAMBER OF COMMERCE BUILDING

111 S. Camino Del Rio, Durango, CO 81303

The former 3,950 SF Chamber of Commerce building is located in Santa Rita Park, adjacent to the Animas River Trail. This is a wood frame building with a small second level was constructed in 1987 and currently used as temporary office and laboratory space for the adjacent Wastewater Treatment Plant. Parking is shared with Santa Rita Park which has approximately 131 paved and dirt overflow parking spaces in addition to RV/bus parking. The building is of an age that it is unlikely to contain hazardous materials and it is in good condition.



The former Chamber of Commerce Building

The light construction is more suited to commercial office space than public uses. Removing walls to create larger community uses may compromise the structure. The main level is 2,800 SF and the 1,150 SF upper level is accessed via a single stair and there is no elevator. New construction at the Wastewater Treatment Plant and Water Reclamation Facility Administration Offices includes public access toilets, currently provided in this building.

SUMMARY

The best course may be to remove this structure and replace it with a “community barn” or park pavilion more conducive to current and future park uses. Alternate uses could relate to the new Water Reclamation Facility, trail system or perhaps as a rental space for community events (the rooms are really too small, though, being intended as offices and small meeting rooms).

5.1.4 CHAPMAN HILL RINK
 500 Florida Road, Durango, CO 81301

The current ice facility (see explanation inset) features a partially enclosed 200 x 100-foot building to accommodate a 185 x 87 foot sheet of ice with dasher boards, changing room, skate sharpening room, and spectator seating. A pavilion has been constructed on the south side of the ice rink and features skate rental and food concessions, along with a large lobby, and four changing rooms. Support areas including storage, mechanical room and Zamboni parking are located on the north end of the arena. The site has 74 parking spaces, plus a loading area and drop-off.



Chapman Hill Rink ice arena

The ice sheet is enclosed with a pre-engineered metal building roof structure that includes a roof and enclosed wall panels on the west side; the east wall remains open to the air. Insulation and a low-e fabric have been added to the roof structure to reduce daytime heat gain from the roof and improve the ice quality. The additions to the north and south are of masonry construction. Though the underground spring has caused uneven settlement over time, generally the building is in good condition.

The ice is maintained for about six months each year, from October through March, and the concrete slab is used for roller skating and other dry events during the other six months. The site hosts the child care program in summer months and during school holidays. The facility draws participants from the region, but routine users are generally from Durango.

The City has purchased the property to the north, and there appears to be adequate space to add an area equal to a second sheet of ice on the property. Parking remains a concern, however, the land to the north could accommodate approximately 87 parking spaces according to a preliminary design completed by the City Engineer.

SUMMARY

A more detailed analysis would be required to determine if a second sheet of ice and adequate parking in the range of 70-100 spaces is feasible. Care will need to be given to the foundation design given the underground springs nearby and the tendency for this area to be cold, both of which have caused this site to be a local winter sport destination.

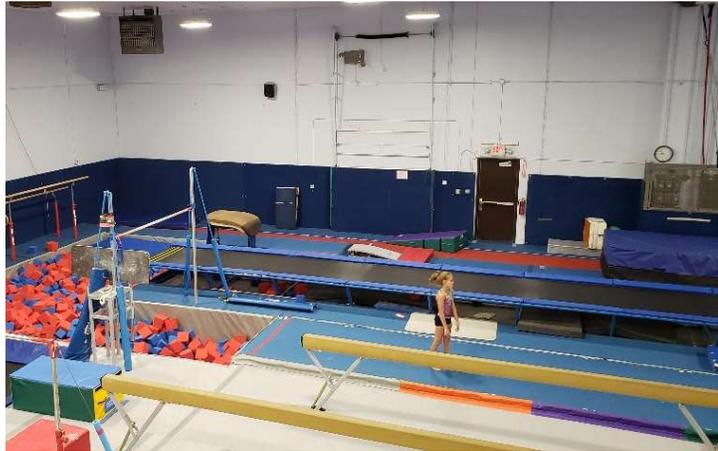
ICE FACILITIES

Indoor ice rinks are a growing recreation need throughout the country. They are spaces that are some of the most heavily utilized throughout the early morning and evenings with the growth of youth hockey programs, adult leagues, figure skating, and curling in the United States. The design of these spaces requires proper consideration regarding access for both participants and spectators, lobby areas, and support spaces. There are specific needs that are particular to ice rink environments that need to be considered to minimize utility expenses and to provide a comfortable setting for all users.

5.1.5 DURANGO GYMNASTICS

144 Bodo Dr, Durango, CO 81303

Durango recently moved the gymnastics program to the current 11,710 SF gymnastics facility (see explanation inset) in the Bodo Business Park. The facility is located in a remodeled warehouse, a pre-engineered metal building constructed in 1978. The building features a small lobby, office spaces, toilets, changing rooms, a spectator area and party room, and three high-bay areas containing gymnastics apparatus, including a foam block pit for tumbling. There is a mezzanine with views to the gymnastics floor below and a classroom accessed via a stair.



Durango Gymnastics

The site includes 29 parking spaces with an additional 15 remote parking spaces shared with La Plata Electric Association.

The City purchased the building in 2016 and remodeled the facility that was opened to the public in 2017. The building is in good condition: it is remote from neighborhoods and the layout of spaces can make it difficult to supervise all areas from a single location.

SUMMARY

The building serves the program well. Though the site is remote from residential areas and not convenient to bike to, the clientele served is focused and amenable to a vehicle destination. Gymnastics is a popular activity, and the community would like still more space.



GYMNASTICS

Built-to-suit gymnastics facilities demand thoughtful layout of the apparatus to maintain safety zones. Foam pits and recessed trampolines need floor slab depressions. The large mat for the floor exercise should be centrally located to optimize supervision to all apparatus areas. Ideally a spectator area is provided outside the floor and depending upon scheduling the space may also be opened up for parties and other rentals with the proper supervision.

5.1.6 OTHER SITES



The View North from the Durango Mesa Site

Two other sites are under consideration for future facilities: Three Springs Community Park and Durango Mesa Park.

The Three Springs Community Park site is on the east edge of the development along Wilson Gulch Drive. This 75-acre property is currently owned by GRVP, LLC, developer of the Three Springs subdivision, and the site is intended to be dedicated to the City and developed as a park with amenities to serve both the adjacent neighborhood and the community.



Durango Mesa Park is the top of the mesa east of State Highway 3 and across the Animas River from the Durango Mall. The Mesa is being donated to the City and County by the property owners and is the subject of a visionary area plan that promises a series of diverse four-season uses including a variety of fields (see explanation inset), trails, outdoor performance venues and the relocation of the County Fairgrounds. Durango Mesa Park currently has a single access point and limited utilities in place. The adopted Durango Mesa Area Plan illustrates the phased development of the site.

A vacant retail space at the Durango Mall has also been promoted for consideration. Retail spaces have a column spacing and ceiling height that are not conducive to recreation uses: the roof/ ceiling is too high for single story uses and too low for gymnasium or inclusion of a mezzanine or second floor. Structural modifications can be disruptive. Also, the City would lease the space and have less long-term control. We recommend this space not receive further consideration.

OUTDOOR SYNTHETIC TURF
 For more than the last decade outdoor sports turf products have been the play surface of choice for many communities. It offers a uniform play surface with low maintenance and performance in all types of weather. The versatility of these fields offers an advantage of not needing rest and recovery periods, they can be striped for multiple sports with ease to minimize operations and can quickly be turned over between activities. Additionally, in areas where water use reduction is a priority it is an ideal solution by significantly reducing or eliminating the need for irrigation.

5.2 FACILITY RECOMMENDATIONS

5.2.1 OVERVIEW

The Durango Community Recreation Center is well used, and the community desire for additional fitness and gymnasium space is well documented. Durango hosts a vibrant biking community and indoor cycling attendance is well above national norms. As in many communities, pickleball participation is surging, and this activity was not on the radar until the last ten years.

The City hosts an extensive child care program which caters to working parents, generally after school, school breaks and during the summer (see explanation inset). The childcare programs are hosted at the Mason Center, Recreation Center and Chapman Hill sites, and there continues to be strong demand with approximately 17,000 participants. The Mason Center provides essential child care services, but the highest and best use for this site is as a neighborhood park. The Recreation Center provides on-site child care for users to access while using the facility.

The Chapman Hill site has a rich winter sports heritage. Plans are in place to improve the ski hill, and the rink has extensive ice programming during winter months. Due to the site and construction of the existing ice slab, ice is removed from April to September, and though a variety of programs like roller skating and roller derby are popular during the summer season, the rink is underutilized during these months. The space is not ideal for Pickleball, and the ceiling is too low for indoor soccer, though there is some support for indoor turf. There is demand for a second sheet of ice during winter months and a desire for year-round ice in Durango. The City has purchased the property to the north, and the existing building could easily be expanded to the north. Space for parking, locker rooms and guest amenities needs to be confirmed though there appears to be adequate area for these new amenities.

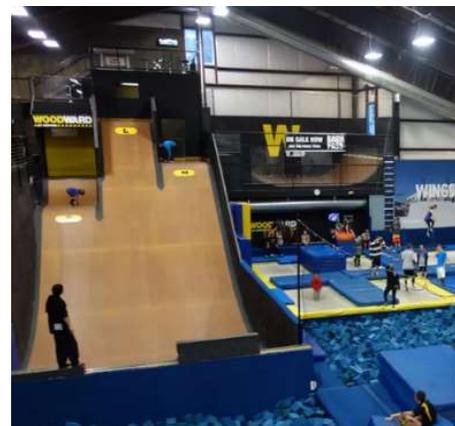
The gymnastics program has a strong following and the City's commitment is demonstrated by the new facility in Bodo. The Bodo neighborhood has developed as a commercial, warehouse and office park. The existing building was built as a storage building and in the long term, the location may be better suited as a storage facility that is centrally located to the parks and recreation system.

There is also a need for additional outdoor fields—in particular synthetic turf—and storage to support the leagues that use these fields. Durango Parks and Recreation also supports a number of community seasonal and annual special events that require equipment storage.



CHILD CARE

Child care programs require, durable flexible space to serve a variety of age groups. The space needs soft, cleanable flooring, daylight and ideally a fridge for lunches during day camps. Outside, open play areas and a safe drop-off area for groups to board vans for field trips is a must.



AERIAL CENTER

The Woodward Copper Aerial Center (at Copper Mountain) is a for-profit venture focused on training skiers and snow boarders aerial skills. There may also be crossover for gymnastics and diving. The activities require a large open space with high ceilings and access to raised platforms for jumps and simulated ski slopes. Small classrooms need to be provided to meet with groups and provide dryland training. A similar facility could be a good fit for Durango as it is proximate to extreme skiing sites in the San Juans.

In consideration of community surveys, staff input and consultant review the indoor space needs include:

- Childcare
- Year-round sheet of ice
- Artificial turf fields
- Long-term gymnastics solution
- Fitness/ Wellness/ Gymnasium space
- Address aging structures
- Move storage to a centralized location
- Outdoor waterpark
- Indoor turf facility/fieldhouse (see explanation inset)
- Trail connectivity



INDOOR FIELDHOUSE

Indoor turf fieldhouses are some of the most highly adaptable spaces for athletics. A myriad of sports and activities can be played in them throughout the year. Turf spaces can come in many different configurations including the traditional hockey rink sized turf in dasher boards to more open environments without walls. The application for what type of space is right for you depends on your goals and utilization, is it more for competition or training? It also depends on the type of turf to be utilized where it no longer must have rubber granules for cushion. There are even palletized products that can now be used to overlay gymnasium floor surfaces for even more program flexibility when the products are properly specified to work in concert with one another.



5.3 POTENTIAL SOLUTIONS

Staff and the Consultants reviewed several options in concert with how each option addressed the identified needs.

- Durango Community Recreation Center—expand the existing recreation center to provide additional fitness and group exercise space. Add an auxiliary gymnasium for additional pickleball space and provide additional classrooms to support the childcare need. This solution addresses the need for childcare and fitness/wellness/gymnasium space.
- Mason Center—demolish and convert to a park. This solution will address aging infrastructure.

- Santa Rita Park/Former Chamber of Commerce building—Demolish and construct a park pavilion. This solution will address aging infrastructure. Alternatively, consider uses of the building to support the operations of the Water Reclamation Facility.
- Chapman Hill—construct a second sheet of year-round ice to the north, with the ability to convert the existing seasonal rink to hybrid turf and indoor aerial skills during the summer months. This solution will address the need for childcare, providing a second sheet of ice and indoor turf.
- Durango Gymnastics—move gymnastics program to Three Springs and convert the existing facility to a central storage location for Parks and Recreation. This solution will address aging infrastructure and the need to provide a centralized storage location.
- Three Springs Community Park site—construct a new indoor community center featuring fitness, wellness, gymnastics and childcare spaces. This would be adjacent to new outdoor turf fields and an outdoor, seasonal waterpark. This solution will address the needs for childcare, artificial turf fields, long-term gymnastics facility, fitness/wellness/gymnasium space, waterpark, indoor turf, and trail connectivity.
- Durango Mesa Park—as suggested in the Durango Mesa Area Plan, construct new outdoor sports complex intended as a destination site to host tournaments and special events. This solution will address needs for artificial turf fields, fitness/wellness/gymnasium space, and trail connectivity in addition to other community priorities identified in the Area Plan.



EQUIPMENT STORAGE

To paraphrase Rodney Dangerfield, “storage doesn’t get any respect!” We cannot afford to design every space for a single use, so we need to provide storage for equipment not being used. This is not expensive space to construct and maintain but is often undersized in favor of constructing other program areas: no client has told us they have enough storage. Basic requirements include a sealed floor and painted walls—to keep down the dust—and area lights with occupancy sensors to save energy.



OUTDOOR WATERPARK

Many Parks Districts have outdoor water parks with a variety of leisure-focused features that operate from Memorial Day to Labor Day. These facilities tend to emphasize water play over competition and may be used for learn-to-swim programs. No similar facility is located near Durango: starting with basic features and the opportunity for future expansion will result in a destination site with regional appeal. Due to the short season and high attendance, these facilities often recover most of their costs despite the need for a large life guard staff.



Figure 65 - Solution Priority

5.3.1 SOLUTION PRIORITY

The order of improvements will ultimately be decided by the community and available funding however the recommended priority of solutions is as follows:

1. Santa Rita Park/Former Chamber of Commerce building removal during the redevelopment of Santa Rita Park unless the building needs to be utilized by the Utilities Division for operations of the Water Reclamation Facility.
2. Three Springs Community Park facility is dependent upon voter approval for funding of a bond using the existing dedicated 2015 Half Cent Sales Tax.
3. If the community is not supportive of bonding for the development of a new facility in Three Springs, expand the existing Durango Community Recreation Center.
4. Gymnastics Center could be relocated to a new facility in Three Springs and the existing Durango Gymnastics building could be repurposed as storage. If the community is not supportive of a bond for the new facility, Durango Gymnastics would remain in Bodo.
5. Mason Center building would be removed and the existing childcare program would be provided at either the new recreation facility in Three Springs or the expanded existing Recreation Center. Storage would be incorporated into either the repurposed building in Bodo or the expansion to the existing Recreation Center.
6. Chapman Hill addition to incorporate a second sheet of year-round ice would be contingent upon available future funding.
7. Durango Mesa Park is primarily envisioned as an outdoor venue with phased development and the timing is contingent upon the land transfer to the City and available future funding.

In summary, the recommended solutions are prioritized according to a combination of meeting the number of needs to be addressed and the prerequisite to build new spaces before programs can move from existing spaces to be repurposed.

CHAPTER SIX - PROGRAM AND ORGANIZATION REVIEW

6.1 RECREATION PROGRAM ASSESSMENT

As part of the Parks, Open Space, Trails & Recreation Master Plan development process, the consulting team performed a Recreation Program Assessment of the services offered by the City of Durango Parks and Recreation Department. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these program findings and comments from a review of information provided by the Agency including program descriptions, financial data, website content, statistically significant survey feedback, demographic information, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, including programming that is important to energize facilities.



6.1.1 FRAMEWORK

The mission of the Durango Parks and Recreation Department is to promote and provide a full range of parks, trails, natural lands, recreational facilities, programs and amenities that enrich the quality of life for all residents and visitors. These services shall enhance the health and well-being of those we serve in a financially responsible and environmentally sustainable manner.

The Agency provides a broad range of recreation and leisure programming for all ages. Recreational and competitive sports, enrichment programs, day camps, child care, outdoor adventure instruction, special events, and group fitness are offered year-round to residents from youth to families to active seniors. Programs provide an opportunity for participants to have fun, learn new skills, develop friendships and pursue life-long leisure interests.

Recreation programs are supported with dedicated spaces that the Agency owns and operates. There are other facilities used through partnerships including the Durango School District 9R and Fort Lewis College. These types of partnerships help expand the capabilities of each organization to better provide facilities and services to the residents.

6.1.2 CORE PROGRAM AREAS

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency’s overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area’s offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

EXISTING CORE PROGRAM AREAS

In consultation with Durango Parks and Recreation Department staff, the planning team identified the following Core Program Areas currently being offered:

Core Program Areas
Adult Specialty Programs
Adult Sports Programs
Aquatics
Chapman Hill Programs
Community Special Events
Gametime/Daycare Programs
Gymnastics Programs
Health/Fitness/Wellness
Youth Specialty Programs
Youth Sports Programs

Figure 66 - Core Programs

ADULT SPECIALTY PROGRAMS

The Adult Specialty core program area includes mostly instructional programming to help improve the quality of life and skills of the individuals that participate. Adult Specialty programming is wide array of topic specific leisure opportunities for adults based on local interests. The goal is to provide a safe and enjoyable environment where adults can learn how to participate in a wide variety of leisure pursuits. Examples of Adult Specialty Programs include:

- Dog Training
- Art
- Kayaking
- Rafting
- Nature walks

ADULT SPORTS PROGRAMS

The Adult Sports core program area is focused on sports leagues and programs for fitness, wellness, and social benefits for adults. The goal is to provide quality adult sports programs in both team and individual formats to best accommodate the varying individual and team skill levels. Examples of Adult Sports Programs include:

- Adaptive Sports
- Basketball
- Volleyball
- Softball
- Pickleball
- Soccer



AQUATICS

The Aquatics core program area provides to residents educational and fitness activities that provide safety and promote wellness in and around the water. The goal of the Aquatics programs is to provide quality low cost aquatics programs for all age segments that have a positive impact on the individual and community while educating the individual and public on water safety and emergency instruction. Examples of Aquatics programs include:

- Swim Lessons
- Lifeguard Training
- Water Safety Instructor
- Physical Therapy
- Fitness Swimming
- Scuba Diving
- Kayaking in Pool
- CPR/First Aid/ AED



CHAPMAN HILL PROGRAMS

The Chapman Hill core program area is a wide variety of summer and winter activities at the Chapman Hill rink and ski area. The goal of the Chapman Hill programming is to provide quality low cost skating, skiing, hockey as well as miscellaneous summer and winter programs for all age segments that have a positive impact on the individual and community while providing multiple skill levels to meet the individual's desires/needs. Examples of Chapman Hill programs include:

- Youth Hockey
- Adult Hockey
- Learn to Skate
- Skiing/Snowboarding
- Broomball
- Tubing



COMMUNITY/SPECIAL EVENTS

The Community/Special Events core program area is community events around the City as well as internal special events. The goal of Community/Special Events is to assist with quality community events by providing needed support and equipment as well as providing a variety of quality special events within the department. Examples of Community/Special Events programming include:

- Kids Triathlon
- 3 on 3 Basketball
- Adult Triathlon
- July 4 Fun Run / Events / Activities
- Variety of Community Events



GAMETIME/DAYCARE PROGRAMS

The Gametime/Daycare core program area is an afterschool and no school day childcare for school age children. The goal of Gametime/Daycare is to provide safe, fun, and low-cost quality childcare for infants through school aged children that have a positive impact on the individual and community. Examples of the Gametime/Daycare include:

- Afterschool childcare
- Full day childcare
- Recreation Center childcare
- Summer Camps
- Parent's night out

GYMNASTICS PROGRAMS

The Gymnastics core program area is programming for infants, preschool through high school students as well as adults with a variety of ability levels. The goal of Gymnastics is to provide quality low cost gymnastics programs for all ages that have a positive impact on the individual and community while providing multiple skill levels to meet the individual's desires/needs. Examples of Gymnastics include:

- Infant to Adult Classes
- Open Gym
- Trampoline Classes
- Parkour
- Aerial Arts
- Competitive Teams



HEALTH, FITNESS, WELLNESS

The Health, Fitness, and Wellness core program area is exercise, fitness and wellness activities and education to promote healthy lifestyles for all ages. The goal of Health, Fitness, and Wellness is to provide quality programs and facilities for all age segments to have a measurable positive impact on physical and mental health for the community. Examples of the Health, Fitness, and Wellness include:

- Boot Camps
- Yoga - Youth and Adult
- Zumba
- Tai Chi
- Personal Training
- Racquetball Leagues
- Indoor Cycling
- Adaptive Fitness
- Martial Arts
- Cardiovascular & Strength Training
- Aerobics Classes



YOUTH SPECIALTY PROGRAMS

The Youth Specialty core program area includes mostly instructional programming to help improve the quality of life and skills of the individuals that participate. Youth Specialty programming is wide array of topic specific leisure opportunities for children based on local interests. The goal is to provide a safe and enjoyable environment where youth can learn how to participate in a wide variety of leisure pursuits. Examples of Youth Specialty include:

- Art Classes
- Lego Robotics
- Rafting/Kayaking
- Preschool Programs
- Fly Fishing
- Sailing
- Backpacking



YOUTH SPORTS PROGRAMS

The Youth Sports core program area is focused on sports programs and leagues for school aged youth. The goal is to provide quality low-cost youth sports programs in both team and individual formats to accommodate the varying individual skill levels. Examples of Youth Sports Programs include:

- Soccer
- Volleyball
- Basketball
- BMX
- Mountain Biking
- Lacrosse
- Golf
- Skateboarding
- Baseball/Softball
- Flag Football



6.1.3 ALIGNMENT WITH DEMOGRAPHICS AND TRENDS

DEMOGRAPHIC SUMMARY

Based on population data from the Environmental Systems Research Institute (ESRI) and PROS' analysis of the data, the City's population has experienced a minimal growth trend (0.10%) and is currently estimated at 18,909 individuals. Based on predictions through 2032, the City is expected to have 22,553 residents living within 9,293 households.

The population within the City of Durango is somewhat diverse. The 2017 estimates show that 83% of the City's population falls into the White Alone category, while the Hispanic/Latino category (14%) represents the largest minority and 7% are of American Indian/Alaska Native ethnicity. Future projections show that by 2031 the overall composition of population will be similar in diversity.

The City's median household income is \$52,452 and per capita income is \$30,418. Median household income and the per capita are below the state averages. However, the household is below the national average (\$53,046) and the per capita income is above the national average (\$28,051). The overall age composition of the population is projected to largely remain constant, but it will undergo a very slight aging trend. The City is projected to have a slight decrease in the percentage of 18-34 year-old residents; while the 55+ age segments are projected to experience a slight increase.

The core program areas listed in **Section 2.1** are currently well-suited to address the programmatic needs of the current population demographic. The City should be mindful of lower than average income levels when pricing out program offerings and special events, while taking into account lower income residents who fall outside the averages. As the population continues to age, program mix should continue to be regularly assessed to ensure both active and inactive adults at 55+ have program opportunities. As these demographics change, the relative importance of each program area may evolve as well.

NATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates. National Trends in Recreation

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2018* was utilized in evaluating the following trends:

- National Trends in Sport and Fitness Participation
- Core vs. Casual Participation
- Activity by Generation

The study is based on findings from surveys carried out in 2017 and the beginning of 2018 by the Physical Activity Council, resulting in a total of 30,999 online interviews - both individual and household surveys. A sample size of 30,999 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a margin of error of +/-0.27 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 298,325,103 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

CASUAL VS. CORE PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

INACTIVE RATES/ACTIVITY LEVEL TRENDS

SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as ‘super active’ or ‘active to a healthy level’ (high calorie burning, 151+ times), ‘active’ (high calorie burning, 50-150 times), ‘casual’ (high calorie burning, 1-50 times), ‘low/med calorie burning’, and ‘inactive’. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

LOCAL MARKET DEMAND

In order to identify local trends in park and recreation activities, the PROS team examined Environmental Systems Research Institute (ESRI) data for Market Potential. The Market Potential Index (MPI) measures the probable demand for a product or service in the City of Durango. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. In general, adult residents in the City had much higher than average potential to participate in several sports, fitness, and outdoor activities, indicating a pretty active community.

Residents in the City of Durango demonstrate a high potential to participate in the following activities:

- General Sports: Golf, volleyball, basketball, soccer
- Fitness Activities: Walking for exercise, jogging/running, swimming, yoga, weight lifting
- Outdoor Activities: Backpacking, canoeing/kayaking, bicycling (road), hiking
- Commercial Recreation: Went to an art gallery in last year, attended a dance performance in last year, went to a museum in last year, and spent \$250+ on sports/rec equipment

Taking the MPI into account along with the percentage of the City’s population that is likely to participate in certain activities, gives insight into the expected participation percentage, as seen in **Figure 67**.

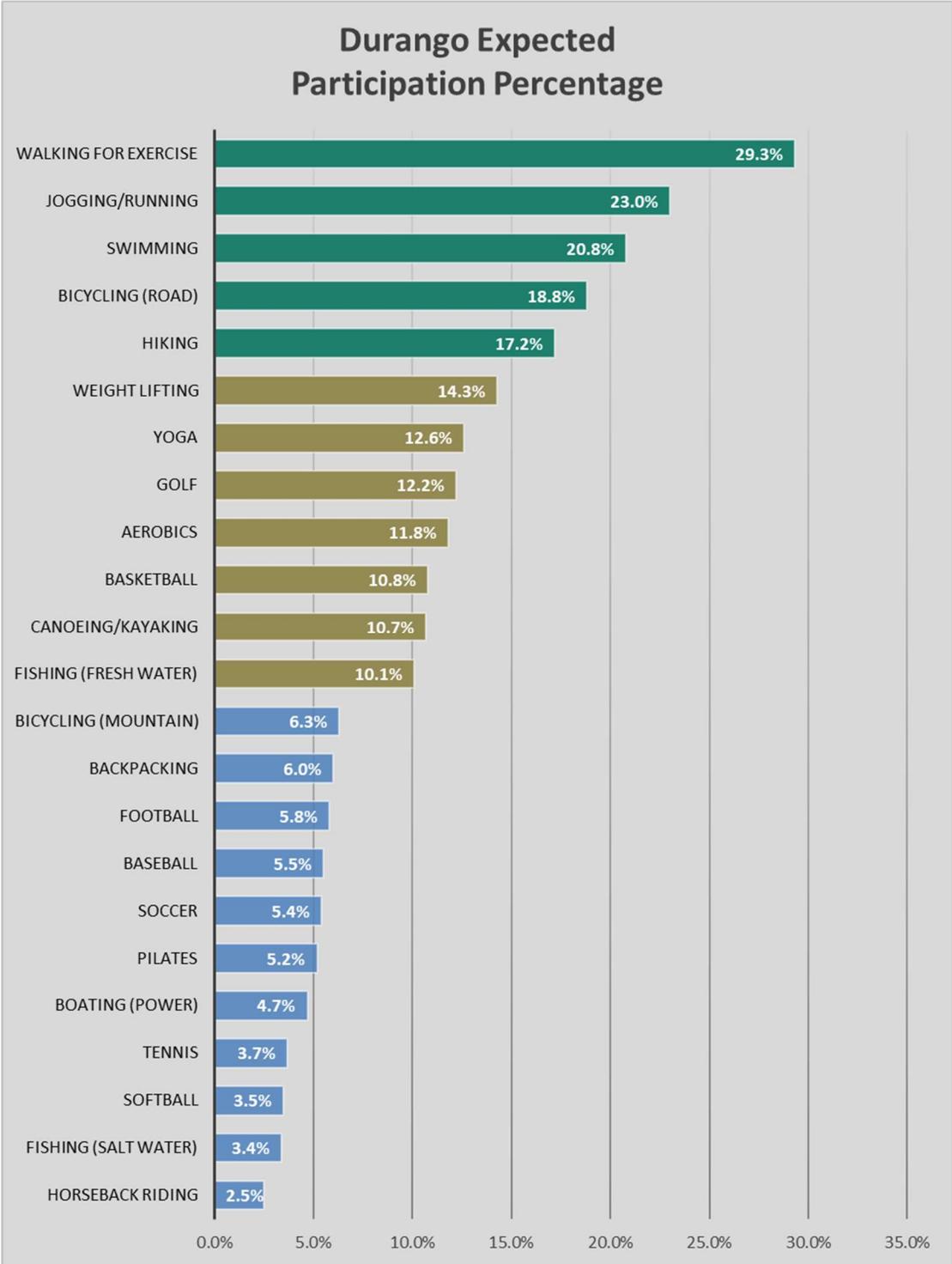


Figure 67 - Durango's Expected Participation

In addition to the market demand identified in **Figure 67**, the PROS team examined the statistically valid survey which asks respondents questions helping understand the need and importance. These questions create the Priority Investment Rating (PIR). The PIR equally weighs (1) the importance that residents place on recreation programs and (2) how many residents have unmet needs for the recreation programs. The full PIR can be seen below in figure 68. The highest priority for programs and services are in the areas of:

- Adult fitness & wellness programs
- Special events/festivals
- Camping & backpacking
- Life skills classes (e.g. cooking, computers)
- 60 years plus programs
- Adult art, dance, performing arts
- Nature & wildlife interpretive programs
- Adult sports programs
- Rock climbing
- Biking events

In addition to the highest priorities identified above, the statistically valid survey listed the following as the top medium priorities for programs and services:

- Kayaking/paddling sports
- Ski & snowboarding programs
- Before & after school programs
- Programs for people with disabilities
- Sailing
- Waterskiing/wakeboarding
- Running events (including triathlons)
- Youth/teen sports programs
- Preschool programs
- Youth learn to swim programs
- Youth/teen fitness & wellness programs

Program Priority Rankings	Overall Ranking
Adult fitness & wellness programs	1
Special events/festivals	2
Camping & backpacking	3
Life skill classes, e.g. cooking, computers	4
60 Years plus programs	5
Adult art, dance, performing arts	6
Nature & wildlife interpretive programs	7
Adult sports programs	8
Rock Climbing	9
Biking events	10
Kayaking/paddling sports	11
Ski & snowboarding programs	12
Before & after school programs	13
Programs for people with disabilities	14
Sailing	15
Waterskiing/wakeboarding	16
Running events (including triathlons)	17
Youth/teen sports programs	18
Pre-school programs	19
Youth Learn to Swim programs	20
Youth/teen fitness & wellness programs	21
Youth/teen summer camp programs	22
Water fitness programs	23
Pickleball Programs	24
Martial arts programs	25
Ice-skating & hockey	26
Youth/teen art, dance, performing arts	27
Golf programs, e.g. lessons, tournaments	28
Adult swim programs	29
Gymnastics programs	30
Tennis lessons, clinics & leagues	31

Figure 68 - Program Priority Rankings

6.1.4 CORE PROGRAM AREA RECOMMENDATIONS

These existing core program areas provide a generally well-rounded and diverse array of programs that could serve the community at present. Based upon the observations of the planning team, demographic and recreation trends information, Parks and Recreation staff should evaluate core program areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

Developing and implementing a written formal program development process, core program area standards, and a quality control audit process will help set the foundation to increase demand for services, grow participation, and keep quality standards in place to retain customers.

