



PARKS AND RECREATION

Comprehensive Master Plan
2022





ACKNOWLEDGEMENTS

Thank you to community members for contributing input
Throughout the development of this master plan.

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Table of Contents

Chapter 1 - Executive Summary..... 6	Chapter 6 - Financial Analysis..... 156
1.1 Introduction.....6	6.1 Capital Improvement Plan 156
1.2 Comprehensive Plan Goals7	6.2 Funding and Revenue Strategies..... 174
1.3 Project Process.....8	Chapter 7 - Visioning and Strategic
1.4 Mission, Vision, Values and Big Moves9	Action Plan..... 187
1.5 Key Findings..... 16	7.1 Visioning Summary..... 187
1.6 Conclusion 27	7.2 Strategies..... 190
Chapter 2 – Market Analysis28	Chapter 8 - Conclusion 195
2.1 Introduction.....28	
2.2 Demographic Analysis.....29	Appendices..... 196
2.3 Recreation Trends Analysis..... 37	
2.4 Demographics & Trends Key Findings 52	Appendix A - Non-Participant
 	Interest by Age Segment..... 196
Chapter 3 – Community Engagement54	
3.1 Key Stakeholder and Focus Groups	Appendix B - National and
Summary 56	Regional Programming Trends 199
3.2 Public Input Meetings..... 63	
3.3 Statistically-Valid Survey 65	Appendix C - Core vs. Casual
3.4 Statistically-Valid / Online Survey	Participation Trends 202
Comparison 69	
 	Appendix D - Statistically-Valid Survey
Chapter 4 – Parks and Facility	Overall Results 208
Assessment..... 79	
4.1 Inventory Assessment..... 79	Appendix E - Electronic Survey
4.2 Park Site Assessment Methodology	Results 234
and Summaries 79	
4.3 Level of Service Standards.....89	Appendix F - Intercept Surveys.....255
4.4 Equity Maps..... 92	
 	Appendix G - Program Classification . 264
Chapter 5 – Program, Operations and	
Maintenance Review..... 114	APPENDIX H - Similar Provider
5.1 Recreation Program Assessment..... 114	Benchmark 266
5.2 Operations and Maintenance Review ... 140	
5.3 Operational Overview 146	APPENDIX I: Volunteer/Partnership Best
	Practices & Recommendations..... 267
	Appendix J - Maintenance Standards.. 271



EXECUTIVE SUMMARY



1.1 Introduction

MONTROSE RECREATION DISTRICT ("District") selected the PROS Consulting team to assist in developing a Parks and Recreation Comprehensive Master Plan ("Plan"). The purpose of the Plan is to serve as a "blueprint" for the District staff and Board of Directors in preparing

a needs assessment and action plan to best serve the District residents.

This is intended to be a dynamic and realistic document, designed to strengthen existing programs, facilities, and amenities while serving as a road map for the future.

1.2 Comprehensive Plan Goals

The following goals were identified as a key outcome of this planning process:

01

Engage the community, leadership, and stakeholders through innovative public input means to build a shared vision for parks, open space, trails, and recreation for the next ten years.

02

Utilize a wide variety of data sources and best practices to predict trends and patterns of use to best address unmet needs in the District.

03

Determine unique Level of Service Standards to develop appropriate actions regarding parks, open space, trails, and recreation programs.

04

Shape financial and operational preparedness through innovative and "next" practices.

05

Develop a dynamic and realistic strategic action plan to attain national accreditation and long-term financial success and sustainability.

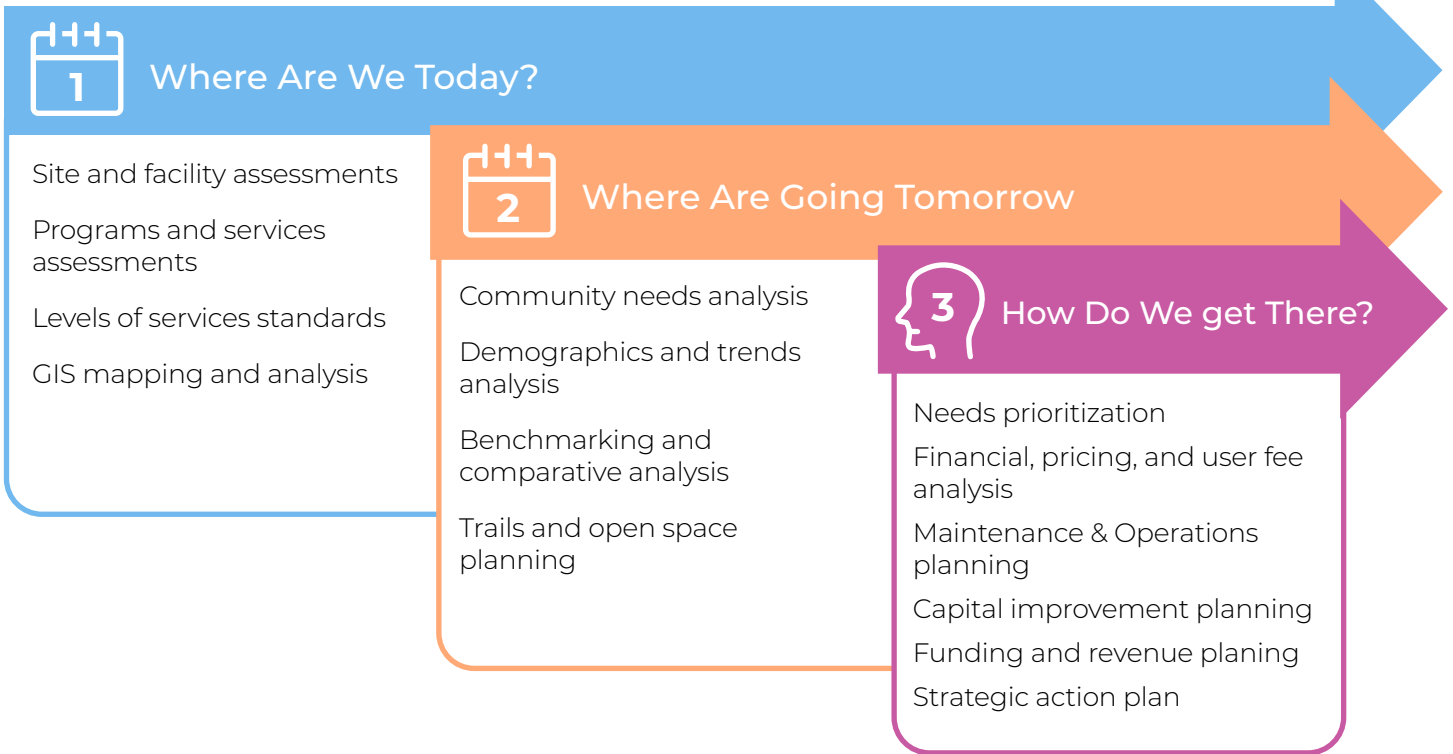


1.3 Project Process

The Plan 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:

Figure 1: Existing Core Program Areas



1.4 Mission, Vision, Values and Big Moves

Based on an iterative visioning process with staff and Board using community input, demographics and trends and an analysis of the District's programs,

maintenance and operations and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were developed by staff.

1.4.1 Core Values

The following core values were developed through an iterative process during the Visioning workshop with staff and Board. These are the core values by which staff will operate. They have also helped shape the Vision and Mission for the District.

1.4.2 Vision

The following is the vision statement that the District aspires to fulfill:

"To be a leader in providing exceptional parks and recreation experiences"

1.4.3 Mission

The following mission statement serves as the "why" for the staff to do what they do every day:

"FUNdamentally improving lives by building community in fun engaging ways, and by providing excellent parks and recreation facilities, activities, and services"

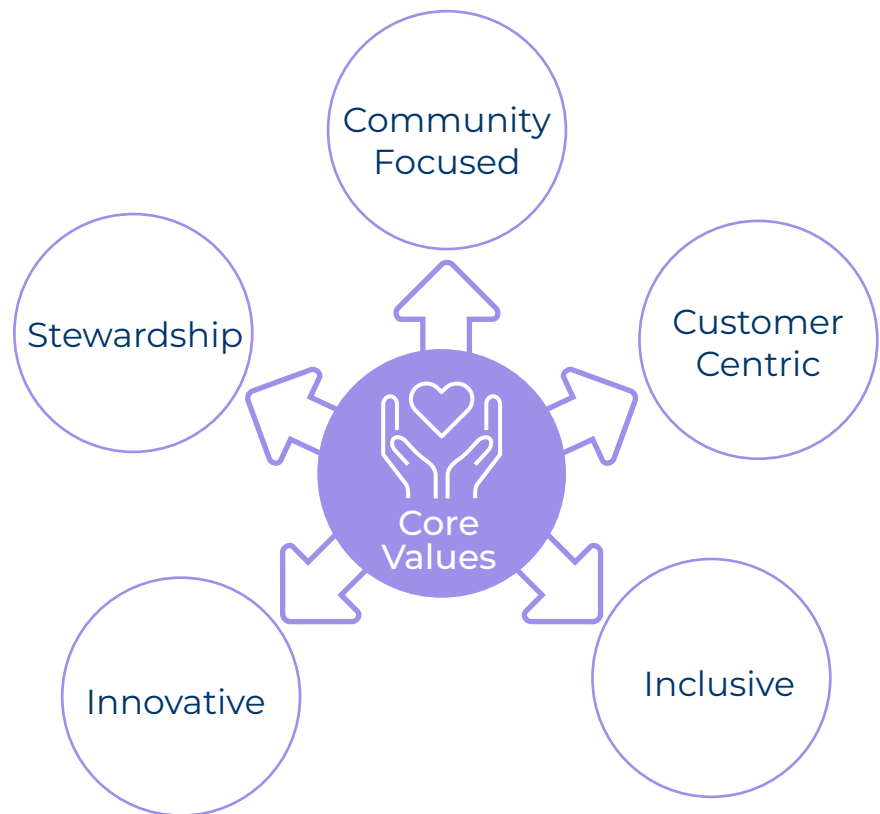


Figure 2: Core Values

1.4.4 Big Moves

Staff and Board collaborated to identify the primary District-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the 5 Big Moves that were identified through this process:

- 01 Develop, maintain, and sustain a full Capital Improvement Program with funding mechanisms for long-term investments in the parks and facilities
- 02 Develop, maintain, and sustain a multi-jurisdictional (City/County/District) cooperative to develop strong trails and connections
- 03 Expand programs / fill gaps identified through data-driven assessments
- 04 Focus on District employees, attracting / retaining highly qualified and professional staff
- 05 Attain CAPRA Accreditation and the National Gold Medal Award

The Board also identified their 5 Big Moves which were very similar to what staff came up with:

- 01 Create an award-winning trail system
- 02 Construct an outdoor aquatic facility
- 03 Create the "MRD Way" and culture for staff and service delivery
- 04 Increase program participation to best practice levels
- 05 Ensure long-term financial sustainability

1.4.5 Strategic Action Plan

In addition, the consulting team developed an Action Plan that will be updated and utilized by staff to implement and track progress on this Plan's recommendations. This was based on the key Strategic Areas identified during the Visioning Workshop. These were then organized based on Short-term (0-3 years), Mid-term (3-5 years), and On-going.

The categories and some key strategies by timelines are shown below.



Parks & Trails Strategies/Tactics

Short-Term Strategies

Assess current park system for opportunities to add pocket parks and use GIS Mapping to identify underserved areas for potential new park locations (i.e., signature park on east side of Montrose)

Use Capital Improvement Plan to develop a lifecycle replacement schedule of all recreational amenities with identified funding sources

Develop a tree replacement program and identify locations where "next generation " trees should be planted

Begin to build the framework of existing documents to incorporate into a maintenance management plan with standards and tracking instructions for the computerized maintenance management software (CMMS) (CAPRA Requirement)

Research Adopt-a-Park and Adopt-a-Trail programs in the state and region to potentially develop an MRD adoption program

Identify connector opportunities for trails within the City, School District, District and County

Develop Site Master Plan for Ute Park / McNeil Fields

Begin to implement the lifecycle replacement schedule

Identify ADA enhancement opportunities to create/improve accessibility and incorporate into a trails and walkway plan

Mid-Term Strategies

Install shade structures and plant next generation trees

Ensure adequate number of restrooms across all community parks or larger sites, as needed

Start building trail connectors based on identified priorities

Continue lifecycle replacement for recreational amenities

Long-Term Strategies

Increase overall connectivity throughout the system (trails, parks, neighborhoods) - Partner with the City and property owners to increase connectivity

Ongoing Strategies

Update the ADA Transition Plan annually to capture progress on increased/improved accessibility

Continue data entry, tracking and setting goals from the CMMS

Continue cooperative relationship with the City and look for opportunities to expand and strengthen the partnerships in development, maintenance, and programs

Develop list of innovative ideas to activate outdoor spaces (Fitness/wellness, nature programs, senior programs, outdoor adventure and art/dance/performances, special events)

Continue to monitor growth and development patterns to provide future parks and trail opportunities

Incorporate resilience in design and sustainable practices in all existing and future operations and development

Facilities, Programs & Events Strategies/Tactics

Short-Term Strategies

Utilize findings in statistically-valid survey to expand on program offerings outdoors (Fitness/wellness, nature programs, senior programs, outdoor adventure and art/dance/performances, special events)

Ensure offerings that reflect the District's cultural diversity. (E.g., cultural festivals, signature holiday themed events, cultural immersion events, etc.)

Develop a site Master Plan for MRC and Field House

Complete the cost recovery and subsidy investment strategy and incorporate into Programming Plan (CAPRA Requirement)

Develop standards for all recreation sites - program and service delivery / custodial standards

Mid-Term Strategies

Build a new warehouse/storage area/maintenance workshop with restroom at Ute / McNeil (specific location TBD)

Long-Term Strategies

Map program offerings to identify sites and amenity types and ensure greater access - consider GIS mapping to demonstrate equity of access

Ongoing Strategies

Conduct program feedback through the HAPPiFEET App, participation surveys and intercept surveys to enhance programs during the annual program evaluations

Update Program Assessment Data Annually to track the evolution of programs and events for improved decision-making

Continue to address unmet needs through new program and special events offerings

Maintenance, Operations & Staffing Strategies

Short-Term Strategies

Identify foundational knowledge needed for new fulltime staff, seasonal part-time staff and develop onboarding checklist

Create in-depth staffing plan that addresses recruitment, onboarding, training, retention, staffing levels, succession planning, and a salary analysis

Utilize Grant Writer / Data Analytics position to help the District generate additional revenue and make better data-driven decisions

Create standard operation procedures for all routine maintenance, recreation, facilities, custodial and customer service (CAPRA Standards)

Mid-Term Strategies

Maximize use of online registration software with increased staff knowledge and capacity for impact

Develop a succession plan with growth opportunities and professional development tracks by key positions

Pursue CAPRA accreditation

Utilize asset depreciation fund using asset lifecycle replacement schedule

Long-Term Strategies

N/A

Ongoing Strategies

Annually review policies and procedures and update according to needs and changes in operation (CAPRA Requirement)

Proactively assess District safety and risk management opportunities

Prioritize ways to strengthen workplace culture and employee morale

Continue data tracking on staff hours and costs through "Upkeep" - computerized maintenance management software (CMMS)

Utilize asset depreciation fund using asset lifecycle replacement schedule

Funding Strategies/Tactics

Short-Term Strategies

Assess current District rental program to identify what facilities/amenities can or should be added

Increase external funding opportunities

Complete the cost recovery and subsidy investment strategy and incorporate into Programming Plan (CAPRA Requirement)

Research earned income policies and develop District philosophy through discussions with the Board, develop policy and present for adoption

Mid-Term Strategies

Develop business plans for all revenue generating facilities and core program areas

Offer additional large, revenue generating events (E.g., 5k race series, concerts at the park, multiple day festivals, etc.)

Long-Term Strategies

Establish at least one dedicated fund for capital improvements

Ongoing Strategies

Conduct annual fee study to review and update fees and charges as necessary

Annually review District Rental Policy to update standards and guideline for District rentals

Marketing & Branding Strategies/Tactics

Short-Term Strategies

Assess current District marketing / branding efforts and develop branding guidelines and standards

Update District-wide Marketing Plan to CAPRA standards

Ensure consistency in social media approach and outreach

Calculate and measure marketing ROI (Return on Investment)

Establish priority segments to target in terms of new program/service development and communication tactics

Establish points of interest in the parks (E.g., murals, natural vistas, or 3D art in which people take selfies and they post it on social media increasing reach) and promote the locations

Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes

Increase the Division's marketing budget from established marketing fee incorporated into programs

Mid-Term Strategies

Create training for staff to tell the District's story across all mediums

Long-Term Strategies

Ensure consistent and impactful signage / wayfinding across District properties and offerings

Ongoing Strategies

Annually review marketing ROI and adjust for greater effectiveness and reach

Ensure consistent branding District-wide

Utilize taglines and hashtags / sponsored ads on various social media platforms

Establish and review regularly performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics

Emphasize telling the District's story - the work it does and the impact on the community

Identify and share social media analytics, review and update social media policy and practices and assess new social media

1.5 Key Findings

Following the assessment of the District's parks and recreation system, a variety of key findings were identified to support the implementation of the Plan. These key findings help to guide decision-making for the next five to ten years.

1.5.1 Demographics & Trends



POPULATION

34,539 residents in 2020

0.94% avg Annual Growth since 2010

38,895 residents in 2035

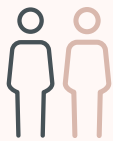


AGE

Median Age: **43.6**

Largest age segment: **55+**

Continued growth of **55+** through **2035**



RACE/ETHNICITY

86% White

8% Black/African American

20% Hispanic



INCOME

Median household income: **\$53,690**

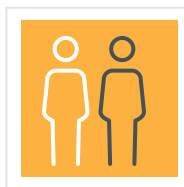
Per capita income: **\$26,638**

Age



District residents are older than the national median age and there is a strong presence of older adults over 55 years old. By 2035, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to experience substantial growth. The District must continue to provide services for all ages and regularly reevaluate its programming mix to effectively serve the aging population.

Race / Ethnicity



The District's populace is predominately categorized as White Alone (86%). Some Other Race is the largest minority group at 8.2% and this racial composition of District's residents is expected to remain fairly stable over the next 15 years. People of Hispanic / Latino ethnicity represent 20% of the total population, just above the national average (19%). This group is expected to reach 21% by 2035. The District should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race / ethnic distribution of District residents.

Income Levels

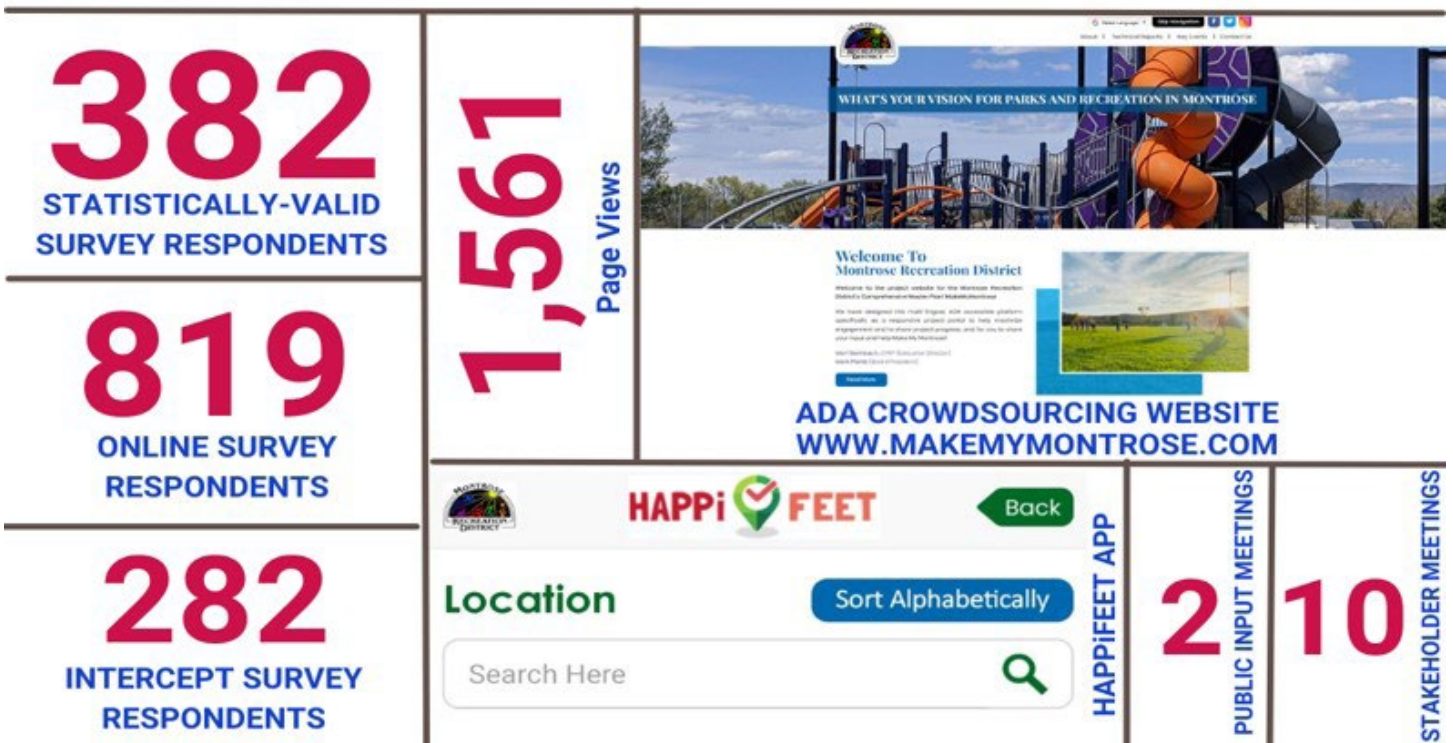


The per capita and median household income characteristics of District residents are significantly lower than the state and national levels. These combined with the MPI (for definition, see section 2.3.3) numbers throughout the report suggest the population’s interest in high value offerings. These income levels also indicate users may have less disposable income, so the District needs to ensure access to recreational opportunities are priced to reflect the quality of the experience and affordable for households with lower income without barriers such as ability to pay, transportation, and access to technology.

1.5.2 Community Engagement

Figure 3: Community Engagement Summary

NEARLY 2000 PARTICIPANTS



1.5.3 Statistically-Valid Survey

ETC Institute conducted this statistically-valid survey via mail, phone and online for Montrose respondents. A total of 382 surveys were collected. The overall results for a sample of 382 surveys have a precision of at least +/- 4.9% at the 95% level of confidence.

The Priority Investment Rating (PIR) was developed to provide an objective tool for prioritizing investments. The PIR equally weighs (1) the importance that residents place on facility/program and (2) how many residents have unmet needs for the facility/program. Details regarding the methodology for this analysis are provided in *Chapter 3*.

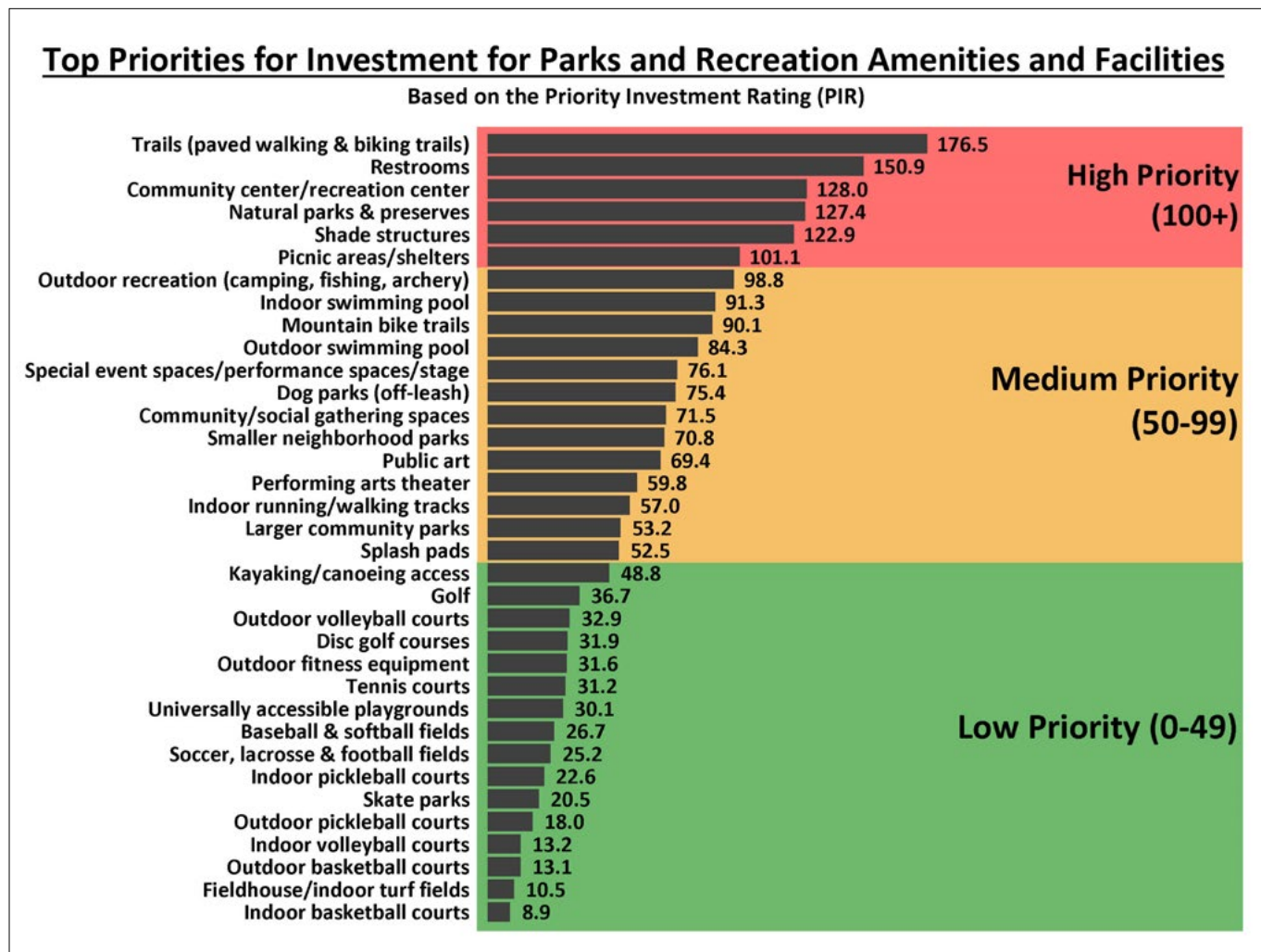


Figure 4: Top Priorities for Investment - Amenities & Facilities

PRIORITIES FOR FACILITY/AMENITY INVESTMENTS:

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

- Trails (paved walking & biking trails) (PIR=176.5)
- Restrooms (PIR=150.9)
- Community center/recreation center (PIR=128.0)
- Nature parks & preserves (PIR=127.4)
- Shade structures (PIR=122.9)
- Picnic areas/shelters (PIR=101.1)

Top Priorities for Investment for Recreation Programs

Based on the Priority Investment Rating (PIR)

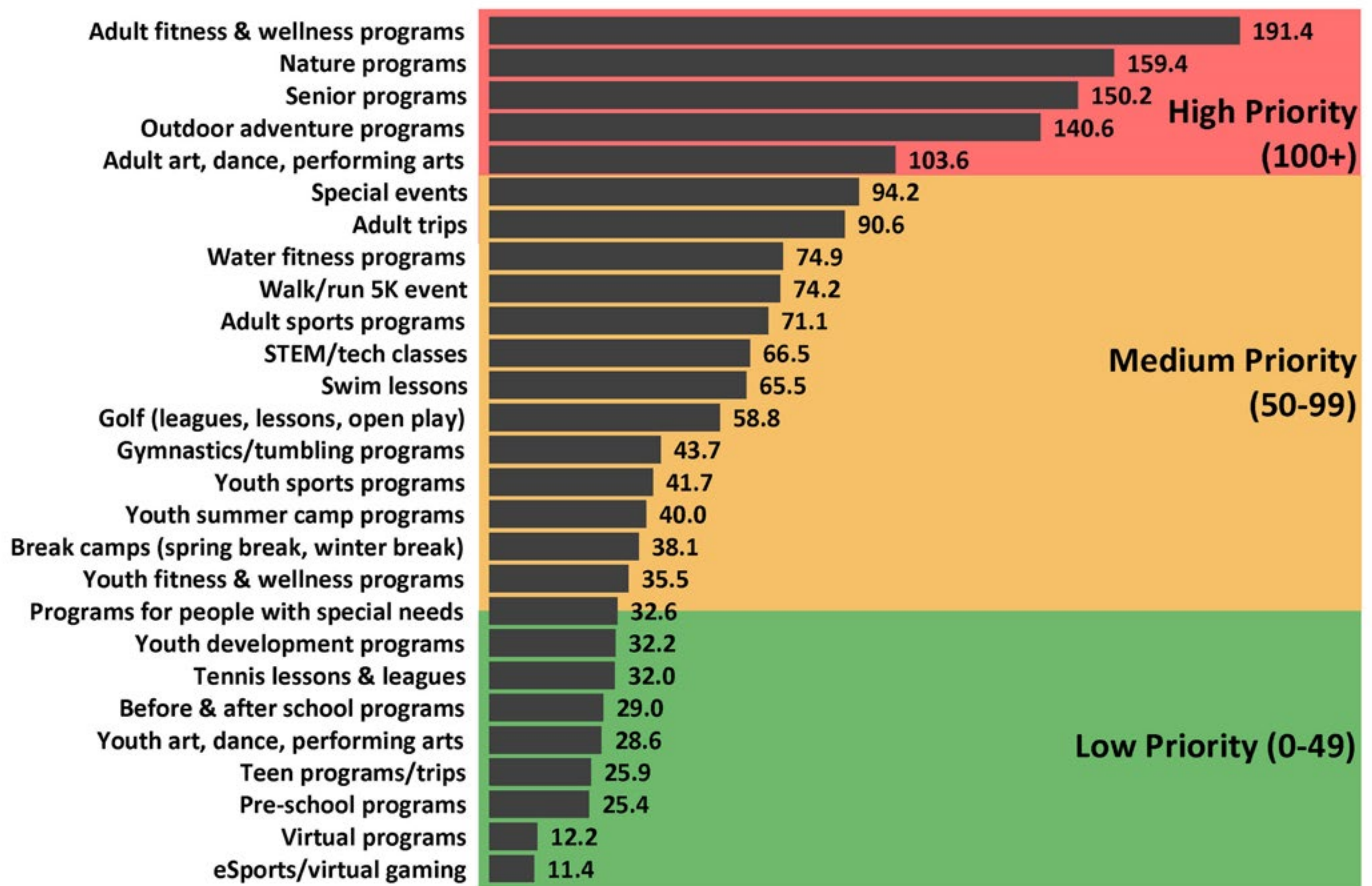


Figure 5: Top Priorities for Investment - Recreation Programs

PRIORITIES FOR PROGRAM INVESTMENTS:

Based on the priority investment rating (PIR) the following five programs were rated as “high priorities” for investment:

- Adult fitness and wellness programs (PIR=191.4)
- Nature programs (PIR=159.4)
- Senior programs (PIR=150.2)
- Outdoor adventure programs (PIR=140.6)
- Adult art, dance, performing arts (PIR=103.6)

1.5.4 Park and Facility Assessment

The consultant team conducted in-person site assessments of District parks in May 2021. While the Montrose community has access to many other city, county parks and trail amenities, and state and federal lands for recreation, this assessment focused on considering properties owned by the District.

Overall, the sites and facilities within the District serve a variety of interests based on site amenities. District parks and facilities are in close proximity to trails and city/county facilities. Combined, these assets create a significant amount of synergy with trails being connected, variety of activities, natural settings and events. While these assets are valued and routinely utilized, there are some assets within the District parks and facilities that are aging.

The following is a summary of recommendations from the assessments:

Ute Park/McNeil Fields

Develop a site master plan to re-envision park interior circulation, access to adjacent properties, reconfigure buildings, and enhance connectivity and safety for pedestrians.

Montrose Recreation District Field House

Develop a new facility master plan to reimagine the facility with spaces that serve recreational trends and community needs better. Staff should reconfigure indoor spaces to be appropriate for

community identified needs, new parking lot, discussion with schools on future of tennis courts, repurpose pool area.

Montrose Recreation District Community Recreation Center

The CRC is in great condition since it was recently constructed. The District should look to further activate the space with a potential new outdoor aquatic center and artificial turf multi-purpose field.

District-Wide

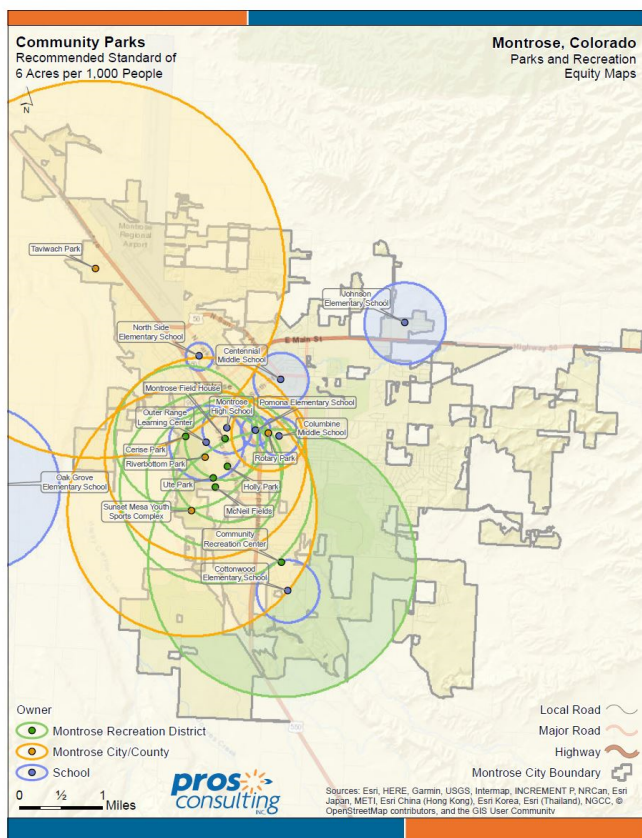
The District should look at additional locations within the service area to develop additional parks/facilities for the residents to increase access and distribute services.

1.5.5 Equity Maps

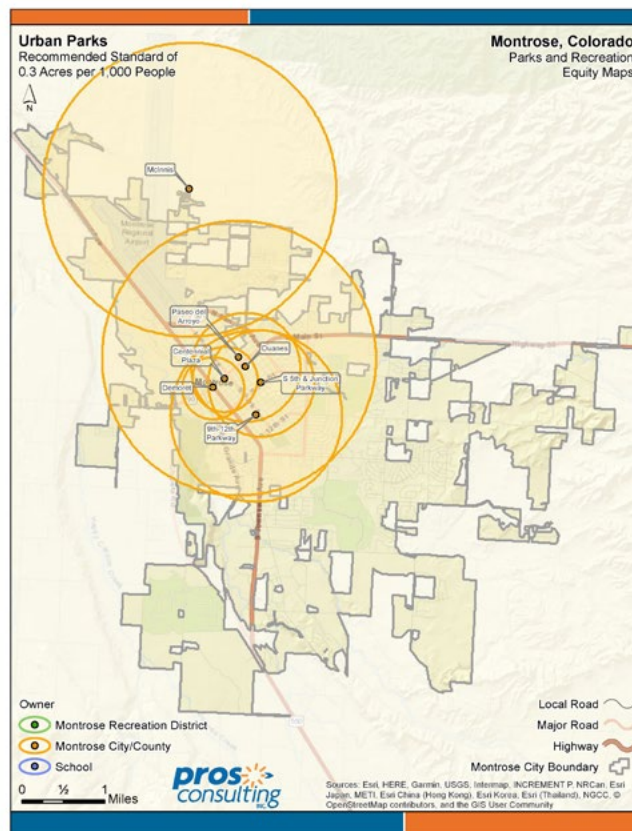
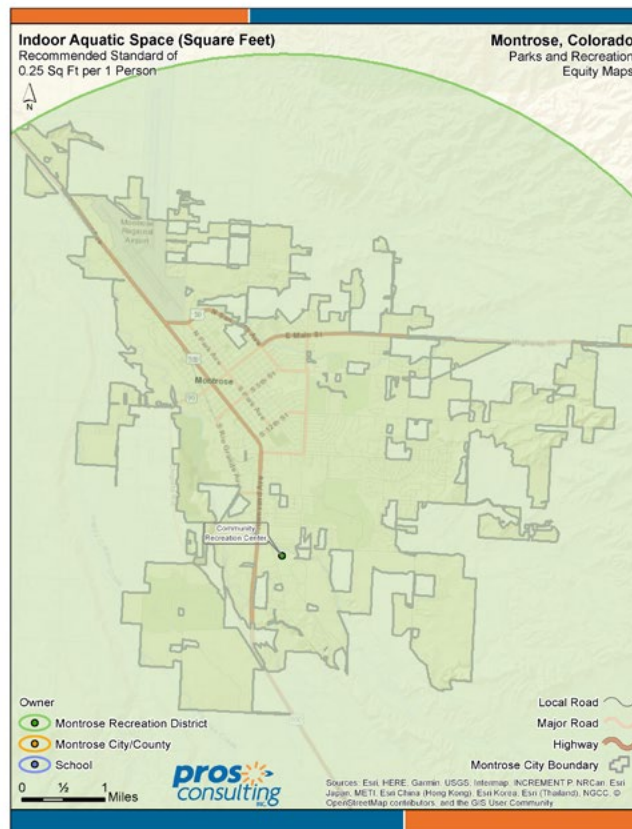
Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Montrose's service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the District to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is over saturated.

Based on this, District leadership can make appropriate capital improvement decisions to meet systemwide needs while assessing the implications of the decision on a specific area.

The source for the population used for standard development is the estimated 2021 population and as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. 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. Additionally, some circles are shaded a different color which represents the “owner” of that particular amenity or acre type.



1.5.6 Recreation Program Assessment

The consulting team performed a Recreation Program Assessment of the District's services. 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.

In consultation with District staff, the consulting team identified the following Core Program Areas currently being offered:



Figure 6: Existing Core Program Areas

Below are some overall observations that stood out when analyzing the program assessment:

Overall, the **program descriptions** should ensure that the key benefits and goals of each Core Program Area are effectively communicated to the public.

Age segment distribution is aligned with the community's current population and needs to be monitored annually to ensure program distribution continues to match Montrose's demographics.

Program lifecycles: Approximately 70% of the system's current programs are categorized in the Growth and Mature stages, while 27% of programs fall into the Introduction and Take-Off Stages. A complete description of Lifecycle Stages can be found in *Figure 41*.

The District's volunteer program allows residents and organizations to get involved and give back to the community through various volunteer opportunities, special events, programs, but information of the program and opportunities needs to be more visible and easier to find.

From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including, but not limited to: printed and online program guides, the District's website, flyers/brochures, direct mail, email blasts, radio advertisements, in-facility signage, newsletters, QR codes, and various social media channels as a part of the marketing mix.

- **Potential to increase Social Media engagement through more interactive posts and increased storytelling.**

- **The District would benefit from identifying Return on Investment (ROI) for all marketing initiatives.**
- **There is opportunity to increase the number of cross-promotions.**

Currently, customer feedback methods are well-varied, utilizing multiple surveys, focus groups, and other tools such as a suggestion box and the newly implemented HAPPiFEET™ Montrose App. There is an opportunity to implement Pre-Program surveys to take the pulse of user's expectations then compare with Post-Program feedback as a gauge of program effectiveness. Would also recommend tracking customer satisfaction scores as an ongoing key performance indicator.

Pricing strategies are varied across the board. Currently, the most frequently used approaches are residency pricing and cost recovery goals. These are both useful strategies in increasing participation as well as helping the District become more self-sufficient and should be continued. Additionally, the District should contemplate implementing some new pricing strategies which can be found in *Figure 39*.

Financial performance measures such as cost recovery goals are currently being utilized for a majority of, if not all, the programs. This is a best practice and should continue in all program areas. A focus on developing consistent earned income opportunities would be beneficial to the District's overall quest for greater fiscal sustainability.

1.5.7 Operations and Maintenance Review

As part of the Plan, the consulting team conducted an operations and maintenance review. This began with a site tour and data review followed by a workshop with staff to obtain context and insights from the employees' perspective.

The objective was to analyze and provide guidance on current practices, future organization and staffing needs, improved operational efficiencies, policy development, technology improvements and marketing/communication opportunities. This will help position the District better to enhance internal operations and successfully implement the Plan.

To better position the operations and maintenance staff for success moving forward, the District should consider the following:

Plans, Policies and Standards

- **Develop business plans for all revenue generating facilities and core program areas.**
- **Ensure ongoing succession plan & professional development.**
- **Promote growth opportunities in job postings, attracting and retaining qualified employees.**

- **Develop and implement policies that provide direction to staff and build a foundation for earned income, cost containment, and system use. Begin with researching land management and use policy, earned income policy, and partnership policy.**
- **Develop maintenance and facility standards, incorporating defined priorities and training for facility and recreation staff (capture institutional knowledge).**

Inclusive Onboarding Culture

- **Increase efficient and effective onboarding staff with standardized onboarding**
- **Track staff certifications/training for mandated skill sets and have copies of signed HR/onboarding forms.**
- **Create an inclusive culture beginning at onboarding. Include various levels of staff leading certain orientations such as customer service, operational communication, work order system and specific job responsibilities.**

Recreation Superintendent	
Pre-1st Day	
Welcome package	ASM
IT Request- desk phone, email, cell, computer, P and H drives	AD
Welcome email to existing stuff	AD
1st Day	
Issue Master Plan/business plans/program standards/employee handbooks	AD
Issue Keys/Review security system and office lockup procedures	ASM
Town Hall Staff Meet & Greet	AD
Health Insurance/Open Enrollment	HR
Phone Etiquette & Procedures	ASM
Employee Handbook	HR
Email & Electronic Calendar Overview	AD
Daily / Weekly / Monthly Job Responsibilities	AD
Kronos Training & Payroll	AD
Park Properties Tour	AD/D
Recreation Guide Overview	AD
Cash Handling Procedures	ASM
Key process - check out/in	ASM
Printer&Active logins	ASM
Schedule / Time Off request- Calendar and process/in&out board	ASM
Town phone directory	ASM
Forward Meeting Invites & Explain Formats	AD
1st Week	
Schedule interviews with staff	RS
Opening/Closing Procedures for front desk	CSR
Shared Drive (P:Drive) Overview	ASM/AD
BASE Site Tours	YSM/RC
StrengthFinders Assessment	AD
Work Order Procedures	AD
Mojo Ticket (IT Help) Procedures	ASM
Performance Pro training	HR
Active Network training	AD/ASM
Microsoft Outlook	AD
Marketing & Communication Overview/Marketing Standards	CEM/AD
General Recreation Overview	AO/RC
Purchase Order Process	AD/AA
Current programs overview (in-season}	AO/RC
Payroll process	AD
Program Standards review	AD
Monthly Rec Reporting	AD
WSI/BHS Pool	AD/RC

Figure 7: Sample Onboarding Checklist

Technology

- Use mobile technology within maintenance to update work orders and the maintenance management software in the field.
- Develop tracking of data on staff hours and costs through a computerized maintenance management software (CMMS) like facility dude, MainTrac, etc. Use this data to forecast staffing and resource needs as assets are added to the system. This will help the District understand the threshold for when newly developed assets will require additional staff and resources needed to bring them to their full lifecycle, total cost of ownership (TCO).
- Continue to make communications a priority to achieve operational outcomes through the computerized maintenance management software, weekly priority meetings and weekly marketing content meetings. In marketing meetings, train staff on taking pictures that reinforce the brand and staff living the mission for posting. Discuss all weekly activities that will assist the District in telling its story.
- Develop a content calendar for social media and invest in social media post scheduling software.

Organizational Structure

- Consider restructuring to have an Administrative Services Department to include Administrative Operations Manager overseeing HR services, accounting services and support (administratively) maintenance services
- Review policies, job responsibilities/descriptions, and user fees annually, making adjustments where needed.

1.6 Conclusions

The District has been a key provider of high-quality recreation facilities and amenities for the Montrose community since 1956. The Montrose Community Recreation Center (“CRC”) is a crown jewel in the system and the addition of the Colorado Outdoor “Flex Rec” will further enhance the choices and the level of guest experience for residents and visitors. This plan sets the road map for the District leadership and staff to continue upgrading their offerings i.e., Outdoor Pool and the Fieldhouse, and to create greater connectivity across the region through trail networks and other offerings in collaboration with the City and other jurisdictions.

The District continues to do a great job in getting the word out to the community, in being responsive to community needs and in cultivating a staff culture that values customer service excellence and team work. These are the key components in setting the District on the path of continuous improvement and growth as they pursue a well-deserved national accreditation and Gold Medal.

This Master Plan will be a living document that the District will continue to update and revisit as the community continues to evolve and recreation needs and trends change; what will remain unchanged is the District’s commitment to serving the people at the highest level possible to ‘FUNdamentally improve lives and build community in Montrose’.



The Montrose Recreation District presents:
New Flex Rec facility opening this Fall!



● **FLEX REC**

1101 Mayfly Dr. Montrose



MARKET ANALYSIS



2.1 Introduction

A key component of the Plan is a Demographic & Recreation Trends Analysis. This provides the District insight into the general makeup of the population served and identifies market trends in recreation. It also helps quantify the market in and around the District and understand the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of residents.

This analysis is two-fold – it aims to answer the who and the what. First, it assesses the demographic characteristics and population projections of District residents to understand who they serve. Secondly, recreational trends are examined on a national, regional, and local level to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provide a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.

2.2 Demographic Analysis

The Demographic Analysis describes the population within the District. This assessment is reflective of the District's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or

after the time of the analysis could have a significant bearing on the validity of the projected figures.

2.2.1 Demographic Overview

The infographic below provides an overview of the District populace based on population, age, race / ethnicity, and income.

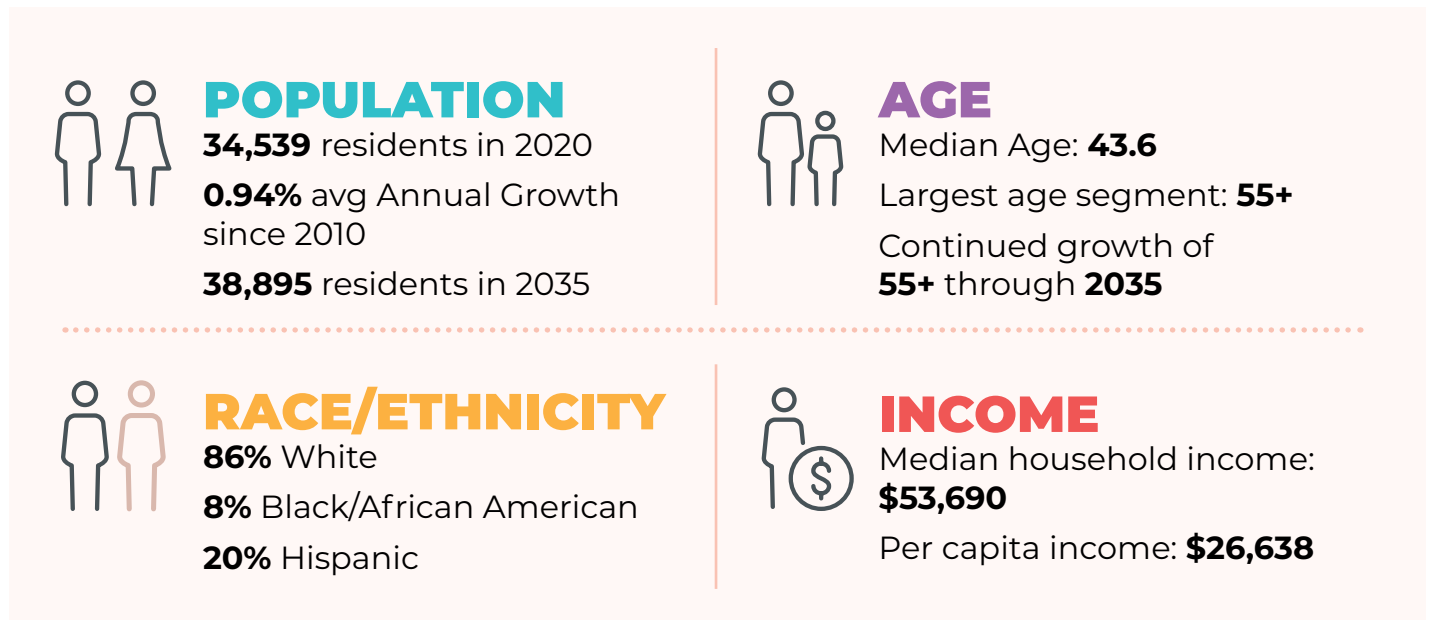


Figure 8: Demographic Overview

2.2.2 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

February 2021 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current population (2020) as well as a 5-year projection (2025). PROS utilized straight line linear regression to forecast demographic characteristics for 2030 and 2035.

Demographic Analysis Boundary

The District boundaries shown below were utilized for the demographic analysis.

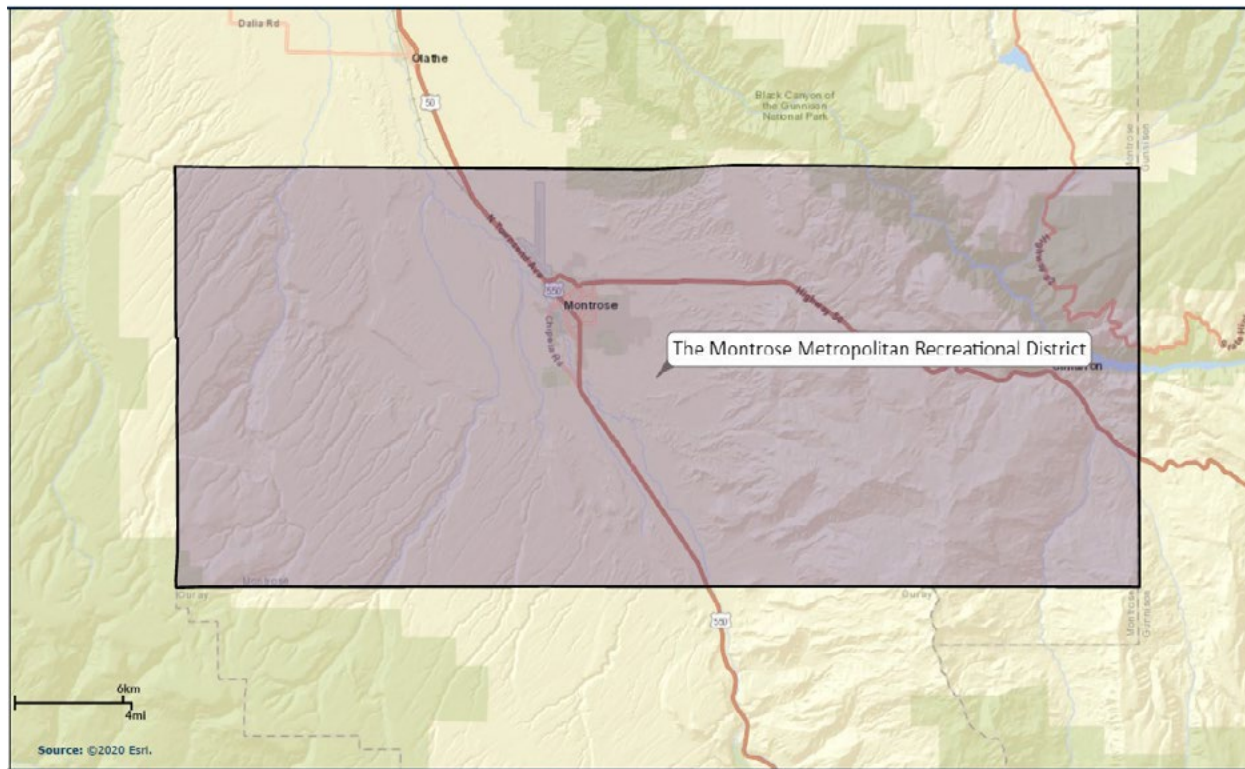


Figure 9: Montrose Recreation District Service Area

2.2.3 District Populace

Population



The District's population has experienced above average growth in recent years, increasing over 9% from 2010 to 2020, or 0.94% per year. This is higher than the national annual growth rate of 0.81% (from 2010-2020). Similar to the population, the total number of households also experienced a solid increase of nearly 10% over the past decade, or 0.99% annually (national average = 0.80% annual growth).

Currently, the population is estimated at 34,539 individuals living within 14,067 households. Projecting ahead, the total population growth is expected to slow from its current rate. By 2035, the District's population is projected at 38,895 residents (0.78% annual growth) living within 15,935 household (0.82% annual growth).

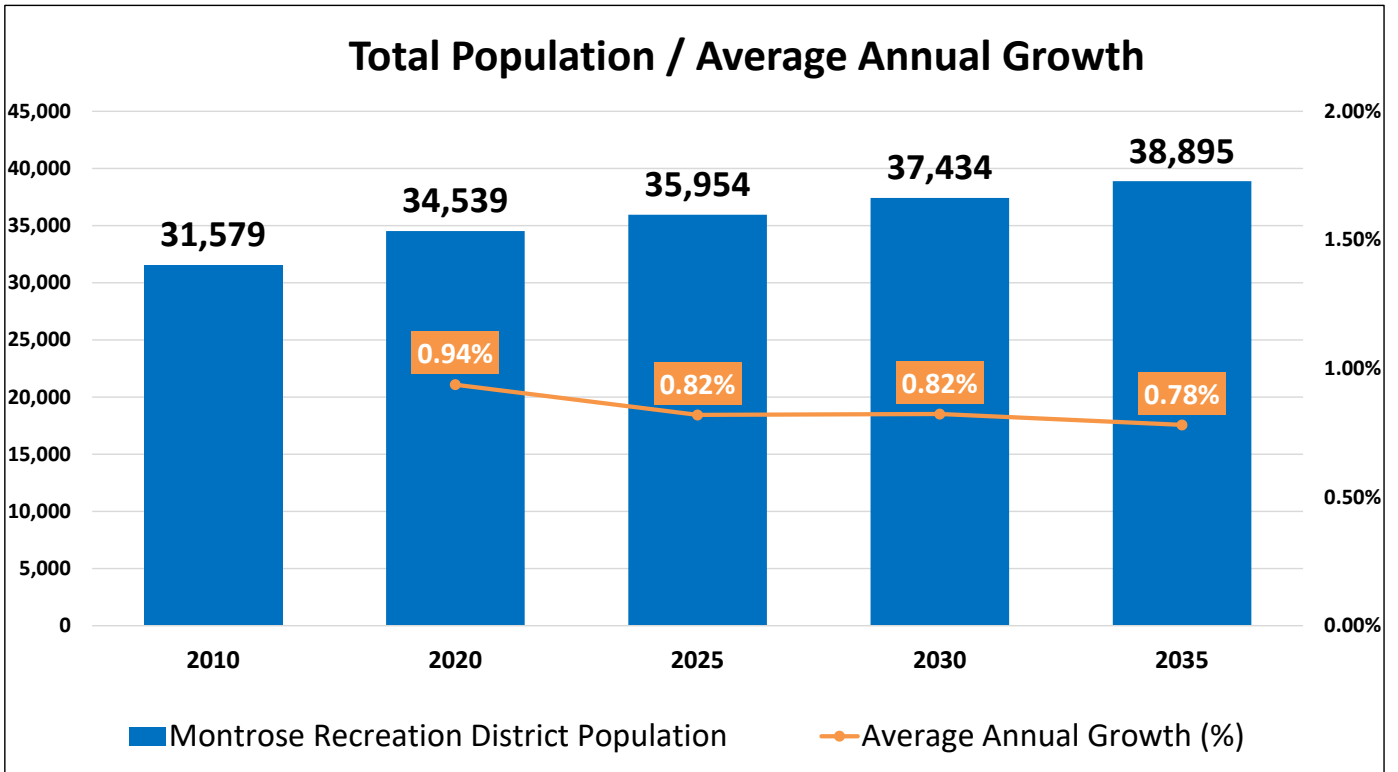


Figure 10: Total Population / Average Annual Growth

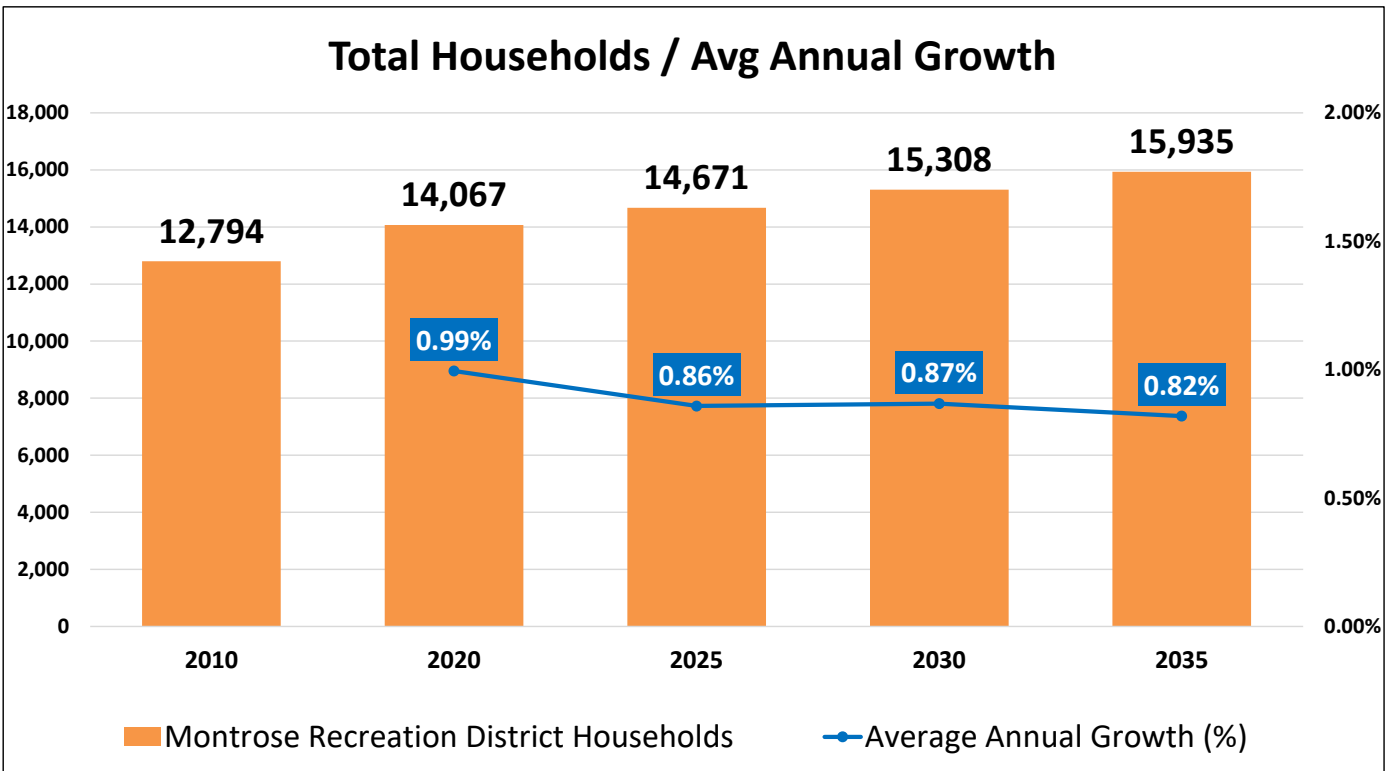


Figure 11: Total Households / Average Annual Growth

Age Segment



Evaluating the District's age segmentation, the population skews toward the older age segments with 37% of residents over the age of 55-years old. The population has a median age of 43.6 years which is over five years older than the U.S. median age of 38.5 years. The District will continue experiencing an aging

trend, with both the 55-74 and 75+ age segments expected to increase over the next 15 years. By 2035, the 55-74 and 75+ segments are expected to represent 41% of the total population, as the 35-54 population shifts into the older segments and the 0-17 segment experiences a steady decrease.

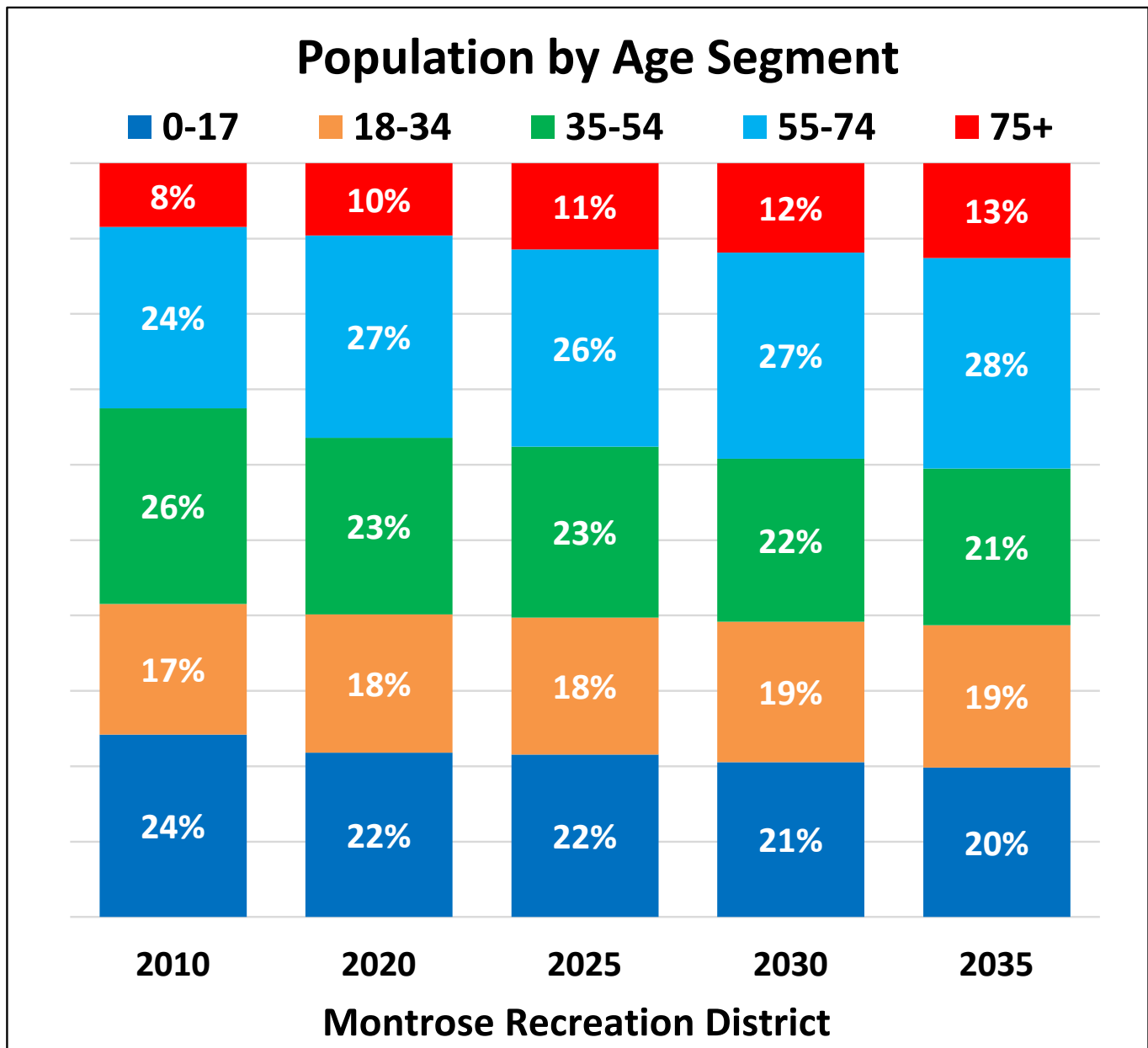


Figure 12: Population by Age Segment



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; therefore, 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**
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**
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**
This includes a person having origins in any of the black racial groups of Africa

- **Native Hawaiian or Other Pacific Islander**
This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- **White**
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

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

Race

Assessing race, the District's current population is majority White Alone (86%) and the largest minority is Some Other Race (8%). The 2020 estimate also shows above average representation of American Indians (1.3%), while the Black / African American (.6%) and Asian (.8%) populations are substantially lower than

average. The predictions for 2035 expect the population to become slightly more diverse, with a small decrease in the White Alone population and minimal increased representation of Black/African American, Two or More Races, and Some Other Race.

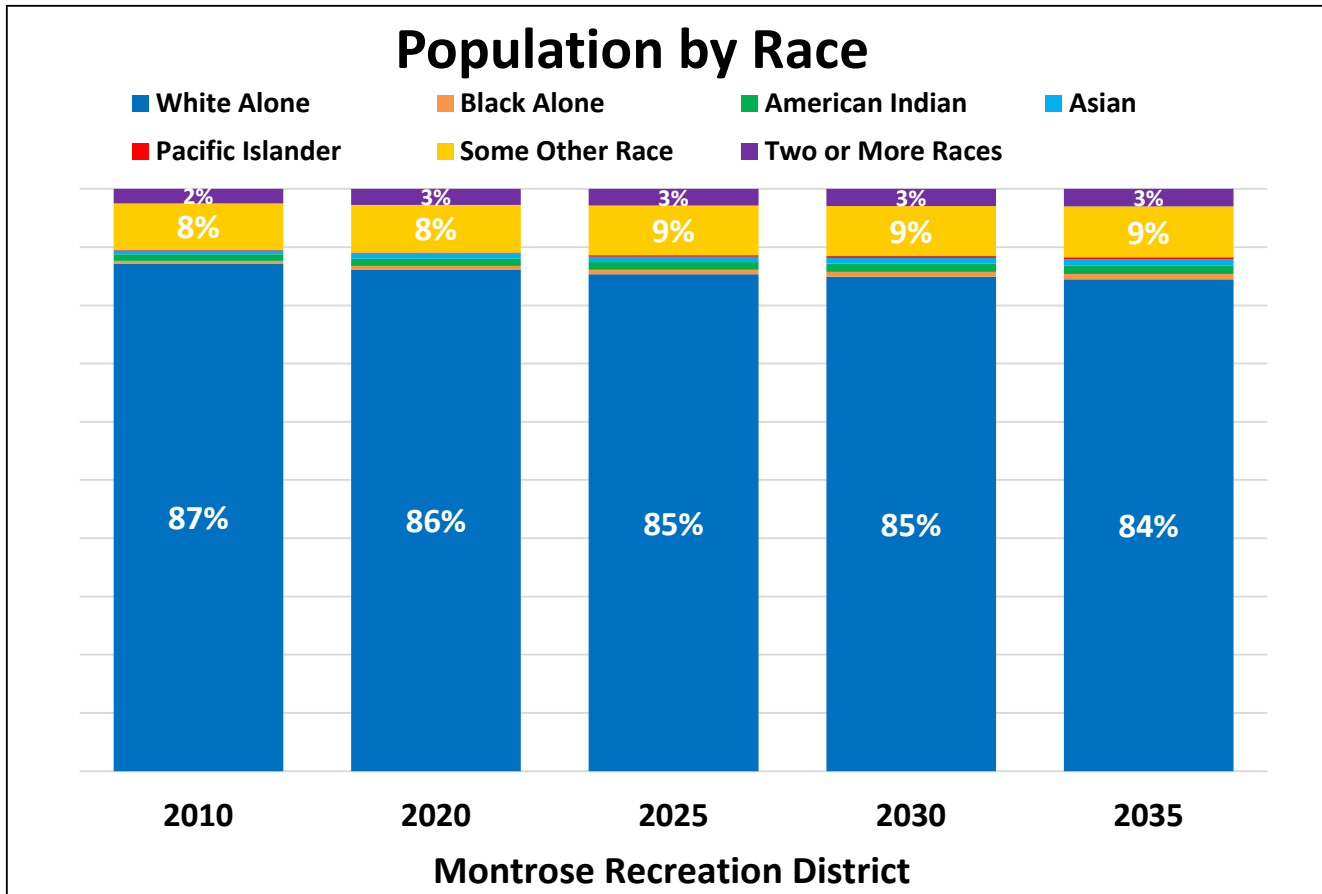


Figure 13: Population by Race

Ethnicity

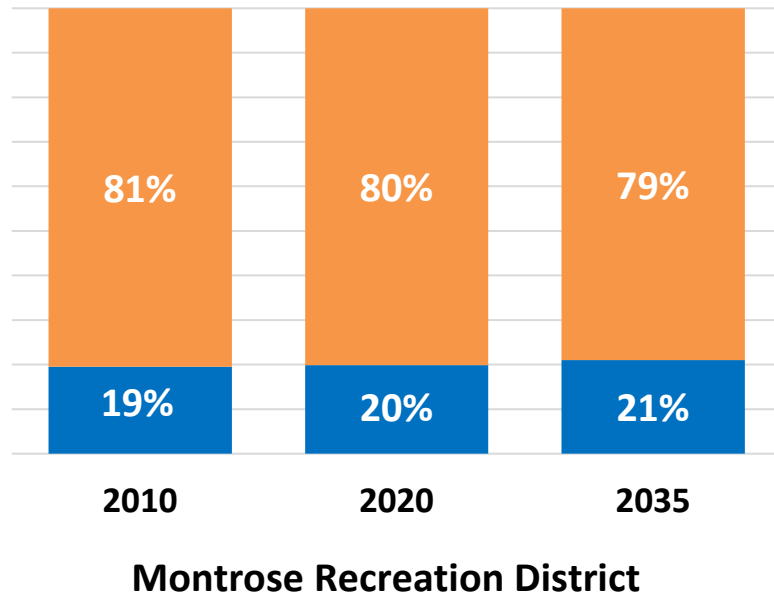
The District's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in

ethnicity can also identify with any racial categories identified above.

Based on the current 2020 estimate, people of Hispanic/ Latino origin represent approximately 20% of the

Hispanic / Latino Population

■ Hispanic / Latino Origin (any race) ■ All Others



District's population, which is slightly above the national average (19% Hispanic/Latino). The Hispanic/ Latino population has been increasing since the 2010 census and is expected to grow to 21% of the District's total population by 2035 to be at least one of out every five people in the District.

Figure 14: Hispanic / Latino Population

Household Income

As seen below, the District's per capita income (\$26,638) and median household income (\$53,690) are both substantially lower than the state and national averages. The per capita income is that earned by an individual, while the median household income is based on the total income of everyone over the age of 16 living under the same roof. These below-average income characteristics may indicate that the average household could have less disposable income, be more price-conscious and have a greater need to understand the value that correlates with quality-of-life indicators.

Income Characteristics

■ Per Capita Income ■ Median Household Income

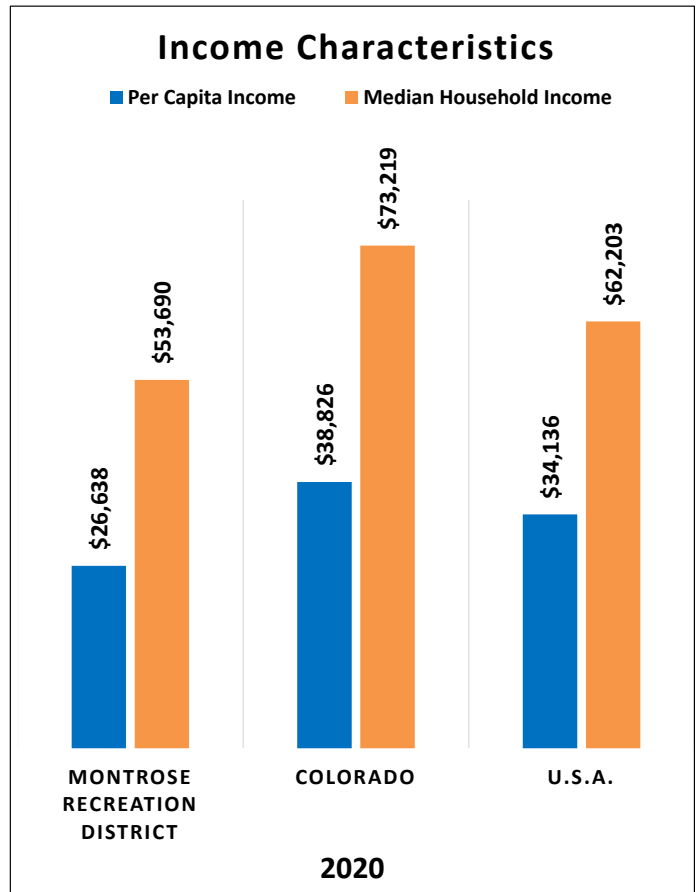


Figure 15: Income Characteristics

2.2.4 Demographic Comparative Summary

The table below is a summary of the District’s demographic figures. These figures are then compared to the state and U.S. populations for perspective

on a regional and national scale. The highlighted cells represent key takeaways from the comparison between the District and the national population.

2020 Demographic Comparison		Montrose Area	Colorado	U.S.A.
Population	Annual Growth Rate (2010-2020)	0.94%	1.65%	0.81%
	Projected Annual Growth Rate (2020-2035)	0.84%	1.43%	0.74%
Households	Annual Growth Rate (2010-2020)	0.99%	1.58%	0.80%
	Average Household Size	2.42	2.51	2.58
Age Segment Distribution	Ages 0-17	22%	23%	22%
	Ages 18-34	18%	24%	23%
	Ages 35-54	23%	26%	25%
	Ages 55-74	27%	22%	23%
	Ages 75+	10%	6%	7%
Race Distribution	White Alone	86.2%	79.2%	69.4%
	Black Alone	0.6%	4.3%	13.0%
	American Indian	1.3%	1.2%	1.0%
	Asian	0.8%	3.4%	5.9%
	Pacific Islander	0.2%	0.2%	0.2%
	Some other Race	8.2%	7.7%	7.1%
	Two or More Races	2.7%	4.0%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	19.9%	22.0%	18.8%
	All Others	80.1%	78.0%	81.2%
Income Characteristics	Per Capita Income	\$26,638	\$38,826	\$34,136
	Median Household Income	\$53,690	\$73,219	\$62,203

Significantly higher than the National Average

Significantly lower than the National Average

Figure 16: Demographic Comparative Summary

2.3 Recreation Trends Analysis

The Trends Analysis provides an understanding of national, and local recreational trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's ("SFIA"), National Recreation and Park Association ("NRPA"), and ESRI. All trends' data is based on current and/or historical participation rates or statistically-valid survey results.