In addition, the Department should create Outdoor Adventure as a core program area and existing core program such as Chapman Hill program can get folded into this broader area. This type of programming is supported by the program priority ranking, community survey results, and the opening of Lake Nighthorse Recreation Area which will serve as a valuable platform to expand programming into.



6.1.5 PROGRAM STRATEGY ANALYSIS

AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a ‘P’) and Secondary (noted with an ‘S’) markets are identified.

Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Adult Specialty Program			S	P	S	
Adult Sports Program			S	P	S	
Aquatics Program						P
Chapman Hill						P
Community/Special Events						P
Gametime/Daycare Programs	P	P	S			
Gymnastics Programs	P	P	P	S		
Health, Fitness, Wellness						P
Youth Specialty Programs	P	P	S			
Youth Sports Programs	P	P	S			

Figure 69 - Age Segment Table

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas. Mass marketing to all age groups is appropriate for Aquatics, Chapman Hill, Community Special Events, and Health/Fitness/Wellness. *Note: In some areas, e.g. for ages 18 and under, the programs are meant to serve youth and, thus, the shaded areas for adults are not truly gaps in the system but simply a group that is not meant to be served by that particular program area.*

However, there may be an opportunity to create programming for specific age segments that would have specific messages and marketing to attract participants. Some examples would be youth and teen only programming in Chapman Hill and at the pool. In addition, special events and fitness programs for youth such as kids adventure expo, conditioning for adventure, and life skills are opportunities where programming could be introduced. It could also be useful for the staff to perform an age segment analysis by individual program, in order to gain a more detailed perspective of the data. This could open up opportunities for expanding program’s reach into other age segments and demographics.

Based on the age demographics noted previously in this report, current programs seem to be fairly well-aligned with the community’s age profile. Two age segments where there could be more of a primary targeted set of program offerings and approach to marketing are teens and seniors. Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of the seniors age group, currently the least served, are being met.

It would be best practice to establish a plan including what age segment to target, establish the message, which marketing methods to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort. An example of this would be a youth fair in the core program area of Community/Special Events. This would have youth focused activities, a specific message geared towards youth and their most involved parent to entice participation.

PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the City of Durango to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various life cycle categories of the City’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

PROGRAM LIFECYCLE DISTRIBUTION				
Lifecycle Stage	Description	Actual Program Distribution		Best Practice Distribution
Introduction	New program; modest participation	4%	58%	50-60%
Take-off	Rapid participation growth	20%		
Growth	Moderate, but consistent population growth	34%		
Mature	Slow participation growth	37%	37%	40%
Saturated	Minimal to no participation growth; extreme competition	1%	4%	0-10%
Decline	Declining participation	3%		

Figure 70: Durango Program Lifecycle Distribution

While the combined total of the Introduction, Take-off, and Growth stages are right on target, just four (4) percent of programs fall into the Introduction stage. It is useful to have a strong percentage in the Introduction stage to make sure there is innovation in programming. Eventually, these programs will begin to move into the Take-off, and Growth stages, so this stage ensures the pipeline for new programs is there. It is key to keep adding new programs in the Introduction stage as those programs are meant to progress through the lifecycle stages.

According to staff, very few programs are saturated or declining and the some of the saturated programs are due to lack of space to grow or expand in the existing recreation center. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that staff may be “over-tweaking” their offerings, the quality does not meet expectations or there is not as much of a demand for the programs.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle with the Introductory stage or to add new programs based upon community needs and trends.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the City could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

PROGRAM CLASSIFICATION

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each core program area, and how the program should to be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

The City of Durango uses a classification method based on three indicators: Core Services, Important Services, and Discretionary Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications in the City’s current policy terms.

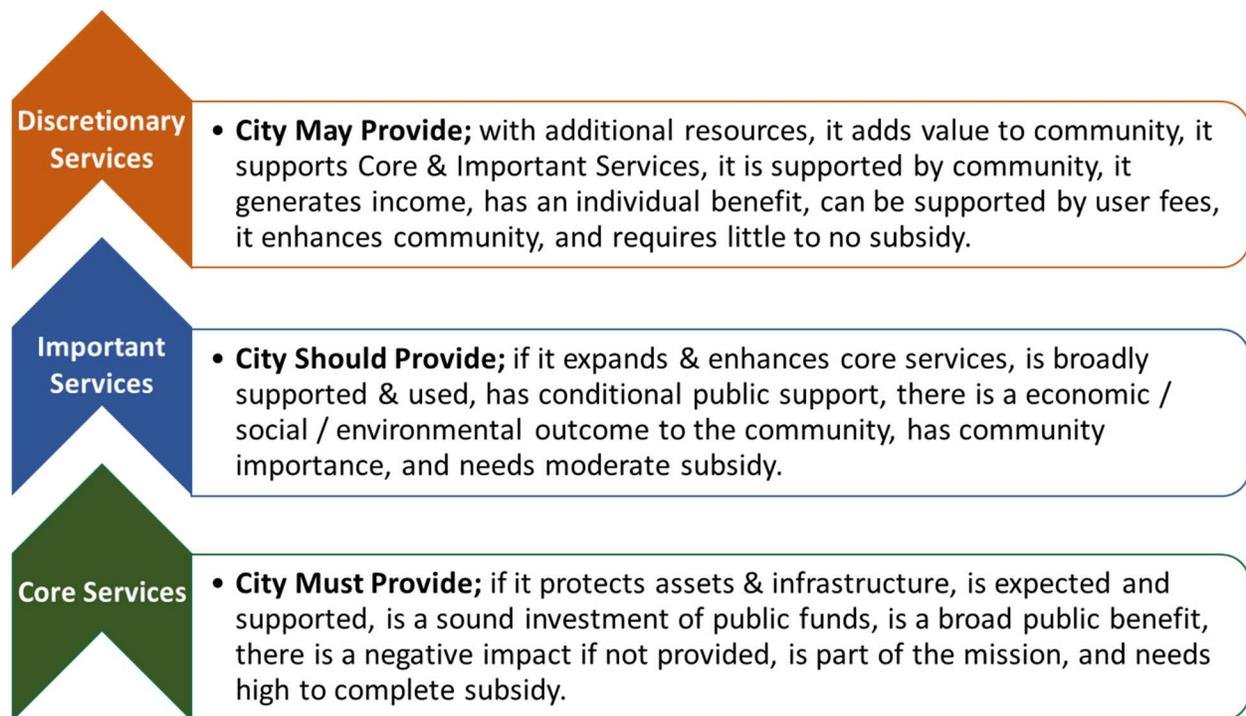


Figure 71 - Classifications

Another way to describe these three classifications is to analyze the degree to which the program provides a community versus an individual benefit. These categories can then be correlated to the Core Services, Important, and Discretionary classifications with associated cost recovery levels.

As Durango Parks and Recreation continues to evolve to better meet the community’s needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below in **Figure 72**.

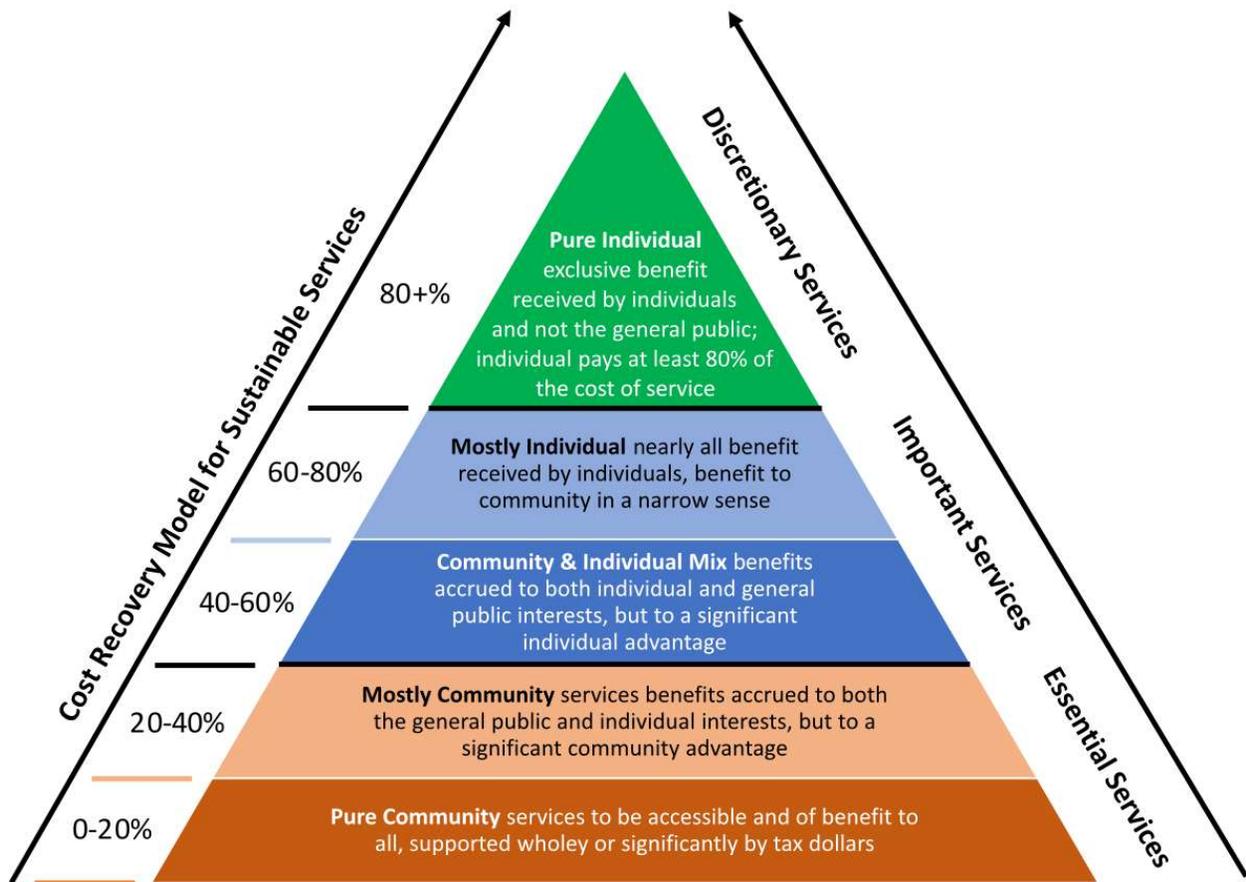


Figure 72 - Cost Recovery Model

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the City. The results presented in the following table represent the current classification of recreation program services. Based on the City’s policy terms, there are three classification areas, Essential Services, Important Services and Discretionary Services and programs are assigned cost recovery goal ranges within those overall categories.

Given the broad range of cost recovery goals (i.e. 0% - 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the chart above. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program’s goals e.g. Pure Community services versus Mostly Community Services (under Essential Services) or Community and Individual Mix versus Mostly Individual Mix (under Important Services).

ESSENTIAL	IMPORTANT	DISCRETIONARY
<p>Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"</p>	<p>Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"</p>	<p>Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"</p>
<ul style="list-style-type: none"> • Swim Lessons • Water Safety Instructor • Lifeguard Training • After School Childcare • Youth Soccer • Youth Baseball • Youth Basketball 	<ul style="list-style-type: none"> • Masters Swimming • Physical Therapy • Fitness Swimming • Swim Camps • CPR/First Aid/AED • Babysitting • Infant to Adult Gymnastics • Preschool Open Gymnastics • School aged open Gymnastics • Recreation Center Childcare • Boot Camp/Interval/Group Fitness • Yoga • Kids Yoga • Pilates • Zumba • Sr. Fitness • Personal Training • Tai Chi • Track/Running • Indoor Cycling • Adaptive Fitness • Youth Volleyball • Youth BMX • Youth Mountain Biking • Youth Lacrosse • Youth Flag Football • Youth Skateboarding • Youth Skiing/Snowboarding • Youth Tennis • Adult Adaptive Sports • Adult Pickleball Events • Community Events • Youth Hockey • Youth Learn to Skate • Skiing/Snowboarding • Adult Basketball • Adult Volleyball/Softball/Soccer 	<ul style="list-style-type: none"> • Private Swim / Swim Team • Home School Lessons • Yoqua • Scuba Diving • Kayaking in Pool • Adult Open Gym • Trampoline Classes • Birthday Parties • Aerial Arts • Gymnastics Camps • Parent's Night Out • Cancer Fit • Racquetball League • Road Cycling Training • Kokikai Martial Arts • Pickleball Drop-in • Art Classes • Lego Robotics • Pre-School Program • Youth Kayaking on River • Youth Rafting • Birthday Parties • Juggling • Golf • Adult Kickball • Dog Training • Art • Adult Kayaking on River • Adult Rafting • Nature Walks • Adult Hockey • Adult learn to skate • Broomball • Competitive Gymnastics • Roller Skating • Adult Ultimate Frisbee • Kids Triathlon Adult Triathlon

Figure 73 - Program Classification Distribution

COST OF SERVICE & COST RECOVERY

Cost recovery targets should be identified for each Core Program Area, at least, and for specific programs or events where realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following provide more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the City's program staff should be trained on this process.

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. Figure 74 illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.



Figure 74: Cost of Service

The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service.

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the City between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

CURRENT COST RECOVERY

With regard to the City’s cost recovery, an overall goal of 90% for the Recreation Services drives the efforts of staff. This goal and the philosophy can be found within the Revenue and Pricing Plan which also includes details regarding the process, classification, drop-in and passes, and definitions. It is a solid framework that can be expanded upon to include all costs associated with providing the service for tracking purposes. For example, although staff price programs based on cost recovery goals for core program areas, a method of consistent tracking the actual cost of service (administrative costs) for some individual programs is needed. The below table shows current cost recovery goals for those core program areas that have a goal in place.

Cost Recovery Goals by Core Program Area	
Core Program Area	Current Cost Recovery Goal Percentage (collectively)
Adult Specialty Programs	100%
Adult Sports Programs	100%
Aquatics	50-100%
Chapman Hill Programs	100%
Community Special Events	0-50%
Gametime/Daycare Programs	90%
Gymnastics Programs	100%
Health/Fitness/Wellness	100%
Youth Specialty Programs	100%
Youth Sports Programs	50-100%

Figure 75: Cost Recovery Goals by Core Program Area

As shown in the table above, cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Discretionary programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

Programs in the Essential category are critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization. Programs falling into the Important or Discretionary classifications generally represent programs that receive lower priority for subsidization. Important programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). Discretionary programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.



PRICING

Overall, the degree to which pricing strategies are used currently is fairly limited. Current pricing tactics are concentrated in the cost recovery goals and a customer's ability to pay. Used as a supplement are age segment, family/household status, group discounts, and competitor market rates.

The main pricing strategies not currently in use are residency, weekday/weekend and prime/non-prime time. There is an opportunity to use these and other pricing strategy gaps in certain core program areas. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. The consulting team recommends that all core program areas continue to use cost recovery goals as a major factor in determining pricing and look to underutilized pricing strategies to bolster participation and revenue.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy framework that guides the overall pricing philosophies. It is also important to continue monitoring for yearly competitor and other service providers benchmarking.

PROGRAM STRATEGY RECOMMENDATIONS

In general, the City's program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Area and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. As seen in the following figures, community input can help staff focus in on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use.

Program Idea (Name or Concept): _____				
Internal Factors				
Priority Ranking:	High	Medium	Low	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Program Area:	Core	Non-core		
	<input type="checkbox"/>	<input type="checkbox"/>		
Classification	Essential	Important	Discretionary	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cost Recovery Range	0-40%	60-80%	80+%	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Age Segment	Primary	Secondary		
	<input type="checkbox"/>	<input type="checkbox"/>		
Sponsorship/Partnership				
Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market Competition				
Number of Competitors	_____			
Competitiveness	High	Medium	Low	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Growth Potential	High	Low		
	<input type="checkbox"/>	<input type="checkbox"/>		

Figure 76 - Program Development

A simple, easy-to-use tool similar to the two tables below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

If the program / service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the figure below.

Marketing & Promotion Methods			
Program Idea (Name or Concept): _____			
Marketing Methods	Content Developed	Contact Information	Start Date
<i>Activity Guide</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Website</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Newspaper Article</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Radio</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Social Media</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Flyers - Public Places</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Newspaper Ad</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Email Notification</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Event Website</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>School Flyer/Newsletter</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Television</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Digital Sign</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Friends & Neighbors Groups</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Staff Promotion @ Events</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Figure 77 - Marketing and Promotion Method

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle can be found below. During the introductory stages program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. All stages of the lifecycle will conduct/operate the program and conduct regular evaluations to determine the future of the program.

If participation levels are still growing, continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public’s priority ranking, in activity areas that are trending, while taking into consideration the anticipated local participation percentage.

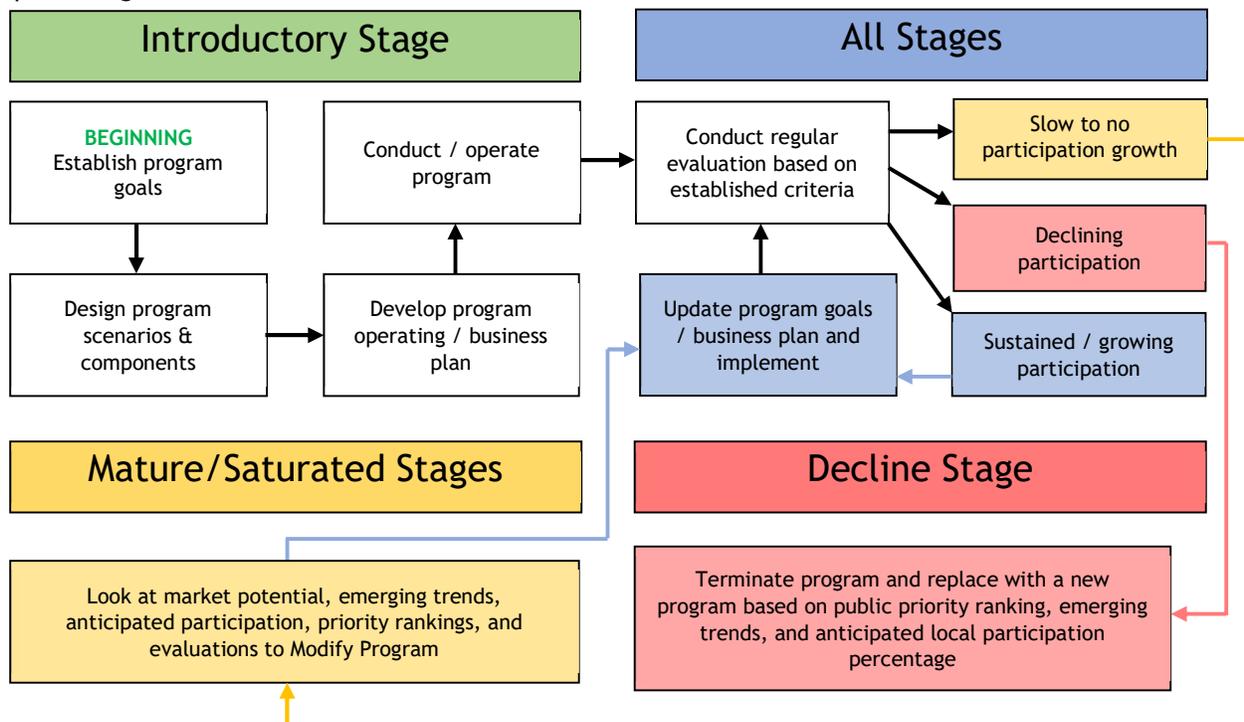


Figure 78: Evaluation Cycle with Program Lifecycle Logic Matrix

6.1.6 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

CURRENT RECREATION MARKETING AND COMMUNICATIONS

The City of Durango currently communicates with residents through the use of media such as seasonal program guides (print and online), the City website, flyers and brochures, email lists, roadside signage, and verbal communication with staff, advertisements, across all core program areas in their facilities, some public service announcements, and through social media such as Facebook, limited on Twitter and YouTube. At present, recreation staff produce content on all marketing efforts including print materials, the website, and social media.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The City has a broad distribution of delivery methods for promoting programs. It is recommended that the City update the marketing plan for parks, recreation, and events that factors in current successes with centralized and decentralized processes that complements any efforts of the City.

A strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule (content calendar)
- Marketing roles and responsibilities
- Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the City’s identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

WAYS PEOPLE LEARN OF PARKS AND RECREATION SERVICES

As part of the statistically-valid survey for the Durango Parks and Recreation Master Plan, cross tabs were created to better understand nuances in questions relating to programs and promotions. Using this more detailed perspective provides greater insight into the most efficient marketing methods to use, saving resources such as time and money. The following sections represents mass marketing, marketing to Households with children under ten (10), Households with children 10-19, Households ages 20-34, Households ages 35-54, and Households ages 55+.

MARKETING TO HOUSEHOLDS

The ways people learn about parks and recreation activities is great insight into where to allocate resources to reach returning and potentially new customers. The six tables below show the best way to reach each household, broken down as described earlier. Percentages 50% and up are in green and percentages 25%-49.9% are in blue.

Mass Marketing Methods (based on survey results)	
Rating	Total
From friends & neighbors	65.9%
City of Durango Activity Guide	55.2%
Parks and Recreation Website	49.2%
Newspaper articles	46.6%
Social media	31.9%
Radio	30.0%
Flyers posted in public places	25.4%
School flyers/newsletter	22.4%
Email notification	15.7%
Newspaper advertisements	8.7%
Conversations with staff	8.3%
Digital Sign	8.1%
Event website or organizational E-List	6.9%
Television	5.2%

Marketing to Households with Children under the age of ten (10)	
Rating	Households with children under age 10
From friends & neighbors	70.8%
City of Durango Activity Guide	65.2%
Parks and Recreation Website	61.8%
Newspaper articles	43.8%
Social media	36.0%
Radio	30.3%
Flyers posted in public places	27.0%
School flyers/newsletter	20.2%
Email notification	19.1%
Newspaper advertisements	13.5%
Conversations with staff	6.7%
Digital Sign	6.7%
Event website or organizational E-List	5.6%
Television	5.6%

Marketing to Households with Children ages 10-19	
Rating	Households with children ages 10-19
From friends & neighbors	66.1%
City of Durango Activity Guide	64.5%
Parks and Recreation Website	53.2%
Newspaper articles	43.5%
Social media	33.9%
Radio	27.4%
Flyers posted in public places	24.2%
School flyers/newsletter	21.0%
Email notification	17.7%
Newspaper advertisements	14.5%
Conversations with staff	14.5%
Digital Sign	12.9%
Event website or organizational E-List	11.3%
Television	8.1%

Marketing to Households Ages 20-34	
Rating	Households ages 20-34 (no children)
From friends & neighbors	74.5%
City of Durango Activity Guide	50.0%
Parks and Recreation Website	43.6%
Newspaper articles	40.9%
Social media	39.1%
Radio	34.5%
Flyers posted in public places	30.9%
School flyers/newsletter	20.9%
Email notification	12.7%
Newspaper advertisements	10.9%
Conversations with staff	10.0%
Digital Sign	10.0%
Event website or organizational E-List	7.3%
Television	3.6%

Marketing to Households Ages 35-54		Marketing to Households Ages 55+	
Rating	Households ages 35-54 (no children)	Rating	Households ages 55+ (no children)
From friends & neighbors	58.0%	From friends & neighbors	72.4%
City of Durango Activity Guide	50.7%	City of Durango Activity Guide	62.0%
Parks and Recreation Website	42.0%	Parks and Recreation Website	49.1%
Newspaper articles	42.0%	Newspaper articles	38.7%
Social media	39.1%	Social media	31.9%
Radio	34.8%	Radio	31.9%
Flyers posted in public places	24.6%	Flyers posted in public places	19.0%
School flyers/newsletter	18.8%	School flyers/newsletter	18.4%
Email notification	15.9%	Email notification	13.5%
Newspaper advertisements	11.6%	Newspaper advertisements	5.5%
Conversations with staff	7.2%	Conversations with staff	5.5%
Digital Sign	5.8%	Digital Sign	4.3%
Event website or organizational E-List	5.8%	Event website or organizational E-List	2.5%
Television	0.0%	Television	1.2%

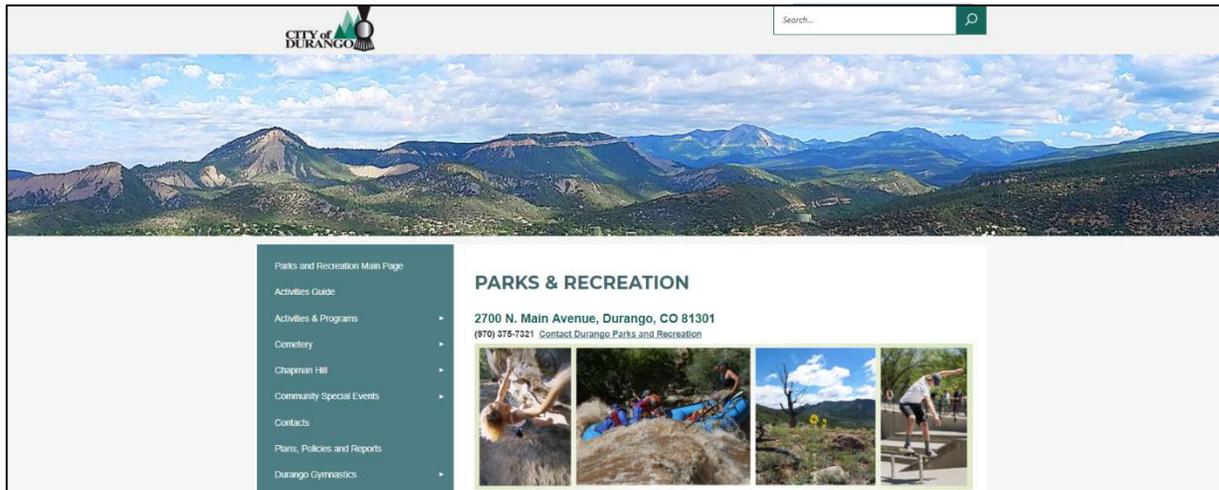
Figure 79 - Marketing to Households

MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Consider the addition of a marketing & communications fulltime position to unify existing staff efforts, protect the brand, raise awareness of Parks and Recreation sales tax-funded projects, and consistently engage the citizens/visitors on social media.
- Update the marketing plan specifically for the City’s parks, recreation, and events to include the components identified above.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Use the crosstab tables identifying the way households learn of Durango Parks and Recreation activities to select the most appropriate method to reach your target market.

WEBSITE

The current website is user-friendly and quick links on the Parks and Recreation homepage make it easy for the user to access more popular/desired information. The mobile friendly website is good and a key tool in today's times of increased smartphone utilization. The News and Events section, front and center with quick links, is a good practice which directly drives users' attention to upcoming programs, meetings, or activities residents may have not previously known about.



The use of Web 2.0 technology must be increased beyond what is currently used: Facebook, twitter, and YouTube to include Instagram at a minimum. The key to successful implementation of a social network is to move the participants from awareness to action and creating a personal connection by telling your story and increasing user engagement. This could be done by:

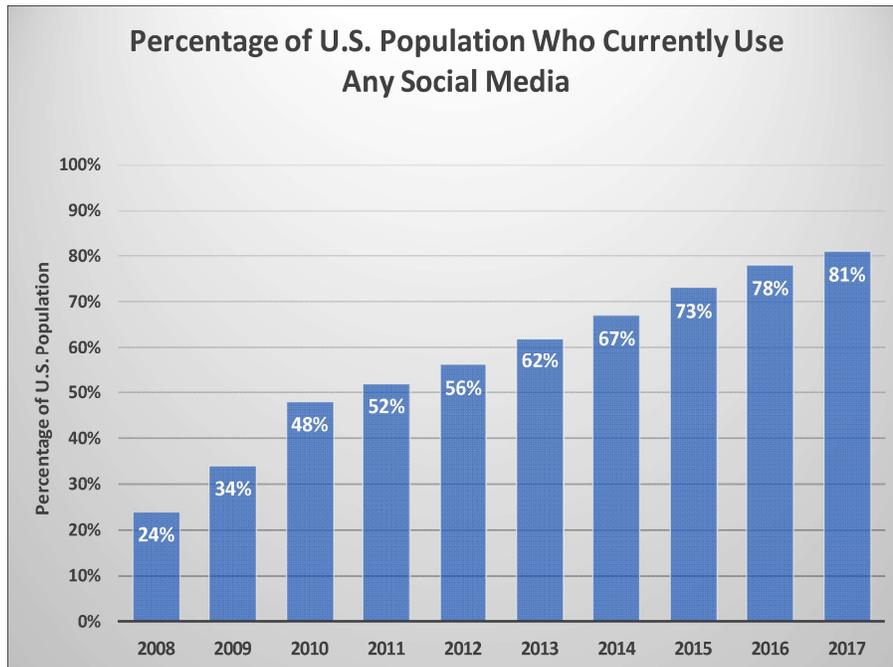
- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the Department's special events or programs
- Introducing Facebook-only promotions to drive greater visitation to Facebook
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service
- Expand opportunities for Crowd-sourcing information on an ongoing basis
 - Some existing resources include www.mysidewalk.com and www.peakdemocracy.com which can be evaluated if the agency has the resources and can utilize it on an on-going basis
- Provide opportunities for Donations or Crowd-funding through the website
 - www.kickstarter.org / www.indiegogo.com / www.razoo.com for Crowd funding options including printing program guides or developing marketing material
- Maximize the website's revenue generating capabilities
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the Department
- Conduct weekly or bi-monthly messaging meetings where content and photo opportunities are discussed in advance to create the connection and share the Durango Parks and Recreation stories on a personal level.



SOCIAL MEDIA TRENDS

SOCIAL MEDIA USERS

Over the last decade, social media has become one of the county’s fastest growing trends. With only 24% of the country using social media in 2008; today, an estimated 81% of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, and Twitter are extremely popular with not only today’s youth but also young and middle-aged adults.

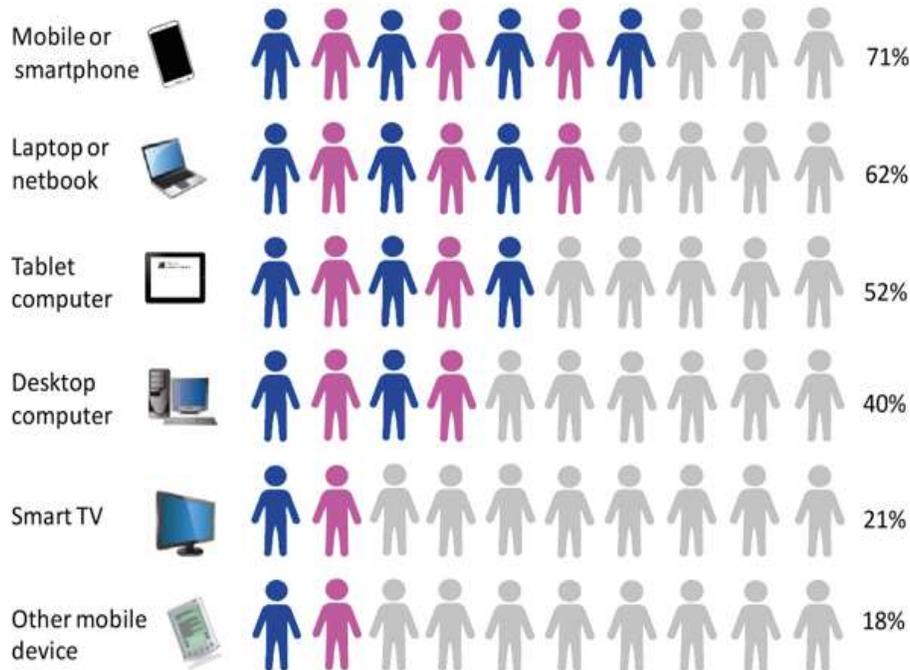


Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

Figure 80 - Social Media Trends

MEDIUMS USED TO ACCESS THE INTERNET

The following graphic depicts the various devices used to access the internet. With 71% of internet users utilizing smartphones, it is crucial that all websites offer a mobile friendly option. Additionally, with smartphones being so heavily used, social media sites have become even easier to access and more frequently visited. The Department should be mindful of these trends when creating their marketing mix.



Source: Office for National Statistics (ONS) 2016

Figure 81 - Mediums Used to Access the Internet

VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the City to meet the needs of the community in the years to come.

CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. Currently, the City does have a volunteer program to help supplement the labor needs of the Parks and Recreation Department. Management of volunteers includes regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the City is able to leverage limited resources.

BEST PRACTICES IN VOLUNTEER MANAGEMENT

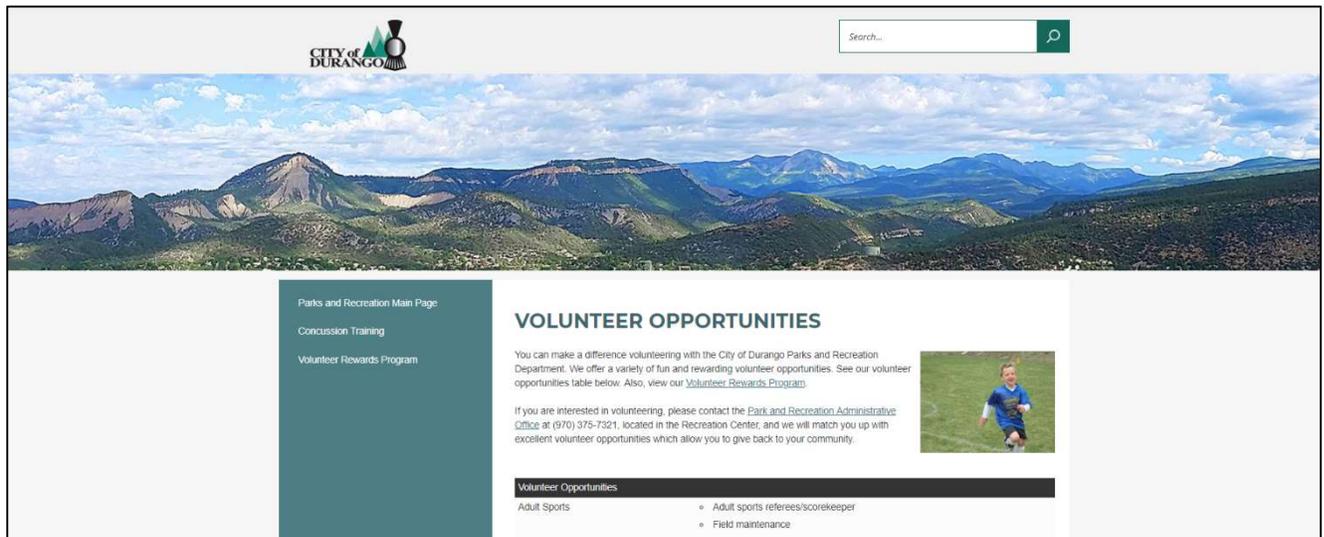
In developing the policy, some best practices that the City should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the City.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document. The Department has a current Volunteer Manual, including a recognition program.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The City should continue to encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.



RECREATION PROGRAM PARTNERSHIPS

The City currently works with several different types of partners throughout the community. While good detail was provided as part of the program assessment, it is unclear if there is a centralized database for tracking partnerships and assigning management to oversee the desired outcomes are reached. If this does not exist, a database should be developed to track *all* partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership, making budget decisions, how well the staff are able to leverage resources.

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties.

The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the City for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring cities, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the City encounters. Continue background checks for all volunteers working with all programs.

6.1.7 POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the City should adhere to common policy requirements. These include:

- Each partner will meet with or report to City staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the City-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of City facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, City staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the City.
- As an outcome of the partnership, the City of Durango must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the City for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the City. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both

partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.

- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Parks and Recreation Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The City of Durango currently had a strong network of recreation program partners. These recommendations are both an overview of existing partnership opportunities available to the City of Durango, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the City to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City or Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the City in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

CHAPTER SEVEN - OPERATION AND MAINTENANCE REVIEW

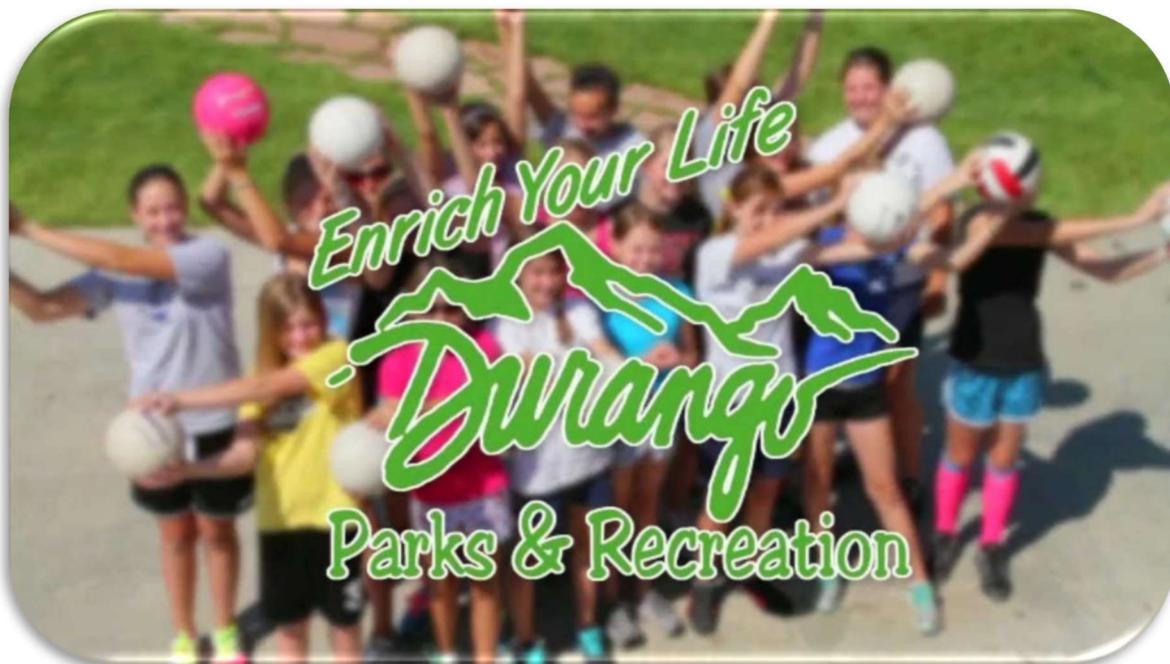
7.1 ORGANIZATIONAL REVIEW

The City of Durango Parks and Recreation Department is a nationally accredited agency through the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) and is home to a diverse and expansive parks and recreation system. This in turn requires a highly functional team of individuals to operate and maintain the system's parks, facilities and programs in order to provide an exceptional level of service to residents and visitors. The Department has requested an operational and maintenance review.

The operational review is an analysis of current practices, future Department organization and staffing needs, improved operational efficiencies, policy development, technology improvements and marketing/communication opportunities. The maintenance review is an analysis of maintenance protocols, efficiency and sustainability, work management, asset management, performance measures, staffing levels and equipment management.

In addition, the planning team is looking to see if there are opportunities to improve overall operations and the Department's capacity to implement the comprehensive Master Plan. The process included review of existing Department policies, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, interviews of key staff, facilities tours, and reviews of Department processes, reports, and organizational structure.

Parks and recreation agencies continue to face a multitude of growing market demands, ranging from providing a superior customer experience, addressing the needs of neighborhoods and community at large, capital development project management, keeping up with changing industry regulatory requirements, to attracting and retaining the best possible employees. At the same time, challenges such as cost recovery, customer retention, expenditure reduction, brand awareness/consistency, and technology applications can present an opportunity to improve efficiency and effectiveness in delivery of service.



7.1.1 DEPARTMENT OVERVIEW

This overview of the Department shows the multitude of responsibilities including:

- 38 Neighborhood, community, and regional parks
- Recreation and fitness programs for a wide variety of ages, skill levels, and interests.
- 5,306.69 acres of park land including pocket parks, neighborhood parks, community parks, regional parks, special use parks, natural areas, cemeteries and undeveloped acres.
- Durango Parks and Recreation has - 15.5 miles of paved trails and 96 miles of unpaved trails
- Staff: 38 full-time, 480 part-time and 136 seasonal employees
- Parks and Recreation Advisory Board
- Natural Lands Preservation Advisory Board

The following indoor facilities are under the management of the Department.

- Durango Community Recreation Center 71,557 square feet
- Special Use Facility (Chapman Hill) 33,600 square feet
- Durango Gymnastics 11,710 square feet
- Mason Center 17,886 square feet
- Moore Parks Shop 7,697 square feet

In addition to the responsibilities and facilities above, the Department also maintains the following outdoor facilities in the system.

- 21 Shelters/Pavilions
- 6 Baseball/softball fields
- 5 Multi-use/soccer fields
- One basketball court
- 8 Tennis Courts
- 22 Playgrounds
- 1 Dog park
- 1 Skate park



7.1.2 OPERATIONS

Operational reviews seek to identify opportunities for change and modification of operations management. This includes looking for opportunities that could lead to efficiency, cost containment, and increased capacity to meet the needs of the community. In addition, recommendations will focus on optimizing operational performance. Properly aligning people, processes, resources, and technology with the right strategy helps staff discover and create unique solutions to challenges.

7.1.3 MANAGEMENT

The operations of Durango Parks and Recreation is fluid, flexible and agile to achieve the outcomes. Staff seek out a deeper understanding of challenges to adapt and succeed in delivery of services to the community. Responsiveness is a key component to the Department's success which is possible through the established foundation of standard operating procedures. These standards are also what has empowered the Department to becoming and retaining the distinction of CAPRA Accreditation. While these standards are the foundation, it is the teamwork that sets Durango Parks and Recreation apart from others. The Department has a high level of commitment to each other internally and to other departments within the City.

The internal teamwork and solution-minded approach is strong, as demonstrated with staff stepping up and stepping down to fulfill responsibilities in absences and during times of open positions. The Department operates with a heavy reliance on part-time and seasonal staff which leads to long hours and heavy workloads, especially during peak season. Staff work diligently to avoid operational challenges from spilling over to impacting residents' ability to participate in recreation services and enjoyment of parks, recreation and facilities. This level of creativity and effort is why the community is very supportive and the Department is highly regarded. While the public's satisfaction is a huge motivator for Department staff, there are times where this level of productivity can reach a breaking point. The spirit of teamwork and care for each other is what will continue to get them through these periods, when they occur.

7.1.4 STAFFING

Current staffing levels are such that gaps are beginning to appear in operations. Some gaps affecting the Department are on follow through with guest services, custodial needs, lifeguards, maintenance details being overlooked, as well as consistent supervision and leadership of part-time and seasonal staff. These challenges are not uncommon when managing a system that has such high demand for existing/new facilities and services.

It is important for the Department to consider enhancing the onboarding process and training program for part-time/seasonal staff to build knowledge and skills for operations. Highlighting the Department's commitment to developing staff through skills training and how employment with the City will result in personal growth can help increase the quality of the applicant pool when going through the hiring process.

Additional staff is needed to continue being a high-performing Department, especially with new assets coming on line for the community to use. Additional full-time staff is recommended in the areas of park maintenance, recreation services, and marketing. If new full-time positions are not possible, there may be benefit to combining part-time positions to create a full-time opportunity. This can create a powerful impact on covering operations. Ultimately, support staff are needed to handle the responsibilities of programming out new parks, maintaining the parks, and marketing of services. In the benchmark analysis

regarding FTEs the Department is under the median of the benchmark communities. **Figure 82:** shows where Durango is by comparison.

7.1.5 CURRENT ORGANIZATIONAL COMPARABLE AGENCIES

Agency	Population	Total FTEs*	FTEs per 10,000 Residents
Cortez Parks and Recreation	9,007	40	44.0
Steamboat Springs Parks and Community Services	12,690	52	40.6
Golden Parks and Recreation	18,867	47	24.9
Glenwood Springs Parks and Recreation	10,197	21	20.6
Durango Parks and Recreation	18,909	38	20.1
Flagstaff Parks and Recreation	72,656	86	11.8
Castle Rock Parks and Recreation	56,645	44	7.8

Figure 82: FTEs per 10,000 residents

7.1.6 ORGANIZATIONAL CHART

The Department reorganized in 2018 to improve the delivery of services to the community with expanding operations.

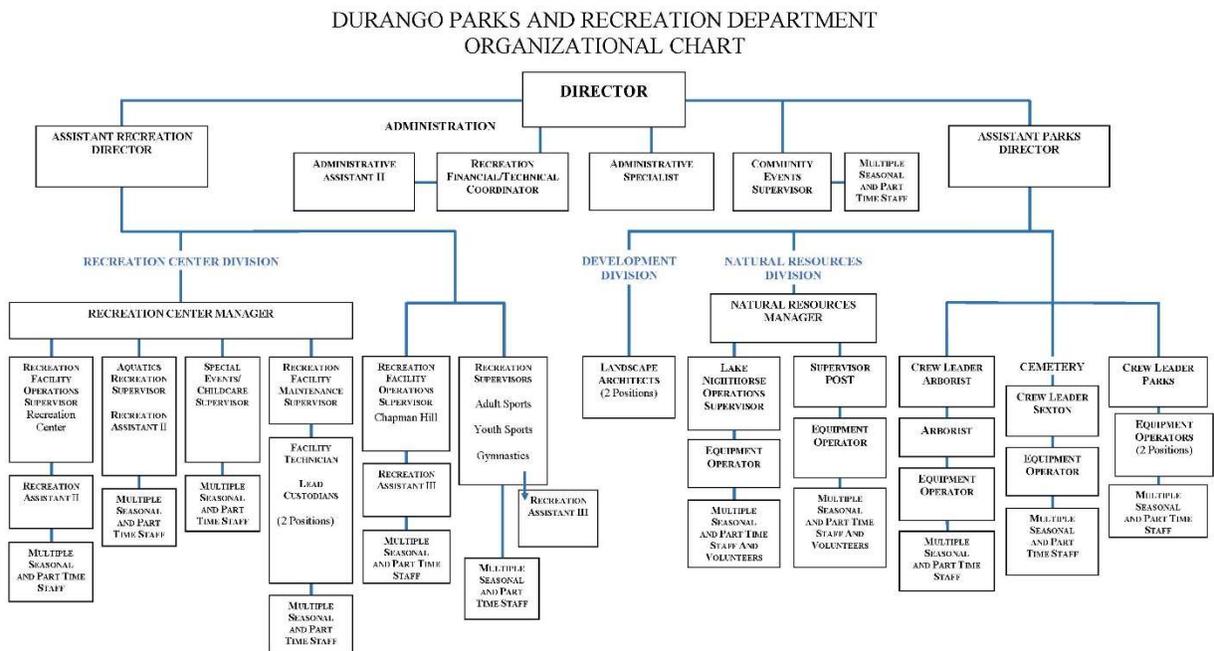


Figure 83 - Organizational Chart

7.1.7 PROCESSES

The Department has several plans, policies, and standard operating procedures in place. Some examples include the marketing plan, revenue and pricing plan, special events, sponsorship/donation/grant policy, strategic plan, operational agreements, partnerships, and park rules and regulations. Implementation processes demand well trained staff and require redundancies be in place to manage risk and limit liability.

Policies and processes are a major component to obtaining and retaining the CAPRA Accreditation. Providing high quality services and experiences, this Accreditation has helped the Department establish a credible and efficient means of achieving desired outcomes. These policies and procedures streamline operations and create quality service delivery. It is a significant commitment and requires the dedication of staff, oversight review, and teamwork within and across divisions to implement.

Currently, processes are in place for sharing marketing and communications among multiple positions for the Department. While this approach and process is successful, there is an opportunity to take customer engagement to the next level and develop impactful communication and awareness. As assets continue to be developed, the gap in marketing coordination will continue to grow as well. Improved marketing management will benefit recreation revenue generation, customer engagement, awareness, brand identity, telling the Department's story, and celebrating community for years to come.

7.1.8 TECHNOLOGY

The Department currently uses common software and technology in today's industry for registration (RecTrac & WebTrac), communications, operations, and reporting. It is important for staff to become proficient in the use of these devices and applications. It is also best practice to have an employee at the appropriate level be the in-house expert, conducting software orientation and training or facilitating a web-based training session with a company representative.

Technology development for devices and applications moves at a rapid pace. It requires focus on technology upgrades that increase productivity, cost efficiency, maximization of software components, and achieving outcomes to deliver on the Department mission. The staff stay informed on new and innovative technologies to solve problems and improve services. Two applications the Department should explore for greater efficiency and quality assurance are a social media/email blast scheduling software (E.g. Hootsuite & Constant Contact) and a customer service app (HAPPiFEET™ - www.keepphappifeet.com) respectively. Social Media post schedulers help with planned content that reinforces the brand, communicates upcoming events, recognizes milestone days in the development of the park system and fun posts on national days or contests. Customer service applications allow for instant customer feedback from any part of the system or during live programs and events as well.

7.1.9 RECOMMENDATIONS

In conclusion, the City of Durango has a strong Parks and Recreation Department poised and ready to lead quality of life initiatives and deliver leisure services to the community. To better position the Department for success moving forward, the following recommendations should be considered:

- Continue strong internal and external teamwork to achieve outcomes.
- Additional full-time staff is recommended in the areas of park maintenance, recreation services, and a marketing coordinator.
- Enhance branding and marketing to better tell the story of “enriching lives every day” to the community.

- Update the Durango Parks and Recreation Marketing Plan and develop a brand/style guide for the Department.
- Consider additional visual marketing with maps and videos for online and printing.
- Develop a strategic use of social media that is consistent across the Department.
- Develop partnership with the hotels, local businesses and tourism industry for cross promotion.
- Research and acquire social media post scheduling software and customer service app for instant feedback across the system.
- Continue to conduct salary studies to address wage compression and identify possible promotional opportunities to fill any gaps that develop
- Explore alternative funding sources for operations, existing facility improvements and capital development to achieve more sustainable dedicated funding.

7.2 MAINTENANCE REVIEW

The maintenance review seeks to reveal opportunities for process improvement and modification to make informed decisions and bring assets to their full life. This includes identifying opportunities where outsourcing aspects of maintenance operations may lead to efficiency, cost containment, and increased capacity to meet other demands whether they be immediate needs, asset preservation, projects or additional assets to preserve. The focus is on increasing efficiency within existing operations to expand the capacity and better manage the magnitude of responsibilities, which is particularly important when thinking about the total cost of ownership (TCO).

7.2.1 MANAGEMENT

The Department maintenance team has a very diverse skill set including strengths to manage project development, parks, open space, trails, cemeteries, and Lake Nighthorse Recreation Area. This gives them the ability to tackle routine maintenance and in-house projects, as well as the ability to respond to immediate needs. Currently, crews for cemeteries and parks overlap. This cross training to meet the outcomes, gives the maintenance team the ability to move forward in times when they are short-staffed. The staff are driven to meet the needs of the community and are responsive to the changes, aging infrastructure and facilities.

Staff are knowledgeable in turf management, landscaping, and irrigation systems from standards developed. The maintenance team has a history of great teamwork and willingness to be part of solutions requiring skilled staff involvement in projects, routine maintenance, emergency situations, special conditions, and even helping with recreation services.

One of the most pressing challenges impacting maintenance is the need for staff to grow commensurate with assets in the system. Current staffing levels impact follow up on attention to detail, adequate supervision, and leadership of part-time and seasonal staff. **Figure 84**, shows that maintenance and repair of older park facilities is highly supported by the survey responses. Despite these challenges, staff remain committed to meeting annually to establish goals and setting milestones to achieve the desired outcomes.

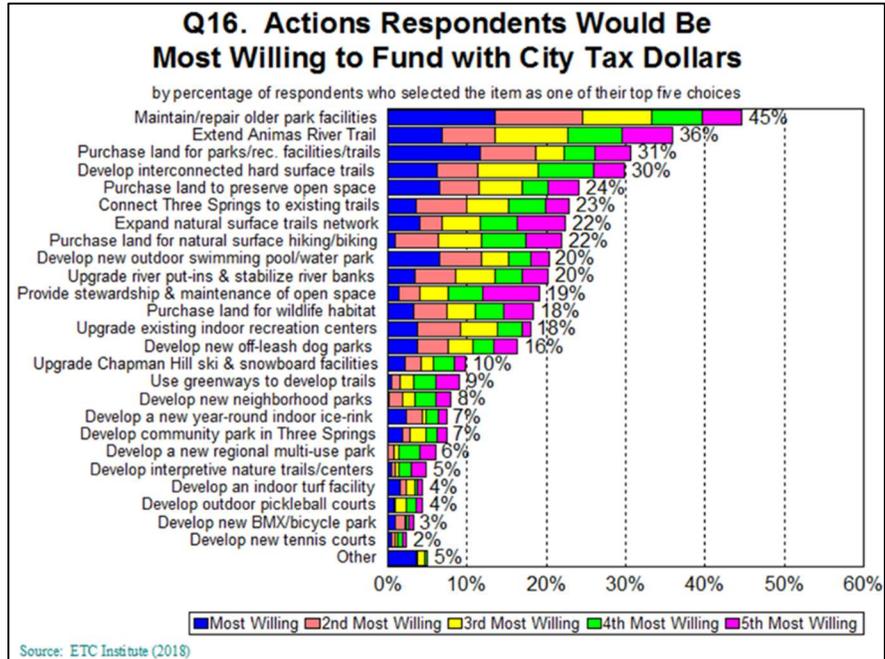


Figure 84: Actions survey respondents are most willing to support with city tax dollars

In addition, the maintenance facility located in the Greenmount Cemetery is lacking under roof storage to preserve equipment and extend the lifecycle replacement further out. This location drives the need for screening of the facility, equipment, and operations to be respectful of ceremonies celebrating the life of the deceased. There is also a lack of adequate personnel space to perform all aspects of the operation optimally. It was observed that the Department is in the process of alleviating some of these issues with a new facility that will provide much needed personnel space, allow the maintenance division to reallocate other existing spaces with modification, and create a better visual backdrop to ceremonies being conducted in the cemetery.



7.2.2 PROCESSES

The maintenance division has the mentality of high-quality and well-maintained facilities, with room for improvement. The teamwork and attitude of the maintenance team is a strength and should continue as the system evolves. The maintenance of the park system uses a set of standard procedures directing staff. These standards are a good baseline to achieving outcomes that preserve the quality of indoor and outdoor facilities. Scheduling tasks identified within the standards is an important component to efficient and effective operations. Weekly meetings to schedule the work, address immediate needs and anticipate challenges are in place and keep the focus during periods of heavy use in the system.

Currently, there is not a work order management system in place. This can leave staff feeling predominantly reactionary. An electronic work order system can help staff track workflow, workload, and report on work accomplished using metrics from key performance indicators. Tracking & scheduling things like routine maintenance, asset preservation, projects, costs, time, and salaries will provide valuable information that will help the Department tell its story. Even more, a work order system will lead to decreasing costs, reduction in response time, identifying the size and frequency of gaps, and increase morale among team members by reporting successes. **Figure 85** shows that investing in maintenance is supported.

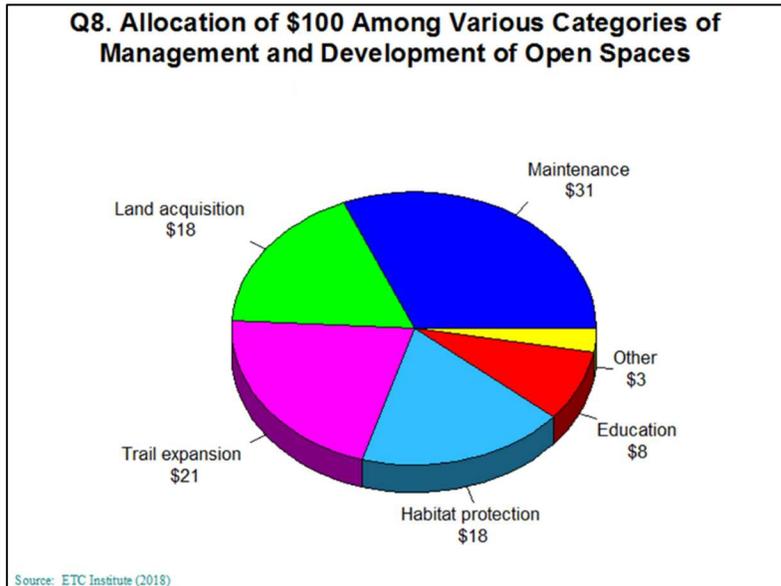


Figure 85: Allocation of \$100 among management categories

Not to mention, the work order system can help the Department better understand the cost of service and total cost of ownership. Ensuring accurate and timely information is a must with a work order system. It is best practice to have a person designated as data entry person for the work order system. This will in turn allow staff to accomplish more and report more. In some instances, staff have an administrative position assist with data entry and hire a part-time position to help during peak operations.

7.2.3 TECHNOLOGY

Technology currently has a place within maintenance operations, but not a work order system. Providing maintenance staff with technology that increases mobility and captures pertinent information about the efforts to maintain and preserve assets is very valuable. A web-based work order system (Dude Solutions and MainTrac) would also allow for identifying and tackling the most pressing issues impacting the system in real time. This is most important during peak season when the park system is more heavily used with seasonal facilities open and operating.

The system is not capable of meeting all the needs of the Department specifically notification in the field. Researching other applications to field-notify in real-time and track key performance indicators including response time, costs associated with the ticket, and reporting could improve efficiencies and develop an understanding of the cost of service in operations. In addition, the Department has an inspection report system in place for playgrounds.

These are conducted monthly to ensure the safety and enjoyment of these amenities. This also requires well trained staff and redundancies in place to achieve the desired outcomes. An example of applied technology would be the ability to use a tablet for fillable forms when conducting playground safety inspections and save the report to the server in real time. This could also be applied to other Department inspections such as open spaces, parks, ADA, and immediate needs.

7.2.4 EQUIPMENT

Currently, the City conducts regular training on equipment operation and safety. In addition, routine maintenance is conducted on equipment to ensure the safe use and reliability of vehicles and equipment. The City also has a lifecycle replacement schedule for vehicles and equipment. These schedules are more than assigning a date to replace, it also includes a deeper understanding of the equipment, its useful life and regular monitoring to see if replacement dates can be extended.

In many instances there is a dialogue between fleet mechanics and the Department about use, dependability based on scheduled maintenance, and recorded repairs takes place and is justification for extending replacement. These best practices help to ensure that the staff have the right equipment available at the right time to achieve the results for the community. A lifecycle replacement schedule for indoor and outdoor facilities was not observed as part of this review. If one is in place, it is important to update the schedule as new assets are added. If one is not in place, it is recommended to have one.

7.2.5 RECOMMENDATIONS

In conclusion, the City of Durango has strong Parks and Recreation maintenance staff with developed skills and drive to keep the quality of the system safe, clean and well-maintained. To better position the maintenance division for success moving forward, the following recommendations should be considered:

- Complete the development of a better parks maintenance facility including adequate personnel spaces, storage, and screening as the system evolves and grows.
- Research and implement a web-based work order management system keep to make better data driven decisions.
- Continue to update and improve inventories within operations and maintenance.
- Increase mobility with technology and fillable forms when on-site to help increase efficiency and effectiveness.
- Consider feasibility of satellite facilities to support the maintenance hub needs in key locations for easy access and maintenance
- Develop facility maintenance plans that address the unique challenges each poses outside of documented routine maintenance.
- Consider specialized dedicated facilities for major sustainable functions in recreation to free up spaces for operational needs.
- Continue strong internal and external teamwork to achieve outcomes.
- Include operations and maintenance staff in programming discussions or debriefings to gain perspectives from all facets of operations helping to implement programs and events.
- Continue the intentional efforts to include staff, when possible, in discussions and responsibilities above their current position.
- Develop existing staff through a succession plan to replace institutional knowledge as tenured staff retire.
- Additional staffing needs exist within the division for full-time staff to help with assets being added into the system.
- An administrative staff person would help with development of a work order system, data collection, data entry and reporting successes from key performance measures.