2.3.1 National Trends in Recreation

Methodology



The SFIA's Sports, Fitness & Recreational Activities Topline Participation Report 2020 was utilized in evaluating the following trends:

- **National Recreation Participatory Trends**
- **Core vs. Casual Participation Trends**

The study is based on findings from surveys carried out in 2019 by the Physical Activity Council ("PAC"), resulting in a total of 18,000 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 18,000 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 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 302,756,603 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. This study looked at 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

Core vs. Casual Participation

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. 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 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.

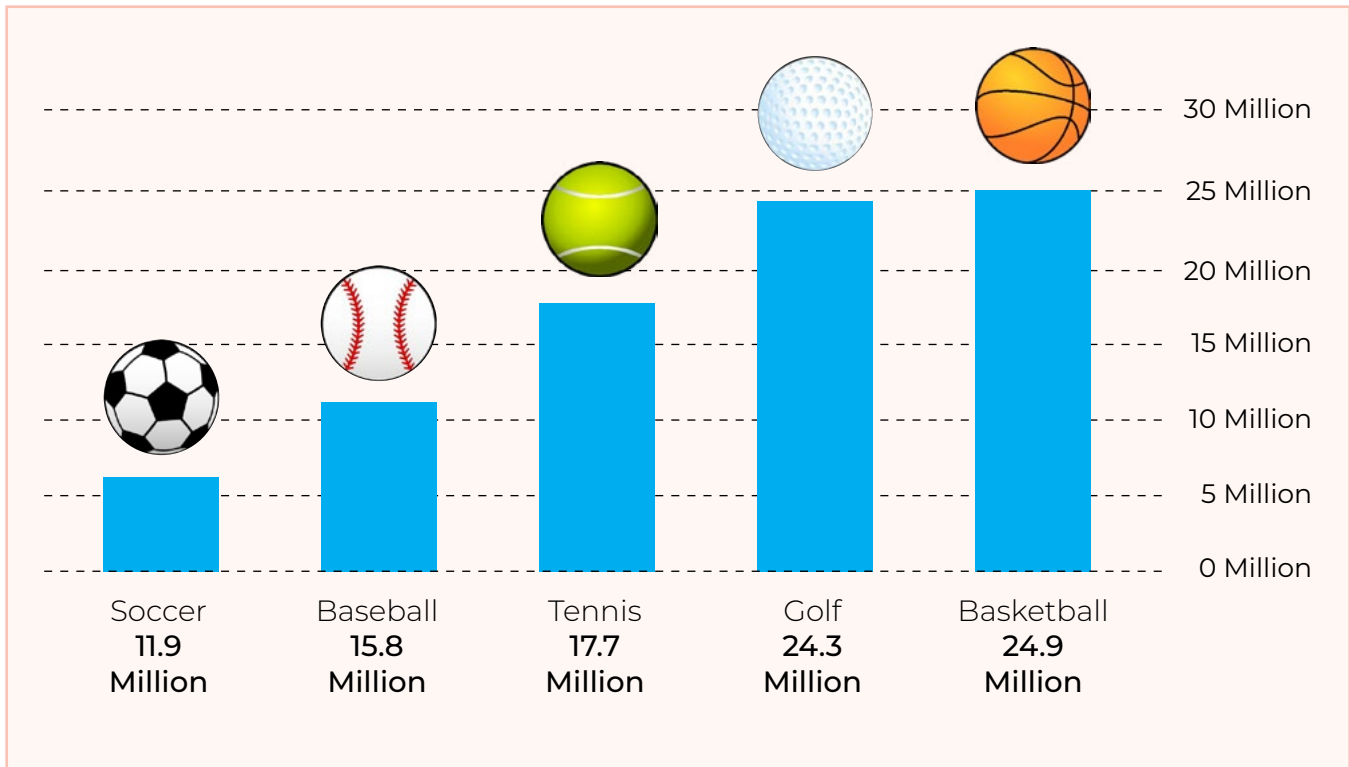
2.3.2 National Sport and Fitness Participatory Trends

National Trends in general sports

The sports most heavily participated in the United States were Basketball (24.9 million) and Golf (24.3 million), which have participation figures well in excess of the other activities within the general sports category. These are followed by Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball's success can also 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. Even though Golf has experienced a recent decrease in participation in the last 5-years, it still continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues (e.g., Top Golf) have increased drastically (84.7%) as a 5-year trend. The emergence of Golf Entertainment, has helped increase participation for golf as an activity outside of traditional golf course environments and there is visible increase in Golf participation during the pandemic since Golf was one of the few activities open and accessible in a socially distanced manner.



Five-Year Trend

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. Similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

One-Year Trend

In general, the most recent year shares a similar pattern with the five-year trends; with Boxing for Competition (8.2%), Golf- Entertainment Venues (6.7%), and Pickleball (4.8%) 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 Rugby (-10.8%)

and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) 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). In the past year, Ice Hockey and Softball -Fast Pitch have increased core participation. While less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities. Please see the Appendix C for full Core vs. Casual Participation breakdown.



National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%
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 17: SFIA National General Sports Trends

National trends in general fitness

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 among the U.S. population include: Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).



Fitness Walking
111.4 Million



Treadmill
56.8 Million



Dumbbell Free Weights
51.4 Million



Running / Jogging
49.5 Million



Stationary Cycling
37.1 Million

Five-Year Trend

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities that have undergone the biggest decline include: Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%)

One-Year Trend

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the

largest decline in participation were Traditional Triathlon (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).

Core vs. Casual trends in general fitness

The most participated in fitness activities all have a strong core user base (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all having 48% or greater core users. *Please see the **Appendix C** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%

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%)
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Figure 18: SFIA National Trends-Fitness



National trends in Outdoor recreation

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 2019, the most popular

activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and Camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).



Hiking (Day)
49.7 Million



Bicycling (Road)
39.4 Million



Fishing (Freshwater)
28.2 Million



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



Camping
(Recreational Vehicle)
15.4 Million

Five-Year Trend

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Mountain Bicycling (7.2%) have undergone the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

One-Year Trend

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest

decreases in participation include: Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).

Core vs. Casual trends in general fitness

A majority of outdoor activities have experienced participation growth in the last five- years. Although this a positive trend, it should be noted that all outdoor activities participation, besides Adventure Racing, consist primarily of casual users. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in. *Please see the **Appendix C** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
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 19: SFIA National Trends-Outdoor/Adventure Recreation



National Trends in Aquatics

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. It is also critical as a life-saving skill particularly for those from primarily African American and Hispanic / Latino communities that have shown to have a higher-than-average incidence of drowning. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) among aquatic activities, largely due to its broad, multigenerational appeal.



**Swimming
(Fitness)**
28.2 Million



Aquatic Exercise
11.2 Million



**Swimming
(Competition)**
2.8 Million

Five-Year Trend

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

One-Year Trend

From 2018-2019, Competition Swimming (-7.3%) was the only aquatic activity that declined in participation. While both Aquatic Exercise (6.4%) and Fitness swimming (2.3%) experienced increases when assessing their one-year trend.

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 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. *Please see the **Appendix C** for full Core vs. Casual Participation breakdown.*

Figure 20: SFIA National Trends-Aquatics

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
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%)	

National Trends in Water Sports / Activities

The most popular water sports / activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental

factors. 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
11.4 Million



Canoeing
9.0 Million



Snorkeling
7.7 Million



Jet Skiing
5.1 Million



Sailing
3.6 Million

Five-Year Trend

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

One-Year Trend

Similar to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/

Windsurfing (-9.7%), Sea Kayaking (-5.5), and Water Skiing (-4.8%)

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 the **Appendix C** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2014	2018	2019	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
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 21:
SFIA National Trends-Water
Sports/Activities



2.3.3 Local Sport and Leisure Market Potential

The following charts show sport and leisure market potential data for District residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and commercial recreation.

MPI scores are a tool that the District can use for consideration when starting new programs or developing new facilities and amenities. The market potential gives the District a starting point for estimating resident attendance and participation for a broad set of recreational activities.

MPIs for District residents show market potential is most geared towards activities that are generally participated in outdoors with minimal or no user fees. The top activities based on MPI were: Freshwater Fishing (123), Birdwatching (117), Overnight Camping (111), Canoeing/ Kayaking (107), Archery (107), and Walking for Exercise (105). It is also worth noting that District residents are slightly

more likely to spend money on sports/ recreation equipment when compared to the national average.

The following charts compare MPI scores for 42 sport and leisure activities that are prevalent for residents within the District. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service areas will actively participate in those offerings provided by the District.

General Sports Market Potential

The General Sports category only shows two activities that are at or above the national average. Those activities are Golf (104) and Softball (100). Football comes in next just below the national average (97) with all other activities being substantially below that number.



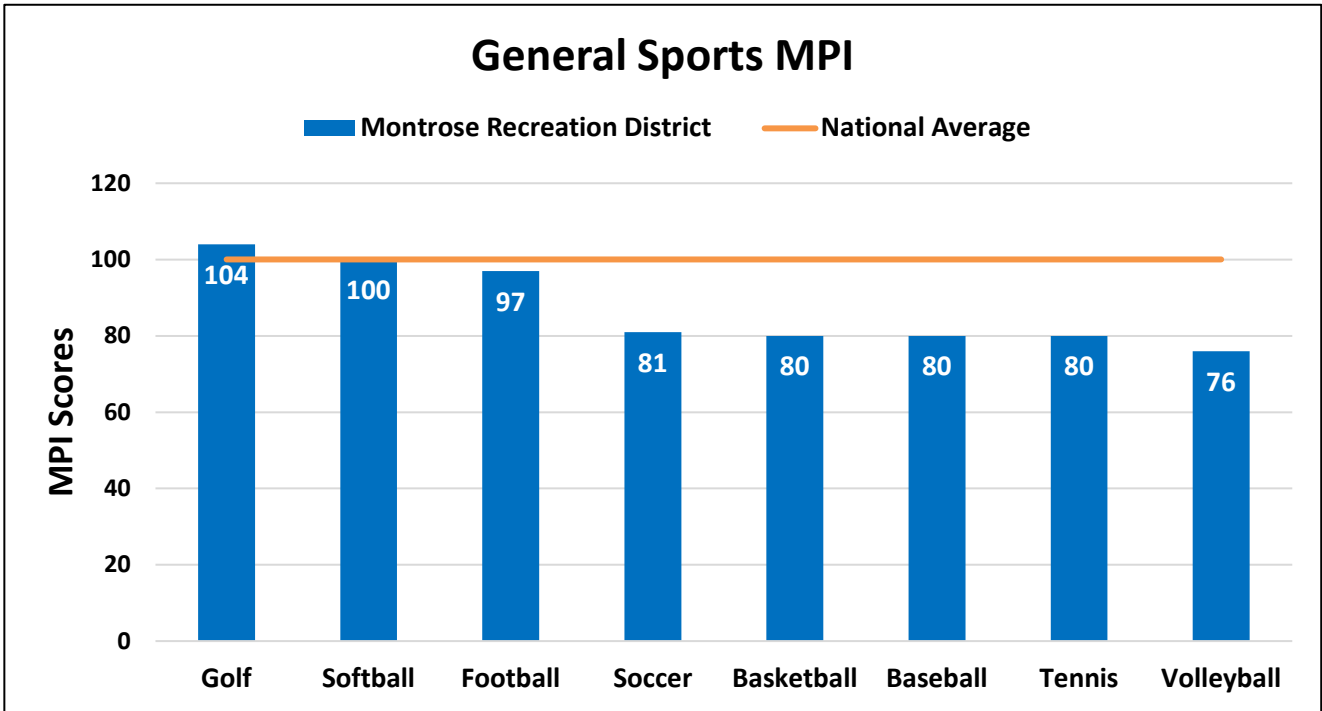


Figure 22: General Sports MPI

Fitness Market Potential

Assessing MPI scores for the Fitness Activity category show Walking for Exercise (105) as the only activity with an above average MPI score. This

could be attributed to the fact that it is predominately an outdoor activity that can be done at any time with no user fees though the same does not correlate with Jogging / Running activities surprisingly.

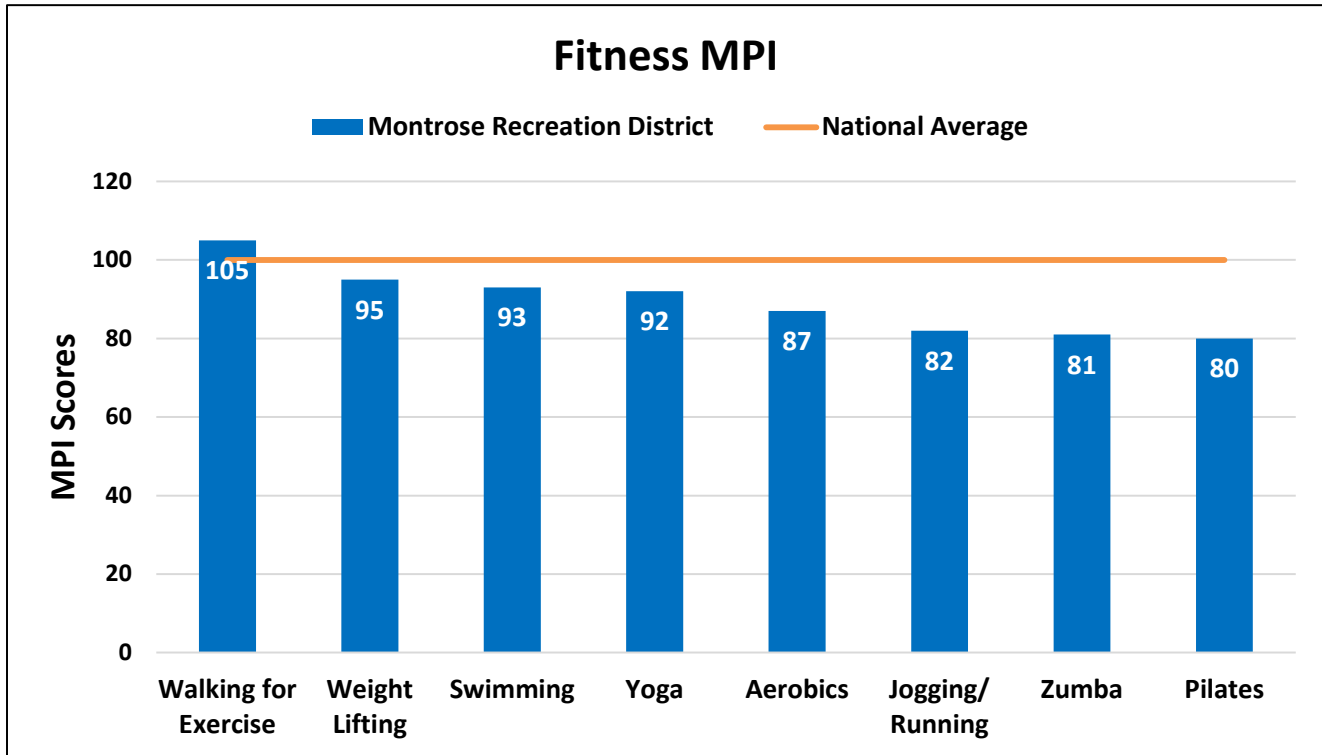


Figure 23: Fitness MPI

Outdoor Activity Market Potential

We see some higher MPI scores the Outdoor Activity category with Fresh Water Fishing (123), Canoeing/Kayaking

(107), Archery (107), and Horseback Riding (104) all being above the national average.

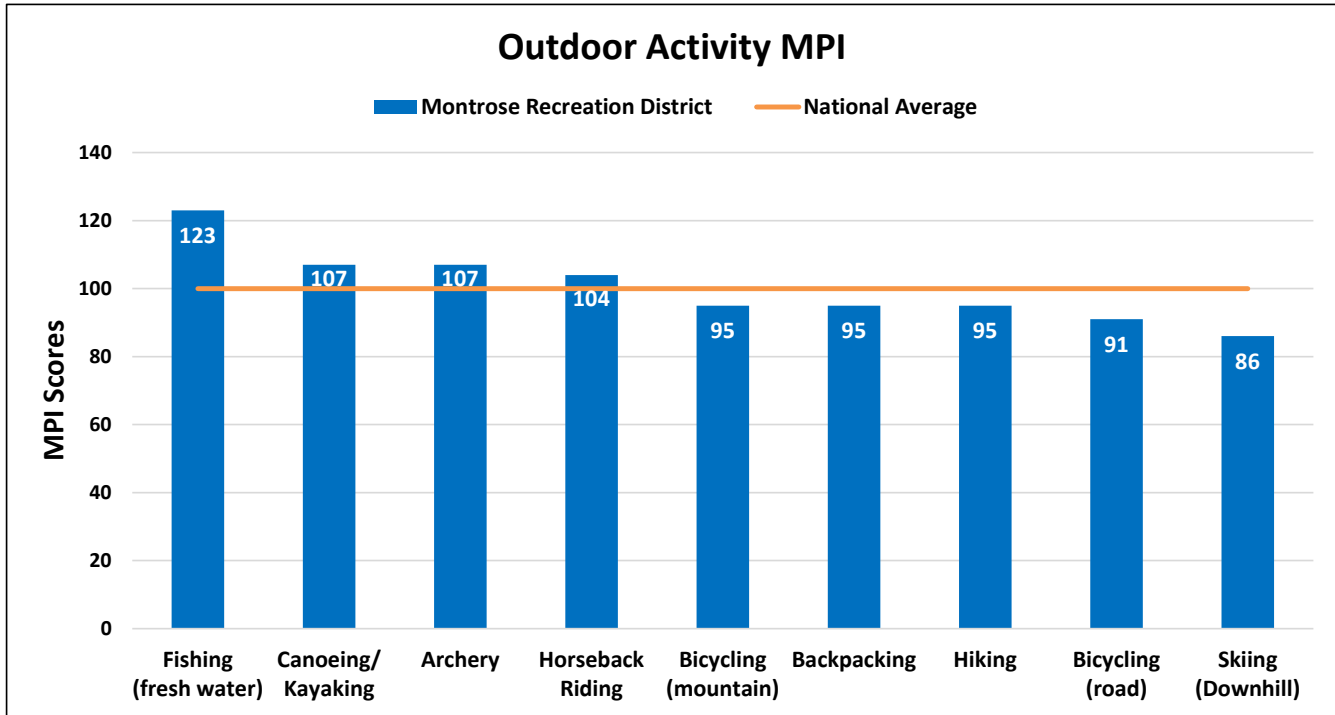


Figure 24: Outdoor Activity MPI

Commercial Recreation Market Potential

The Commercial Recreation category reveals multiple activities having MPI scores above the national average with the highest scores going to Birdwatching

(117) and Overnight camping (111). This is also where we see an above average propensity to spend money on Sports/ Recreation Equipment.

Commercial Recreation MPI

(Last 12 Months)

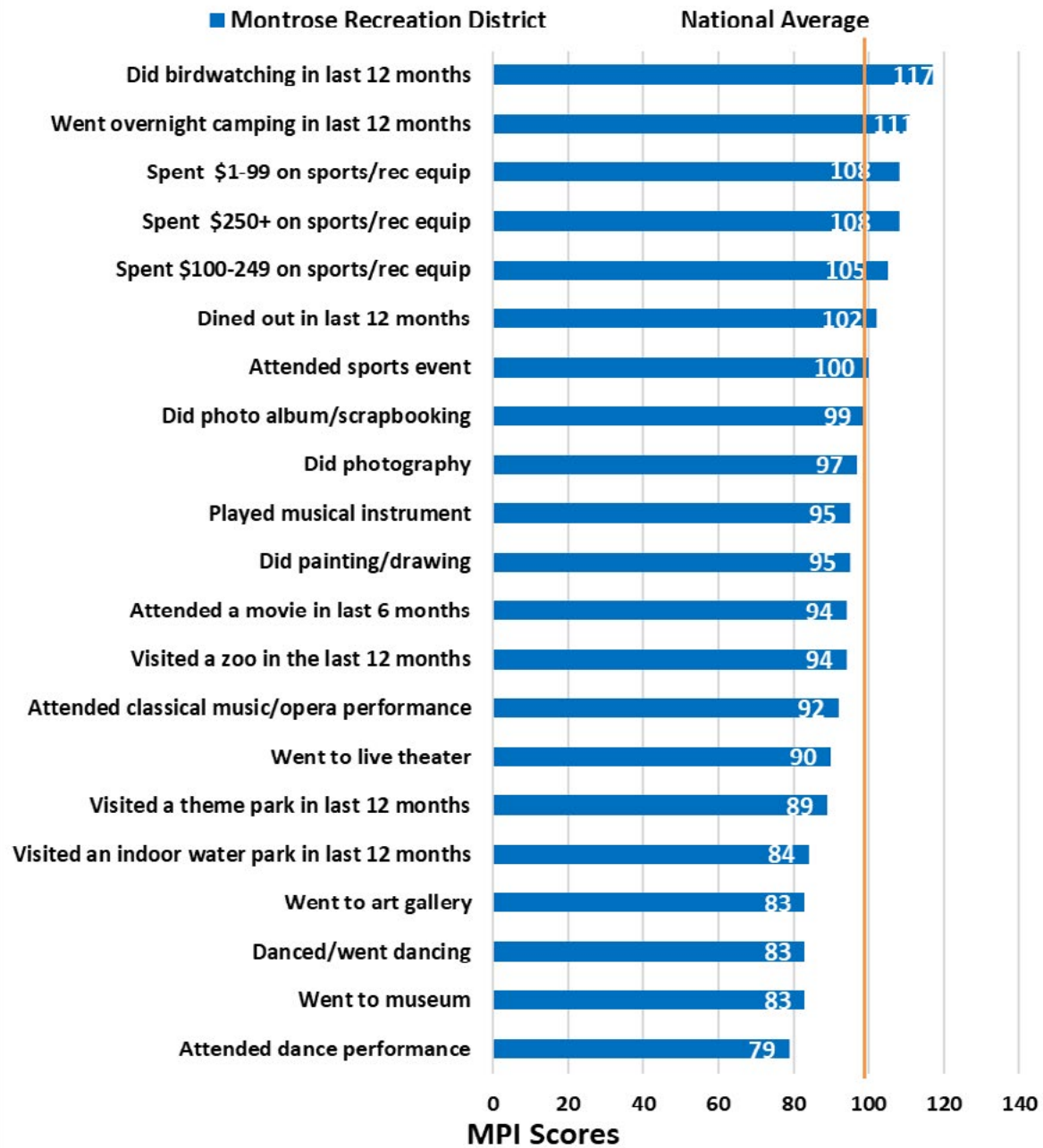


Figure 25:
Commercial Recreation MPI

2.4 Demographics & Trends Key Findings

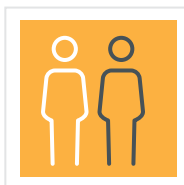


Population: The District's population has grown at an above average rate over the last 10 years. While the growth is expected to continue, the rate of growth may slow slightly. As the population increases, the District must pay attention to demographic shifts in the future to ensure that offerings continue to evolve to meet the changing community needs.



Age: District residents are older than the national median age and there is a strong presence of older adults over 55 years old.

By 2035, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to experience substantial growth. We also estimate a slight projected growth in the 18-34 age group with all other segments decreasing. The District must continue to provide services for all ages and regularly reevaluate its programming mix to effectively serve the aging population.



Race / Ethnicity: The District's populace is predominately categorized as White Alone (86%). Some

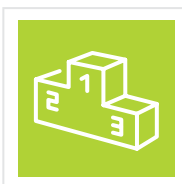
Other Race is the largest minority group at 8.2% with American Indian (1.3%) also being above the national average. This racial composition of District's residents is expected to remain fairly stable over the next 15 years with a minimal drop in the White Alone group and very minimal growth in the other categories. People of Hispanic / Latino ethnicity represent 20% of the total population, which is just above the national average (19%). This group is expected to reach 21% by 2035. The District should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race / ethnicity distribution of District residents.



Income Levels: The income characteristics of District residents are significantly lower than the state and national levels for per capita income and median household income. These income levels coupled with the MPI numbers throughout the report suggest an interest of the population in activities with little or no user fees. These income levels also indicate users may have less disposable income, making it important to create public understanding of the true value of the District's parks, facilities, and programs. The District needs to pay close attention



the pricing of their offerings and that access to recreational opportunities are equitable so that households with lower income are not victim to barriers of participation, such as ability to pay, transportation, and access to technology.



National Participatory Trends: National participatory trends are promising for the District, as many of the activities in sports and fitness aligned

with core offerings are trending positively in recent years. Despite the facility closures due to the pandemic, in general, people are recreating more and the importance of living an active, healthy lifestyle is on the rise.

The District must continue to provide active recreation opportunities and seek out new, trending activities that will pique interest and meet the demand for parks, facilities, and recreation programs among District residents for many years to come.



Local Participatory Trends: Local recreation trends show below average participation across most categories assessed, with only

14 of the 46 tracked activities having MPI scores above the national average. These activities tend to be those that can be done outdoors, on their own schedule, and have little to no user fees.



COMMUNITY ENGAGEMENT

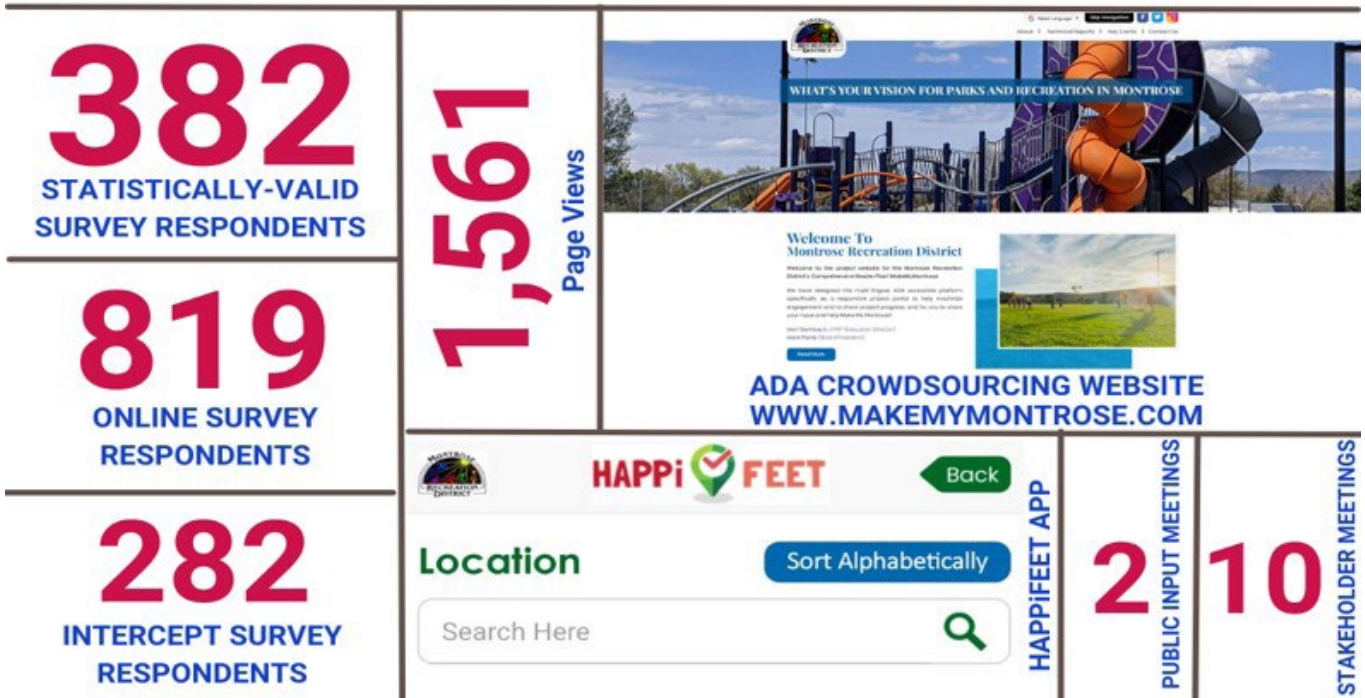
To establish a better understanding of the District’s current state and to help determine the needs and priorities for the future, the planning process incorporated a variety of input from District residents.

This included a series of key stakeholder interviews and focus group discussions,

as well as two public forums, a statistically valid survey, an online survey, community pop-up outreach, and the crowd-sourcing website www.makemymontrose.com. The following sections summarize and highlight the key findings from each stage of the extensive public input process.

Figure 26: Community Engagement Summary

NEARLY 2000 PARTICIPANTS



These mediums helped engage over 115 participants representing over 44 groups in the District. These included representatives from:

Stakeholders and User Groups	
All Points Transit	Alpine Bank
Ariel Clinical Services	Avalanche Soccer Club
Black Canyon Gymnastics	Buckhorn Engineering
Cedar Point Health	City of Montrose
Colorado Mesa University	Colorado Plateau Mountain Bike Trail Association
Community Options Inc.	CASA
Edward Jones	Friends of Youth and Nature
Hispanic Affairs Project	In Motion Therapy
Mayfly Outdoors	Montrose Area Bicycle Alliance
Montrose Association of Relators	Montrose City Council
Montrose Colorado Rotary Clubs	Montrose Community Foundation
Montrose County	Montrose Economic Development Corporation
Montrose Fire Protection District	Montrose High School Student Council
Montrose Memorial Hospital	Montrose Mirror
Montrose Olathe Adapted Sports Program	Montrose Police Department
Montrose Public Library District	Montrose Recreation Board of Directors
Montrose Recreation Foundation	Otter Pond Homeowners Association
Partners of Montrose	Pediatric Associates
PEER Kindness	River Valley Family Health Centers
Stryker & Company	The Center for Mental Health, Montrose
Tri County Health Network	Unite-Colorado
Valley Food Partnership	Welcome Home Alliance for Veterans

3.1 Key Stakeholder and Focus Groups Summary

A fundamental part of the Plan process includes conducting a robust outreach effort to solicit critical input from key stakeholders and focus groups. Over the course of two days in May 2021, the consulting team convened with these groups to better assess the needs of constituents across the District. The purpose of these meetings was to gain insight into the current strengths, opportunities, and priorities for the park system, and to better understand future recreational needs of the District.

3.1.1 Strengths

Based on feedback from key stakeholder interviews, common themes arose in many conversations. These themes included the new Community Recreation Center, connectivity of the trail system, collaborative community partnerships, diverse/multigenerational programming, knowledge and quality of staff, District communication, the location and outdoor opportunities it provides, and the overall quality of parks and facilities.

Montrose Community Recreation Center

Many stakeholders communicated that the new Community Recreation Center has provided an abundance of value, and recreational opportunities for the community. The center provides

residents with an opportunity to utilize a state-of-the-art recreation facility that can be utilized for everything from athletics to community meeting spaces, to birthday parties. Stakeholders agree that the Community Recreation Center is a great strength of the District. Comments regarding the Recreation Center included:

- “Brought community together”
- Great meeting space for community partners
- Indoor pool is a community resource
- New residents are buying homes to be close to the center
- Selling point for community
- Space is large and well utilized
- Wide range of activities
- Year-round availability

Trail system

The District’s trail system was continuously mentioned as a strength in the focus groups. The trails provide an opportunity for residents to move about the community, not only to recreate, but also as a way to get to multiple points of interest in the City of Montrose. Stakeholders praised the trail system for

the connectivity it provides and the way it integrates parts of the city. Highlights of their comments include:

- “No cost to get out and recreate”
- Connectivity to parks, trails, and points of interest
- Highly used
- Passive recreation
- River access
- Safe

ADMINISTRATION AND STAFF

Stakeholders noted that the knowledge and expertise of District staff lends greatly to providing an exceptional experience for visitors. The District’s staff keep abreast of industry trends and work to incorporate innovative best practices into their programming. Many stakeholders highlighted the resourcefulness of staff and administration to provide exemplary service, even when funding challenges are present. Many stated that quality leadership played a key role in high employee morale, noting the passion and enthusiasm of district employees. The ability of the District to communicate with the public through different mediums was also mentioned on numerous occasions. Sentiments shared regarding the strengths of parks’ administration and staff include:

- “Board Members deserve a lot of credit for their vision”
- Creative

- Enthusiastic about what they do
- Friendly, helpful, and welcoming
- Have the best interest of the community
- Keep everyone informed
- Knowledgeable
- Love the community
- Passionate
- Staff is a “community gem”
- Staff listens and implements

PROGRAMMING AND ACTIVITIES

The District provides a plethora of diverse activities and programs at their park locations. Offerings cater to the young and old, creating a great opportunity for visits with the whole family and appeal to a wide variety of users. From athletics to special events to outdoor programming, the diversity of all that is offered is a great benefit. The scholarship program affords access to residents with marginal income for many youth and senior programs and activities.

Stakeholders praised the District for their ingenuity and innovation in diverse programming. Highlights of their comments include:

- “Robust programs for all age groups”
- “Something out there for everyone

- Adaptive recreation
- Addition of pickleball courts
- Affordable price points
- Diversity of programs
- Outdoor recreation
- Scholarship program
- Summer programming
- The number of services brought to the community
- Wide variety of youth athletics

COLLABORATIVE PARTNERSHIPS

The District has been successful in developing and sustaining partnerships that benefit the community and increase visibility. The Division collaborates with the city, the school district, the library, Montrose Recreation Foundation, Colorado Mesa University, and other many other community partners to leverage and create opportunities to cross promote and to share resources. The strength of these relationships could be seen by the very strong, and diverse turnout for the stakeholder meetings.

While there are many opportunities to increase partnerships and sponsorships, stakeholders noted that the District was strong in utilizing current collaborations, with all the partnerships to make a better community being a key to the

District's success.

FACILITIES

The District offers an array of high-quality, well-maintained recreation facilities and parks, with programming for children, youth, adults, and seniors. Users currently enjoy a variety of amenities at thirty-seven parks across the District. Many see these facilities as an equitable and inclusive resource that reflects a sense of community for both, internal and external users.

Stakeholders are generally supportive of facilities and offered the following comments about what makes the Division's facilities unique:

- "Facilities and parks in good shape"
- "Fieldhouse is amazing"
- "Young families love River Park and Holly Park"
- Maintenance of facilities
- Repurposing old recreation center into field house
- Skate Park
- Sports fields
- State of the art facilities
- Water park

3.1.2 Opportunities

A primary goal for the District is to have a sustainable and accessible system of facilities with programs reflective of all it serves. Stakeholders shared a number of perspectives for the future of the District. Suggestions for opportunities to bolster the District include adding an outdoor aquatics facility, unique programming, increased awareness, enhanced accessibility, and additional space with a continued expansion of the already popular trail system.

Outdoor Aquatics Facility

The most mentioned opportunity in the focus group and key stakeholder meetings was the need for an outdoor aquatic facility. Stakeholders would like to see a facility that would take advantage of the natural beauty of the community while providing summer enjoyment for all ages.

Recommendations and comments for the proposed outdoor aquatics facility that were provided by stakeholders include:

- “Kids love water”
- “Take advantage of setting”
- Features for children like splash pads
- Lap pool

Programs and Services

Programming and activities were consistently identified as a strength of the District even as stakeholders believe opportunities exist in growing

trending recreation programs. Many believe new ideas can focus on non-traditional opportunities for all-ages, with a particular emphasis on teens and older adults. There was a call for more outdoor programming to utilize the areas natural landscape and the unique opportunities the area provides. The District should also develop additional offerings and provide adequate inclusive programs for the Hispanic community, lower income families, and the population with disabilities.

Suggestions to enhance and improve the District’s offerings included:

- “Connect kids to nature”
- “Girl/Boy Scout” like program for lower income families
- “More programs for non-youth or senior participants”
- “Not enough to do in wintertime”
- Anti-bullying policy
- Childcare
- Disabled Veteran programming
- Esports
- Expand outdoor recreation
- Fun runs
- Late adult programs
- LGBTQ+ programming
- Life skill programs for teens

- **Mentorship programs**
- **More passive recreation**
- **More things that are not sports or outdoor related**
- **Nature programming**
- **Rental gear for outdoor recreation when registering for a program**
- **Story walks**
- **Teen and young adult programming**

Awareness

The District’s communication was consistently mentioned as a strength by stakeholders. However, there were concerns addressed that there are portions of the population that are unaware of the services and programs provided by the District. Stakeholders would like to see improved outreach and awareness campaigns. These campaigns are intended to tell the story of the District and provide consistent access to services. Many attendees value the system and want others to be aware of and support the District’s efforts. Several offered the following ideas to increase visibility of the District’s offerings through a strategic marketing and public relations effort:

“If someone doesn’t have a computer, how do they learn about the district?”

Better partnership with Colorado Mesa University

Better promotion of scholarship

program for those in need

Contact new home buyers to let them know about the District and what they offer

District should look for opportunities to provide sponsorship in community

Educate as to what is a recreation district and what they do

Improve communication to senior community through Silver Sneakers program

Outreach to Hispanic community

Strategic partnerships with smaller non-profits

Accessibility

Stakeholders verbalized opportunities within the accessibility of the District’s programs and services. There are concerns regarding the ability of all community members to take advantage of the District’s offerings, especially as it pertains to income, ethnicity, and location.

The most common accessibility concerns identified by stakeholders:

- **“Equity not the same with new facility”**
- **“Micro Rec Centers”**
- **“Most youth are economically challenged”**
- **Accessibility and outreach to Hispanic or lower income communities**

- Adaptive recreation needs are growing
- Cost can be a barrier for equipment and accessories
- Expand the District's assets North or East of town.
- Lost some accessibility with old recreation center being repurposed
- Need better access in "Tortilla Flats"
- New recreation center is "viewed as a country club, not a community asset"
- Not enough opportunities for younger and lower income families
- Outreach to non-participants
- Recreation needs to be available to all areas
- Target specific age groups and ethnicities

Expansion Of Facilities And Amenities

The District being able to keep up with the growth of the community and expand upon the strength of current programs and amenities were constant themes throughout discussions. Stakeholders would like to see the expansion of the popular trail system to connect more of the city, as well as more indoor sports fields/courts, aquatics,

adventure amenities, biking, event space, open space and parks/facilities to accommodate the growing population.

As provided by stakeholders, recommendations to improve and maintain existing recreation facilities include:

- "Community will outgrow resources
- "Fields will become overwhelmed"
- "Trails are great and there should be a way to connect the neighborhoods and public spaces".
- Appropriately size future amenities
- Connectivity through trails and bike paths
- Facilities in different areas
- More ADA accessibility
- More basketball courts spread throughout city
- More connect trails with climbing structures and workout equipment on path
- More pickleball courts
- More space for indoor recreation
- Mountain biking expansion
- Neighborhood facilities in parks
- Open spaces

- Some playgrounds are over 30 years old and need to be upgraded
- Tennis facilities need some work
- Trail from Montrose to Ridgeway

3.1.3 Top Priority

Stakeholders shared many priorities to enhance the District’s parks and recreation system. The future of the District is contingent upon identifying additional funding source(s) to address shortcomings related to aging infrastructure, staffing operations, improved visibility and unique programming. This initial phase of the planning process helps clearly identify the recreational needs of the community and the desire to work collaboratively to create a world-class parks and recreation system.

Top priorities for the District that were most frequently mentioned include:

- “More ways for those who cannot afford to pay to participate”
- “Think about north side of town”
- Accessibility, equity, and inclusion

- ADA/Accessible playgrounds
- Another gym facility
- Connected off road trails
- Downtown/Main Street play space and/or recreational opportunities
- Expand hours
- Finding funding sources
- Keep up with trends
- More outdoor pickleball courts
- New Sports facility
- No increased costs
- Outdoor aquatics facility
- Outreach to new community members
- Plan for growth
- Purchase open space before it’s gone
- Skate Park enhancements



3.2 Public Input Meetings

In tandem with the stakeholder and focus group interviews, the consulting team also hosted 2 (two) public input meetings designed to further engage District residents. The public input meetings spanned three days and provided attendees with a presentation of the project, process, initial demographic findings, as well as an opportunity for residents to offer feedback on the parks system through live polling devices.

Following the presentation, attendees were able to ask questions and to identify the strengths, opportunities and top priority they see and envision for the District. Close to 30 participants, representing a variety of interests, participated in the public forums. Each public input meeting is combined and summarized in the following sections that include the live polling combined results to each question asked and summarized open discussion public input. Both of these meetings were done virtually and had Spanish interpretation available.

Figure 27: Invitation to Public Input Meetings in English and Spanish

GET INVOLVED!

WITH YOUR MONTROSE RECREATION DISTRICT

Join our Comprehensive Master Planning Process with a Web based Public Forum

We want YOUR input

MakeMyMontrose.com

Register on MakeMyMontrose.com to give us your input

- What do you love about your local parks and recreation facilities?
- What are your unique needs as a parks and recreation member?
- How can your Montrose Recreation District better serve you and your family?



"For a Better Quality of Life . . . MRD!"

GAIN AN OVERVIEW OF THE COMPREHENSIVE PLAN AND PROVIDE SURVEY RESPONSES IN ONE OF OUR INTERACTIVE SESSIONS

PICK ONE OF THE BELOW DATES FOR THE WEB BASED PUBLIC FORUM:

May 12 from 6-7pm

May 18 from 6-7pm

Register for one of these sessions on **MakeMyMontrose.com** to give us your input!

¡INVOLUCRESE!

CON SU DISTRITO DE RECREACION DE MONTROSE

Unase a Nuestro Proceso Comprensivo para la Planificacion de un Plan Maestro en un Foro Publico Basado en la Web (internet)

Queremos Su opinion

MakeMyMontrose.com

Registrese en MakeMyMontrose.com para que nos de su opinion

- ¿Que es lo que mas le gusta acerca de sus parques locales facilidades de recreacion?
- ¿Cuales son sus necesidades unicas como miembro de parques y recreacion?
- ¿Como puede su Distrito de Recreacion de Montrose servirle mejor a usted y a su familia?



"For a Better Quality of Life . . . MRD!"

OBTENGA UNA IDEA GENERAL DEL PLAN COMPRENSIVO Y PROPORCIONE UNAS RESPUESTAS A LA ENCUESTA EN UNA DE NUESTRAS SESIONES INTERACTIVAS

ESCOJA UNA DE LAS FECHAS DE ABAJO PARA EL FORO PUBLICO BASADO EN LA WEB:

Mayo 12 de 6-7pm

Mayo 18 de 6-7pm

¡Registrese en una de estas sesiones en **MakeMyMontrose.com** para darnos su opinion!

3.2.1 Live Polling

One key approach for soliciting feedback from attendees of the public forum was through live polling the audience. Using the responses to focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of District resident's needs.

Attendees were able to respond to these questions and view responses in real time using "Zoom Polling" to answer a series of questions related to usage and need for parks, trails, facilities, and programs.

The below infographic shows key data from this polling.



Gender

42% - Female
58% Male



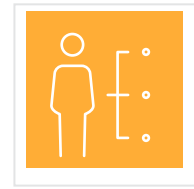
Age

42% - Ages 35-54
37% - Ages 55-74
16% - Ages 0-14
5% - Ages 18-34



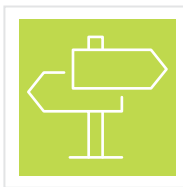
Zip Code

42% - 81401
42% - 81403
5% - 81425
5% - 81426
1% - Other



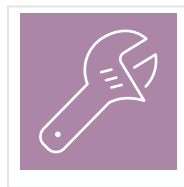
Participation

79% - Alone
16% - One other person
5% - Two other people



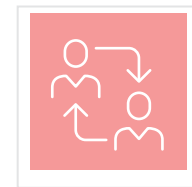
Regularly used amenities

78% - Trails
70% - Community Recreation Center
35% - Sports fields



Most Important improvements

73% - Expand & connect trail system
41% - Outdoor pool-splash pad
36% - Outdoor fitness & obstacle courses



Preferred communication

59% - Website
59% - Activity Guide
55% - Social Media

Figure 28: Live Polling Summary

3.3 Statistically-Valid Survey

ETC Institute administered a Parks and Recreation Needs Assessment Survey for the Montrose Recreation District and City of Montrose. The purpose of this survey was part of the District's initiative to establish priorities for the future development of parks, trails, recreation facilities, and programs to improve household's quality of life. Data from the assessment will be used by leaders when making decisions that will meet the needs of the community.

3.3.1 Methodology

ETC Institute mailed a survey packet to a random sample of households in the District and surrounding area. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Households who received the survey were given the option of returning the survey by mail or completing it online at MontroseSurvey.org.

To encourage participation, approximately ten days after the surveys were mailed, ETC Institute sent emails/text messages to the households that received the survey. The email/text contained a link to the online version of the survey to make it simple for households to complete. To prevent people who were not a part of the random sample, everyone who completed the survey online were required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not

match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain 375 completed surveys from District residents. A total of 382 surveys were collected. The overall results for a sample of 382 surveys have a precision of at least +/- 4.9% at the 95% level of confidence.

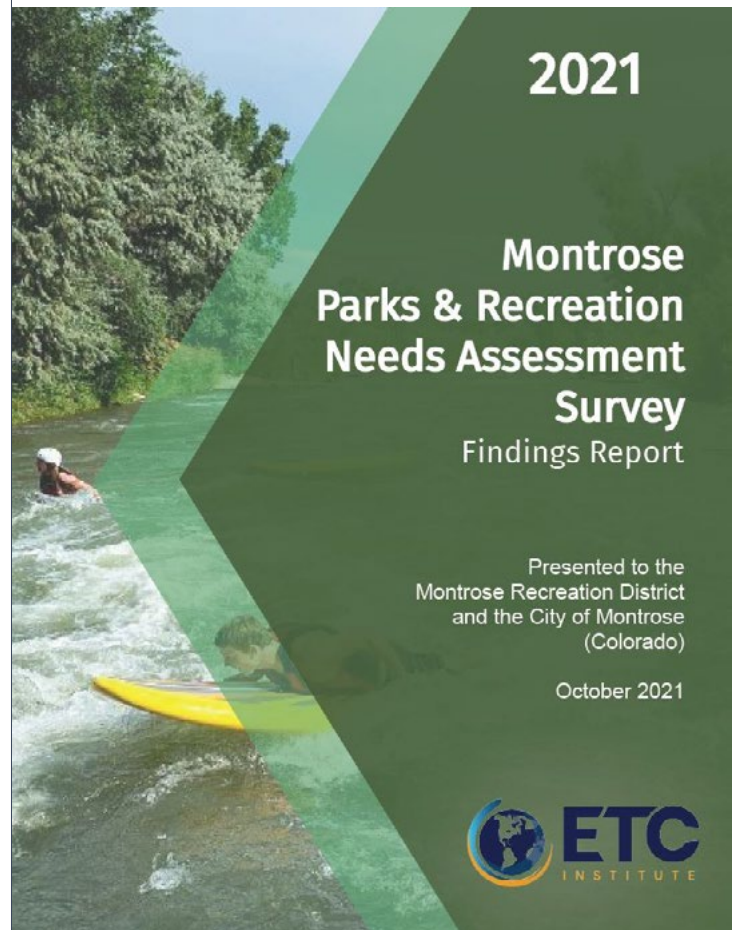


Figure 29: Needs Assessment Survey Report

3.3.2 Amenity, Facility, and Park Findings

Parks and Recreation Amenity and Facility Needs

Households were asked to identify if they had a need for 35 amenities/facilities 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 amenities/facilities. The two amenities/facilities with the highest percentage of households whose needs are currently being met 50% or less are listed below.

- Restrooms – 2,270 households (28.0%)
- Shade structures – 2,248 households (27.7%)

Importance of Parks and Recreation Amenities/Facilities

In addition to assessing the needs for each amenity and facility, ETC Institute also evaluated the importance that households placed on each one. Based on the sum of households’ top four choices, the top four most important amenities/facilities to households are listed below.

- Paved walking and biking trails (34.0%)
- Community center/recreation center (29.4%)

- Indoor swimming pool (20.2%)
- Natural parks and preserves (20.1%)

3.3.3 Priorities for Amenity/Facility Investment

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 weighs:

01 the importance that households place on each facility/amenity/program and

02 how many households have unmet needs for the facility/amenity/program.

The Priority Investment Ratings for each amenity/facility is shown below.

Top Priorities for Investment for Parks and Recreation Amenities and Facilities

Based on the Priority Investment Rating (PIR)

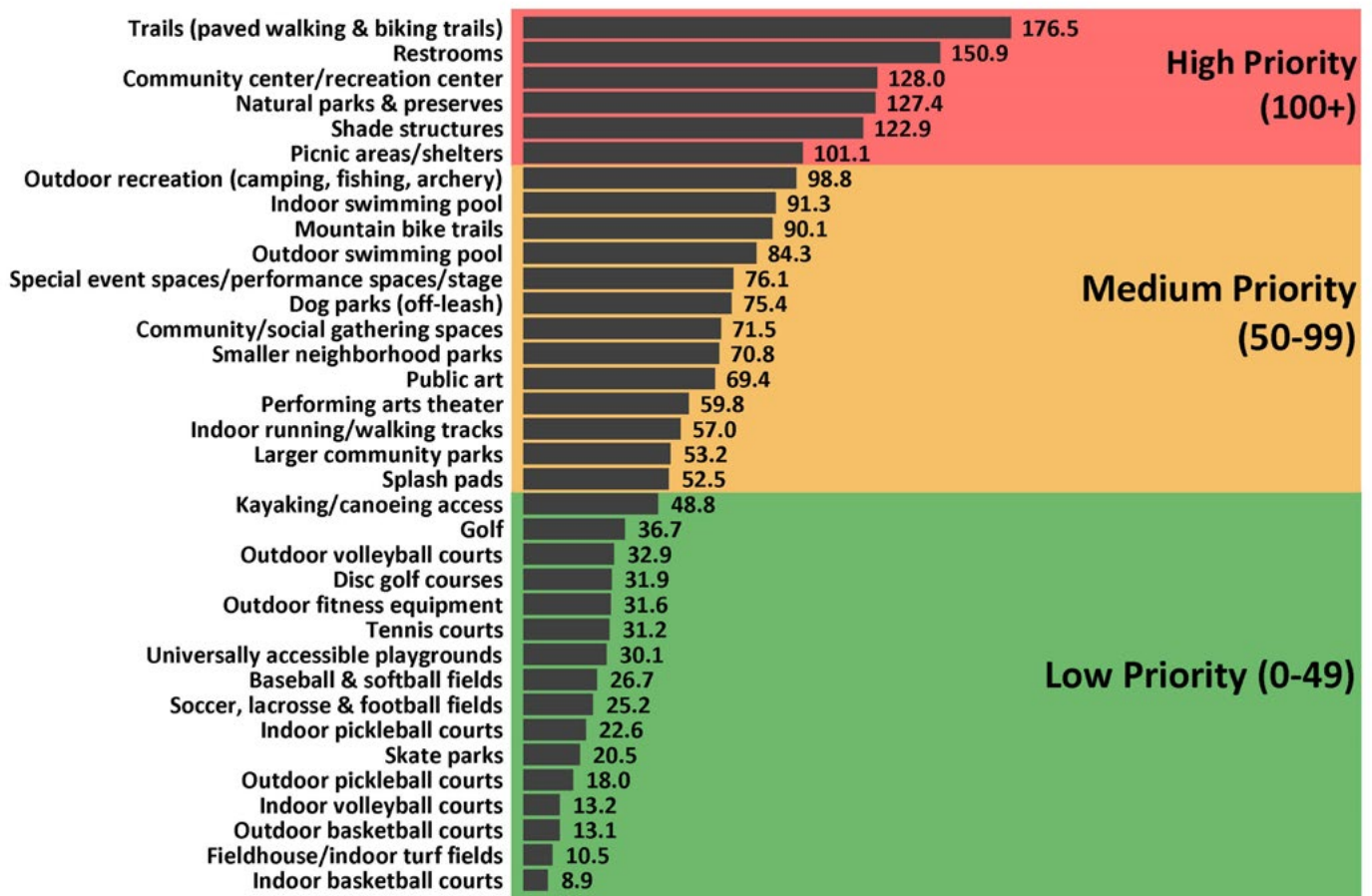


Figure 30: Priority Investment Rating (PIR) for Parks and Recreation Amenities/Facilities

3.3.4 Program and Activity Findings

Recreation Program Needs

Households were asked to identify if they had a need for 27 programs 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 each of the programs. The three programs with the highest percentage of estimated households whose needs are currently being met 50% or less are listed below.

- Nature programs – 1,849 households (22.8%)
- Outdoor adventure programs – 1,740 households (21.5%)
- Adult fitness and wellness programs – 1,691 households (20.9%)

IMPORTANCE OF RECREATION PROGRAMS

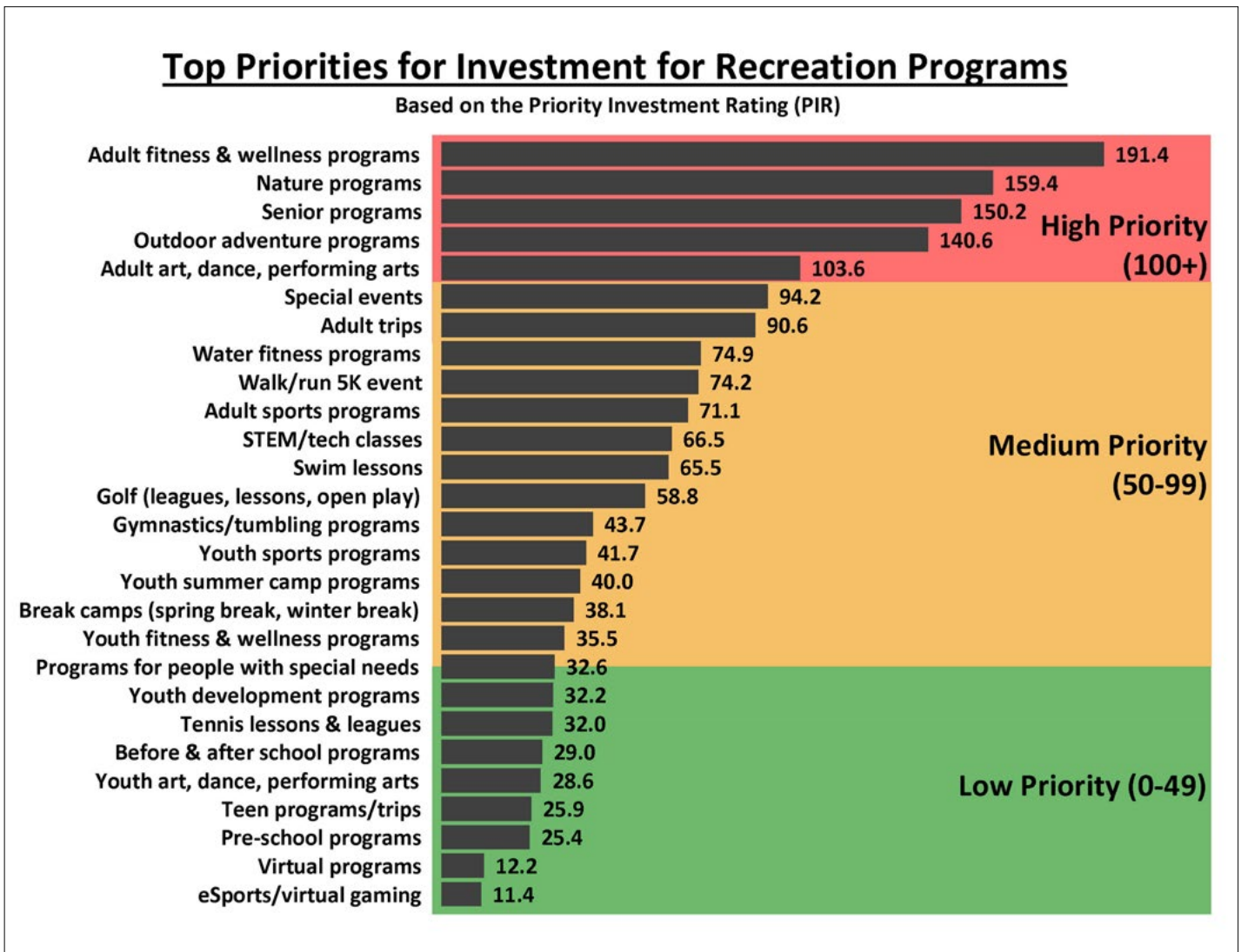
In addition to assessing the needs for each program, ETC Institute also assessed the importance that households placed on each one. Based on the sum of households' top four choices, the three programs that are the most important to households are listed below.

- Adult fitness and wellness programs (37.2%)
- Senior programs (25.1%)
- Nature programs (22.1%)

3.3.5 Priorities for Recreation Program Investment

Details regarding the methodology for this analysis are provided above in previous sections. The Priority Investment Ratings for each recreation program is shown below.

Figure 31:
Priority Investment Ratings (PIR) for Recreation Programs



3.4 Statistically-Valid / Online Survey Comparison

3.4.1 Methodology



As mentioned previously, ETC Institute collected input from respondents in the Montrose Community. The overall results for this sample of 382 surveys had a precision of at least +/- 4.9% at the 95% level of confidence.

An online survey (powered by SurveyMonkey) was launched to gain a better understanding of the unmet needs, preferences, and satisfaction levels of District users. The online survey was available from October 4th through November 5th, 2021 and received a total of 819 responses.

The online survey emulated the questions used in the statistically valid survey and allowed the community an opportunity to provide input if they did not receive the statistically valid survey.



Overall: The findings from the online survey have similarities to the statistically valid survey results.

3.4.2 Comparison

The following sections present a side-by-side comparison of survey results. All areas of congruence (in terms of order or response percentage range) are shaded in each table; green identifies responses higher than the statistically valid survey, blue indicates same score, white identifies unique responses, and orange identifies responses below the comparison.

Parks, Recreation Facilities and Program Barriers



The top five reasons for not participating were nearly the same order in both surveys. They both emphasized timing and capacity of programs. The Statistically Valid Survey also mentioned high fees and health and safety concerns.

 Statistically Valid Survey	 Online Community Survey
1. Not enough time (31.7%)	1. Not enough time (37.2%)
2. I do not like making reservations (18.6%)	2. Program times are not convenient (23%)
3. Program times are not convenient (15.4%)	3. I do not like making reservations (19%)
4. Fees are too high (14.4%)	4. Class full (17.7%)
5. Health/safety concerns (11.8%)	5. Facilities' operating hours not convenient (16%)

Facility / Amenity Needs

The top five responses for “Most Needed” facilities/amenities were the same with very



similar orders but a much higher priority in the Online Community survey.

 Statistically Valid Survey	 Online Community Survey
1. Trails (paved walking & biking trails) (67.5%)	1. Community center/recreation center (93%)
2. Community center/recreation center (64.9%)	2. Trails (paved walking & biking trails) (88%)
3. Restrooms (63.9%)	3. Restrooms (87%)
4. Shade structures (56%)	4. Indoor swimming pool (79%)
5. Indoor swimming pool (53.7%)	5. Shade structures (74%)

Facility/Amenity Needs are met

The top five responses for “100% Needs Met” facilities/amenities were the same with very similar priority except for the Indoor



basketball courts that ranked higher on the Statistically Valid Survey.

 Statistically Valid Survey	 Online Community Survey
1. Indoor basketball courts (59%)	1. Indoor running/walking tracks (67%)
2. Indoor running/walking tracks (58%)	2. Golf (59%)
3. Golf (57%)	3. Indoor swimming pool (59%)
4. Indoor swimming pool (57%)	4. Indoor basketball courts (58%)
5. Community center/recreation center (53%)	5. Community center/recreation center (51%)

Facility/Amenity Most Important

The top five responses for “Most Important” facilities/amenities were almost the same with a much higher percentage stating that Community Center/ Recreation Center is the most important (63%) on the Online

Survey and mountain bike trails (15%) were in the top 5 on the Online Survey compared to Restrooms (17.3%) being in the top 5 in the Statistically Valid Survey.



 Statistically Valid Survey	 Online Community Survey
1. Trails (paved walking & biking trails) (34%)	1. Community Center/recreation center (63%)
2. Community Center/recreation center (29.4%)	2. Indoor swimming pool (38%)
3. Indoor swimming pool (20.2%)	3. Trails (paved walking and biking trails) (37%)
4. Natural parks & preserves (20.1%)	4. Natural parks and preserves (18%)
5. Restrooms (17.3%)	5. Mountain bike trails (15%)

Reasons To Participate

The top 5 reasons to participate in the District programs had three major differences between the two surveys:

- Quality of program content (41%) was valued much higher in the Online Community Survey



- Dates/days the program is offered (38%) and Fees charged for the program (33%) were cited as reasons in the Online Community Survey; Times program is offered (38.8%) was ranked 1st in the Statistically Valid Survey

 Statistically Valid Survey	 Online Community Survey
1. Times program is offered (38.8%)	1. Location of program facility (41%)
2. Location of program facility (37%)	2. Quality of program content (41%)
3. Quality of program facility (30.3%)	3. Dates/days the program is offered (38%)
4. Quality of program content (29.1%)	4. Quality of program facility (34%)
5. Friends participate (28.5%)	5. Fees charged for the program (33%)

Program Most Important

The top five most important programs were almost the same with very similar orders but a much higher rating in the Online Community survey. The one item

that differed in the Online Community survey versus the Statistically Valid Survey was Adult sports programs instead of Adult trips.

 Statistically Valid Survey	 Online Community Survey
1. Adult fitness and wellness (37.2%)	1. Adult fitness and wellness (76%)
2. Senior programs (25.1%)	2. Nature programs (44%)
3. Nature programs (22.1%)	3. Senior programs (44%)
4. Outdoor adventure programs (17.3%)	4. Outdoor adventure programs (43%)
5. Adult trips (14.9%)	5. Adult sports programs (41%)



Program Needs Met

The top five most important programs were almost the same aside from 2 major differences:

- The need for Youth sports programs was met at a higher rate on the Statistically

Valid Survey compared to the Online

Virtual programs ranked 4th in the Statistically Valid Survey while Adult sports programs, ranked 4th in the Online Community Survey



 Statistically Valid Survey	 Online Community Survey
1. Youth sports programs (40%)	1. Golf (leagues, lessons, open play) (36%)
2. Golf (leagues, lessons, open play) (35%)	2. Water fitness programs (33%)
3. Water fitness programs (34%)	3. Youth sports programs (29%)
4. Virtual programs (33%)	4. Adult sports programs (25%)
5. Adult fitness & wellness programs (25%)	5. Adult fitness & wellness programs (24%)

Use For Parks And Recreation Programs, Services, And Facilities

The top five most used parks and recreation programs, services and facilities were almost the same aside from 2 major differences:

- Online Community Survey respondents were heavier users of District offerings

than the Statistically Valid Survey which is expected since Online survey respondents tend to be users mostly while ETC survey respondents are a combination of users and non-users randomly chosen.



 Statistically Valid Survey	 Online Community Survey
1. Public lands (State or National parks/ forests, BLM, etc.) (71.9%)	1. Montrose Recreation District (85%)
2. City of Montrose (69.6%)	2. City of Montrose (72%)
3. Montrose Recreation District (66%)	3. Public lands (State or National parks/ forests, BLM, etc.) (69%)
4. Montrose County (44.8%)	4. Montrose County (40%)
5. Places of worship (34%)	5. Neighboring cities (30%)

Most Willing to Fund

The top five responses for initiatives “Most willing to fund” were similar between the two surveys. The Online Community Survey had lower percentages of interest in funding these initiatives and 2 different initiatives in the top five. This is often the case since respondents with a particular focused interest can indicate that to a high degree in the non-scientific online survey

compared to the randomly selected ETC survey. The two different initiatives in the top five identified in the online only survey were:



- Develop a new outdoor aquatic facility (34%)
- Develop an ice rink (31%)

 Statistically Valid Survey	 Online Community Survey
1. Improve existing trail system (72%)	1. Develop new walking trails (51%)
2. Develop new walking trails (72%)	2. Improve existing trail system (46%)
3. Improve existing park restrooms (70%)	3. Develop a new outdoor aquatic facility (34%)
4. Improve existing parks (67%)	4. Develop an ice rink (31%)
5. Repurposes ageing & underutilized amenities/spaces (66%)	5. Repurposes ageing & underutilized amenities/spaces (25%)

Preferred Marketing Methods

According to both surveys, the District Activity Guide has the most support. Staff should continue to focus on digital marketing channels through the website



and Facebook (other social media) and maybe consider how to harness the power of word of mouth and community outreach through additional social media.

 Statistically Valid Survey	 Online Community Survey
1. District Activity Guide (66.8%)	1. District Activity Guide (80.1%)
2. District website (38.8%)	2. District website (57.7%)
3. Friends & neighbors (24.6%)	3. District email (44.1%)
4. Newspaper articles/advertisements (19.8%)	4. Facebook (20.1%)
5. Facebook (19.6%)	5. Friends and neighbors (18.2%)

Satisfaction With the Overall Value Received From the Montrose Recreation District

The level of satisfaction in the Online Community Survey was much higher compared to the Statistically Valid Survey



which is understandable since it primarily includes users while the Statistically Valid Survey also includes non-users.

 Statistically Valid Survey	 Online Community Survey
1. Indoor basketball courts (59%)	1. Indoor running/walking tracks (67%)
2. Indoor running/walking tracks (58%)	2. Golf (59%)
3. Golf (57%)	3. Indoor swimming pool (59%)
4. Indoor swimming pool (57%)	4. Indoor basketball courts (58%)
5. Community center/recreation center (53%)	5. Community center/recreation center (51%)

Overall Quality of the Montrose Recreation District programs

The overall quality rated by respondents in both surveys is about the same with slightly different percentages particularly a drop in “excellent” perceived quality in the program



and an increase in the “good” perceived quality of the programs in the Online Community Survey.

 Statistically Valid Survey	 Online Community Survey
1. Excellent (49.7%)	1. Good (47.3%)
2. Good (44.1%)	2. Excellent (47%)
3. Fair (5.6%)	3. Fair (4.4%)
4. Poor (0.6%)	4. Poor (1.1%)

Demographics – Age Segments Within Household

When compared to the statistically valid survey, Ages 65-74, Ages 35-44, Ages 45-54, Ages 10-14 and 5-9 are over-represented



in the households of the electronic survey respondents.

 Statistically Valid Survey	 Online Community Survey
1. Ages 55-64 (19%)	1. Ages 65-74 (38%)
2. Ages 45-54 (16%)	2. Ages 35-44 (25%)
3. Ages 65-74 (12%)	3. Ages 45-54 (17%)
4. Ages 35-44 (11%)	4. Ages 10-14 (17%)
5. Ages 25-34 (7%)	5. Ages 5-9 (17%)
6. Ages 15-19 (7%)	6. Ages 60-64 (15%)
7. Age 10-14 (7%)	7. Ages 75+ (14%)
8. Ages 5-9 (6%)	8. Under age 5 (11%)
9. Ages 20-24 (5%)	9. Ages 55-59 (11%)
10. Ages 75-84 (5%)	10. Ages 15-19 (10%)
11. Under age 5 (3%)	11. Ages 25-34 (10%)
12. Ages 85+ (1%)	12. Ages 20-24 (2%)

Demographics – Age Segments Within respondents

When compared to the statistically valid survey, Ages 65-74, Ages 35-44, Ages 55-64,



Ages 45-54 and 75+ are overrepresented in the respondents of the electronic survey.

 Statistically Valid Survey	 Online Community Survey
1. Ages 55-64 (21.7%)	1. Ages 65-74 (30.9%)
2. Ages 65+ (21.1%)	2. Ages 35-44 (20.5%)
3. Ages 45-54 (20.5%)	3. Ages 55-64 (17.6%)
4. Ages 18-34 (18.5%)	4. Ages 44-54 (12.4%)
5. Ages 35-44 (18.1%)	5. Ages 75+ (9.3%)

Demographics - Race and Ethnicity

White/Caucasian people represent more than 90% of respondents in both surveys with minorities mostly



being, particularly the Hispanic/Latino population, underrepresented in the Online Community Survey.

 Statistically Valid Survey	 Online Community Survey
1. White/Caucasian (91.1%)	1. White/Caucasian (92.1%)
2. Hispanic/Latino (19.1%)	2. Other (3.3%)
3. Other (1.8%)	3. Hispanic/Latino (2.9%)
4. Asian (1.3%)	4. Asian (0.7%)
5. Native American (1.3%)	5. Native American (0.5%)
6. Pacific Islander (0.5%)	6. Black American/Black (0.3%)
7. Black American/Black (0.3%)	7. Pacific Islander (0%)

Demographics - Gender Identity

Most respondents were Female for both respondents with significantly less Male



representation in the Online Community Survey.

 Statistically Valid Survey	 Online Community Survey
1. Female/woman (50.9%)	1. Female/woman (65%)
2. Male/man (48%)	2. Male/man (29.4%)
3. Other identity (0.5%)	3. Decline to answer (5.3%)
4. Trans male/transman (0.3%)	4. Other identity (1%)
5. Genderqueer/gender non-conforming (0.3%)	5. Genderqueer/gender non-conforming (0.2%)

Demographics - Lived in Montrose

Respondents that have lived in Montrose between 1 to 5 years were over represented while those who have lived

there more than 20 years were under represented in the Online Community Survey.

 Statistically Valid Survey	 Online Community Survey
1. 31 years or longer (23.2%)	1. 1 to 5 years (26.9%)
2. 21 to 20 years (20.1%)	2. 6 to 10 years (15%)
3. 0 to 5 years (19.8%)	3. 11 to 15 years (13%)
4. 5 to 10 years (13.8%)	4. 21 to 30 years (11.3%)
5. 16 to 20 years (13%)	5. 16 to 20 years (8.8)
6. 11 to 15 years (10.2%)	6. 31 to 40 years /Less than 1 year (7.9%)

3.4.3 Implications

After analyzing the data collected from the public input process, there are several noticeable public priorities. It must be kept in mind that the ETC Statistically Valid Survey is the most reliable and representative data set and must be viewed independently from the Online Community Survey. Key points to note:

- The most important facilities/amenities to Montrose residents include a Community Center/recreation center, an Indoor swimming pool, Trails (paved walking and biking trails), and Natural parks and preserves.
- Most needed facilities/amenities include a Community Center/recreation center, an Indoor swimming pool, Trails (paved walking and biking trails), Restrooms and Shade structures.
- Programming barriers that can be addressed by MRD include reducing programs time commitments,

offering multiple or different timings of the programs, and changing the reservations system.

- Programs that are most important to residents include adult fitness and wellness programs, nature programs, senior programs, and outdoor adventure programs.
- Marketing efforts should be focused on the District Activity Guide, community outreach and digital marketing: District website, Facebook and emails.
- Montrose residents are most willing to fund new walking trails, improvements on the existing trail system and repurposing aging & underutilized amenities/spaces.
- The low representation in the online survey by the Hispanic/Latino indicates an opportunity to better reach that demographic.





4.1 Inventory Assessment

The consultant team conducted in-person site assessments of District parks in May 2021. While the Montrose community has access to many other city, county parks and trail amenities, and state and federal lands for recreation, this assessment focused on properties owned by the District.

There are four community parks and two regional parks within the District parks system. Overall, the District parks receive moderate to heavy usage and include a variety of ball fields, courts, playgrounds, and picnic shelters.

4.2 Park Site Assessment Methodology and Summaries

The consultant team conducted in-person site assessments of District parks in May 2021. While the Montrose community has access to many other city, county parks and trail amenities, and state and federal lands for recreation, this assessment focused on properties owned by the District.

There are four community parks and two regional parks within the District parks system. Overall, the District parks receive moderate to heavy usage and include a variety of ball fields, courts, playgrounds, and picnic shelters.

Attribute Rating	General Description
1	Below Expectations
2	Meets Expectations
3	Above Expectations

Based on the site amenities and characteristics, the parks were given an overall rating based on the following

scale of condition. Additional details of the site condition and opportunities are provided in the narrative.

Overall Rating	General Description
High	Facilities/amenities are in good condition and feature little or no maintenance problems noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance.
Moderate	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.).
Low	Facilities/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use due to 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.).

4.2.1 Community Recreation Center (“CRC”)

In addition to the Community Recreation Center facility, the CRC property includes many other updated amenities. Built in 2017, the CRC provides a 4-acre multi-purpose field, climbing boulders, pickleball courts, and cornhole, which are all in great condition. Additional amenities, such as a skateboard rack, bicycle rack and pump station, and electric car charging stations also provide an enhanced level of service.

Role: Centrally located, active community park and activity center.

Opportunities:

- **Desired location for a future outdoor pool and aquatics facility**
- **Future artificial turf multi-purpose field**

Address	Classification	Acreage
16350 Woodgate Rd, Montrose, CO 81401	Community	26

Seasonal	All
Usage Level	Heavy
Visual Aesthetics	3
Branding	3
Entrance	3
Safety	3
Site Access	Major Thoroughfare
Access Condition	Well maintained / Reliable Access
Visibility	High visibility
Overall Rating	High



Pickleball courts



CRC landscape & entrance



Open field, lined for soccer



Bouldering



Site amenities



Kiosk – parks/trails

4.2.2 Holly Park

Holly Park was recently updated to include a lighted softball field, multi-purpose fields, concessions building, sand volleyball courts, outdoor basketball, and racquet/handball courts, bike pump, and canopy shade shelters.

Role: Special use community park for ball sports.

Opportunities:

- None identified

Address	Classification	Acreage
S Rio Grande Ave, Montrose, CO 81401	Community	4.9

Seasonal	All
Usage Level	Heavy
Visual Aesthetics	3
Branding	3
Entrance	3
Safety	3
Site Access	Major Thoroughfare
Access Condition	Well maintained / Reliable Access
Visibility	High visibility
Overall Rating	High



Handball court



Shaded picnic area



Open space & ball diamond

4.2.3 Field House

While the Field House was originally constructed over 30 years ago as an aquatic center, it now serves as an indoor turf field house. The property also includes an outdoor pool and splash pad and adjacent school district owned tennis courts. The facility serves the western side of the District as well as underrepresented groups with after school programs and art/dance classes.

Role: Community gathering place.

Opportunities:

- If outdoor pool/aquatics facilities are constructed at the CRC, consider removing the pool and repurposing the outdoor space. If pool is kept at the Field House, major renovations to the pool and slide are needed.

- Improve connections to bike trails
- Replace parking lot to improve aesthetics and poor condition
- Replace splash pad constructed in 2006
- With school and lessees, assess programming needs and building structure overhaul (expanding existing contracted space, cost-benefit of tennis to pickleball conversion with school, additional programming for DEI, larger life-time replacement needs)

Address	Classification	Acreage
25 Colorado Ave, Montrose, CO 81401	Community	14

Seasonal	All
Usage Level	Moderate
Visual Aesthetics	1
Branding	1
Entrance	1
Safety	3
Site Access	Major Thoroughfare
Access Condition	Well maintained / Reliable Access
Visibility	Moderate/variable visibility
Overall Rating	Moderate



Entrance sign



Open lawn in pool area



Pool slide & concrete condition

4.2.4 Ute Park/McNeil Field Complex:

The adjoining Ute Park and McNeil Field Complex provides both developed recreation facilities and access to nature. The Field Complex includes two lighted ballfields and two smaller informal diamonds that serve youth and adult recreational leagues, and five multipurpose fields are used for soccer and lacrosse. The property connects to a paved trail along the Uncompahgre River, and fishing occurs in a small pond. Older barn and farmhouse structures are used for district maintenance facilities and operations.