CHAPTER EIGHT – FINANCIAL ANALYSIS

8.1 CAPITAL IMPROVEMENT PLAN

The Durango community has been extremely supportive of the Department over the years as is reflected in the dedicated funding sources (i.e. Half Cent Sales and Use Tax and Quarter Cent Sales and Use Tax) that exist. Details of these are provided in Section 8.2 to follow. These dedicated taxes have provided resources for the Department to fund the construction, operations, maintenance of active and passive parks, trails, and recreation / open space offerings.

This Master Plan provides a summary of possible capital improvement projects that have been identified through an in-depth community input driven process for future funding consideration. This list of projects will evolve over time as circumstances change resulting in some projects not being fully implemented during the 10-year planning horizon of the Master Plan and other new projects elevating in priority for implementation.

Documenting this list of possible capital projects is important to assure the community that their vision and needs for future Parks and Recreation amenities have been heard by elected or appointed officials, City staff, and possible funding partners. The list of possible capital improvement projects is routinely evaluated and identified as a probable project when included in the five-year Strategic Plan. The annual Capital Improvement Program (CIP) identifies the projects that are included in the adopted yearly budget and scheduled to happen.

In summary, capital projects are identified in Parks and Recreation planning documents as follows:

- Master Plan = Possible (Visionary - Long Term: 6 years+)
- Strategic Plan = Probable (Short Term: Within 5 years)
- Annual Budget = Happening (Immediate Term: Year to Year)

A key element of this plan is to clarify the process to prioritize the spending on the various capital improvement items (CIP) and help provide the City with an implementation framework. To achieve that, the Consulting Team developed the following sequenced process to assist the City with future decision making on funding capital projects:

Step 1: Determine Type of Project

Each individual project in the CIP was assigned to a ‘Type of Project’ from the list below.

- New Trails, Trailheads and Connectors
- Trail Upgrades
- River Access / Recreation
- Park Improvements
- New Park Development
- Recreation Center Expansion or New Development
- Recreation Amenities
- Plan Development

Step 2: Determine a rationale for inclusion for each one

For each type of project, the Consulting Team assigned a rationale for inclusion

- High Priority Ranking - per the Priority Rankings developed in Section 4.4 as a combination of Unmet Needs, Importance (from statistically valid survey) and Consultant Evaluation.
- Future Trends - per Trends Section and Consulting Team's Operational Experience.
- Underserved Level of Service - per the Level of Service Matrix in Section 4.2 particularly in evaluating the offerings against the County population which is the true reflection of the population served.
- Community Values - per the community input process and staff's understanding of the same.
- Strategic Priorities - per the community input and staff visioning process.

Step 3: Set Implementation Timelines

The Parks and Recreation Department updates the Strategic Plan annually through a public engagement process involving the Parks and Recreation Advisory Board, Natural Lands Preservation Advisory Board, Multimodal Advisory Board, and the community. Capital Improvement Projects are assigned a timeline for inclusion in the five-year Strategic Plan that is determined by the public engagement process and available funding.

Based upon the community findings and subsequent analysis, the Consulting Team identified the following capital projects to be initiated within the next five to ten years using the available dedicated funding sources:

- Trail connectivity with linking the Animas River Trail to the existing SMART 160 Trail in Grandview
- Lake Nighthorse Recreation Area phased development
- Durango Mesa Park phased development
- Community Recreation Center expansion and/or development of a new facility in Three Springs based upon future community dialogue
- Three Springs Community Park phased development, including the addition of dedicated outdoor pickleball courts

Below is a list of future Capital Improvement Projects (CIP). The total of all projects is currently estimated at \$332,472,880. *Note: this is a living document and that items in this list can and will change as conditions evolve.*

8.1.1 NEW PARK DEVELOPMENT

Project	Type of Project	Rationale for Inclusion	Estimated Cost
Durango Mesa Park Development	New Park Development	Strategic Priorities	\$ 105,581,880
Cundiff Park Development	New Park Development	Community Values	\$ 4,600,000
New Neighborhood Park	New Park Development	Underserved Level of Service	\$ 4,000,000
Holly Park Development	New Park Development	Community Values	\$ 600,000
Community Park in Three Springs	New Park Development	Underserved Level of Service	\$ 38,000,000
Total New Park Development			\$ 152,781,880

8.1.2 NEW TRAILS, TRAILHEADS AND CONNECTORS

Project	Type of Project	Rationale for Inclusion	Estimated Cost
ART - Greenway Acquisitions	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 6,774,000
Downtown across Camino del Rio to ART	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 4,300,000
Twin Buttes Trailhead	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 400,000
ART - Memorial Park to Animas City Park Overpass	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 3,400,000
ART - Rank Park to Demon Bridge Trail	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 1,300,000
Central Business District Park Trail	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 800,000
Goeglein Gulch to FLC Trail	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 887,000
Hillcrest Trail	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 1,300,000
Dalla Mountain Park Trailhead	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 500,000
Animas City Mountain Trailhead	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 500,000
Escalante to Sale Barn Underpass	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 6,300,000
SMART 160 Trail East Construction	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 2,100,000
Santa Rita Park to Goeglein Trail	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 3,300,000
Riverview to Holly Avenue Trail	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 1,125,000
Three Springs Water Tank Trailhead	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 200,000
SMART 160 Trail West Construction	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 17,000,000
ART - Oxbow Park to Romad Trail	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 1,200,000
4th Street to Whitewater Park Trail Overpass	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 4,500,000
Junction Creek to Recreation Center Trail Underpass	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 4,300,000
La Posta Trail Development	New Trails, Trailheads and Connectors	High Priority Ranking	\$ 2,000,000
Total New Trails, Trailheads and Connectors			\$ 62,186,000

8.1.3 PARK IMPROVEMENTS

Project	Type of Project	Rationale for Inclusion	Estimated Cost
Community Forest Management Plan	Park Improvements	Strategic Priorities	\$ 1,200,000
Natural Lands Preservation and Stewardship	Park Improvements	Strategic Priorities	\$ 5,000,000
Park, Open Space and Trail System Upgrades	Park Improvements	Community Values	\$ 6,875,000
Santa Rita Park (dedicated funding portion)	Park Improvements	High Priority Ranking	\$ 3,200,000
Chapman Hill Ski Hill Improvements	Park Improvements	Community Values	\$ 2,250,000
Mason Center Park Improvements/Building removal	Park Improvements	Strategic Priorities	\$ 500,000
Chapman Hill Parking Lot	Park Improvements	Strategic Priorities	\$ 650,000
Total Park Improvements			\$ 19,675,000

8.1.4 RECREATION AMENITIES

Project	Type of Project	Rationale for Inclusion	Estimated Cost
Recreation Facility Upgrades	Recreation Amenities	Community Values	\$ 4,000,000
Outdoor Lighted Pickleball Courts in Three Springs	Recreation Amenities	Future Trends	\$ 1,000,000
Central Business District Park Plaza	Recreation Amenities	Strategic Priorities	\$ 1,560,000
Chapman Hill Year Round Ice Rink	Recreation Amenities	Strategic Priorities	\$ 10,000,000
Total Recreation Amenities			\$ 16,560,000

8.1.5 RECREATION CENTER EXPANSION OR NEW DEVELOPMENT

Project	Type of Project	Rationale for Inclusion	Estimated Cost
Recreation Center Expansion	Recreation Center Expansion or New Development	Underserved Level of Service	\$ 7,000,000
New Recreation Center	Recreation Center Expansion or New Development	Underserved Level of Service	\$ 45,000,000
Indoor Fieldhouse Development	Recreation Center Expansion or New Development	Future Trends	\$ 10,000,000
Total Recreation Center Expansion or New Development			\$ 62,000,000

8.1.6 RIVER ACCESS/RECREATION

Project	Type of Project	Rationale for Inclusion	Estimated Cost
Animas River Management Plan	River Access / Recreation	Strategic Priorities	\$ 5,600,000
Lake Nighthorse Recreation	River Access / Recreation	High Priority Ranking	\$ 4,320,000
33rd Street River Access	River Access / Recreation	High Priority Ranking	\$ 1,300,000
Santa Rita Park River Access	River Access / Recreation	High Priority Ranking	\$ 1,900,000
29th Street River Access	River Access / Recreation	High Priority Ranking	\$ 800,000
Total River Access / Recreation			\$ 13,920,000

8.1.7 TRAIL UPGRADE

Project	Type of Project	Rationale for Inclusion	Estimated Cost
ART - Santa Rita Park to CR 210 Trail	Trail Upgrades	High Priority Ranking	\$ 1,700,000
ART - Santa Rita Park to Albertsons Trail	Trail Upgrades	High Priority Ranking	\$ 1,500,000
ART - Demon Bridge to 29th St. Trail	Trail Upgrades	High Priority Ranking	\$ 1,500,000
5th Avenue to Santa Rita Park Trail	Trail Upgrades	High Priority Ranking	\$ 650,000
Total Trail Upgrades			\$ 5,350,000
GRAND TOTAL FUTURE CAPITAL PROJECTS			\$ 332,472,880

8.2 FUNDING AND REVENUE STRATEGIES

The 2010 Parks, Open Space, Trails and Recreation Master Plan recommended full utilization of available funding sources for the preservation and stewardship of natural lands and the development and maintenance of parks, trails and recreation facilities. Since adoption of the 2010 Plan, the City has reaffirmed and reauthorized its local funding sources. The City has also been successful in establishing local funding sources and leveraging these funds with grant funds to protect valued open space and natural lands around the community as well as develop new parks, trails, and recreation facilities. Other additional funding partners are imperative if the City is to create enough “buying power” to continue to expand the Parks and Recreation system.

The City has been successful applying for grants to develop the City’s Parks and Recreation system, having received over \$17.5 million in grant commitments since 2002. Effectively funding the development of future parks and trails should be considered one of the most important aspects of the Capital Improvement Program. The City’s land use development requirements have been an effective tool for developing parks and the hard surface trail system, with new development accommodating and participating financially in the construction of new parks and trail sections planned within their development.

Volunteer support from the community is another critical component of the successful development and maintenance of the natural surface trails system. Even with strong partnerships and developer commitments, the City’s funding sources are insufficient to keep pace with the demand for a timely expansion of the community’s trail system.

The City must continue its efforts to leverage funding sources if it hopes to develop its Parks and Recreation system in a timely manner.

CITY OF DURANGO FUNDING

The 2010 Parks, Open Space, Trails and Recreation Master Plan recommended full utilization of available funding sources for development and preservation projects. Since adoption of the 2010 Parks, Open Space, Trails and Recreation Master Plan, the City has expanded its local funding sources:

8.2.1 DEDICATED SALES TAX FUNDING

Two separate sales tax measures have been approved by the citizens of Durango that can be used in developing the City’s Parks and Recreation system and have been referenced throughout this Plan as the Parks and Recreation sales tax. They include:

1. **Half Cent Sales and Use Tax:** In 2015, City residents reauthorized a one-half of one percent sales and use tax (one-half penny of every dollar spent) originally approved in 1999 to fund the cost of construction, operations or maintenance of recreation facilities, parks, trails, pedestrian and bicycle improvements, maintenance facilities used by the Parks and Recreation Department, and the urban forest. This tax sunsets in 2039.
This fund has been successfully used to develop and maintain the Durango Community Recreation Center, Durango Gymnastics, the SMART 160 Trail, and extension of the Animas River Trail.
2. **Quarter Cent Sales and Use Tax (Open Space, Parks and Trails Fund):** In 2005 City residents approved a second ballot measure to provide one-quarter penny of every dollar spent to be used to finance the preservation, acquisition, and maintenance of natural lands including but not limited to, land to preserve water quality in rivers and streams, wildlife habitat, land for hiking and biking, and the creation or maintenance of parks and trails. This tax sunsets in 2026. This

funding source has allowed for significant non-greenway acquisitions to occur including the Dalla Mountain Park, Overend Mountain Park, the Cliff Rock parcel, and land in Horse Gulch as well as the development of parks including Smith Sports Complex and Durango Softball Complex at Fort Lewis College and trails.

Prior to the sunset of the 2015 Half Cent Sales and Use Tax and the 2005 Quarter Cent Sales and Use Tax (Open Space, Parks and Trails Fund), the City should ask voters to permanently continue the dedicated funding source. An additional and viable source of funds that the City utilizes is the Great Outdoors Colorado (GOCO) and the Colorado Department of Transportation grant programs.

These dedicated Sales and Use Tax funds have allowed for significant segments of the hard surface trail system to be constructed including the Animas River Trail and SMART 160 Trail as well as the development of new parks and preservation of natural lands.

OTHER SOURCES

Other State and Federal sources provide viable funding in support of park and trail development projects including:

- Federal grants administered by the Colorado Department of Transportation
- Great Outdoors Colorado grants
- Colorado Parks and Wildlife grants
- Colorado Department of Local Affairs grants

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that enhance the park and recreational experience in exchange for payments to help reduce operating costs. These can range from restaurants to full management of recreation attractions. E.g. At Durango Mesa Park or Lake Nighthorse Recreation Area.

8.2.2 SPONSORSHIPS, CROWDFUNDING AND NAMING RIGHTS

Corporate Sponsorships - Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Typically, sponsorships are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities and these can be viable especially for signature parks such as Lake Nighthorse, Durango Mesa Park or its amenities as they are developed.

Identifying sponsorable value of advertising at the Durango Community Recreation Center, Chapman Hill and other amenities, programs or special events in Durango parks/facilities, trails to help support operational costs.

- Example: Charleston County Parks and Recreation (<http://www.ccprc.com/index.aspx?NID=5>) has well established frameworks for sustained sponsorship opportunities by providing packaged choices of offerings
- City of Santa Barbara (http://www.santabarbaraca.gov/gov/depts/parksrec/recreation/sponsor_opportunities.asp).

Crowdfunding - A fairly new web-based source that aggregates funds from a group of people who are willing to support a specific project, be it program related, or facility related. Some sites that successfully do this are www.kickstarter.org, www.razoo.com, etc. In addition, NRPA has its own crowdfunding platform www.fundyourpark.org that Durango can apply to with a specific project.



Partnerships - Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a city department, or a private business and a city agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner. This could be an avenue to consider if the city decides to develop a new recreation center.

Example: A relevant example includes the Muskingum Recreation Center that is being developed in Zanesville, Ohio. This is a partnership between the Muskingum County Community Foundation (MCCF), the Muskingum Family Y (MFY), Genesis HealthCare System, and Ohio University Zanesville (OUZ) (<http://www.muskingumrecreationcenter.org/>).



Corporate Naming Rights: In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events.



Park Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park.

Permit Fees: This fee is incorporated for exclusive reservation for picnic shelters, sports fields, special events, and competition tournaments by other organizations. Permit fees include a base fee for all direct and indirect costs for the Department to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for the Department for these special use areas. These dollars could be applied to the Park Revolving Fund to help support park improvements.

8.2.3 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities. The Department might consider trying to raise the money

privately for the development of major facilities similar to what it successfully achieved with Durango Mesa Park.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities.

Nonprofit Organizations: Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

- **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park. These Park Conservancy’s or Friends Groups are a major funding source for parks in the United States and should be considered for Durango’s parks and recreation facilities.

8.2.4 VOLUNTEER SOURCES

Volunteerism - The revenue source is an indirect revenue source as persons donate time to assist the Department in providing a product or service on an hourly basis. This reduces the city’s cost in providing the service plus it builds advocacy into the system and Durango has done a great job in leveraging local support for its trails and open spaces in particular.

- **Example:** The City of San José Parks, Recreation and Neighborhood Services has leveraged a very unique volunteer relationship by utilizing graduates from The Harvard Business School to identify potential sponsorship value of its inventory and craft a compelling message for potential sponsors - all on a pro-bono basis (http://www.hbsanc.org/cp_home.html?aid=1142). There could be potential opportunities of this sort with any of the educational institutions, including Mira Costa College, Palomar Community College, or University of California San Diego.

Adopt-an-Area of a Park or a Park: In this approach, local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park.

Adopt-a-Trail: This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.



Community Service Workers: Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work.

CHAPTER NINE – STRATEGIC ACTION PLAN

9.1 VISION

To be the reason why people want to be in Durango.

9.2 MISSION

Enrich lives every day.

9.3 CORE VALUES

- Service Excellence
- High Quality Offerings
- Innovation (+Fun)
- Health and Wellness
- Sustainability (Environmental + Fiscal)

9.4 RECOMMENDATIONS

9.4.1 BIG MOVES

- Connect trails (SMART 160 East and West, Animas River Trail)
- Sustained dedicated funding
- Implement Durango Mesa Park Plan
- Enhance branding and marketing and telling the Parks and Recreation Department story to the community
- Address aging facilities and infrastructure
- New parks and recreation facilities
- Existing Recreation Center expansion or build a new multi-use recreation facility
- Continue to seek alternative funding for new development, operational funds, capital projects
- Maintain and upgrade existing facilities
- Continue to develop and enhance Lake Nighthorse Recreation Area

9.4.2 OPERATIONS AND MAINTENANCE

- Ensure adequate funding for staffing and maintenance for new development
- Involve maintenance and operational staff in planning new parks and facilities
- Incorporate adaptive management and be flexible with existing facilities' use
- Be innovative and forward thinking in design
- Follow best practices with written documentation, SOPs etc.
- Institute a web-based work order asset management system
- Develop facility maintenance management plans
- Improved maintenance hubs and satellite sites systemwide e.g. Lake Nighthorse
- Maintain dedicated funding for existing facility improvements
- Ensure replacement funds for upkeep of older and outdated equipment
- Secure partnership opportunities to leverage dollars and efficiencies
- Maintain appropriate staffing, provide training and fair compensation
- Create specialized facilities for childcare, etc. to free up dedicated space for operations and maintenance
- Provide an effective work space environment
- Build a maintenance and replacement schedule for equipment, facility infrastructure, etc.

- Ensure succession planning/training and cross training for staff
- Maintain effective inventory management system

9.4.3 PROGRAMS

- Build a Program Plan that drives development phases for Three Springs Community Park
- Offer new recreation programs (e.g. Fitness program, Lifeskills programs, eSports / eGaming, alternative wellness gardens etc.)

9.4.4 MARKETING AND BRANDING

- Update website for online registration, memberships etc.
- Branding guidelines and consistency
- Partnering with others to help promote the website for offerings, etc. for visitors
- Interactive map of parks, trails and open space
- Better post registration communication
- Develop an App for the Department (HAPPiFEET)
- Enhance marketing of sponsorship opportunities
- Raise awareness with consistent, educational signage at parks and open spaces

9.4.5 PARKS, FACILITIES, TRAILS AND OPEN SPACE

- Parks/Trails - Access and expand amenities at Lake Nighthorse Recreation Area
- Trails - Expand natural surface trails with partners and City staff
- Trails - Enhance signage and stewardship
- Hard Surface Trails - Complete Animas River Trail and SMART 160 Trail East and West
- Open Space - Identify and secure potential acquisitions for open space
- Open Space - Stewardship and maintenance of existing open space

APPENDIX A –CORE VS. CASUAL PARTICIPATION TRENDS GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
Golf (9 or 18-Hole Course)	24,720	100%	23,829	100%	N/A	100%	N/A	N/A
Basketball	23,669	100%	23,401	100%	24,225	100%	2.3%	3.5%
<i>Casual (1-12 times)</i>	6,998	30%	8,546	37%	9,335	39%	33.4%	9.2%
<i>Core(13+ times)</i>	16,671	70%	14,856	63%	14,890	61%	-10.7%	0.2%
Tennis	17,678	100%	17,683	100%	17,841	100%	0.9%	0.9%
Baseball	13,284	100%	15,642	100%	15,877	100%	19.5%	1.5%
<i>Casual (1-12 times)</i>	4,201	32%	6,405	41%	6,563	41%	56.2%	2.5%
<i>Core (13+ times)</i>	9,083	68%	9,238	59%	9,314	59%	2.5%	0.8%
Soccer (Outdoor)	12,726	100%	11,924	100%	11,405	100%	-10.4%	-4.4%
<i>Casual (1-25 times)</i>	6,532	51%	6,665	56%	6,430	56%	-1.6%	-3.5%
<i>Core (26+ times)</i>	6,194	49%	5,259	44%	4,975	44%	-19.7%	-5.4%
Softball (Slow Pitch)	6,868	100%	7,283	100%	7,386	100%	7.5%	1.4%
<i>Casual (1-12 times)</i>	2,685	39%	3,060	42%	3,281	44%	22.2%	7.2%
<i>Core(13+ times)</i>	4,183	61%	4,223	58%	4,105	56%	-1.9%	-2.8%
Badminton	7,150	100%	6,430	100%	6,337	100%	-11.4%	-1.4%
<i>Casual (1-12 times)</i>	4,834	68%	4,564	71%	4,555	72%	-5.8%	-0.2%
<i>Core(13+ times)</i>	2,316	32%	1,867	29%	1,782	28%	-23.1%	-4.6%
Volleyball (Court)	6,433	100%	6,317	100%	6,317	100%	-1.8%	0.0%
<i>Casual (1-12 times)</i>	2,715	42%	2,939	47%	2,867	45%	5.6%	-2.4%
<i>Core(13+ times)</i>	3,718	58%	3,378	53%	3,450	55%	-7.2%	2.1%
Football, Flag	5,610	100%	6,551	100%	6,572	100%	17.1%	0.3%
<i>Casual (1-12 times)</i>	2,813	50%	3,572	55%	3,573	54%	27.0%	0.0%
<i>Core(13+ times)</i>	2,797	50%	2,979	45%	2,999	46%	7.2%	0.7%
<i>Core Age 6 to 17 (13+ times)</i>	1,363	50%	1,565	55%	1,578	54%	15.8%	0.8%
Football, Touch	7,140	100%	5,629	100%	5,517	100%	-22.7%	-2.0%
<i>Casual (1-12 times)</i>	3,952	55%	3,332	59%	3,313	60%	-16.2%	-0.6%
<i>Core(13+ times)</i>	3,188	45%	2,297	41%	2,204	40%	-30.9%	-4.0%
Volleyball (Sand/Beach)	4,769	100%	4,947	100%	4,770	100%	0.0%	-3.6%
<i>Casual (1-12 times)</i>	3,261	68%	3,544	72%	3,261	68%	0.0%	-8.0%
<i>Core(13+ times)</i>	1,509	32%	1,403	28%	1,509	32%	0.0%	7.6%
Football, Tackle	6,165	100%	5,224	100%	5,157	100%	-16.4%	-1.3%
<i>Casual (1-25 times)</i>	2,601	42%	2,145	41%	2,258	44%	-13.2%	5.3%
<i>Core(26+ times)</i>	3,564	58%	3,078	59%	2,898	56%	-18.7%	-5.8%
<i>Core Age 6 to 17 (26+ times)</i>	2,586	42%	2,427	41%	2,353	44%	-9.0%	-3.0%
Gymnastics	4,972	100%	4,805	100%	4,770	100%	-4.1%	-0.7%
<i>Casual (1-49 times)</i>	3,209	65%	3,139	65%	3,047	64%	-5.0%	-2.9%
<i>Core(50+ times)</i>	1,763	35%	1,666	35%	1,723	36%	-2.3%	3.4%
Soccer (Indoor)	4,803	100%	5,399	100%	5,233	100%	9.0%	-3.1%
<i>Casual (1-12 times)</i>	1,967	41%	2,657	49%	2,452	47%	24.7%	-7.7%
<i>Core(13+ times)</i>	2,836	59%	2,742	51%	2,782	53%	-1.9%	1.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
Track and Field	4,071	100%	4,161	100%	4,143	100%	1.8%	-0.4%
<i>Casual (1-25 times)</i>	1,808	44%	2,040	49%	2,071	50%	14.5%	1.5%
<i>Core(26+ times)</i>	2,263	56%	2,121	51%	2,072	50%	-8.4%	-2.3%
Cheerleading	3,235	100%	3,816	100%	3,841	100%	18.7%	0.7%
<i>Casual (1-25 times)</i>	1,669	52%	2,164	57%	2,039	53%	22.2%	-5.8%
<i>Core(26+ times)</i>	1,566	48%	1,653	43%	1,802	47%	15.1%	9.0%
Ultimate Frisbee	5,077	100%	3,126	100%	2,710	100%	-46.6%	-13.3%
<i>Casual (1-12 times)</i>	3,715	73%	2,270	73%	1,852	68%	-50.1%	-18.4%
<i>Core(13+ times)</i>	1,363	27%	856	27%	858	32%	-37.1%	0.2%
Racquetball	3,824	100%	3,526	100%	3,480	100%	-9.0%	-1.3%
<i>Casual (1-12 times)</i>	2,569	67%	2,451	70%	2,407	69%	-6.3%	-1.8%
<i>Core(13+ times)</i>	1,255	33%	1,075	30%	1,073	31%	-14.5%	-0.2%
Pickleball	N/A	100%	3,132	100%	3,301	100%	N/A	5.4%
Ice Hockey	2,393	100%	2,544	100%	2,447	100%	2.3%	-3.8%
<i>Casual (1-12 times)</i>	1,093	46%	1,227	48%	1,105	45%	1.1%	-9.9%
<i>Core(13+ times)</i>	1,300	54%	1,317	52%	1,342	55%	3.2%	1.9%
Softball (Fast Pitch)	2,498	100%	2,309	100%	2,303	100%	-7.8%	-0.3%
<i>Casual (1-25 times)</i>	1,117	45%	1,077	47%	1,084	47%	-3.0%	0.6%
<i>Core(26+ times)</i>	1,381	55%	1,232	53%	1,219	53%	-11.7%	-1.1%
Lacrosse	1,813	100%	2,171	100%	2,098	100%	15.7%	-3.4%
<i>Casual (1-12 times)</i>	914	50%	1,142	53%	1,036	49%	13.3%	-9.3%
<i>Core(13+ times)</i>	899	50%	1,030	47%	1,061	51%	18.0%	3.0%
Roller Hockey	1,298	100%	1,834	100%	1,734	100%	33.6%	-5.5%
<i>Casual (1-12 times)</i>	841	65%	1,419	77%	1,296	75%	54.1%	-8.7%
<i>Core(13+ times)</i>	457	35%	415	23%	437	25%	-4.4%	5.3%
Wrestling	1,829	100%	1,896	100%	1,908	100%	4.3%	0.6%
<i>Casual (1-25 times)</i>	948	52%	1,179	62%	1,160	61%	22.4%	-1.6%
<i>Core(26+ times)</i>	881	48%	717	38%	748	39%	-15.1%	4.3%
Rugby	1,183	100%	1,621	100%	1,560	100%	31.9%	-3.8%
<i>Casual (1-7 times)</i>	756	64%	1,097	68%	998	64%	32.0%	-9.0%
<i>Core(8+ times)</i>	427	36%	524	32%	562	36%	31.6%	7.3%
Squash	1,414	100%	1,492	100%	1,285	100%	-9.1%	-13.9%
<i>Casual (1-7 times)</i>	1,082	77%	1,044	70%	796	62%	-26.4%	-23.8%
<i>Core(8+ times)</i>	332	23%	447	30%	489	38%	47.3%	9.4%
Field Hockey		100%	1,596	100%		100%	#DIV/0!	-100.0%
<i>Casual (1-7 times)</i>		#DIV/0!	897	56%		#DIV/0!	#DIV/0!	-100.0%
<i>Core(8+ times)</i>		#DIV/0!	700	44%		#DIV/0!	#DIV/0!	-100.0%
Boxing for Competition	1,134	100%	1,368	100%	1,310	100%	15.5%	-4.2%
<i>Casual (1-12 times)</i>	982	87%	1,168	85%	1,118	85%	13.8%	-4.3%
<i>Core(13+ times)</i>	152	13%	199	15%	192	15%	26.3%	-3.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	117,351	100%	110,805	100%	111,001	100%	-5.4%	0.2%
<i>Casual (1-49 times)</i>	37,538	32%	35,326	32%	36,139	33%	-3.7%	2.3%
<i>Core(50+ times)</i>	79,813	68%	75,479	68%	74,862	67%	-6.2%	-0.8%
Treadmill	48,166	100%	52,966	100%	53,737	100%	11.6%	1.5%
<i>Casual (1-49 times)</i>	21,747	45%	24,444	46%	25,826	48%	18.8%	5.7%
<i>Core(50+ times)</i>	26,419	55%	28,523	54%	27,911	52%	5.6%	-2.1%
Free Weights (Dumbbells/Hand Weights)	58,267	100%	52,217	100%	51,291	100%	-12.0%	-1.8%
<i>Casual (1-49 times)</i>	18,891	32%	18,866	36%	18,702	36%	-1.0%	-0.9%
<i>Core(50+ times)</i>	39,376	68%	33,351	64%	32,589	64%	-17.2%	-2.3%
Running/Jogging	54,188	100%	50,770	100%	49,459	100%	-8.7%	-2.6%
<i>Casual (1-49 times)</i>	24,345	45%	24,004	47%	24,399	49%	0.2%	1.6%
<i>Core(50+ times)</i>	29,843	55%	26,766	53%	25,061	51%	-16.0%	-6.4%
Stationary Cycling (Recumbent/Upright)	35,247	100%	36,035	100%	36,668	100%	4.0%	1.8%
<i>Casual (1-49 times)</i>	18,311	52%	18,447	51%	19,282	53%	5.3%	4.5%
<i>Core(50+ times)</i>	16,936	48%	17,588	49%	17,387	47%	2.7%	-1.1%
Weight/Resistant Machines	36,267	100%	36,291	100%	36,372	100%	0.3%	0.2%
<i>Casual (1-49 times)</i>	14,857	41%	14,496	40%	14,893	41%	0.2%	2.7%
<i>Core(50+ times)</i>	21,410	59%	21,795	60%	21,479	59%	0.3%	-1.4%
Stretching	N/A	N/A	33,195	100%	N/A	N/A	N/A	N/A
<i>Casual (1-49 times)</i>	N/A	N/A	10,095	30%	N/A	N/A	N/A	N/A
<i>Core(50+ times)</i>	N/A	N/A	23,100	70%	N/A	N/A	N/A	N/A
Elliptical Motion Trainer*	30,410	100%	32,283	100%	33,238	100%	9.3%	3.0%
<i>Casual (1-49 times)</i>	14,770	49%	15,854	49%	16,889	51%	14.3%	6.5%
<i>Core(50+ times)</i>	15,640	51%	16,430	51%	16,349	49%	4.5%	-0.5%
Free Weights (Barbells)	25,641	100%	27,444	100%	27,834	100%	8.6%	1.4%
<i>Casual (1-49 times)</i>	9,613	37%	10,868	40%	11,355	41%	18.1%	4.5%
<i>Core(50+ times)</i>	16,028	63%	16,576	60%	16,479	59%	2.8%	-0.6%
Yoga	24,310	100%	27,354	100%	28,745	100%	18.2%	5.1%
<i>Casual (1-49 times)</i>	14,129	58%	16,454	60%	17,553	61%	24.2%	6.7%
<i>Core(50+ times)</i>	10,182	42%	10,900	40%	11,193	39%	9.9%	2.7%
Calisthenics/Bodyweight Exercise	N/A	N/A	24,454	100%	24,183	100%	N/A	-1.1%
<i>Casual (1-49 times)</i>	N/A	N/A	10,095	41%	9,674	40%	N/A	-4.2%
<i>Core(50+ times)</i>	N/A	N/A	14,359	59%	14,509	60%	N/A	1.0%
Choreographed Exercise	N/A	N/A	22,616	100%	22,391	100%	N/A	-1.0%
<i>Casual (1-49 times)</i>	N/A	N/A	14,867	66%	14,503	65%	N/A	-2.4%
<i>Core(50+ times)</i>	N/A	N/A	7,748	34%	7,888	35%	N/A	1.8%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact)	17,323	100%	21,476	100%	21,611	100%	24.8%	0.6%
<i>Casual (1-49 times)</i>	8,986	52%	12,105	56%	11,828	55%	31.6%	-2.3%
<i>Core(50+ times)</i>	8,337	48%	9,370	44%	9,783	45%	17.3%	4.4%
Stair Climbing Machine	12,642	100%	14,948	100%	15,025	100%	18.8%	0.5%
<i>Casual (1-49 times)</i>	7,365	58%	9,501	64%	9,643	64%	30.9%	1.5%
<i>Core(50+ times)</i>	5,277	42%	5,447	36%	5,382	36%	2.0%	-1.2%
Cross-Training Style Workout	N/A	100%	13,622	100%	13,338	100%	N/A	-2.1%
<i>Casual (1-49 times)</i>	N/A	N/A	6,890	51%	6,594	49%	N/A	-4.3%
<i>Core(50+ times)</i>	N/A	N/A	6,732	49%	6,744	51%	N/A	0.2%
Stationary Cycling (Group)	8,309	100%	9,409	100%	9,434	100%	13.5%	0.3%
<i>Casual (1-49 times)</i>	5,253	63%	6,023	64%	6,097	65%	16.1%	1.2%
<i>Core(50+ times)</i>	3,056	37%	3,386	36%	3,337	35%	9.2%	-1.4%
Pilates Training	8,069	100%	9,047	100%	9,084	100%	12.6%	0.4%
<i>Casual (1-49 times)</i>	4,782	59%	5,698	63%	5,845	64%	22.2%	2.6%
<i>Core(50+ times)</i>	3,287	41%	3,348	37%	3,238	36%	-1.5%	-3.3%
Trail Running	6,792	100%	9,149	100%	10,010	100%	47.4%	9.4%
Cardio Kickboxing	6,311	100%	6,693	100%	6,838	100%	8.4%	2.2%
<i>Casual (1-49 times)</i>	4,088	65%	4,671	70%	4,712	69%	15.3%	0.9%
<i>Core(50+ times)</i>	2,223	35%	2,022	30%	2,126	31%	-4.4%	5.1%
Boot Camp Style Training	6,911	100%	6,651	100%	6,695	100%	-3.1%	0.7%
<i>Casual (1-49 times)</i>	4,490	65%	4,637	70%	4,780	71%	6.5%	3.1%
<i>Core(50+ times)</i>	2,421	35%	2,014	30%	1,915	29%	-20.9%	-4.9%
Martial Arts	5,314	100%	5,838	100%	5,821	100%	9.5%	-0.3%
<i>Casual (1-12 times)</i>	1,533	29%	2,021	35%	1,991	34%	29.9%	-1.5%
<i>Core(13+ times)</i>	3,781	71%	3,816	65%	3,830	66%	1.3%	0.4%
Boxing for Fitness	5,251	100%	5,157	100%	5,166	100%	-1.6%	0.2%
<i>Casual (1-12 times)</i>	2,538	48%	2,738	53%	2,714	53%	6.9%	-0.9%
<i>Core(13+ times)</i>	2,713	52%	2,419	47%	2,452	47%	-9.6%	1.4%
Tai Chi	3,469	100%	3,787	100%	3,761	100%	8.4%	-0.7%
<i>Casual (1-49 times)</i>	2,019	58%	2,329	61%	2,360	63%	16.9%	1.3%
<i>Core(50+ times)</i>	1,450	42%	1,458	39%	1,400	37%	-3.4%	-4.0%
Barre	2,901	100%	3,436	100%	3,532	100%	21.8%	2.8%
<i>Casual (1-49 times)</i>	2,276	78%	2,701	79%	2,750	78%	20.8%	1.8%
<i>Core(50+ times)</i>	625	22%	735	21%	782	22%	25.1%	6.4%
Triathlon (Traditional/Road)	2,262	100%	2,162	100%	2,168	100%	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	100%	1,878	100%	1,589	100%	14.3%	-15.4%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	34,378	100%	44,900	100%	47,860	100%	39.2%	6.6%
Bicycling (Road)	40,888	100%	38,866	100%	39,041	100%	-4.5%	0.5%
<i>Casual (1-25 times)</i>	19,470	48%	20,212	52%	20,777	53%	6.7%	2.8%
<i>Core(26+ times)</i>	21,417	52%	18,654	48%	18,264	47%	-14.7%	-2.1%
Fishing (Freshwater)	37,796	100%	38,346	100%	38,998	100%	3.2%	1.7%
<i>Casual (1-7 times)</i>	20,067	53%	19,977	52%	21,099	54%	5.1%	5.6%
<i>Core(8+ times)</i>	17,729	47%	18,369	48%	17,899	46%	1.0%	-2.6%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	100%	26,262	100%	27,416	100%	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	100%	16,159	100%	15,980	100%	9.8%	-1.1%
<i>Casual (1-7 times)</i>	7,895	54%	9,332	58%	9,103	57%	15.3%	-2.5%
<i>Core(8+ times)</i>	6,661	46%	6,826	42%	6,877	43%	3.2%	0.7%
Fishing (Saltwater)	11,790	100%	13,062	100%	12,830	100%	8.8%	-1.8%
<i>Casual (1-7 times)</i>	7,060	60%	7,625	58%	7,636	60%	8.2%	0.1%
<i>Core(8+ times)</i>	4,730	40%	5,437	42%	5,194	40%	9.8%	-4.5%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	100%	12,296	100%	12,344	100%	-12.8%	0.4%
Backpacking Overnight	9,069	100%	10,975	100%	10,540	100%	16.2%	-4.0%
Bicycling (Mountain)	8,542	100%	8,609	100%	8,690	100%	1.7%	0.9%
<i>Casual (1-12 times)</i>	3,751	44%	4,389	51%	4,294	49%	14.5%	-2.2%
<i>Core(13+ times)</i>	4,791	56%	4,220	49%	4,396	51%	-8.2%	4.2%
Archery	7,647	100%	7,769	100%	7,654	100%	0.1%	-1.5%
<i>Casual (1-25 times)</i>	6,337	83%	6,602	85%	6,514	85%	2.8%	-1.3%
<i>Core(26+ times)</i>	1,310	17%	1,167	15%	1,140	15%	-13.0%	-2.3%
Fishing (Fly)	5,878	100%	6,791	100%	6,939	100%	18.1%	2.2%
<i>Casual (1-7 times)</i>	3,761	64%	4,448	65%	4,460	64%	18.6%	0.3%
<i>Core(8+ times)</i>	2,117	36%	2,344	35%	2,479	36%	17.1%	5.8%
Skateboarding	6,350	100%	6,382	100%	6,500	100%	2.4%	1.8%
<i>Casual (1-25 times)</i>	3,702	58%	3,970	62%	3,989	61%	7.8%	0.5%
<i>Core(26+ times)</i>	2,648	42%	2,411	38%	2,511	39%	-5.2%	4.1%
Roller Skating (In-Line)	6,129	100%	5,268	100%	5,040	100%	-17.8%	-4.3%
<i>Casual (1-12 times)</i>	4,249	69%	3,853	73%	3,680	73%	-13.4%	-4.5%
<i>Core(13+ times)</i>	1,880	31%	1,415	27%	1,359	27%	-27.7%	-4.0%
Bicycling (BMX)	2,168	100%	3,413	100%	3,439	100%	58.6%	0.8%
<i>Casual (1-12 times)</i>	1,129	52%	2,039	60%	2,052	60%	81.8%	0.6%
<i>Core(13+ times)</i>	1,039	48%	1,374	40%	1,387	40%	33.5%	0.9%
Adventure Racing	2,095	100%	2,529	100%	2,215	100%	5.7%	-12.4%
<i>Casual (1 times)</i>	901	43%	899	36%	581	26%	-35.5%	-35.4%
<i>Core(2+ times)</i>	1,194	57%	1,630	64%	1,634	74%	36.9%	0.2%
Climbing (Traditional/Ice/Mountaineering)	2,319	100%	2,527	100%	2,541	100%	9.6%	0.6%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,354	100%	27,135	100%	27,575	100%	4.6%	1.6%
<i>Casual (1-49 times)</i>	16,912	64%	18,319	68%	18,728	68%	10.7%	2.2%
<i>Core(50+ times)</i>	9,442	36%	8,815	32%	8,847	32%	-6.3%	0.4%
Aquatic Exercise	8,483	100%	10,459	100%	10,518	100%	24.0%	0.6%
<i>Casual (1-49 times)</i>	5,281	62%	7,222	69%	7,391	70%	40.0%	2.3%
<i>Core(50+ times)</i>	3,202	38%	3,237	31%	3,127	30%	-2.3%	-3.4%
Swimming (Competition)	2,638	100%	3,007	100%	3,045	100%	15.4%	1.3%
<i>Casual (1-49 times)</i>	1,153	44%	1,664	55%	1,678	55%	45.5%	0.8%
<i>Core(50+ times)</i>	1,485	56%	1,343	45%	1,367	45%	-7.9%	1.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Canoeing	10,153	100%	9,220	100%	9,129	100%	-10.1%	-1.0%
Kayaking (Recreational)	8,716	100%	10,533	100%	11,017	100%	26.4%	4.6%
Snorkeling	8,700	100%	8,384	100%	7,815	100%	-10.2%	-6.8%
<i>Casual (1-7 times)</i>	6,893	79%	6,721	80%	6,321	81%	-8.3%	-6.0%
<i>Core(8+ times)</i>	1,807	21%	1,663	20%	1,493	19%	-17.4%	-10.2%
Jet Skiing	6,413	100%	5,418	100%	5,324	100%	-17.0%	-1.7%
<i>Casual (1-7 times)</i>	4,407	69%	3,928	72%	3,900	73%	-11.5%	-0.7%
<i>Core(8+ times)</i>	2,006	31%	1,490	28%	1,425	27%	-29.0%	-4.4%
Sailing	3,915	100%	3,974	100%	3,754	100%	-4.1%	-5.5%
<i>Casual (1-7 times)</i>	2,682	69%	2,720	68%	2,596	69%	-3.2%	-4.6%
<i>Core(8+ times)</i>	1,233	31%	1,254	32%	1,159	31%	-6.0%	-7.6%
Water Skiing	4,202	100%	3,572	100%	3,363	100%	-20.0%	-5.9%
<i>Casual (1-7 times)</i>	3,069	73%	2,575	72%	2,499	74%	-18.6%	-3.0%
<i>Core(8+ times)</i>	1,133	27%	997	28%	863	26%	-23.8%	-13.4%
Rafting	3,836	100%	3,479	100%	3,754	100%	-2.1%	7.9%
Stand-Up Paddling	1,993	100%	3,325	100%	3,453	100%	73.3%	3.8%
Kayaking (Sea/Touring)	2,694	100%	2,955	100%	2,805	100%	4.1%	-5.1%
Scuba Diving	3,174	100%	2,874	100%	2,849	100%	-10.2%	-0.9%
<i>Casual (1-7 times)</i>	2,351	74%	2,113	74%	2,133	75%	-9.3%	0.9%
<i>Core(8+ times)</i>	823	26%	761	26%	716	25%	-13.0%	-5.9%
Wakeboarding	3,316	100%	3,005	100%	2,796	100%	-15.7%	-7.0%
<i>Casual (1-7 times)</i>	2,306	70%	2,101	70%	1,900	68%	-17.6%	-9.6%
<i>Core(8+ times)</i>	1,010	30%	903	30%	896	32%	-11.3%	-0.8%
Surfing	2,658	100%	2,680	100%	2,874	100%	8.1%	7.2%
<i>Casual (1-7 times)</i>	1,629	61%	1,705	64%	1,971	69%	21.0%	15.6%
<i>Core(8+ times)</i>	1,029	39%	975	36%	904	31%	-12.1%	-7.3%
Kayaking (White Water)	2,146	100%	2,500	100%	2,562	100%	19.4%	2.5%
Boardsailing/Windsurfing	1,324	100%	1,573	100%	1,556	100%	17.5%	-1.1%
<i>Casual (1-7 times)</i>	10,960	828%	1,289	82%	1,245	80%	-88.6%	-3.4%
<i>Core(8+ times)</i>	234	-728%	284	18%	310	20%	32.5%	9.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

APPENDIX B – ONLINE SURVEY

OVERVIEW

As part of the community involvement process, the PROS Consulting team and the Department staff conducted an online community-wide opinion survey for a better understanding of the characteristics, preferences, and satisfaction levels of Durango’s residents in relation to parks, recreation facilities and programming. The online survey went live on January 22, 2018 which was available to the public for one month and received 649 responses.

The on-line survey emulated the statistically-valid survey questions distributed by ETC. This allowed residents another opportunity to provide input even if they did not receive the statistically-valid survey. While the feedback in this survey provides further insight on community expectations and desires, it is not considered statistically-valid and is weighted differently in the overall analysis and findings of the Master Plan.

SURVEY RESULTS

FROM THE FOLLOWING LIST, PLEASE CHECK ALL THE CITY OF DURANGO RECREATION ACTIVITIES YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN OR AREAS VISITED OVER THE PAST 12 MONTHS.

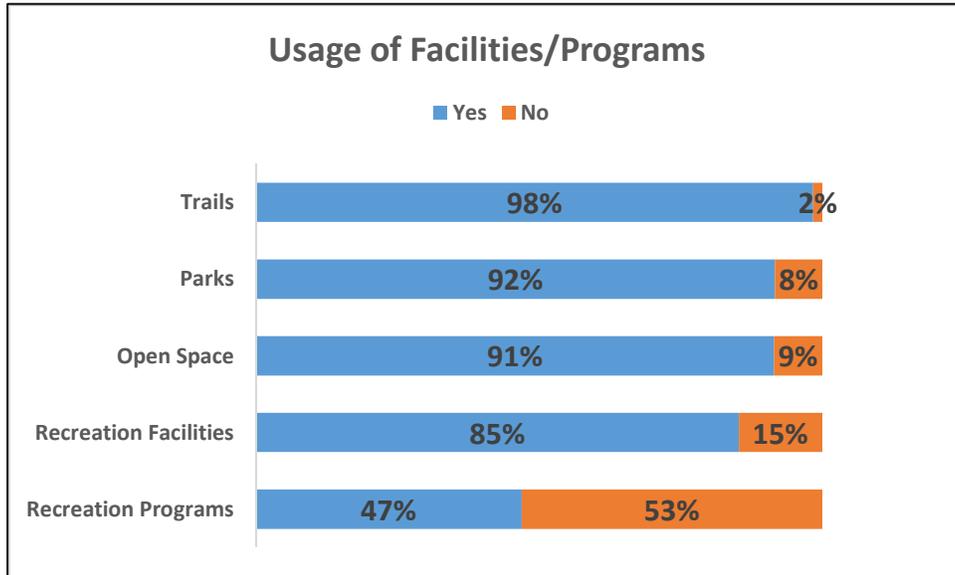
Top recreation activities respondents have used or visited are Animas River Trail (92%), walking, hiking, and running trails (92%), and biking trails (80%). Least used recreation activities are outdoor basketball courts (5%), other (8%), and baseball and softball fields (13%). Other written-in activities included:

- Pickleball courts
- Water activities such as paddle boarding, kayaking
- Dog Parks
- Sand Volleyball Courts
- Equestrian related parks/trails
- Disc Golf

Participated Activities	
Animas River Trail	92%
Walking, hiking, and running trails	92%
Biking trails	80%
Natural surface trails	79%
City parks	74%
Hard surface trails	71%
Natural open space areas	68%
Community Recreation Center	66%
Boating on the river	48%
Cross-country skiing/Snowshoeing	42%
Chapman Hill Ice Rink	33%
Playgrounds	33%
None, we do not use any parks, trails, open space or recreation facilities	31%
Picnicking areas	29%
Bicycle BMX track	26%
Chapman Hill Ski/Sledding Area	25%
Multipurpose/Soccer fields	24%
Fishing on the river	23%
Tennis courts	18%
Golf course	18%
Gymnastics	15%
Skate Park	14%
Baseball and softball fields	13%
Other (please specify)	8%
Outdoor basketball courts	5%

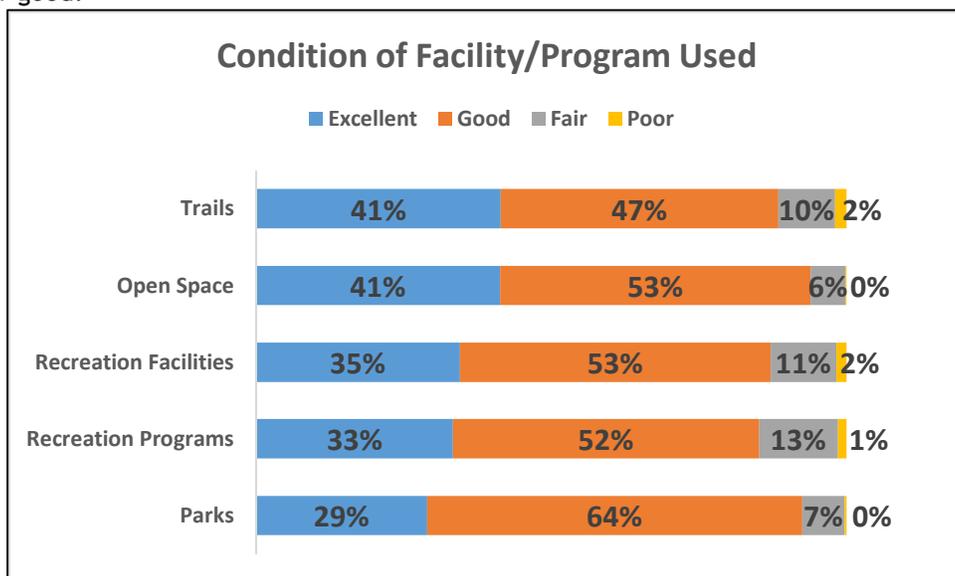
PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS VISITED OR USED ANY CITY OF DURANGO PARKS, OPEN SPACE, TRAILS, RECREATION FACILITIES, OR RECREATION PROGRAMS DURING THE PAST YEAR BY SELECTING YES OR NO NEXT TO EACH ITEM.

Majority of respondents used trails (98%), parks (92%), open space (85%), and recreation facilities (85%) during the past year. Less than half of respondents (47%) have participated in Durango’s recreation programming.



IF YES, PLEASE INDICATE HOW YOU WOULD RATE THE PHYSICAL CONDITION/QUALITY OF THE PARKS, OPEN SPACE, TRAILS, RECREATION FACILITIES, OR RECREATION PROGRAMS YOU HAVE VISITED OR USED BY CIRCLING THE CORRESPONDING NUMBER TO THE RIGHT OF EACH ITEM.

Eighty-five percent (85%) or more respondents rated each category’s condition/quality as either excellent or good.



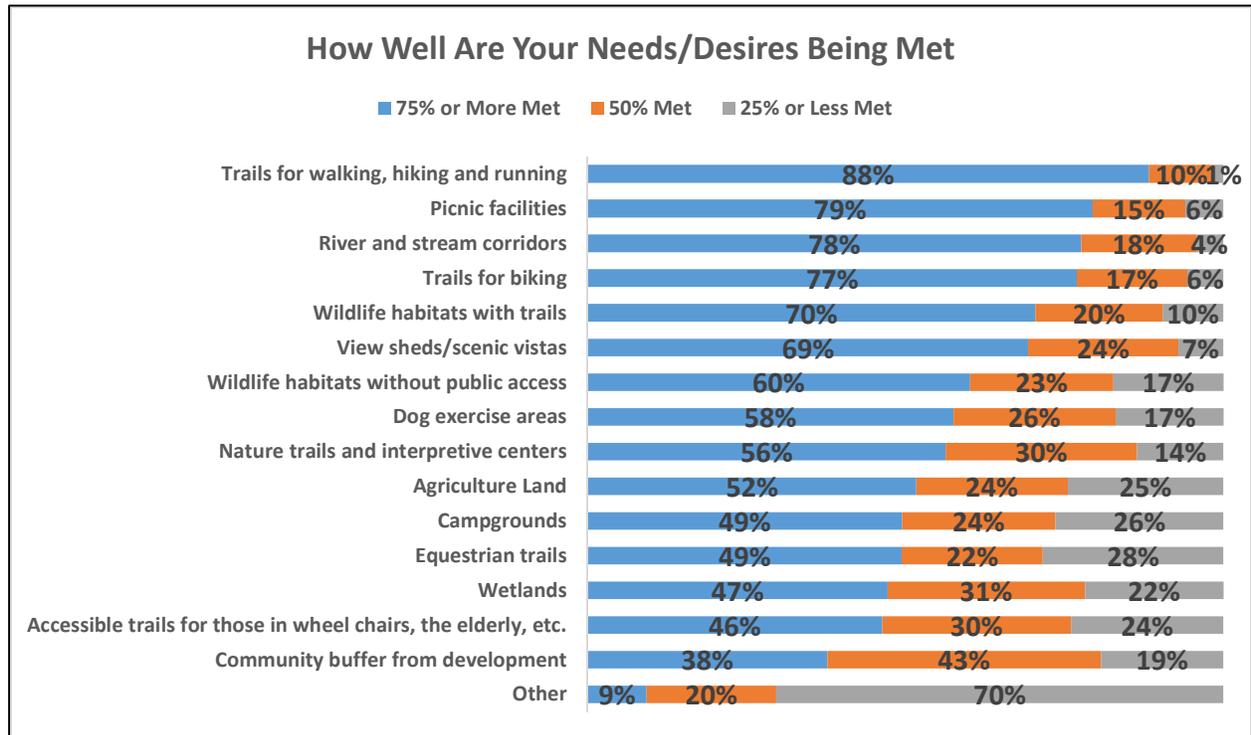
PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED OR DESIRE FOR EACH OF THE OPEN SPACE OPPORTUNITIES LISTED BELOW BY SELECTING YES OR NO NEXT TO THE OPEN SPACE CATEGORY.

Top desirable needs for open space opportunities are trails for walking, hiking, and running (95%), trails for biking (88%), and wildlife habitats with trails (87%).

Need/Desire For This Opportunity	Yes	No
Trails for walking, hiking and running	↑ 95%	↓ 5%
Trails for biking	↑ 88%	↓ 12%
Wildlife habitats with trails	↑ 87%	↓ 13%
River and stream corridors	↑ 82%	↓ 18%
View sheds/scenic vistas	↑ 74%	↓ 26%
Community buffer from development	↑ 72%	↓ 28%
Dog exercise areas	→ 58%	→ 42%
Nature trails and interpretive centers	→ 58%	→ 42%
Wildlife habitats without public access	→ 56%	→ 44%
Picnic facilities	→ 56%	→ 44%
Campgrounds	→ 53%	→ 47%
Wetlands	→ 52%	→ 48%
Other	→ 42%	→ 58%
Accessible trails for those in wheel chairs, the elderly, etc.	→ 35%	→ 65%
Agriculture Land	↓ 31%	↑ 69%
Equestrian trails	↓ 13%	↑ 87%

IF YES, PLEASE RATE ALL THE FOLLOWING OPEN SPACE OPPORTUNITIES OF THIS TYPE AVAILABLE TO CITY OF DURANGO RESIDENTS ON A SCALE OF “100% MEETS NEEDS” TO “DOES NOT MEET NEEDS” OF YOUR HOUSEHOLD.

Those who selected ‘yes’ they have a need/desire for an open space opportunity indicated that trails for walking, hiking, and running (88%), picnic facilities (79%), and river and stream corridors (78%) are meeting their needs 75% or more.



WHICH FOUR OF THE OPEN SPACE AREAS OR OPPORTUNITIES ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

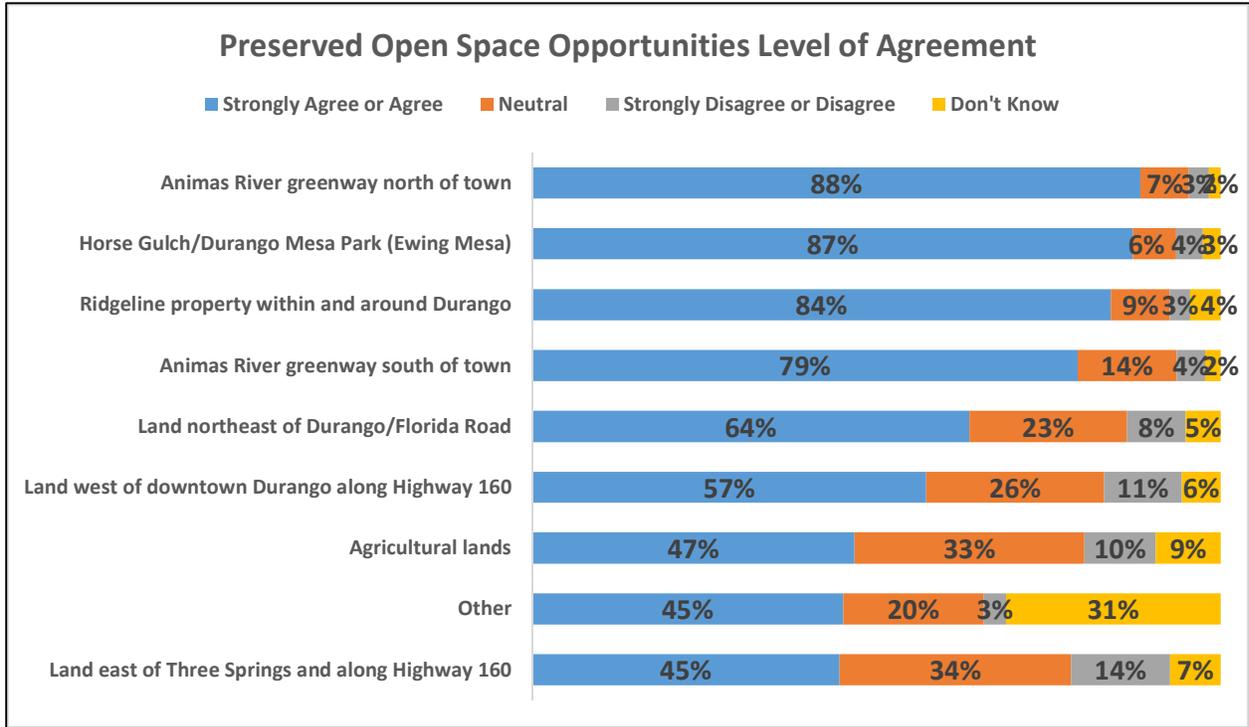
The sum of respondents' top four most important open space areas or opportunities are:

- Trails for walking, hiking, and running - 505 respondents
- Trails for biking - 392 respondents
- River and stream corridors - 348 respondents
- Wildlife habitats with trails - 269 respondents



LISTED BELOW ARE AREAS OF LAND AND GREENWAYS AROUND THE CITY OF DURANGO THAT COULD BE PRESERVED AS OPEN SPACE AREAS. PLEASE INDICATE YOUR LEVEL OF AGREEMENT WITH THE AREA BEING PRESERVED FOR OPEN SPACE.

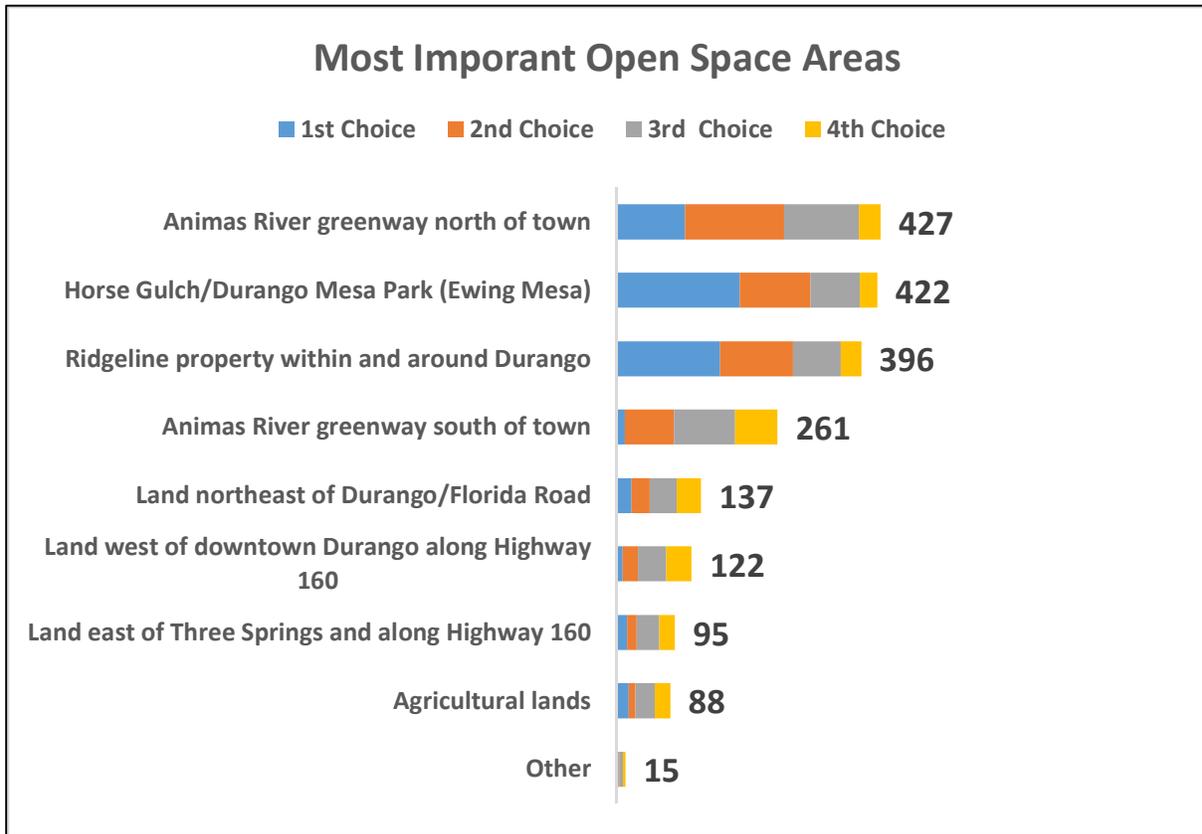
Eighty-eight percent (88%) of respondents strongly agree or agree with preserving the Animas River greenway north of town as open space area followed by Horse Gulch/Durango Mesa Park area (87%) and ridgeline property within and around Durango area (84%).