Role: Active regional facility for youth and adult sports leagues.

Opportunities:

- Continue routine maintenance to increase longevity

- Develop new site master plan to re-envision site circulation and access to adjacent areas/ river, reconfigure new buildings, enhance connectivity to the river and pedestrian safety, and improve quality of watershed and ponds
- Improve access to Riverbottom Park and trails
- Improve signage to identify park and wayfinding around the park
- Replace the existing maintenance facility with a new building

Address	Classification	Acreage
Riverbottom Dr, Montrose, CO 81401	Regional	5.70 (Park) + 23.00 (Fields)

Seasonal	All
Usage Level	Heavy
Visual Aesthetics	2
Branding	2
Entrance	2
Safety	2
Site Access	Secondary Arterial
Access Condition	Well maintained / Reliable Access
Visibility	High visibility
Overall Rating	Low



Lake Dock view to west



Concession Stand/Restrooms



View of diamonds from paved trail

4.2.5 Cerise Park

While owned by the City of Montrose, the District maintains much of the green infrastructure, including trails, fields and amphitheater. As the main user of the fields, the District is responsible for the field turf care and sprinkler repairs in the summer months.

Role: Community active recreation facility surrounded by a natural setting.

Opportunities:

- Continue to maintain fields for long-term use.

Address	Classification	Acreage
Shanes Way, Montrose, CO 81403	Community	12

Seasonal	All
Usage Level	Moderate
Visual Aesthetics	2
Branding	2
Entrance	2
Safety	2
Site Access	Major Thoroughfare
Access Condition	Well maintained / Reliable Access
Visibility	Moderate/variable visibility
Overall Rating	Moderate



Open space lined for soccer



Pavilion and restrooms



Walkway and parking

4.2.6 Summary

Overall, the sites and facilities within the District serve a variety of interests based on site amenities. District parks and facilities are in close proximity to trails and city/county facilities. Combined, these assets create a significant amount of synergy with trails being connected, variety of activities, natural settings and events. While these assets are valued and routinely utilized, there are some assets within the District parks and facilities that are aging. The following is a summary of recommendations from the assessments:

Ute Park

Develop a site master plan to re-envision park interior circulation, access to adjacent properties, reconfigure buildings, and enhance connectivity and safety for pedestrians.

Montrose Recreation District Field House

Develop a new facility master plan to reimagine the facility with spaces that serve recreational trends and community needs better. Reconfigure indoor spaces to be appropriate for community identified needs, new parking lot, discussion with schools on future of tennis courts, repurpose pool area.

Montrose Recreation District Community Recreation Center

The CRC is in great condition since recently constructed. Look to further activate the space with the potential of a new outdoor aquatic center and artificial turf multi-purpose field.

District-Wide

The District should look at additional locations within the service area to develop additional parks/facilities for the residents to increase access and distribute services.

4.3 Level of Service Standards

Level of Service (LOS) standards is a matrix displaying inventory of the District. By totaling the inventory and applying the District's population, we can understand the current level of service of parks, facilities, and amenities to the residents of the District. The LOS can help support investment decisions related to the addition and development of 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) 2020 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the District area; community and stakeholder input; statistically valid survey; and findings from the prioritized needs assessment report and general observations. This combination of information allowed standards to be customized for MRD.

The LOS standards should be viewed as a guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to a 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.

2022 Inventory - Developed Facilities								
Park Type		Montrose Recreation District	Montrose City/County Inventory	School Inventory	Total Inventory	Current Service Level based upon population		
Urban Parks	Acre(s)	-	8.69		8.69	0.25	acres per	1,000
Neighborhood Parks	Acre(s)	-	46.01		46.01	1.31	acres per	1,000
Community Parks	Acre(s)	76.60	116.66	6.39	199.65	5.68	acres per	1,000
Regional Parks	Acre(s)	-	1,005.80		1,005.80	28.60	acres per	1,000
Total Developed Park Acres	Acre(s)	76.60	1,177.16	6.39	1,260.15	35.83	acres per	1,000
Specialty Parks / Public Facility	Acre(s)	-	71.70		71.70	2.04	acres per	1,000
Natural Areas	Acre(s)	-			-	-	acres per	1,000
Total Park Acres	Acre(s)	76.60			1,331.85	37.87	acres per	1,000
TRAILS:								
Multi-use Trails	Mile(s)	1.86	36.00		37.86	1.08	miles per	1,000
Unpaved Trails	Mile(s)	0.38	13.50		13.88	0.38	miles per	1,000
OUTDOOR AMENITIES:								
Picnic Shelters	Sites(s)	6.00	9.00	-	15.00	1.00	site per	2,344
Playgrounds	Sites(s)	3.00	9.00	0.70	12.70	1.00	site per	2,769
Baseball/Softball Fields	Field(s)	5.00	6.00	0.40	11.40	1.00	field per	3,085
Multi-Purpose Rectangular Fields	Field(s)	9.00	4.00	0.70	13.70	1.00	field per	2,567
Tennis Courts	Court(s)	4.00	-	0.20	4.20	1.00	court per	8,373
Pickleball Courts	Court(s)	6.00	-	-	6.00	1.00	court per	5,861
Basketball Courts	Court(s)	-	2.00	0.65	2.65	1.00	court per	3,270
Splash Pads	Site(s)	1.00	-	-	1.00	1.00	court per	5,166
Skate Park	Site(s)	-	1.00	-	1.00	1.00	site per	5,166
Outdoor Pool	Site(s)	1.00	-	-	1.00	1.00	site per	35,166
Fenced Dog Parks	Site(s)		2.00	-	2.00	1.00	site per	17,583
INDOOR AMENITIES:								
Indoor Recreation Space (Square Feet)	SF	100,195.00		58,280.00	158,475.00	4.51	SF per	per-son
Indoor Aquatic Space (Square Feet)		11,505.00			11,505.00	0.33	SF per	per-son

2022 Estimated Population	35,166
2027 Estimated Population	36,711

			2022 Level of Service Standards			2027 Level of Service Standards		
Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
0.30	acres per	1,000	Need Exists	2	Acre(s)	Need Exists	2	Acre(s)
2.00	acres per	1,000	Need Exists	24	Acre(s)	Need Exists	27	Acre(s)
6.00	acres per	1,000	Need Exists	11	Acre(s)	Need Exists	21	Acre(s)
15.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
23.30	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
1.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
0.50	acres per	1,000	Need Exists	18	Acre(s)	Need Exists	18	Acre(s)
24.80	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
0.25	miles per	1,000	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)
	miles per	1,000	Meets Standard	-	Mile(s)	Meets Standard	-	Mile(s)
1.00	site per	2,500	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)
1.00	site per	4,500	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)
1.00	field per	7,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
1.00	field per	7,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
1.00	court per	6,000	Need Exists	2	Court(s)	Meets Standard	-	Court(s)
1.00	court per	6,500	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
1.00	court per	6,000	Need Exists	3	Court(s)	Need Exists	3	Court(s)
1.00	court per	60,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
1.00	site per	35,166	Meets Standard	-	Site(s)	Need Exists	0	Site(s)
1.00	site per	35,166	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
1.00	site per	60,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
2.50	SF per	person	Meets Standard	-	Square Feet	Meets Standard	-	Square Feet
0.25	SF per	person	Meets Standard	-	Square Feet	Meets Standard	-	Square Feet

Figure 32: Montrose Recreation District Level of Service

4.4 Equity Maps

Service area maps and standards assist the District in assessing where services are offered, how equitable the service distribution and delivery is across the District’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 District to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated.

Based on this, the District can make appropriate capital improvement decisions to meet systemwide needs while assessing the ramifications of the decision on a specific area.

The following list shows the service area maps that were developed for each of the major assets.

The source for the population used for standard development is the estimated 2020 population as reported by Environmental Systems Research

Institute, Inc. (ESRI). The shaded areas within the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section (level of Service).

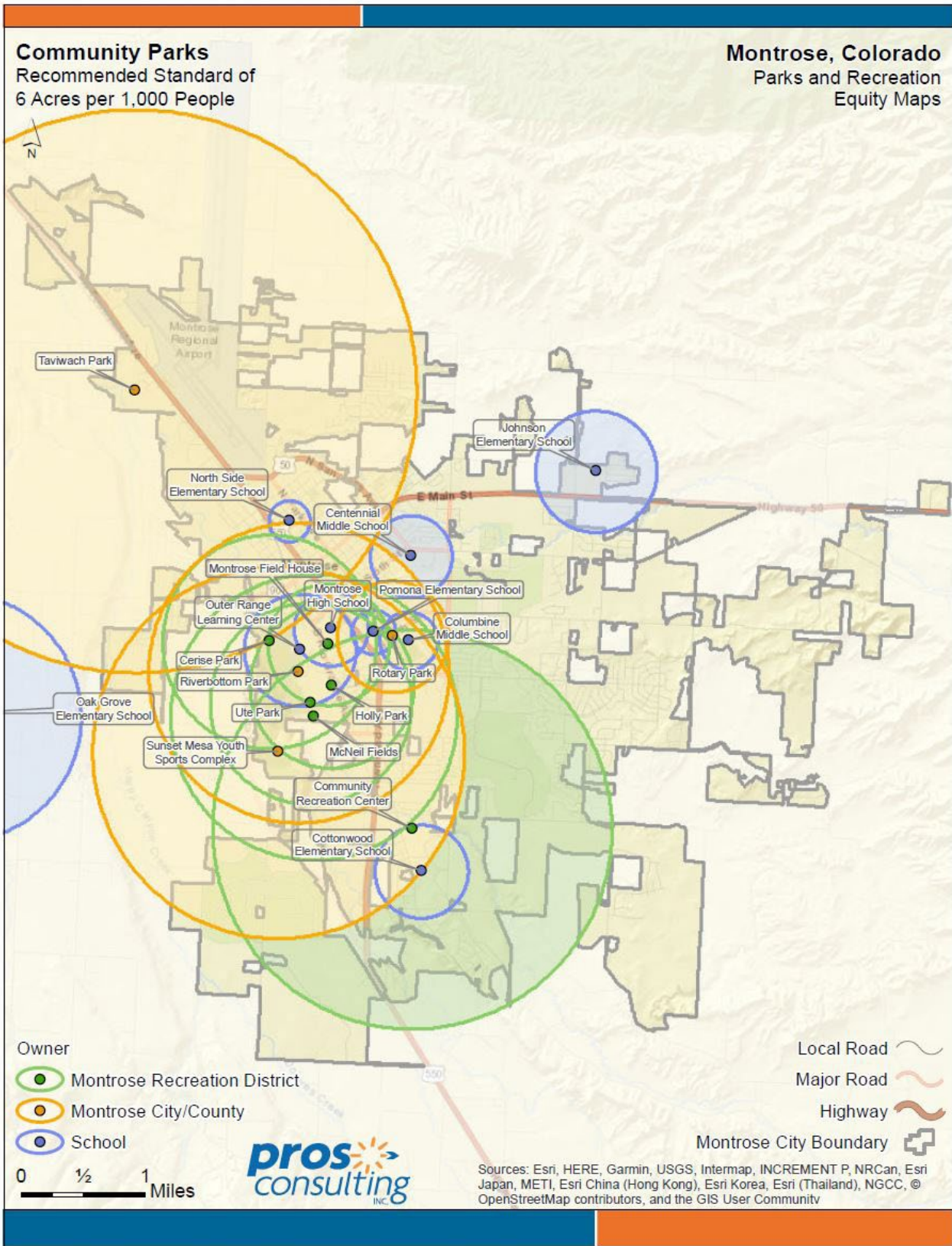
The circles’ sizes vary dependent upon the amount of a given amenity (or acre type) located at one site and the surrounding population density. Lower density causes the circle to be larger, as more geographical area is needed to meet the set level of service. Higher density areas will cause a smaller circle, as there are more people served in a smaller area, meaning less geographical area is needed to meet said standard.

The legend at the bottom left-hand corner of each map depicts the various owners included in the equity mapping process. 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.

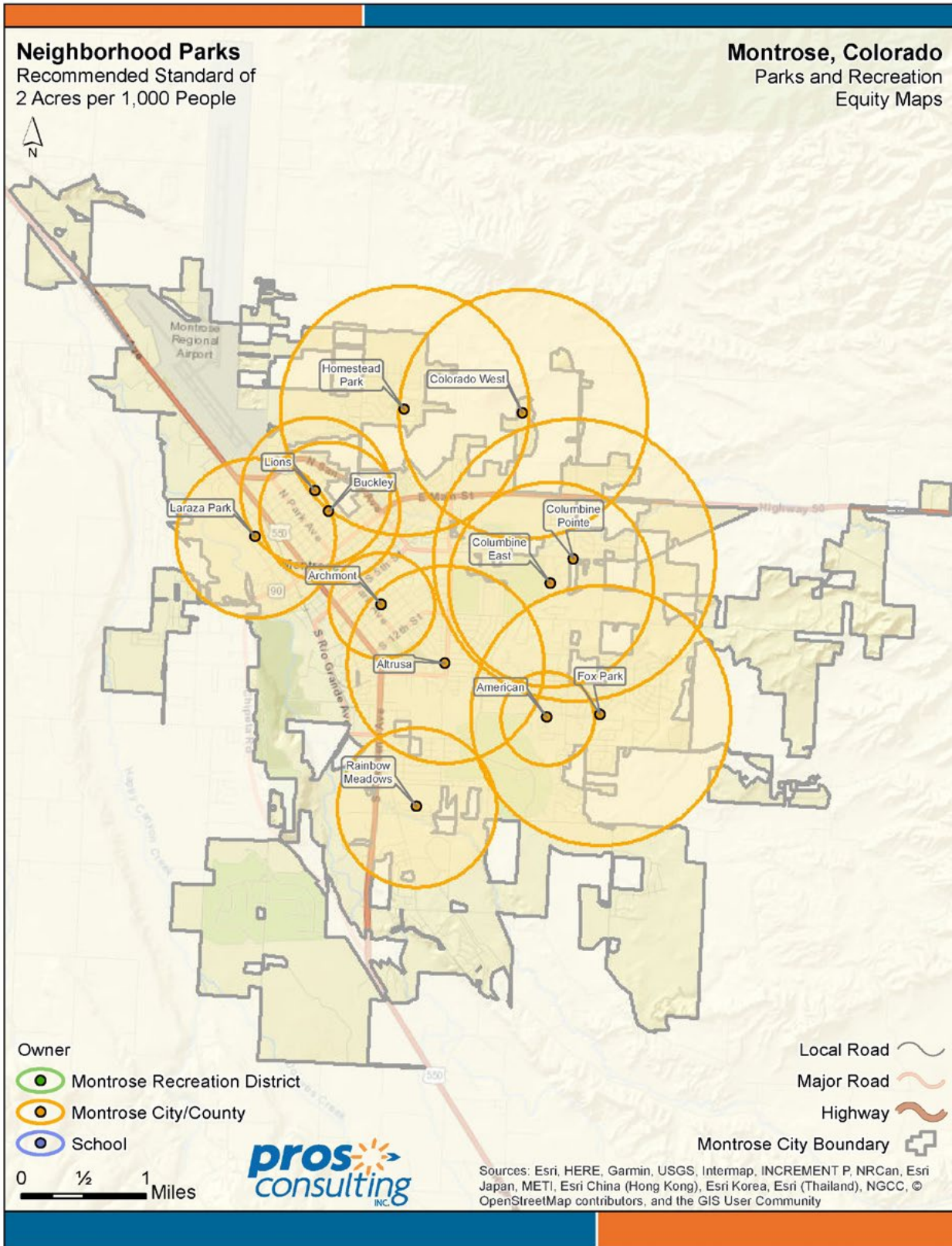
DISTRICT GIS MAPPING	
Parkland	
Community Parks	Regional Parks
Neighborhood Parks	Specialty Parks/Public Facility
Urban Parks	
Trails	
Multi-use Trails	Unpaved Trails
Outdoor Amenities	
Baseball/Softball Fields	Pickleball Courts
Basketball Courts	Picnic Shelters
BMX Bike Challenge Courses	Playgrounds
Dog Parks	Skate Park
Multi-purpose Rectangular Fields	Splash Pads
Outdoor Pool	Tennis Courts
Indoor Facilities	
Indoor Aquatic Space (sq. ft.)	Indoor Community Recreation Space (sq. ft.)