WHICH THREE OF THE AREAS ARE MOST IMPORTANT FOR THE CITY OF DURANGO TO PRESERVE AS OPEN SPACE AREAS?

The sum of respondents' top three most important open space areas that should be preserve area:

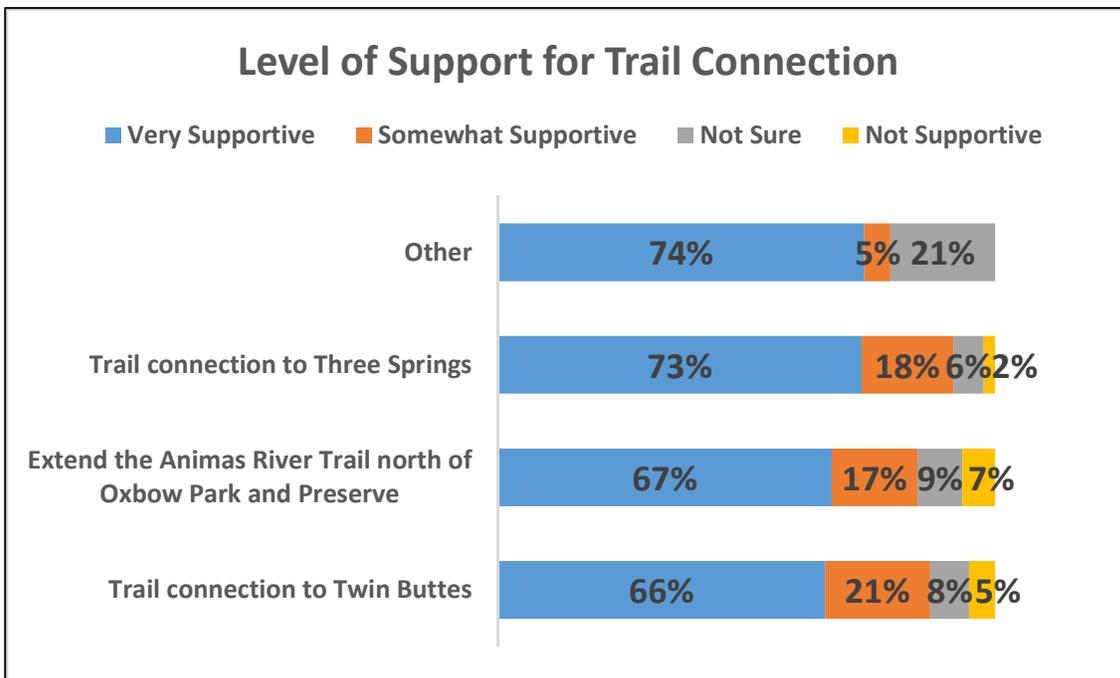
- Animas River greenway north of town - 427 respondents
- Horse Gulch/Durango Mesa Park - 422 respondents
- Ridgeline property within and around Durango - 396 respondents



HOW SUPPORTIVE WOULD YOU BE OF IMPROVEMENTS INVOLVING THE CONNECTION OF THE HARD SURFACE TRAIL SYSTEM THROUGHOUT THE CITY IN THE FOLLOWING AREAS? PLEASE INDICATE WHETHER YOU WOULD BE VERY SUPPORTIVE, SOMEWHAT SUPPORTIVE, OR NOT SUPPORTIVE OF EACH ACTION LISTED BELOW.

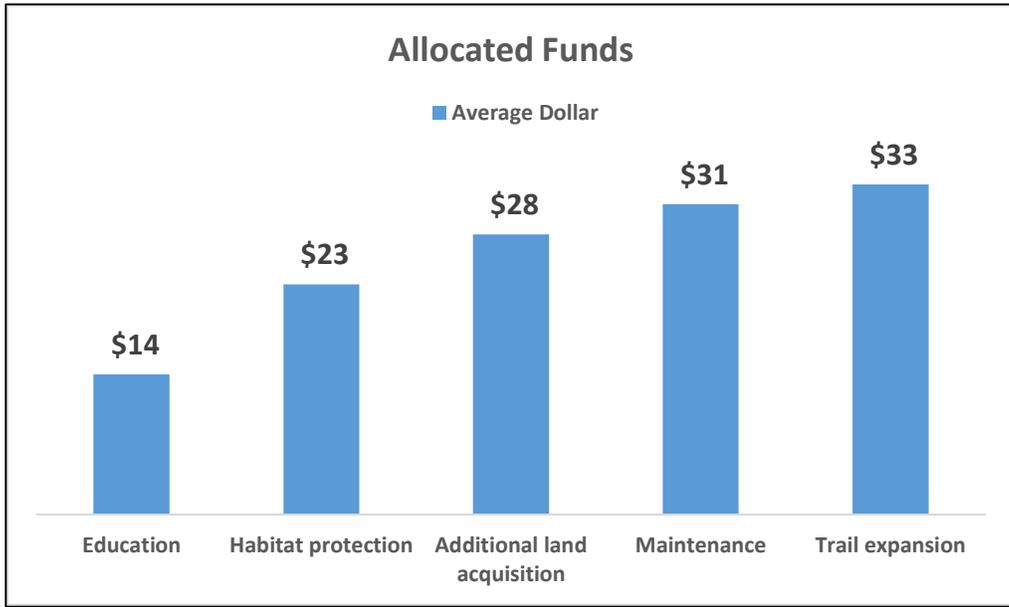
Majority of respondents are very supportive for hard surface trail connections in all of the listed areas with high support at other (74%) and trail connection to Three Springs (73%). Other written in comments included:

- Trails to Lake Nighthorse Recreation Area
- Animas River Trail to Downtown
- Florida Road Trail to Edgemont
- Connect the Animas River Trail to Central Business District and to Brookside Park



IF AN ADDITIONAL \$100 WERE AVAILABLE FOR THE ONGOING MANAGEMENT AND DEVELOPMENT OF DURANGO'S OPEN SPACES, HOW WOULD YOU ALLOCATE THE FUNDS AMONG THE CATEGORIES LISTED BELOW?

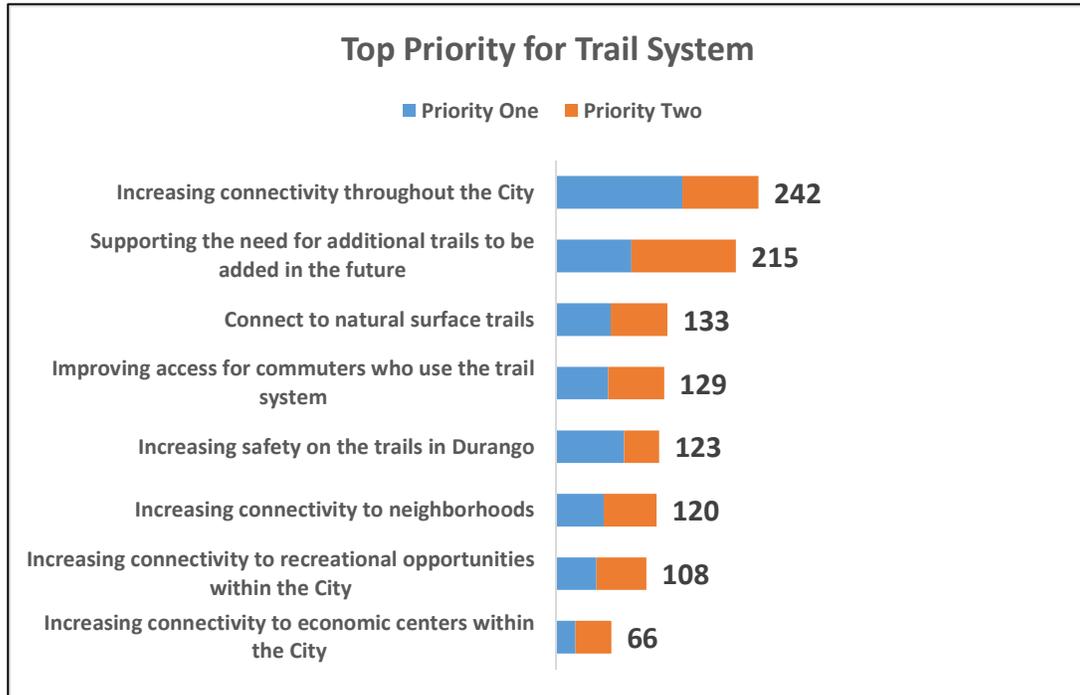
The chart below shows the average dollar respondents would allocate additional funds among the different categories. Trail expansion (\$33), and maintenance (\$31), and additional land acquisition (\$28) received the most dollars from respondents. Other written-in comments included:



AS THE CITY CONTINUES TO DEVELOP THE MULTI-USE TRAIL SYSTEM, WHAT WOULD BE YOUR TOP TWO PRIORITIES FOR THE OUTCOME OF THE FUTURE PROJECT?

The sum of respondents' top two priorities for the trail system are:

- Increasing connectivity throughout the City - 242 respondents
- Supporting the need for additional trails to be added in the future - 215 respondents
- Connect to natural surface trails - 133 respondents



PLEASE CHECK ALL THE WAYS YOU LEARN ABOUT CITY OF DURANGO PARKS AND RECREATION DEPARTMENT PROGRAMS AND ACTIVITIES.

Top ways respondents learn about programs and activities offered by the City of Durango Parks and Recreation department are from friends and neighbors (68%), newspaper articles (64%), and the parks and recreation website (59%).

Ways for Learning about Programs and Activities	
From friends and neighbors	68%
Newspaper articles	64%
Parks and Recreation Website	59%
Parks and Recreation Activities Guide	50%
Social Media	50%
Email notification	31%
Radio	29%
Flyers posted in public places	24%
Event website or organizational E-List	19%
Newspaper advertisements	16%
Conversations with City staff	14%
School flyers/newsletter	10%
Digital signage	5%
Television	3%

PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED OR DESIRE FOR EACH OF THE PARKS AND RECREATIONAL FACILITIES LISTED BELOW BY SELECTING YES OR NO NEXT TO THE PARK/FACILITY.

Top facilities respondents have a need for are bike and pedestrian hard surface trails (93%), hiking and running natural surface trails (92%), neighborhood parks (82%), and biking natural surface trails (82%).

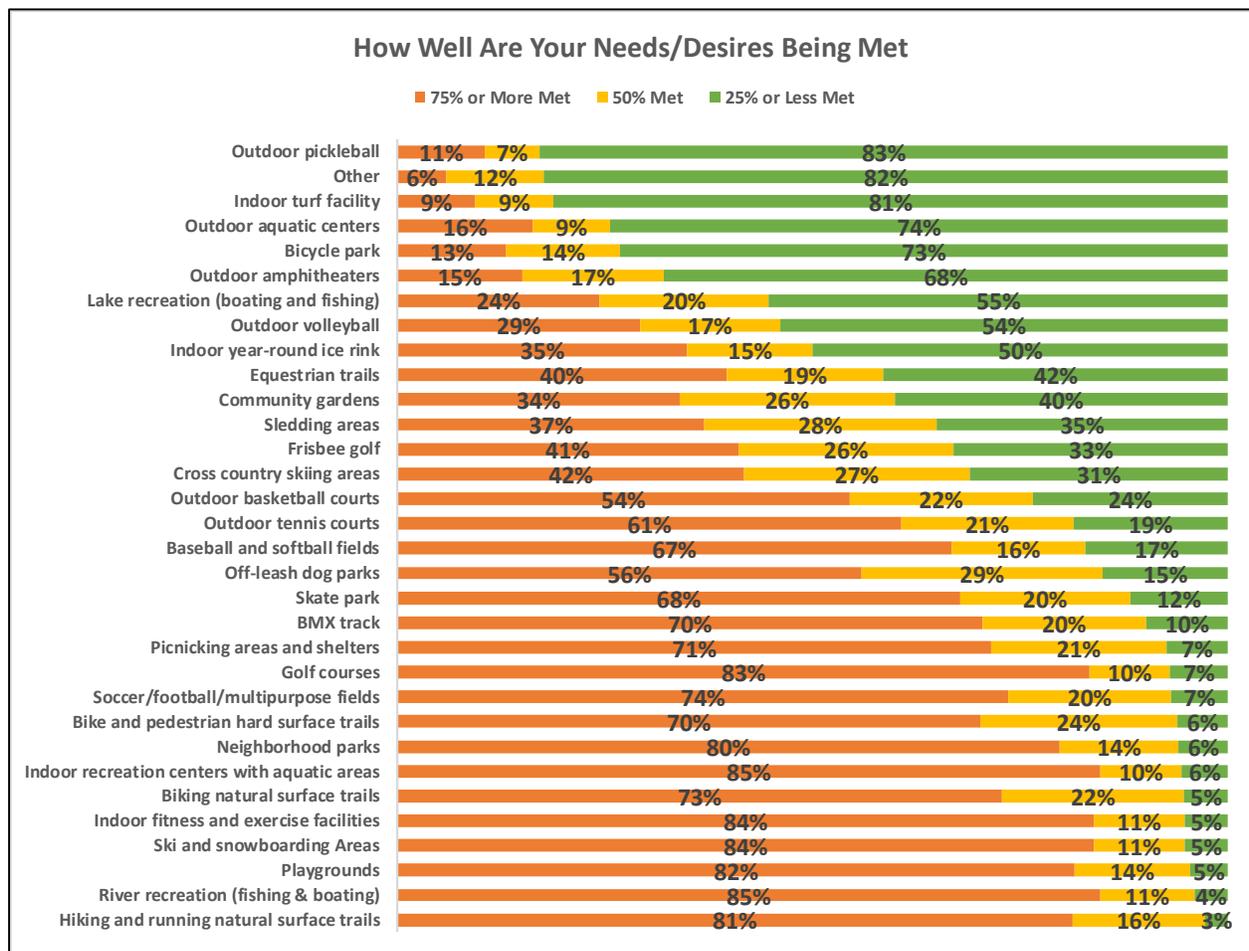
Need For This Facility	Yes	No
Bike and pedestrian hard surface trails	↑93%	↓7%
Hiking and running natural surface trails	↑92%	↓8%
Neighborhood parks	↑82%	↓18%
Biking natural surface trails	↑82%	↓18%
Indoor fitness and exercise facilities	↑74%	↓26%
River recreation (fishing & boating)	↑72%	↓28%
Cross country skiing areas	↑66%	↓34%
Indoor recreation centers with aquatic areas	↑66%	↓34%
Lake recreation (boating and fishing)	→63%	→37%
Ski and snowboarding areas	→58%	→42%
Outdoor amphitheaters	→56%	→44%
Off-leash dog parks	→54%	→46%
Picnicking areas and shelters	→50%	→50%
Community gardens	→48%	→52%
Bicycle park	→48%	→52%
Other	→48%	→52%
Playgrounds	→46%	→54%
Sledding areas	→41%	→59%
Outdoor aquatic centers	→40%	→60%
Soccer/football/multipurpose fields	↓35%	↑65%
BMX track	↓34%	↑66%
Outdoor tennis courts	↓34%	↑66%
Indoor year-round ice rink	↓27%	↑73%
Golf courses	↓26%	↑74%
Frisbee golf	↓24%	↑76%
Skate park	↓22%	↑78%
Outdoor volleyball	↓21%	↑79%
Baseball and softball fields	↓20%	↑80%
Outdoor pickleball	↓17%	↑83%
Outdoor basketball courts	↓16%	↑84%
Indoor turf facility	↓13%	↑87%
Equestrian trails	↓10%	↑90%

IF YES, PLEASE RATE ALL THE FOLLOWING FACILITIES OF THIS TYPE AVAILABLE TO CITY OF DURANGO RESIDENTS ON A SCALE OF “100% MEETS NEEDS” TO “DOES NOT MEET NEEDS” IN YOUR HOUSEHOLD.

Top facilities that are meeting the needs of respondents 25% or less are outdoor pickleball (83%), other (82%), indoor turf facility (81%), outdoor aquatic centers (74%), and bicycle parks (73%).

Other written-in comments included:

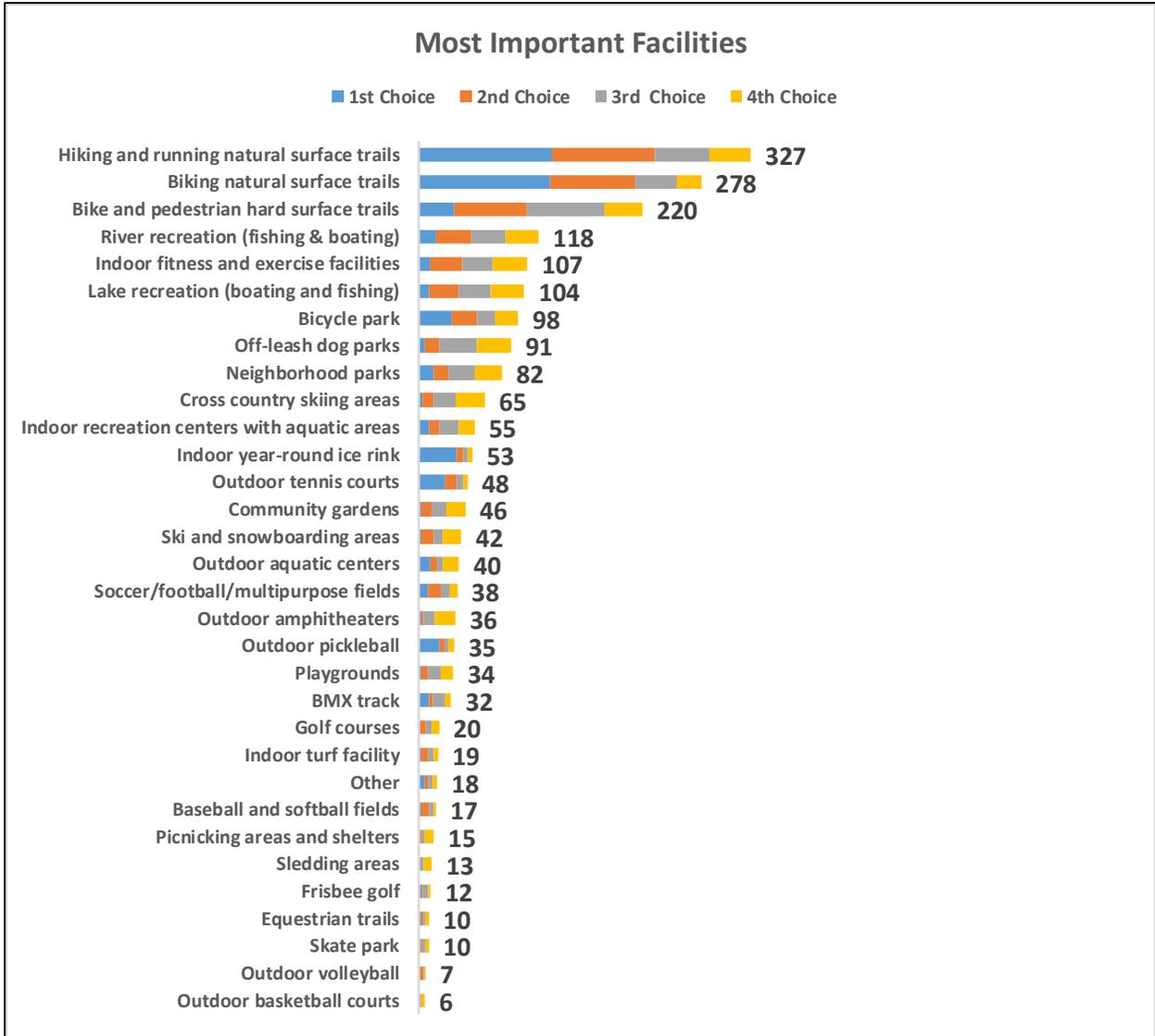
- Indoor tennis courts
- No wake lake for non-motorized water crafts (e.g. canoes, kayaks, SUPs,)
- Additional bike lanes
- Hockey rink
- Climbing gym/area



WHICH FOUR FACILITIES ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

The sum of respondents' top most important facilities are:

- Hiking and running natural surface trails - 327 respondents
- Biking natural surface trails - 278 respondents
- Bike and pedestrian hard surface trails - 220 respondents
- River recreation (fishing and boating) - 118 respondents
- Indoor fitness and exercise facilities - 107 respondents



PLEASE INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED OR DESIRE FOR EACH OF THE RECREATION PROGRAMS THAT ARE LISTED BELOW BY SELECTING YES OR NO NEXT TO THE RECREATION PROGRAM.

Top programs that respondents have a need for are special events/festivals (69%), biking events (62%), and camping and backpacking (55%).

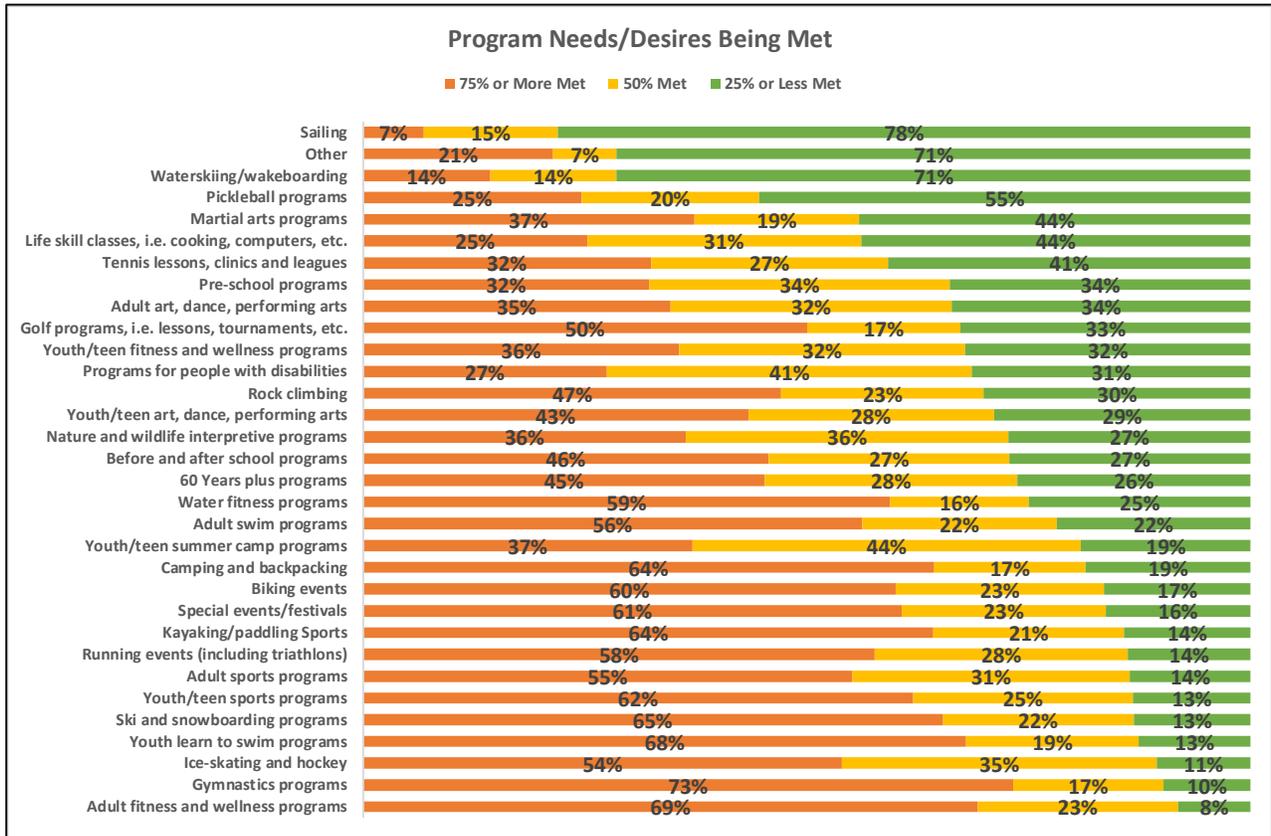
Need For This Program	Yes	No
Special events/festivals	↑ 69%	↓ 31%
Biking events	→ 62%	→ 38%
Camping and backpacking	→ 55%	→ 45%
Adult fitness and wellness programs	→ 52%	→ 48%
Kayaking/paddling Sports	→ 48%	→ 52%
Nature and wildlife interpretive programs	→ 46%	→ 54%
Adult sports programs	→ 42%	→ 58%
Ski and snowboarding programs	→ 42%	→ 58%
Running events (including triathlons)	→ 39%	→ 61%
Rock climbing	↓ 36%	↑ 64%
Other	↓ 33%	↑ 67%
Youth/teen sports programs	↓ 32%	↑ 68%
Life skill classes, i.e. cooking, computers, etc.	↓ 31%	↑ 69%
Ice-skating and hockey	↓ 31%	↑ 70%
Adult art, dance, performing arts	↓ 29%	↑ 71%
Youth learn to swim programs	↓ 28%	↑ 72%
60 Years plus programs	↓ 27%	↑ 73%
Youth/teen summer camp programs	↓ 26%	↑ 74%
Youth/teen fitness and wellness programs	↓ 26%	↑ 74%
Before and after school programs	↓ 25%	↑ 75%
Youth/teen art, dance, performing arts	↓ 24%	↑ 76%
Gymnastics programs	↓ 23%	↑ 77%
Sailing	↓ 21%	↑ 79%
Water fitness programs	↓ 20%	↑ 80%
Tennis lessons, clinics and leagues	↓ 19%	↑ 81%
Pre-school programs	↓ 18%	↑ 82%
Pickleball programs	↓ 18%	↑ 82%
Martial arts programs	↓ 18%	↑ 82%
Adult swim programs	↓ 18%	↑ 82%
Programs for people with disabilities	↓ 17%	↑ 83%
Waterskiing/wakeboarding	↓ 16%	↑ 84%
Golf programs, i.e. lessons, tournaments, etc.	↓ 13%	↑ 87%

IF YES, PLEASE RATE THE FOLLOWING RECREATION PROGRAMS AVAILABLE TO YOU AND MEMBERS OF YOUR HOUSEHOLD ON A SCALE OF “100% MEETS NEEDS” TO “DOES NOT MEET NEEDS” IN YOUR HOUSEHOLD.

Top programs that are meeting the needs of respondents 25% or less are sailing (78%), other (71%), waterskiing/wakeboarding (71%), and pickleball programs (55%).

Other written-in comments included:

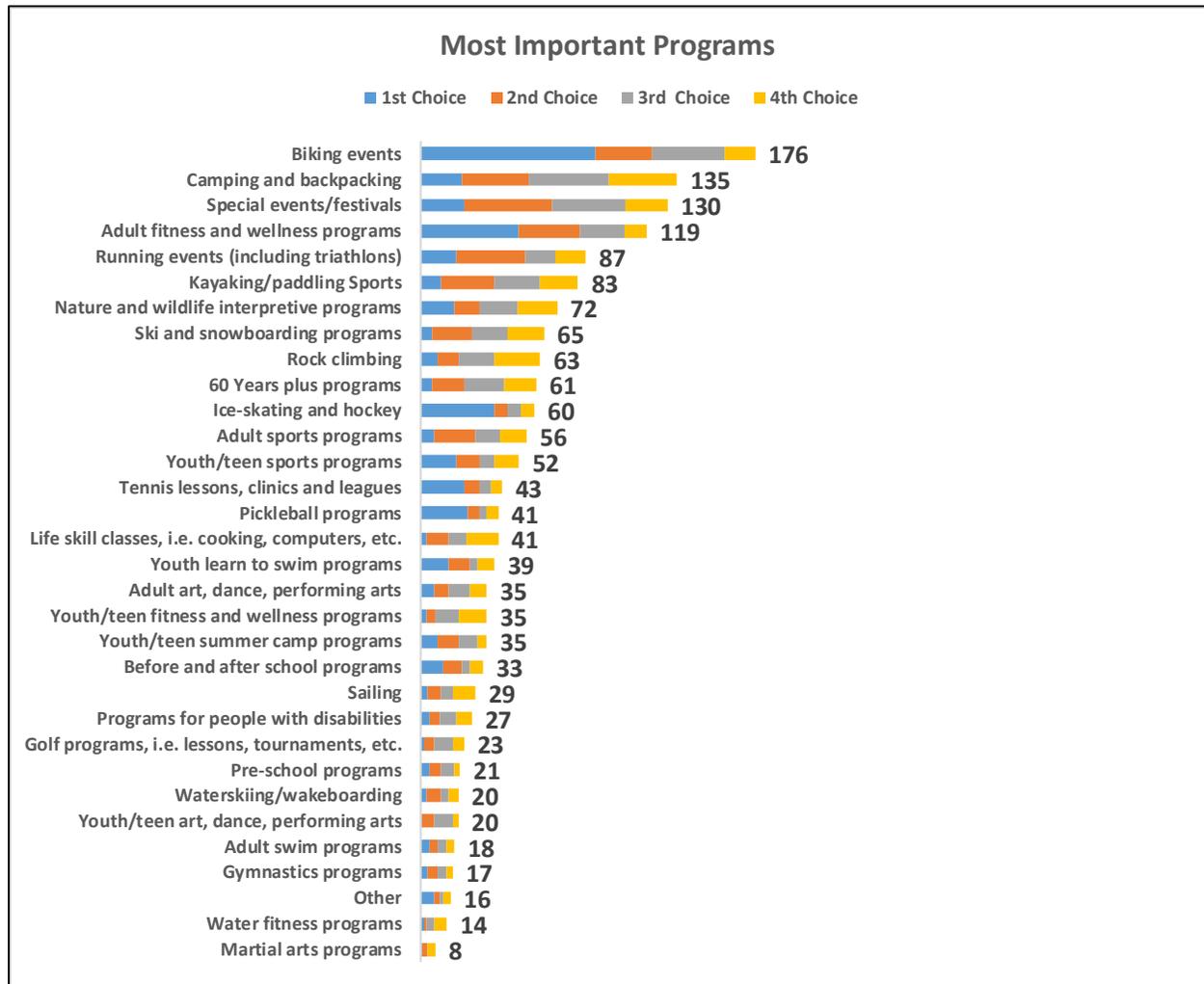
- No wake water activities on Lake Nighthorse
- SUP programs
- Backpacking programs
- Sand volleyball programs



WHICH FOUR PROGRAMS IN ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

The sum of respondents' top most important programs are:

- Biking events - 176 respondents
- Camping and backpacking - 135 respondents
- Special events/festivals - 130 respondents
- Adult fitness and wellness programs - 119 respondents
- Running events (including triathlons) - 87 respondents



THE FOLLOWING ARE ACTIONS THAT THE CITY OF DURANGO COULD TAKE TO IMPROVE THE PARKS, OPEN SPACE, TRAILS AND RECREATION SYSTEM. PLEASE INDICATE WHETHER YOU WOULD BE VERY SUPPORTIVE, SOMEWHAT SUPPORTIVE, OR NOT SUPPORTIVE OF EACH ACTION.