Figure 33: District Asset GIS Mapping - Amenities / Facilities

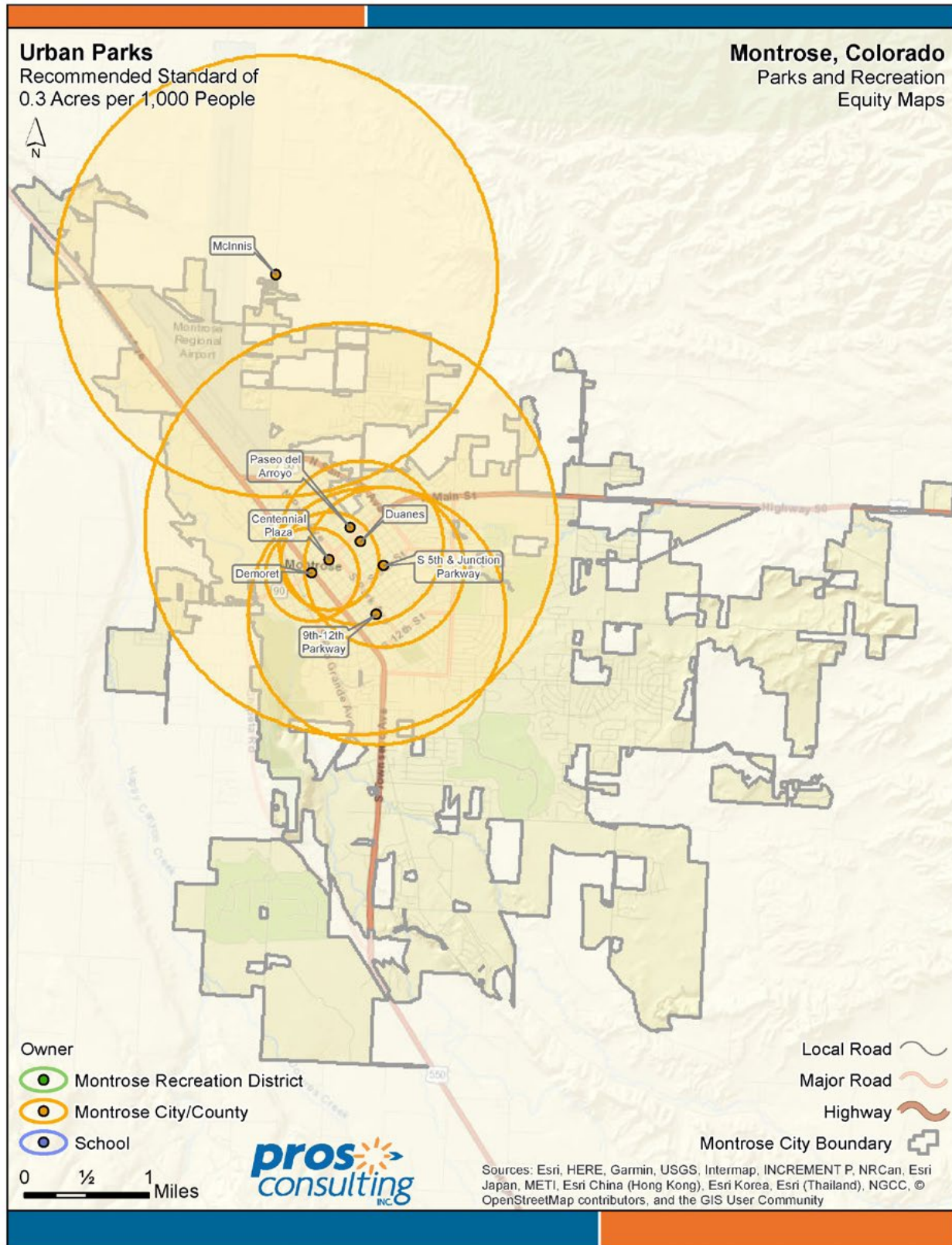
4.4.1 Community Parks



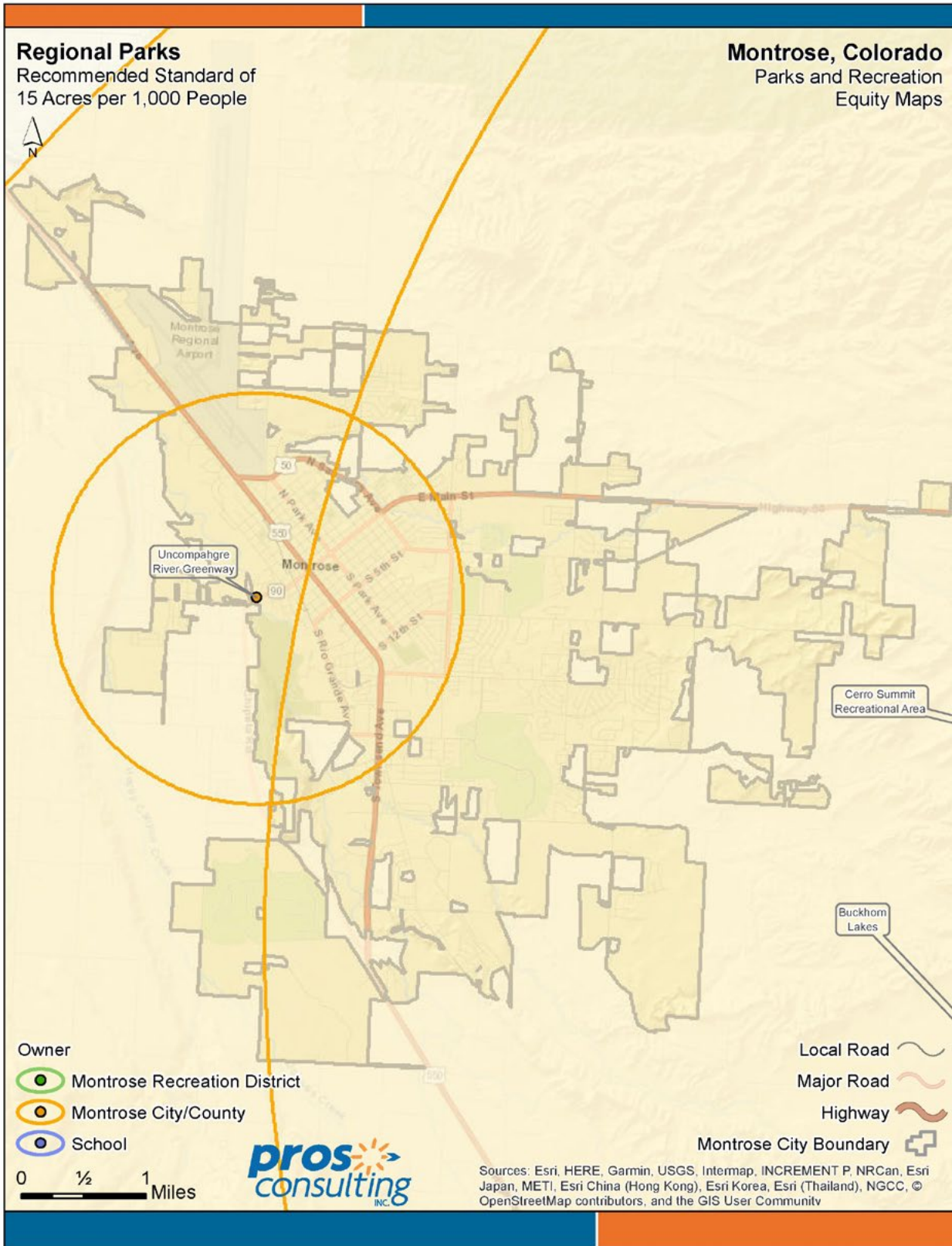
4.4.2 Neighborhood Parks



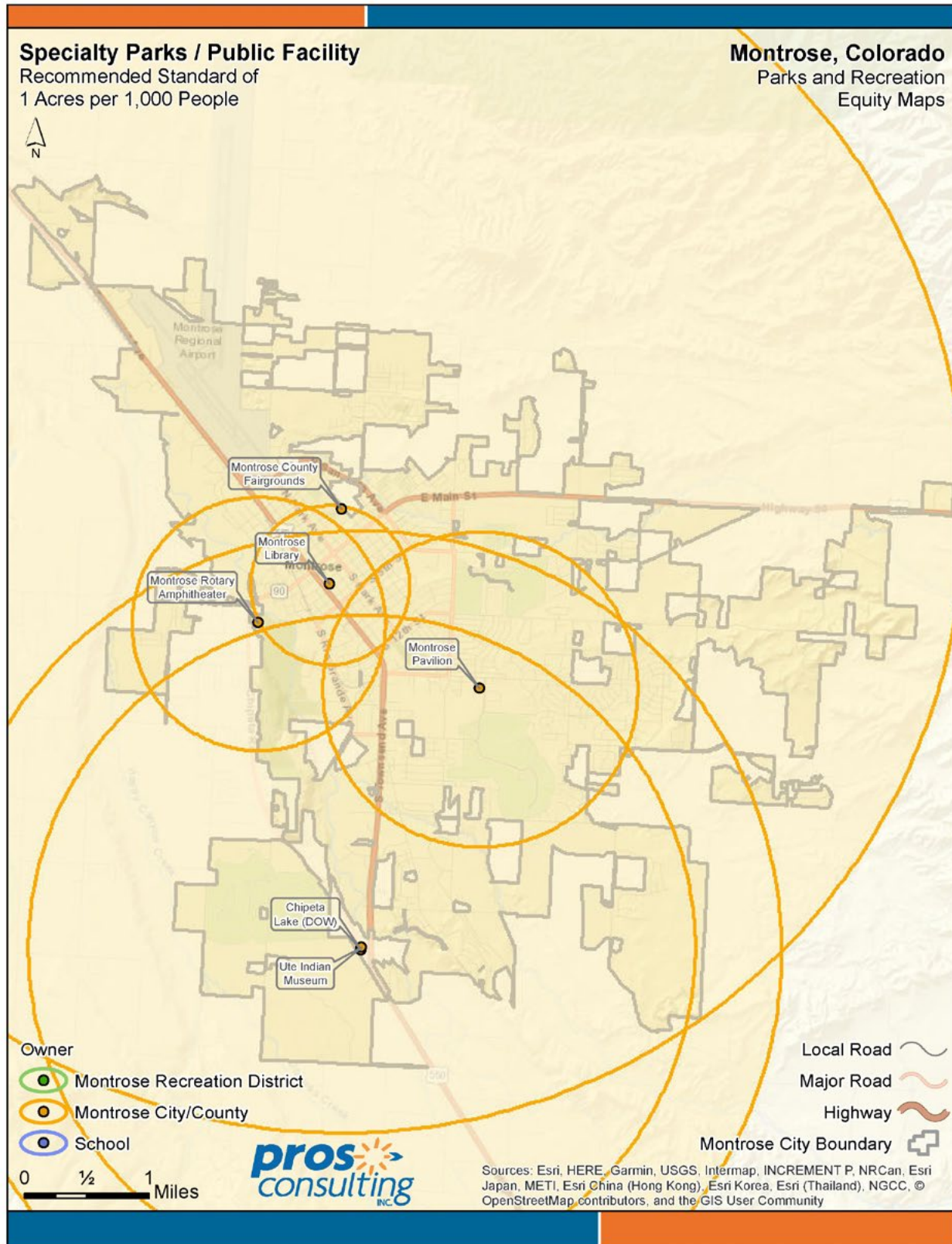
4.4.3 Urban Parks



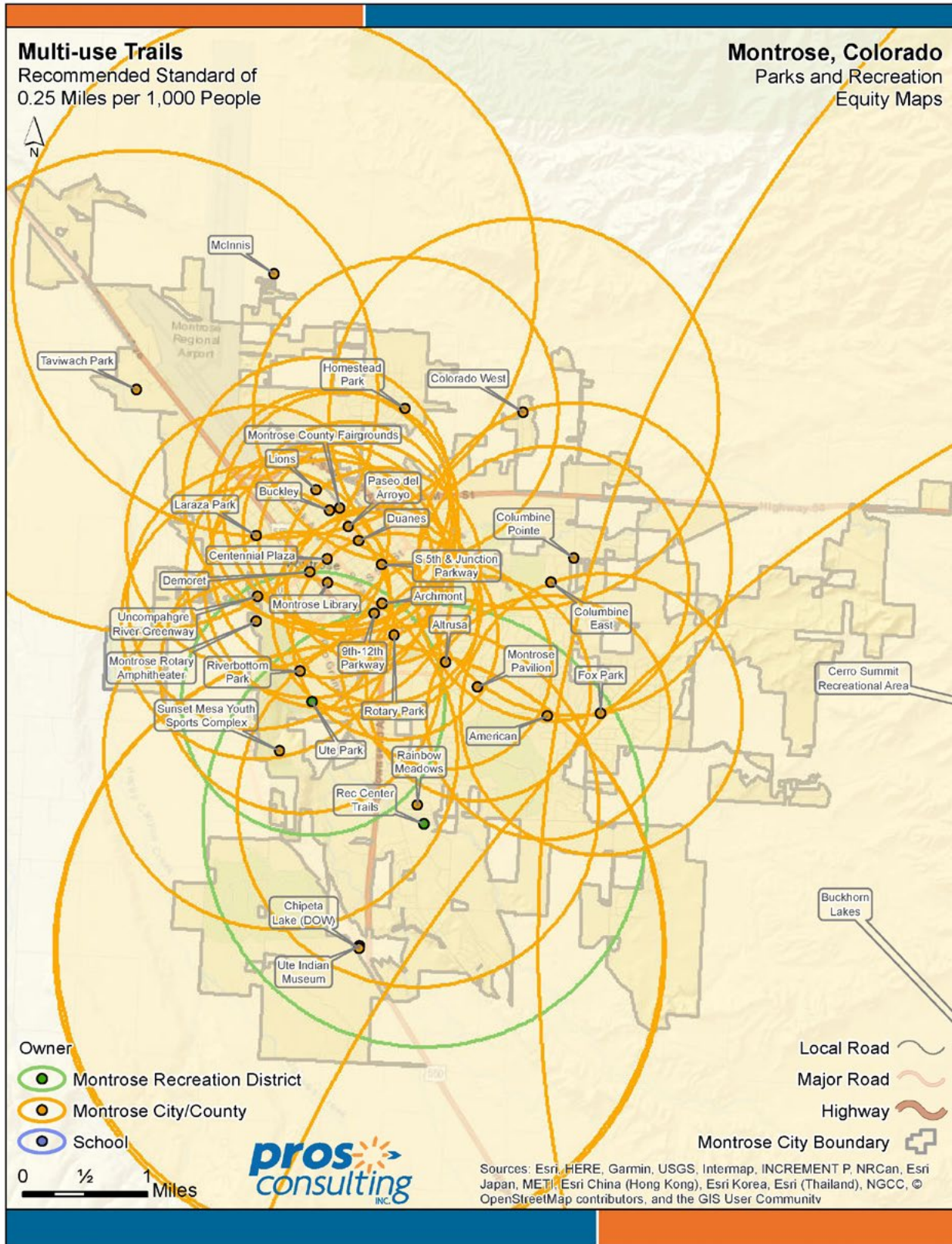
4.4.4 Regional Parks



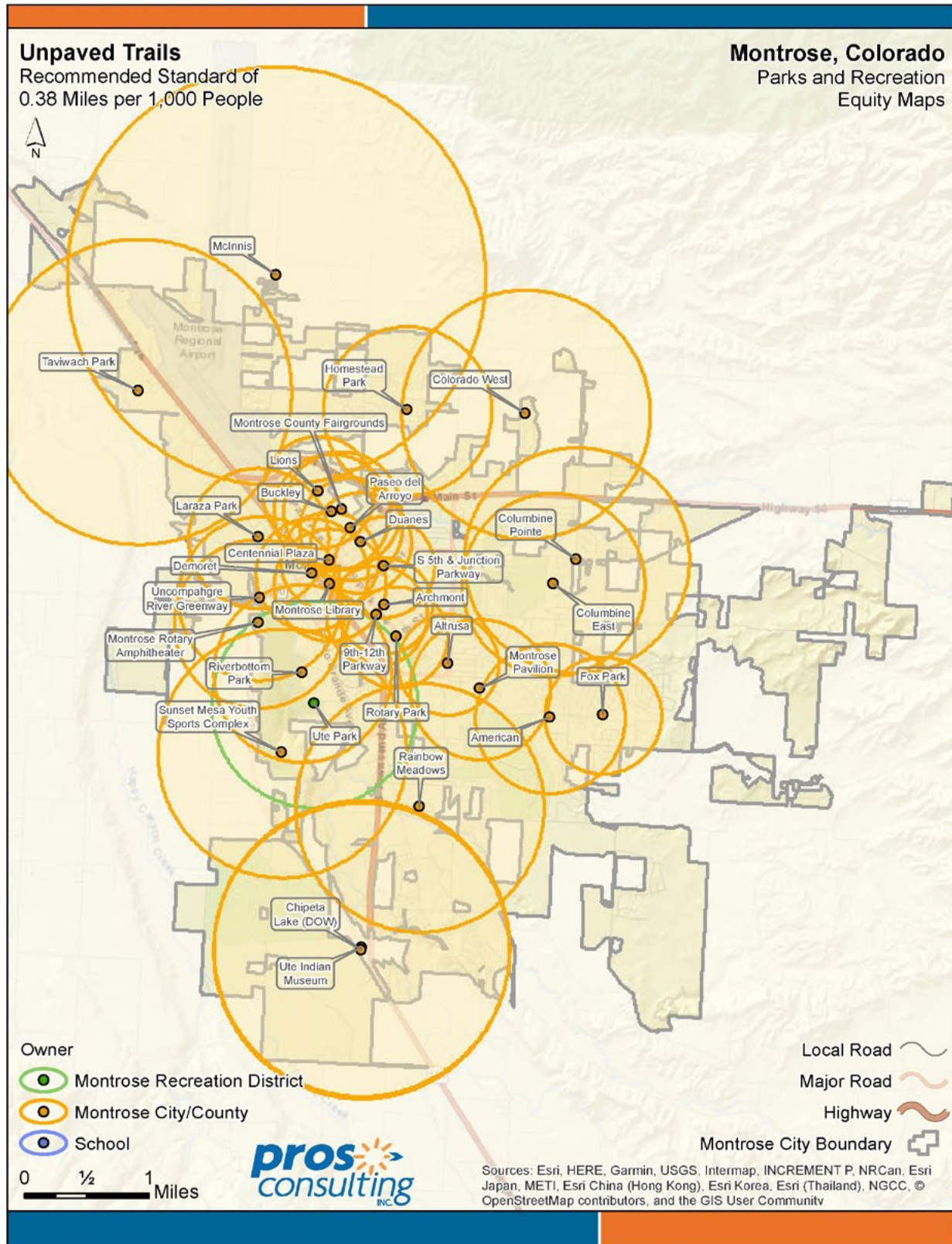
4.4.5 Specialty Parks/Public Facility



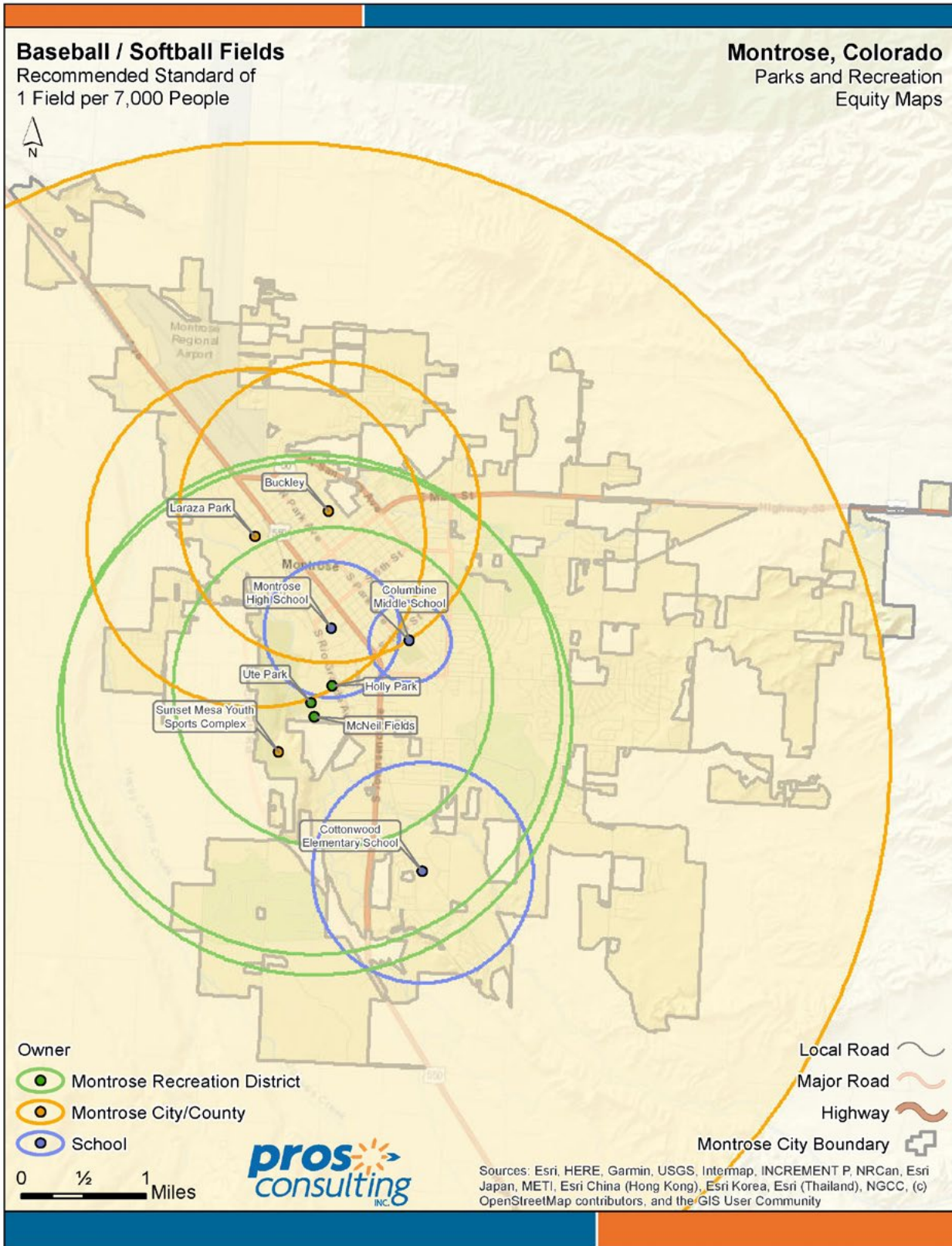
4.4.6 Multi-use Trails



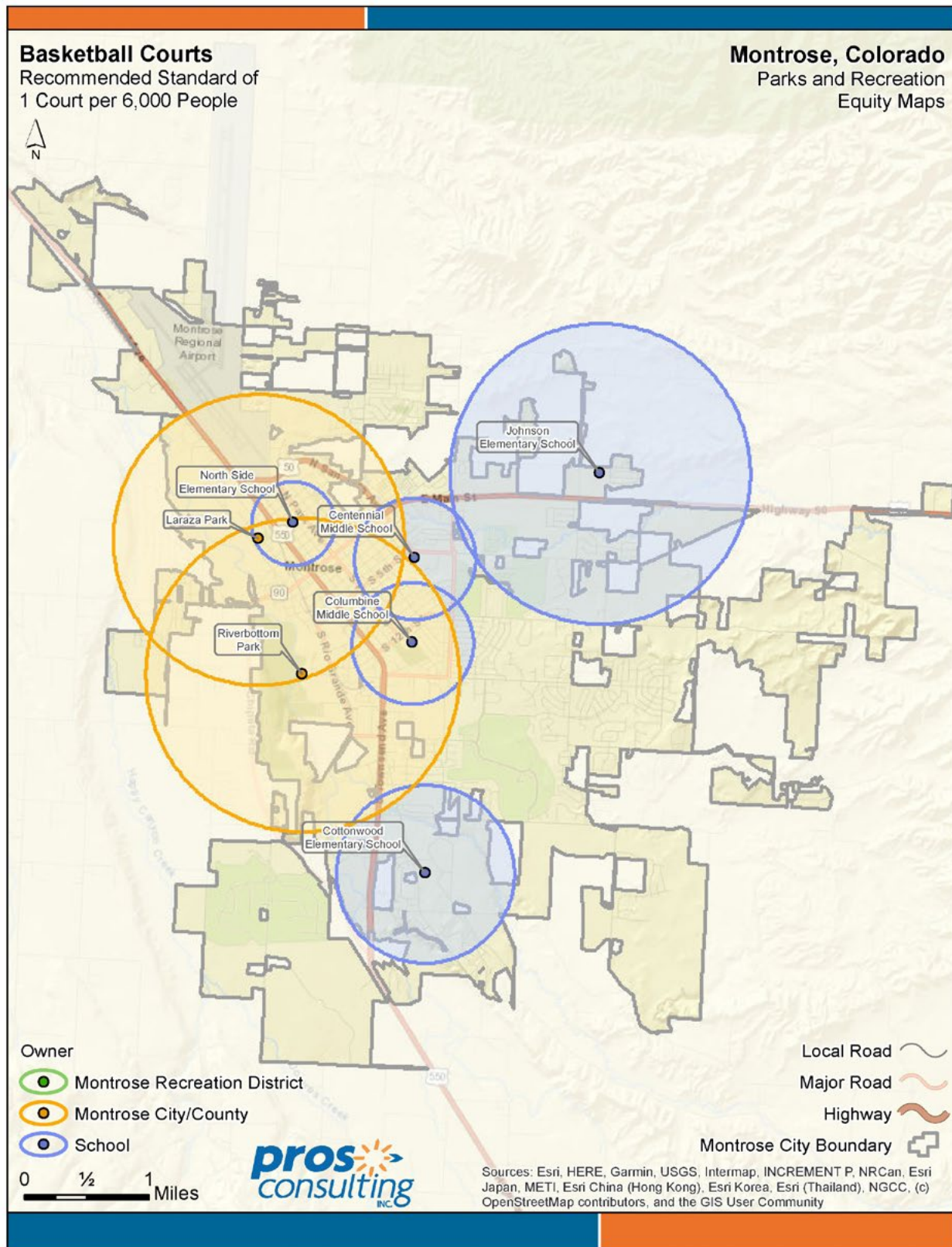
4.4.7 Unpaved Trails



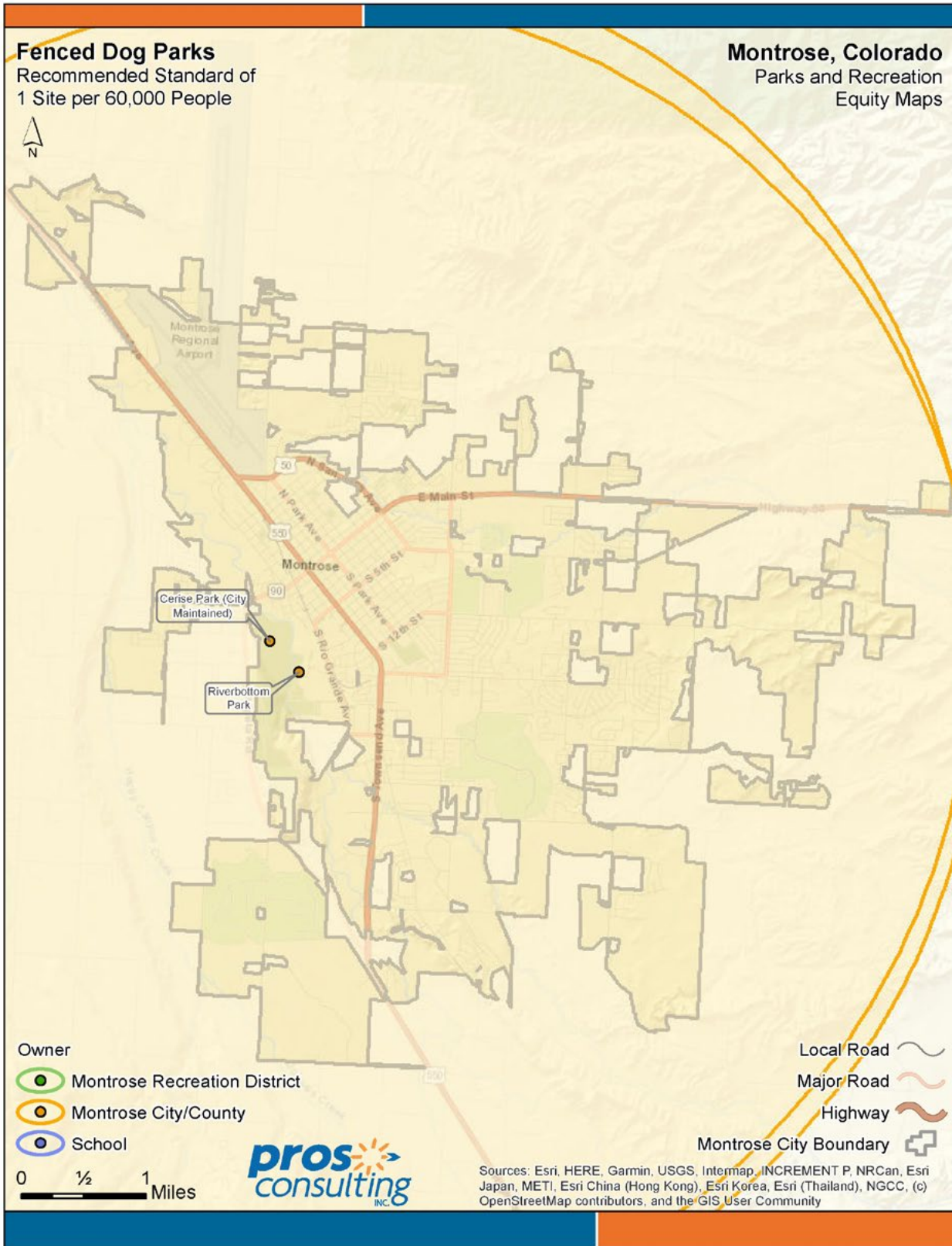
4.4.8 Baseball/Softball Fields



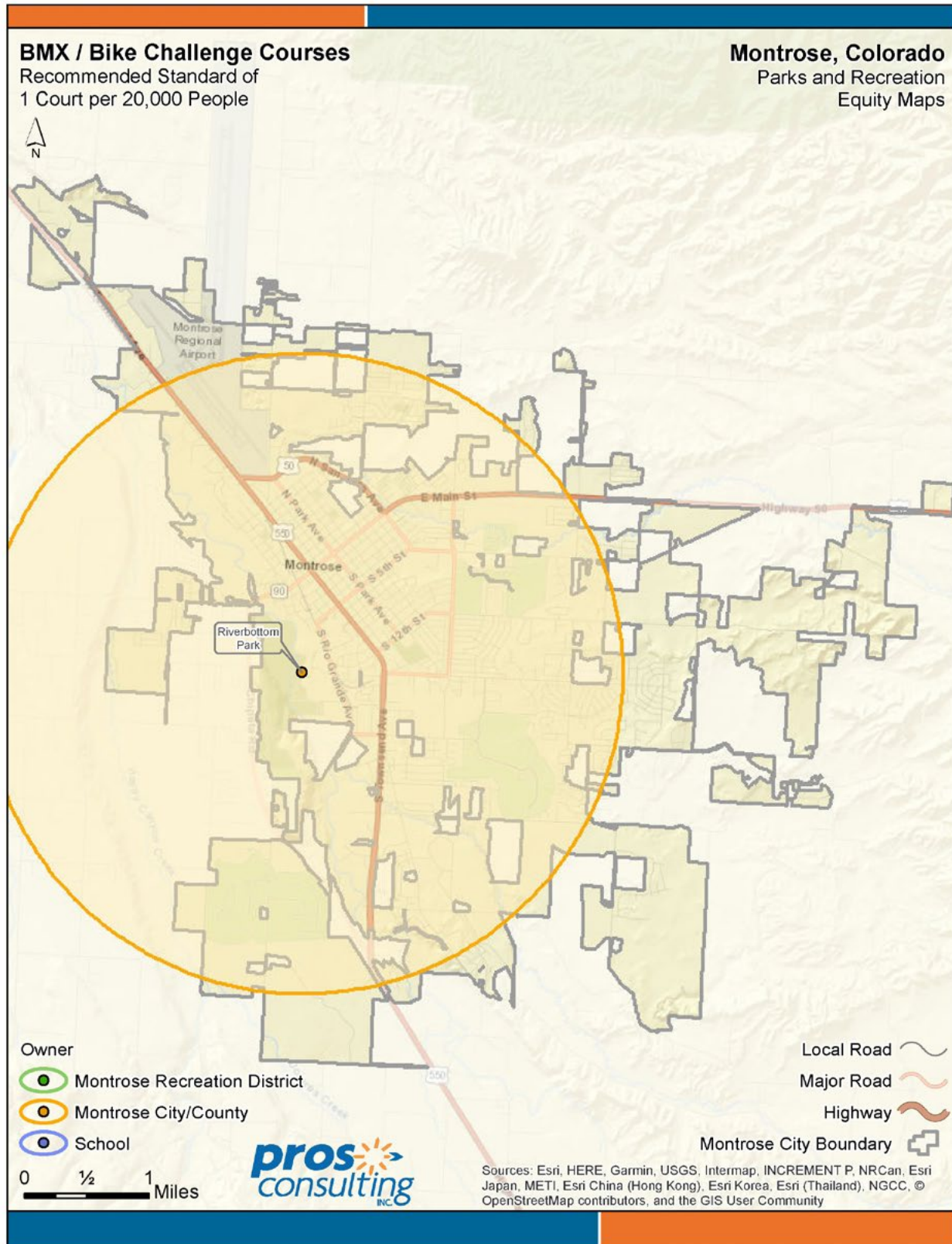
4.4.9 Basketball Courts



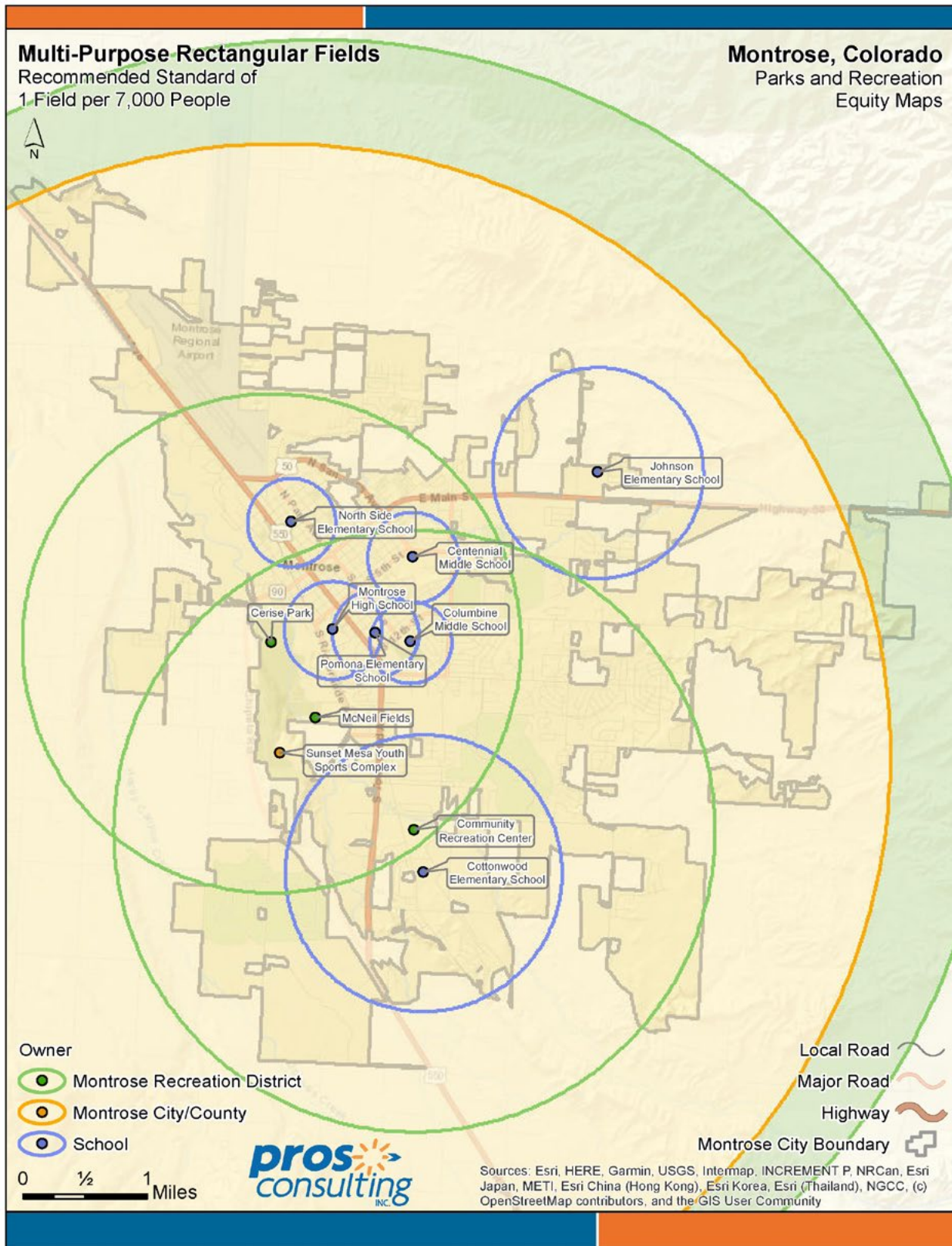
4.4.10 Dog Parks



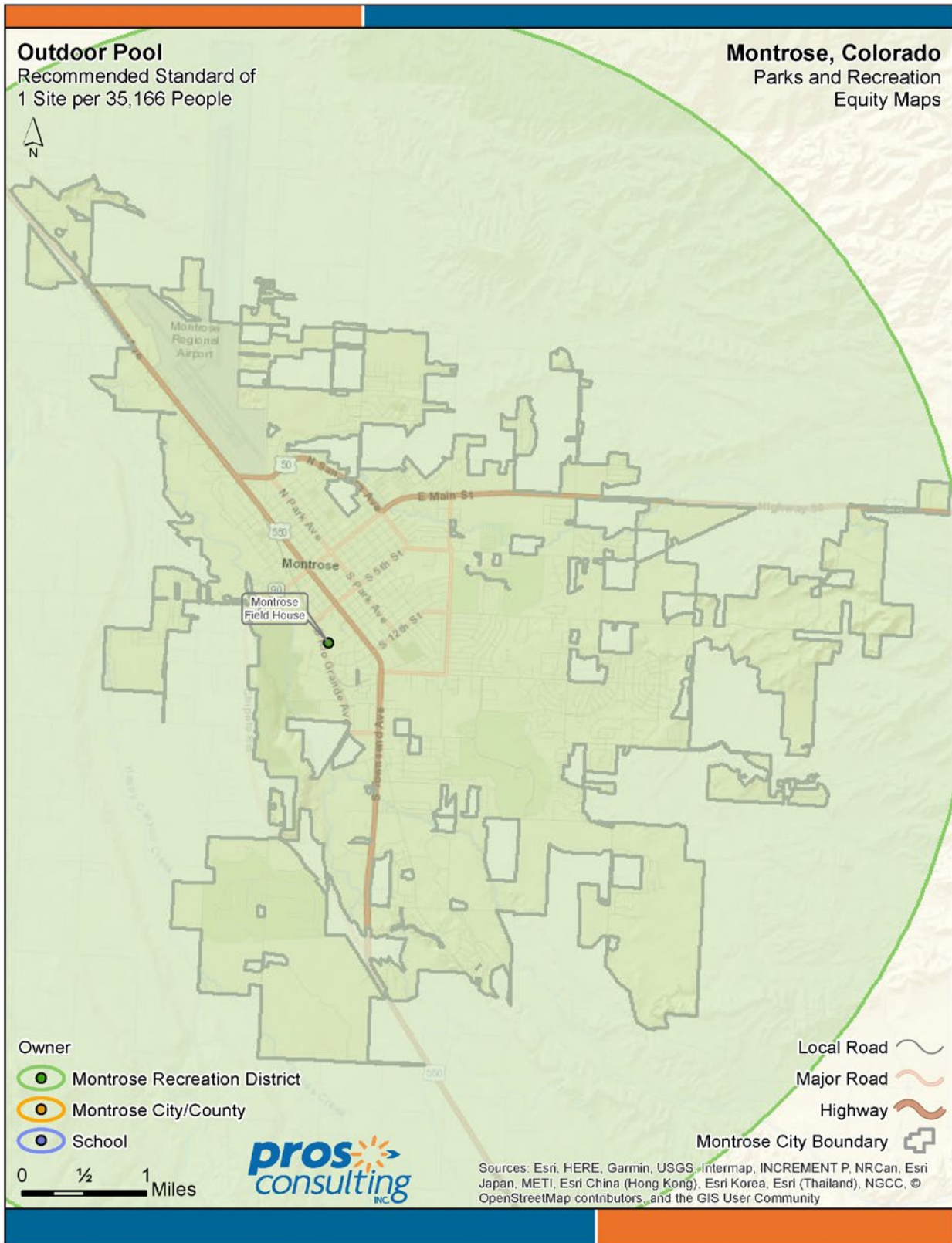
4.4.11 BMX Bike Challenge Courses



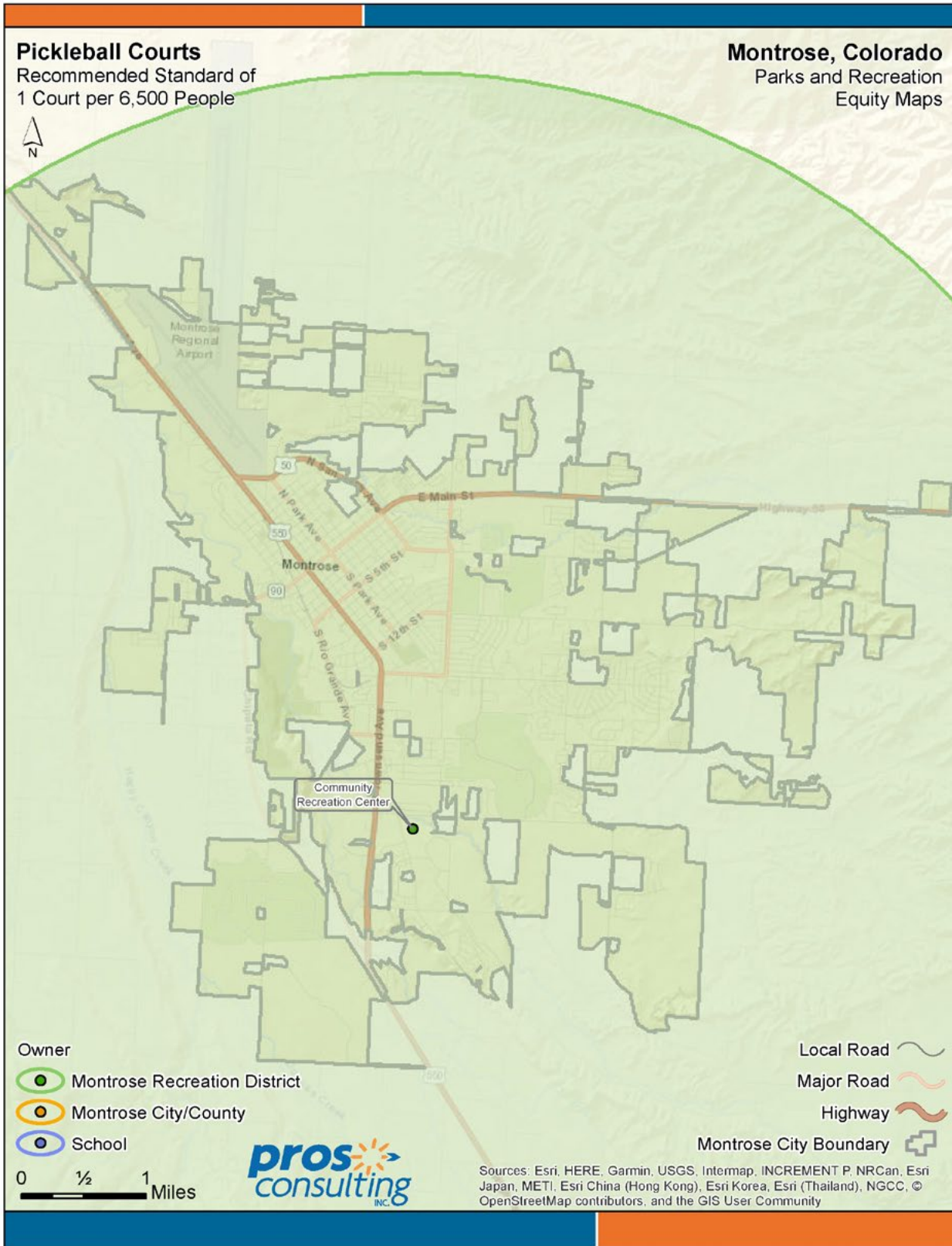
4.4.12 Multi-purpose Rectangular Fields



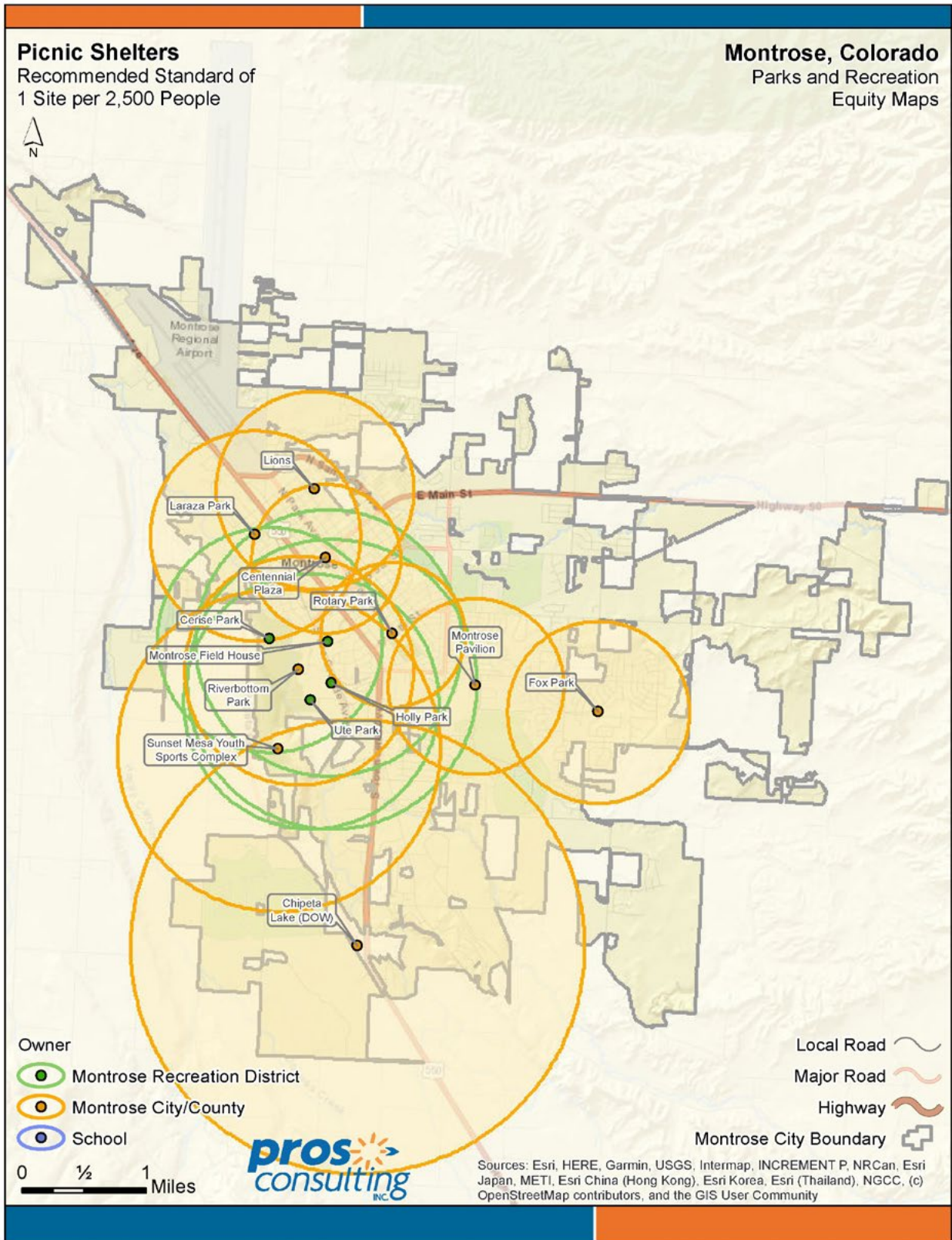
4.4.13 Outdoor Pool



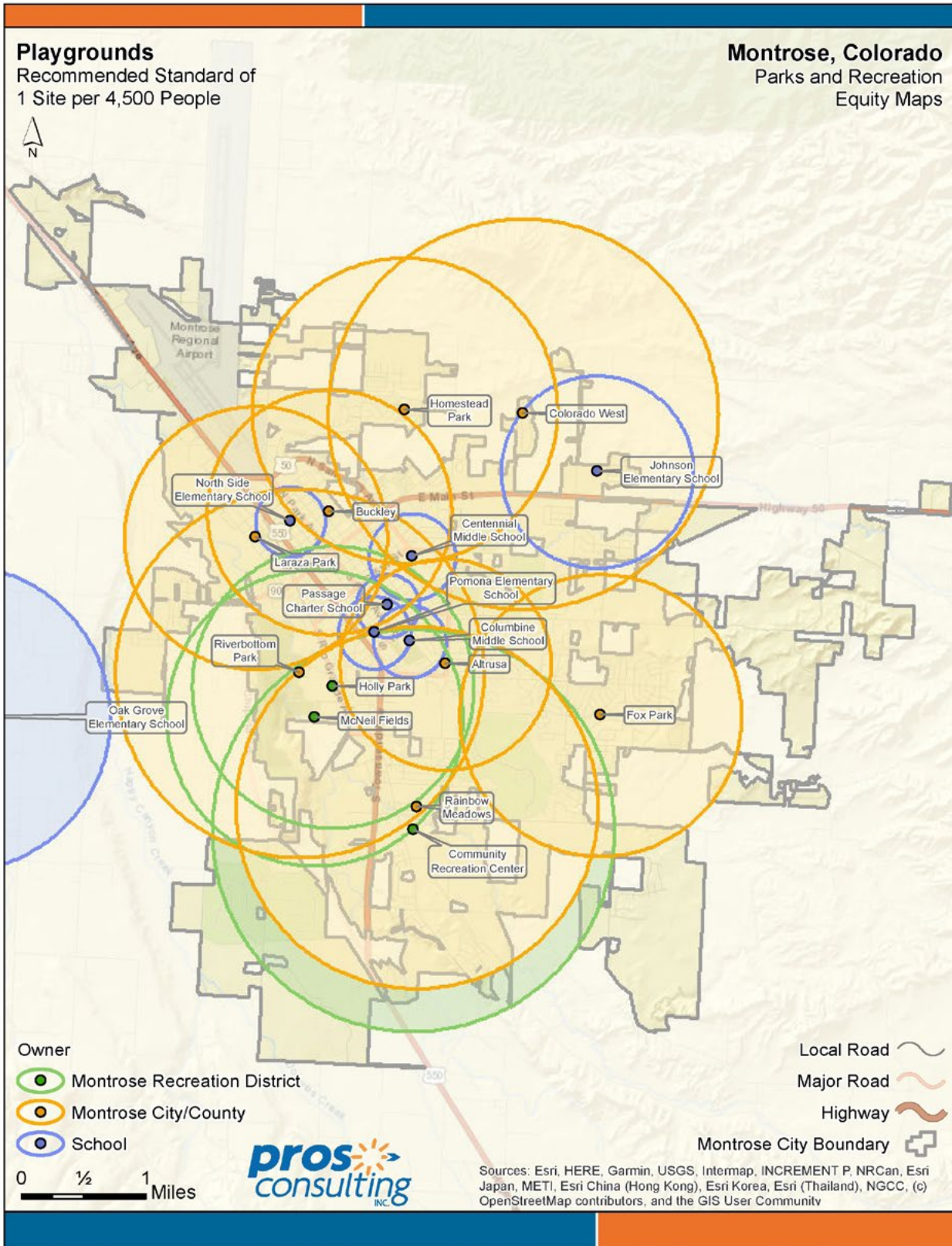
4.4.14 Pickleball Courts



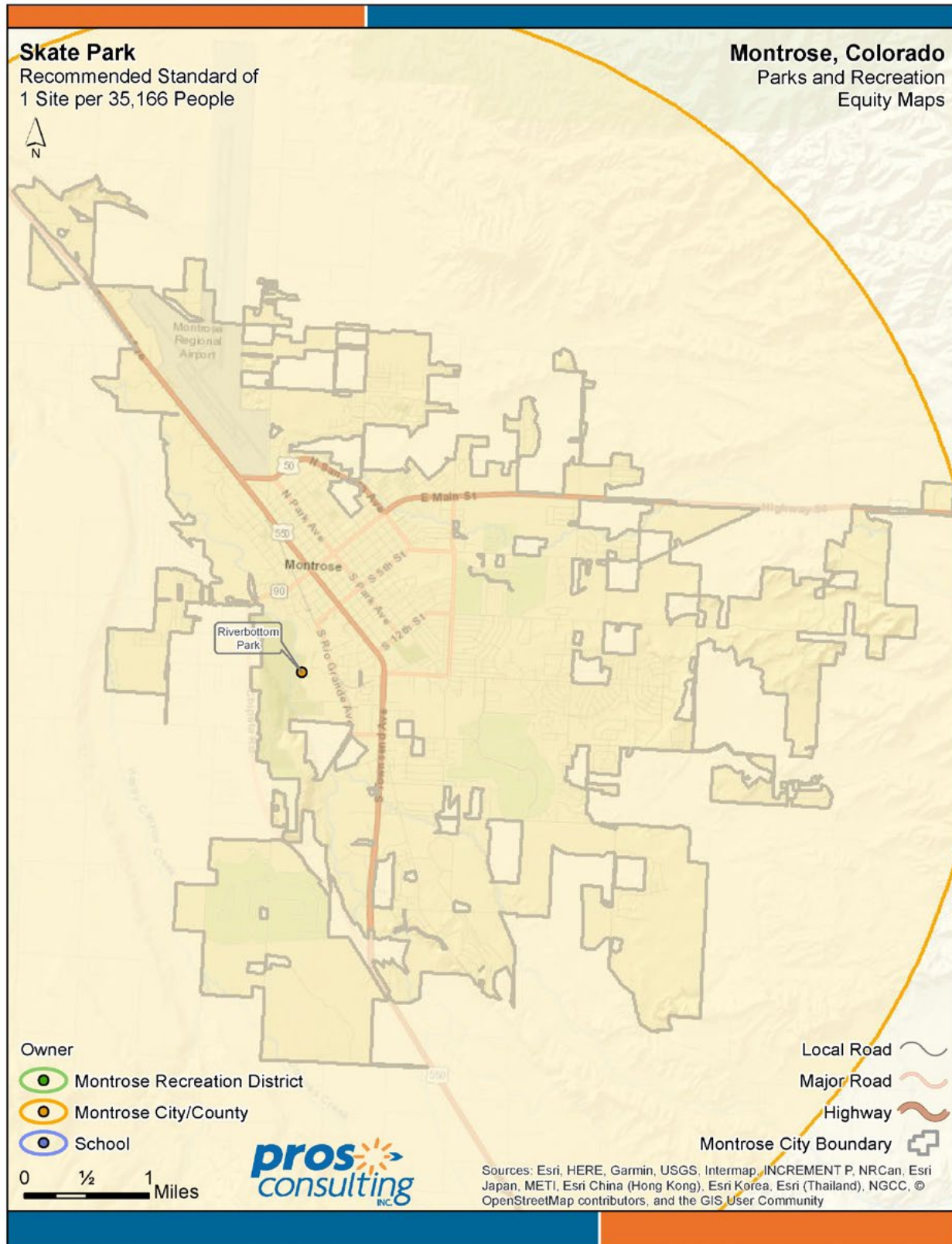
4.4.15 Picnic Shelters



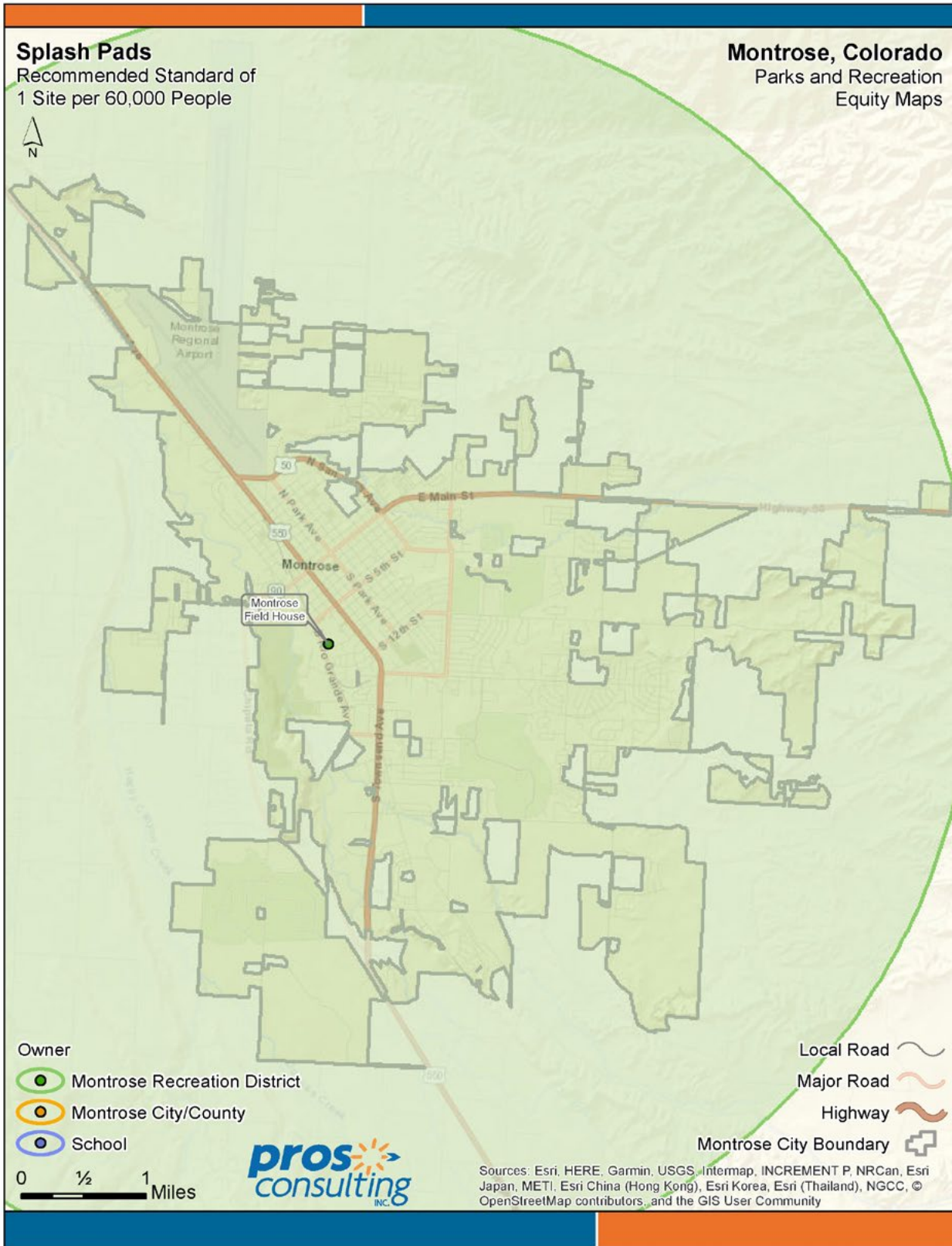
4.4.16 Playgrounds



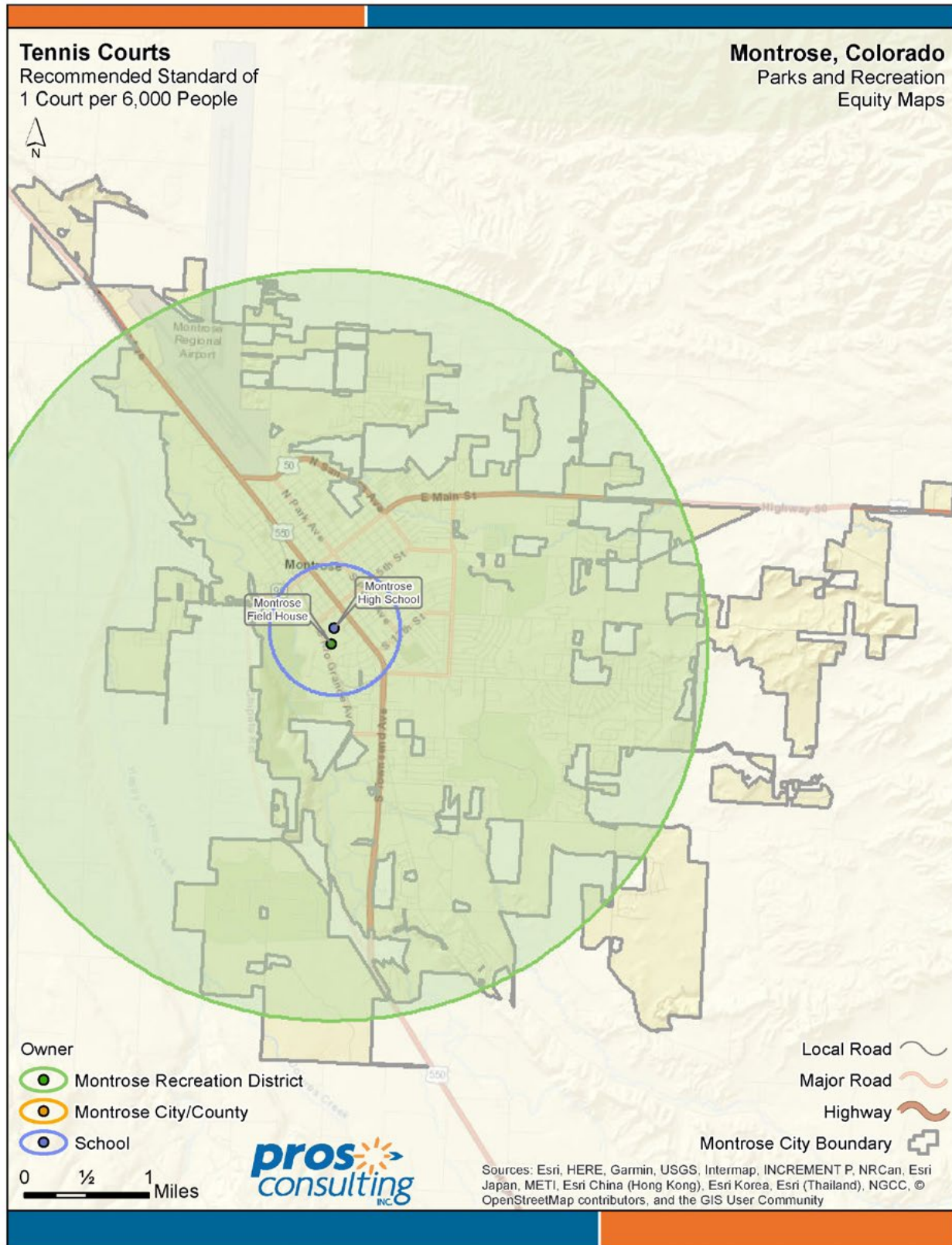
4.4.17 Skate Parks



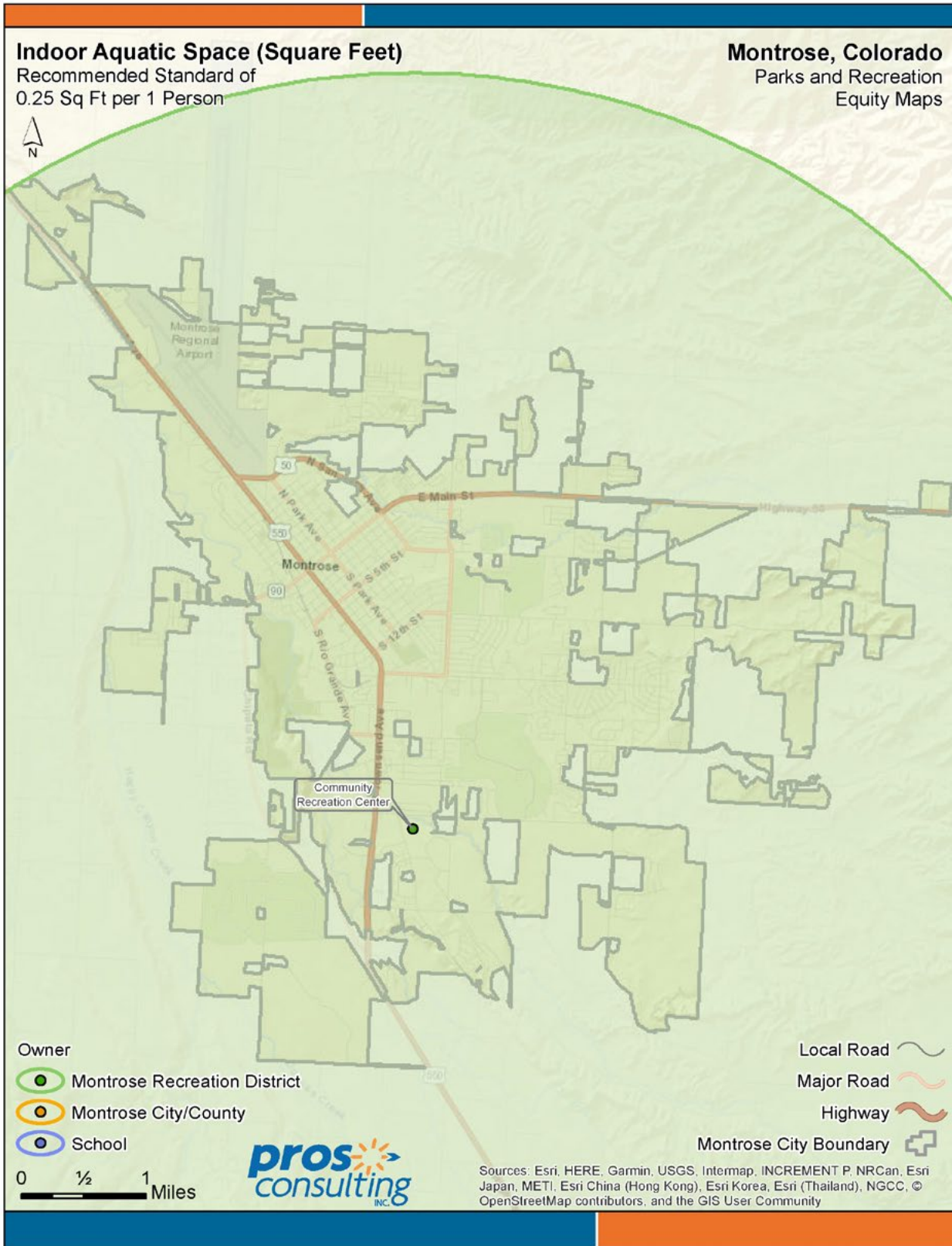
4.4.18 Splash Pads



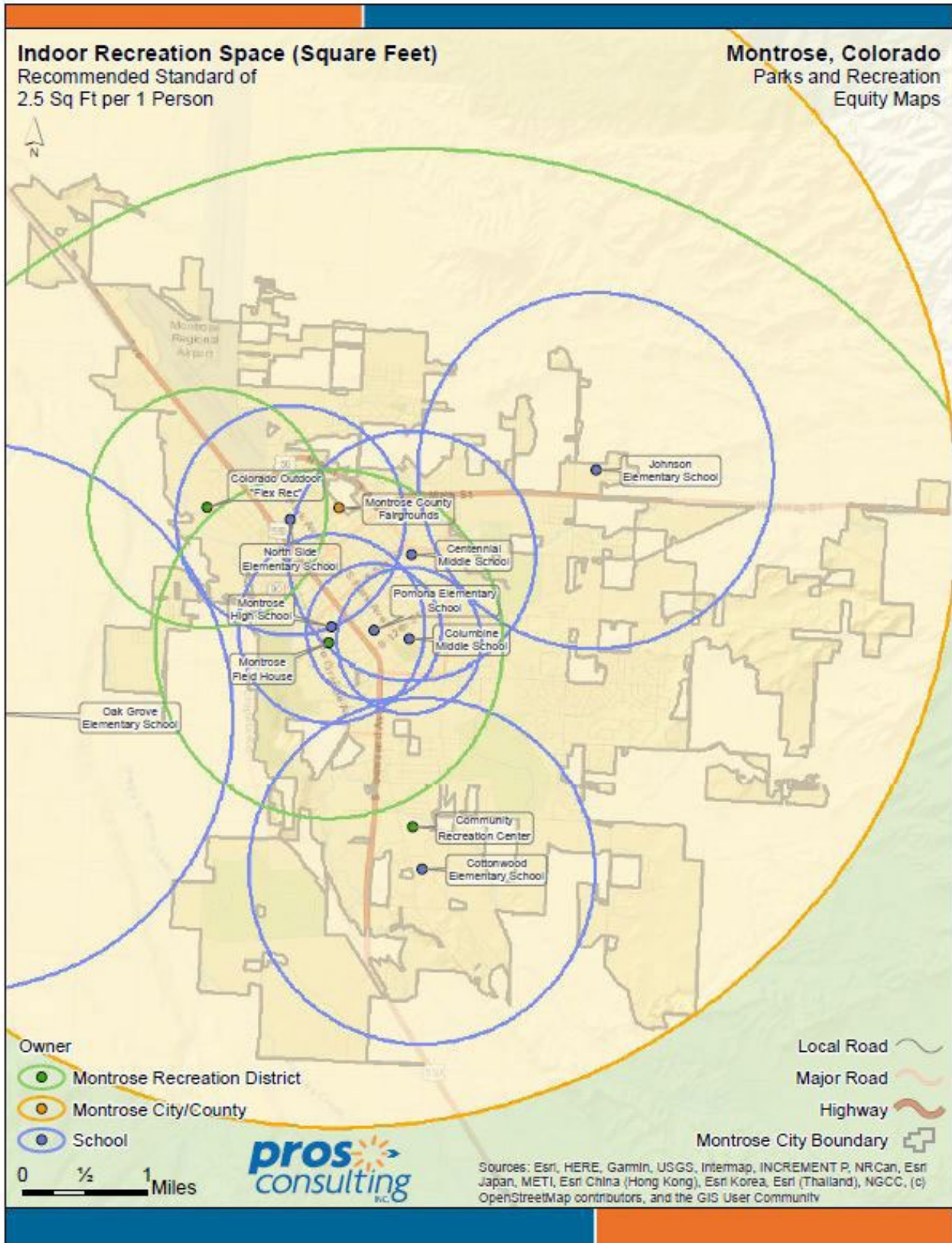
4.4.19 Tennis Courts



4.4.20 Indoor Aquatic Space (sq. ft.)



4.4.21 Indoor Community Recreation Space (sq. ft.)





PROGRAM, OPERATIONS AND MAINTENANCE REVIEW

5.1 Recreation Program Assessment

As part of District's Plan, the consulting team performed a Recreation Program Assessment of the services offered by the District. 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 on a review of information provided by the District, including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.



Figure 34:
2022 Winter/Spring Activity Guide

5.1.1 Framework

The District’s mission is “to provide, manage, and maintain quality recreational facilities, programs and services, which will enhance the learning, leisure, and recreation opportunities that promote a healthy community”. To help achieve this mission, the District provides a broad range of recreation and leisure programming for all ages. These program offerings are supported with dedicated spaces which includes: (4) parks, The 24,000 sq. ft. Montrose Fieldhouse, and the 82,000 sq. ft. Montrose Community Recreation Center.

Recognizing the need for additional indoor space for recreation, District has joined with other businesses to expand operations at Colorado Outdoors. This premier development is on the Uncompahgre River. The District’s facility is 5,500 square feet of multi-use recreational space and is being leased within the Flex Buildings. The space will be referred to as “Flex Rec” to match both the CO Outdoors Flex Building and the flexible nature of the District services from this location. The District plans to focus on fitness and outdoor recreation / education at this site, offering new levels of service specifically toward employers, employees, and residents in and around the CO Outdoors campus. The space will be uniquely branded as an addition to the District family of facilities and programs yet will retain that same quality flavor and feel residents have become accustomed to from the district.



5.1.2 Program Assessment Overview

The District provides recreational activities within the parks, the Community Recreation Center, the Montrose Field House & Pool.

Below are some overall observations that stood out when analyzing the program assessment sheet:



Overall, the **program descriptions** should ensure that the key benefits and goals of each Core Program Area are effectively communicated to the public.



Age segment distribution is aligned with the community's current population and needs to be monitored annually to ensure program distribution continues to match Montrose's demographics.



Program lifecycles: Approximately 70% of the system's current programs are categorized in the Growth and Mature stages, while 27% of programs fall into the Introduction and Take-Off Stages. A complete description of Lifecycle Stages can be found in **Figure 41**.



The District's **volunteer program** allows residents and organizations to get involved and give back to the community through various volunteer opportunities, special events, programs, but information of the program and opportunities needs to be more visible and easier to find.



From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including, but not limited to: printed and online program guides, the District's website, flyers/brochures, direct mail, email blasts, radio advertisements, in-facility signage, newsletters, QR codes, and various social media channels as a part of the marketing mix.

- The District would benefit from identifying Return on Investment (ROI) for all marketing initiatives.
- There is opportunity to increase the number of cross-promotions.
- Potential to increase Social Media Engagement through more interactive posts and increased storytelling.

Currently, customer feedback methods are well-varied, utilizing multiples surveys, focus groups, and other tools such as a suggestion box and the newly implemented **HAPPiFEET™ Montrose App**. There is an opportunity to implement Pre-Program surveys to take the pulse of user's expectations then compare with Post-Program feedback as a gauge of program effectiveness. The consulting team would also recommend tracking customer satisfaction scores as an ongoing key performance indicator.



Pricing strategies are varied across the board. Currently, the most frequently used approaches are residency pricing and cost recovery goals. These are both useful strategies in increasing participation as well as helping the District become more self-sufficient and should be continued. Additionally, the District should contemplate implementing some new pricing strategies which can be found in **Figure 39**.



Financial performance measures such as cost recovery goals are currently being utilized for a majority of, if not all, the programs. This is a best practice and should continue in all program areas. A focus on developing consistent earned income opportunities would be beneficial to the District's overall quest for greater fiscal sustainability.

5.1.3 Core Program Areas

To help achieve the District's 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 is to assist staff, policy makers, and the public to focus on what is most important to the community. Program areas are considered as Core if they meet a majority of the following criteria:

- 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 discussions with the District staff, the consulting team identified eight Core Program Areas currently being offered.

Core program Area Descriptions, Goals, & Example Programs

50+



Description: Adult exercise, competition, physical activity for local residents. for adults 50+.

Goals: Provide programs and facilities for people 50+ that create opportunities for socialization while positively impacting physical and mental health.

- Chair Massage
- Cultural Tours
- Games
- Line Dancing
- Overnight Trips
- Snowshoeing

Adult Sports



Description: Exercise, competition, physical activity that promotes a healthy lifestyle and encourages social interactions for adults and teens 15+.

Goals: Develop opportunities for residents with sports interests to participate in programs that increase healthy lifestyles and encourage social interactions for adults and teens 15+.

- Basketball
- Kickball
- Pickleball
- Softball
- Volleyball

Aquatics



Description: Activities led by staff or volunteers which promote life skills, self-sufficiency, and socialization through education.

Goals: Promote life skills, self-sufficiency, and socialization through education

- CPR
- Dive Clinic
- Lifeguard Training
- Parent/Tot
- Recreational Swim Team
- Stroke Clinic
- Swim Lessons

Enrichment



Description: Activities led by staff or volunteers which promote life skills, self-sufficiency, and socialization through education.

Goals: Promote life skills, self-sufficiency, and socialization through education

After School Enrichment Program

Club 1114

Garden/Cooking Classes

Summer Adventure

Fitness



Description: Exercise, fitness, nutrition, and wellness activities and education to promote physical, mental, emotional health and healthy lifestyle development for teens through adults

Goals: Provide facilities and resources for the community to be able to increase physical, mental, and emotional health as well as continue to develop positive fitness and health lifestyles

Barre

Personal Training

Self-Defense

Strength & Conditioning

Yoga

Zumba

Recreation



Description: General interest programs not otherwise specified that include outdoor education, language skills, karate, etc.

Goals: Provides a variety of programs in areas of individual interests to enrich lives.

Archery

Mini MAPA

Mountain Biking

Spanish Class

Tennis



Description: Exercise, competition, physical activity that promotes a healthy lifestyle and encourages social interactions youth 18 and under.

Goals: Provide a wide variety of sports activities for youth resulting in a lifelong pursuit of an active lifestyle.

- Basketball
- Climbing
- Flag Football
- Kayak
- Lacrosse
- Outdoor Recreation
- Soccer
- Volleyball

Existing CORE PROGRAM AREA RECOMMENDATIONS

These existing Core Program Areas provide a generally well-rounded and diverse array of programs for the community. Based upon the observations of the consulting team as well as demographic and recreation trends information, District 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. The community has identified fitness and outdoor adventure as a high priority in programming among others. These two core program areas will be well served at the “Flex Rec” space and provide new opportunities for residents with a particular interest in these types of programs.

Furthermore, based on community input, residents have a need for:

- Aquatics
- Health/wellness offerings.

Potential New CORE PROGRAM AREA RECOMMENDATIONS

The District should explore expanding Core Program Areas to assist in fulfilling existing unmet needs. Based on the results from the Community Survey, there is a high priority for investment in adult fitness and wellness, nature, senior, outdoor adventure, and adult art, dance, performing arts programs.

Priority Investment Rating (“PIR”) was developed by ETC Institute to provide an objective tool for evaluating the priority to be placed on Parks and Recreation investments. The PIR equally weighs:

01 The importance that households place on each facility/amenity/program and

02 How many households have unmet needs for the facility/amenity/program?

Based on this data, the District has done a good job aligning core program areas with the needs of the community: however, the PIR indicates an opportunity for the following:

01 Expand both Fitness and 50+ offerings.

02 Outdoor Programming (Nature programs #2 in PIR, Outdoor adventure is #4) to take advantage of the area’s breathtaking landscapes and the community’s passion for the outdoors.

03 Special Events would be another potential addition (Special events is #6 in PIR, Walk/run 5k event is #9).
(See Figure 31)

Top Priorities for Investment for Recreation Programs

Based on the Priority Investment Rating (PIR)

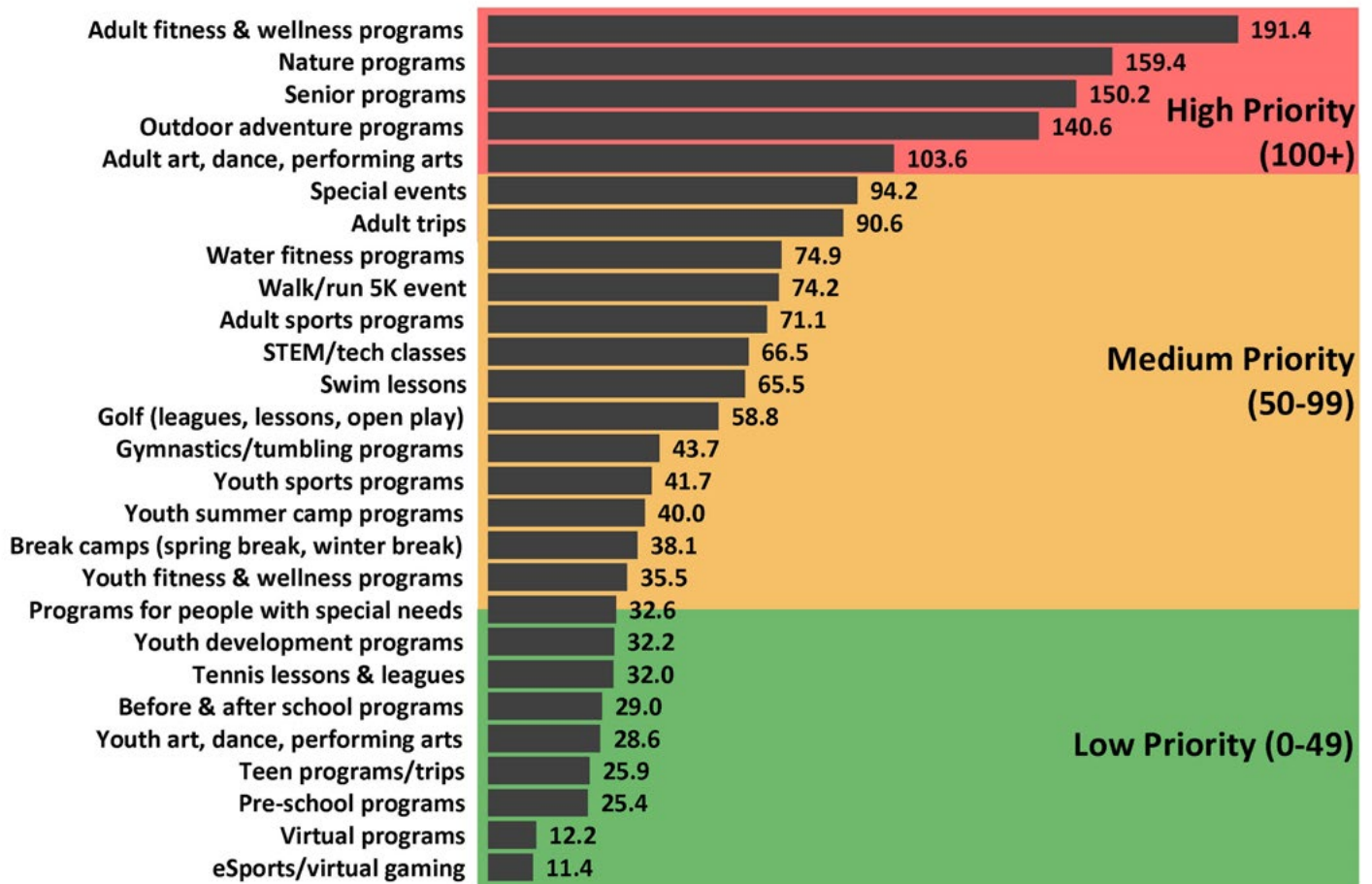


Figure 36 : Priority Investment Ratings (PIR) for Recreation Programs (PIR)

5.1.4 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.

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, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, to gain a more nuanced view of the data.

With approximately 43% of Montrose's population being 50+, it is fitting that the

Senior (50+) segment is highly catered to. With 1 out of 15 residents being aged 5 and under, there is potential for additional programming catered to this group, particularly in recreation and enrichment (i.e., Tot Rock, Tumbling Tots, and "Mommy and Me" programming).

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

AGE SEGMENT ANALYSYS						
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (50+)	All Ages Programs
50+				S	P	
Adult Sports			S	P	S	
Aquatics						P
Enrichment		P			P	S
Fitness			S	P	P	S
Recreation		P			P	S
Youth Sports	S	P	S			

Figure 37: Montrose Age Segment Analysis

Program Lifecycle

A Program Lifecycle Analysis reviews each program offered by the District to determine the stage of growth or decline for each. This helps inform 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, on staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the District’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.

The Lifecycle Analysis depicts a strong program distribution, even though the percentages are slightly skewed when compared to the Recommended Distribution. The main reason for this is the 46% of programs in the “Growth” range. This, coupled with the 23% of programs in the “Mature” group indicates a stable programming base that still has room to expand.

Only 4% of programs identified as Saturated and no programs were marked as Declining. While these numbers are impressive, it could be indicative of staff members being too lenient when assessing where programs fall in the lifecycle. It is a natural progression for programs to eventually evolve into saturation and decline stages, and it is important to be able to properly assess when programs get to this point so it can be addressed. As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this

Lifecycle Distribution				
Lifecycle	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	7%	73%	50-60% total
Take-Off	Rapid participation growth	20%		
Growth	Moderate, but consistent population growth	46%		
Mature	Slow participation growth	23%	23%	40% total
Saturation	Minimal to no participation growth; extreme competition	4%	4%	0-10% total
Decline	Decline participation	0%		

Figure 38: Montrose Program Lifecycle Distribution

occurs, the District should modify these programs to begin a new lifecycle within the Introduction stage or replace the existing programs with 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 District 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 service classification analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded regarding 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.

For this exercise, the District used a classification method based on three categories: Essential Services, Important Services, and Value-Added 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.



Figure 39: Program Classifications

With assistance from staff, a classification of programs and services was conducted for all the recreation programs offered by the District. The results presented in the following table represent the current classification of recreation program

services. Programs should be assigned cost recovery goal ranges within those overall categories. A full program list organized by Core Program Areas can be *found in APPENDIX G.*

Montrose Program Classification			
Factors	Essential	Important	Value-Added
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, Some public funding as appropriate
Best Practice Cost Recovery Goal*	0-50%	50-75%	75-100%+
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Program Distribution	36%	32%	32%

Figure 40: Montrose Program Classification Distribution

Cost-of-Service & Cost Recovery

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events when 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:

01 Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).

02 Conduct a Cost-of-Service Analysis to calculate the full cost of each program.

03 Establish a cost recovery percentage, through District policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following provides 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 District'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 36 illustrates the common types of costs that

must be accounted for in a Cost-of-Service Analysis.



Figure 41: Total Cost Recovery Model

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

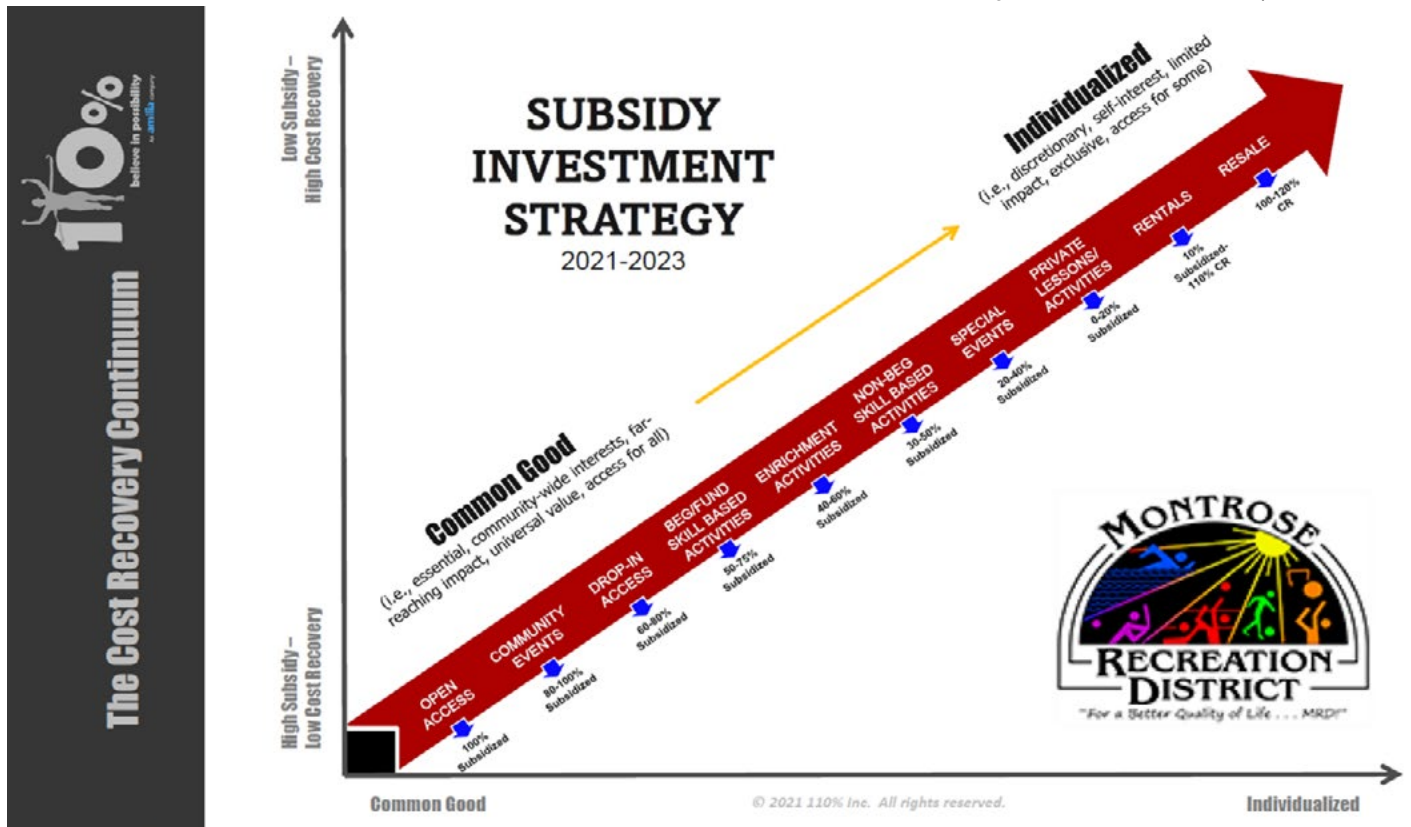
Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the District between

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 should be undertaken on a regular basis.

Current Cost Recovery

The District has begun developing a cost recovery approach for various programs and tracking cost recovery. The Cost Recovery Continuum (Figure 37) was developed as part of an overall subsidy investment strategy. At the bottom of the Continuum is common good (Essential), and at the top is individualized (Value-Added) and in between is some combination of both common good and individualized good. The cost recovery is set on the type of program as is listed along the continuum. The more common good, the higher the subsidy level and the more individualized good, the lower the subsidy level. This tool helps staff appropriately price services to meet or exceed the cost recovery

Figure 42 : Cost Recovery Continuum



Moving forward, it is strongly recommended that the District develop cost recovery goals for all Core Program Areas, at minimum, and for specific programs or activities where realistic. Figure 38 provides the current range of cost recovery goals and the average cost recovery achieved 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. These are best practices for Core Program Areas.

Programs within each Core Program Area will vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities.

The District should determine the current cost recovery of each Core Program Area to begin establishing goals. With an approved cost recovery goal, annual tracking, and quality assurance cost recovery goals will improve. Use this key performance indicator in Figure 38 and update it annually to include the actual cost recovery achieved and benchmark each Core Program Area against itself on an annual basis.

Figure 43 :
Cost Recovery by Core Program Area

Cost Recovery Goal by Core Program Area					
Core Program Area	Current Cost Recovery Goals	Average Cost Recovery Achieved	Core Program Area	Current Cost Recovery Goals	Average Cost Recovery Achieved
50+	20%-110%	33%	Fitness	20-110%	100%
Adult Sports	80%-110%	42%	Recreation	25%-100%	37%
Aquatics	20%-110%	49%	Youth Sports	20%-80%	41%
Enrichment	20%-70%	37%			



Pricing

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the District uses various pricing strategies is limited. Pricing tactics are concentrated in market rates, cost recovery goals, and customer's ability to pay.

Currently, the Core Program Area which utilizes the largest variety of pricing strategies is Aquatics which utilizes 7 of the 10 mentioned tactics. Moving forward, the District should consider implementing some additional strategies, when deemed appropriate, such as wider use of age segment, family/household status, residency, group discounts, and

location pricing. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to continue monitoring for yearly competitor and other service providers (i.e., similar providers) as found in Appendix H. The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

Pricing Strategies										
Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
50+								x	x	x
Adult Sports								x	x	
Aquatics	x	x	x			x	x		x	x
Enrichment		x							x	x
Fitness			x					x	x	
Recreation		x						x	x	x
Youth Sports	x								x	x

Figure 44 : Montrose Pricing Strategies

Program Strategy Recommendations

In general, the District 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 consulting 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 Areas 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. 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.

A simple, easy-to-use tool similar to Figure 46 will help compare programs and

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

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

Figure 45: Marketing and Promotions Methods

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 by completing a similar exercise as the one seen below.

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 is found in **Figure 41**. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) 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 and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.

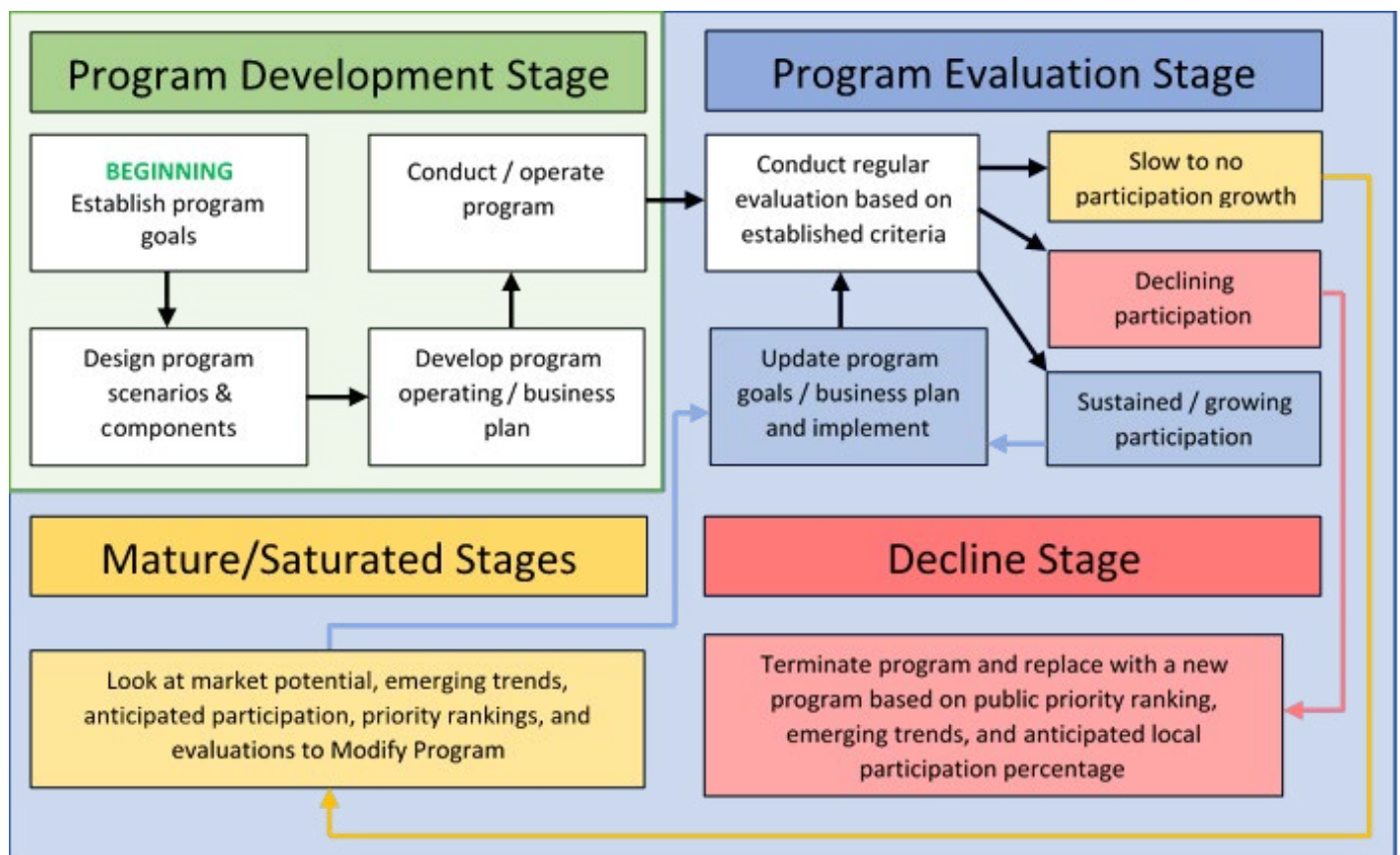


Figure 46: Evaluation Cycle with Program Lifecycle Logic Matrix

5.1.5 Marketing, Volunteers, and Partnerships

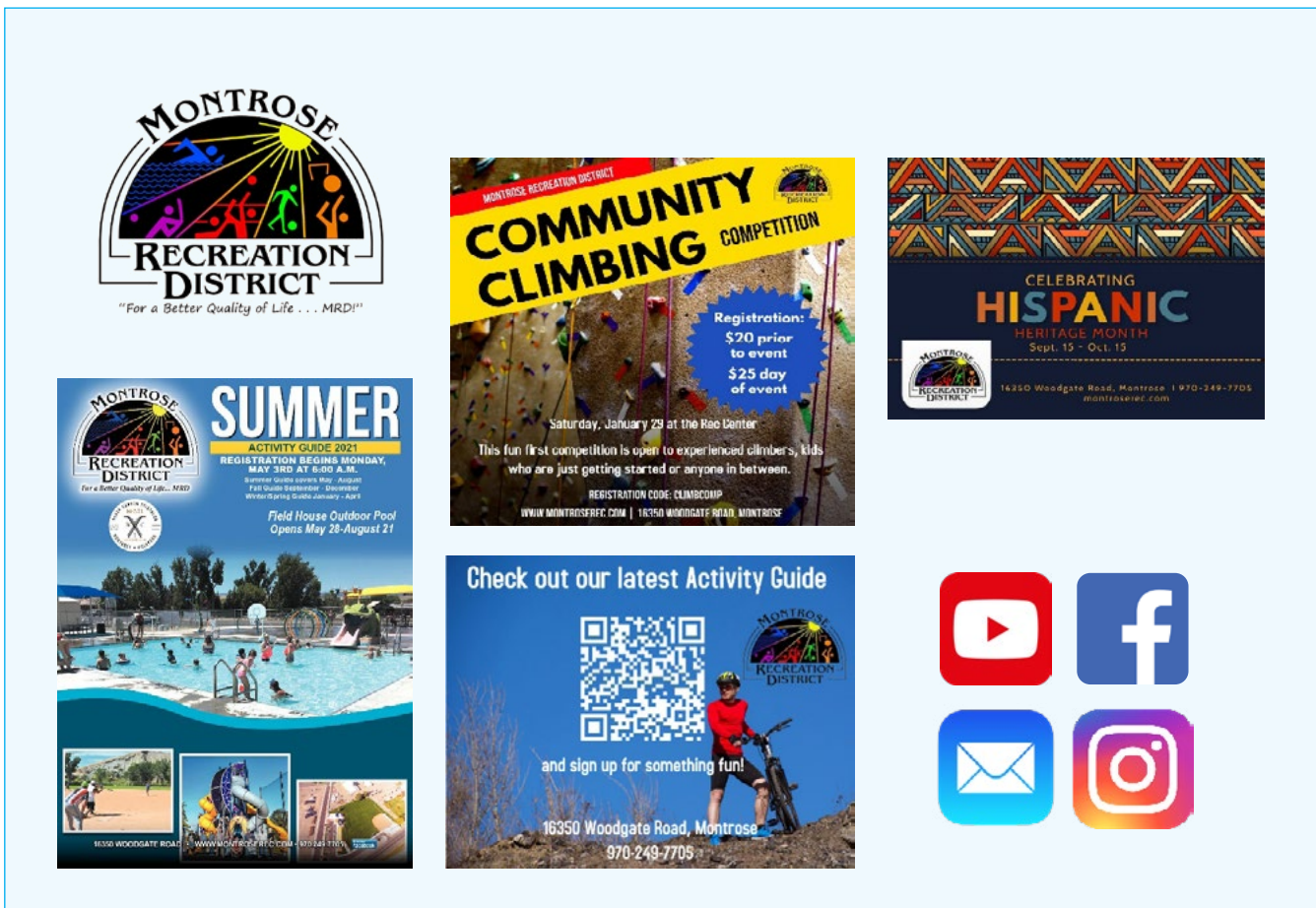
Current Recreation Marketing and Communications

The District's current marketing plan utilizes several communication methods to connect with residents including printed and online program guides, the District's website, flyers/brochures, direct mail, email blasts, radio advertisements, in-facility signage, newsletters, QR codes, and various social media channels.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The District has a broad distribution of delivery methods

for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

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



Website

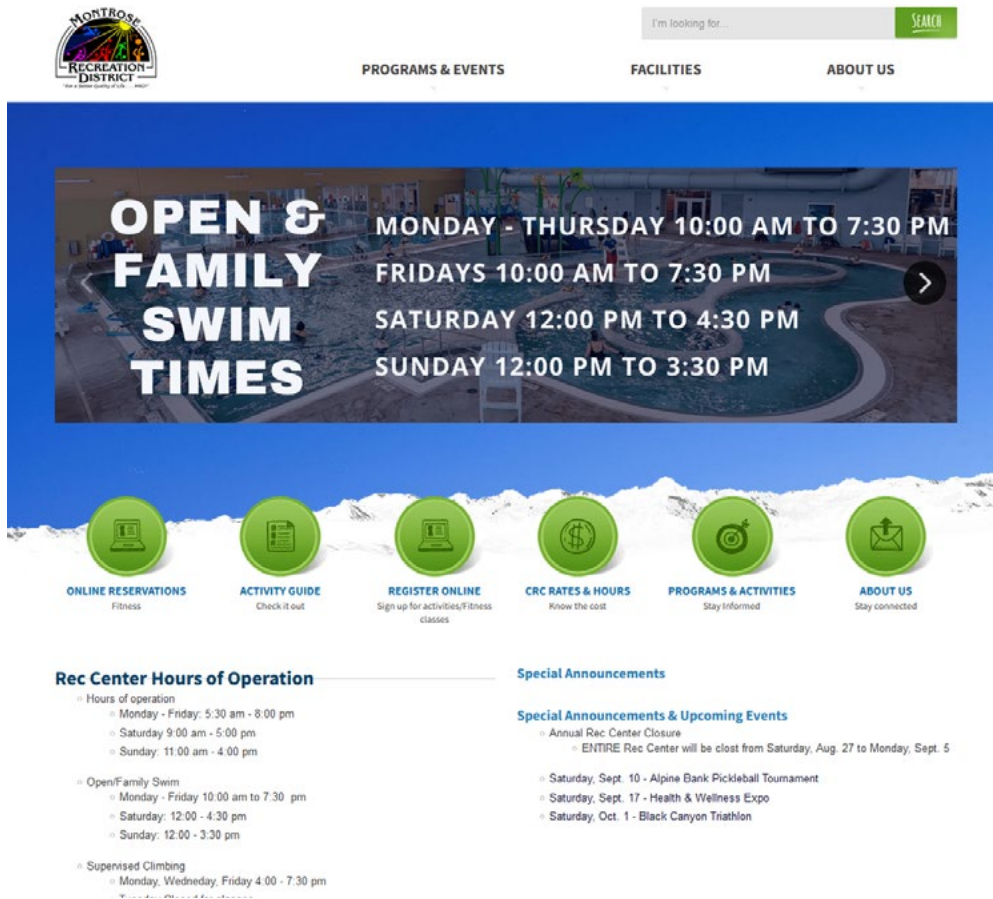


Figure 47: Montrose Recreation District Website

The District website www.montroserec.com has several features making it easy to navigate and be user friendly. There is a navigation bar located along the top of the homepage as well as “quick links” for frequently sought information located in the middle of the page, which includes a “Register Online” link that conveniently takes the user directly to the “RecTrac” site. Below that we find the hours of operations for District facilities and a holiday closure schedule.

The bottom of the page has “Contact Us” information, FAQs, and links to both Facebook and Twitter social media accounts. It is recommended to add links to the District’s Instagram and YouTube

accounts from here as well. The website is designed to meet ADA Accessibility Guidelines and has Google translate embedded into the site for easy, instant translation services for over 100 languages.

Some immediate recommendations tied to the website that would also assist with inclusionary practices would be:

- Add additional gender options to the account creation module in RecTrac.

Currently, the only options are that of “Female” and “Male”. Recommended guidelines for inclusive language suggest adding “Transgender”, “Non-binary/non-conforming”, and “Prefer not to respond”.

- Incorporate the National Recreation and Park Association’s Equity Guide in all verbal, visual and written communication on the website and beyond:
 - <https://www.nrpa.org/our-work/Three-Pillars/equity/equity-language-guide/>



Social Media

The District utilizes Web 2.0 technology through Facebook, Twitter, Instagram, and YouTube. Here is a quick analysis of the District by each platform.

Facebook

- 7,958 Followers
- Multiple posts per week
- Predominately used to promote programs and activities.
- Utilize Facebook Live for broadcasting of certain events taking place at the Community Recreation Center
- Minimal interaction by public
- Recommendations for Facebook content include short videos, blog posts and curated content.

Twitter

- Account shown as suspended. Still linked to website.
- Recommendations for Twitter content include news, blog posts, and threads.
- Instagram
- 372 Followers

- Multiple posts per week, appear to be the same as Facebook posts
- Recommendations for Pinterest include infographics, step-by-step photo guides and GIFS.

Youtube

- 78 Subscribers
- 12 videos posted (most viewed: CRC Safe Return What to Expect from June 2020 with 293 views)
- No posts since May 25th 2021
- Recommendations for YouTube include videos sharing stories of the good you do in the community.

LinkedIn

- 121 Followers
- 0 Posts
- Utilized to list job openings (6 in the last month)
- Recommendations for LinkedIn include professional content, examples of your organizational culture, company news and job opportunities.

The District has a tremendous Facebook reach and key to successful implementation for other social media platforms is to move the participants from awareness to action and creating greater user engagement. This could be done by:

- Allow controlled 'user generated content' by encouraging users to send in their pictures from the District's special events or programs.
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service.
- 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 District's Social Media Trends.
- Look into the utilization of TikTok to engage with younger demographics and share your story.
- Utilize a Content Calendar to set a posting schedule.



Social Media Users

Over the last decade, social media has become one of the Country's fastest growing trends. From only 10% of the country using social media in 2008 to today, an estimated 82% of the U.S. population currently uses 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 District 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, Pinterest, TikTok, Twitter, or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.



Social Media Platforms

Below is a chart that depicts the most frequently used social media sites throughout the world. As of October 2021, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.9 billion visitors per month. YouTube is second with 2.3 billion visitors per month. TikTok has the highest growth rate at 85.3% in 2020.

Most Popular Social Networks in U.S.

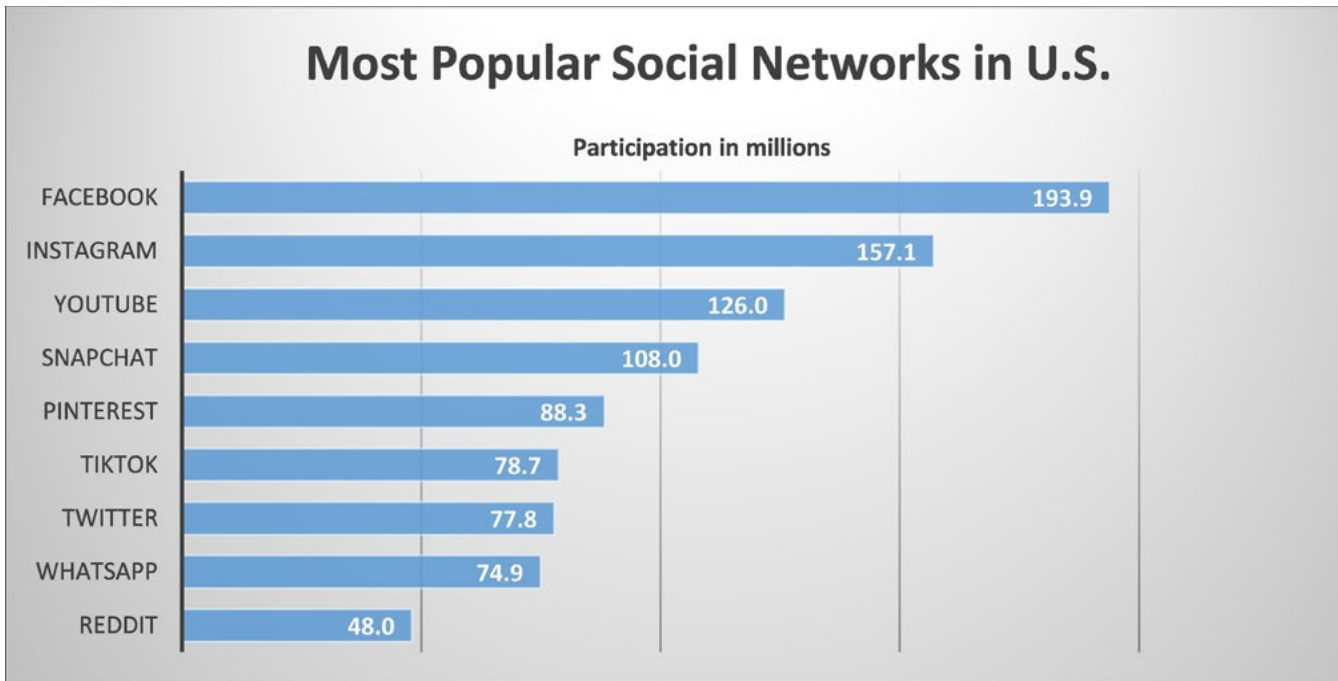


Figure 48: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

Mediums Used to Access the Internet

The neighboring image is taken directly from Statista.com and depicts the number of internet users in the United States, internet penetration in the U.S., and the number of mobile internet users in the U.S. Less than 10% of surveyed adults state they do not use the internet in 2021

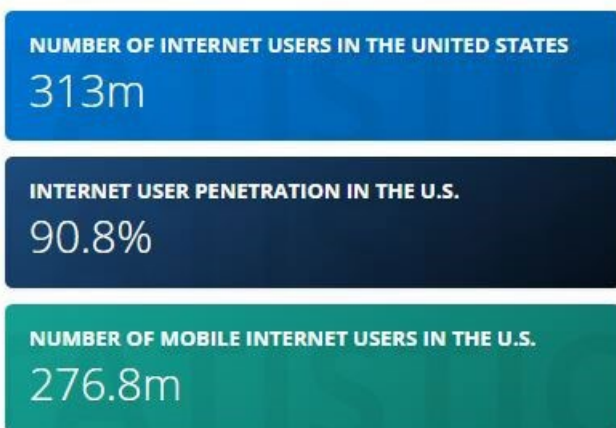


Figure 49: www.statista.com/topics/2237/internet-usage-in-the-united-states/

Marketing and Communications Recommendations

- Create a District marketing plan includes the components and strategies identified in this section.
- Establish priority segments to target in terms of new program/ service development and communication tactics.
- Establish and review performance measures for marketing regularly; performance measures can be tracked through 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.
- More emphasis on telling the story of the District, the work you do, and the impact you have on the community.

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 District 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 District and its offerings. Currently, there is limited information listed online for District volunteer opportunities. There is no link to volunteer opportunities on the District website and the search bar function shows only mentions on "Volunteer of the Quarter" awards given at Board of Director meetings. The City website does have a "Volunteering" page (<https://www.montrose.org/135/Volunteering>). That page advises to visit the Montrose Community Foundation Website (<https://montrosecf.org/>), to "explore volunteer needs throughout our community" and lists participating organizations, of which Montrose Recreation District

is not mentioned. Furthermore, from the Montrose Community Foundation website we were unable to find any volunteer information. **Figure 45** shows an after-school program volunteer flyer from the District Facebook page that asks interested parties to stop by the Field House or contact a staff member for more information. It is recommended that the District increase the visibility of its volunteer program. There should be a stand-alone page on the District website with volunteer information, opportunities, and necessary forms. The goal is to make it as easy as possible for the engaged members of the community that are willing to donate their time and talent to be able to do so.

The District has volunteer management practices in place, a formal/adopted volunteer policy and annual tracking of the number of volunteers and volunteer hours would strengthen it considerably. A complete list of volunteer recommendations and best practices can be found in **Appendix I**.



Figure 50: After School Program Volunteer Flyer

Recreation Program Partnerships



Figure 51: Montrose Recreation District Sponsors

The District currently works with several different types of partners throughout the community, including the City of Montrose. These partnerships support facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff can leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that Montrose's existing partnerships are inequitable; rather, in general many parks and recreation agencies' partnerships tend to be inequitable.

The following 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 District 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 towns/cities, colleges, state or federal agencies, non-for-profit organizations, as well as with private or 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 practices listed in the previous section as well as in Appendix I, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the District encounters. Additionally, begin tracking volunteer metrics more consistently, including individual volunteers used annually and volunteer hours donated annually. Lastly, begin identifying measurable outcomes for each partnership and track these metrics annually.

Ancillary Services

Ancillary services included in this analysis are Child Watch, Room Rentals, Fitness, Field House Pool, Drop-in Activities and Party Packages. The data demonstrates that COVID-19 protocols during the Pandemic impacted overall participation and revenues. One area where revenues were not impacted was with the party package rentals. The party packages sustained revenue better than other ancillary services during the study period (2018-2020). The district should understand the cost of ancillary services to appropriately adjust pricing to contribute to the overall cost recovery goal. It is important to note that the rentals-party rooms and rentals-party packages are the number of times rented or packages purchased. This is not the number of people as part of these rentals.

Figure 52: Ancillary Services Tracked Data

Ancillary Services				
Services	2018	2019	2020	Difference (%)
MCRC Child Watch				
Revenue	\$16,712.00	\$14,951.00	\$4,421.00	-278%
MCRC Rentals - Party Rooms				
Total Participation	130	111	38	-242%
Revenue	\$12,457.00	\$10,188.00	\$3,492.00	-257%
MCRC Group Fitness/Fit Zone Classes				
Total Participation	32642	34978	10191	-220%

Ancillary Services				
Services	2018	2019	2020	Difference (%)
MFH Pool				
Total Participation	4908	4332	3959	-24%
Revenue	\$14,724.00	\$12,996.00	\$11,837.00	-24%
MFH Drop-in Activities				
Total Participation	2790	2103	227	-1129%
Revenue	\$8,370	\$6,309	\$681	-1129%
MFH Rentals - Party Packages				
Total Participation	58	71	28	-107%
Revenue	\$10,400.00	\$23,650.00	\$12,225.00	15%

5.2 Operations and Maintenance Review

As part of the Plan, the consulting team conducted an operations and maintenance review. This began with a site tour and data review followed by a workshop with staff to obtain context and insights from the employees' perspective. Staff members from various divisions and levels participated in a focus group setting and were interviewed on

- The Operations
- Operational Strengths
- Operational Challenges
- Operational Priorities

■ Specific Areas:

- Maintenance Management Software
- Inventory Management
- Staffing challenges
- Etc.

The objective is to analyze and provide guidance on current practices, future organization and staffing needs, improved operational efficiencies, policy development, technology improvements and marketing/communication opportunities. This will help position the

District better to enhance internal operations and successfully implement the Plan.

A review of existing plans, policies and standards/ procedures found that there are several best practice plans, policies and procedures in place (Figure 49). The consulting team will identify any recommended plans, policies and standards that will assist the District in achieving the outcomes identified from the planning process.

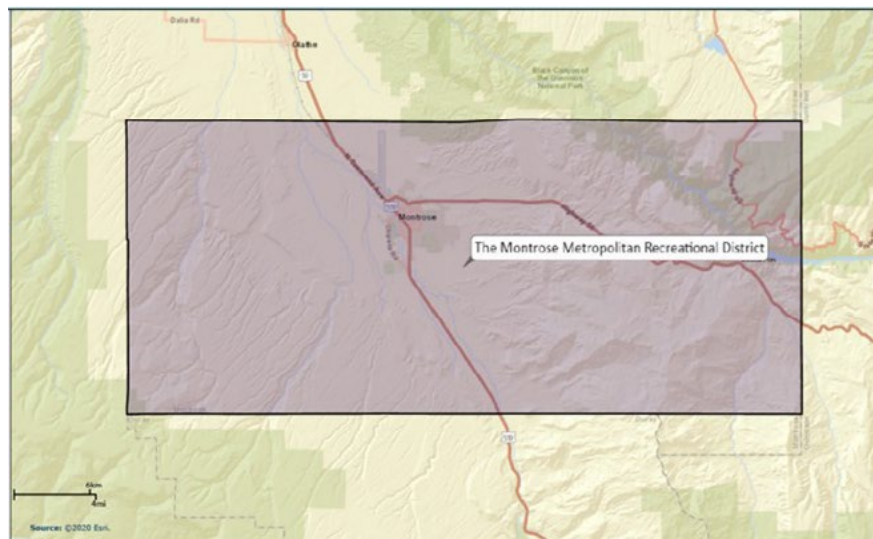


Figure 53: Service Area Boundaries

Figure 54: Plans, Policies and Standards/Procedures

Current Plans, Policies & Procedures			
Plans	Yes	No	Notes
District Master Plan	X		In process
Marketing Plan	X		Minor, more of an annual operating plan
Site Development Plans	X		Have them for CRC, Holly. Need new for Ute/McNeil, FH.
Emergency Action Plan	X		Emergency Action Plan and Safety manual completed in 2017
Policies	Yes	No	Notes
Purchasing Policy	X		
Refund Policy	X		
Recr Sponsorship Policy eation Plan	X		Approved by board in September 2021
Plans	Yes	No	Notes
Parks and Recreation Employee Handbook / Manual (Fulltime, Pt, Seasonal)	X		
Performance Evaluation Procedure	X		Revised December, 2021
Customer Print Materials	X		All materials available in print in English and in Spanish (Membership Agreements etc.)

5.2.1 Approach

The approach was to focus on key questions guided by five operational themes. The review was centered on sustainability, efficiency, and organizational alignment. These operational themes were sent to staff in advance of the workshop along with the questions to help staff frame up their thoughts in advance. These themes

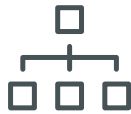
impact capacity within organizations and can impact the customer's experience if challenges in these areas do not get addressed.

The five operational themes that help to increase capacity through efficiency and effectiveness are:



Processes

A series of actions or steps taken in order to achieve outcomes identified through approved plans, policies, and standards for parks and recreation services.



Management

The organization, coordination, and supervision of all business activities in a parks and recreation agency to achieve defined outcomes.



Resources

A stock or supply of money, inventory, staff, information, and other assets in a parks and recreation agency that can be utilized in order to function effectively.



Technology

The application of software, devices, tools, and equipment for practical parks and recreation purposes, especially to increase efficiency.



Communication

The internal and external exchange of information regarding parks and recreation operations, promoting services and capital projects.

Figure 55: Five Operational Areas in the Analysis

5.2.2 Capacity Building

Capacity building is the intentional sustained focus on improving efficiency and effectiveness in processes, management, resources, technology and communications. Capacity is the invisible infrastructure to achieving the desired outcomes. Ensuring capacity is present will allow the District adapt to changes in operational impacts increasing the organizational resiliency. At the very core of capacity building is knowledge. Increasing the knowledge base and competencies of the organization, as a whole, increases effectiveness and sustainability.

Knowledge can also include knowing when operational needs are best outsourced due to the length of time needed to gain knowledge does not justify the expenditure. An example of this would be the servicing of the HVAC system. When staff's previous experience includes servicing HVAC systems, then continual development of this internal competency to keep up with technology could very well be the better approach.

5.2.3 District Overview

Current Mission Statement:

“The Montrose Recreation District’s purpose is to provide, manage, and maintain quality recreational facilities, programs, and services, which will enhance the learning, leisure, and recreation opportunities that promote a healthy community.”

CORE VALUES:

The predominant core values developed in a workshop with the Board are:

- Community Focused
- Customer Centric
- Inclusive
- Innovative
- Stewardship

This overview of the Montrose Recreation District shows the multitude of responsibilities including:

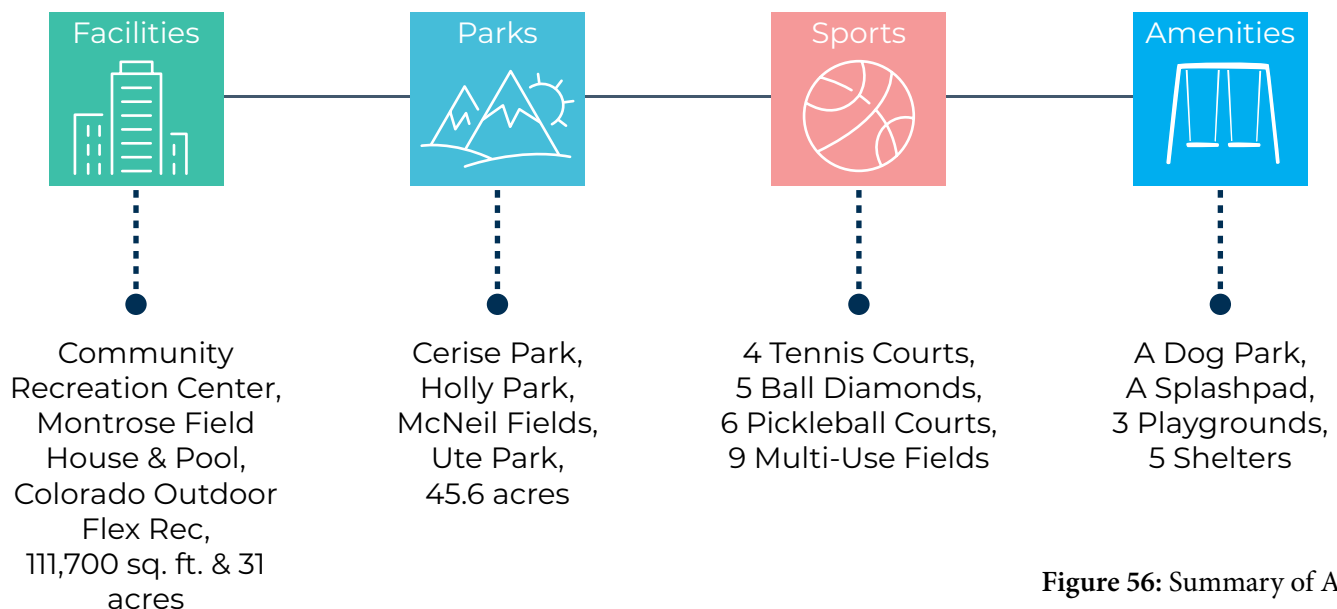


Figure 56: Summary of Assets

Operations require a proactive and responsive combined approach to managing as many properties, facilities and amenities. Operations of parks and recreation agencies include the following:

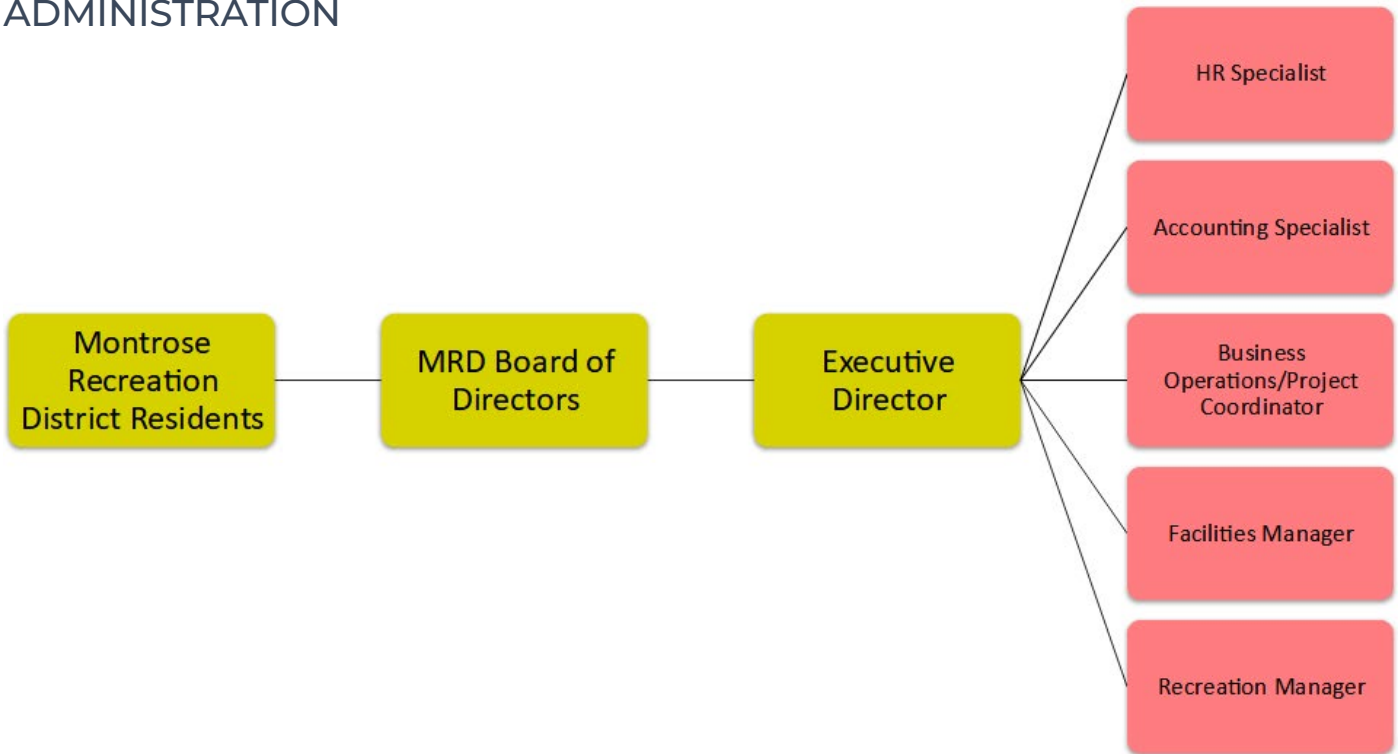
- Administrative management
- Capital project management
- Communications management
- Concession management
- Contract management
- Document management
- Emergency management
- Environmental management
- Equipment management
- Event management
- Facility management
- Financial management
- Human resource management
- Information technology management
- Land use management
- Maintenance management

- Marketing & brand management
- Operations management
- Partnership management
- Planning management
- Project management
- Recreation program management
- Resource management
- Risk management
- Stakeholder management

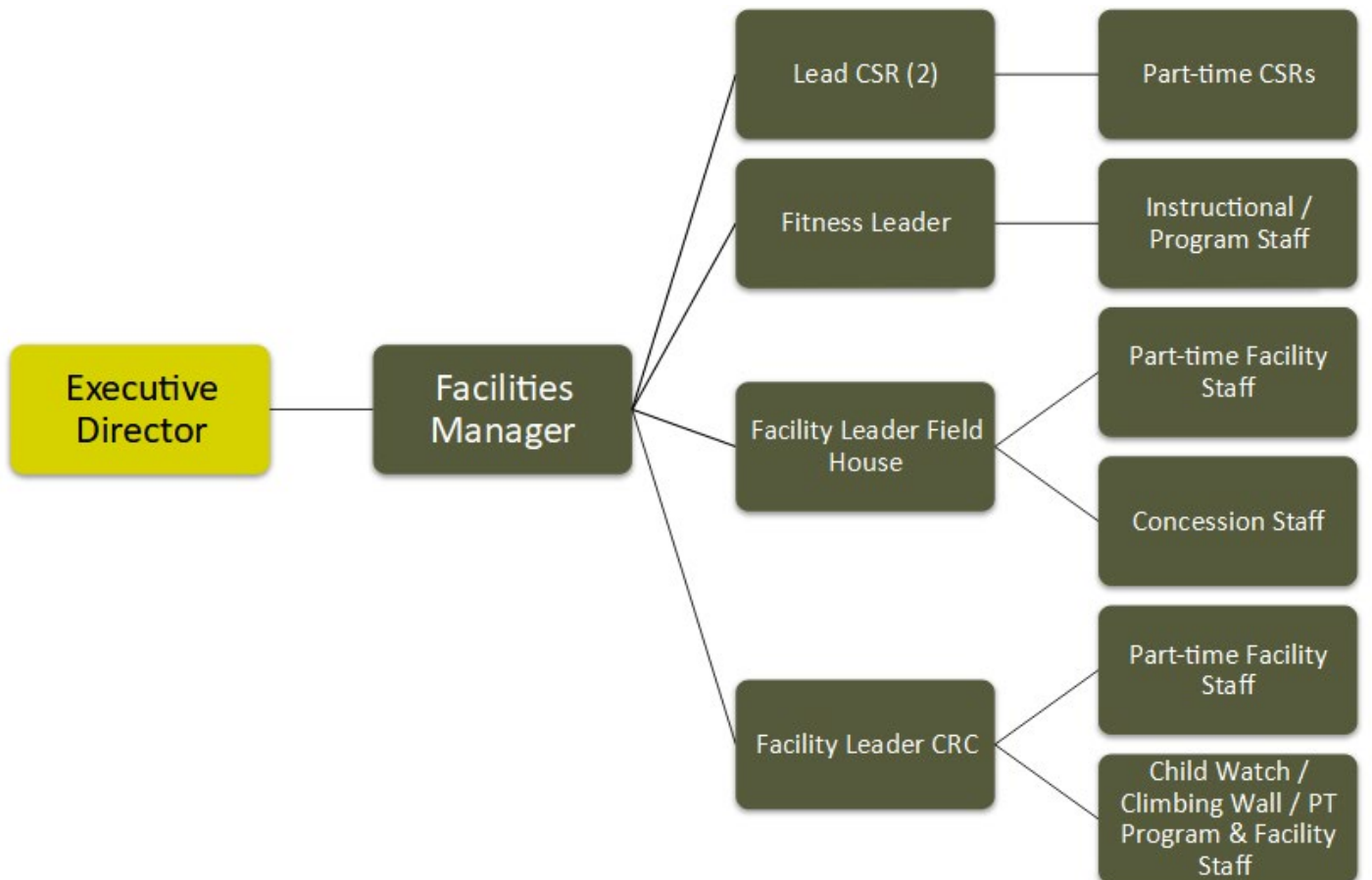
5.2.4 Organizational Structure

The organizational structure of an agency can impact efficiency and effectiveness in service delivery. Functional organizational structure is the best approach for service industry agencies in the parks and recreation field, as it builds structure in each major function/service provided. Ensuring a functional organizational structure will identify communication channels and reporting channels, streamline task completion, address organizational needs, serve as a foundation to support organizational growth, optimizing spheres of management, and justify staffing requirements. The organizational structure for the District is separated by major functions; administration, facilities, recreation and maintenance.