Top potential actions that are most supported by respondents are other (70%), purchase land for parks, recreational facilities and trails (70%), maintain/repair older park building/shelters/playgrounds/trails (69%), purchase land that includes natural surface hiking and biking trails (67%), and extend the Animas River Trail (62%). Other written-in comments included:

- Develop indoor tennis facility
- Cyclocross practice area
- Develop a bike park
- Open Lake Nighthorse recreation area

Potential Actions		Very Supportive	Somewhat Supportive	Not Sure	Not Supportive
Other	↑	70%	4%	23%	2%
Purchase land for parks, recreational facilities and trails	↑	70%	20%	5%	4%
Maintain/repair older park buildings/shelters/playgrounds/trails	↑	69%	25%	5%	1%
Purchase land that includes natural surface hiking and biking trails	↑	67%	19%	8%	6%
Extend the Animas River Trail	↑	66%	25%	6%	4%
Expand the natural surface trails network	↑	62%	24%	9%	5%
Purchase land to preserve open space	↑	59%	25%	9%	7%
Develop an interconnected hard surface trail network beyond the Animas River Trail	↑	58%	31%	7%	5%
Connect Three Springs to the existing hard surface trails	↑	56%	28%	10%	6%
Use greenways to develop trails	↑	53%	27%	16%	4%
Provide stewardship and maintenance of open space	↑	51%	32%	13%	4%
Upgrade river put-ins and stabilize river banks	→	38%	32%	23%	7%
Upgrade existing indoor recreation centers	→	35%	35%	19%	11%
Purchase land for wildlife habitat without public access	→	32%	26%	20%	23%
Develop new BMX/Bicycle park	→	25%	17%	29%	29%
Develop new outdoor swimming pool/water park	→	25%	18%	25%	33%
Develop new off-leash dog parks	→	24%	25%	23%	28%
Develop new neighborhood parks	↓	23%	37%	28%	12%
Develop Community Park in Three Springs	↓	22%	30%	31%	17%
Develop a new regional multi-use park	↓	20%	32%	32%	16%
Upgrade Chapman Hill Ski and Snowboard facilities	↓	18%	27%	34%	21%
Develop new interpretive nature trails and nature centers	↓	18%	34%	30%	18%
Develop a new year-round indoor ice-rink	↓	16%	13%	29%	42%
Develop new tennis courts	↓	10%	10%	32%	48%
Develop outdoor pickleball courts	↓	9%	12%	30%	49%
Develop an indoor turf facility	↓	9%	13%	31%	47%

WHICH FIVE OF THE ACTIONS WOULD YOU BE MOST WILLING TO FUND WITH CITY TAX DOLLARS?

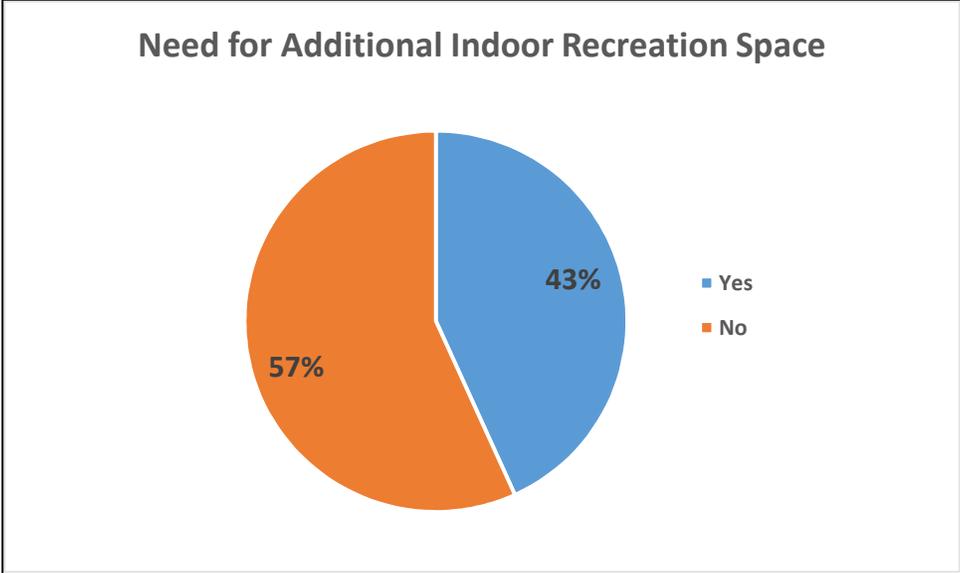
Top potential actions respondents are most willing to fund with City tax dollars are:

- Purchase land for parks, recreational facilities and trails - 199 respondents
- Maintain/repair older park building/shelters/playgrounds/trails - 172 respondents
- Develop an interconnected hard surface trail network beyond the Animas River Trail - 168 respondents
- Extend the Animas River Trail - 167 respondents
- Expand the natural surface trails network - 158 respondents



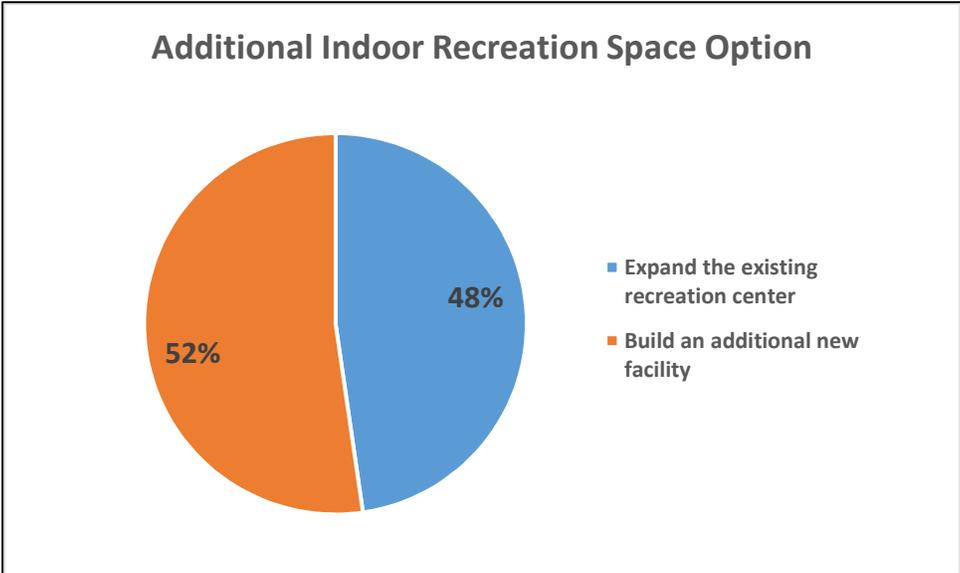
DO YOU SEE A NEED FOR ADDITIONAL INDOOR RECREATION SPACE IN THE CITY OF DURANGO?

Forty-three percent (43%) of respondents indicated a need for additional indoor recreation space in the City of Durango.



WHICH OPTION WOULD YOU MOST SUPPORT THE CITY TAKING TO PROVIDE ADDITIONAL INDOOR RECREATION SPACE TO RESIDENTS OF THE CITY OF DURANGO?

Over half (52%) of the respondents are in favor for building an additional new indoor recreation facility while 48% would support expanding the existing recreation center.



IF THE CITY WERE TO PROVIDE ADDITIONAL INDOOR RECREATION SPACE, WHETHER IT BE BY EXPANDING THE EXISTING FACILITY OR BUILDING A NEW FACILITY, WHICH OF THE FOLLOWING AMENITIES WOULD YOU LIKE TO SEE ADDED?

Top amenities respondents would like to see added if an indoor recreation center was added or expanded the existing one are:

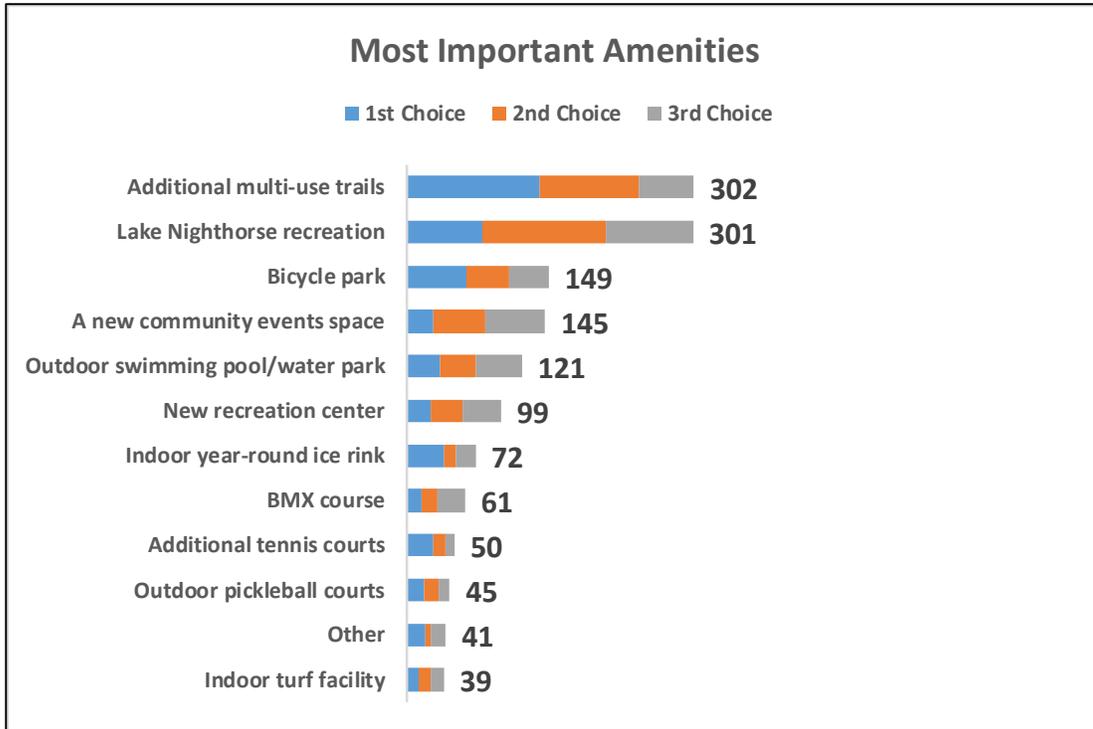
- Fitness/aerobics studio (44%)
- Yoga/meditation space (43%)
- Multipurpose sports courts (41%)

Facility Amenities	
Fitness/aerobics Studio	44%
Yoga/meditation space	43%
Multipurpose sports courts	41%
Indoor gyms	39%
Rooms for recreation classes and other activities	39%
Indoor adventure recreation area	39%
Stationary cycling/spinning space	38%
Adjacent outdoor fitness areas	36%
Indoor warm water area for therapy	29%
Pickleball courts	27%
Additional indoor swimming lap lanes	25%
Other (please specify)	24%
Senior activity/social area	21%
Banquet/special event space	20%
Arts and crafts room	19%
Unstructured indoor play space	18%
Preschool space	15%
Culinary arts space	14%
Concessions	13%
Indoor stage/performing arts	12%
Catering/commercial kitchen rentals	12%
Demonstration kitchen rentals	8%
Virtual gaming area	6%

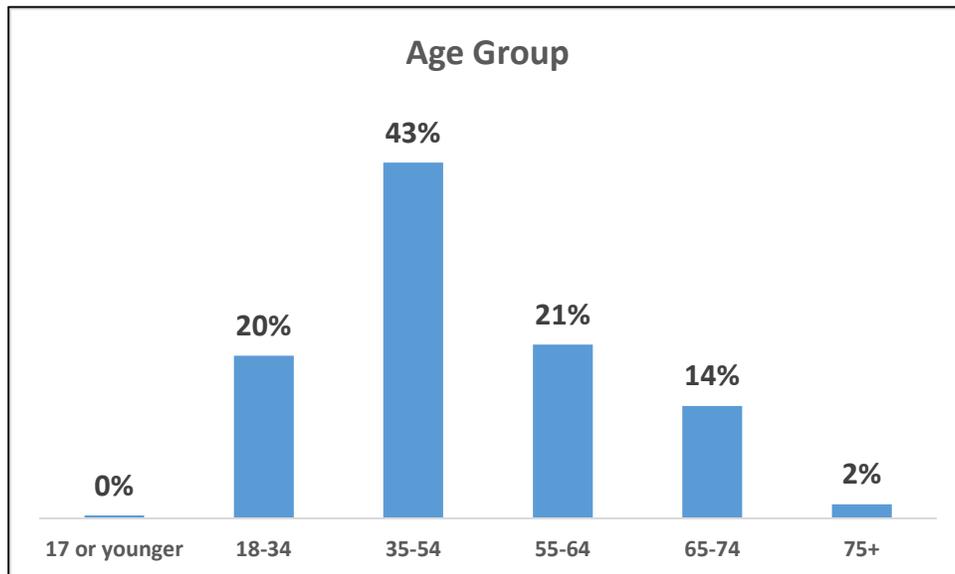
IF THE CITY OF DURANGO WERE TO EXPLORE THE POTENTIAL FOR DEVELOPING ADDITIONAL PARKS AND RECREATION AMENITIES WHICH TOP THREE AMENITIES WOULD BE MOST IMPORTANT TO YOUR HOUSEHOLD?

Top three most important amenities to respondents are:

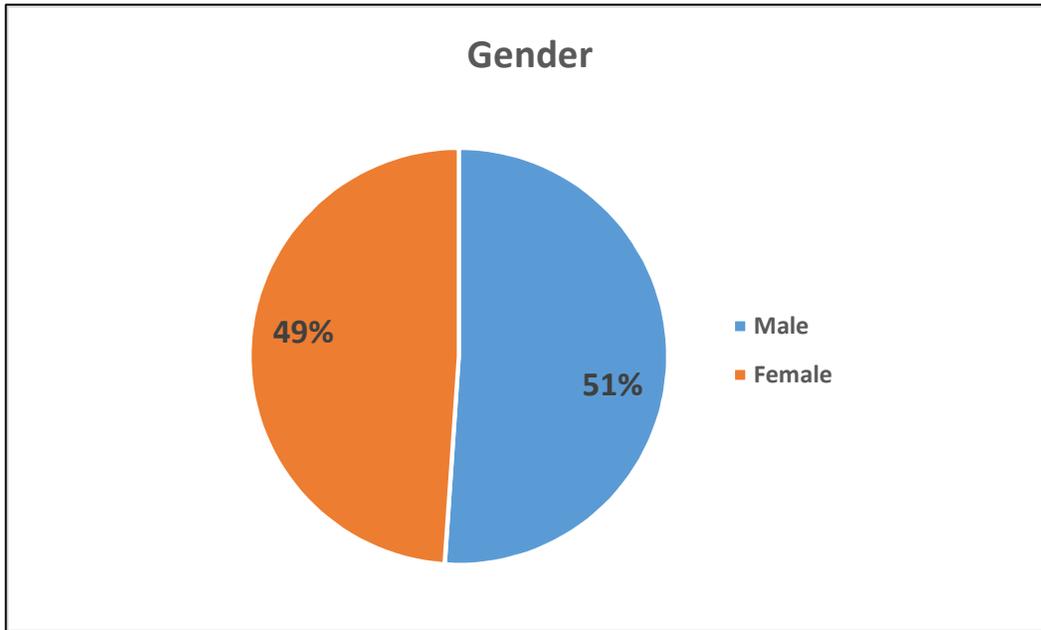
- Additional multi-use trails - 302 respondents
- Lake Nighthorse recreation - 301 respondents
- Bicycle park - 149 respondents



DEMOGRAPHICS



Counting yourself, how many people in your household are:	1	2	3	4	5+
Under age 5	30	23	4	0	0
Ages 5-9	46	16	0	1	1
Ages 10-14	50	17	6	0	1
Ages 15-19	34	17	2	0	1
Ages 20-24	23	5	2	2	0
Ages 25-34	34	60	2	0	0
Ages 35-44	66	72	1	0	2
Ages 45-54	69	59	0	0	1
Ages 55-64	75	63	1	0	0
Ages 65+	49	45	0	0	0



APPENDIX C - SITE ASSESSMENT SUMMARIES

C

Score: 45

33RD STREET RIVER ACCESS

Location: 3301 East Third Avenue
Size: 1.3 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Fair	Fair	Good	Fair	Good

STRENGTHS:

- The City has provided access for the Animas River for public use now, while realizing that there is still a strong need for the City to complete the development of the site.
- Commercial and public access with good signs on information, warnings, and geographic location.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.
- Additional boulders for rock armoring to address erosion and access.

CHALLENGES:

- Congestion and not a through street to allow for better traffic flow.
- In a residential area of the City.
- Parking within proximity of access site.

OPPORTUNITIES:

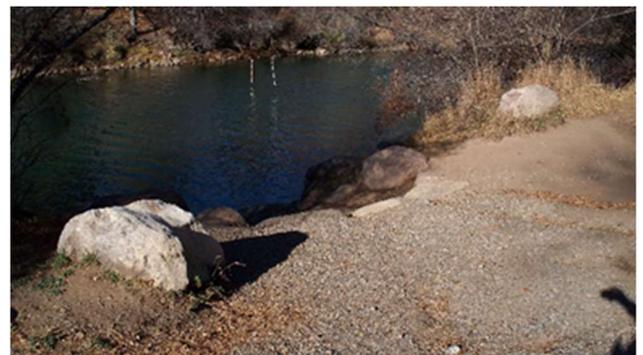
- Consider acquisition of adjacent property as it becomes available to address the biggest challenge of the site which is parking.



Example of River User Sign



Example of taped fliers



Example of rock armoring of river bank

A

Score: 85

ANIMAS CITY PARK

Location: 3274 East 2nd Avenue

Size: 1.25 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Park is connected to the Animas River Greenway.
- Turf is in good condition.
- Lookout over the Animas River from the Pavilion.
- Landscaping strip between the road and trail.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- No challenges were observed.

OPPORTUNITIES:

- Continue to extend the trail north along the Animas River.
- Expand park facilities to include the undeveloped portion at the north end of the park.



Example of gravel parking lot

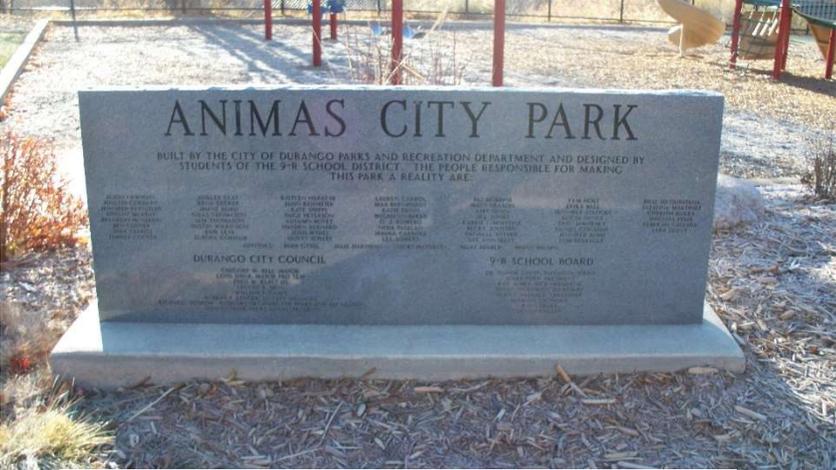


Landscaping strip along trail

ANIMAS CITY PARK (CONTINUED)



Pavilion overlooking the Animas River



Example of DPR’s public approach to designing parks



Trash receptacle and dog waste station

A-

Score: 80

BROOKSIDE PARK

Location: 2301 Main Avenue

Size: 1.98 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Mature trees along the creek.
- Junction Creek splits the property creating a unique setting.
- Organically managed park approach with proximity to Junction Creek.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- No real challenges observed.

OPPORTUNITIES:

- Chamber of Commerce building has recently been constructed on site.



Example of DPR standard park bench



Example of cavity formed at the creek and sidewalk

BROOKSIDE PARK (CONTINUED)



Boulders along the drive for a safe playing environment



Leased building and visible dumpster with pad

A

Score: 86

BUCKLEY PARK

Location: 1250 Main Avenue

Size: 1.6 aces



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

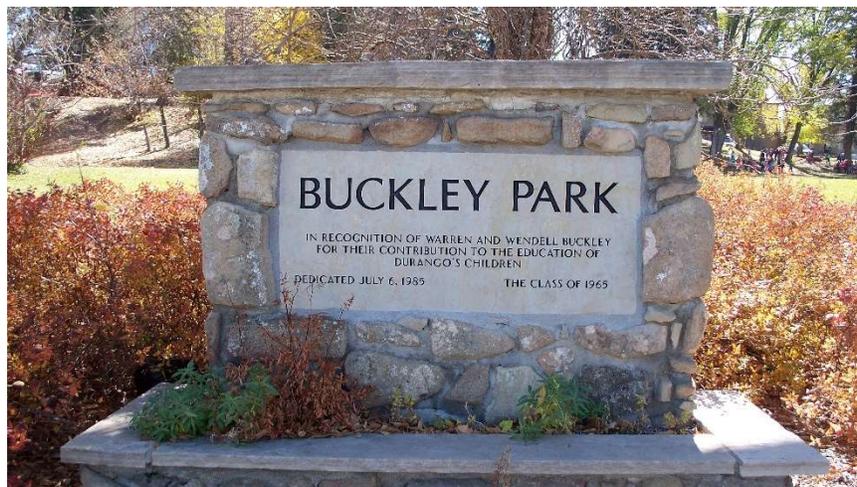
- Park is part of the Durango School District and City partnership.
- Memorial Park Sign.
- Used for programming & special events.
- In the heart of Downtown.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- No challenges were observed, nice park.

OPPORTUNITIES:

- Educate the public on the successes of the partnership, highlighting positive intergovernmental agreements for the betterment of the community.
- Small pavilion for music performances and speeches.



Buckley Park Memorial Sign

BUCKLEY PARK (CONTINUED)



Bike racks on meters



Trash cans near Buckley Park



Unique concrete bench with mountains incorporated into the back

A-

Score: 82

CHAPMAN HILL

Location: 500 Florida Road

Size: 38.32 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Closest skiing facility to City residents, where users can be there and participating within minutes.
- Unique facility with winter activities.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- Need to update rope-tow mechanics and structures.
- Regrading and adding additional runs with the short distance from top to parking lot.
- Small parking lot for the level of users during peak operations.

OPPORTUNITIES:

- Master Plan for the site to enhance services and experience.
- New façade for ski structures.



CHAPMAN HILL (CONTINUED)

Example of structure in need of updating or replacing the siding



Example of a dumpster in open that could be enclosed

Example of a newer structure on site for storage. This could be the model to replace the aged structures



A

Score: 89

CONFLUENCE PARK & SOUTHERN OPEN SPACE

Location: 100 Confluence Avenue &
700 Wilson Road
Size: 50.06 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- New park in mixed-use development that includes retail, commercial, health & wellness, and residential components.
- The trail winds through the development from US 160 to the parks.
- Play features provide challenges to different age segments and abilities.
- Artistic design to benches around the playground.
- Storm water management system along the trail replicates natural habitats and is visually appealing.

CHALLENGES:

- No challenges were observed.

OPPORTUNITIES:

- Connecting the trail system from the Animas River Trail to the Three Springs trail.



New medium and small playgrounds at Confluence Park

CONFLUENCE PARK & SOUTHERN OPEN SPACE (CONTINUED)



Artistic benches at Confluence Park



New shelter and lighting at Confluence Park



Mile markers along the trail at Confluence Park



Climbing boulders and picnic table along the trail



CRESTVIEW PARK

Location: 1935 Crestview Drive

Size: 0.33 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Fair	Good	Excellent	Fair	Fair

STRENGTHS:

- Well maintained property.

CHALLENGES:

- Determining the highest and best use for the property.

OPPORTUNITIES:

- Engage the neighborhood into the design process to build support for the property.
- Incorporate public art into the property.
- Include the standard park sign with property name.

B

Score: 70

CUNDIFF PARK

Location: 149 East 22nd Street
 Size: 17.65 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Fair	Good	Excellent	Good	Good

STRENGTHS:

- The City has provided access to the Cundiff Park for use, while realizing that there is still a strong need for the City to complete the development of the site.
- The Animas River Greenway Trail, bridge, lighting, and BMX Track are well developed amenities on the site.
- Diverse segment appeal by defined uses of the park.
- Commercial and private river outfitters use of site.
- Adjacent to Animas River Greenway.

CHALLENGES:

- Parking is limited during events when factoring in outfitters use too.
- Competing interests can be a challenge when improvements are being planned.
- Managing changes to BMX track layout.

OPPORTUNITIES:

- While there are amenities that have been well developed, there is still a need to create a site master plan to complete the development of the Cundiff Park.
- Volunteer base from user groups on improvements/maintenance.



Bridge along the Animas River Greenway in Cundiff Park

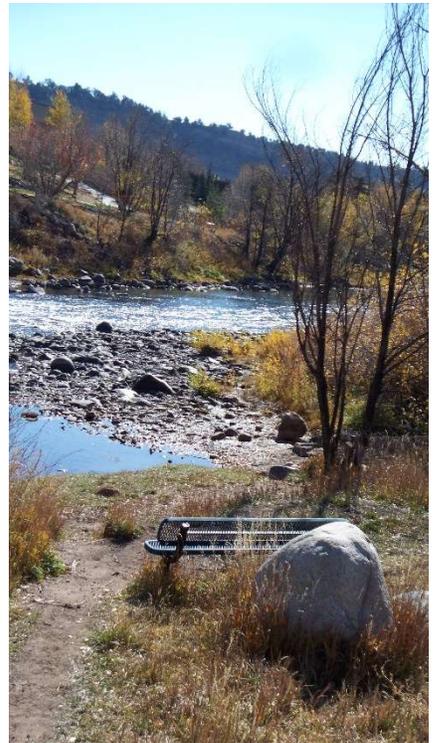
CUNDIFF PARK (CONTINUED)



Example of lighting along the trail



Example of Stormwater BMP in place in Cundiff Park



Example of overlook benches



BMX Storage, press, box, and participant/spectator separation

A

Score: 85

DALLABETTA PARK

Location: 13616 La Posta Road

Size: 7.86 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

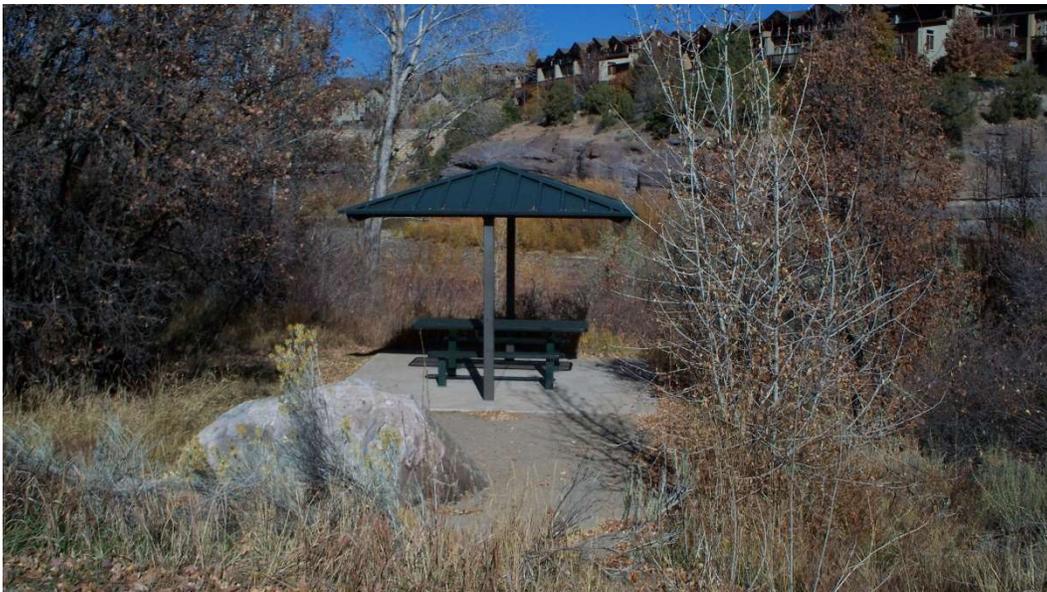
- Several picnic areas including a couple with picnic shelters.
- Park is heavily used by commercial and private outfitters for Animas River access.
- The Park is a connection along the Animas River Greenway Trail.

CHALLENGES:

- Restroom appears to have been vandalized multiple times.

OPPORTUNITIES:

- Additional rock armoring to address erosion and ease of access.
- Consider improvement of the gravel parking lot.



Example of a picnic table with picnic shelter

DALLABETTA PARK (CONTINUED)



Restroom at Dallabetta Park



One of the river access points in Dallabetta Park



Picnic area at Dallabetta Park

B

Score: 63

DESIGNATED OFF-LEASH AREA

Location: 21850 Highway 160 West
 Size: 23.6 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Fair	N/A	Good	Excellent	Good

STRENGTHS:

- Good utilization of the property, providing a service to meet the needs of the community.
- Riverfront access for users and pets.
- Along the Animas River Greenway Trail and links to other parks.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- Visibility of designated parking.
- Ability to develop site due to environmental conditions that exist.
- Need to address site runoff and erosion.

OPPORTUNITIES:

- Enhance visibility of parking for visitors.
- Bridge from the interior of off-leash area to connect directly to the Animas River Trail.



Gate into the Designated Off-Leash Area



Natural trail inside the Designated Off-Leash Area

A

Score: 91

DURANGO COMMUNITY RECREATION CENTER & AMPHITHEATER

Location: 2700 Main Avenue
Size: 6.83 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Amphitheater and seating levels are very well done with trees in the backdrop.
- Grass areas next to the venue are in great shape.
- Playground location in proximity is valuable for families attending events at the amphitheater.

CHALLENGES:

- Venue capacity during popular events may not be adequate.

OPPORTUNITIES:

- Shade for visitors and playground.



Landscaping at the amphitheater



Durango amphitheater without the shade sails



EASTER HEIGHTS PARK

(Undeveloped)

Location: 10 Willow Place

Size: 3.09 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Fair	Fair	N/A	Fair	Fair

STRENGTHS:

- Provided by a developer to the City.
- Located in a residential neighborhood.
- Conservation of the property, limited cost of maintenance.

CHALLENGES:

- No parking available, located in a cul-de-sac.
- Limited use.

OPPORTUNITIES:

- Gauge interest in enhancing the property; create a master plan for the site and then develop.

A-

Score: 80

FANTO PARK

Location: 445 East 7th Avenue

Size: 2.98 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- This is one of many organically managed parks within the system.
- Park and School combined providing maximum benefit to students and neighborhood.
- Play features are strong.

CHALLENGES:

- Turf maintenance and repair due to the heavy use.
- Maintenance is provided by the City Parks and Recreation Department.

OPPORTUNITIES:

- Create an annual maintenance schedule coordinated with the school to manage needed repairs/maintenance with such a heavy use.



Dog Waste Station



Sign for Fanto Park

A

Score: 84

FASSBINDER PARK

Location: 140 West Park Avenue

Size: 1.38 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Park has significant mature trees and shade.
- New playground for the property.
- Inviting feel to the park.
- Restroom at this neighborhood park.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- Traffic along Park Avenue.

OPPORTUNITIES:

- Walkway into the interior of the park to a seating area close to the playground.
- Add a few benches in key locations of the park.



Restrooms at Fassbinder Park



Example of standard picnic table

B+

Score: 73

FOLSOM PARK

Location: 11 Folsom Place

Size: 8.67 Acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Good	Excellent	Good	Excellent

STRENGTHS:

- Playground condition and color.
- Layout of the park.

CHALLENGES:

- Visible dumpster.
- Trash truck ruts in the asphalt.
- Neighbors (open air) backyard storage.

OPPORTUNITIES:

- Beautifying the corner of the park sign (front, around and behind) with landscaping could help with the first impression and draw people in visually.
- Reside and/or paint the dugouts, concession and dugout/storage structures would carry a quality into the park past the playground.



Curb repair needed



Nice playground at Folsom Park

FOLSOM PARK (CONTINUED)



Grass growing through the gravel



Damage to asphalt from weight of trash truck



Restrooms in need of updating/replacement



Bleachers with dugout/storage in background

A-

Score: 81

DURANGO SOFTBALL COMPLEX at FORT LEWIS COLLEGE

Location: 1430 Rim Drive

Size: 9.63 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Good	Excellent	Excellent

STRENGTHS:

- Partnership with Fort Lewis College on the complex.
- Newly renovated complex.

CHALLENGES:

- The condition and maintenance of an aging playground.

OPPORTUNITIES:

- Monitor seeded areas for maximum coverage and repair any areas that do not fill in.
- New playground with a signature climbing feature.



Shelter located at Durango Softball Complex



Locker room at Durango Softball Complex

**FORT LEWIS COLLEGE
DURANGO SOFTBALL
COMPLEX
(CONTINUED)**



Press box, pavilion at Durango Softball Complex



Playground at Durango Softball Complex during construction



Dugout at Durango Softball Complex



Newly renovated restrooms at Durango Softball Complex

A+

Score: 93

SMITH SPORTS COMPLEX at FORT LEWIS COLLEGE

Location: 700 Talon Lane

Size: 17.05 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- New Tennis Courts under construction.
- Pavilion facility is well designed and appears to be adequate for the facility.
- Playground amenities and setting are well done.
- Stormwater BMP design enhances the facility visually.
- Signage incorporates both organizations in the partnership.

CHALLENGES:

- Turf repair with heavy use makes maintenance a challenge.

OPPORTUNITIES:

- Create an annual maintenance schedule that balances the use with needed upkeep include the college use schedule as well.



Fountains and picnic table at FLC Smith Sports



Entrance sign at FLC Smith Sports Complex

FORT LEWIS COLLEGE SMITH SPORTS COMPLEX (CONTINUED)



Pavilion/Concessions at FLC Smith Sports Complex



Playground at FLC Smith Sports Complex



Stormwater BMP design at FLC Smith Sports Complex

A

Score: 87

GREENMOUNT CEMETERY

Location: 3274 East 2nd Avenue
Size: 39.8 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	N/A

STRENGTHS:

- Veteran’s Memorial - very well done and respectful.
- Artwork within the Cemetery.
- Location of maintenance hub, for cemetery maintenance as well as the system.

CHALLENGES:

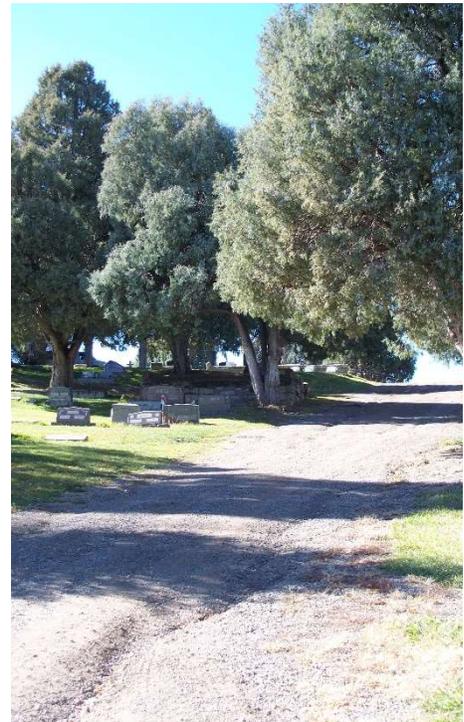
- The amount of equipment and need for screening or additional storage building to get the full life of the equipment.
- The existing irrigation system is not automated and significant staff time is required to irrigate the Cemetery.

OPPORTUNITIES:

- Update the maintenance hub to include ample interior storage.



Veteran’s Memorial at Greenmount Cemetery



Road in need of repair or paving

B+
Score: 74

HILLCREST VIEW PARK

Location: 222 Hillcrest Drive

Size: 0.5 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Good	Good	Excellent	Good

STRENGTHS:

- Well maintained pocket park.
- Grass area is in good condition.

CHALLENGES:

- Monitor the aging playground for ongoing maintenance and/or replacement.

OPPORTUNITIES:

- Add a signature climbing component.



Older picnic table at Hillcrest View Park



Older bench at Hillcrest View Park



Playground at Hillcrest View Park

A+

Score: 92

HISTORIC TRAM PARK

Location: 307 Tipple Avenue

Size: 1.36 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- New park with new amenities.
- Layout maximizes the open green space.
- Loop trails throughout new development.
- Historic tram artifacts within the park.

CHALLENGES:

- Lack of traffic to the newly developed area.
- Parking while development is in progress.

OPPORTUNITIES:

- Connecting the trails west of the City to the trail system within Durango.



Trail system through Twin Buttes connected to Historic Tram



Lighting along the trail

HISTORIC TRAM PARK (CONTINUED)



Play features within Historic Tram Park



Trash receptacles/bike rack in Historic Tram Park



Slides within Historic Tram Park



Pavilion within Historic Tram Park

C+

Score: 43

HOLLY PARK

(Undeveloped)

Location: Holly Avenue

Size: 3.72 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Fair	Fair	N/A	Fair	Fair

STRENGTHS:

- Conservation of the property, limiting cost of maintenance.

CHALLENGES:

- Opportunity for invasive weeds to establish and populate.
- Spontaneous uses of the property.
- Former landfill site.

OPPORTUNITIES:

- Conduct a site master plan to develop into a new City park.

A-

Score: 78

IRIS PARK

Location: 1235 Camino del Rio

Size: 0.48 acre



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Good	Good

STRENGTHS:

- Organically managed park.
- Art in the Park.
- Park is in the heart of the City.
- Connect to Schneider Park & Riverfront Park.
- Trail is heavily used by the community.

CHALLENGES:

- Sections of the trail are heaving.
- Turf is in need of repair in sections.

OPPORTUNITIES:

- Incorporate pervious hard surface material (brick or concrete) around the art by the bridge.



Picnic pavilion within Iris Park



Heaving section of the trail

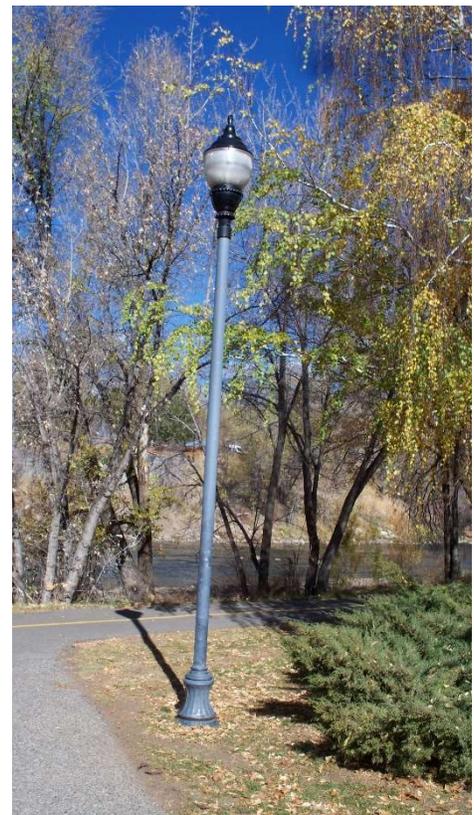
IRIS PARK (CONTINUED)



Public art and bridge along the Animas River Greenway



Veteran's Memorial in Iris Park



Trail lighting in Iris Park



JENKINS RANCH PARK

Location: 435 Jenkins Ranch Road

Size: 7.82 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Park has open space and inviting amenities.
- Turf is in great condition and landscaping has natural elements to add dimensions.
- Diversity of activities.

CHALLENGES:

- Core activity areas need shade for visitors.

OPPORTUNITIES:

- Consider adding shade to the property in core activity areas.
- Plant additional trees around perimeter.



Playgrounds and features at Jenkins Ranch Park



Restroom facility at Jenkins Ranch Park

JENKINS RANCH PARK (CONTINUED)



Example of natural elements in landscaping



Tennis courts at Jenkins Ranch Park



Trail at Jenkins Ranch Park



Open green space at Jenkins Ranch Park

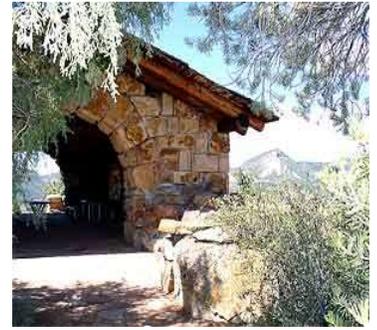
A-

Score: 78

LION'S DEN

Location: 2401 Rim Drive

Size: 10.5



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Good	Good

STRENGTHS:

- Beautiful stone pavilion with seating wall.
- Popular location for special occasions.

CHALLENGES:

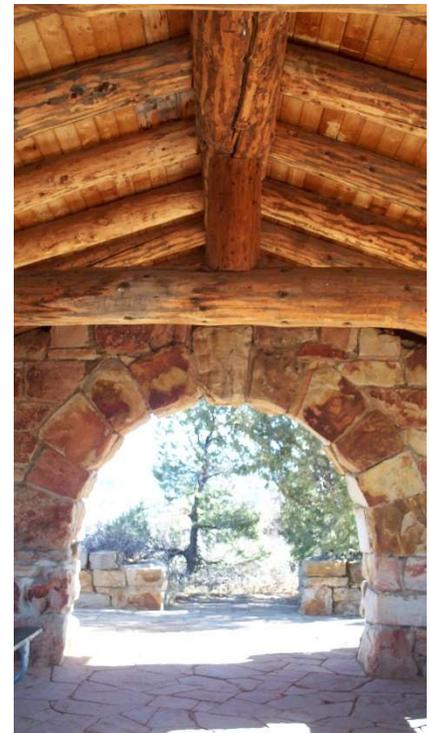
- Parking for visitors to the facility during reservations.

OPPORTUNITIES:

- Add new picnic tables in place of older tables.
- Security lighting.
- Interpretive signage, possibly include the development of Durango below with photos of then and now.



Exterior and patio of Lion's Den



Interior of Lion's Den

B+

Score: 73

MASON CENTER PARK

Location: 301 East 12th Street

Size: 3.12 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Good	Excellent	Good	Excellent

STRENGTHS:

- Tennis Courts are in good condition.
- Mature trees along the property.
- Downtown location.

CHALLENGES:

- Visual appearance of the Mason Center and managing perceptions.
- East/Northeast portion of the property is rough understory from trees.

OPPORTUNITIES:

- Conduct master plan for the park and building to determine highest and best use.



Tennis Courts at Mason Center Park



Playground at Mason Center Park

MASON CENTER PARK (CONTINUED)



Example of old sign on the building



Cut through at Mason Center Park



Parking lot with area in need of repair/repaving

A

Score: 87

MEMORIAL PARK

Location: 2901 East 3rd Street

Size: 15.36 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Resting areas, landscaping and picnic tables along the park and trail.
- Signs for various uses with orientation, rules and maps are easily located and in good condition.
- River bank has some armoring to help with erosion control and river traffic.
- Park is heavily used by commercial and private outfitters for water activities.
- Connectivity along the Animas River Greenway Trail.

CHALLENGES:

- The site continues to be challenged by heavy use of river traffic
- Restrooms are in need of updating.

OPPORTUNITIES:

- Update sign for Oppie Reames Trail.
- Repair crumbling sections of parking and strip spaces.



Trail in Memorial Park



Boulder and accessible picnic table along the trail

MEMORIAL PARK (CONTINUED)



Raised flowerbed along the trail



Lighting along the trail



Example of signs in the park



Nature trail access from the parking lot in Memorial Park

B+

Score: 75

NEEDHAM PARK

Location: 2455 West 3rd Street
 Size: 0.9 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Good	Good	Excellent	Excellent

STRENGTHS:

- This is one of many organically managed parks within the system.
- Park and School combined providing maximum benefit to students and neighborhood.
- Play features are strong.

CHALLENGES:

- Turf maintenance and repair due to the heavy use.
- Maintenance is provided by the City Parks and Recreation Department.

OPPORTUNITIES:

- Create an annual maintenance schedule coordinated with the school to manage needed repairs/maintenance with such a heavy use.



Example of signs in the park



Example of signs in the park



Turf in need of repair

B+
Score: 69

OXBOW PARK & PRESERVE

Undeveloped

Location: 500 Animas View Drive

Size: 44.1 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	N/A	Excellent	Good	Good

STRENGTHS:

- Preserves river front property along the Animas River.
- The natural trail on the property.
- Park and preserve outcomes on signage.

CHALLENGES:

- Automobile and appliances dumped on site.
- Lacking a sense of arrival at the entrance.
- Access to parking is limited.

OPPORTUNITIES:

- Educate the public on the outcomes of the site through messaging.
- Improve parking and trailhead with signage and access.



Natural trails in the park



Example of signs in the park

OXBOW PARK & PRESERVE (CONTINUED)



Railroad crossing in the park



Old car with appliances next to it in the park



Parking lot for Oxbow Park & Preserve



Parking lot chained at Oxbow Park & Preserve

A-

Score: 77

PIONEER PARK

Location: 261 East 37th Street

Size: 2.35 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Good

STRENGTHS:

- Open space for free play.
- Good sized pavilion for families and neighborhood groups to use.
- Tree canopy on site.

CHALLENGES:

- Location of play equipment in proximity to homeowner within the site.

OPPORTUNITIES:

- Engage the community for components to a new play structure in the park.
- Opportunity to incorporate a signature climbing feature as part of updating equipment.



Play features at Pioneer Park



Example of weathered sign

A-

Score: 79

RANK PARK

Location: 149 East 22nd Street

Size: 6.45 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Good

STRENGTHS:

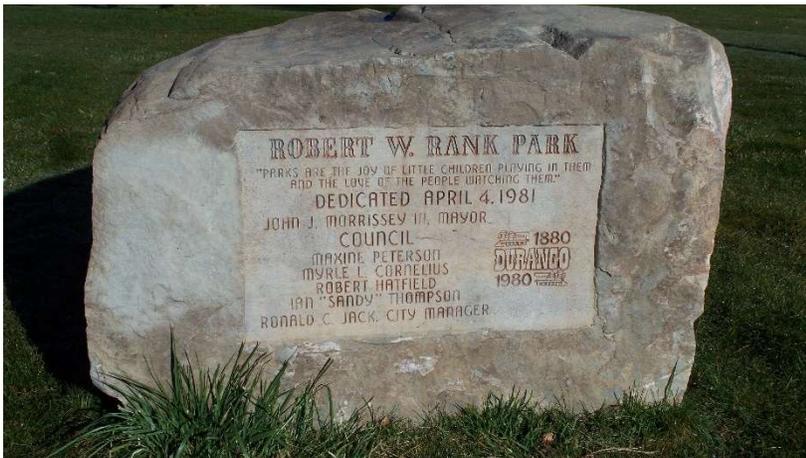
- Park is located along the Animas River Greenway Trail.
- Connections to Memorial Park to the north and Rotary Park to the south.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- There are two ground water springs which create difficulties with turf maintenance in select areas.

OPPORTUNITIES:

- Additional park amenities could support a variety of users and could include bike station, seating/stretching area, additional play feature, etc.).



Memorial stone at Rank Park



Animas River Greenway Trail south



RIVERFRONT PARK

Location: 1235 Camino del Rio

Size: 1.1 acre



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Good	Good

STRENGTHS:

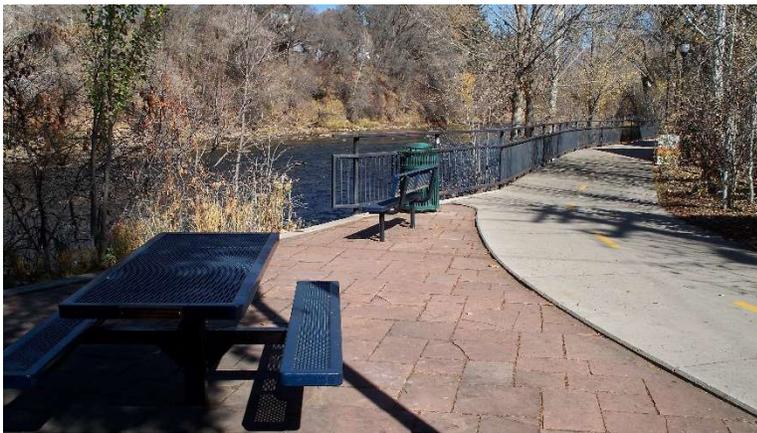
- Park provides visually interesting views for resting along the Animas River Greenway Trail.
- Park is in the heart of Town.
- This is one of the organically managed parks within the system.
- Trail is heavily used.
- Visual design of the swinging bridge over the river.

CHALLENGES:

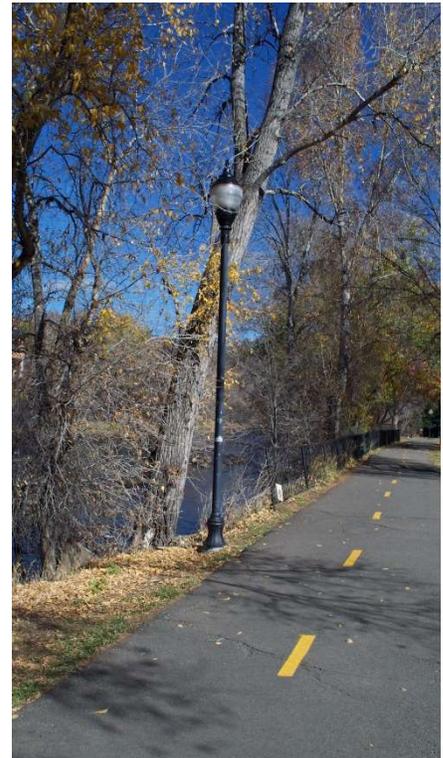
- Sections of the trail are heaving due to roots from the trees between the trail and the river.
- Section of the fence is leaning out toward river.

OPPORTUNITIES:

- Additional interpretive signs on river ecology and approach to river bank vegetation and trees.



Picnic area next to bridge in Riverfront Park



Trail lighting and fence

RIVERFRONT PARK (CONTINUED)



Bridge over the Animas River



Example of turf condition



Example of the trail heaving



Overlook seating and pier

A-

Score: 77

RIVERVIEW SPORTS COMPLEX

Location: 2900 Mesa Avenue

Size: 11.22 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Good	Excellent	Good	Good

STRENGTHS:

- Restrooms are in great condition.
- Heavily used facility by the community.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- Erosion of ball diamond by dugout with sloped area.
- Dugouts have sections of wood and roofing that need replaced/repaired.

OPPORTUNITIES:

- Update park sign to address worn lettering and fading.
- Create an annual maintenance schedule coordinated with the school to manage needed repairs/maintenance with such a heavy use.

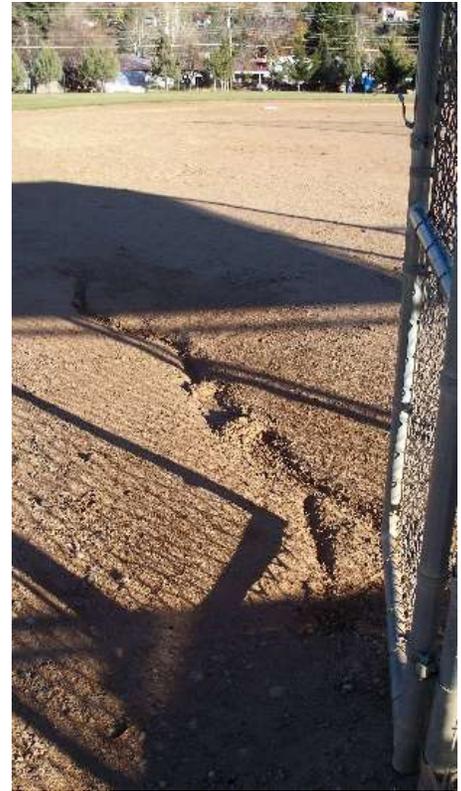


Ball diamonds and open field in the middle



Ball diamond and fence

RIVERVIEW SPORTS COMPLEX (CONTINUED)



Erosion at dugout entrance



Example of peeling letters on park sign



Restrooms at Riverview Sports Complex

B+
Score: 72

ROOSA PARK

Location: 1349 Roosa Avenue

Size: 1.93 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Excellent	Excellent	Excellent	Good

STRENGTHS:

- Shaded with mature trees.
- Turf is in good condition.

CHALLENGES:

- Visibility of park sign is impacted by the vegetation around it.

OPPORTUNITIES:

- Relocate sign toward the raised flowerbed or the road.
- Interpretive sign with outcomes of the park.
- Interpretive sign along the small trail, most likely created as a cut through.



Raised flowerbed at Roosa Park



Park sign

A-

Score: 79

ROTARY PARK

Location: 1565 East 2nd Street

Size: 1.87 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Good	Excellent	Excellent	Good

STRENGTHS:

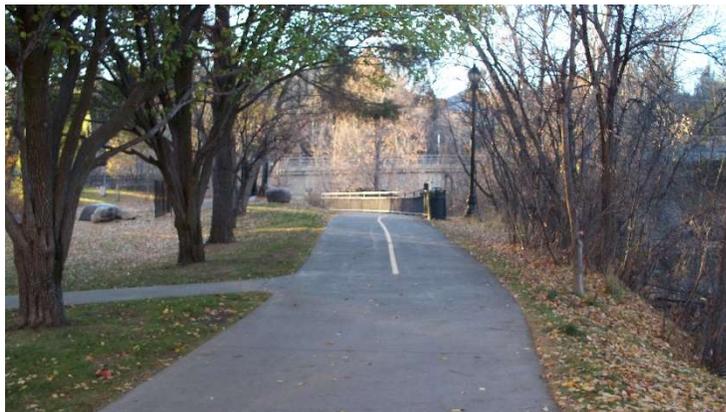
- Setting of the park along the Animas River Greenway in downtown.
- The architecturally unique gazebo.
- Interpretive signage in the park and along the trail.
- Special events in the park.

CHALLENGES:

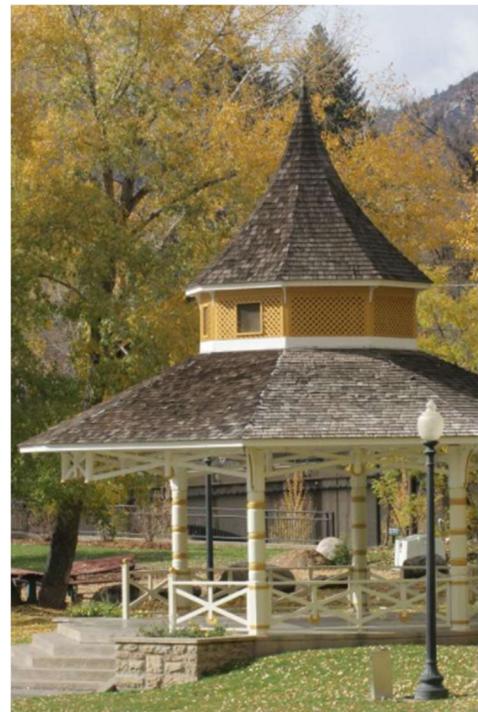
- Steep drop from trail area to the river side that has erosion from what appears to be traffic going down to the river.

OPPORTUNITIES:

- Update restrooms.
- Rock armoring along the eroded areas could help with erosion and traversing to the river.



Animas River Greenway Trail through Rotary Park



Rotary Park Gazebo



SANTA RITA PARK

Location: 149 South Camino del Rio

Size: 14.49 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Park is used heavily by commercial and private outfitters for river activities.
- Park is heavily used by residents.
- Identified as a potential art location for another public piece as part of the City of Durango’s Public Art Commission Master Plan.
- Interpretive stop along the San Juan Skyway which is an American Byway.
- Public art “Parade Formation” piece in the park.
- The amenities and features within the park serve diverse usage.
- Home to the Emma Sweeny model locomotive made famous for being in movies and television.
- Additional rock armoring of the river bank for safe ingress and egress of the river traffic.

CHALLENGES:

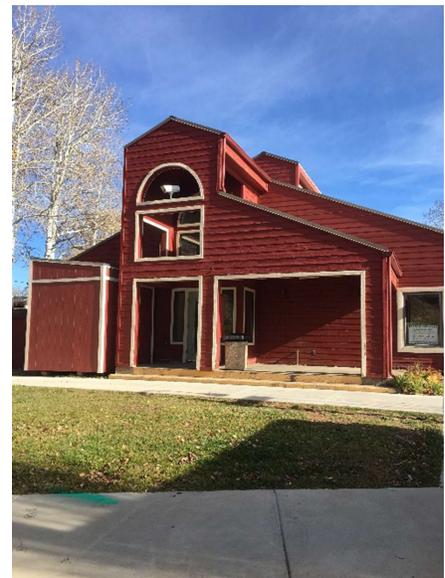
- Construction site for the short term.
- Capacity is not adequate for the peak season and popularity of this Park.

OPPORTUNITIES:

- Pave the river access drive and gravel lot.



New playground in Santa Rita Park



Visitors building to be repurposed

SANTA RITA PARK (CONTINUED)



Road to river access gravel lot



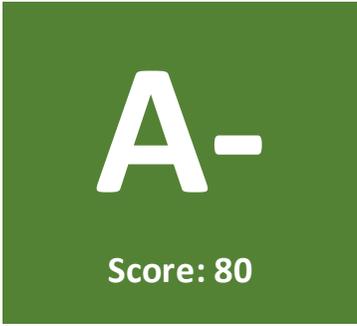
San Juan Skyway interpretive sign



“Parade Formation” public art



Harmony Park musical instruments



SCHNEIDER PARK

Location: 950 Roosa Avenue/1300 Roosa Avenue
 Size: 6.93 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Good	Excellent	Excellent

STRENGTHS:

- Along the Animas River Greenway Trail.
- Heavily used by the community.
- Amenities serve a diverse interest.
- Green spaces along the trail for resting, picnics and free play.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- Visible dumpster and ruts in asphalt from trash trucks.
- Transient population within the park.

OPPORTUNITIES:

- Update restrooms.
- Introduce new amenities to attract more park visitors.



Animas River Greenway into Schneider Park



Example of taped fliers

SCHNEIDER PARK (CONTINUED)



Bridge across the Animas River



“Moments” project in Schneider Park



Playground at north section of Schneider Park



Example of trash truck ruts

B+
Score: 74

VILES PARK

Location: 245 East Park Avenue

Size: 0.82 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Good	Good	Excellent	Excellent	Good

STRENGTHS:

- Mature trees and shading the majority of the park.
- Park is heavily used by the school next door and the neighborhood.
- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.

CHALLENGES:

- No challenges were observed.

OPPORTUNITIES:

- Add a walkway into the property with a seating area.
- Signature play feature, climbing unit, or playground could add life to the park.



Swing set in Viles Park



Slide in Viles Park

A

Score: 91

WHITEWATER PARK

Location: 109 Camino del Rio

Size: 7.4 acres



First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Excellent	Excellent

STRENGTHS:

- Identified as a potential art location for a public piece as part of the City of Durango’s Public Art Commission Master Plan.
- Upgraded electrical infrastructure.
- Special events are held in the park with great attendance.
- Park is used heavily by commercial and private outfitters for river activities.
- Park is heavily used by residents.
- Rock armoring along the river bank for improved access and erosion control included a unique design that accommodates spectator seating during river events.

CHALLENGES:

- Construction site for the short term.
- Capacity is not adequate for the peak season and popularity of this Park.

OPPORTUNITIES:

- Formalize the entrance to Whitewater Park.
- Interpretive signs on the sewer treatment plant/process
- Additional restrooms.



One of the shelters in Whitewater Park



Animas River access in the park

WHITEWATER PARK (CONTINUED)



Changing shelter shared with Santa Rita Park



Kiwanis pavilion in Whitewater Park



Infrastructure upgrade for events



River management in Whitewater Park