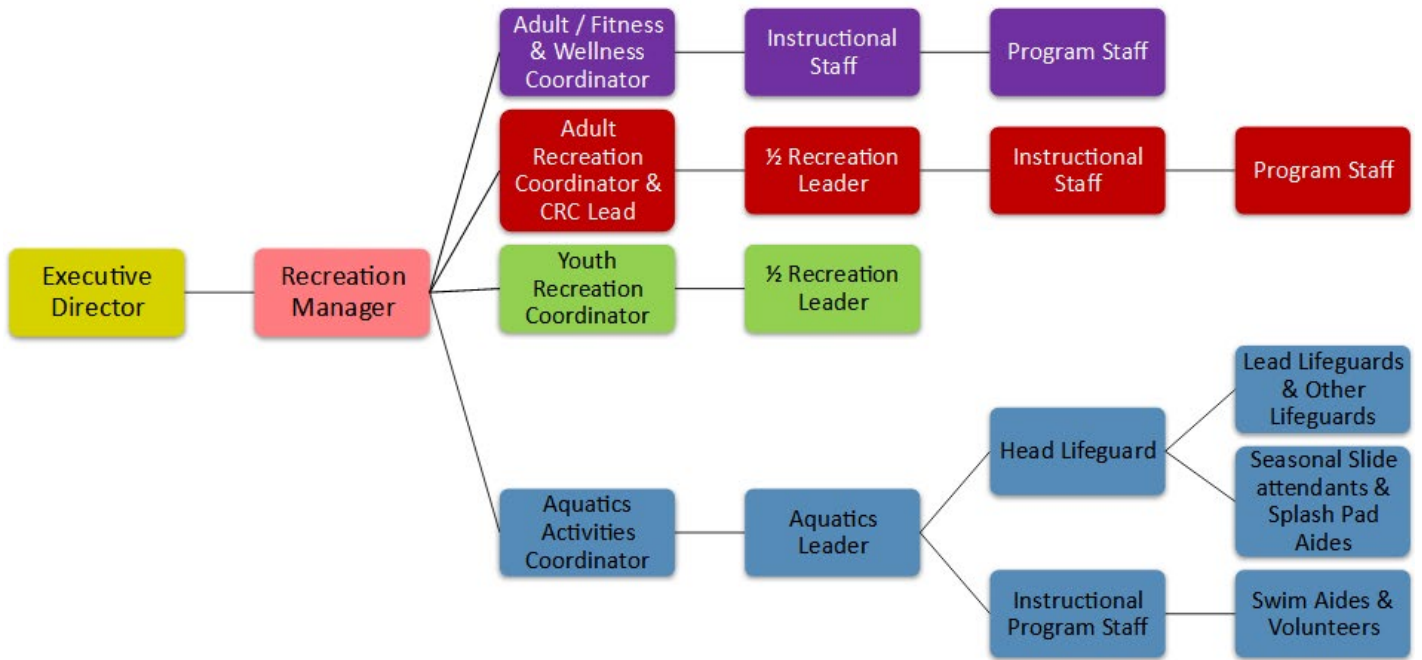
ADMINISTRATION



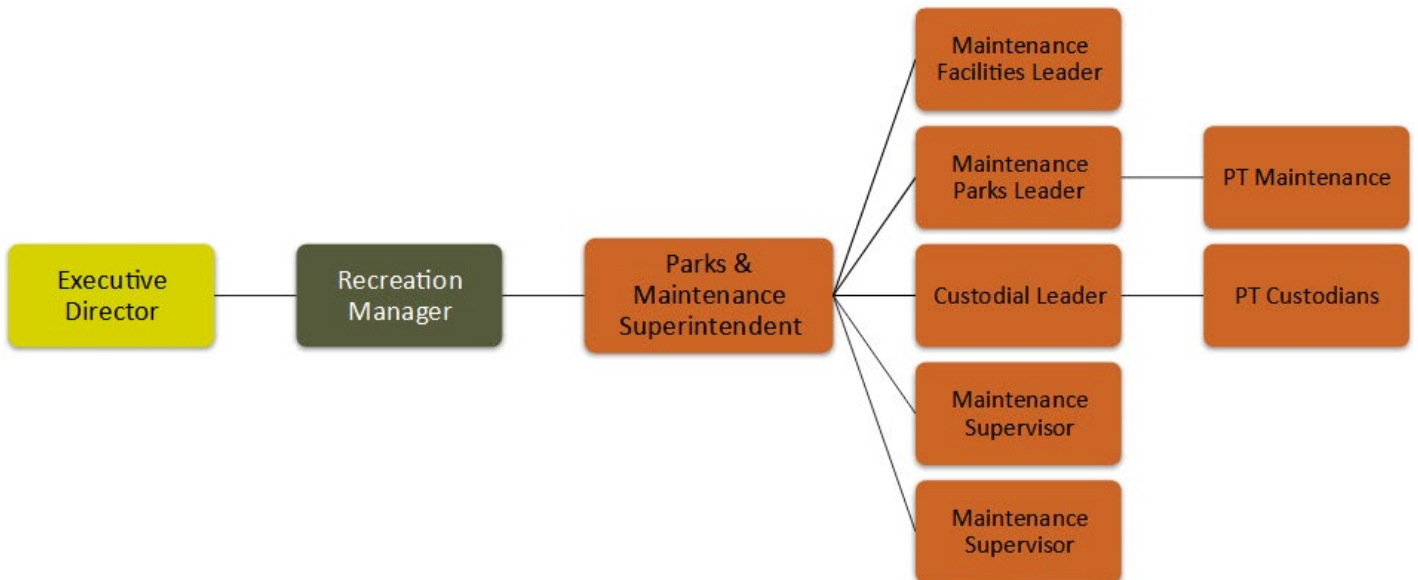
FACILITIES



RECREATION



PARKS & MAINTENANCE





5.3 Operational Overview

These 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. The following sections cover the emerging themes related to strengths, challenges and opportunities for the operations and maintenance of the District.

5.3.1 Strengths

This section shares the key strengths as identified by the staff and observed by the consulting team. The following themes were conveyed in the workshop as strengths, from one or more focus group:



Communication

Communication for the District consists of internal and external communication. The District has developed a marketing plan focused on increasing its reach. Internally, the District conducts team meetings and ongoing communication to ensure quality services are provided. Staff listen to others and share ideas to find the best solution. Front line communication with customers is strong and a sound awareness of services and facilities is present.



Financials

Financially, the District is working toward a reserve fund for unanticipated items that need serviced or replaced. Staff identified the need with the Board to have an asset depreciation fund for repairs and lifecycle replacement. There is an established Recreation Foundation which contributes to the District's mission with fundraising for scholarships and capital projects.



Staff and Culture

The District has developed an advocacy culture internally and this extends to customers and residents. The District's reputation and services are strong and this is affirmed by the public through the statistically valid survey. In addition, the branding and staff attire are easily recognizable and people have an excitement for programs and facilities. Staff is passionate about parks and recreation services and the positive impact they have in the community.



Creativity and Development

The District values and empowers staff to creatively and proactively develop programming that serves community needs. This is evident in the freedom afforded staff to develop programming and services seasonally. The new Facilities Manager position has helped grow capacity, strengthen operations, and enhance the flow of communication. Prior to hiring the Facilities Manager position, recreation staff would get pulled into facility operations, impacting responsiveness. Training is important and virtual training has contributed to capacity building within fulltime and part-time staff.

5.3.2 Key Challenges

The following are the key challenges described by the staff and identified through the consulting team's observations. The following themes were conveyed in the workshop as strengths, from one or more focus group:



Better Utilization of Work Order System

The work order system is an important component to operations as staff cannot be in all locations when needed repairs arise. It needs to be better utilized and defined and staff should be trained on the proper use of the system. For example, each item entered cannot be a top priority. This decreases the effectiveness of the system as people take the top priority less seriously. Staff need to enter their name into who is creating the work order for follow up, if needed by maintenance staff. This could be entered into the description first then elaborate on the needs.



Greater Consistency in Internal Communication

While internal communication has strengths within operations, there is still a need for greater consistency. It is impossible to communicate all aspects of operations and maintenance at every moment it is needed. Standardization, where tasks do not vary greatly, would help to create consistency in task

completion. Standards for maintenance, facilities and recreation will help tracking and training for the “MRD Way” that is established and documented. These sample standards (*see Appendix J*) can also help to limit last minute and after hours needs from maintenance and custodial staff.



Technology

Technology could be more helpful in the field when a need arises that causes the team to pivot. Updating work orders in the field including details on task time, task costs, and before and after photos for documentation would increase capacity. It is important to accurately anticipate the transition timeframe needed to adjust to new technology. RecTrac is not fully utilized and needs a go-to person within the District. The District currently contracts out IT service with the City of Montrose. Consider also utilizing the HAPPiFEET Montrose App to help maintenance staff record and document needed improvements in the system that can be tied back to the work orders.



Better Documentation Systemwide

Documentation is needed in multiple areas across the system, such as documentation of operations, standards, and necessary communication across departments and responsibilities. This focus will also capture institutional knowledge, fill the knowledge gap within new staff, and ensure that communication across shifts and departments is present

when other means are less effective. The development of part-time staff and new full-time staff could improve with documentation.



Geographic Challenges

The rural nature of the region impacts time travel, delivery of supplies and sometimes training. Rural location limits opportunities for professional development or mandated skill sets.

5.3.3 Opportunities

Listed below are some key opportunities that would help the District grow its staff's effectiveness and their overall impact. The following themes were conveyed in the workshop as strengths, from one or more focus group:



Capital Development and Resource Planning

The District should be mindful of the connection between newly developed assets and resources needed to bring them to their full lifecycle, total cost of ownership (TCO).



Develop maintenance and facility standards

Develop these standards and incorporate defined priorities, and facility and recreation staff training (capture institutional knowledge).



Software Implementation

Each software utilized by the District should have an internal guru for onboarding, working with software representatives, scheduling training and resolving issues.



Staff Onboarding

Increase efficient and effective onboarding if staff in a standardized manner that is consistent with the “MRD Way”.



Mobile technology

Increase mobile technology within maintenance, consider an administrative assistant to help with work order and computerized maintenance management system.



Staff Growth and Succession Planning

The District should continue to promote growth opportunities in job postings, attracting and retaining qualified employees and also ensure adequate succession planning & professional development opportunities for existing ones.

5.3.4 Needs Assessment & Benchmarking

As part of the planning process a needs assessment was completed. These analyses provide additional perspectives on the public’s perception of the park maintenance. ETC Institute administered a parks and recreation needs assessment in the Fall of 2021 for the District. This assessment was administered as part of the District’s efforts to develop understanding of resident’s needs for parks, facilities, and programs. Information compiled from the assessment will determine priorities for parks, recreation facilities, program offerings, special event offerings, and planning in the District. The following are responses that relate to operations and maintenance and not all the responses to the entire survey. All responses can be found in the Montrose Recreation District Needs Assessment Report.

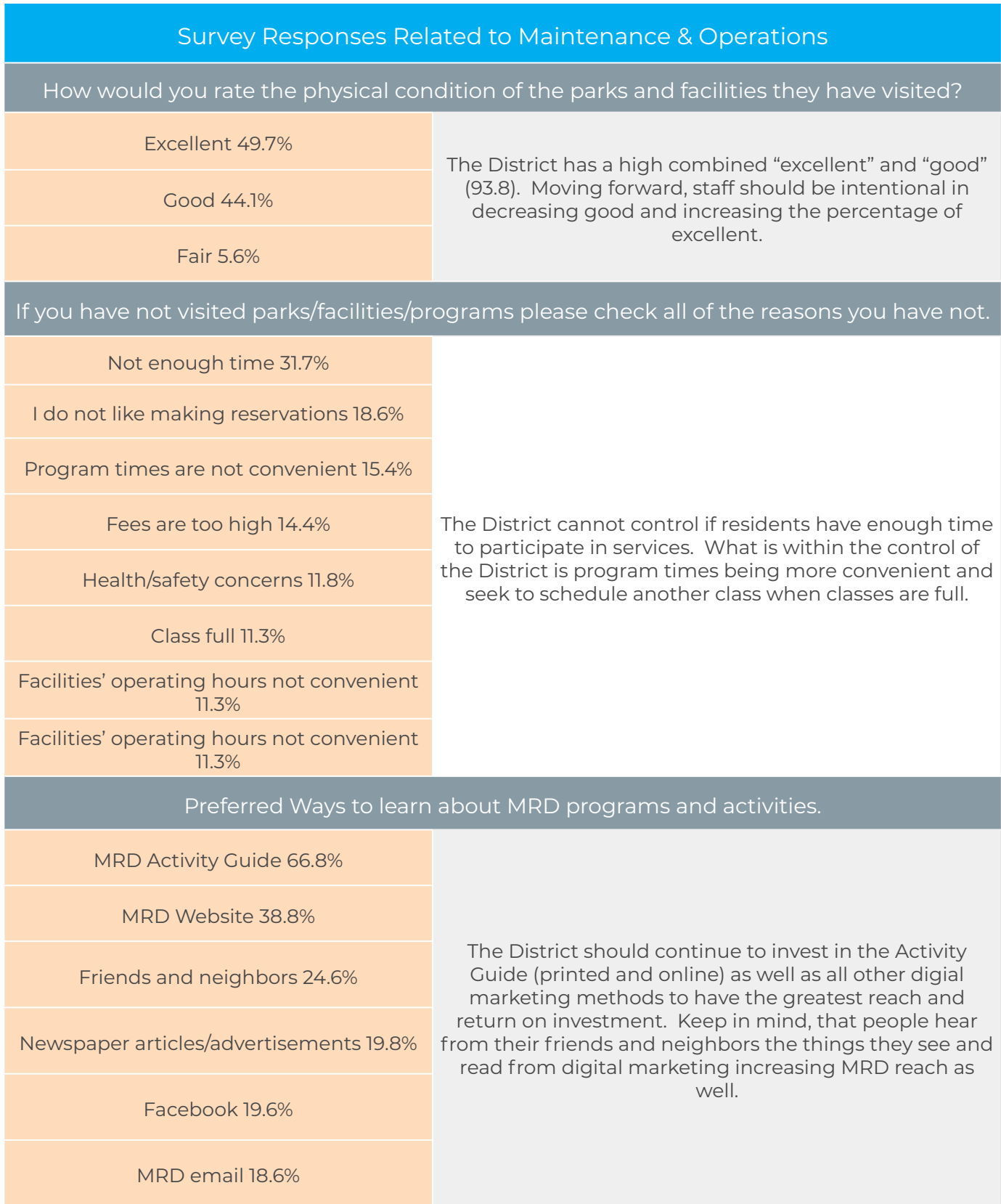


Figure 57: Survey Responses Related to Maintenance and Operations

5.3.5 Conclusion

In conclusion, the District has a strong culture and brand as demonstrated from the survey results. Staff works diligently to keep the quality of the system safe, clean and as well-maintained as possible. To better position the operations and maintenance staff for success moving forward, the District should consider the following:

Plans, Policies and Standards

- Develop and implement policies that provide direction to staff and build a foundation for earned income, cost containment, and system use. Begin with researching land management and use policy, earned income policy, and partnership policy.
- Develop business plans for all revenue generating facilities and core program areas.
- Develop maintenance and facility standards, incorporating defined priorities and training for facility and recreation staff (capture institutional knowledge).
- Promote growth opportunities in job postings, attracting and retaining qualified employees.
- Develop succession plan.
- Invest in professional development.

Inclusive Onboarding Culture

- Increase efficient and effective onboarding staff with standardized onboarding: Track

staff certifications/training for mandated skill sets and have copies of signed HR/onboarding forms. Create an inclusive culture beginning at onboarding. Include various levels of staff leading certain orientations such as customer service, operational communication, work order system and specific job responsibilities.

Technology

- Continue to make communications a priority to achieve operational outcomes through the computerized maintenance management software, weekly priority meetings and weekly marketing content meetings. In marketing meetings, discuss all weekly activities and train staff to take pictures that reinforce the brand and show staff living the mission. These photos can be used in social media posts and other marketing materials to assist the District in telling its story.
- Develop a content calendar for social media and invest in social media post scheduling software.
- Develop tracking of data on staff hours and costs through a computerized maintenance management software (CMMS) like facility dude, MainTrac, etc. Use this data to forecast staffing and resource needs as assets are added to the system. This will help the District understand the threshold for when newly-developed assets will require additional staff and

resources needed to bring them to their full lifecycle, total cost of ownership (TCO).

- Use mobile technology within maintenance to update work orders and the maintenance management software in the field.

Organizational Structure

- Consider restructuring to have an Administrative Services Department to include Administrative Operations Manager overseeing HR services, accounting services and support (administratively) maintenance services.
- Review policies, job responsibilities/ descriptions, and user fees annually, making adjustments where needed.



Figure 58: Sample Onboarding Checklist

Recreation Superintendent	
Pre-1st Day	
Welcome package	ASM
IT Request-desk phone, email, cell, computer, P and H drives	AD
Welcome email to existing staff	AD

Current Plans, Policies & Procedures

1st Day

Issue Master Plan/business plans/program standards/employee handbooks	AD
issue Keys/Review: security system and office lockup procedures	ASM
Town Hall Staff Meet & Greet	AD
Health Insurance/Open Enrollment	HR
Phone Etiquette & Procedures	ASM
Employee Handbook	HR
Email & Electronic Calendar Overview	AD
Daily/Weekly/Monthly. Job Responsibilities	AD
Kronos Training & Payrol	AD
Park Properties Tour	AD/D
Recreation Guide Overview	AD
Cash Handling Procedures	ASM
Key process - check out/in	ASM
Printer & Active logins	ASM
Schedule/Time Of request-Calendar and process/in&out board	ASM
Town phone directory	ASM
Forward Meeting Invites & Explain Formats	AD

Current Plans, Policies & Procedures

1st Week

Schedule interviews with staff	RS
Opening/Closing Procedures for front desk	CSR
Shared Drive (P:Drive) Overview	ASM/AD
BASE Site Tours	YSM/RC
StrengthFinders Assessment	AD
Work Order Procedures	AD
Mojo Ticket (ITHelp) Procedures	ASM
Performance Pro training	HR
Active Network training	AD/ASM
Microsoft Outlook	AD
Marketing & Communication Overview/Marketing Standards	CEM/AD
General Recreation Overview	AD/RC
Purchase Order Process	AD/AA
Current programs overview (in-season)	AD/RC
Payroll process	AD
Program Standards review	AD
Monthly Rec Reporting	AD
WSI/BHS Pool	AD/RC



FINANCIAL ANALYSIS

6.1 Capital Improvement Plan



The following section provides a sense of the scale of repair, renovation and/or replacement needs within the District for parks and facilities. However, it should not be interpreted as an identifier of projects to be scheduled by the District as these cost estimates will need to have identified funding sources. However, it is important to understand that the CIP must also be flexible in order to shift projects to meet changing needs and available funding.

Each project has an explanation of the proposed repair, renovation, and/or replacement needs. Please note that as costs are projected into upcoming years, specific projects become more ambiguous and difficult to accurately identify, especially under soaring inflation. The District's continued commitment to preventative maintenance will be necessary to sustain the level of service the District residents expect. Past data demonstrates that the needs can change, resulting in the

modification of projects. Park and facility improvements continue throughout the park system annually.

The District has defined its purpose in Capital Improvement Planning as:

- Ensure the timely repair and replacement of aging infrastructure.
- Provide a level of certainty for residents, businesses and developers regarding the location and timing of public investments.
- Identify the most economical means of financing capital improvements.
- Provide an opportunity for public input in the budget and financing process.
- Eliminate unanticipated, poorly planned, or unnecessary capital expenditure.
- Eliminate sharp increases in tax rates, user fees and debt levels to cover unexpected capital improvements.
- Ensure that patterns of growth and development are consistent with the comprehensive plan.
- Balance desired public improvements with the community's financial resources.

Furthermore, the District has established the following prioritization and selection criteria for Capital Improvement Projects for funding:

- 01 Projects which address safety related issues.
.....
- 02 Projects which generate additional funds to support operations.
.....
- 03 Projects which preserve the district's role as the steward of existing recreation, park and trail assets.
.....
- 04 Projects which provide partnerships that enhance operations.
.....
- 05 Projects which allow for implementation of new programs/ activities without new operational costs.

The following are the cost estimates of projects that have been identified from the statistically valid needs assessment, consultant analysis and observation, staff workshops and Board Visioning Session.

6.1.1 Montrose Community Recreation Center

Montrose Recreation District Projects Budgetary Cost Estimates				
9-Jun-22				
Community Recreation Center				
ITEM	UNIT	UNIT COST	QTY	ESTIMATED COST
OUTDOOR POOL/AQUATICS FACILITY				
Adventure water park complete	LS	\$7,500,000.00	1	\$7,500,000
Parking lot expansion	SF	\$27.00	22,000	\$594,000
Construct new small multi-purpose field to east	SF	\$23.00	43,560	\$1,001,880
CATEGORY SUBTOTAL				\$9,095,880
OUTDOOR POOL/AQUATICS FACILITY				
				\$0
				\$0
				\$0
				\$0
CATEGORY SUBTOTAL				\$0
OUTDOOR POOL/AQUATICS FACILITY				
SUBTOTAL				\$9,095,880
Estimating Contingency	20%			\$1,819,176
SUBTOTAL CONSTRUCTION COSTS				\$10,915,056
General Conditions	4%	\$436,602	1	\$436,602
Construction Surveying	0.5%	\$54,575	1	\$54,575
Bonds	2%	\$218,301	1	\$218,301
Mobilization	1%	\$109,151	1	\$109,151
Design, Site Surveys, Geotech, and Permitting	12%	\$1,309,807	1	\$1,309,807
SUBTOTAL				\$13,043,492
Construction Budget Contingency	5%			\$652,175
GRAND TOTAL				\$13,695,667

NOTES: Built in 2017, the CRC provides a 4-acre multi-purpose field, climbing boulders, pickleball courts, a playground, and cornhole, which are all in great condition. Additional amenities, such as a skateboard rack, bicycle rack and pump station, and electric car charging stations also provide an enhanced level of service. Desired location for a future outdoor pool and aquatics facility. Future artificial turf multi-purpose field.

1.75 acres of adventure aquatics area in existing field east of rec center

.5 acres additional parking east of existing parking lot (35 spaces)

1 acre field area (150' x 220') with grading, topsoil import, artificial turf, trees at edge, walks, benches, and 2 shade structures with tables.

For unknown conditions, bidding variations, and materials cost fluctuations.

Master plan on separate spreadsheet

Owner's contingency for change orders

6.1.2 Cerise Park

Montrose Recreation District Projects Budgetary Cost Estimates			
9-Jun-22			
CERISE PARK			
ITEM	UNIT	UNIT COST	QTY
SOCCER FIELD AMENITIES?			
Walk on south side of fields with benches	allow	\$20,000.00	1
CATEGORY SUBTOTAL			
CATEGORY SUBTOTAL			
CATEGORY SUBTOTAL			
SUBTOTAL			
Estimating Contingency	20%		
SUBTOTAL CONSTRUCTION COSTS			
General Conditions	4%	\$960	1
Construction Surveying	0.5%	\$120	1
Bonds	2%	\$480	1
Mobilization	1%	\$240	1
Design, Site Surveys, Geotech, and Permitting	14%	\$3,360	1
SUBTOTAL			
Construction Budget Contingency	5%		
GRAND TOTAL			

Logan Simpson

ESTIMATED COST	NOTES: While owned by the MRD, the City of Montrose maintains all infrastructure, including trails, restrooms, dog area, pump track, and amphitheater. As the main user of the fields, the district is responsible for the field turf care and sprinkler repairs in the summer months.
\$20,000	
\$0	
\$20,000	
\$0	
\$0	
\$0	
\$20,000	
\$4,000	For unknown conditions, bidding variations, and materials cost fluctuations.
\$24,000	
\$960	
\$120	
\$480	
\$240	
\$3,360	
\$29,160	
\$1,458	Owner's contingency for change orders
\$30,618	

6.1.3 Field House

Montrose Recreation District Projects Budgetary Cost Estimates			
9-Jun-22			
Field House			
ITEM	UNIT	UNIT COST	QTY
DEMOLITION			
Demolish and fill existing outdoor pool and splash pad	LS	\$150,000.00	1
Fill existing pool	LS	\$150,000.00	1
CATEGORY SUBTOTAL			
VISUAL, ADA, AND PARKING LOT ENHANCEMENTS			
Grind, resurface and stripe, add concrete walks at edge and trees, landscape, and irrigation in parking lot	SF	\$12.00	70,000
General landscape enhancements and renovation	Allow	\$65,000.00	1
Paths	Allow	\$80,000.00	1
New ID signs	EA	\$12,000.00	2
New wayfinding signs	EA	\$3,000.00	2
CATEGORY SUBTOTAL			
NEW COVERED TRAINING AREA (Former pool)			
Obstacle course 4000 SF area	Allow	\$425,000.00	1
4 Batting cages and pitching machines	Allow	\$120,000.00	1
Miscellaneous site amenities, walls, drinking water, etc.	Allow	\$200,000.00	1
Utilities/infrastructure	Allow	\$150,000.00	1
Large shelter roof over cages and obstacle course	SF	\$90.00	8,500
CATEGORY SUBTOTAL			

ESTIMATED COST	<p>NOTES: While the Field House was originally constructed over 30 years ago as an aquatic center, it now serves as an indoor turf field house. Outside the Field House, includes an outdoor pool and splash pad and adjacent school district owned tennis courts. Improve connections to bike trails. Replace splash pad constructed in 2006. If outdoor pool/aquatics facilities are constructed at the CRC, consider removing the pool and repurposing the outdoor space. If pool is kept at the Field House, major renovations to the pool and slide are needed. With school and lessees, assess programming needs and building structure overhaul (expanding existing contracted space, cost-benefit of tennis to pickleball conversion with school, additional programming for DEI, larger life-time replacement needs). Replace parking lot to improve aesthetics and poor condition.</p>
-----------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

\$150,000	
\$150,000	
\$300,000	

\$840,000	
\$65,000	Trees and native restoration to northeast of parking lot and rejuvenate existing shrub beds. Naturalize area between parking lot and tennis courts - remove asphalt and install irrigation for establishment and periodic watering. Add some benches and trees
\$80,000	Connect to HS across south end of soccer fields(700 LF x 8'). Provide accessible path to tennis courts with chase over drain pan.
\$24,000	
\$6,000	
\$1,015,000	

\$425,000	With safety surface
\$120,000	With concrete pads, etc.
\$200,000	
\$150,000	
\$765,000	
\$1,660,000	

Field House continued

Montrose Recreation District Projects Budgetary Cost Estimates			
9-Jun-22			
Field House			
ITEM	UNIT	UNIT COST	QTY
CONVERT 1 TENNIS COURT TO 4 PICKLEBALL COURTS			
Resurface, new nets	Allow	\$75,000.00	1
CATEGORY SUBTOTAL			
CATEGORY SUBTOTAL			
CATEGORY SUBTOTAL			
SUBTOTAL			
Estimating Contingency	20%		
SUBTOTAL CONSTRUCTION COSTS			
General Conditions	4%	\$146,400	1
Construction Surveying	0.5%	\$18,300	1
Bonds	2%	\$73,200	1
Mobilization	1%	\$36,600	1
Design, Site Surveys, Geotech, and Permitting	12%	\$439,200	1
SUBTOTAL			
Construction Budget Contingency	5%		
GRAND TOTAL			

ESTIMATED COST	NOTES: While the Field House was originally constructed over 30 years ago as an aquatic center, it now serves as an indoor turf field house. Outside the Field House, includes an outdoor pool and splash pad and adjacent school district owned tennis courts. Improve connections to bike trails. Replace splash pad constructed in 2006. If outdoor pool/aquatics facilities are constructed at the CRC, consider removing the pool and repurposing the outdoor space. If pool is kept at the Field House, major renovations to the pool and slide are needed. With school and lessees, assess programming needs and building structure overhaul (expanding existing contracted space, cost-benefit of tennis to pickleball conversion with school, additional programming for DEI, larger life-time replacement needs). Replace parking lot to improve aesthetics and poor condition.
\$75,000	Prefer the full rebuild of tennis courts, not just grind and resurface
\$0	
\$75,000	
\$0	
\$0	
\$0	
\$0	
\$0	
\$3,050,000	
\$610,000	For unknown conditions, bidding variations, and materials cost fluctuations.
\$3,660,000	
\$146,400	
\$18,300	
\$73,200	
\$36,600	
\$439,200	Master plan on separate spreadsheet
\$4,373,700	
\$218,685	Owner's contingency for change orders
\$4,592,385	

6.1.1 Ute Park/McNeil Field Complex

Montrose Recreation District Projects Budgetary Cost Estimates			
9-Jun-22			
UTE PARK/MCNEIL FIELD COMPLEX			
ITEM	UNIT	UNIT COST	QTY
NEW MAINTENANCE/OPERATIONS BUILDING			
Demo existing maintenance building	LS	\$2,000.00	1
Renovate and additions to existing farmhouse for offices or include with new maintenance facility	SF	\$310.00	2,000
New maintenance building	SF	\$250.00	4,500
CATEGORY SUBTOTAL			
IDENTIFICATION AND WAYFINDING SIGNS			
Identification signs	EA	\$8,000.00	2
Wayfinding sign system	Allow	\$50,000.00	1
CATEGORY SUBTOTAL			
WALK AND ADA UPGRADES			
Pave walks and install new loops and connections throughout park - 8' wide average	LF	\$96.00	4,820
Irrigation adjustments	Allow	\$40,000.00	1
Access ramps	EA	\$3,500.00	10
CATEGORY SUBTOTAL			
POND, PARKING, WATER QUALITY			
Pond and Parking Lot Water Quality Improvements	Allow	\$200,000.00	1
CATEGORY SUBTOTAL			

Logan Simpson

ESTIMATED COST	<p>NOTES: The Field Complex includes two lighted ballfields and two smaller informal diamonds that serve youth and adult recreational leagues and five multipurpose fields are used for soccer and lacrosse. The property connects to a paved trail along the Uncompahgre River, and fishing occurs in a small pond. Older barn and farmhouse structures are used for district maintenance facilities and operations. Replace the existing maintenance facility with a new building. Improve signage to identify park and wayfinding around the park. Continue routine maintenance to increase longevity. Develop new site master plan to re-envision site circulation and access to adjacent areas/river, reconfigure new buildings, enhance connectivity to the river and pedestrian safety, and improve quality of watershed and ponds. Improve access to Riverbottom Park and trails.</p>
\$20,000	
\$620,000	
\$1,125,000	1,765,000
\$1,765,000	
\$16,000	
\$50,000	
\$66,000	
\$462,720	
\$40,000	
\$35,000	
\$537,720	
\$200,000	Aeration system. Bioswale at west edge of main lot, and select depressed rain garden cut outs in parking lot for trees and water to infiltrate - no piping from rain gardens and no irrigation.
\$200,000	

Ute Park/McNeil Field Complex continued

Montrose Recreation District Projects Budgetary Cost Estimates			
9-Jun-22			
UTE PARK/MCNEIL FIELD COMPLEX	UNIT	UNIT COST	QTY
AMENITIES AND STRUCTURES			
Upgraded play area	LS	\$750,000	1
Picnic Shelter - Small	EA	\$40,000	1
Benches, Tables, Etc.	Allow	\$12,000	1
Trash/recycle	EA	\$1,500	2
Electrical service and pedestrian lighting	Allow	\$125,000	1
Landscape and irrigation modifications in play area	Allow	\$40,000	1
CATEGORY SUBTOTAL			
SUBTOTAL			
Estimating Contingency	20%		
SUBTOTAL CONSTRUCTION COSTS			
General Conditions	4%	\$169,859	1
Construction Surveying	0.5%	\$21,232	1
Bonds	2%	\$84,929	1
Mobilization	1%	\$42,465	1
Design, Site Surveys, Geotech, and Permitting	12%	\$509,576	1
SUBTOTAL			
Construction Budget Contingency	5%		
GRAND TOTAL			

ESTIMATED COST	<p>NOTES: The Field Complex includes two lighted ballfields and two smaller informal diamonds that serve youth and adult recreational leagues and five multipurpose fields are used for soccer and lacrosse. The property connects to a paved trail along the Uncompahgre River, and fishing occurs in a small pond. Older barn and farmhouse structures are used for district maintenance facilities and operations. Replace the existing maintenance facility with a new building. Improve signage to identify park and wayfinding around the park. Continue routine maintenance to increase longevity. Develop new site master plan to re-envision site circulation and access to adjacent areas/river, reconfigure new buildings, enhance connectivity to the river and pedestrian safety, and improve quality of watershed and ponds. Improve access to Riverbottom Park and trails.</p>
\$750,000	New curbs, subdrainage, surfacing, play features with natural characteristics
\$40,000	Concrete pads and shelter adjacent to play area
\$12,000	
\$3,000	
\$125,000	
\$40,000	
\$0	
\$970,000	
\$3,538,720	
\$707,744	For unknown conditions, bidding variations, and materials cost fluctuations.
\$4,246,464	
\$169,859	
\$21,232	
\$84,929	
\$42,465	
\$509,576	Master Plan on separate spreadsheet
\$5,074,524	
\$253,726	Owner's contingency for change orders
\$5,328,251	

6.5.1 Park Site Master Plans

Montrose Recreation District Projects Budgetary Cost Estimates				
	9-Jun-22			
	Master Plans			
	ITEM	UNIT	UNIT COST	QTY
UTE PARK/MCNEIL FIELDS MASTER PLAN				
	Master plan	Allow	\$50,000.00	1
	CATEGORY SUBTOTAL			
FIELD HOUSE RECONFIGURATION MASTER PLAN				
	Master plan	Allow	\$40,000.00	1
	CATEGORY SUBTOTAL			
RECREATION CENTER AQUATICS/SITE MASTER PLAN				
	Master plan	Allow	\$75,000.00	1
	CATEGORY SUBTOTAL			
	CATEGORY SUBTOTAL			
	SUBTOTAL			
	Estimating Contingency	10%		
	SUBTOTAL			
	General Conditions	0%	\$0	1
	Construction Surveying	0%	\$0	1
	Bonds	0%	\$0	1
	Mobilization	0%	\$0	1
	SUBTOTAL			
	Construction Budget Contingency	0%		
	GRAND TOTAL			

ESTIMATED COST	NOTES: UTE PARK. Develop a site master plan to re-envision park interior circulation, access to adjacent properties, reconfigure buildings, and enhance connectivity and safety for pedestrians. MONTROSE RECREATION DISTRICT FIELD HOUSE. Develop a new facility master plan to reimagine the facility with spaces that serve recreational trends and community needs better. Reconfigure indoor spaces to be appropriate for community identified needs, new parking lot, discussion with schools on future of tennis courts, repurpose pool area.
\$50,000	
\$50,000	
\$40,000	
\$40,000	
\$75,000	
\$75,000	
\$75,000	
\$202,500	
\$20,250	For bidding and public process variations
\$222,750	
\$0	
\$0	
\$0	
\$0	
\$222,750	
\$0	
\$222,750	

Montrose Recreation District Master Plan Capital Improvement Plan

Rank Priority	Project Title	2023	2024	2025
1	Ute Park Site Master Plan	\$60,000		
2	Field House Site Master Plan	\$40,000		
3	Flex Rec Space enhancements	\$50,000	\$50,000	
4	Cerise Park - ADA pathway improvements	\$30,618		
5	Ute Park Construction Documents		\$869,464	
6	Ute Park Improvements - Maint, ADA improvements, parking, pond, playground, site furnishings		\$2,123,232	\$2,123,232
7	Field House Construction Documents			\$466,193
8	Field House Improvements - tennis, parking, pool removal and building			
9	Community Recreation Center Site Master Plan			
10	Community Recreation Center Construction Documents			
11	Community Recreation Center Improvements - Aquatic center, parking, sports field			
TOTAL YEAR				
		\$180,618	\$3,042,696	\$2,589,425

2026	2027	2028	2029	2030	2031	2032	Row Totals
							\$60,000
							\$40,000
							\$100,000
							\$30,618
							\$869,464
							\$4,246,464
\$466,193							\$932,385
\$2,745,000	\$915,000						\$3,660,000
\$75,000							\$75,000
\$532,109	\$1,064,218	\$532,109					\$2,128,436
		\$3,820,270	\$7,094,786				\$10,915,056
\$3,818,301	\$1,979,218	\$4,352,379	\$7,094,786	\$0	\$0	\$0	\$23,057,422

6.2 Funding and Revenue Strategies

The District has developed a clear understanding of how to optimize revenue generation options to support parks and recreation services with limited tax dollars available. They do not rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

The District has built a collaborative approach with service delivery partnerships. The District is aware of the trend using parks and recreation facilities, amenities, programs and events to create economic impact as it applies to keeping property values high around parks and along trails. They have learned to recognize that people will drive to parks and facilities for good recreation events and updated assets such as the Holly Park.

The consulting team has developed the funding strategies as an option to support the capital and operational needs of the service area. Some of these funding sources may not be approved by the District or currently do not meet the requirements to implement. This list is also valuable as a reference should circumstances change and the needs align with a potential funding source. The District has earned income from several created funding sources, however can still be re-evaluated or explored further as the system grows.

The following funding sources are those that the District currently implements and are alternative sources to consider in supporting the recommendations outlined in the Plan. This list is intended to serve as a resource to fit a variety of projects, operational needs, or partner-specific initiatives as well as provide inspiration in considering other strategies beyond these suggestions.

MRD Funding Sources Used or Currently Using					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Conservation Trust Fund	Coronavirus State and Local Fiscal Recovery Funds	Equipment Rental	NRPA Grant & Funding Resources	Property Taxes	Advertising Sales
Corporate Sponsorships		Fees and Charges		Sales Tax	Interlocal Agreements
Foundation/Gifts		Permits			
Partnerships		Reservations			
Private Donations					
Volunteerism					

Figure 59: Funding Sources Used or Currently Using

6.2.1 External Funding Sources

Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

Implication for the District: This funding source is used minimally by the District. The District should consider formalizing sponsorship opportunities and implement intentional efforts for capital projects identified in the capital improvement plan. This funding source can be used for operations or capital.

Crowdfunding

This is a web-based source which 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 that are www.kickstarter.org, www.indiegogo.com and www.mightycause.com etc. This funding strategy is an opportunity for the District to explore and is best used for individual projects that serve a special interest group. IOBY, which stands for In Our Backyard (www.ioby.org), is a regional Crowdfunding

platform operating in New York, Detroit, Pittsburgh etc. that crowdfunds for community based programmatic or capital needs.

Implication for the District: It would need to be run through a non-profit partner or through the Recreation Foundation that can support the District's needs. The estimated revenues are most likely under \$50,000 though this could encourage matching donations from corporate partners too. This funding source can be used for operations or capital.

Partnerships

The District currently implements this funding strategy with local agencies and non-profits, including the School District and the City of Montrose as examples. Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a governmental entity, or a private business and a governmental entity. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths of each partner.

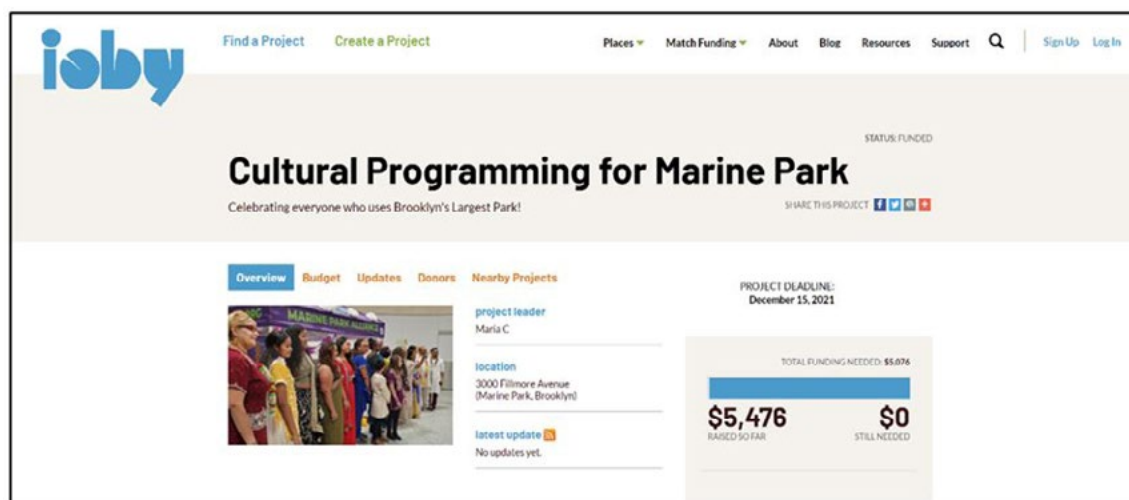


Figure 60: Example of Crowdfunding Website

Implication for the District: Continue to build upon partnerships and develop specific policies to manage public, private and non-profit partnerships equitably. This funding source can be used for operations or capital.

Conservancies

These are organized fundraising and operational groups which raise money for individual signature parks and or attractions such as zoos, regional parks, nature centers/preserves. There are over two thousand conservancies in the United States now.

Implication for the District: Currently, the District does not have a need for a conservancy. Should the District begin conversations about a regional or destination park with revenue goals, this could be a viable option. This funding source can be used for operations or capital.

Foundations/Gifts

The District currently implements this funding strategy with Montrose Recreation Foundation. These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. This funding source can be used for capital costs.

Implication for the District: The District should work to increase the Recreation Foundation's fundraising capabilities and take full advantage of its membership in the National Association of Park Foundations (<https://www.the-napf.org/>) to utilize best practices from other district/foundations relationships nationwide and in Colorado. The implementation feasibility for this funding source is high, with the implementation risk being low.



Figure 61: National Associate of Park Foundations Website

Private Donations

Private Donations are used minimally by the District currently. This funding source may be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

Implication for the District: Actively seeking donations can become time consuming and would eventually require an employee to oversee. The implementation feasibility for this funding source is low, with the implementation risk being medium.

Friends Groups

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest. The value is in the form of time, labor, funding and/or capital.

Implication for the District: The District should remain open to evaluating these opportunities on a case-by-case basis. These groups require a person with availability in time for the commitment. In many instances these are initiated by the public and a desire to preserve a park, specific amenity or the cultural heritage of place.

Conservation Trust Fund

The Conservation Trust Fund receives 40% of State Lottery proceeds. Local parks and recreation providers receive

money from the Conservation Trust Fund in proportion to their population so that every town, city, county and special district in Colorado benefits. The Lottery distributed \$67.7 million to the fund in FY21 for open space and land acquisition, equipment purchases, facility development, park maintenance and renovation or restoration of local facilities.

Implication for the District: The District currently receives funding from the Conservation Trust Fund. The source funds around eight percent (8%) of the annual budget.

Land Trust

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

Implications for the District: The District should work with the Colorado West Land Trust to identify lands and explore opportunities.

Volunteerism

The revenue source is an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. This reduces the organization's cost in providing the service plus it builds advocacy into the system.

Implication for the District: The District currently implements this



funding strategy. Volunteer programs are available through the District, mostly in youth sports and ages 50+ programming. The goal should be to increase volunteer hours to reach 3-5% of total staff hours needed to operate the system. The value of volunteer hours is currently at \$31.51 in Colorado. This is a form of cost containment, to stretch budget dollars farther. This funding source can be used for operations.

Special Fundraisers

Many parks and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Implication for the District: Currently, no special fundraisers exist for recreation. It requires a cost/benefit analysis on the staff time required versus the return on investment (ROI). Ideally, the Recreation Foundation would conduct an annual fundraiser to help generate the maximum revenue in one

large event (e.g., the Parks Alliance of Indianapolis organizes an annual Mayor's Lunch for Parks supported by the entire community). The implementation feasibility for this funding source is medium, with the implementation risk being medium for the District.



6.2.2 Capital Funding Sources

Colorado P3

Makes it easier for municipalities and local government entities to enter into public-private-partnerships to develop projects in their communities. In the Build Operate Transfer framework, a third-party delegates to a private sector entity the opportunity to design and build infrastructure and to operate and maintain these facilities for a certain period. During this period, the private party has the responsibility to procure the financing for the project. The facility will then be transferred to the

public administration at the end of the agreement.

Implication for the District: The implementation feasibility for this funding source is high, with the implementation risk being low for the District. This funding source can only be used for capital.

Capital Fees

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off.

Implication for the District: The implementation feasibility for this funding source is high, with the implementation risk being medium for the District. The District should monitor for changing circumstances that could make this funding source more favorable. This could be part of an overall funding strategy for large asset development within the system.

Capital Projects Fund

The Coronavirus Capital Projects Fund (CCPF) takes critical steps to addressing many challenges laid bare by the pandemic, especially in rural America and low and moderate-income communities, helping to ensure that all communities have access to the high-quality, modern infrastructure needed to thrive, including internet access.

Implication for the District: The implementation feasibility for this funding source is high, with the implementation risk being low for the District. The District should move quickly to identify projects and apply for funding.

Coronavirus State And Local Fiscal Recovery Funds

The American Rescue Plan provides \$350 billion in emergency funding for eligible state, local, territorial, and Tribal governments to respond to the COVID-19 emergency and bring back jobs.

Implication for the District: This is a project-by-project basis and requires partnering with the City. Currently, this is funding capital fit-up costs for Flex Rec. The District can explore opportunities with the County on water projects.



6.2.3 User Fees

Recreation Service Fees

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local

government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes.

Implication for the District: The implementation feasibility for this funding source is high, with the implementation risk being medium for the District. The District should monitor for changing circumstances that could make this funding source more favorable.

Fees And Charges

The District has positioned its fees and charges to be market-driven and based on both public and private facilities. The Board and District are hesitant to increasing fees and charges in the current economic environment. As part of a three-phase project, the district is analyzing current practices and cost recovery.

Implication for the District: Annually review fees against expenditures to identify if there is a necessary increase to meet increased costs of doing business and established cost recovery goal.

Ticket Sales / Admissions

This revenue source is for accessing facilities for self-directed activities such as pools, ice skating rinks, recreation centers, ballparks and entertainment facilities. These user fees help off-set operational costs.

Implication for the District: The District has implemented this funding source as part of admission costs to the pool and

recreation center. The implementation feasibility for this funding source is high, with the implementation risk being low for the District.

Permits (Special Use Permits)

These special permits allow individuals to use specific park property for financial gain. The District either receives a set amount of money or a percentage of the gross revenue that is being provided. This is limited use as the District tends to lean more towards partnerships.

Implication for the District: The implementation feasibility for this funding source is high, with the implementation risk being low for the District. The District should monitor use of the parks and where challenges arise, this could be a component within a larger solution.

Reservations

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

Implication for the District:

Reservations are already in place at all park shelters, sports facilities and for reservable space within the CRC. Reservations are in use, but the staff and Board continue to be cognizant of affordability.

Equipment Rental

This revenue source is available on the rental of equipment such as tables,



chairs, tents, stages, bicycles, roller blades, kayaks, boats etc. that are used for recreation purposes.

Implication for the District: This is exceptionally limited, below market rate and mostly used by partners. Moving forward, the District should determine if there is a true demand for equipment rental and if it is cost prohibitive or can be a true revenue source for them.



6.2.4 Grants

Grants are an appropriate funding source to a greater strategy that incorporates multiple funding sources.

However, grants can have considerable implications with the reporting component and other requirements that come at a true cost to the District. For this reason, it is important that each grant opportunity be researched with a cost benefit analysis to determine if applying. The analysis will help to minimize the implications for the District. Each of the following grants have the same implications for the District of capacity to meet the requirements, if awarded the grant. The District should research the grants before committing resources to apply.

Grant Opportunities

Grant Opportunity	Description
Land & Water Conservation Fund	Up to 50 percent reimbursement for outdoor recreation projects. Indiana reviews LWCF grant applications and submits recommended projects to the National Park Service for final approval.
Non-Motorized Trails Grant Program	For development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.
Clean Vessel Act Grant Program	This CPW program is a new grant opportunity for third party entities across Colorado to apply for funding for eligible pump-out station projects at boating reservoirs in Colorado. These funds may serve your efforts to provide improved amenities at your motorboat reservoir. Eligible applicants can apply and compete for federal financial assistance (Clean Vessel Act Fund Program) for specific projects. Applicants must match their Clean Vessel Act award with non-federal cash or volunteer (in-kind) services and/or equipment use.
Partnership Enhancement Monetary Grant Program	Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from \$500 to \$20,000.
Community and Urban Forestry Assistance (CUF-A) Grant	The objective of this funding opportunity is to inventory, plan, evaluate, educate, and plant trees. The only allowable costs for this grant program include the cost of (1) tree inventories, (2) management plans and ordinance updates, (3) purchase of trees, (4) planting trees, and (5) urban forestry educational programming, publications, signage, etc. to encourage comprehensive urban forest management and better public understanding of urban forestry topics.
NRPA Grant & Funding Resources	The National Recreation and Park Association (NRPA) periodically posts information about grant and fundraising opportunities that are available for park and recreation agencies. Grant opportunities are posted in areas of conservation, environmental/habitat, programming, social issue initiatives, Art and facility/amenity development. MRD has received funding from NRPA for the past 2 years in developing a Nutrition Hub, and in 2022 plan to seek additional funding a Wellness Hub.
Colorado Wildlife Habitat Program	The Colorado Wildlife Habitat Program is a state-wide program that supports Colorado Parks and Wildlife's mission by offering funding opportunities for private landowners who voluntarily protect important wildlife habitat, and/or, provide sustainable wildlife-related recreational access to the public. The CWHP utilizes Conservation Easements, Public Access Easements, and in limited circumstances, Fee Title purchases to accomplish strategic wildlife and public access goals.

Grant Opportunities

Grant Opportunity	Description
Wildlife Rehabilitation Grants Program	The Wildlife Rehabilitation Grants Program is a new program offered by Colorado Parks and Wildlife to support wildlife rehabilitation efforts across the state. Grants are for a minimum of \$1000 and require no match.
Fishing is Fun	This unique program involves local communities in a three-way partnership with the Colorado Parks and Wildlife and Federal Sportfish Restoration Act monies. Eligible applicants can apply and compete for financial assistance for specific projects. Applicants must match their Fishing is Fun award with non-federal cash or in-kind services.
Outdoor Equity Grant Program Fund	Despite the many outdoor activities Colorado offers, some Colorado youth and their families face obstacles to accessing nature-based recreation. House Bill 21-1318 establishes a grant program for outdoor organizations focused on creating opportunities for underserved youth and their families to get involved in recreational activities and experiencing Colorado's open spaces, state parks, public lands and other outdoor areas.
Outdoor Regional Partnership Initiative	This new grant program provides funding to regional collaborative efforts working to ensure that Colorado's land, water, and wildlife thrive while also providing for equitable access to quality outdoor recreation experiences. Funding is available for capacity building and conservation and recreation planning that advances a state-level vision informed by the Colorado Outdoor Partnership.
Shooting Range Grants	Colorado Parks and Wildlife's Shooting Range Development Grant Program provides matching grants to: Towns, Counties, Sportspeople and outdoor recreation organizations, Shooting clubs, Economic development agencies and others for projects to establish, improve or expand shooting ranges, including archery, across the state. The Shooting Range Development Grant Program (SRDG) allocates up to \$250,000 annually in matching funds through a competitive grant process.
Wetlands Partnership	The Colorado Wetlands Partnership is an endeavor to protect wetlands and wetland-dependent wildlife through the use of voluntary, incentive-based mechanisms. Furthermore, the Wetlands Initiative embraces cooperation with private landowners, municipalities, other state and federal agencies, and other non-governmental organizations in the pursuit of voluntary wetlands protection.
CPW Resources as Match	CPW works with dozens of groups from across Colorado and the nation on important wildlife projects -- including Non-Government Organizations (NGOs), local and county governments, sportsperson organizations, land trusts, and many others. Partners also often pursue outside funding (non-CPW) in support of wildlife or habitat work consistent with CPW goals and priorities.



6.2.5 Taxes

Property Tax

Ad valorem taxes on real property.

Implications for the District: Given the recent inflation levels, the Colorado State Legislature is considering property tax relief for 2022 that would begin in 2023. How this legislation will impact special districts such as the Montrose Recreation District is still uncertain. The District should anticipate the potential decrease in tax revenues for 2023-2024 and take measures for additional cost containment while identifying new areas where revenue could be generated and existing sources where revenues could increase.

Sales Tax

Colorado imposes sales tax on retail sales of tangible personal property. In general, the tax does not apply to sales of services, except for those services specifically taxed by law. The Colorado Department of Revenue administers not only state sales tax, but also the sales taxes imposed by a number of cities, counties, and special districts in Colorado. However, the Department does not administer and collect sales taxes imposed by certain home-rule cities that instead administer their own sales taxes.

Implications for the District: The District currently implements this funding strategy and it may be worth exploring the level of support for an increase to fund the system residents identified in the survey results. This would require

voter approval. This funding strategy is an opportunity for the District to explore implementing.



6.2.6 Franchises and Licenses

Catering Permits & Services

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the District. Currently, there is no fee or permit process for rentals to use an outside caterer.

Implications for the District: As the District evolves, this funding source should be considered when new facilities or destination parks are created with rental facilities/banquet halls.

Pouring Rights

Some private soft drink companies execute agreements with organizations for exclusive pouring rights within their facilities. This can be fountain drinks or bottled from a vending machine. A portion of the gross sales goes back to the organization.

Implications for the District: The District should look to negotiate contracts as public facilities (potential new aquatic center) and gathering spaces are developed to increase revenues and get a return on providing access to product.

Concession Management

This funding source is from retail sales or rentals of soft goods, hard goods, or consumable items. There may be

opportunities where the District could either contract for the service and receive a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Implications for the District:

Consideration by the District for renovated existing and new facilities are created.

Private Concessionaires

Private concessionaires are used for contracted classes and special use facility operations (i.e., golf courses, performance hall, etc.). Other areas of operations are periodically researched for viability. This funding source is a contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the organization.

Implications for the District: Currently not applicable, but may materialize as the District evolves.

Naming Rights

Many municipalities have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

Implications for the District: This funding strategy is an opportunity for the District to explore implementation feasibility. Possibilities for naming rights exist with new parks, new recreation facilities, new playgrounds, splash pads, new/improved gathering spaces, shelters, etc.

Land Leases

This includes options where developers / agencies lease space from District-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.

Implications for the District: The implementation feasibility for this funding source is medium, with the implementation risk is low for the District. The District should continue to monitor changing circumstances that could make this funding source option.

Leasebacks

Leasebacks are instances whereby a private individual or company builds a community center or sports complex and the revenue earned comes back to pay the development costs.

Implications for the District: District should continue to monitor changing circumstances that could make this funding source an option.

Advertising Sales

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as print materials, on scoreboards, dasher boards and other visible products or services that are consumable or permanent and exposes the product or service to many people.

Implications for the District:

Advertising is implemented in the District and is being considered for expanding to other areas of operations.

Interlocal Agreements

Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Implications for the District: The District currently has interlocal agreements. This is particularly strong between the City of Montrose and the District demonstrating a history of friendly and collaborative partnerships.

6.2.7 Funding Strategies Summary

The District has developed a good set of policies to guide financial operations including purchasing, refunds and sponsorships. In addition, a subsidy investment strategy has been developed including cost recovery targets. Moving forward, the District should develop an earned income policy, defining the philosophy toward pricing, the subsidy investment strategy with cost recovery goals, and how to develop fees for programs and services when developing programs.

To implement the Plan, the District will need to seek alternative funding. Simultaneously, there are opportunities to enhance existing funding sources that can contribute as part of an overall strategy. The following funding sources should be explored for viability.

Funding Sources To Explore					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Corporate Sponsorships	Capital Fees	Fees & Charges	Land & Water Conservation Fund	Sales Tax	Advertising
Crowdfunding	Coronavirus State & Local Fiscal Recovery Funds	Recreation User Fees	Recreational Trails Program		Interlocal Agreements
Foundations/Gifts		Reservations			Naming Rights
Partnerships					Pouring Rights
Private Donations					
Trusts (Land/Living Will)					

Figure 62: Funding Sources to Explore





VISIONING AND STRATEGIC ACTION PLAN

7.1 Visioning Summary



On March 14, 2021, over 20 staff members from different divisions throughout the District participated in a day-long Visioning Workshop to determine the District's core values, vision, and mission. Staff from different divisions were grouped together and collaboratively developed strategies

to address service gaps, community priorities, funding mechanisms, marketing, and operations along with core values, mission and big moves. The consulting team conducted a visioning session with board members prior to visioning with the District staff.

7.1.1 Core Values

The following core values were developed through an iterative process during the Visioning Workshop with staff and Board. These are the core values by which staff will operate. They have also helped shape the Vision and Mission for the District.

In November 2021 the Montrose Recreation District Board developed Core Values as well and had remarkably similar results.

THE BOARD'S CORE VALUES WERE:

- Inclusive
- Community Focused
- Innovative
- Fun
- Excellence

7.1.2 Vision

The following is the vision statement that the District aspires to fulfill:

“To be a leader in providing exceptional parks and recreation experiences”

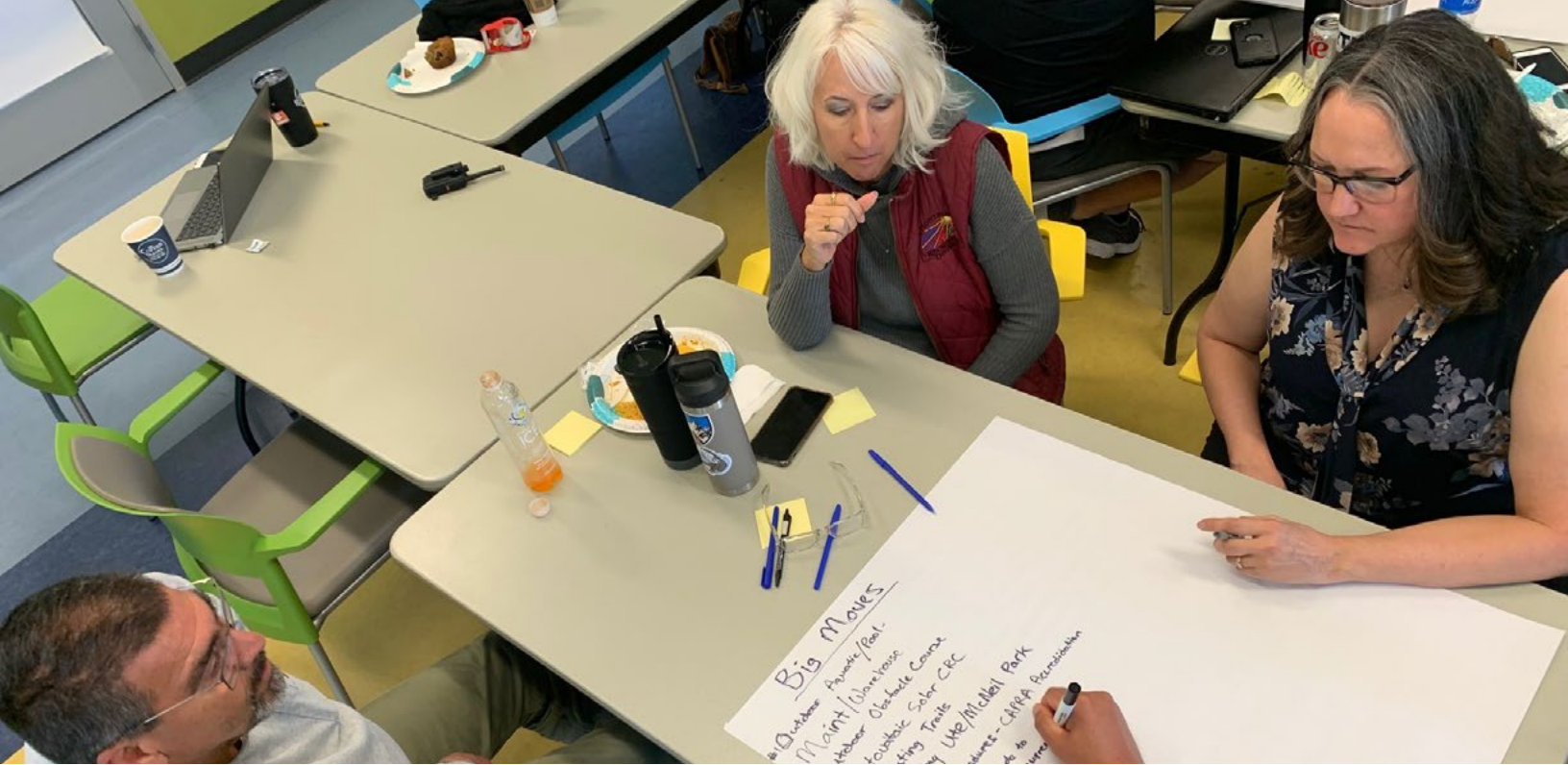


7.1.3 Mission

The following mission statement serves as the “why” for the staff to do what they do every day:

“FUNdamentally improving lives by building community in fun engaging ways, and by providing excellent parks and recreation facilities, activities and services”





7.1.4 Big Moves

Staff and Board collaborated to identify the primary District-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan’s vision. The following are the 5 Big Moves that were identified through this process:

- 01** Develop, maintain, and sustain a full Capital Improvement Program with funding mechanisms for long-term investments in the parks and facilities
- 02** Develop, maintain, and sustain a multi-jurisdictional (City/County/District) cooperative to develop strong trails and connections
- 03** Expand programs / fill gaps identified through data-driven assessments
- 04** Focus on District employees, attracting / retaining highly qualified and professional staff

- 05** Attain CAPRA Accreditation and the National Gold Medal Award

The Montrose Recreation District Park Board also identified their 5 Big Moves which were very similar to what staff came up with:

- 01** Create an award-winning trail system
- 02** Construct an outdoor aquatic facility
- 03** Create the “MRD Way” and culture for staff and service delivery
- 04** Increase program participation to best practice levels
- 05** Ensure long-term financial sustainability

7.2 Strategies

In addition, the Consulting Team developed an Action Plan that will be updated and utilized by staff to implement and track progress on this Plan's recommendations. This was based on the key Strategic Areas identified during

the Visioning Workshop. These were then organized based on Short-term (0 – 3 years), Mid-term (3-5 years), and On-going. The categories and some key strategies by timelines are shown below.

Facilities, Programs & Events Strategies/Tactics

Short-Term Strategies

Utilize findings in statistically valid survey to expand on program offerings outdoors (Fitness/wellness, nature programs, senior programs, outdoor adventure and art/dance/performances, special events)

Ensure offerings that reflect the District's cultural diversity. (E.g., cultural festivals, signature holiday themed events, cultural immersion events, etc.)

Develop a site Master Plan for MRC and Field House

Complete the cost recovery and subsidy investment strategy and incorporate into Programming Plan (CAPRA Requirement)

Develop standards for all recreation sites - program and service delivery / custodial standards

Mid-Term Strategies

Build a new warehouse/storage area/maintenance workshop with restroom at Ute / McNeil (specific location TBD)

Long-Term Strategies

Map program offerings to identify sites and amenity types and ensure greater access - consider GIS mapping to demonstrate equity of access

Ongoing Strategies

Conduct program feedback through the HAPPiFEET App, participation surveys and intercept surveys to enhance programs during the annual program evaluations

Update Program Assessment Data Annually to track the evolution of programs and events for improved decision-making

Continue to address unmet needs through new program and special events offerings

Parks & Trails Strategies/Tactics

Short-Term Strategies

Assess current park system for opportunities to add pocket parks and use GIS Mapping to identify underserved areas for potential new park locations (i.e., signature park on east side of Montrose)

Use Capital Improvement Plan to develop a lifecycle replacement schedule of all recreational amenities with identified funding sources

Develop a tree replacement program and identify locations where "next generation " trees should be planted

Begin to build the framework of existing documents to incorporate into a maintenance management plan with standards and tracking instructions for the computerized maintenance management software (CMMS) (CAPRA Requirement)

Research Adopt-a-Park and Adopt-a-Trail programs in the state and region to potentially develop an MRD adoption program

Identify connector opportunities for trails within the City, School District, District and County

Develop Site Master Plan for Ute Park / McNeil Fields

Begin to implement the lifecycle replacement schedule

Identify ADA enhancement opportunities to create/improve accessibility and incorporate into a trails and walkway plan

Mid-Term Strategies

Install shade structures and plant next generation trees

Ensure adequate number of restrooms across all community parks or larger sites, as needed

Start building trail connectors based on identified priorities

Continue lifecycle replacement for recreational amenities

Long-Term Strategies

Increase overall connectivity throughout the system (trails, parks, neighborhoods) - Partner with the City and property owners to increase connectivity

Ongoing Strategies

Update the ADA Transition Plan annually to capture progress on increased/improved accessibility

Continue data entry, tracking and setting goals from the CMMS

Continue cooperative relationship with the City and look for opportunities to expand and strengthen the partnerships in development, maintenance, and programs

Develop list of innovative ideas to activate outdoor spaces (Fitness/wellness, nature programs, senior programs, outdoor adventure and art/dance/performances, special events)

Continue to monitor growth and development patterns to provide future parks and trail opportunities

Incorporate resilience in design and sustainable practices in all existing and future operations and development

Marketing & Branding Strategies/Tactics

Short-Term Strategies

Assess current District marketing / branding efforts and develop branding guidelines and standards

Update District-wide Marketing Plan to CAPRA standards

Ensure consistency in social media approach and outreach

Calculate and measure marketing ROI (Return on Investment)

Establish priority segments to target in terms of new program/service development and communication tactics

Establish points of interest in the parks (E.g., murals, natural vistas, or 3d art in which people take selfies and they post it on social media increasing reach) and promote the locations

Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes

Increase the Division's marketing budget from established marketing fee incorporated into programs

Mid-Term Strategies

Create training for staff to tell the District's story across all mediums

Long-Term Strategies

Ensure consistent and impactful signage / wayfinding across District properties and offerings

Ongoing Strategies

Annually review marketing ROI and adjust for greater effectiveness and reach

Ensure consistent branding District-wide

Utilize taglines and hashtags / sponsored ads on various social media platforms

Establish and review regularly performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics

Emphasize telling the District's story - the work it does and the impact on the community

Identify and share social media analytics, review and update social media policy and practices and assess new social media

Maintenance, Operations & Staffing Strategies

Short-Term Strategies

Identify foundational knowledge needed for new fulltime staff, seasonal part-time staff and develop onboarding checklist

Create in-depth staffing plan that addresses recruitment, onboarding, training, retention, staffing levels, succession planning, and a salary analysis

Utilize Grant Writer / Data Analytics position to help the District generate additional revenue and make better data-driven decisions

Create standard operation procedures for all routine maintenance, recreation, facilities, custodial and customer service (CAPRA Standards)

Mid-Term Strategies

Maximize use of online registration software with increased staff knowledge and capacity for impact

Develop a succession plan with growth opportunities and professional development tracks by key positions

Pursue CAPRA accreditation

Utilize asset depreciation fund using asset lifecycle replacement schedule

Long-Term Strategies

N/A

Ongoing Strategies

Annually review policies and procedures and update according to needs and changes in operation (CAPRA Requirement)

Proactively assess District safety and risk management opportunities

Prioritize ways to strengthen workplace culture and employee morale

Continue data tracking on staff hours and costs through "Upkeep" - computerized maintenance management software (CMMS)

Utilize asset depreciation fund using asset lifecycle replacement schedule

Funding Strategies/Tactics

Short-Term Strategies

Assess current District rental program to identify what facilities/amenities can or should be added

Increase external funding opportunities

Complete the cost recovery and subsidy investment strategy and incorporate into Programming Plan (CAPRA Requirement)

Research earned income policies and develop District philosophy through discussions with the Board, develop policy and present for adoption

Mid-Term Strategies

Develop business plans for all revenue generating facilities and core program areas

Offer additional large, revenue generating events. (E.g., 5k race series, concerts at the park, multiple day festivals, etc.)

Long-Term Strategies

Establish at least one dedicated fund for capital improvements

Ongoing Strategies

Conduct annual fee study to review and update fees and charges as necessary

Annually review District Rental Policy to update standards and guideline for District rentals



CONCLUSION



The Montrose Recreation District presents:
New Flex Rec facility opening this Fall!

Map showing the location of the Flex Rec facility at the intersection of Grand Avenue and Mayfly Drive, bounded by Mountaineer St. and Main Avenue.

1101 Mayfly Dr. Montrose

The District has been a key provider of high-quality recreation facilities and amenities for the Montrose community since 1956. The Montrose Community Recreation Center (“CRC”) is a crown jewel in the system and the addition of the Colorado Outdoors “Flex Rec” will further enhance the choices and the level of guest experience for residents and visitors. This plan sets the road map for the District leadership and staff to continue upgrading their offerings i.e., Outdoor Pool and the Fieldhouse, and to create greater connectivity across the region through trail networks and other offerings in collaboration with the City and other jurisdictions.

The District continues to do a great job in getting the word out to the community, in being responsive to community needs and in cultivating a staff culture that values customer service excellence and teamwork. These are the key components in setting the District on the path of continuous improvement and growth as they pursue a well-deserved national accreditation and Gold Medal.

This Master Plan will be a living document that the District will continue to update and revisit as the community continues to evolve and recreation needs and trends change; what will remain unchanged is the District’s commitment to serving the people at the highest level possible to ‘FUNDamentally improve lives and build community in Montrose’.



APPENDIX A

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.



6-12 Year Olds



Fishing



Camping



Soccer



Martial Arts



Basketball

13-17 Year Olds



Fishing



Camping



Working out w/ Weights



Volleyball



Running/Jogging

18-24 Year Olds



Camping



Fishing



Martial Arts



Volleyball



Kayaking

25-34 Year Olds



Camping



Fitness Swimming



Bicycling



Fishing



Kayaking

35-44 Year Olds



Fitness Swimming



Camping



Bicycling



Fishing



Hiking

45-54 Year Olds



Bicycling



Fishing



Camping



Fitness Swimming



Hiking

55-64 Year Olds



Bicycling



Fishing



Fitness Swimming



Camping



Hiking

65 Year Olds



Fishing



Fitness Swimming



Bicycling



Birdwatching/Wildlife viewing



Working out using machines

APPENDIX B

National and Regional Programming Trends

Programs offered by Park and Recreation Agencies (Midwest Region)

NRPA's Agency Performance Review 2020 summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,053 park and recreation agencies across the U.S. as reported between 2017 and 2019.

Based on this year's report, the typical agency (i.e., those at the median values) offers 187 programs annually, with roughly 64% of those programs being fee-based activities/events.

According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the



U.S. and regionally, are described in the table below. A complete comparison of regional and national programs offered by agencies can be found on the following page.

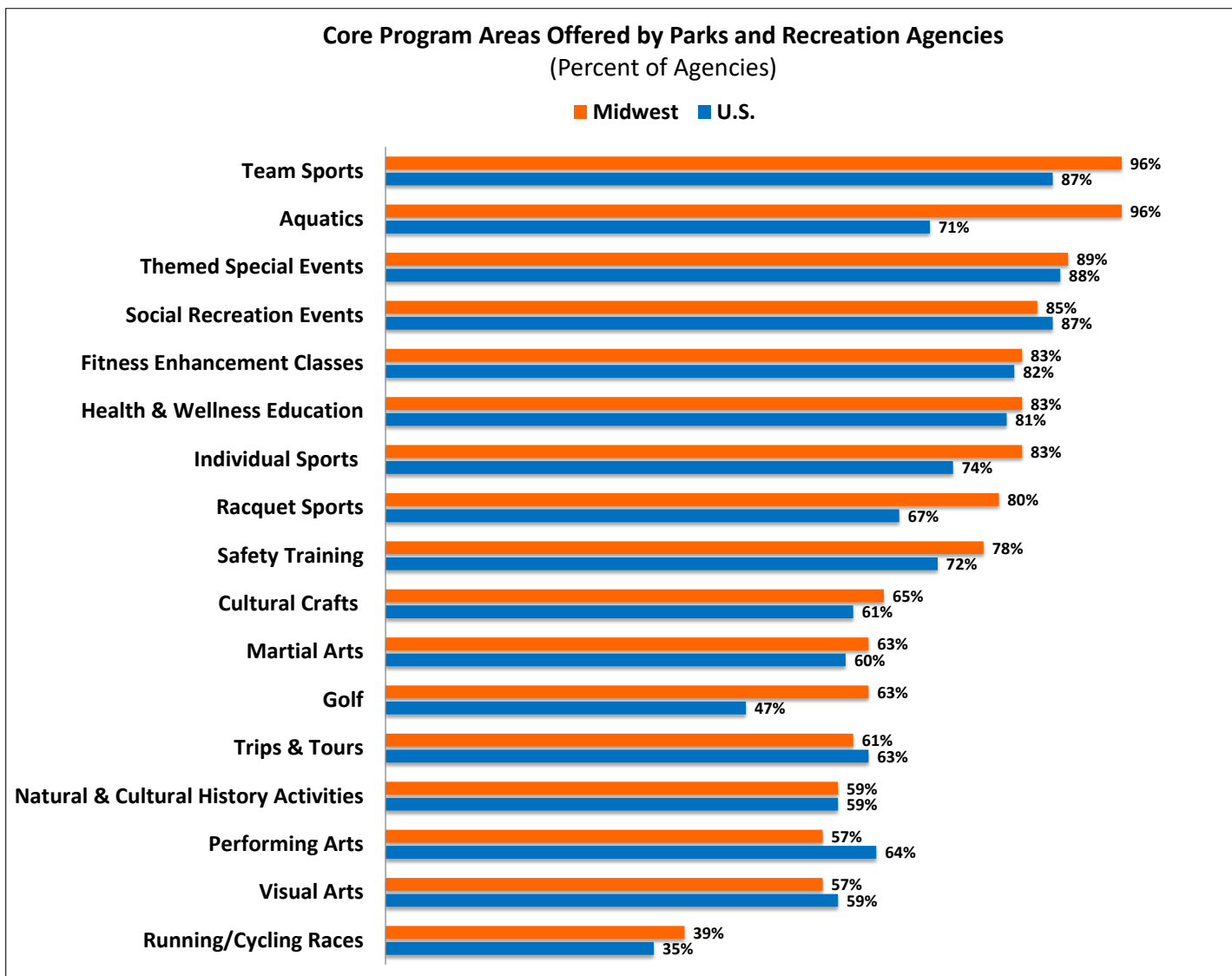
When comparing Midwest Region agencies to the U.S. average, team sports, themed special events, social recreation events, and fitness enhancement classes were identified in top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)

Midwest (% of agencies offering)	U.S. (% of agencies offering)
Team Sports (96%)	Themed Special Events (88%)
Aquatics (96%)	Team Sports (87%)
Themed Special Events (89%)	Social Recreation Events (87%)
Social Recreation Events (85%)	Fitness Enhancement Classes (82%)
Fitness Enhancement Classes (83%)	Health & Wellness Education (81%)

Overall, Southern Region parks and recreation agencies are trailing the U.S. average for many program offerings. When utilizing a discrepancy threshold

of +/-5% (or more), Midwest agencies are currently offering Aquatics, Performing Arts, Golf, and Safety Training programs at a lesser rate than the national average.



Targeted Programs for Children, Seniors, and People with Disabilities

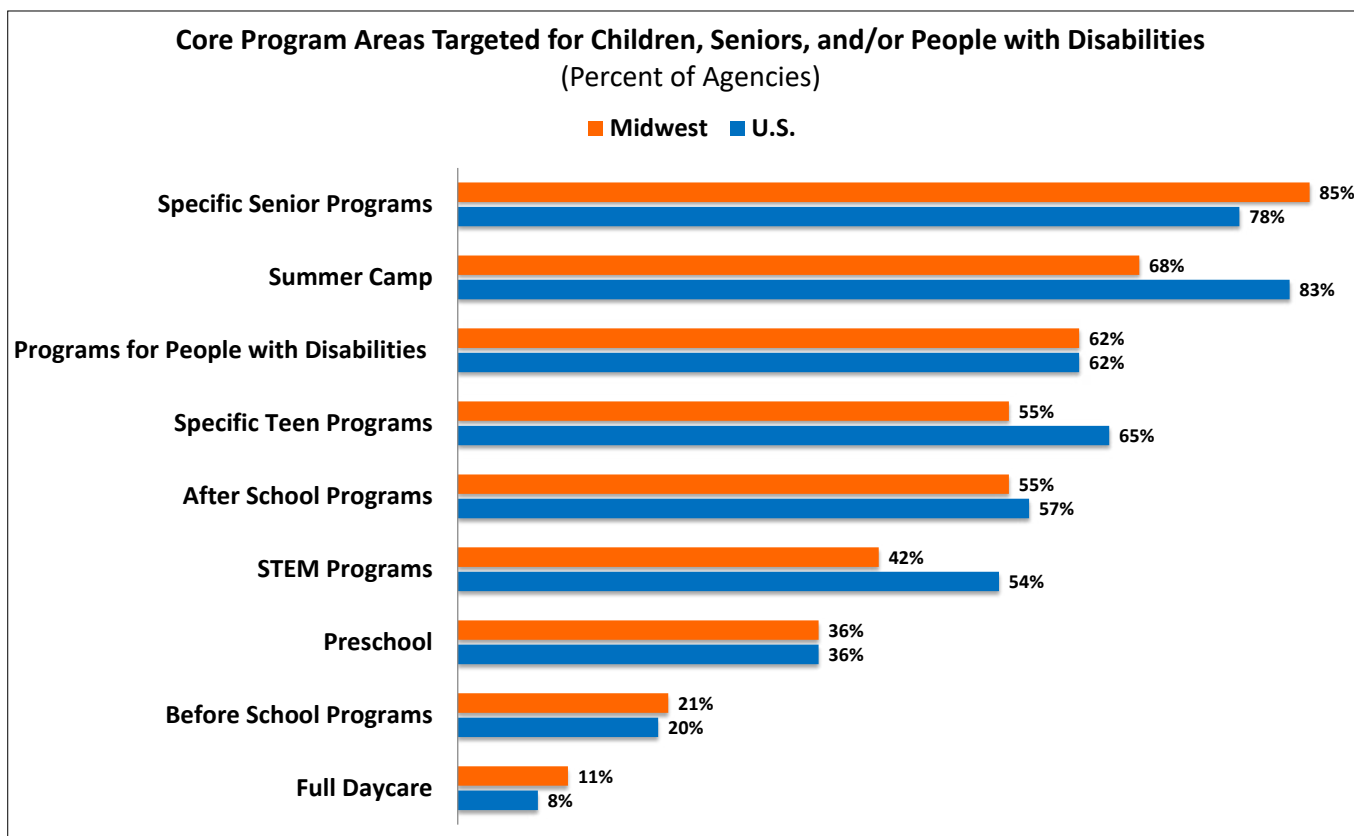
For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA,

the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below, followed by a chart that shows the complete comparison of regional and national targeted program offerings.

Agencies in the Midwest Region tend to offer targeted programs above the national average rate. Midwest agencies are currently offering Specific Senior Programs at a significantly higher rate than the national average, while offerings for Summer Camps, STEM Programs, and Specific Teen Programs are well below the national average.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Southern (% of agencies offering)	U.S. (% of agencies offering)
Summer Camp (84%)	Summer Camp (83%)
Senior Programs (79%)	Senior Programs (78%)
Teen Programs & Programs for People with Disabilities (63%)	Teen Programs (65%)



APPENDIX C

Core vs. Casual Participation Trends

General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	23,067	100%	24,225	100%	24,917	100%	8.0%	2.9%
<i>Casual (1-12 times)</i>	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
<i>Core(13+ times)</i>	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
Golf (9 or 18-Hole Course)	24,700	100%	24,240	100%	24,271	100%	-1.7%	0.1%
Tennis	17,904	100%	17,841	100%	17,684	100%	-1.2%	-0.9%
Baseball	13,152	100%	15,877	100%	15,804	100%	20.2%	-0.5%
<i>Casual (1-12 times)</i>	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
<i>Core (13+ times)</i>	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
Soccer (Outdoor)	12,592	100%	11,405	100%	11,913	100%	-5.4%	4.5%
<i>Casual (1-25 times)</i>	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
<i>Core (26+ times)</i>	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
Softball (Slow Pitch)	7,077	100%	7,386	100%	7,071	100%	-0.1%	-4.3%
<i>Casual (1-12 times)</i>	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
<i>Core(13+ times)</i>	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
Football, Flag	5,508	100%	6,572	100%	6,783	100%	23.1%	3.2%
<i>Casual (1-12 times)</i>	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
<i>Core(13+ times)</i>	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
<i>Core Age 6 to 17 (13+ times)</i>	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
Volleyball (Court)	6,304	100%	6,317	100%	6,487	100%	2.9%	2.7%
<i>Casual (1-12 times)</i>	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
<i>Core(13+ times)</i>	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
Badminton	7,176	100%	6,337	100%	6,095	100%	-15.1%	-3.8%
<i>Casual (1-12 times)</i>	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
<i>Core(13+ times)</i>	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
Football, Touch	6,586	100%	5,517	100%	5,171	100%	-21.5%	-6.3%
<i>Casual (1-12 times)</i>	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
<i>Core(13+ times)</i>	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
Soccer (Indoor)	4,530	100%	5,233	100%	5,336	100%	17.8%	2.0%
<i>Casual (1-12 times)</i>	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
<i>Core(13+ times)</i>	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%
Football, Tackle	5,978	100%	5,157	100%	5,107	100%	-14.6%	-1.0%
<i>Casual (1-25 times)</i>	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
<i>Core(26+ times)</i>	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
<i>Core Age 6 to 17 (26+ times)</i>	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
Gymnastics	4,621	100%	4,770	100%	4,699	100%	1.7%	-1.5%
<i>Casual (1-49 times)</i>	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
<i>Core(50+ times)</i>	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
Volleyball (Sand/Beach)	4,651	100%	4,770	100%	4,400	100%	-5.4%	-7.8%
<i>Casual (1-12 times)</i>	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
<i>Core(13+ times)</i>	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%

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	
	2014		2018		2019		5-Year Trend	1-Year Trend
Track and Field	4,105	100%	4,143	100%	4,139	100%	0.8%	-0.1%
<i>Casual (1-25 times)</i>	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%
<i>Core(26+ times)</i>	2,308	56%	2,072	50%	2,070	50%	-10.3%	-0.1%
Cheerleading	3,456	100%	3,841	100%	3,752	100%	8.6%	-2.3%
<i>Casual (1-25 times)</i>	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%
<i>Core(26+ times)</i>	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%
Pickleball	2,462	100%	3,301	100%	3,460	100%	40.5%	4.8%
<i>Casual (1-12 times)</i>	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%
<i>Core(13+ times)</i>	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%
Racquetball	3,594	100%	3,480	100%	3,453	100%	-3.9%	-0.8%
<i>Casual (1-12 times)</i>	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%
<i>Core(13+ times)</i>	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%
Ice Hockey	2,421	100%	2,447	100%	2,357	100%	-2.6%	-3.7%
<i>Casual (1-12 times)</i>	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%
<i>Core(13+ times)</i>	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%
Ultimate Frisbee	4,530	100%	2,710	100%	2,290	100%	-49.4%	-15.5%
<i>Casual (1-12 times)</i>	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%
<i>Core(13+ times)</i>	1,082	24%	858	32%	799	35%	-26.2%	-6.9%
Softball (Fast Pitch)	2,424	100%	2,303	100%	2,242	100%	-7.5%	-2.6%
<i>Casual (1-25 times)</i>	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%
<i>Core(26+ times)</i>	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%
Lacrosse	2,011	100%	2,098	100%	2,115	100%	5.2%	0.8%
<i>Casual (1-12 times)</i>	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%
<i>Core(13+ times)</i>	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%
Wrestling	1,891	100%	1,908	100%	1,944	100%	2.8%	1.9%
<i>Casual (1-25 times)</i>	941	50%	1,160	61%	1,189	61%	26.4%	2.5%
<i>Core(26+ times)</i>	950	50%	748	39%	755	39%	-20.5%	0.9%
Roller Hockey	1,736	100%	1,734	100%	1,616	100%	-6.9%	-6.8%
<i>Casual (1-12 times)</i>	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%
<i>Core(13+ times)</i>	555	32%	437	25%	436	27%	-21.4%	-0.2%
Boxing for Competition	1,278	100%	1,310	100%	1,417	100%	10.9%	8.2%
<i>Casual (1-12 times)</i>	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%
<i>Core(13+ times)</i>	204	16%	192	15%	212	15%	3.9%	10.4%
Rugby	1,276	100%	1,560	100%	1,392	100%	9.1%	-10.8%
<i>Casual (1-7 times)</i>	836	66%	998	64%	835	60%	-0.1%	-16.3%
<i>Core(8+ times)</i>	440	34%	562	36%	557	40%	26.6%	-0.9%
Squash	1,596	100%	1,285	100%	1,222	100%	-23.4%	-4.9%
<i>Casual (1-7 times)</i>	1,209	76%	796	62%	747	61%	-38.2%	-6.2%
<i>Core(8+ times)</i>	388	24%	489	38%	476	39%	22.7%	-2.7%

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	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	112,583	100%	111,001	100%	111,439	100%	-1.0%	0.4%
<i>Casual (1-49 times)</i>	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
<i>Core(50+ times)</i>	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
Treadmill	50,241	100%	53,737	100%	56,823	100%	13.1%	5.7%
<i>Casual (1-49 times)</i>	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
<i>Core(50+ times)</i>	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
Free Weights (Dumbbells/Hand Weights)	56,124	100%	51,291	100%	51,450	100%	-8.3%	0.3%
<i>Casual (1-49 times)</i>	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
<i>Core(50+ times)</i>	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
Running/Jogging	51,127	100%	49,459	100%	50,052	100%	-2.1%	1.2%
<i>Casual (1-49 times)</i>	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
<i>Core(50+ times)</i>	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
Stationary Cycling (Recumbent/Upright)	35,693	100%	36,668	100%	37,085	100%	3.9%	1.1%
<i>Casual (1-49 times)</i>	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
<i>Core(50+ times)</i>	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
Weight/Resistant Machines	35,841	100%	36,372	100%	36,181	100%	0.9%	-0.5%
<i>Casual (1-49 times)</i>	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
<i>Core(50+ times)</i>	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
Elliptical Motion/Cross Trainer	31,826	100%	33,238	100%	33,056	100%	3.9%	-0.5%
<i>Casual (1-49 times)</i>	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
<i>Core(50+ times)</i>	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
Yoga	25,262	100%	28,745	100%	30,456	100%	20.6%	6.0%
<i>Casual (1-49 times)</i>	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
<i>Core(50+ times)</i>	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
Free Weights (Barbells)	25,623	100%	27,834	100%	28,379	100%	10.8%	2.0%
<i>Casual (1-49 times)</i>	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
<i>Core(50+ times)</i>	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
Dance, Step, Choreographed Exercise	21,455	100%	22,391	100%	23,957	100%	11.7%	7.0%
<i>Casual (1-49 times)</i>	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
<i>Core(50+ times)</i>	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%
Bodyweight Exercise	22,390	100%	24,183	100%	23,504	100%	5.0%	-2.8%
<i>Casual (1-49 times)</i>	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
<i>Core(50+ times)</i>	13,420	60%	14,509	60%	14,012	60%	4.4%	-3.4%

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%)

General Fitness (Continued)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact/ Intensity Training)	19,746	100%	21,611	100%	22,044	100%	11.6%	2.0%
<i>Casual (1-49 times)</i>	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
<i>Core(50+ times)</i>	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
Stair Climbing Machine	13,216	100%	15,025	100%	15,359	100%	16.2%	2.2%
<i>Casual (1-49 times)</i>	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
<i>Core(50+ times)</i>	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
Cross-Training Style Workout	11,265	100%	13,338	100%	13,542	100%	20.2%	1.5%
<i>Casual (1-49 times)</i>	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
<i>Core(50+ times)</i>	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
Trail Running	7,531	100%	10,010	100%	10,997	100%	46.0%	9.9%
Stationary Cycling (Group)	8,449	100%	9,434	100%	9,930	100%	17.5%	5.3%
<i>Casual (1-49 times)</i>	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
<i>Core(50+ times)</i>	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
Pilates Training	8,504	100%	9,084	100%	9,243	100%	8.7%	1.8%
<i>Casual (1-49 times)</i>	5,131	60%	5,845	64%	6,074	66%	18.4%	3.9%
<i>Core(50+ times)</i>	3,373	40%	3,238	36%	3,168	34%	-6.1%	-2.2%
Cardio Kickboxing	6,747	100%	6,838	100%	7,026	100%	4.1%	2.7%
<i>Casual (1-49 times)</i>	4,558	68%	4,712	69%	4,990	71%	9.5%	5.9%
<i>Core(50+ times)</i>	2,189	32%	2,126	31%	2,037	29%	-6.9%	-4.2%
Boot Camp Style Training	6,774	100%	6,695	100%	6,830	100%	0.8%	2.0%
<i>Casual (1-49 times)</i>	4,430	65%	4,780	71%	4,951	72%	11.8%	3.6%
<i>Core(50+ times)</i>	2,344	35%	1,915	29%	1,880	28%	-19.8%	-1.8%
Martial Arts	5,364	100%	5,821	100%	6,068	100%	13.1%	4.2%
<i>Casual (1-12 times)</i>	1,599	30%	1,991	34%	2,178	36%	36.2%	9.4%
<i>Core(13+ times)</i>	3,765	70%	3,830	66%	3,890	64%	3.3%	1.6%
Boxing for Fitness	5,113	100%	5,166	100%	5,198	100%	1.7%	0.6%
<i>Casual (1-12 times)</i>	2,438	48%	2,714	53%	2,738	53%	12.3%	0.9%
<i>Core(13+ times)</i>	2,675	52%	2,452	47%	2,460	47%	-8.0%	0.3%
Tai Chi	3,446	100%	3,761	100%	3,793	100%	10.1%	0.9%
<i>Casual (1-49 times)</i>	2,053	60%	2,360	63%	2,379	63%	15.9%	0.8%
<i>Core(50+ times)</i>	1,393	40%	1,400	37%	1,414	37%	1.5%	1.0%
Barre	3,200	100%	3,532	100%	3,665	100%	14.5%	3.8%
<i>Casual (1-49 times)</i>	2,562	80%	2,750	78%	2,868	78%	11.9%	4.3%
<i>Core(50+ times)</i>	638	20%	782	22%	797	22%	24.9%	1.9%
Triathlon (Traditional/Road)	2,203	100%	2,168	100%	2,001	100%	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	100%	1,589	100%	1,472	100%	4.3%	-7.4%

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	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	36,222	100%	47,860	100%	49,697	100%	37.2%	3.8%
Bicycling (Road)	39,725	100%	39,041	100%	39,388	100%	-0.8%	0.9%
<i>Casual (1-25 times)</i>	19,269	49%	20,777	53%	20,796	53%	7.9%	0.1%
<i>Core(26+ times)</i>	20,456	51%	18,264	47%	18,592	47%	-9.1%	1.8%
Fishing (Freshwater)	37,821	100%	38,998	100%	39,185	100%	3.6%	0.5%
<i>Casual (1-7 times)</i>	19,847	52%	21,099	54%	20,857	53%	5.1%	-1.1%
<i>Core(8+ times)</i>	17,973	48%	17,899	46%	18,328	47%	2.0%	2.4%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	100%	27,416	100%	28,183	100%	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	100%	15,980	100%	15,426	100%	5.4%	-3.5%
<i>Casual (1-7 times)</i>	7,074	48%	9,103	57%	8,420	55%	19.0%	-7.5%
<i>Core(8+ times)</i>	7,559	52%	6,877	43%	7,006	45%	-7.3%	1.9%
Fishing (Saltwater)	11,817	100%	12,830	100%	13,193	100%	11.6%	2.8%
<i>Casual (1-7 times)</i>	6,999	59%	7,636	60%	7,947	60%	13.5%	4.1%
<i>Core(8+ times)</i>	4,819	41%	5,194	40%	5,246	40%	8.9%	1.0%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	100%	12,344	100%	12,817	100%	-2.7%	3.8%
Backpacking Overnight	10,101	100%	10,540	100%	10,660	100%	5.5%	1.1%
Bicycling (Mountain)	8,044	100%	8,690	100%	8,622	100%	7.2%	-0.8%
<i>Casual (1-12 times)</i>	3,707	46%	4,294	49%	4,319	50%	16.5%	0.6%
<i>Core(13+ times)</i>	4,336	54%	4,396	51%	4,302	50%	-0.8%	-2.1%
Archery	8,435	100%	7,654	100%	7,449	100%	-11.7%	-2.7%
<i>Casual (1-25 times)</i>	7,021	83%	6,514	85%	6,309	85%	-10.1%	-3.1%
<i>Core(26+ times)</i>	1,414	17%	1,140	15%	1,140	15%	-19.4%	0.0%
Fishing (Fly)	5,842	100%	6,939	100%	7,014	100%	20.1%	1.1%
<i>Casual (1-7 times)</i>	3,638	62%	4,460	64%	4,493	64%	23.5%	0.7%
<i>Core(8+ times)</i>	2,204	38%	2,479	36%	2,521	36%	14.4%	1.7%
Skateboarding	6,582	100%	6,500	100%	6,610	100%	0.4%	1.7%
<i>Casual (1-25 times)</i>	3,882	59%	3,989	61%	4,265	65%	9.9%	6.9%
<i>Core(26+ times)</i>	2,700	41%	2,511	39%	2,345	35%	-13.1%	-6.6%
Roller Skating (In-Line)	6,061	100%	5,040	100%	4,816	100%	-20.5%	-4.4%
<i>Casual (1-12 times)</i>	4,194	69%	3,680	73%	3,474	72%	-17.2%	-5.6%
<i>Core(13+ times)</i>	1,867	31%	1,359	27%	1,342	28%	-28.1%	-1.3%
Bicycling (BMX)	2,350	100%	3,439	100%	3,648	100%	55.2%	6.1%
<i>Casual (1-12 times)</i>	1,205	51%	2,052	60%	2,257	62%	87.3%	10.0%
<i>Core(13+ times)</i>	1,145	49%	1,387	40%	1,392	38%	21.6%	0.4%
Climbing (Traditional/Ice/Mountaineering)	2,457	100%	2,541	100%	2,400	100%	-2.3%	-5.5%
Adventure Racing	2,368	100%	2,215	100%	2,143	100%	-9.5%	-3.3%
<i>Casual (1 times)</i>	1,004	42%	581	26%	549	26%	-45.3%	-5.5%
<i>Core(2+ times)</i>	1,365	58%	1,634	74%	1,595	74%	16.8%	-2.4%

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%)

Aquatics - Water Sports/Activities

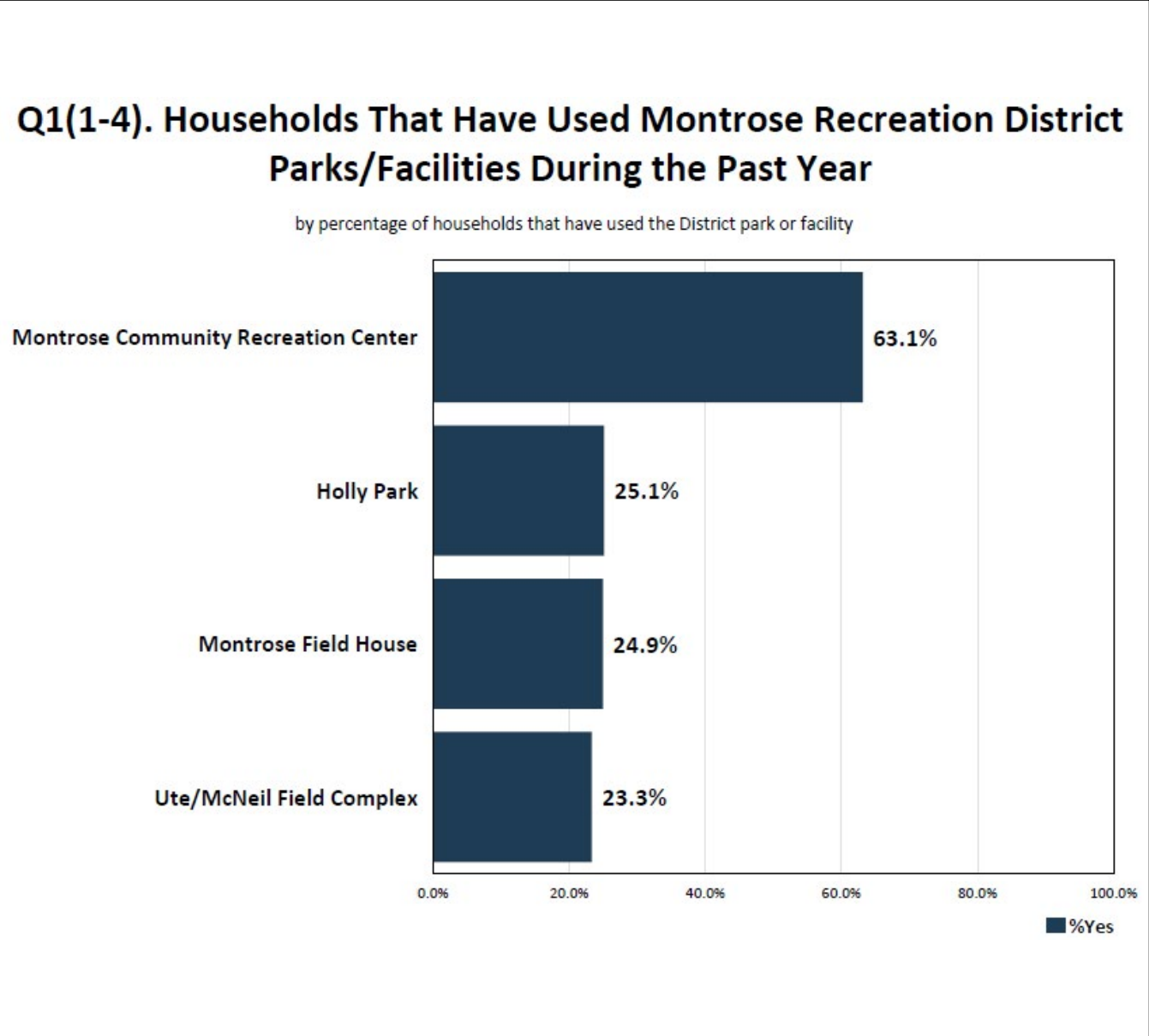
National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	25,304	100%	27,575	100%	28,219	100%	11.5%	2.3%
<i>Casual (1-49 times)</i>	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
<i>Core(50+ times)</i>	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
Aquatic Exercise	9,122	100%	10,518	100%	11,189	100%	22.7%	6.4%
<i>Casual (1-49 times)</i>	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
<i>Core(50+ times)</i>	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
Swimming (Competition)	2,710	100%	3,045	100%	2,822	100%	4.1%	-7.3%
<i>Casual (1-49 times)</i>	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
<i>Core(50+ times)</i>	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%
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%)	

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	8,855	100%	11,017	100%	11,382	100%	28.5%	3.3%
Canoeing	10,044	100%	9,129	100%	8,995	100%	-10.4%	-1.5%
Snorkeling	8,752	100%	7,815	100%	7,659	100%	-12.5%	-2.0%
<i>Casual (1-7 times)</i>	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
<i>Core(8+ times)</i>	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
Jet Skiing	6,355	100%	5,324	100%	5,108	100%	-19.6%	-4.1%
<i>Casual (1-7 times)</i>	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
<i>Core(8+ times)</i>	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
Sailing	3,924	100%	3,754	100%	3,618	100%	-7.8%	-3.6%
<i>Casual (1-7 times)</i>	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
<i>Core(8+ times)</i>	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
Stand-Up Paddling	2,751	100%	3,453	100%	3,562	100%	29.5%	3.2%
Rafting	3,781	100%	3,404	100%	3,438	100%	-9.1%	1.0%
Water Skiing	4,007	100%	3,363	100%	3,203	100%	-20.1%	-4.8%
<i>Casual (1-7 times)</i>	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
<i>Core(8+ times)</i>	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
Surfing	2,721	100%	2,874	100%	2,964	100%	8.9%	3.1%
<i>Casual (1-7 times)</i>	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
<i>Core(8+ times)</i>	1,076	40%	904	31%	962	32%	-10.6%	6.4%
Wakeboarding	3,125	100%	2,796	100%	2,729	100%	-12.7%	-2.4%
<i>Casual (1-7 times)</i>	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
<i>Core(8+ times)</i>	926	30%	896	32%	890	33%	-3.9%	-0.7%
Scuba Diving	3,145	100%	2,849	100%	2,715	100%	-13.7%	-4.7%
<i>Casual (1-7 times)</i>	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
<i>Core(8+ times)</i>	893	28%	716	25%	699	26%	-21.7%	-2.4%
Kayaking (Sea/Touring)	2,912	100%	2,805	100%	2,652	100%	-8.9%	-5.5%
Kayaking (White Water)	2,351	100%	2,562	100%	2,583	100%	9.9%	0.8%
Boardsailing/Windsurfing	1,562	100%	1,556	100%	1,405	100%	-10.1%	-9.7%
<i>Casual (1-7 times)</i>	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
<i>Core(8+ times)</i>	285	18%	310	20%	292	21%	2.5%	-5.8%
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%)	

APPENDIX D

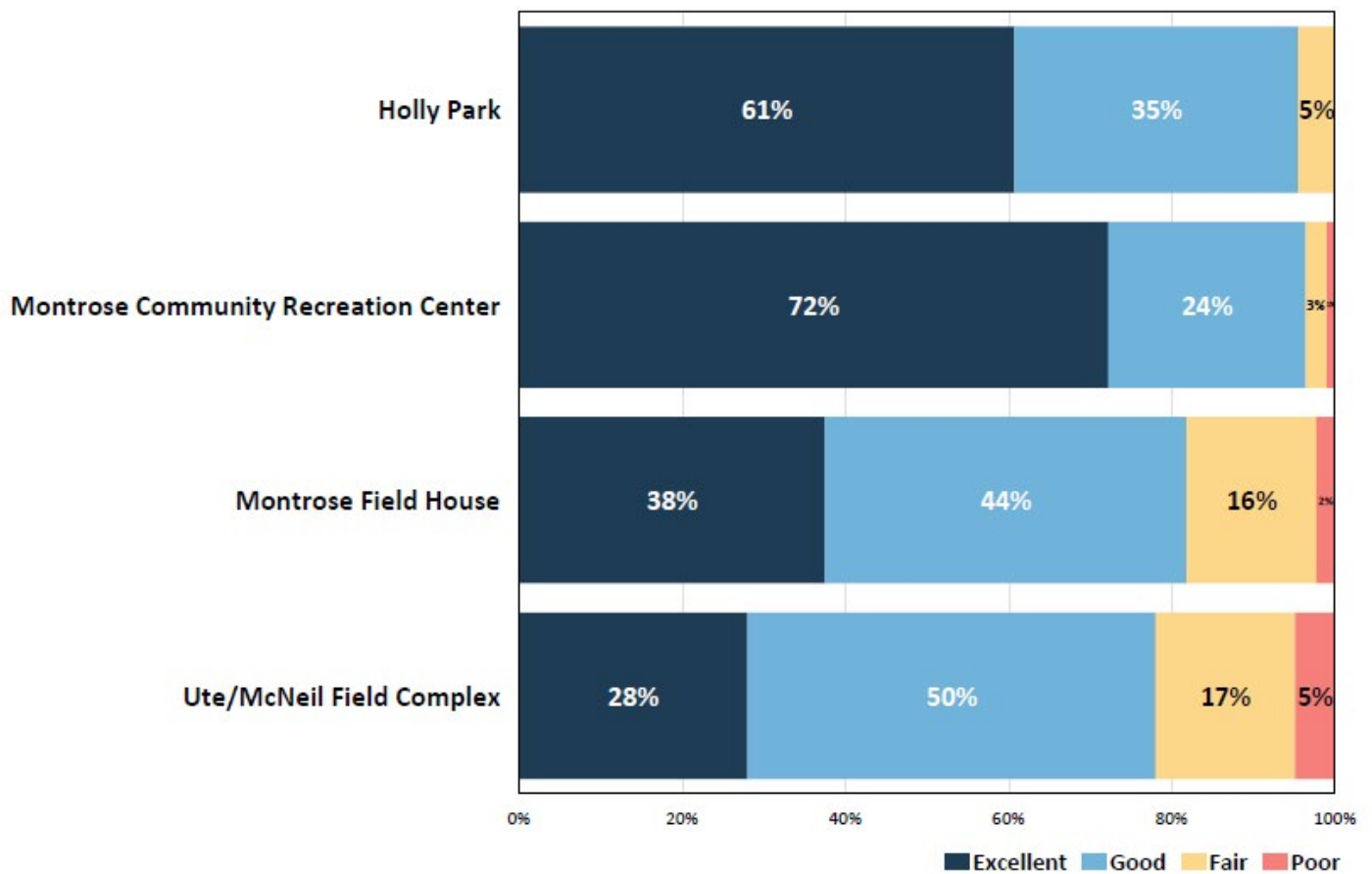
Statistically-Valid Survey Overall Results

Results



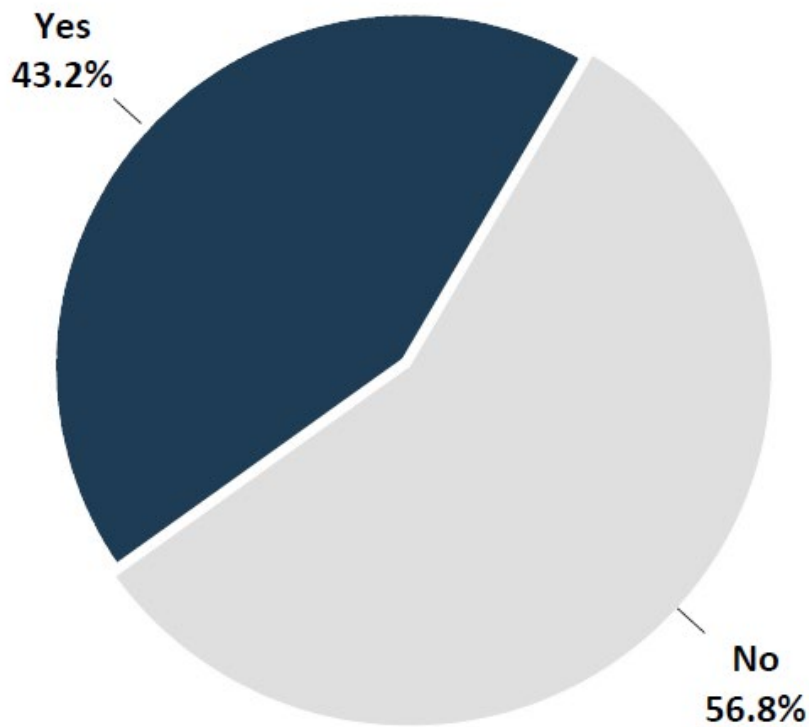
Q1(1-4). Households' Ratings for the Condition of District Park/Facility Visited During the Past Year

by percentage of households that have used the park/facility, using a 4-point scale, where 4 means *excellent* and 1 means *poor*



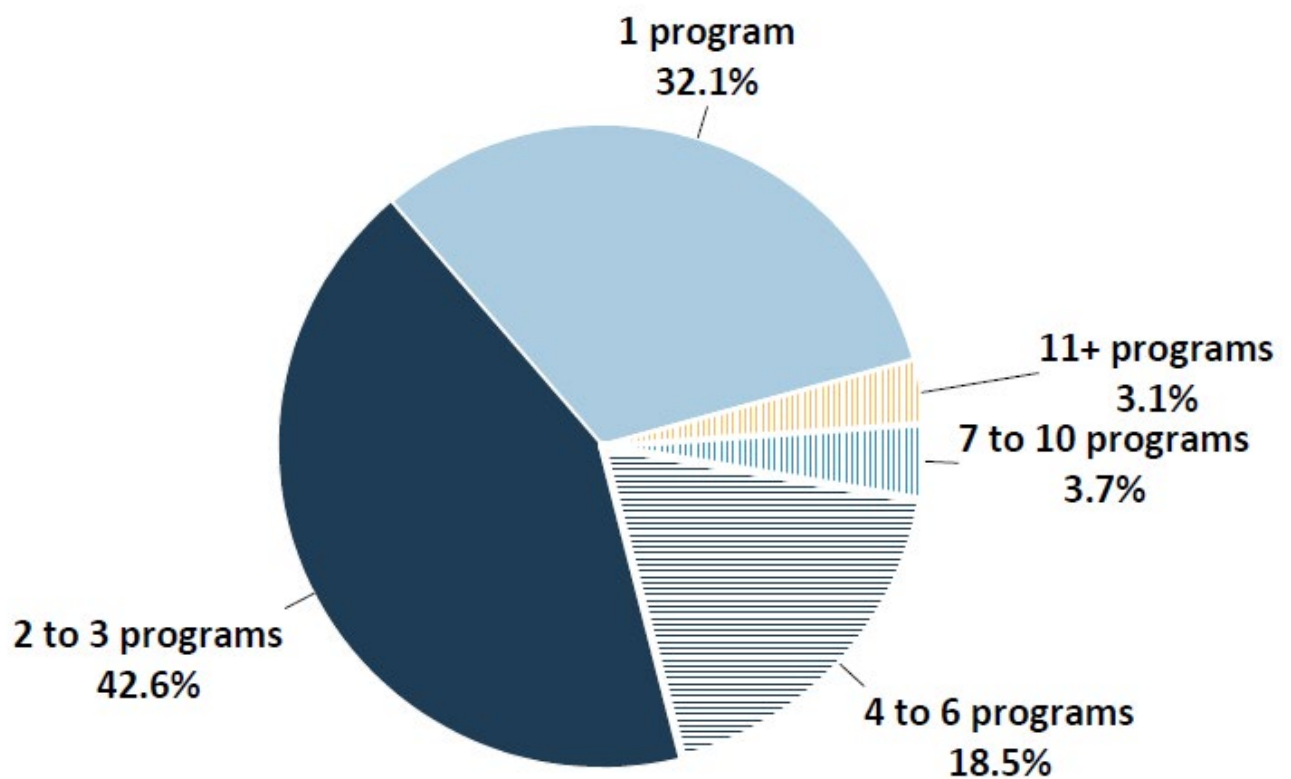
Q2. Have you or other members of your household participated in any recreation programs offered by the Montrose Recreation District during the past 2 years?

by percentage of households



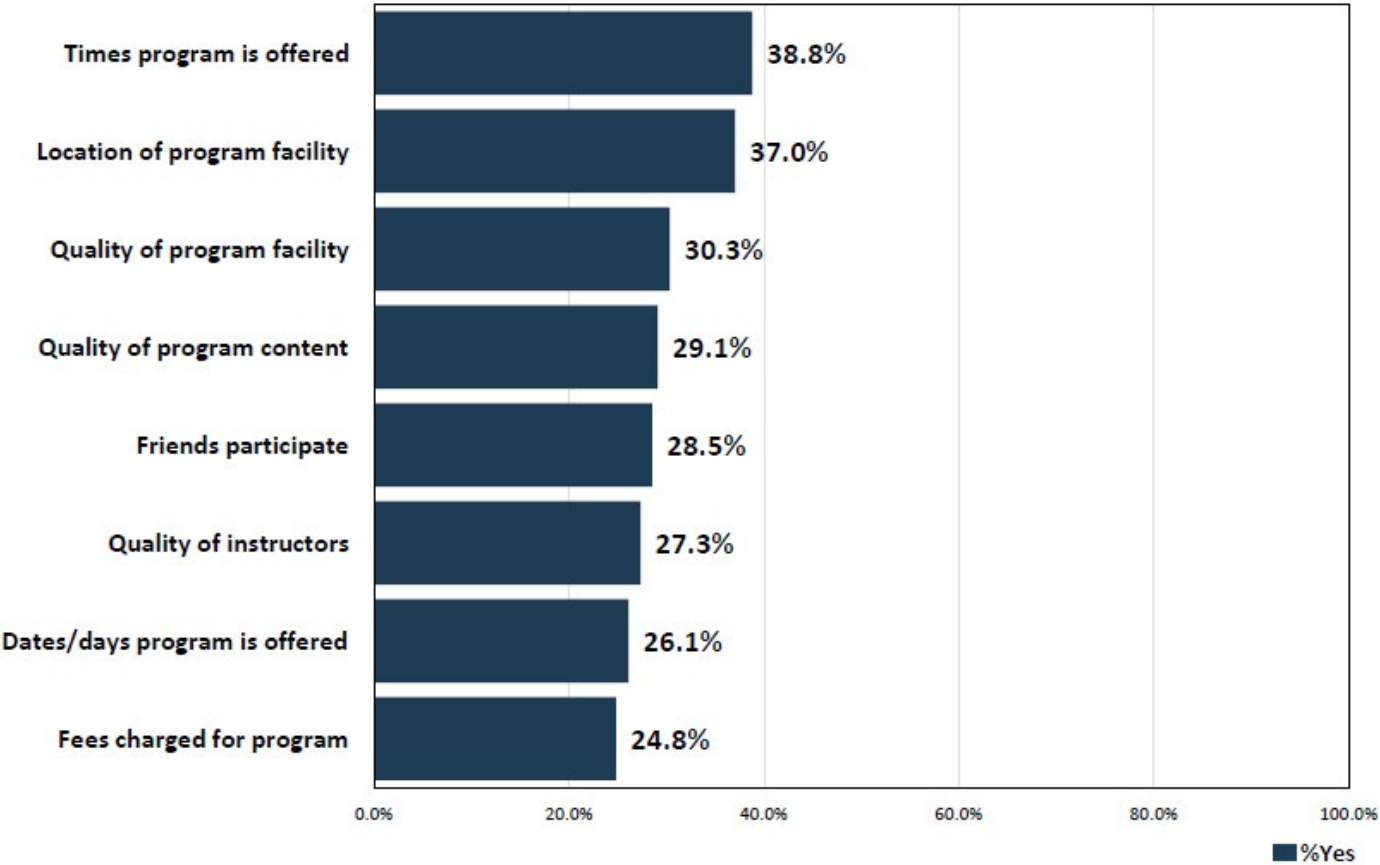
Q2a. Approximately how many different recreation programs offered by the Montrose Recreation District have you or members of your household participated in over the past 2 years?

by percentage of households that have participated in recreation programs over the past two years (excluding *not provided* responses)



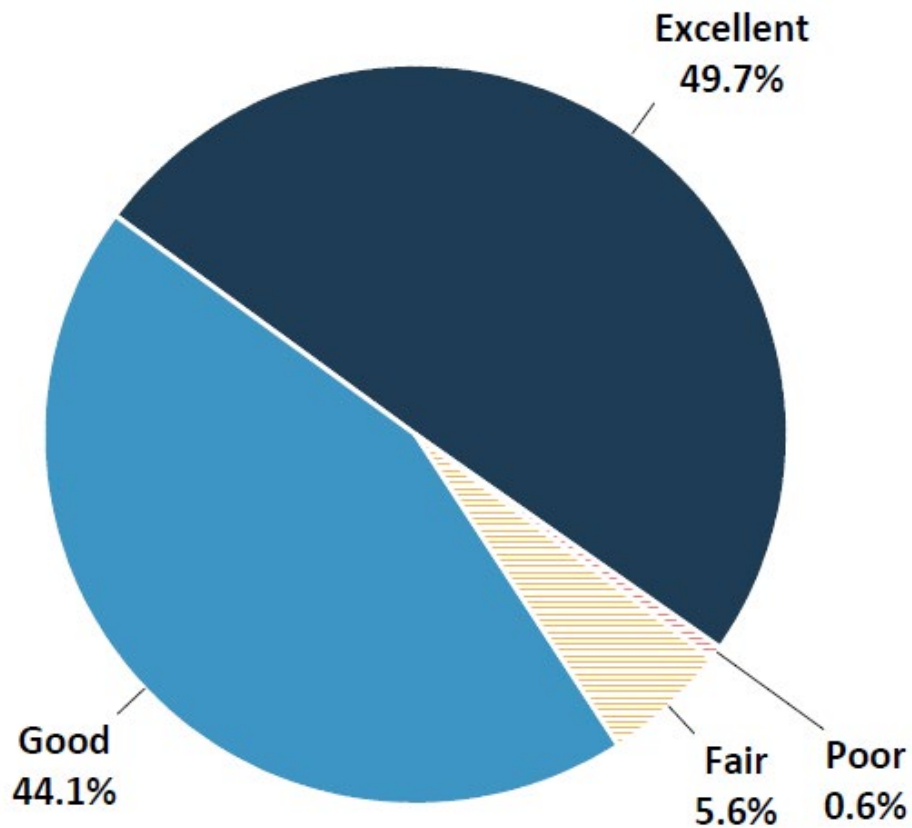
Q2b. Reasons Households Have Participated in Montrose Recreation District Programs

by percentage of households that have participated in recreation programs over the past two years (three choices could be selected)



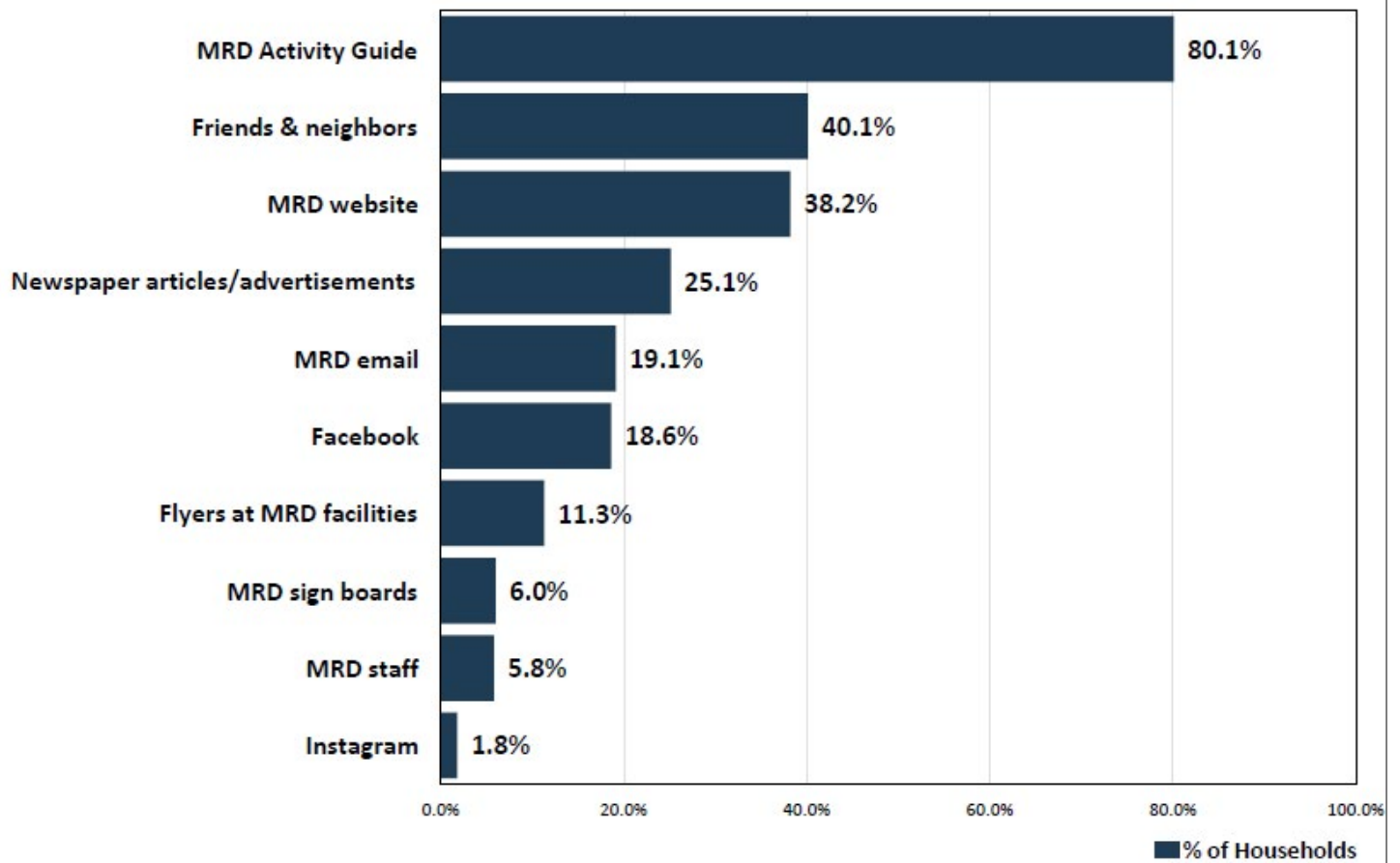
Q2c. How would you rate the overall quality of the Montrose Recreation District programs that you and members of your household have participated in?

by percentage of households that have participated in recreation programs over the past two years (excluding *not provided* responses)



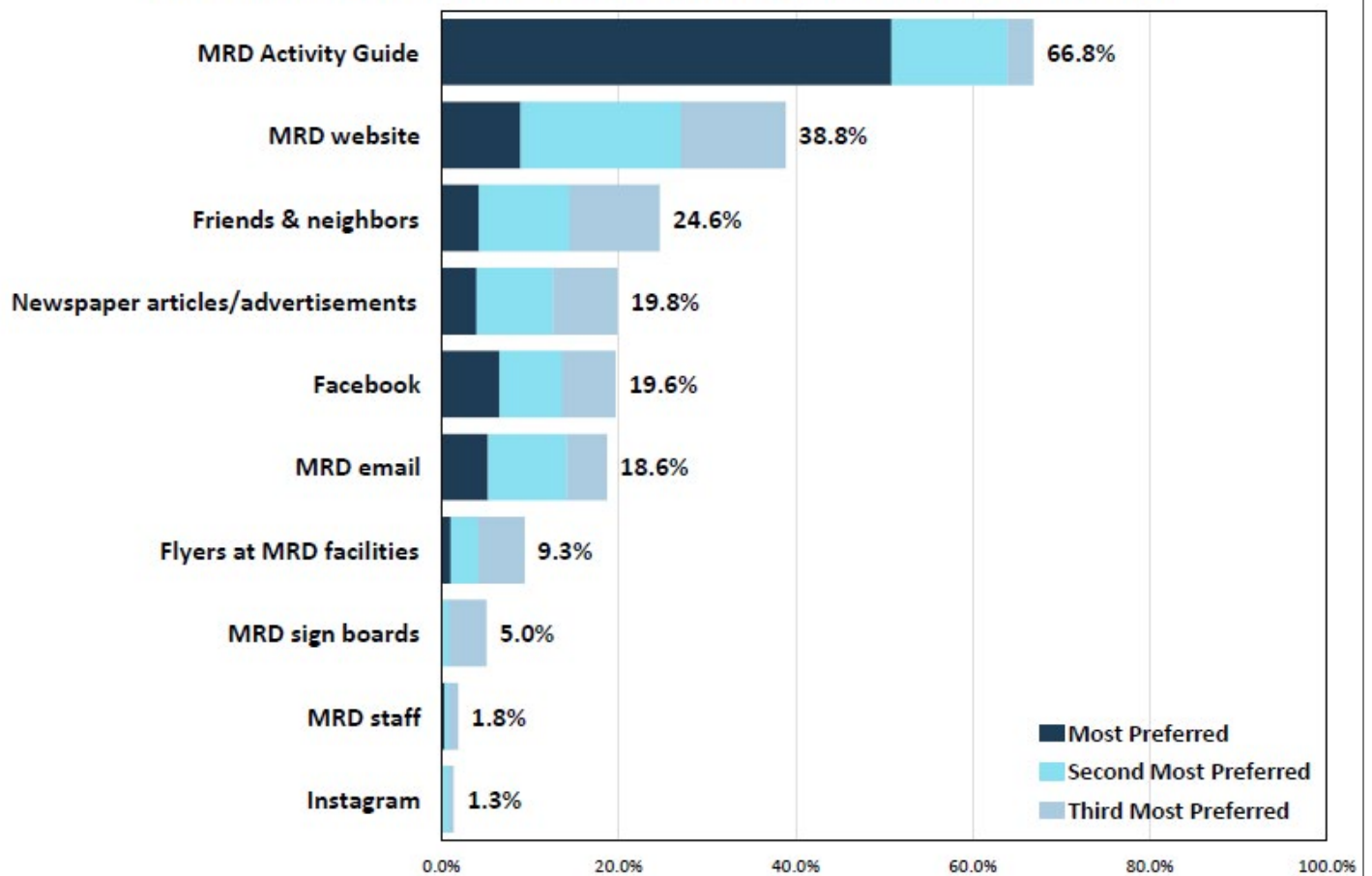
Q3. Ways Households Learn About Montrose Recreation District Programs and Activities

by percentage of households (multiple choices could be selected)



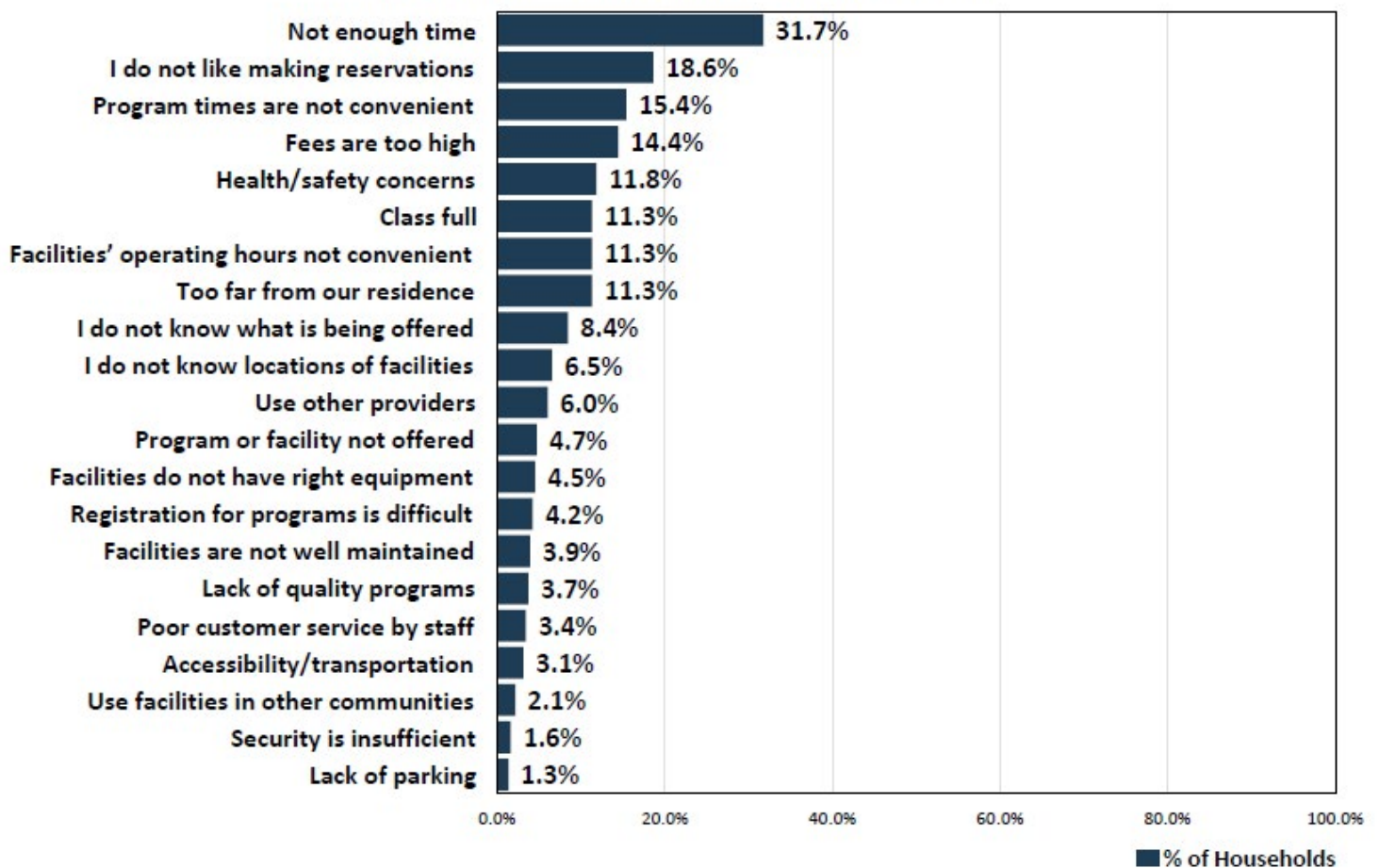
Q4. Households' Most Preferred Ways to Learn About Montrose Recreation District Programs and Activities

by percentage of households who selected the method as one of their top three, most preferred, choices



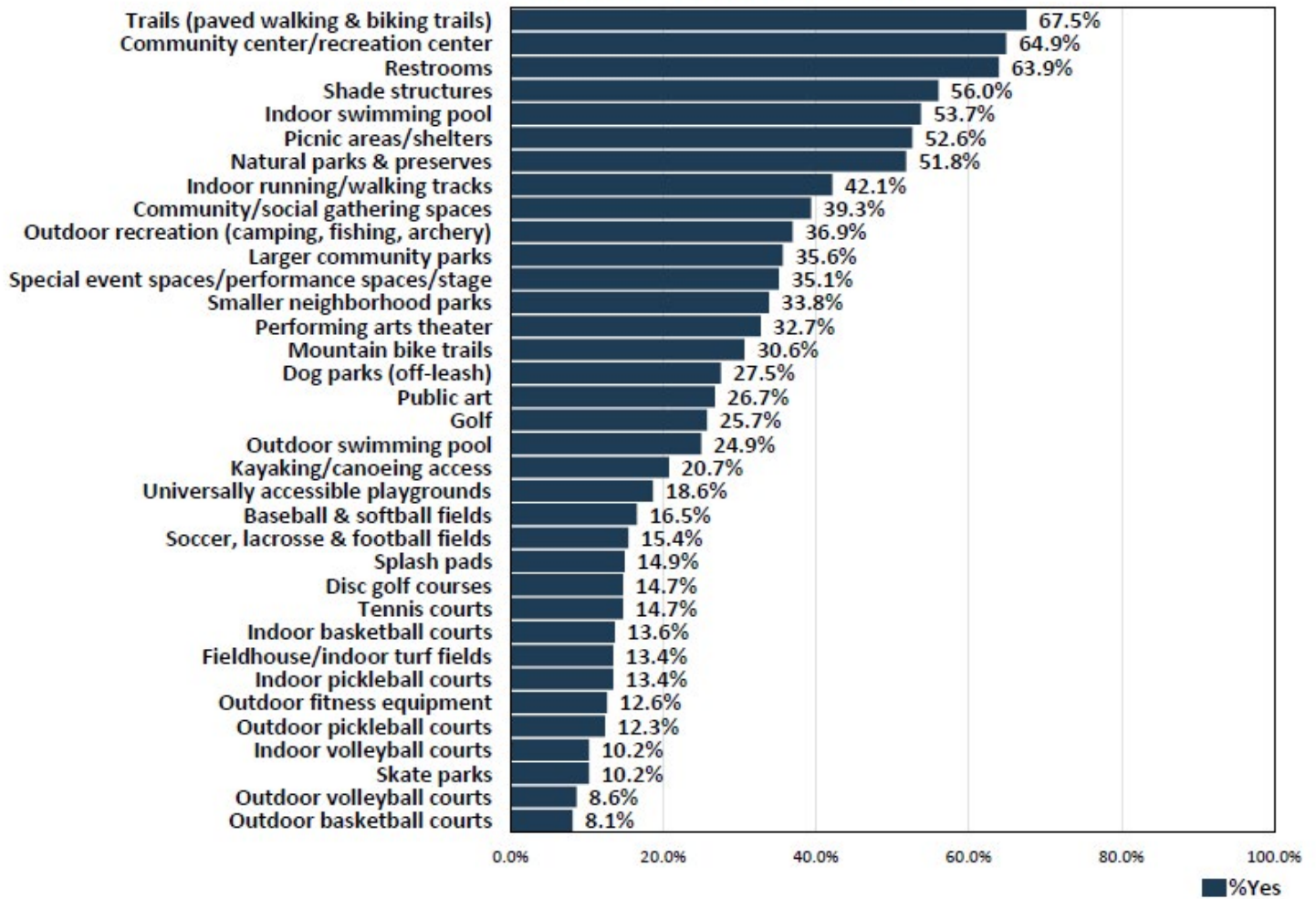
Q5. Reasons That Prevent Households From Using Parks, Recreation Facilities, and Programs of the Montrose Recreation District More Often

by percentage of households (multiple choices could be selected)



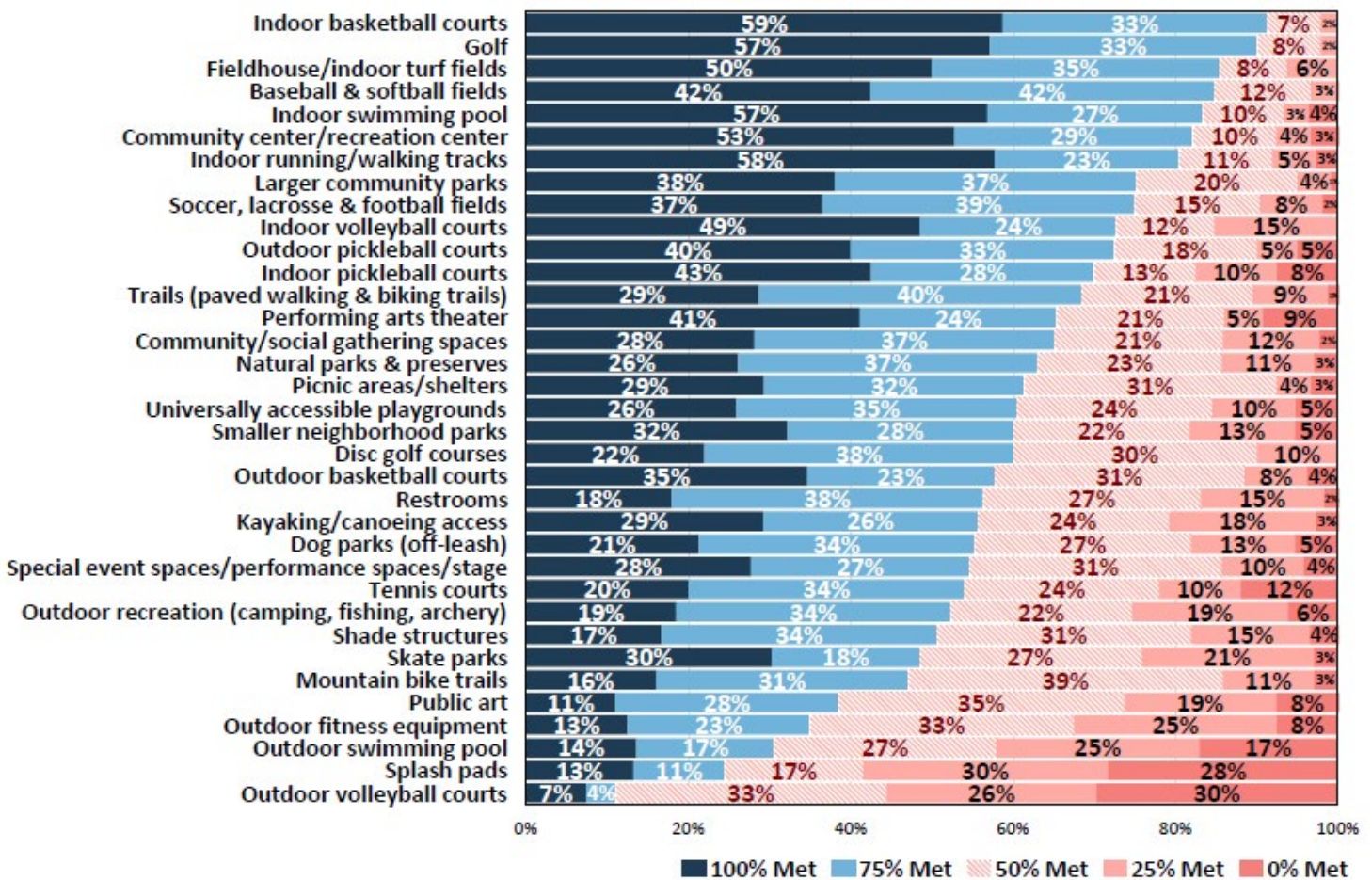
Q6. Percentage of Households With a Need for Amenities/Facilities

by percentage of households with a need (multiple choices could be selected)



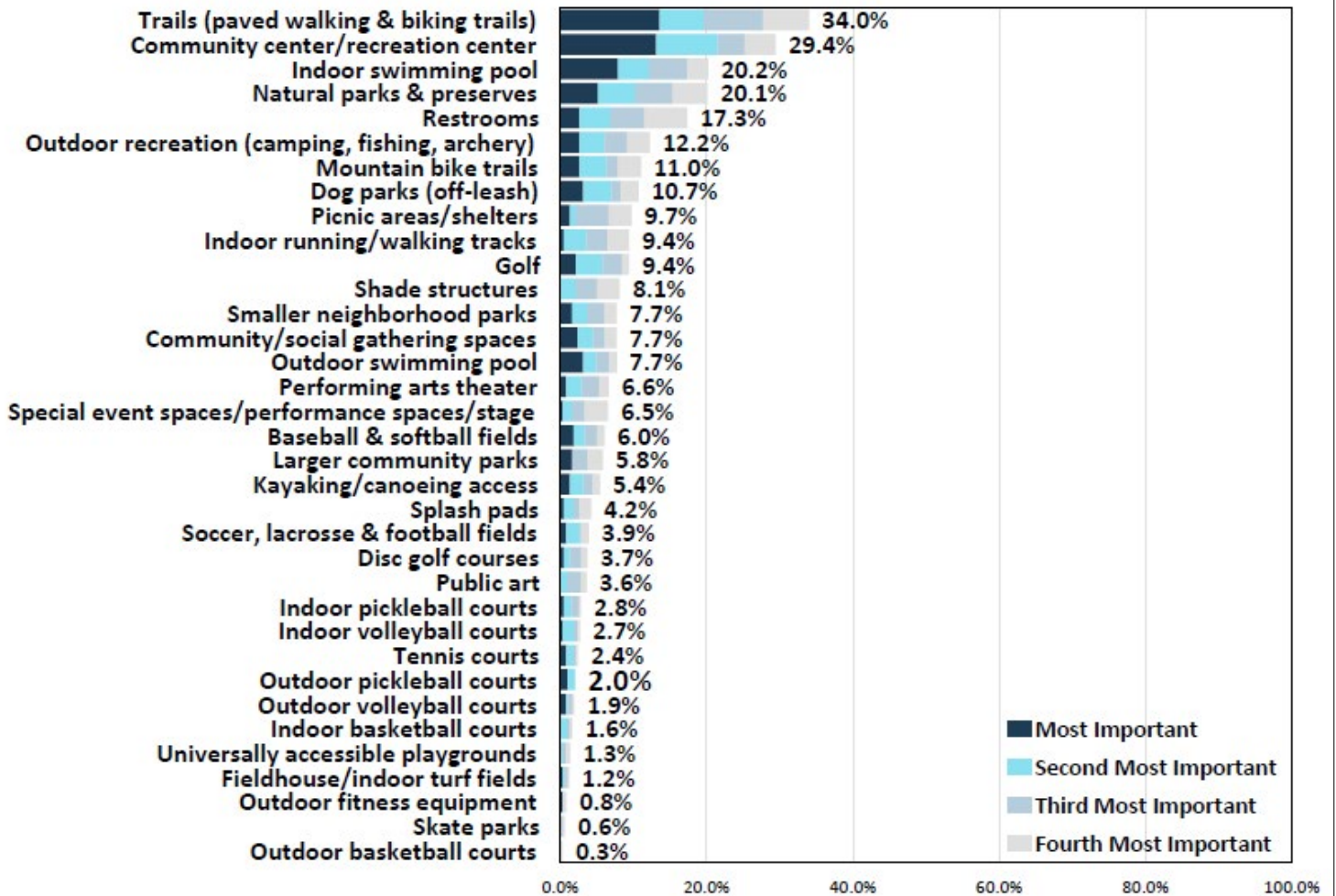
Q6. How Well Households' Needs for Amenities and Facilities Are Being Met

by percentage of households, using a 5-point scale, where 5 means 100% met and 1 means 0% met



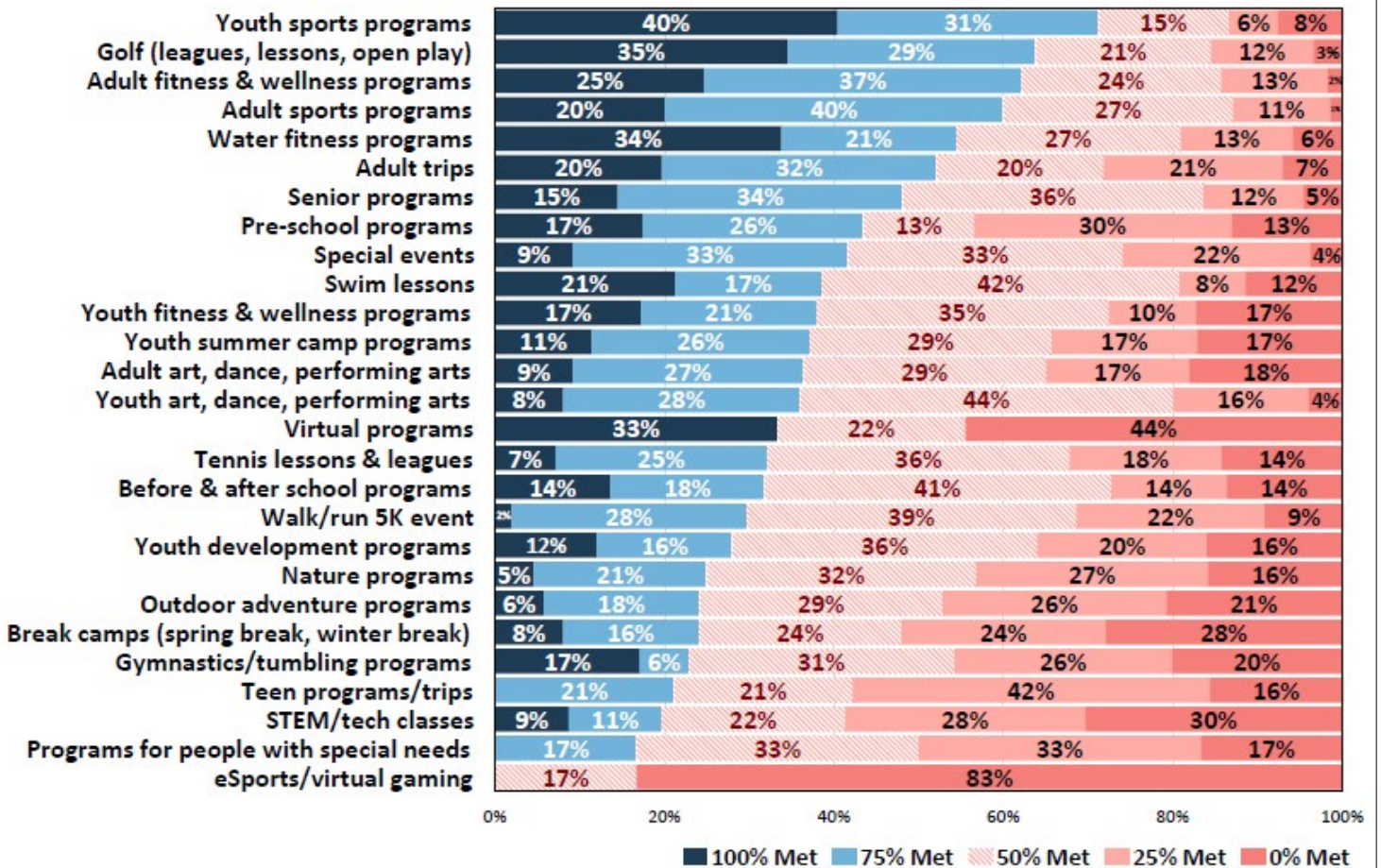
Q7. Amenities/Facilities That Are Most Important to Households

by percentage of households that selected the program as one of their top four choices



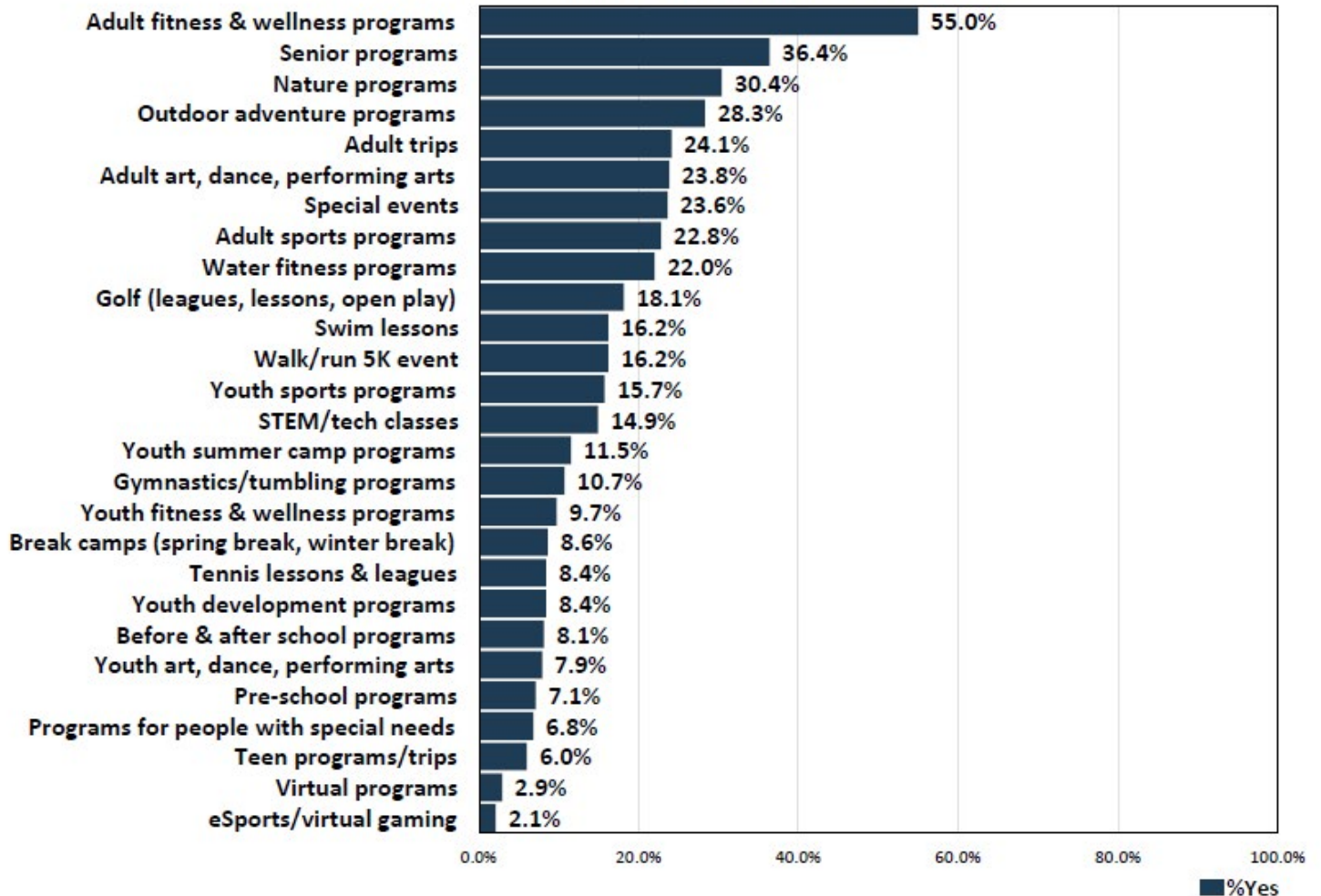
Q8. How Well Households' Needs for Recreation Programs Are Being Met

by percentage of households, using a 5-point scale, where 5 means 100% met and 1 means 0% met



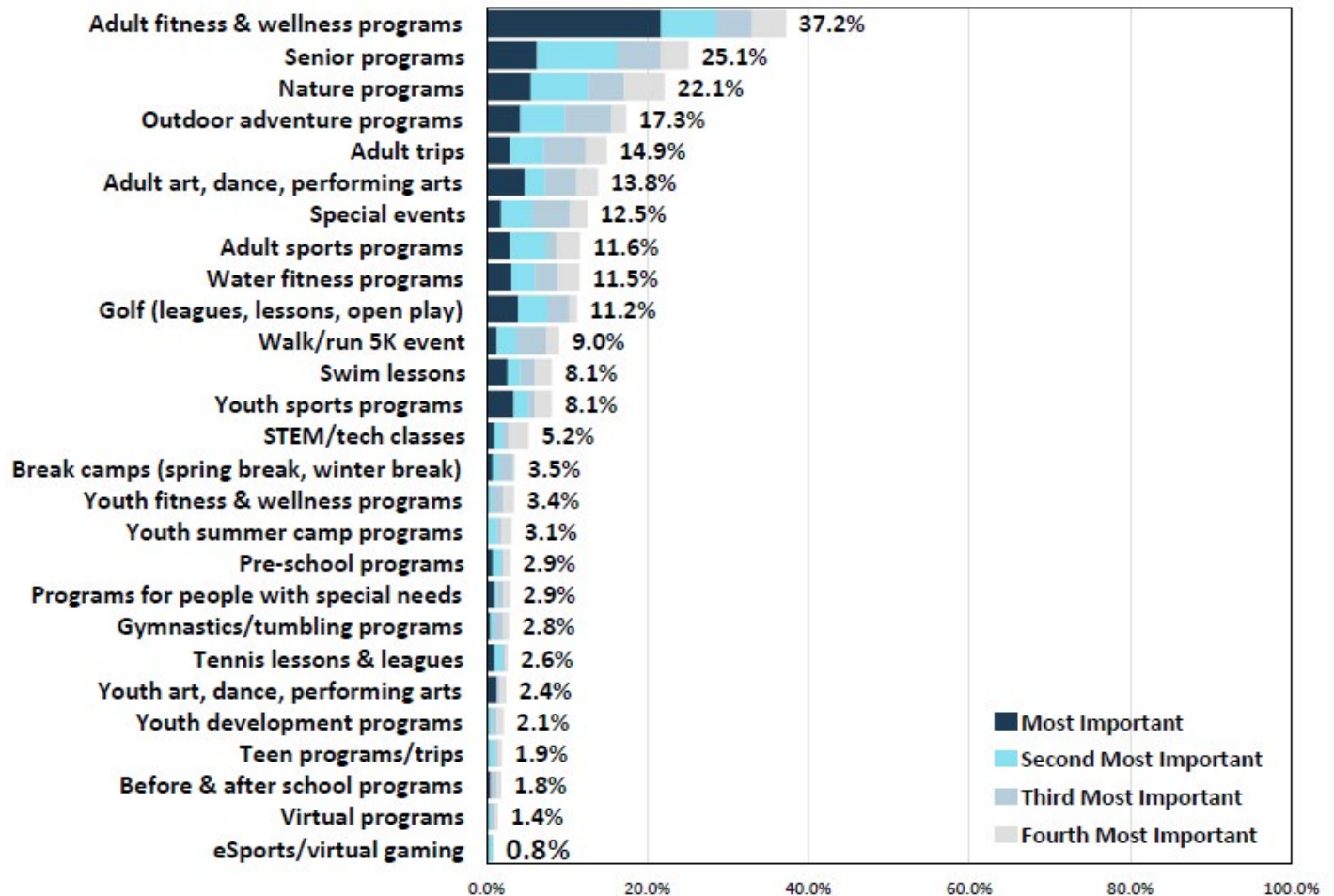
Q8. Percentage of Households With a Need for Recreation Programs

by percentage of households with a need (multiple choices could be selected)



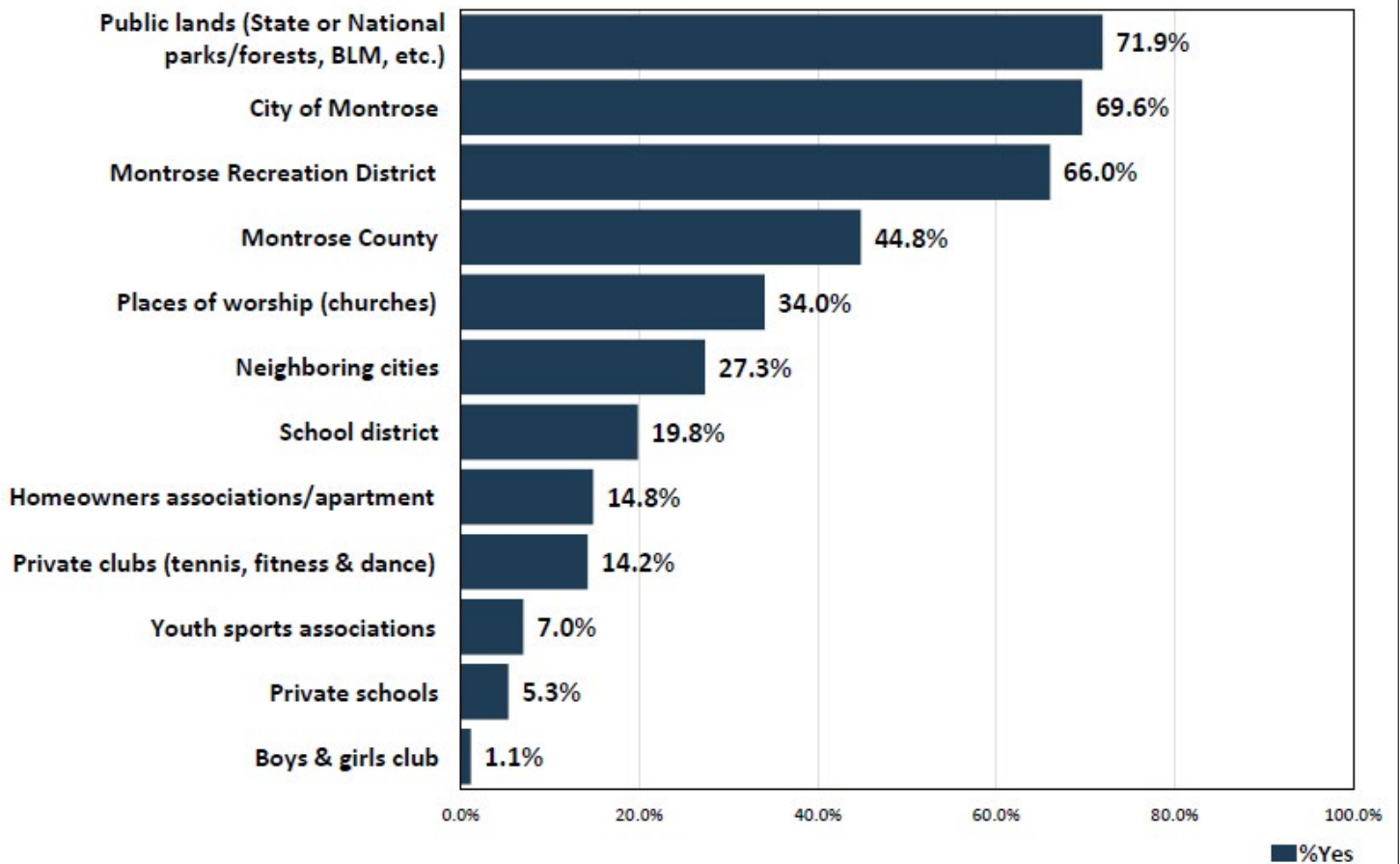
Q9. Recreation Programs That Are Most Important to Households

by percentage of households that selected the program as one of their top four choices



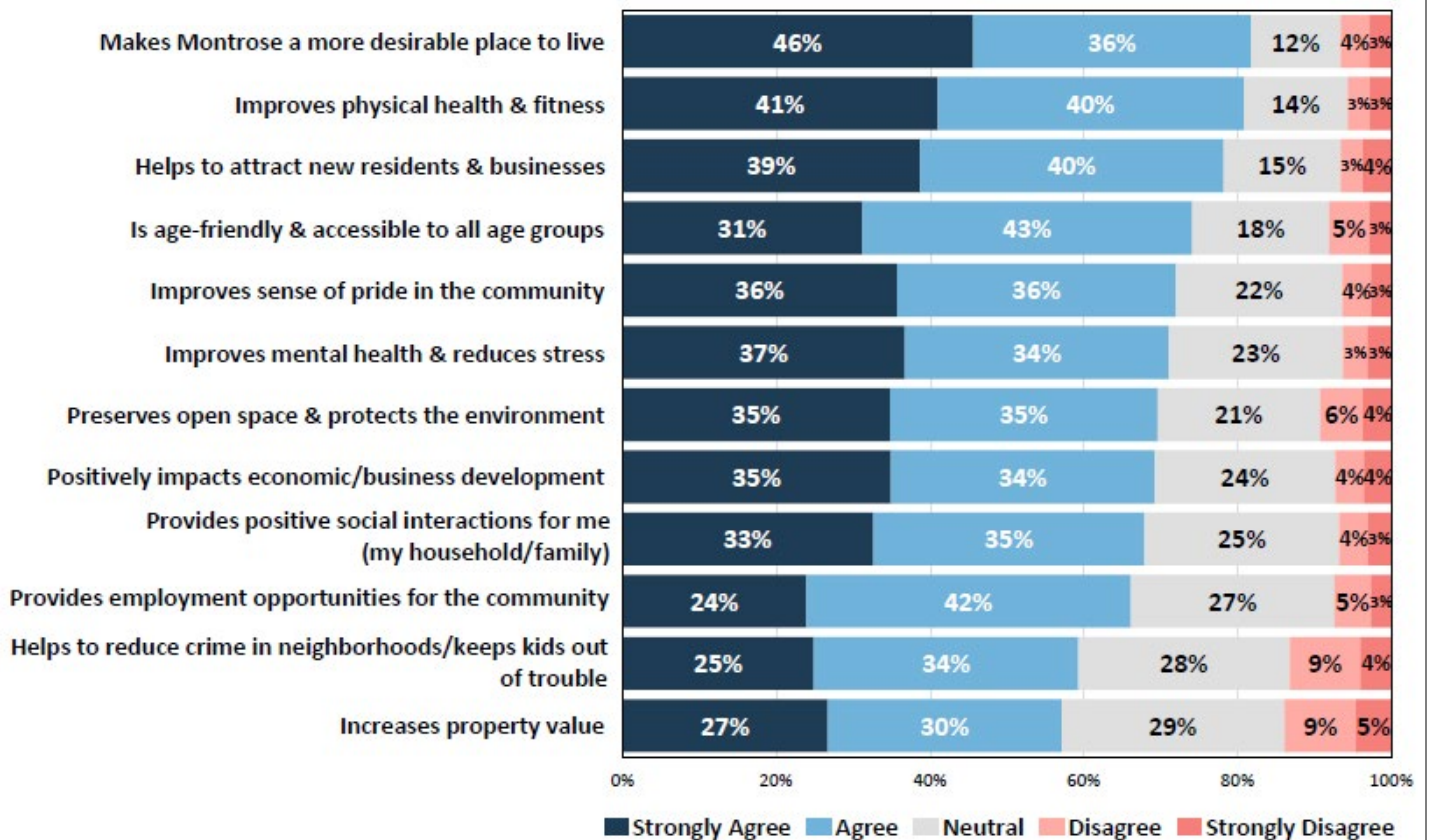
Q10. Organizations Households Use for Parks and Recreation Programs, Services, and Facilities

by percentage of households (excluding *none* responses)



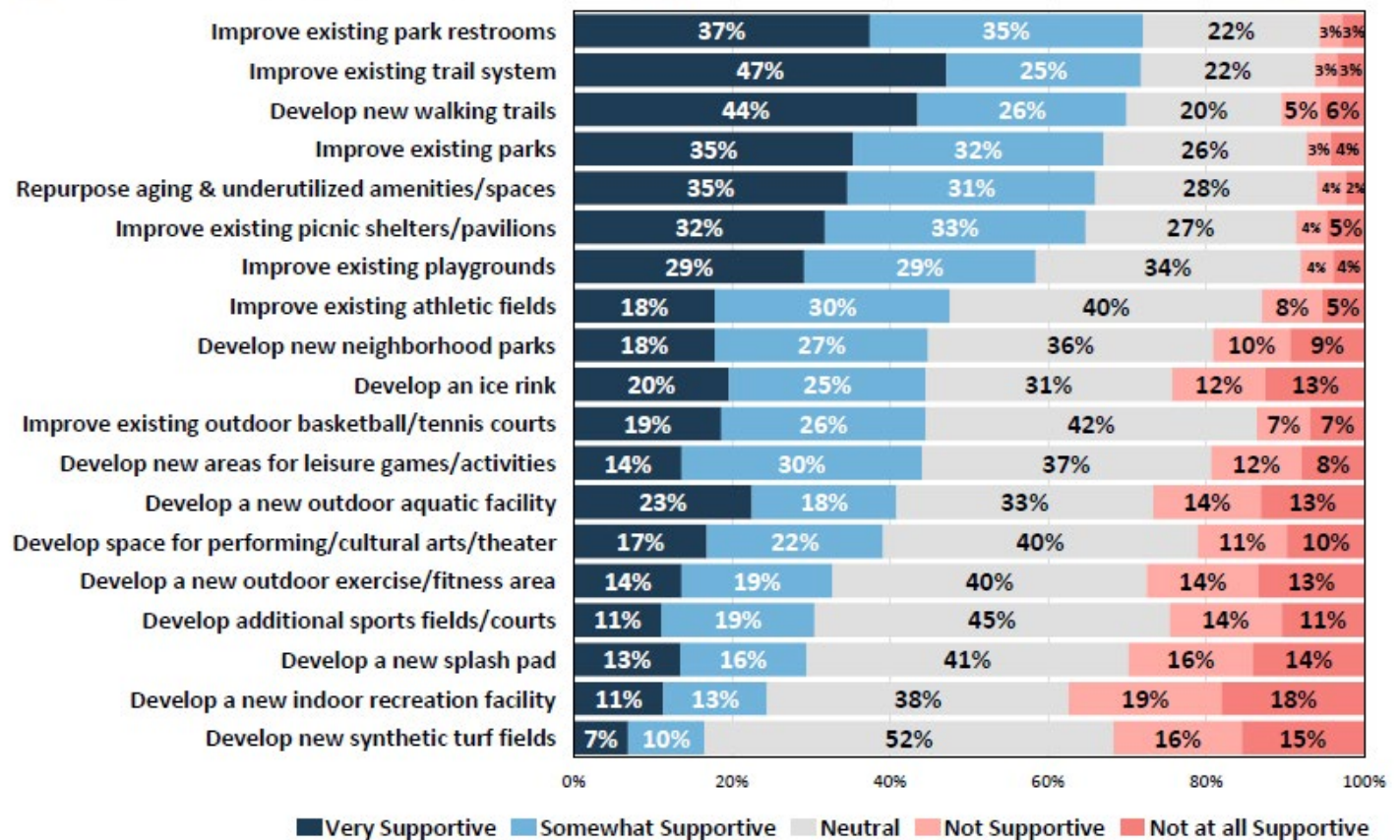
Q11. Households' Level of Agreement With Statements About Potential Benefits of the Montrose Recreation District or City of Montrose Parks, Facilities, and Recreation Programs or Services

by percentage of households, using a 5-point scale, where 5 means *strongly agree* and 1 means *strongly disagree* (excluding *not provided* responses)



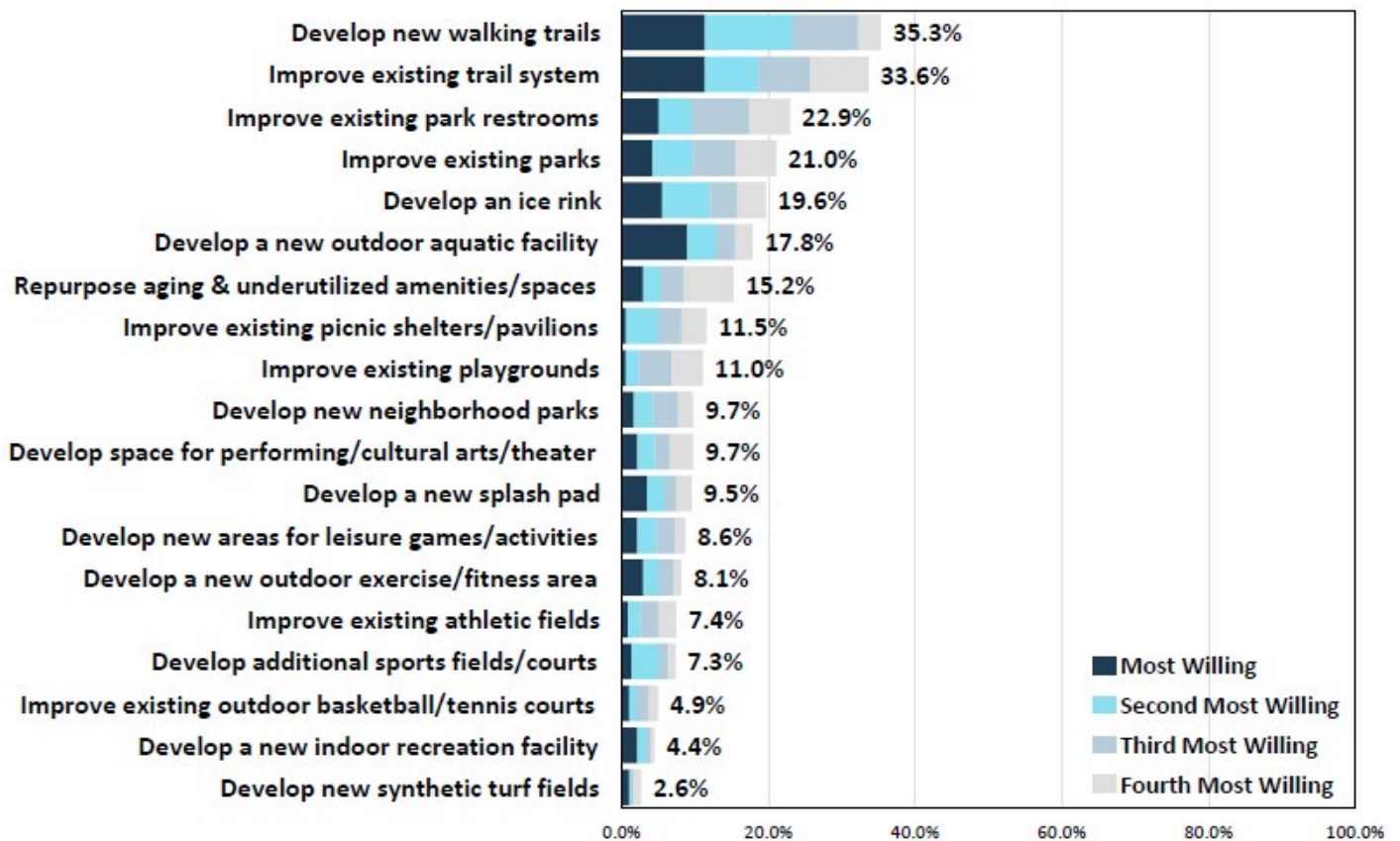
Q12. Households' Level of Support for Actions the Montrose Recreation District and/or City of Montrose Could Take to Improve the Parks and Recreation System

by percentage of households, using a 5-point scale, where 5 means *very supportive* and 1 means *not at all supportive* (excluding *don't know* responses)



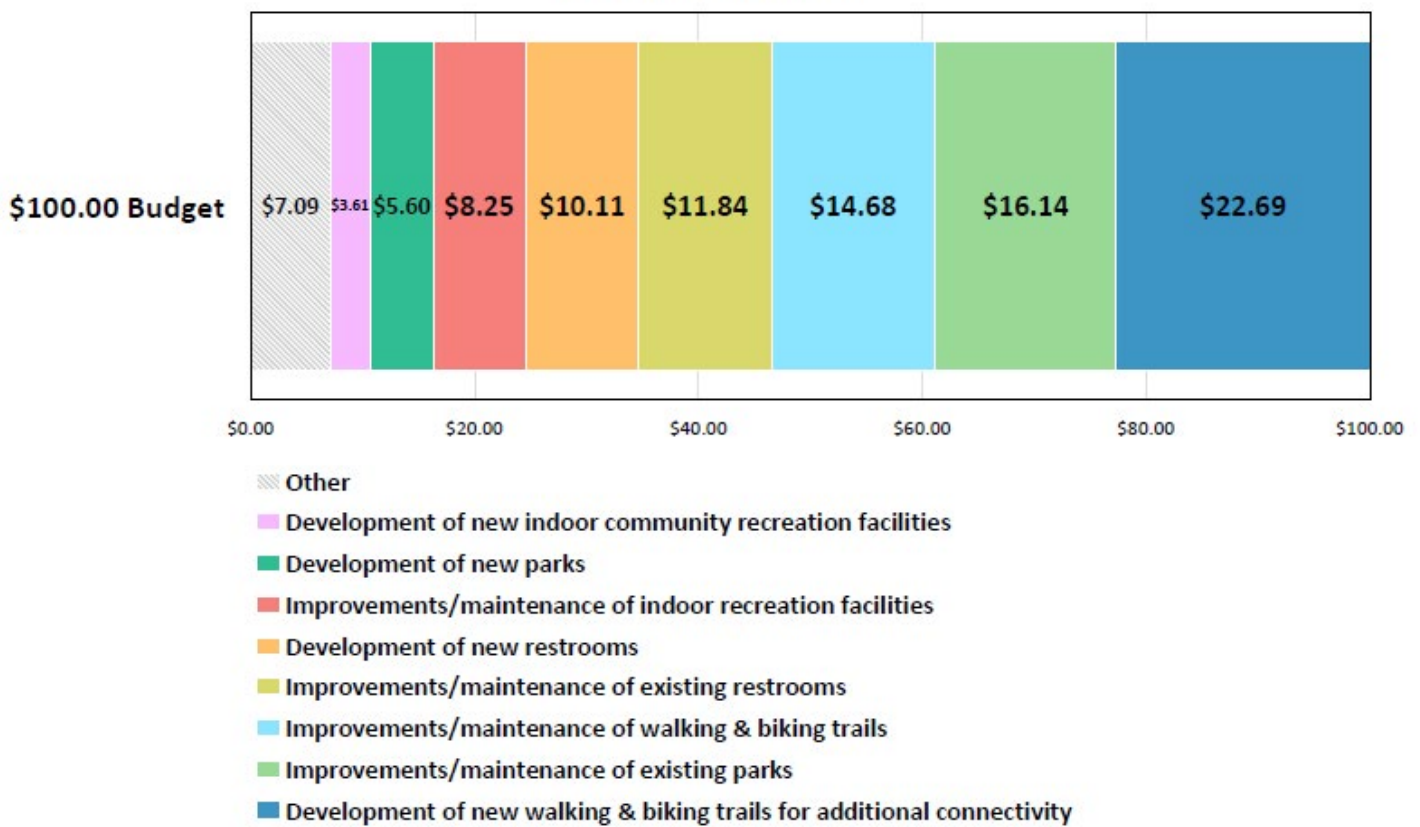
Q13. Actions the Montrose Recreation District and/or City of Montrose Could Take to Improve the Parks and Recreation System Most Important to Households

by percentage of households that selected the item as one of their top four choices



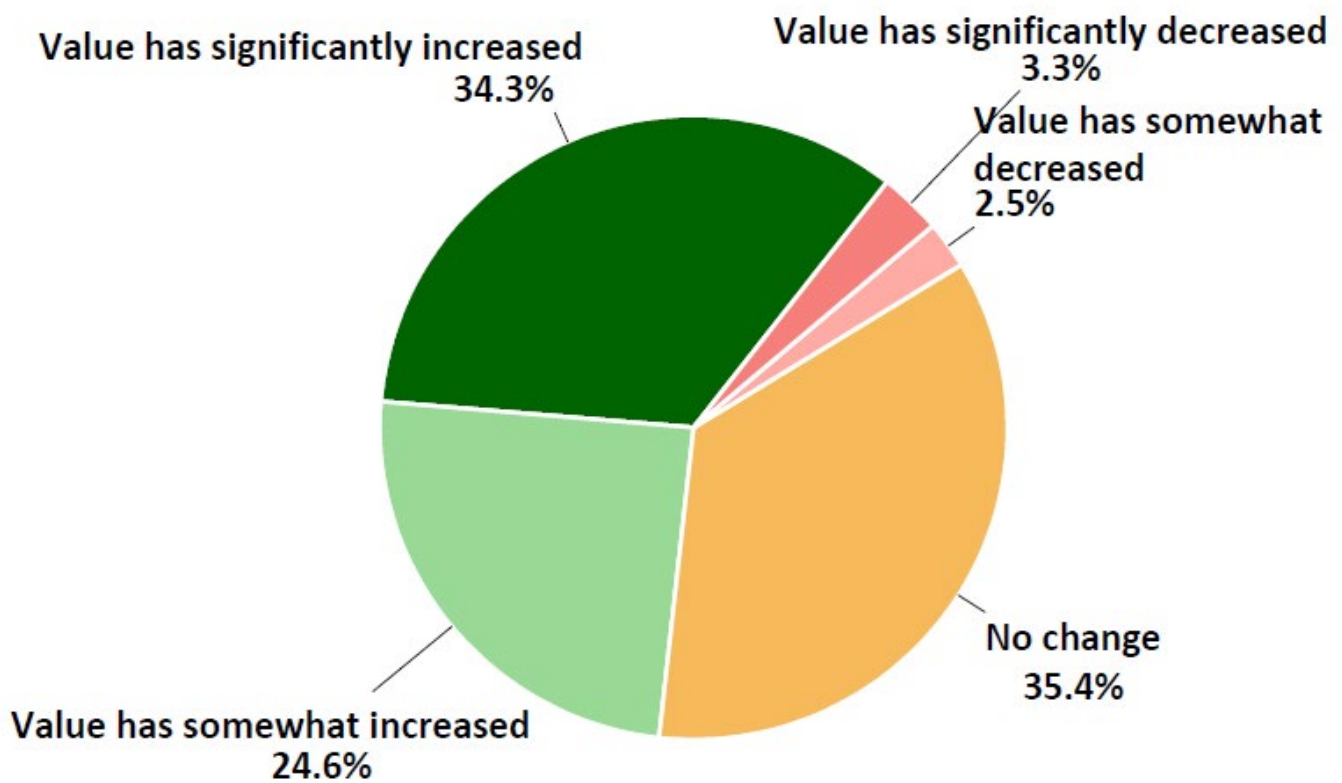
Q14. If you had a budget of \$100 for services provided by the Montrose Recreation District and/or City of Montrose, how would you allocate the funds among these categories?

by percentage of households



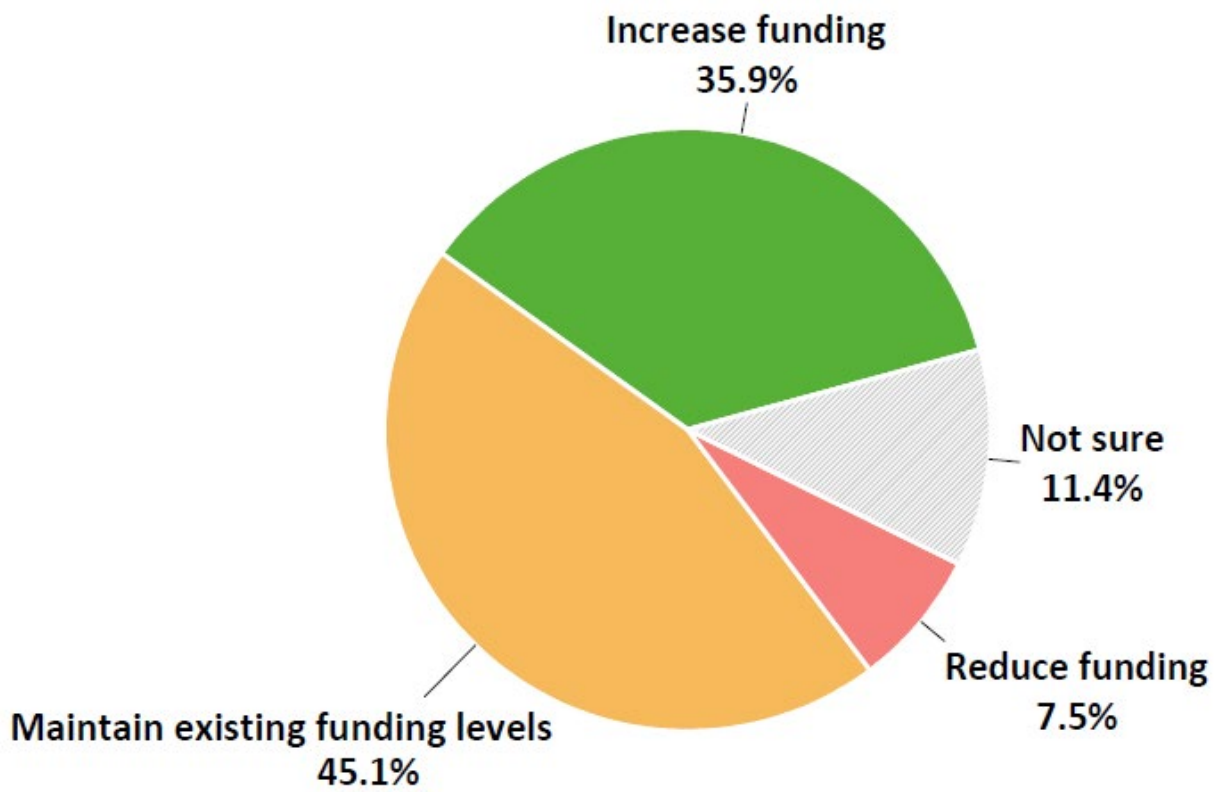
Q15. Given the recent COVID-19 Pandemic, how has your and your household's perception of the value of parks, trails, open spaces and recreation changed?

by percentage of households (excluding *not provided* responses)



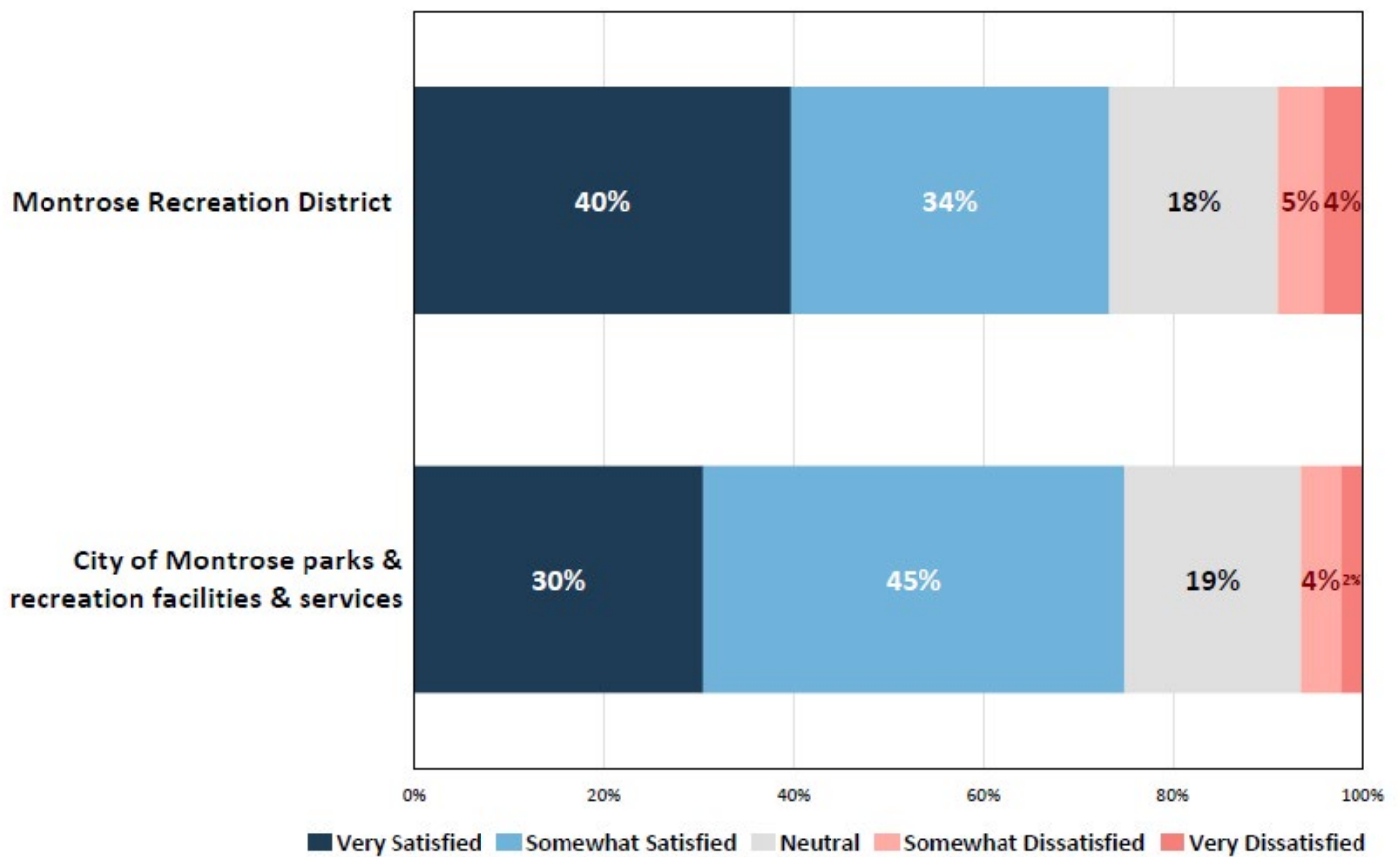
Q16. Based on your perception of value in Question 15, how would you want the Montrose Recreation District and the City of Montrose to fund future parks, recreation, trails and open space needs?

by percentage of households (excluding *not provided* responses)



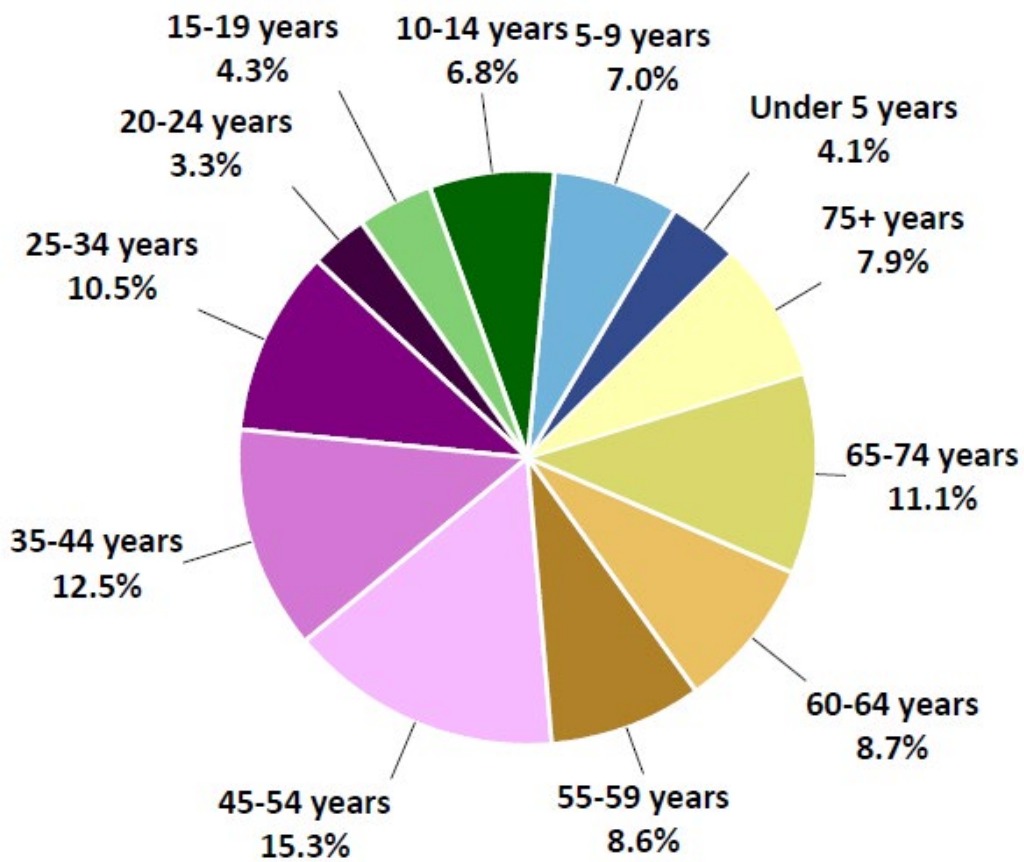
Q17. Households' Level of Satisfaction With the Overall Value Received From the Montrose Recreation District and the City of Montrose

by percentage of households, using a 5-point scale, where 5 means *very satisfied* and 1 means *very dissatisfied* (excluding *don't know* responses)



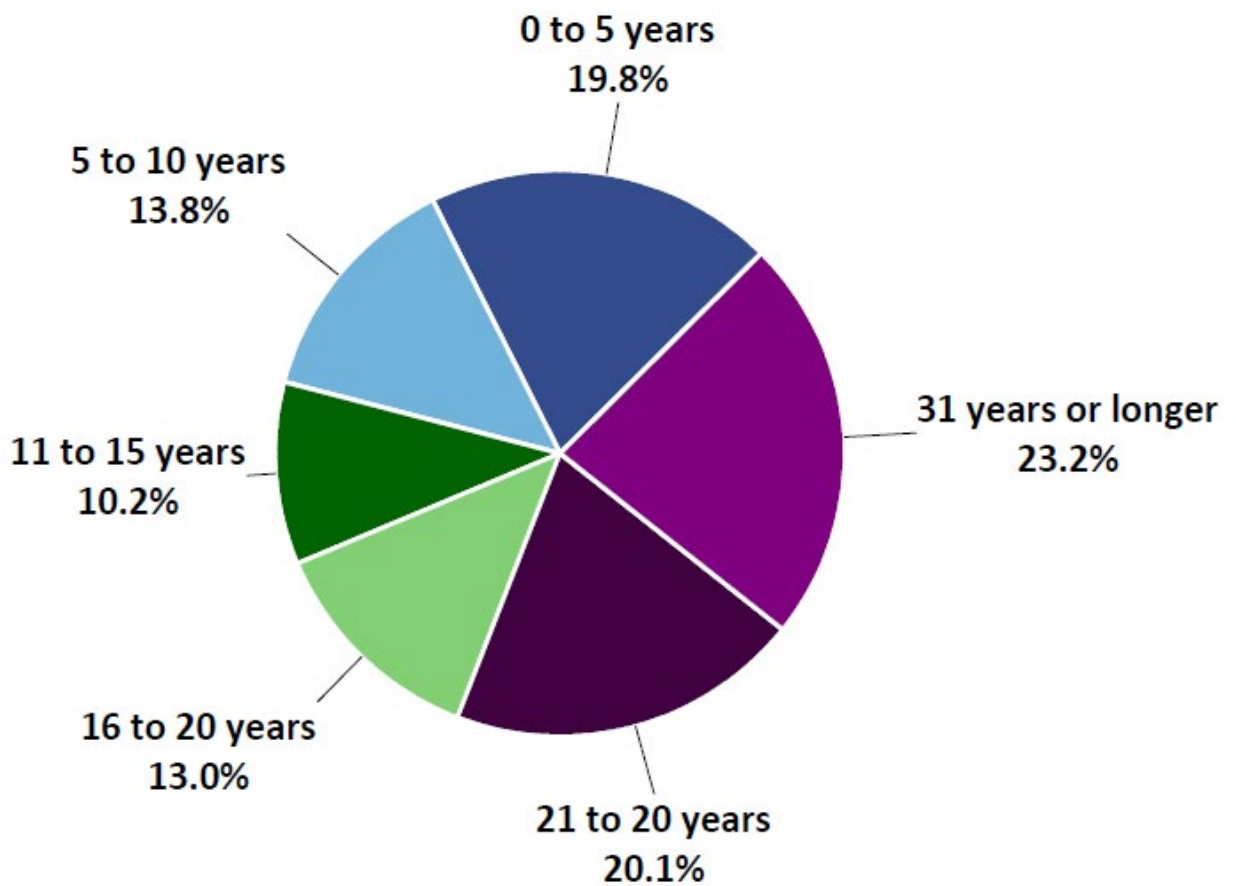
Demographics: Q18. Counting yourself, how many people in your household are...

by percentage of respondents



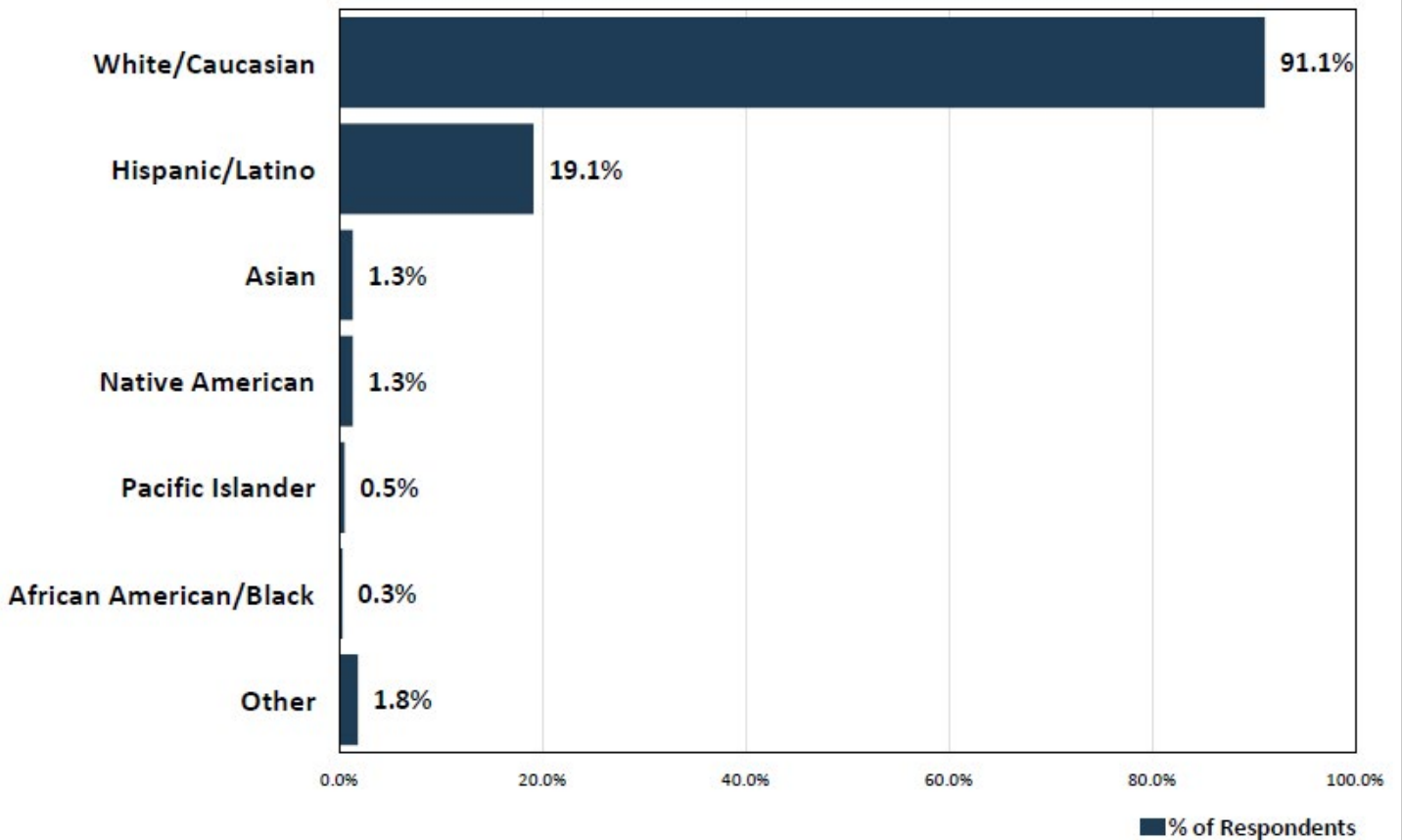
Demographics: Q21. How many years have you lived in Montrose?

by percentage of respondents (excluding *not provided* responses)



Demographics: Q22. Which of the following best describes your race/ethnicity?

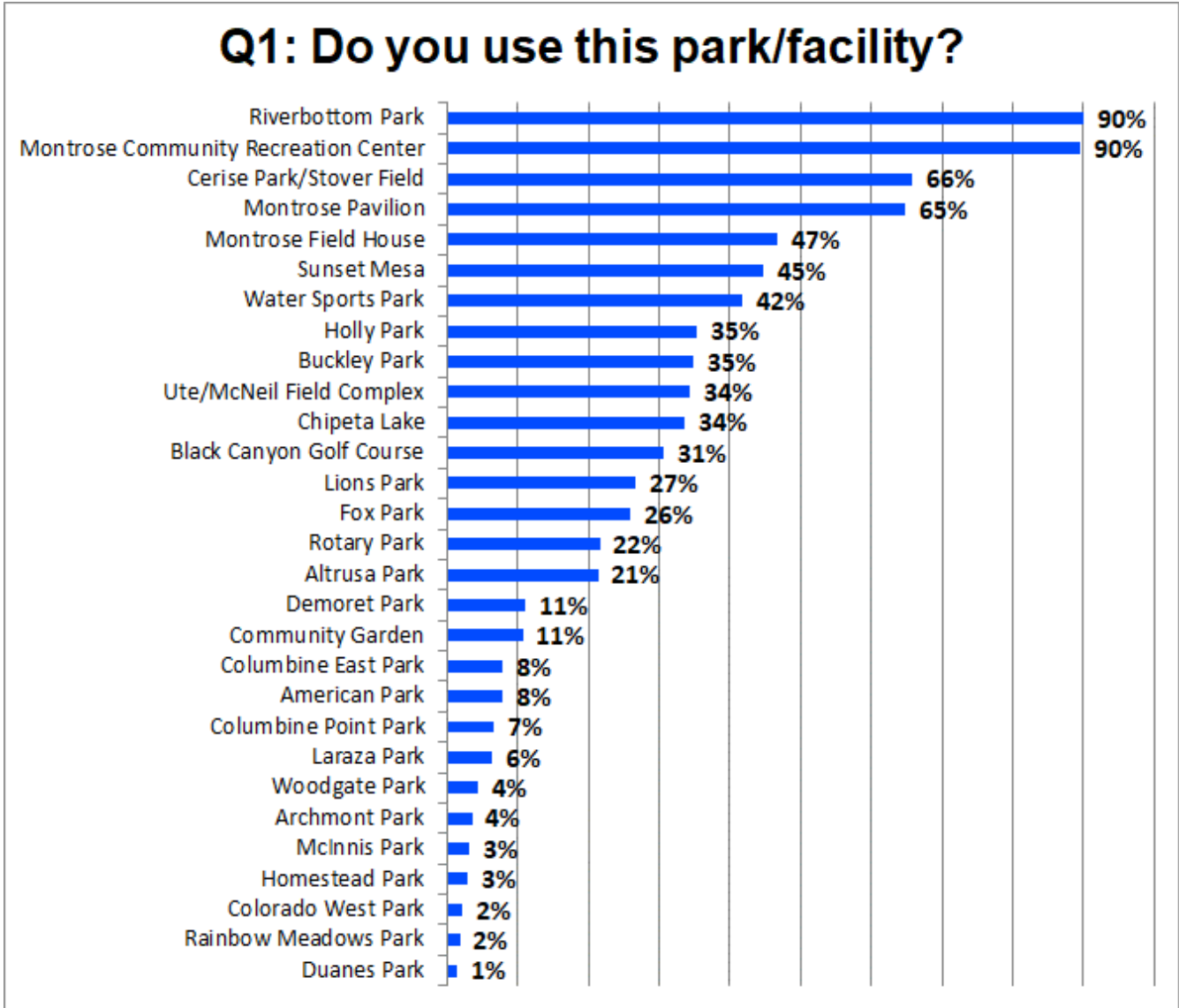
by percentage of respondents (multiple choices could be selected)



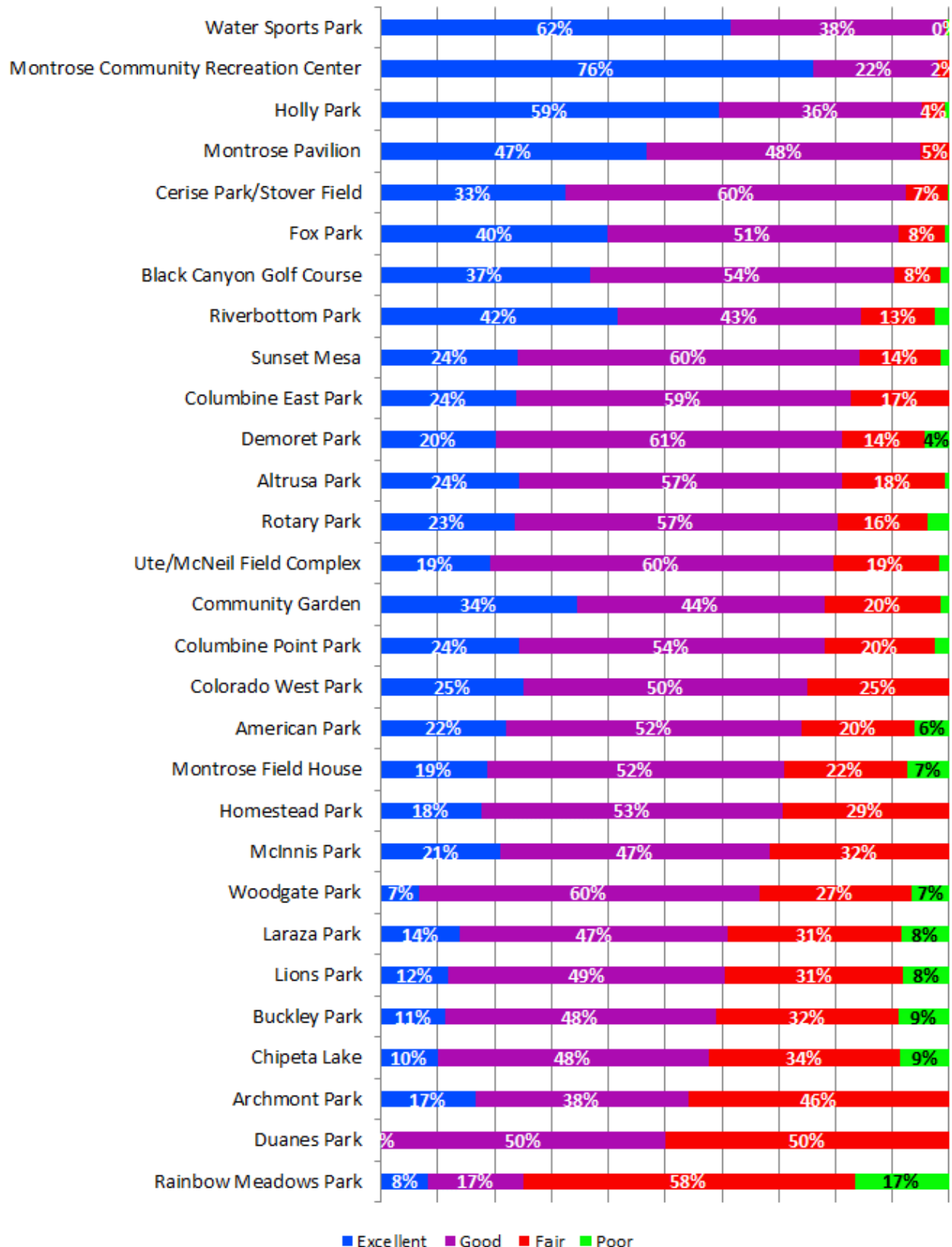
APPENDIX E

Electronic Survey Results

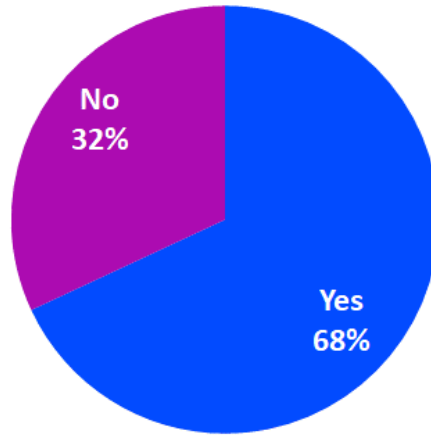
Results



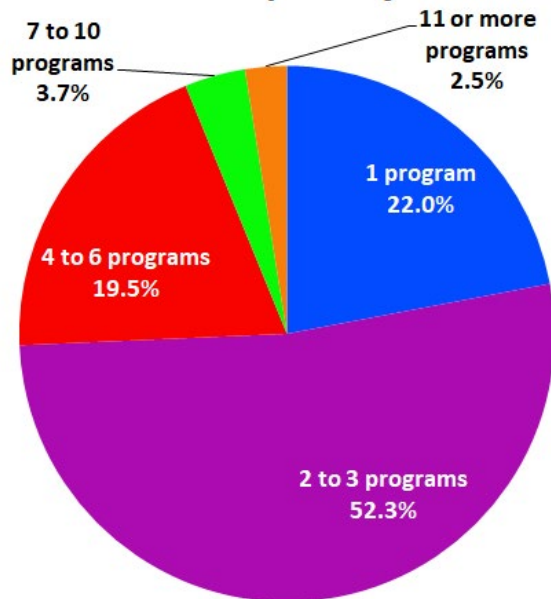
Q1 (2): If "Yes," please rate the condition of the park/facility.



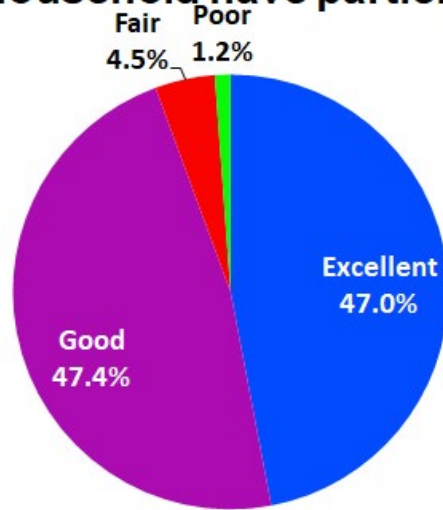
Q2. Have you or other members of your household participated in any recreation programs offered by the Montrose Recreation District during the past 2 years?



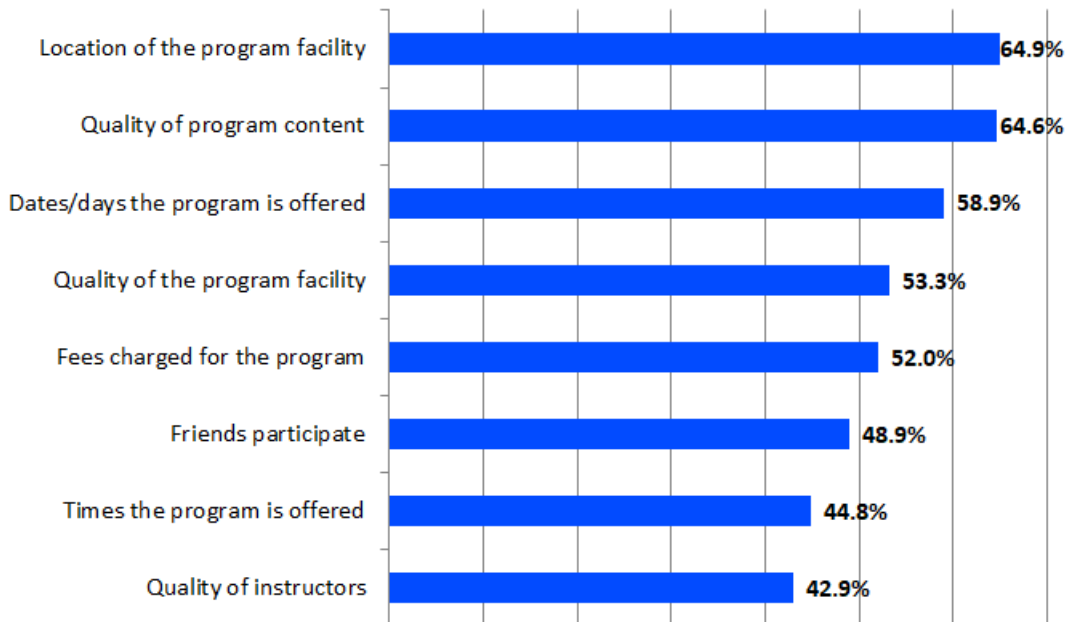
Q2 a: Approximately how many different recreation programs offered by the Montrose Recreation District have you or members of your household participated in over the past 2 years?



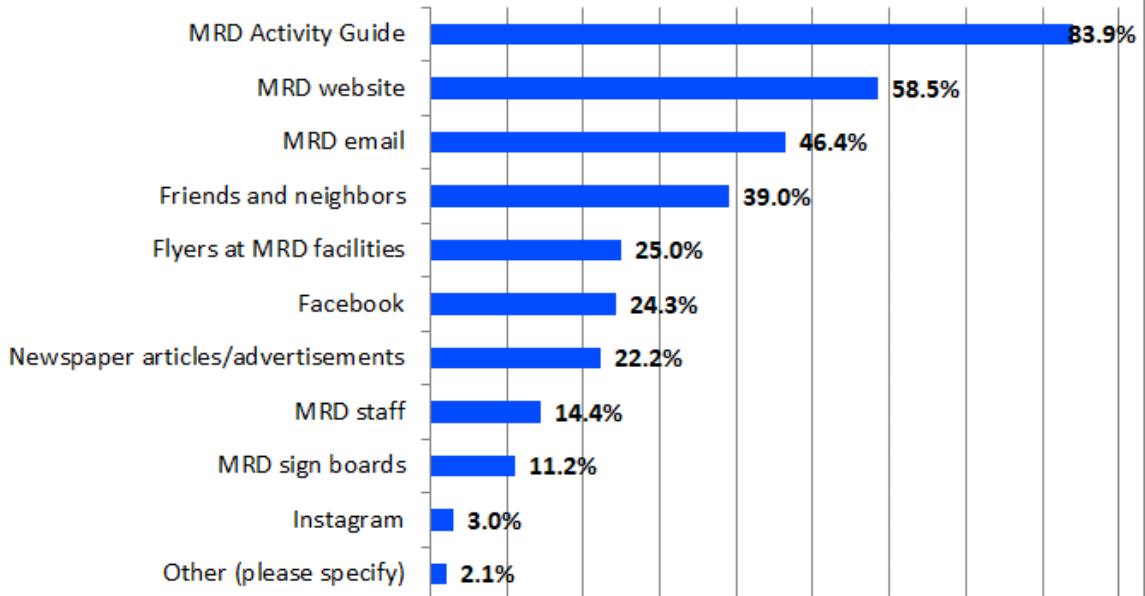
Q2c: How would you rate the overall quality of the Montrose Recreation District programs that you and members of your household have participated in?



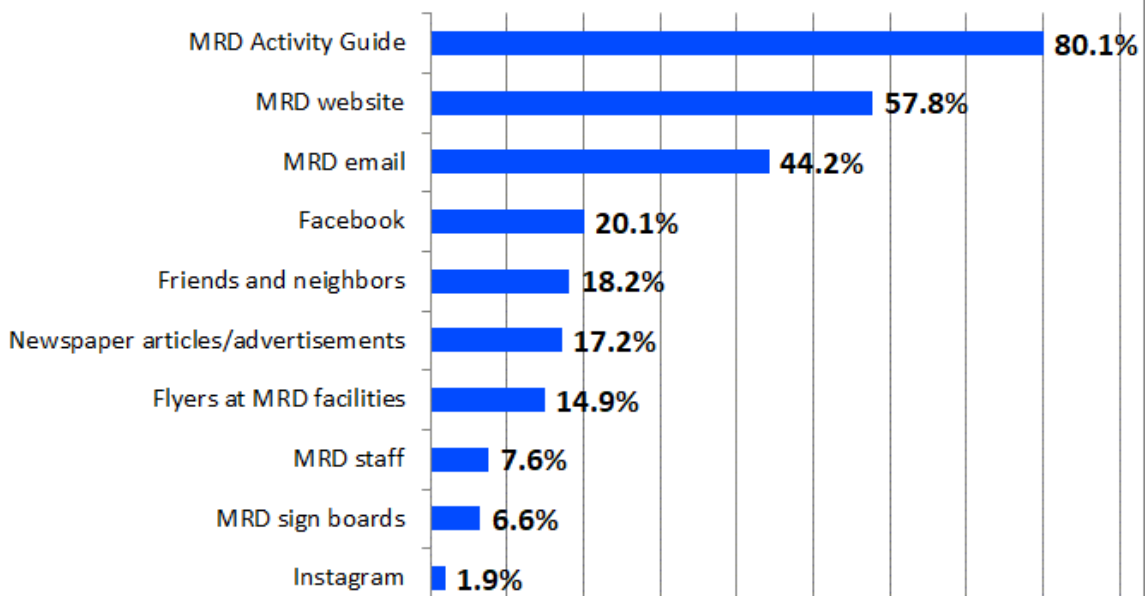
Q2b: Reasons Households Have Participated in Montrose Recreation District Programs



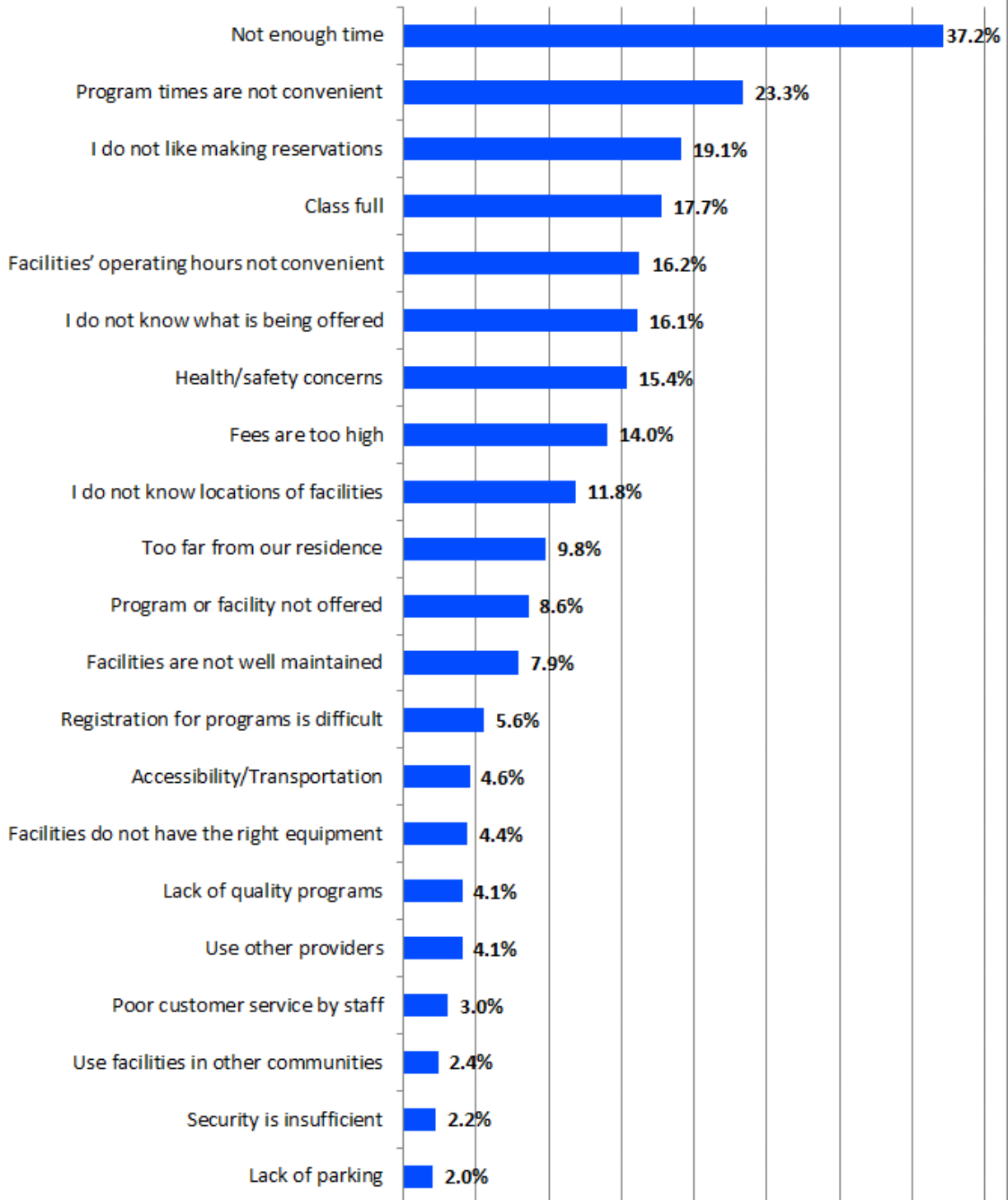
Q3: Ways Households Learn About Montrose Recreation District and Activities



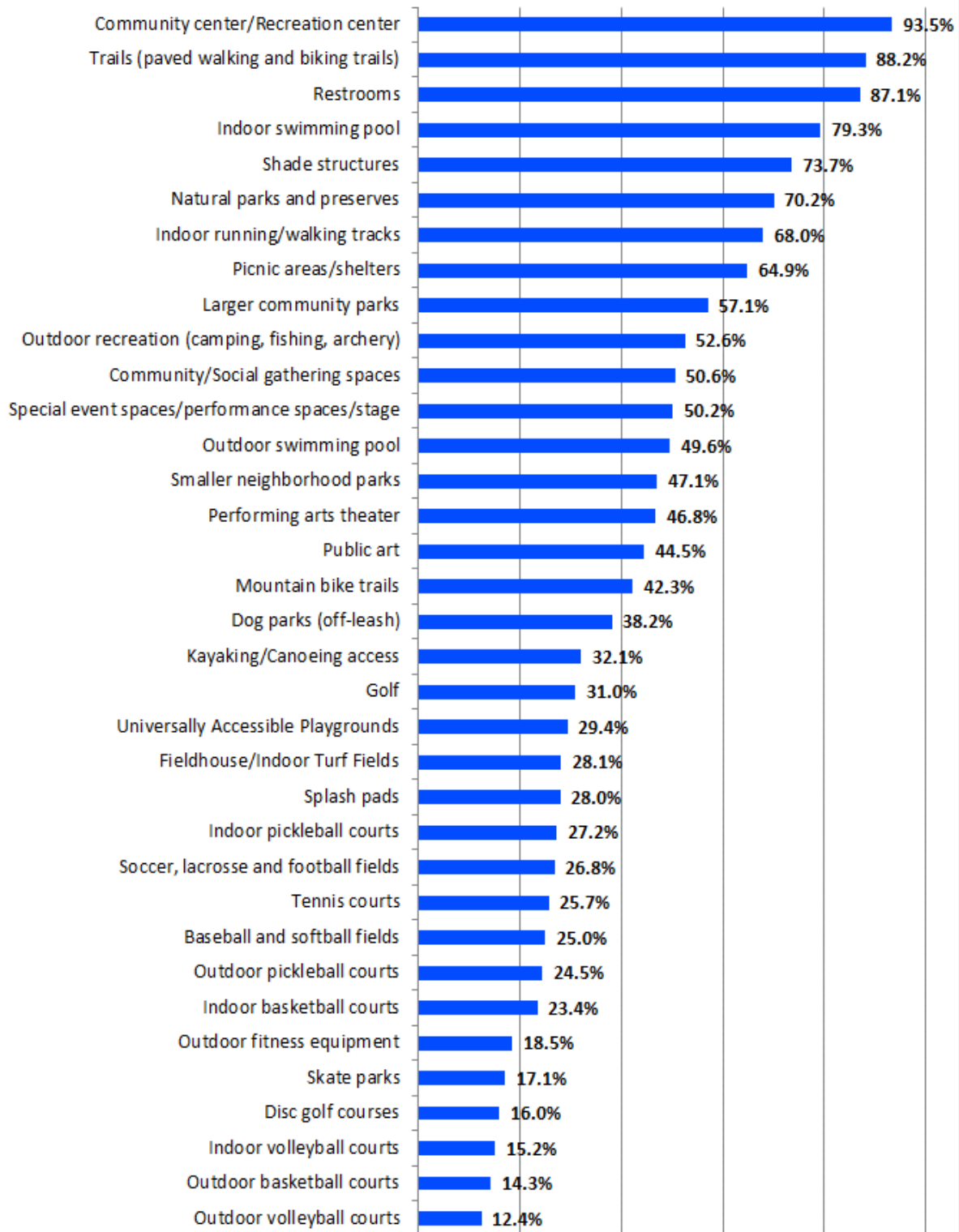
Q4: Households' Most Preferred Ways to Learn About Montrose Recreation District Programs and Activities



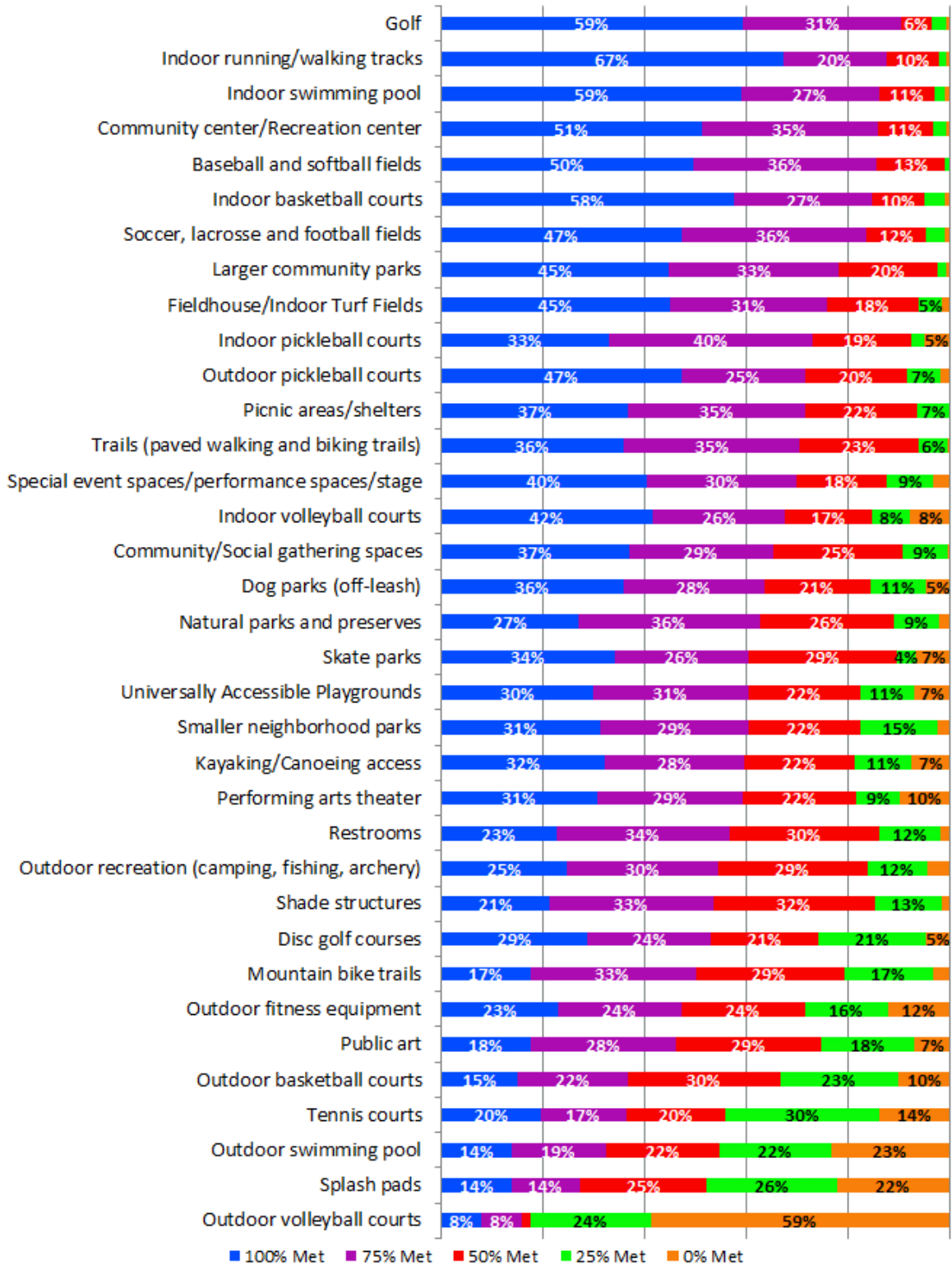
Q5: Reasons That Prevent Households From Using Parks, Recreation Facilities, and Programs of the Montrose Recreation District More Often



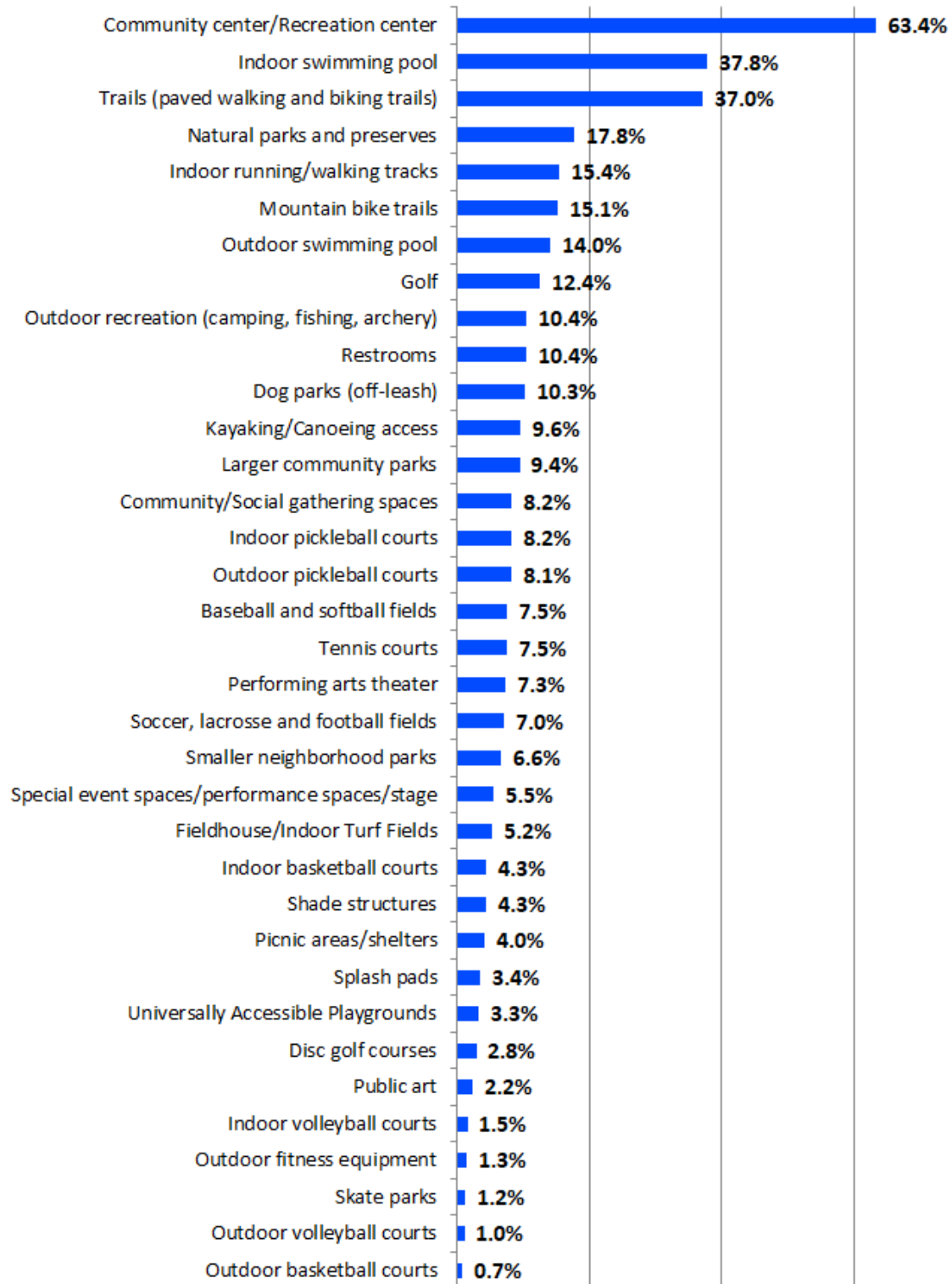
Q6: Percentage of Households With a Need for Amenities/Facilities



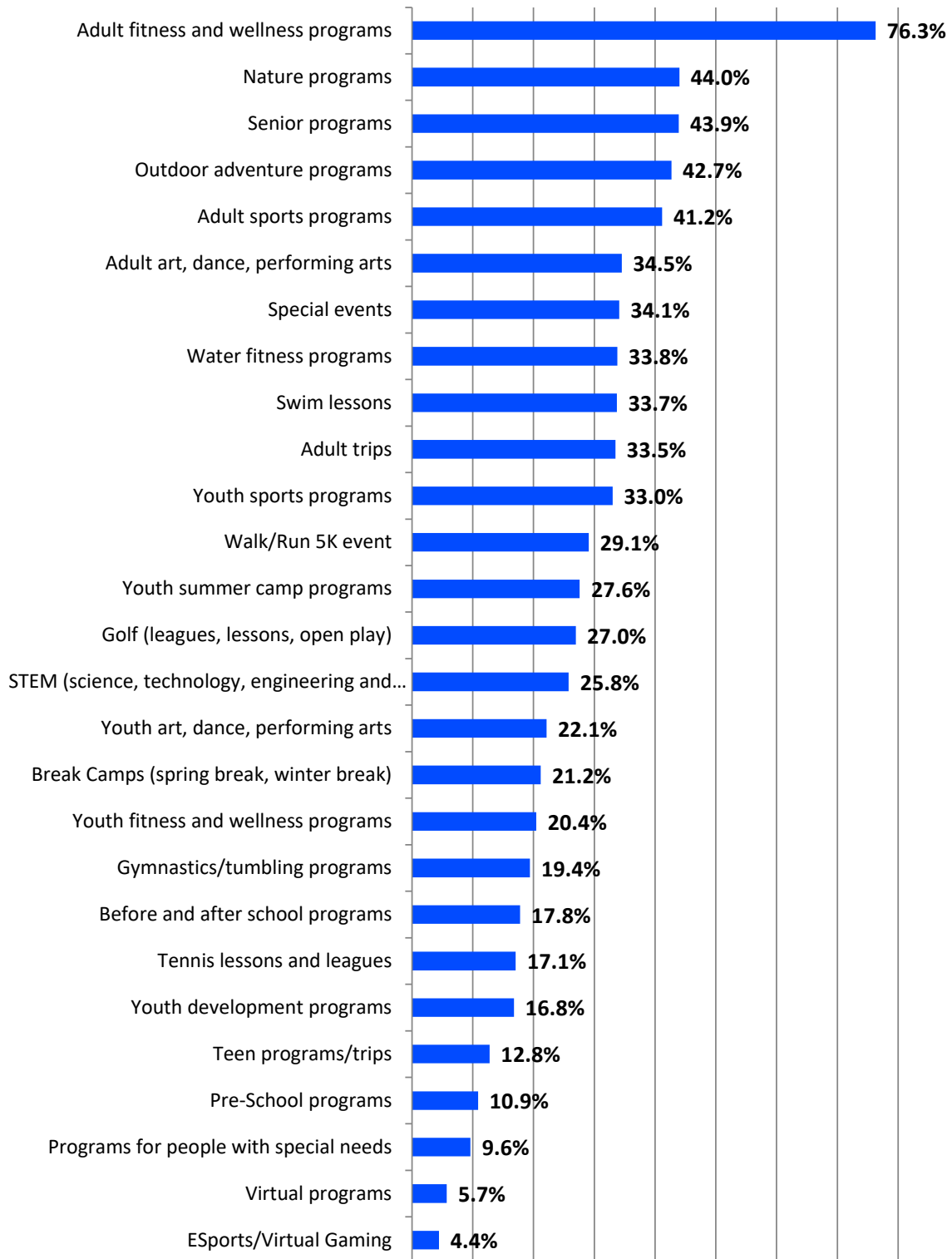
Q6 (2): If “Yes,” how well are your needs being met?



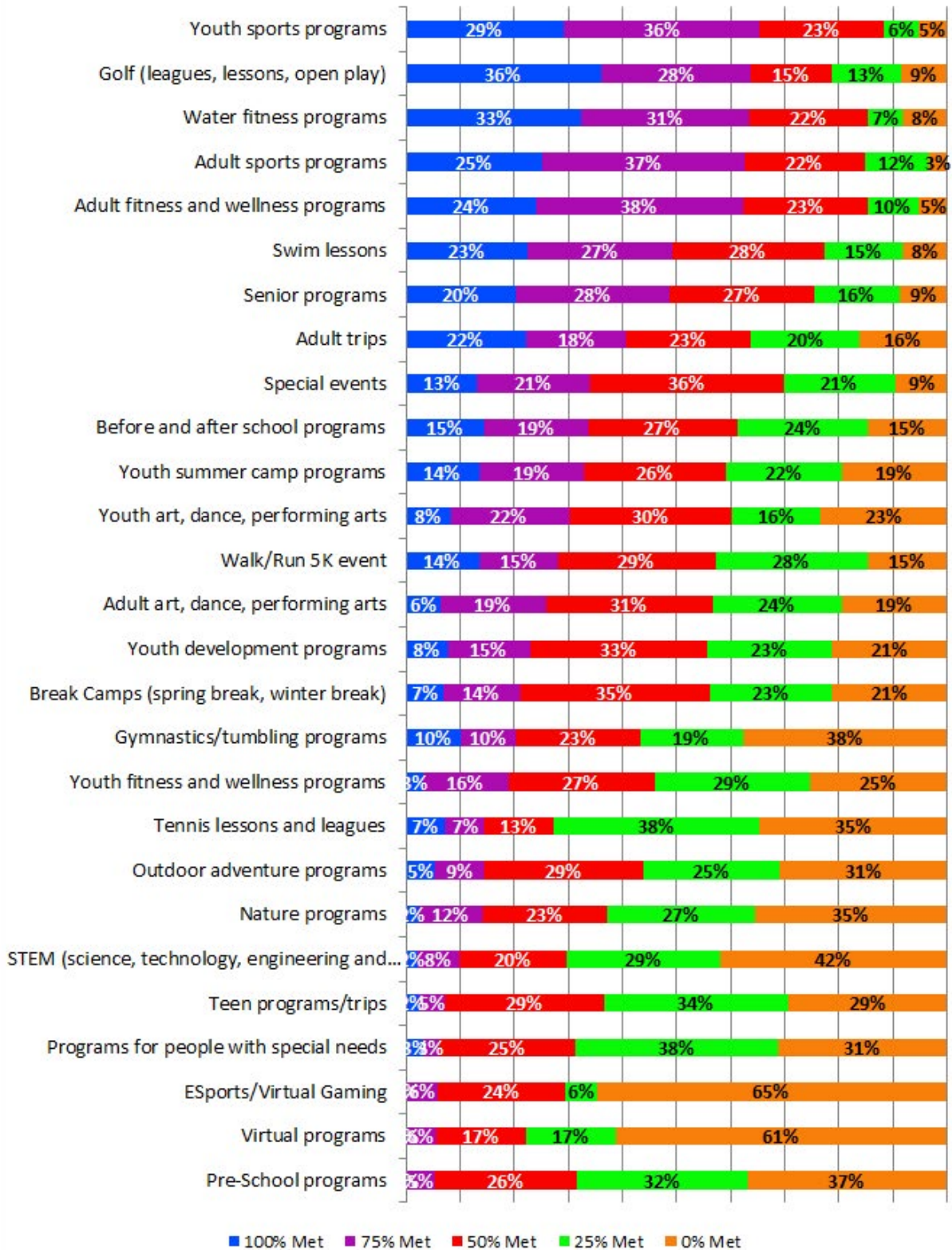
Q7: Amenities/Facilities That Are Most Important to Households



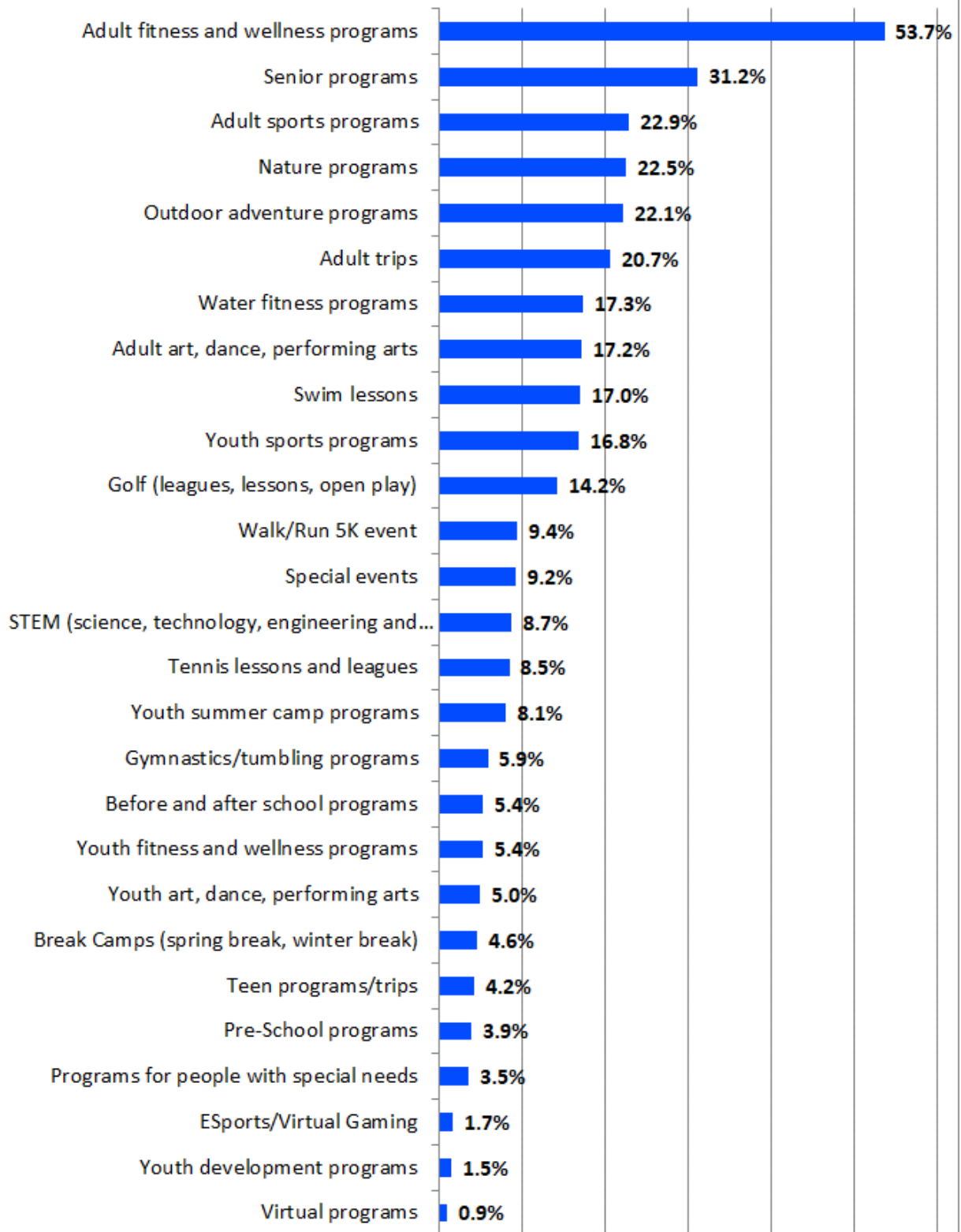
Q8: Percentage of Households With a Need for Recreation Programs



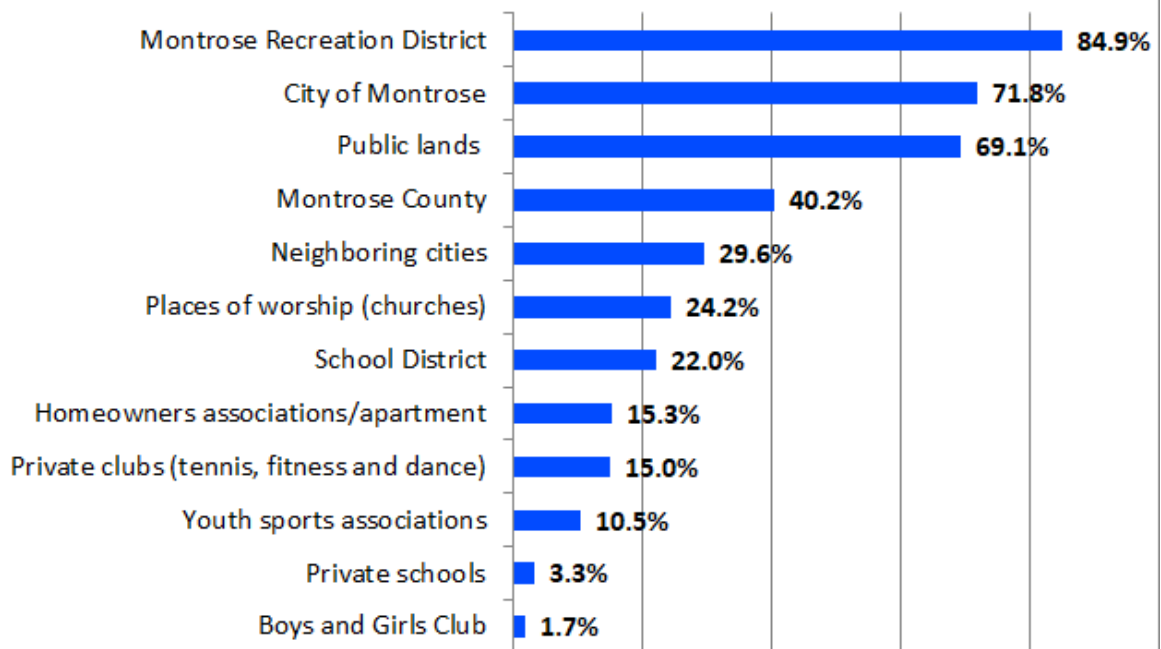
Q8(2): If “Yes,” how well are your needs being met?



Q9: Recreation Programs That Are Most Important to Households



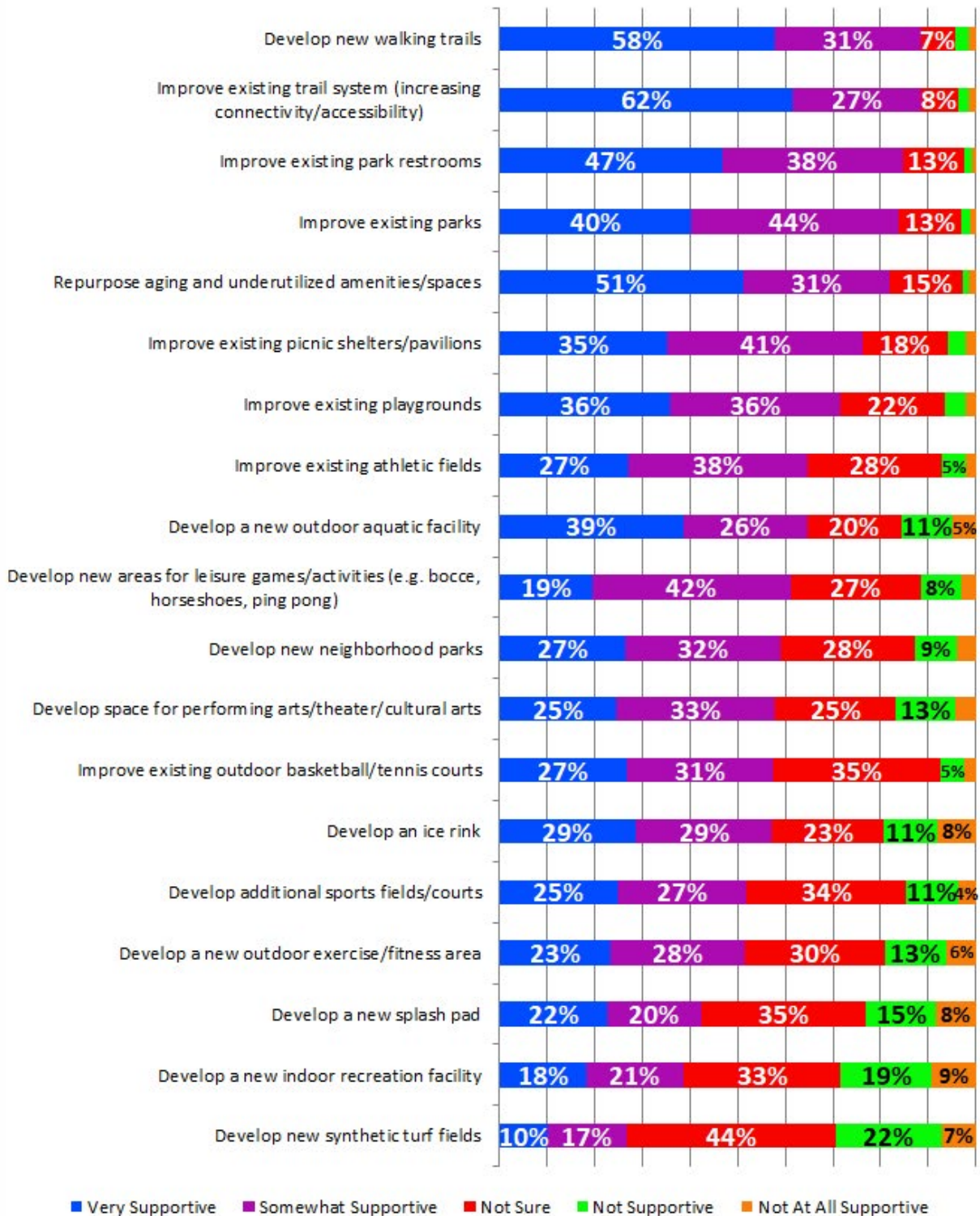
Q10: Organizations Households Use for Parks and Recreation Programs, Services, and Facilities



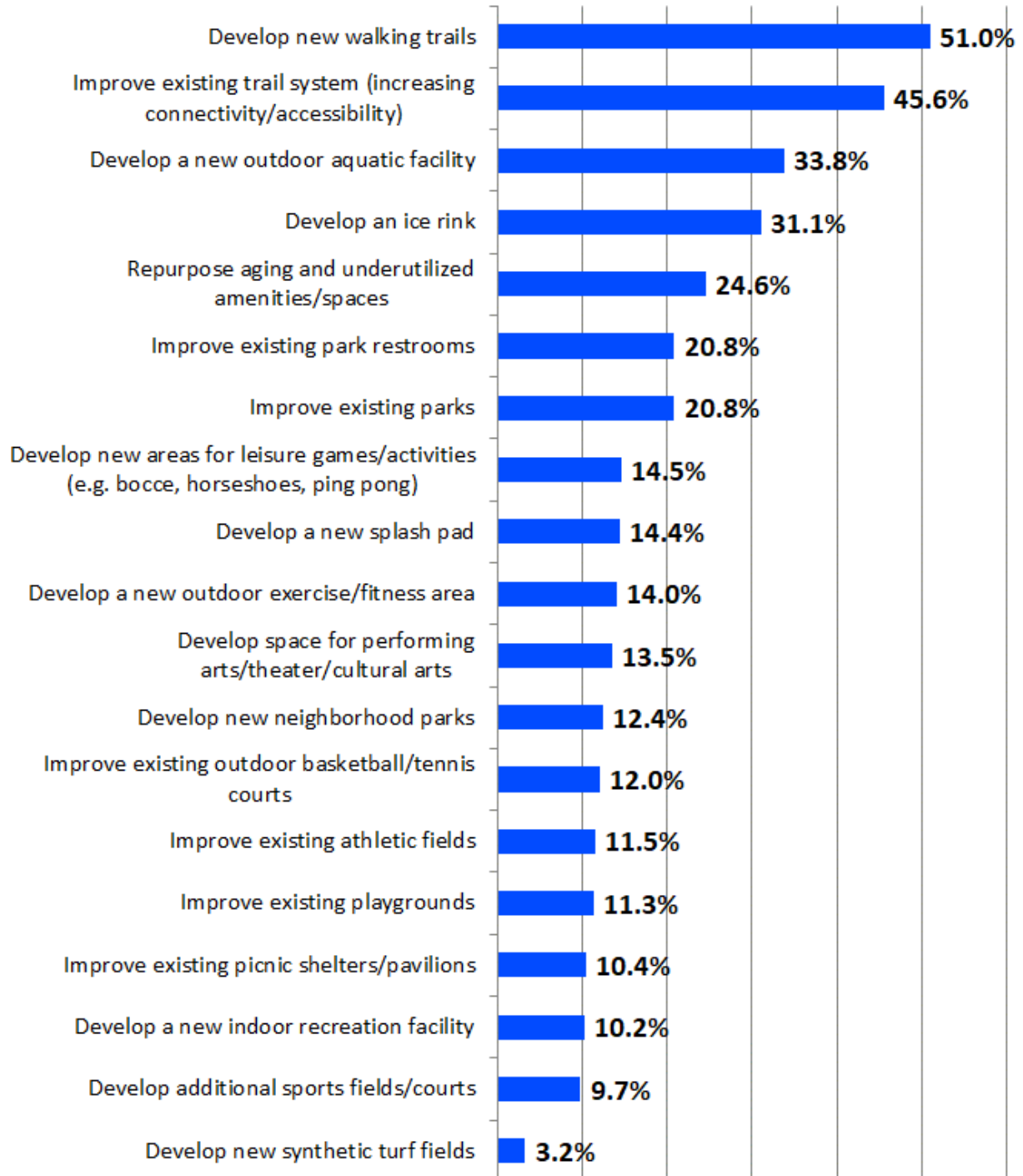
Q11: Households' Level of Agreement With Statements About Potential Benefits of the Montrose Recreation District or City of Montrose Parks, Facilities, and Recreation Programs or Services



Q12: Households' Level of Support for Actions the Montrose Recreation District an/or City of Montrose Could Take to Improve the Parks and Recreation System



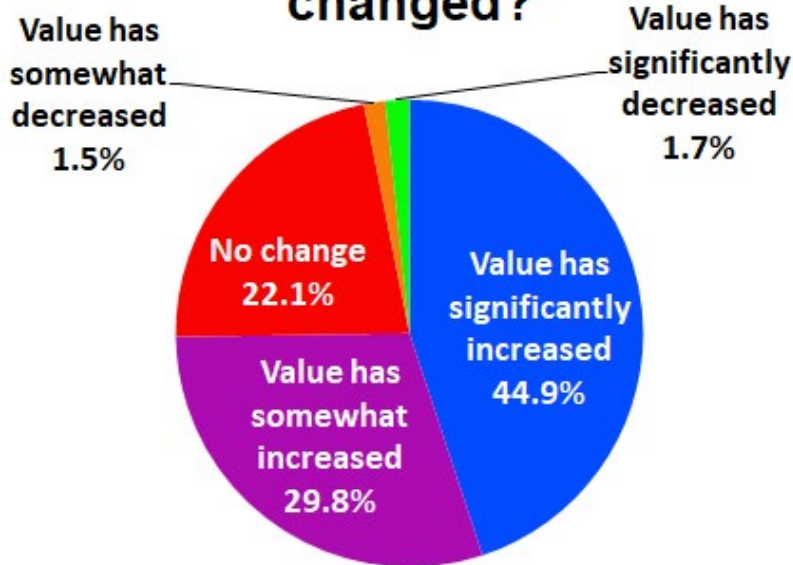
Q13: Actions the Montrose Recreation District and/or City of Montrose Could Take to Improve the Parks and Recreation System Most Important to Households



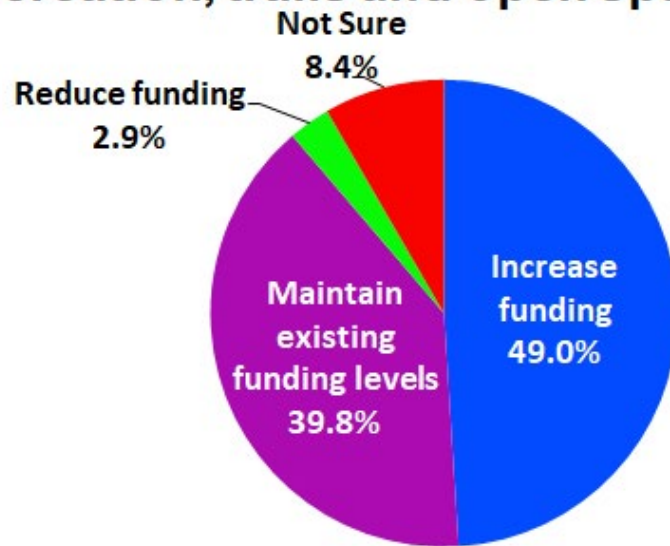
Q14: If you had a budget of \$100 for services provided by the Montrose Recreation District and/or City of Montrose, how would you allocate the funds among these categories?



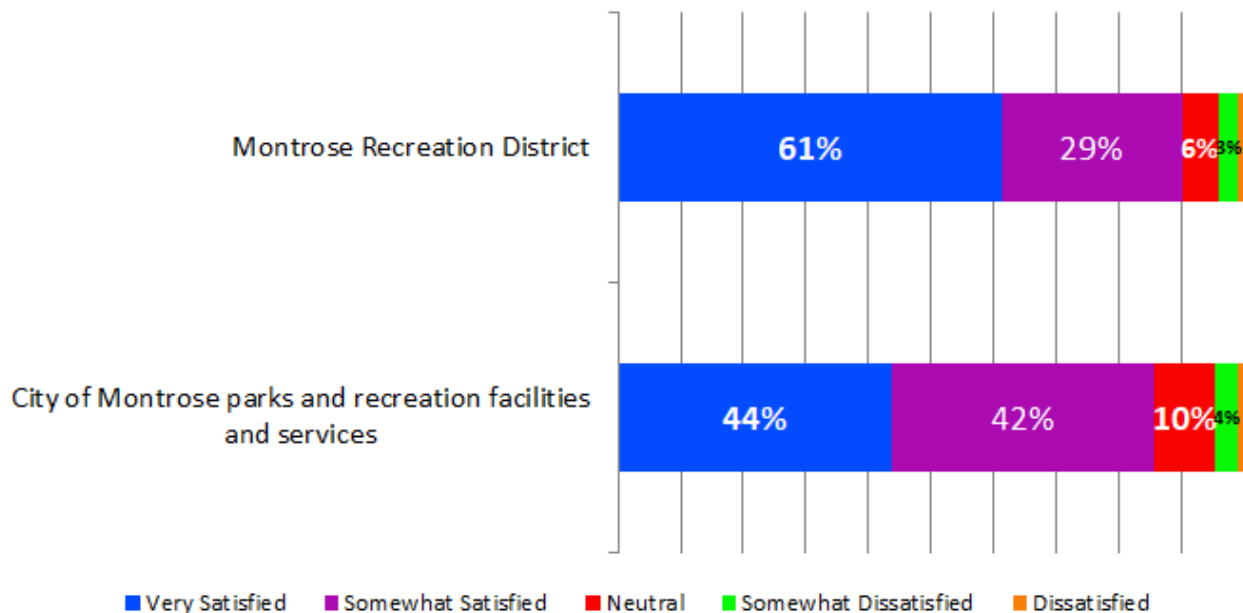
Q15: Given the recent COVID-19 Pandemic, how has your and your household's perception of the value of parks, trails, open spaces and recreation changed?



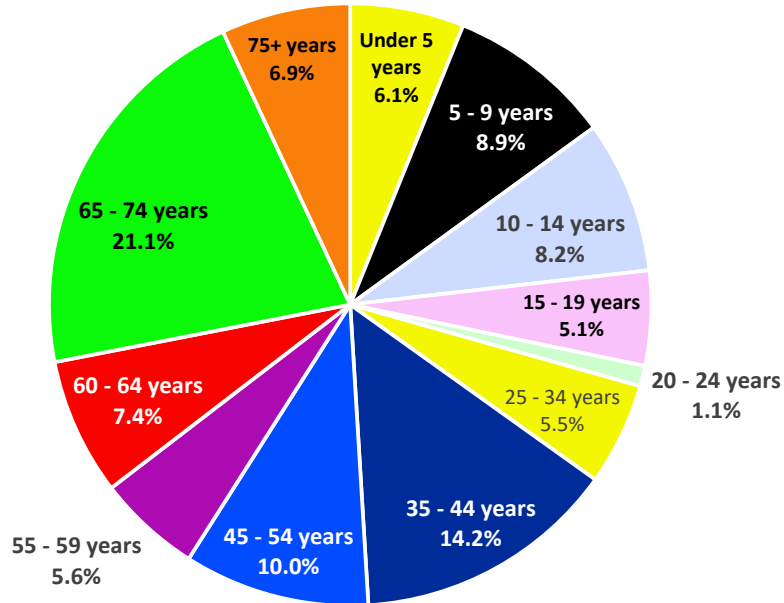
Q16: Based on your perception of value, how would you want the Montrose Recreation District and the City of Montrose to fund future parks, recreation, trails and open space needs?



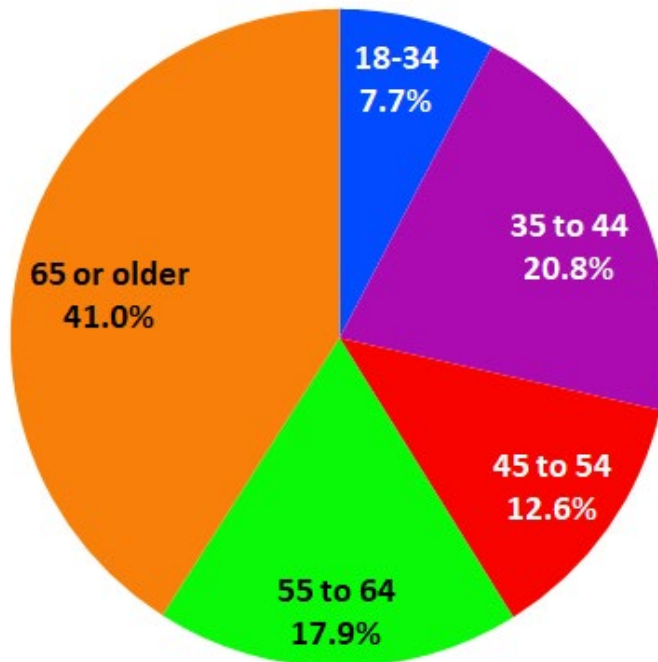
Q17: Households' Level of Satisfaction With the Overall Value Recieved From the Montrose Recreation District and the City of Montrose



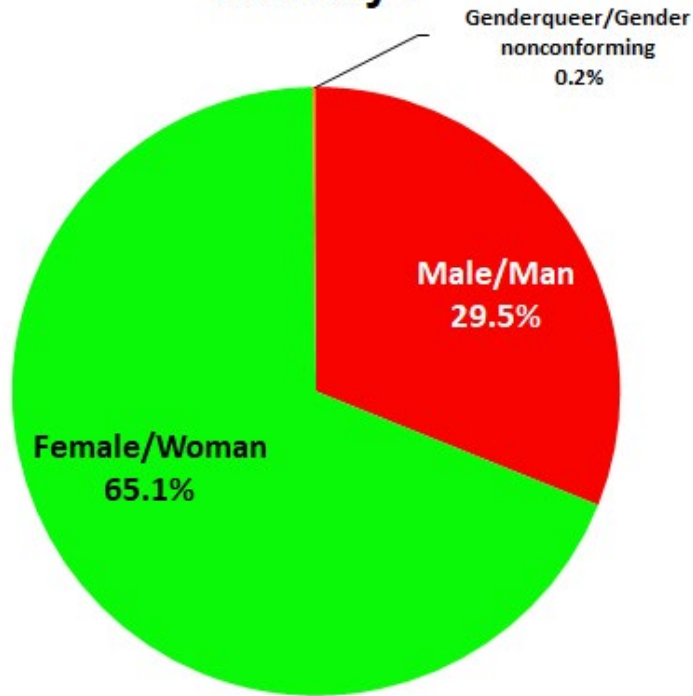
Demographics: Q18: Counting yourself, how many people in your household are...



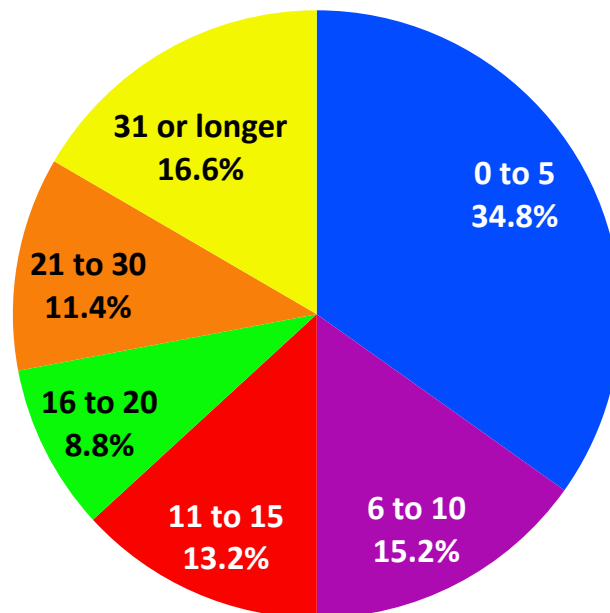
Demographics: Q19: What is your age?



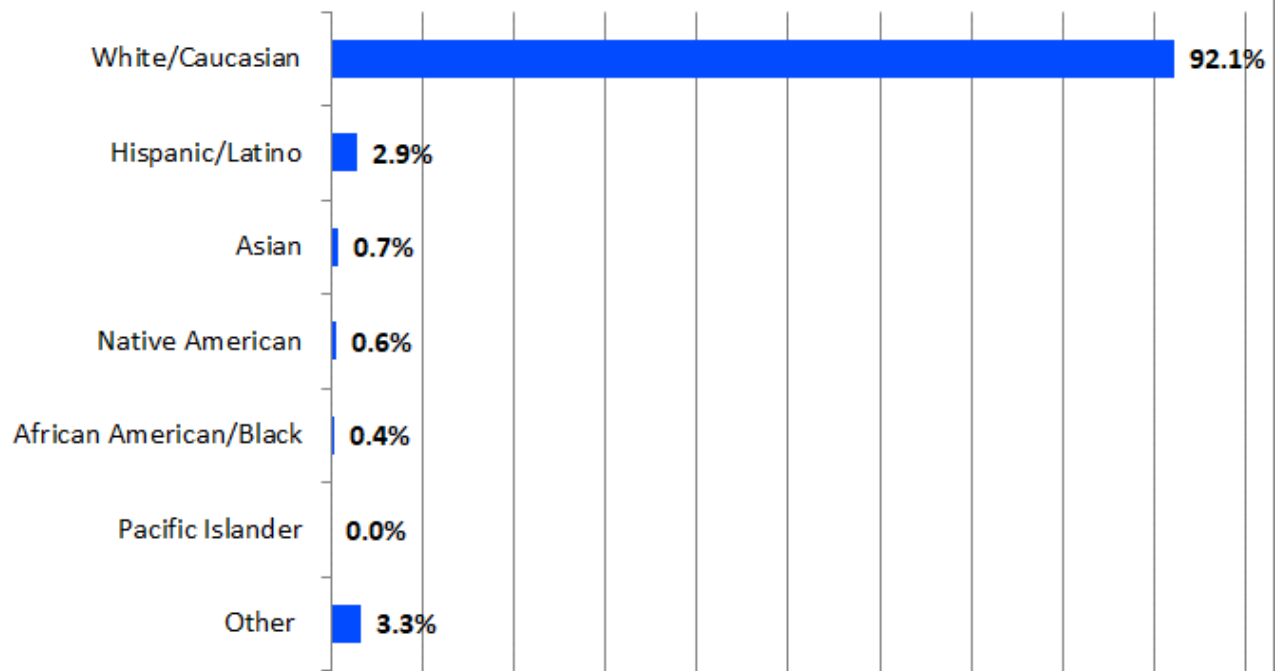
Demographics: Q20: What is your gender identity?



Demographics: Q21: How many years have you lived in Montrose?

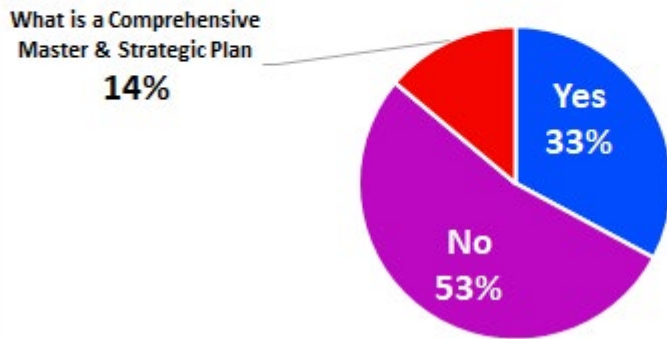


Demographics: Q22: Which of the following best describes your race/ethnicity?

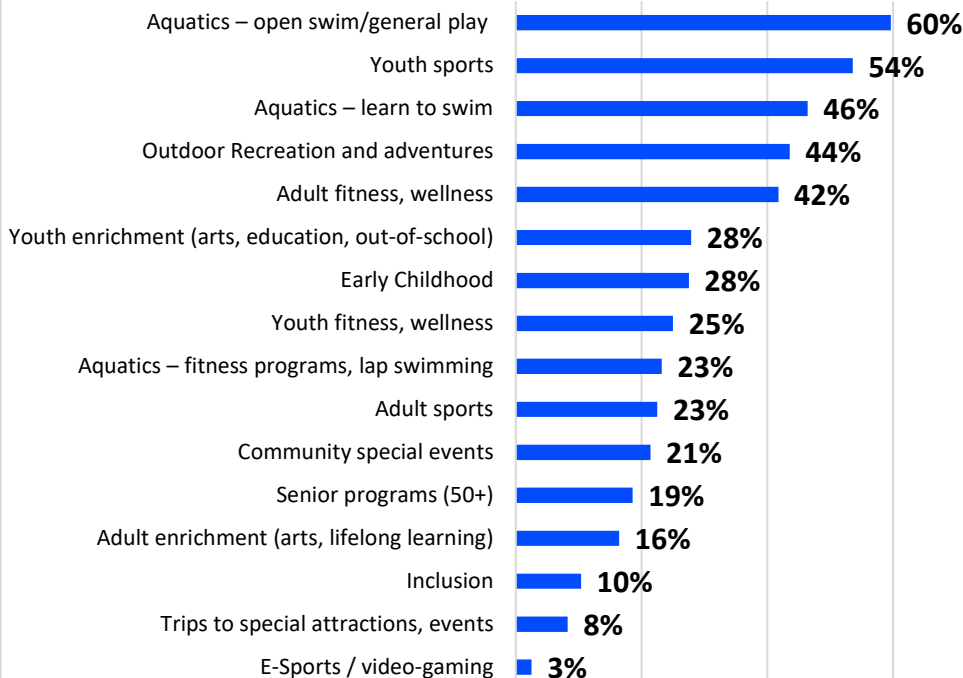


Results

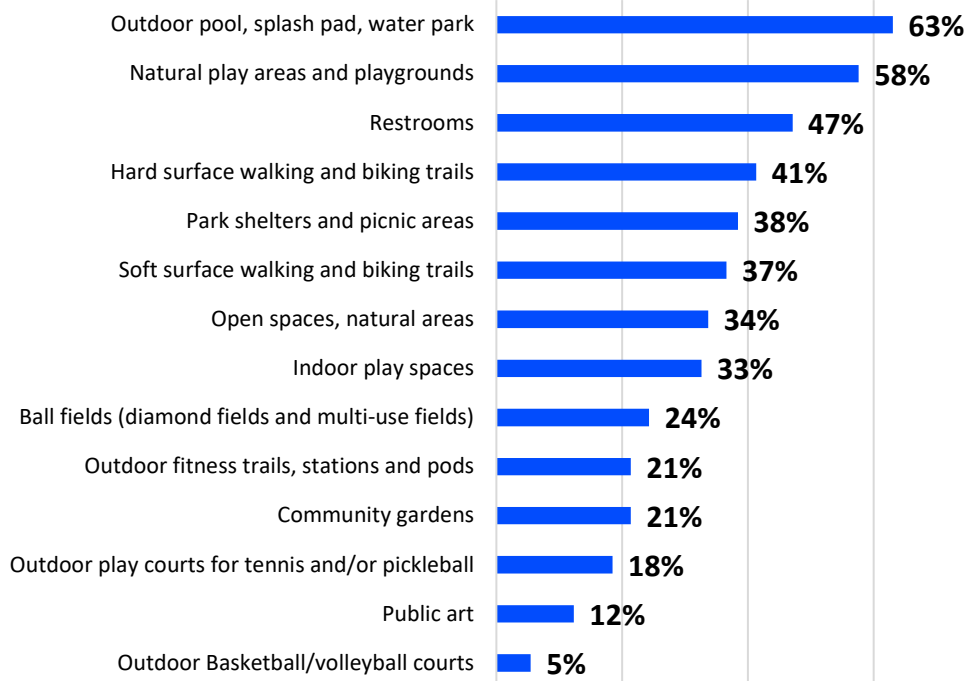
Q1: Do you know Montrose Recreation District is working on a new Comprehensive Master & Strategic Plan this year?



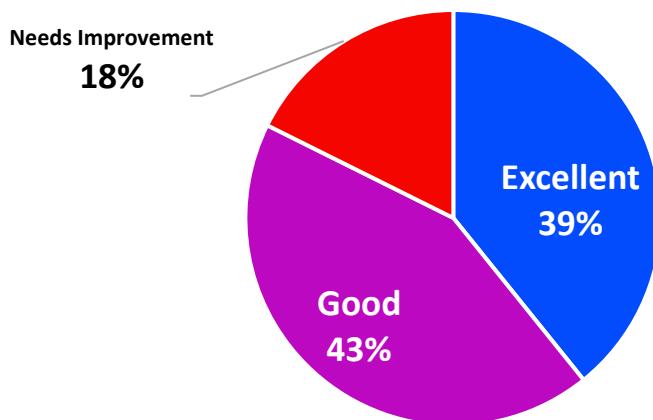
Q2: What programs are MOST important to you / your family to have here in Montrose? (choose up to 5)



Q3: What park facilities are MOST important to have in Montrose? Choose up to 5)



Q5: How do you feel about Montrose Recreation District?



Specifically Needs Improvement In Our Parks, Programs, And Facilities?

- Access steps from trails to key fishing spots. Utilize old house near maintenance bldg. for housing visiting teams and groups - rent it out. Improved and extended gravel trail to Colona, to county line. Improve maintenance bldg., sadly it is an eyesore and doesn't reflect the amazing park system we have.
- Add Bathrooms
- Add tennis/pickleball
- Clear the walking trails, keep mowed and weeded. Enforce the leash laws. Improve the Tennis Courts. Build more Tennis Courts
- Covers (sails or hard) over playgrounds so slides and equipment don't burn kids while playing in the hot months. Water fountains.
- Cross Country Skiing Group at the Black Canyon. I'll Coach! I'm a former racer and go to the BCNP twice a week in the winter. They need to groom regularly and have events up there. It's a winter treasure land! More hiking and biking trails. Love what you do!
- Everything seems great!
- I am a regular tennis player. The tennis courts are in dismal condition. There are huge cracks, and the lines are almost impossible to see. The repairs that have been done are substandard. Not only are the courts dangerous in their present condition but they do not leave visitors with a positive impression of Montrose.
- Improve asphalt on Tennis
- More green space and trails; nature-based parks. Increase green space and trails along our beautiful river space. Check out Bend, OR for ideas :)
- More indoor play/entertainment areas, so people are more spread out and not crowded in the rec center. Definitely more accessible water areas/ features like splash pads (adding one in River bottom would be perfect) another public pool or a "beach" area.
- More fitness opportunities / martial arts
- More Children's activities
- Programs for 20-30-year-olds to get out and meet and do different activities
- Preschool
- Safe bike trails to schools and more bike riding by kids' unlit community. Lit safe areas at night for walking and tabled areas.
- More tennis courts

- Resurface existing tennis courts. What a shame when we have a visitor out of town came to use the courts and seeing all the cracks and big holes on the court. This can be dangerous and can have a lawsuit from anyone that falls.
- The tennis courts are a danger and embarrassment to Montrose! Cracks are everywhere: for tripping and changing competitions from balls hitting them. Need equal concern for ALL sports and not favor some! Please Resurface!
- The tennis courts are in terrible shape. The cracks are dangerous and interfere with play when the ball hits them. They were "repaired" to allow pickleball court space to be better, but the "repair" stopped there. These courts are used by the high school tennis teams as well - and the condition of them is a reflection on the Montrose community's concern for their tennis playing students. Not a good thing now. When reading about upgrades and maintenance to the new facility, it seems that some of the other sites are very much ignored in the "master plan". The damage to the tennis courts is not new - they have needed repair since 2005. The other thing missing at the tennis courts are restrooms. The San-o-let is gross and dirty most of the time. Why isn't there access in the building next door?
- The tennis courts are in very poor condition and desperately need repair. They are hard to play on and dangerous.
- Tennis courts in VERY BAD shape. Someone could get hurt! Please resurface.
- Fix public tennis courts. They are dangerous
- Resurface tennis courts!!!!
- Aging outdoor facilities that need torn down or at least some money for improvements. Youth and adult ball fields/soccer are in need of upgrades to the fields and buildings.
- Outdoor parks with shade covering playgrounds. More outdoor pools...Laps and recreational. Splash pad for toddlers and young kids.
- Activities for kids in the winter when it's snowing or too cold outside
- A bigger outdoor/indoor pool One that accommodates little kids
- Drop in sports
- I think y'all are doing a great job!
- Repair surface cracks and lines on 4 tennis courts at the Field House. Cracks are very large and potentially dangerous which will most likely result in injuries - major tripping hazards on all courts.

- A splash pad at a park for the summer is really needed, extended hours in the outdoor pool would be nice for the summer & indoor play areas for the winter.
- I would improve nothing, it is awesome!
- More water fountains
- This is more in general for park areas. Around one park it would be wonderful to have a fence surrounding the play area. Reason being there are children who will take off as soon as they know no one is watching. As well as parents with children with needs who sometimes are not aware of dangerous situations. A fence around the playground would be a great benefit to keep all kinds of children safe.
- more seating for spectators in pool used for swim meets. More bike and walking trails.
- Ice Rink
- Shade covers over playground equipment
- more places along trails with water stations and restrooms. Also, the distances posted for runners.
- rebuild Riverbottom park
- I would LOVE to see a free splash pad for the kids. There are so many families who could benefit from free things like that.
- More programs for little kids under 5
- I'd like to see a larger outdoor pool and splash pads for kids in various parks around town.
- An outdoor baby friendly splash pad at a park
- More playgrounds
- Lower prices!!
- Saltwater Pool
- We love our rec center! Big outdoor splashpad would be awesome! Keep up the good work!
- none - parks are in nice condition - well maintained
- Please do a saltwater pool - chlorine makes my kids sick. Thank you
- need FREE outdoor splash pads at one or more parks in town
- Lower prices
- concession stands at ballparks need major improvement
- More youth sports/activities. 2 seasons of basketball (winter, spring). A bigger outdoor pool area.
- Investment in parks
- More growth and outdoor facilities including basketball courts and outdoor pool/ splash pads.

- Not requiring masks or vaccines to participate. Friendly environment-not micromanaged germaphobes.
- It would be great to have batting cages.
- Improvement on Softball fields
- More programs for individuals with disabilities.
- Additional bike paths/walking paths linking more of the area. Some primary roads offer no safe paths for bikes & pedestrians - Ogden, for example.
- More communication and
- More open swim instead of appointments
- Earlier hours that open on weekends. More lap lanes on weekends
- Large outdoor pool
- We need Batting Cages for the youth and adults. Indoor batting cages would be awesome. Community Splash Pad outside for kids during the summer
- More inclusion and time centered around adults. Most things are just catered to kids.
- I would love to see a splash pad at a park!
- A splash pad and a bigger outdoor pool. Stroke lessons and more activities for a rec center swim team.
- Would love to see a splash pad built! I know there's one already, but you have to pay for it. A big outdoor space with a kids' park specific to include special needs children.
- More pickle ball courts
- Wish there were more programs specifically for disabled people.
- The registration system is incredibly hard to use (even for the very technologically adept) and not enough coaches are available for youth sports, so getting a child involved can be a challenge.
- More shade in the playgrounds, more summer camp type classes, mountain biking class, baseball to start earlier in the spring not the heat of summer, kids craft and art classes.
- It would be awesome if there was a free to the public outdoor splash pad for kids.
- We need a large outdoor public pool and splash pad for summer
- Larger outdoor pool. Free splash pad
- Youth sports need to be planned more in advance and put on calendar! MOVE BASEBALL BACK TO MAY/JUNE for all that is holy! July game schedule does NOT work for families trying to plan vacation, conflicts with Fair, and is subject to game cancellations due to rainy season!

- Would love to see a splash pad added to our town.
- Free splash pad, more shaded recreation areas for adult recreation but especially for kids... the parks get so hot and bright-please plant more trees for shade, or more canopies over parks.
- I'd like to see more for arts and kickboxing/bags for workout purposes.
- Playgrounds could be covered to provide shade as well as keeping the snow off playground so kids can still play during the winter. A free splash pad would be awesome.
- Better outdoor pool. Another indoor play area for kids
- I would like to see the old field house pool remodeled
- Free, public splash pads at all the parks!!!
- Splash pad please!!
- The new rec center is overpriced. Also have had several encounters with snobby employees.
- I would love to see a FREE outdoor splash pad where I can take my child to play in the summer.
- Someone helping (coordinator) with rec team assignments, specific needs. A LEGIT outdoor pool or natural water feature similar to St. George.
- No more reservations for anything. Go back to when it was 2019 and the children could go there after school
- Splash pad. More activities for children under preschool age
- We desperately need splash pads for kids at parks. In the summertime the park equipment is way too hot to play on. This would help with kids spending more time outdoors.
- A large, modern splash pad
- I love the new Holly Park. A free natural outdoor splash pad would be great in that area.
- Hours that are more friendly to families that have working parents. Clear communication about programming.
- Less limited hours for my children to swim
- I really would love a free splash pad for the kids. I moved from a place that had one and miss it tremendously. Moms everywhere would thank you for adding a free splash pad.
- A better kids pool. More things to do in the kid's pool area since it's the only thing for kids other than the parks. Has it focused on baby age and kindergarten age play areas in the pool? Also, Montrose needs a splash pad outside of the field house and the Field house needs better hours

- Splash pad that's public and free
- We need more for younger kids to do, 1-4. Indoors and sports
- Organization, more options
- A bike trail on Ogden Rd connecting the Rec center with 6700 Rd.
- Longer hours for outdoor pool in the summer for working parents.
- I would love to see an indoor ice-skating rink and future hockey for kids.
- We are so thankful to have such an outstanding recreation district, but we HATE the loud splash in your face water feature at the indoor pool.
- I would like to see more for toddlers. A public splash pad would be great. shaded slides that won't burn them. Toddler enrichment
- Outdoor splash pad at a park
- Better slide, bigger river, more open swim, not having to reserve for swimming, more areas for really young toddlers to play
- Outdoor pool/hot tub at main facility. More arts and music type classes for children
- Communication with parents for youth sports. More hours at the rec center
- Free splash park
- True Hot tub for the rec center, more baseball fields, batting cages, update playgrounds (more like the new one at Holly), football season for youth, lacrosse in the summer, more playing time for baseball season,
- I'd like to see group events and outings for adults. There's stuff for kids and stuff for seniors, but adults are on their own to plan and explore.
- Just moved here and so excited for the rec center. It is an amazing facility!
- I think it would be Awesome to be able to work out with your kids, it would be nice for them to be able to use the cardio equipment or weight equipment with adult supervision of course, I think it would be fun them but also, they can have a start to introducing them healthy lifestyle.
- Outdoor playground/ fitness area at rec center (would love to see a ninja warrior type course)
- Rates! I already pay taxes and the prices are incredibly high!
- More inclusions for people with disabilities. There is not one accessible park in Montrose County (that I have found) and my wheelchair user daughter is missing out.

- More adult only times in pools, on weekends.
- No more scheduling
- bike (lanes) access to the rec. along Ogden
- More grass and green space.
- More trails with water sources and a possible water source at the dog park so the dogs can cool down!
- Can't wait for an outdoor pool at the new rec center!
- Outdoor pool
- Hours of operation
- More natural shades at the park. Indoor play structure play is for the kids.
- Keep building on the river improvements.
- Some of the park facilities are a bit dated
- Better / more restrooms
- Having popular classes like yoga be offered outside work hours. It was hard to make any classes because of times they were offered.
- All of the parks are looking great! The main park that needs work is the one near the fairgrounds
- Updated playgrounds
- Homelessness
- Access and parking
- Larger expanded climbing wall and a full-size outdoor pool
- Doing good
- Dog parks
- Weeds removed and areas kept clean
- Dog doo maintained, controlled
- Acquire more land to expand outdoor youth and adult sports practice and game fields. Also, relocate outdoor swimming pool and slide to the CRC site.
- Trails and shade! :)
- Need more aquatic offerings
- Trails that are linked
- Field House needs new showers and bathrooms and pickle ball courts

APPENDIX G Program Classification

Core Program Area Key			
50+	Adult Sports	Aquatics	Enrichment
Fitness	Recreation	Youth Sports	

Classifications		
Essential		
ARC Water Safety Instructor Course	Barre	Body Sculpting
Circuit Training	Colorado West	CPR
Yoga	Level 1-4	Lifeguard Training
Parent/tot	Preschool 1-3	Silver Sneakers
Spinning	Strength and Conditioning	Tai Chi
TRX	Zumba/Dance Fitness	

Classifications		
Value-Added		
1-on-1 Personal Training	3v3 Men's Basketball	5v5 Basketball
Active Outdoor Recreation	Archery	Climbing Clinics
Co-Ed Indoor Soccer	Co-Ed Kickball	Co-Ed Volleyball
Dodgeball	Flag Football	Intro to Pickleball Clinics
Kayak Lessons	Men's Competitive Indoor Soccer	Mini MAPA
Mountain Biking	MS Field Trips	Overnight Trips
Pickleball	Premier World Discovery Tours	Softball
Small Group Training	Stick Mobility	Stroke Clinic
Women's Self-Defense		

Classifications		
Important		
4-wheel drive	Adult Swim Lesson	After School Enrichment Program
Chair Massage	Club 1114	Crafts
Culture Tours	Exercise at Senior Center	Fall Color Drive
Flag Football Clinics	Games	Garden/Cooking Classes
Hikes	Holiday Lights and Dinner	Indoor Soccer
Intro to Soccer Clinics	Intro to Tee Ball Clinics	Jam Session
Lacrosse	Level 5-6	Line Dancing
Outdoor Soccer Leagues	PE at the CRC Clinics	Pedicures
Private Lessons	Recreational Swim Team	Reflexology
Semi-Private Lessons	Seminar Series	Snowshoeing
Spanish Class	Sporties for Shorties	Summer Adventure
Tours	Volleyball	Water Adventures
Winery Tours	Youth Baseball	Youth Basketball
Youth Enrichment Camps	Youth Softball	

APPENDIX H Similar Provider Benchmark

<i>Name of Agency</i>	<i>Location in the City / County</i>	<i>Operator (Public / Private / Not-for-Profit)</i>	<i>General Description</i>	<i>Comparison with your Services (Same / Lower / Higher)</i>	<i>Distance in minutes from your Prime Facility</i>
Anytime Fitness	Montrose	Private	Fitness Center	Lower	Under 15 minutes
Black Canyon Gymnastics	Montrose	Private	Gymnasium with programs	Similar	Under 15 minutes
Boys & Girls Club	Montrose	Not for Profit	Youth Programming	Similar	Under 15 minutes
Competitive Youth Sports Organizations	Montrose	Public and Not for Profit	Youth Sports Providers	Lower / Same / Higher	Under 15 minutes
Crossfit Agoge	Montrose	Private	Fitness Center	Higher	Under 15 minutes
Delta Rec Center	Delta	Public	Fitness/Aquatic Center with sport courts and meeting rooms	Similar	30 minutes
Fruita Rec Center	Fruita	Public	Fitness/Aquatic Center with sport courts, meeting rooms, indoor track and playground	Same	90 minutes
Gold's Gym	Montrose	Private	Fitness Center	Lower	Under 15 minutes
Gunnison Recreation Center	Gunnison	Public	Fitness/Aquatic Center with sport courts, meeting rooms, indoor track and playground	Same	1.25 hours
Montrose County School District	Montrose	Public	Youth Programming	Similar	Under 15 minutes
Ouray Hot Springs (and other local hot springs)	Ouray	Public	Outdoor Aquatic Facility	Lower	45 minutes
Private Personal Trainers	Montrose	Private	Fitness Training	Similar	Under 15 minutes
Yoga Studios	Montrose	Private	Fitness Studios	Higher	Under 15 minutes

APPENDIX I

Volunteer/Partnership Best Practices & Recommendations

Best Practices in Volunteer Management

In developing a volunteer policy, some best practices that the District should be aware of 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 District.
- 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 function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- 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 the 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 continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help 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 to fulfill a community service requirement.

The District should 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.

Best Practice for All Partnerships

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

- Each partner will meet with or report to the District 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.

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 the District's 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, the District 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 District.
- As an outcome of the partnership, the District 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 District 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 that they will follow to ensure the outcomes desired by the District. 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 District 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 District currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the District, 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 this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

01 Operational Partners: Other entities and organizations that can support the efforts of the District 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.

02 Vendor Partners: Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the District in exchange for reduced rates, services, or some other agreed upon benefit.

03 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.

04 Co-Branding Partners: Private, for-profit organizations that can gain brand association and notoriety as a supporter of the District in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.

05 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

APPENDIX J

Maintenance Standards

Sample Language -

Maintenance Standards attached as it applies to parks and amenities:

Maintenance Standards: Three maintenance levels are generally defined. The difference between levels is frequency of maintenance as determined by funding availability. Maintenance Standards have these general characteristics.

Level 1 Maintenance – High profile areas where the entire area is visible to foot traffic such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include: Mowing and edging twice per week, 95 percent turf coverage at start of season with 5 percent weeds and 0 percent bare area, edging once per week, tree pruning cycle once annually, litter pickup twice per week.

Level 2 Maintenance – Moderate to heavy use typical of most parks. Example maintenance activities include: Mowing and edging once per week, 88 percent turf coverage at start of season with 8 percent weeds and 4 percent bare area, tree pruning cycle every seven years, litter pickup once per week.

Level 3 Maintenance – Typical for low usage parks or when funding is limited. Example maintenance activities include: Mowing and edging every 10 days, 80

percent turf coverage at start of season with 20 percent weeds, edging once per week or every 2 weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

Maintenance standards are organized by three Levels of Service. Maintenance standards can change by season and month depending on the type of park area level of use. Standards shall be calculated by time and equipment proposed for all parks in the system.

This format provides guidance in terms of understanding the required work activities and elements in a descriptive manner that then can be quantified numerically. Following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

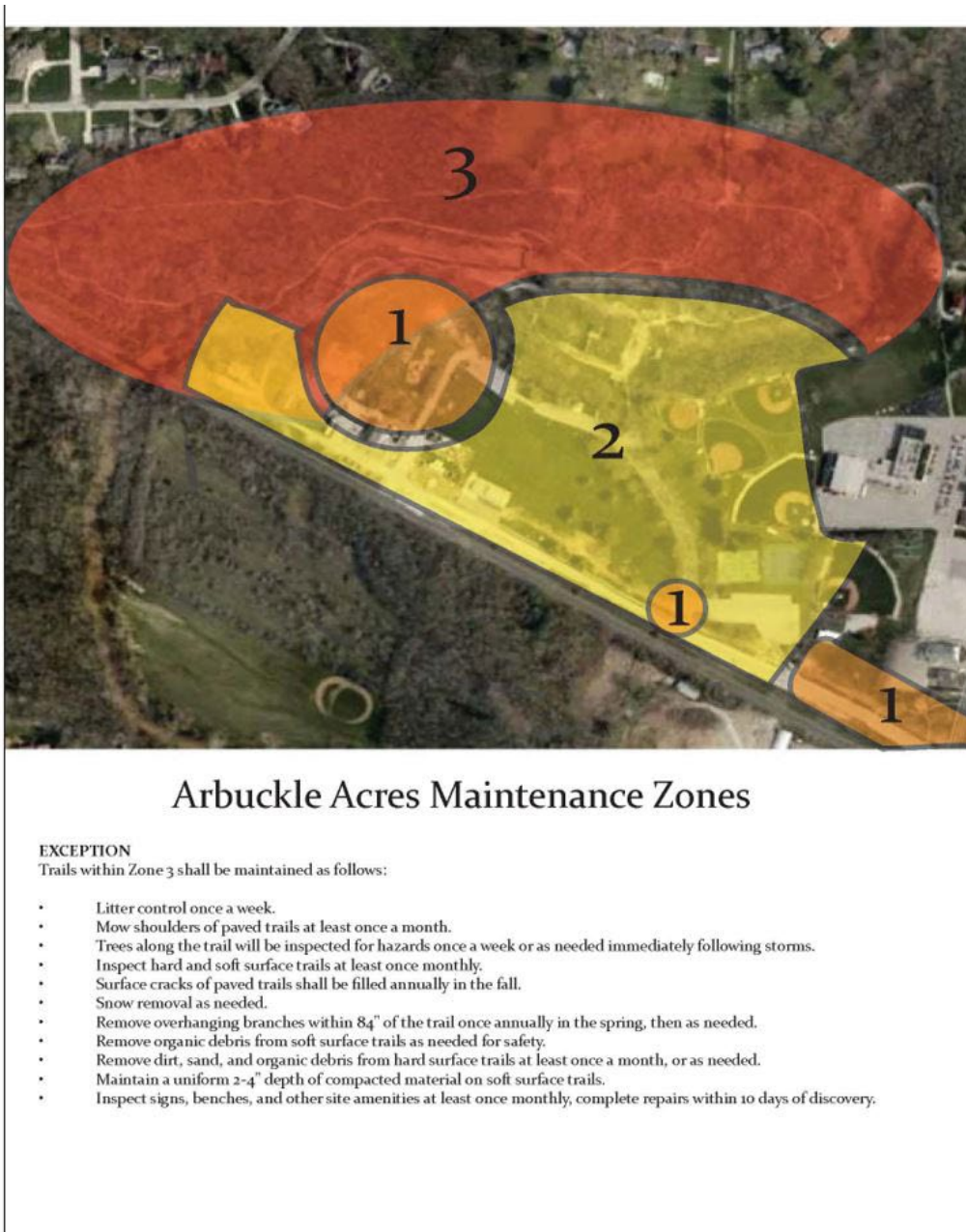


Figure 63: Sample Map of Maintenance Levels applied to a park

Level One: Maintenance Standards and Definitions for Parks

- **Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)**
 - **Mowing will occur 2 times/week**
 - **Mowing heights**
 - 2 ½" during warm season (daytime highs consistently above 75 degrees)
 - **Edging of all turf perimeters will occur 1 time/week**
 - **95% turf coverage**
 - **3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)**
 - **2% bare area**
 - **Remove grass clippings if visible**
 - **Aerate 1 time/year (additionally if needed)**
 - **Inspect thatch layer regularly and remove as needed**
 - **Test soil and water annually**
 - Additional testing will occur if deemed necessary
 - **Soil moisture will be consistent**
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- **Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours**
- **Fertilize (3) times per year**
- **Top dress/over seed once a year**
- **Tree and Shrub Maintenance**
 - **Prune/trim trees and shrubs as dictated by species twice annually during spring and fall**
 - **Remove sucker growth annually**
 - **Test soil annually to ensure application of appropriate nutrients as needed**
 - **Apply fertilizer to plant species according to their optimum requirements as needed or yearly**
 - **Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours**
 - **Place 2" of organic mulch around each tree within a minimum 18" ring**
 - **Place 2" of organic mulch around shrub beds to minimize weed growth**

- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material immediately unless located within an environmental area
- Remove or treat invasive plants within 5 days of discovery
- Flower bed maintenance done yearly
- Fertilize once a year
- Pond maintenance done yearly and inspect weekly
- Water features maintained weekly
- Invasive plant removal annually
- Storm Cleanup
 - Inspect drain covers at least twice monthly, before rain and immediately after flooding
 - Remove debris and organic materials from drain covers immediately
 - Maintain water inlet height at 100% of design standard
- Irrigation Systems
 - Inspect irrigation systems at least once per month or computer monitors as necessary
- Initiate repairs to non-functioning systems within 24 hours of discovery
- Back flow testing done annually
- Litter Control
 - Pick up litter and empty containers at least once daily or as needed
 - Remove leaves and organic debris once a week or as necessary
- Playground Maintenance
 - Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
 - Complete high-frequency inspections at least weekly
 - Groom surface three times weekly, nine months a year

■ Hard Surface Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional / directional signs annually
- Blow grass clippings after mowing around hard surfaces
- Remove grass growing in cracks as needed

■ Outdoor Court Maintenance

- Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
- Repaint lines at least once each year
- Replace basketball nets when frayed, broken, or removed
- Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications

■ Trail Maintenance

- Inspect hard and soft surface trails at least once monthly
- Remove dirt, sand, and organic debris from hard surfaces at least once weekly

- Remove organic debris from soft surfaces at least once weekly
- Maintain a uniform 3-4" depth of compacted material on soft surface trails at all times
- Graffiti removed weekly
- Remove overhanging branches within 84" of the trail surface at least twice annually
- Mechanically or chemically control growth 24" on either side of the trails
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Inspect and make necessary repairs to lighting systems at least once monthly
- Always Repair / replace bulbs to maintain lighting levels to design specifications

■ Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
- Cleaning, scrub and power wash of amenities twice yearly
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

- Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)
 - Fields that are dedicated to softball, baseball, soccer and rugby only
 - Use mower capable of “striping” the turf
 - Mowing will occur twice weekly
 - Mowing heights
 - 2” during cool season (daytime highs consistently below 75 degrees)
 - Edging of field perimeters will occur twice monthly
 - 95% turf coverage at the start of every season
 - 80% turf coverage after play begins
 - 5% weed infestation
 - 0% bare area at the start of every season
 - 15% bare and weak areas will be acceptable after play begins
 - Apply pre-germinated seed to heavily worn areas after every tournament
 - Remove grass clippings if visible
 - Aerate 3 times annually
 - Spot aerate high use areas as needed

- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize monthly
- Aerate and over seed yearly
- Fence and Gate Maintenance
 - Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
 - Annually free fence of debris
- Sign Maintenance
 - Inspect sign lettering, surfaces, and posts at least once monthly

- Repair / replace signs to maintain design and safety standards within 24 hours of discovery
- Clean signs twice a year
- Cut back plant material annually or more if needed
- Pest Control
 - In accordance with the District's Integrated Pest Management Program (IPM), problem areas are inspected monthly and remedied immediately upon discovery
- Vandalism and Graffiti Removal
 - Initiate repairs immediately upon discovery. Document and photograph damage as necessary
- Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned weekly by power washing, or as necessary
- Lighting Security/Area
 - Foot-candle levels will be maintained to preserve original design
 - Inspect once monthly
 - Repairs/bulb replacement will be completed within 24 hours of discovery
- Aquatic Center Standards
 - Vacuum pool weekly
 - Manually check water chemistry every two hours of operation
 - Check water electronically on a continuous basis
 - Water checked for temperature, chlorine, and pH
 - Check flow rates every 2 hours of operation
 - Water checked for clarity on a continuous basis
 - Clean concrete areas daily
 - Repaint pool tank every two years
 - Pressure wash concrete areas weekly
 - Clean restrooms two times daily
 - Inspect facility and associated equipment daily
 - Maintain all equipment per manufacturers suggestions
 - Inspect sand filter annually
- Broken Equipment Standard
 - Broken equipment shall be repaired immediately, as staff is capable, and parts are available, when noticed or reported
 - If staff is not able to repair, the broken equipment will be signed and roped off with

emergency tape indicating that the amenity is broken, not to be used, and if and when it will be repaired

■ Lifecycle Replacement

- Develop a lifecycle replacement program that linked to the Capital Improvement Program.

■ Concession Standards (outdoor) when developed in the future

- Concession facilities cleaned, wiped down, and sanitized before opening
- Electrical appliances checked for compliance and repaired if damaged
- Lights checked and repaired as needed
- Concession operating permits secured before opening
- Appliances cleaned thoroughly before opening
- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supply on hand before opening
- Pick up debris daily

■ Closing Concession Standards (outdoor)

- Equipment cleaned thoroughly
- Supplies removed and discarded
- Electricity should be turned off
- Refrigerators and cables turned off and sealed
- Facility floors, sinks, and counters cleaned thoroughly
- Hoses cleaned and drained
- Kitchen cleaned thoroughly
- Inspections of standards will occur monthly

■ Restrooms

- Restrooms cleaned twice per day unless contracted
- Restrooms inspected hourly
- Restrooms locked/unlocked daily
- Replace waterless urinal cartridges monthly
- Leaks dealt with immediately and repaired within 24 hours of discovery

■ Open Space Standard

- Maintain natural appearance to open space areas
- Remove trees and branches that pose a hazard to the users of the area

- Respond to disease and insect outbreaks within 24 hours of identification
- Inspect areas monthly
- Remove and clean dump sites within 48 hours of identification
- Post and maintain appropriate signage for each individual area
- Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
- No large branches or debris will be allowed in parks and along perimeters

Level Two: Maintenance Standards for Parks

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

■ Turf Maintenance

- Mowing will occur once weekly
- Mowing heights
 - 2½" during cool season (daytime highs consistently below 75 degrees)
- Edging of all turf perimeters will occur weekly during season and every 2 weeks in off-season
- 88% turf coverage
- 8% weed infestation

- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - No wet areas
 - No dry areas
 - Firm enough for foot and mower traffic
 - Apply wetting agents to assist in uniform soil moisture
 - Hand water as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly

■ Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species at least once annually
- Apply fertilizer to plant species only if plant health dictates
- Remove sucker growth as needed

- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material within 30 days of discovery
- Remove or treat invasive plants yearly

■ Storm Cleanup

- Inspect drain covers at least once monthly and immediately after flooding occurs
- Remove debris and organic materials from drain covers within every other month
- Inspect and clean drains before forecasted storms begin
- Maintain water inlet height at 100% of design standard
- Invasive plant removal once a year or as needed
- Drain system maintenance done once a year

■ Irrigation Systems

- Inspect irrigation systems a

minimum of once per month and as necessary

- Initiate repairs to non-functioning systems within 48 hours of discovery
- Annual back flow inspection done yearly

■ Litter Control

- Pick up litter and empty containers at least every other day or as needed
- Remove leaves and organic debris once a week

■ Playground Maintenance

- Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
- Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
- Complete high-frequency inspections at least weekly
- Groom surface two times weekly

■ Hard Surface Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional/directional signs every other year
- Remove grass in the cracks monthly

■ Outdoor Court Maintenance

- Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
- Repaint lines at least once every 2 years
- Replace basketball nets within 10 days when frayed, broken, or removed
- Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery

■ Trail Maintenance

- Inspect hard and soft surface trails at least once monthly
- Remove dirt, sand, and organic debris from hard surfaces at least once monthly

- Remove organic debris from soft surfaces at least once monthly
- Maintain a uniform 2-4" depth of compacted material on soft surface trails
- Mechanically or chemically control growth 24" on either side of the trails
- Remove overhanging branches within 84" of the trail surface at least once annually
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery

■ Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
- Cleaning and washing annually
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

■ Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)

- Fields that are dedicated to soccer, baseball, softball and rugby only
- Mowing will occur twice weekly

- **Mowing heights**
 - 2 ½" during cool season (daytime highs consistently below 75 degrees)
 - 3" during warm season (daytime highs consistently above 75 degrees)
- **Edging of all field perimeters will occur once monthly**
- **80% turf coverage at the start of every season**
- **65% turf coverage after play begins**
- **20% weed infestation**
- **5% bare area at the start of every season**
- **15% bare and weak areas will be acceptable after play begins**
- **Remove grass clippings if visible**
- **Aerate once annually**
- **Inspect thatch layer regularly and remove as needed**
- **Test soil and water annually**
 - Additional testing will occur if deemed necessary
 - Soil moisture will be consistent
- **No wet areas**
- **No dry areas**
- **Firm enough for foot and**

mower traffic

- **Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours**
- **Fence and Gate Maintenance**
 - **Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within 5 days of discovery**
 - **Clean debris annually**
- **Sign Maintenance**
 - **Inspect sign lettering, surfaces, and posts at least once every 3 months**
 - **Repair/replace signs to maintain design and safety standards within 5 days of discovery**
 - **Clean sign once a year**
- **Pest Control**
 - **In accordance with the District's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery**
- **Vandalism and Graffiti Removal**
 - **Initiate repairs immediately upon discovery. Document and photograph damage as necessary**

- Picnic Shelters
 - Reserved units cleaned and litter removed prior to and after each reservation
 - Minor repairs are made immediately upon discovery
 - Non-reserved units are cleaned bi-weekly, or as necessary
- Lighting Security/Area
 - Inspect quarterly
 - Repairs/bulb replacement will be completed within 72 hours of discovery
- Restrooms
 - Restrooms cleaned daily unless contracted
 - Restrooms inspected every three hours
 - Restrooms locked/unlocked daily
 - Replace waterless urinal cartridges monthly
 - Leaks dealt with immediately and repaired within 24 hours of discovery

Level Three: Maintenance Standards for Parks

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

- Turf Maintenance
 - Mowing will occur once every 10 days
 - Mowing heights
 - 2½" during cool season (daytime highs consistently below 75 degrees)
 - 50% turf coverage
 - Up to 50% weed coverage for existing
 - Up to 20% bare area
 - Safety of hazard only action

Maintenance Items for Water Parks

The District shall establish and implement a maintenance program to assure safe and enjoyable water park conditions.

Minimum Standard

The District shall establish and administer programs for all areas of the water parks. These shall be maintained in good condition in conformance with the District's minimum standards. The policies that will govern minimum standards for maintenance operations include but not are limited to:

- Customer Service
 - Safety and directional signs are properly positioned
 - Entrance is clearly visible with appropriately placed road signs to access the water park
 - Entrance is well landscaped with a "Welcome To" sign in place
 - Parking lot is clean and well

maintained

- Parking lot has designated handicapped slots
- Area surrounding water park is neatly groomed and landscaped
- Maintenance building is neat and clean

■ Buildings and structures

- Bathhouse and restrooms floors should be disinfected daily
- Pool decks should be rinsed daily
- Buildings and structures shall always be maintained in good repair in a fashion which is consistent with fire and safety codes and regulations.
- Tools, supplies and equipment will be organized in an orderly fashion
- Chemical storage shall be reported to the District on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations

- Restrooms shall be checked at least hourly on a daily basis and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall be provided in adequate quantities at all times.

■ Water Park (if and when developed)

- Check the operation of the recirculation pump and motor daily
- Check the operation of the disinfectant and pH chemical feeder daily
- Check the filter operation, read the pressure gauges, and backwash, if necessary, daily
- For all closed filters, manually release the air daily
- Skimmer strainer baskets must be cleaned daily
- Clean the bottom of the pool and manually skim debris from the surface daily
- Measure and record the chlorine or bromine residual and the pH at least twice a day

- The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections

■ Planters (All areas planted with ornamental plants, and having a definable border)

- Planters shall be maintained free of trash and debris such as (e.g., paper, drinking cans, bottles, fallen limbs and leaves, etc.)
- Planters shall be maintained free of weeds or grass by

mechanical, manual or chemical means

- Plant material (e.g., trees, shrubbery and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance
- Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least 2 replanting programs for annuals scheduled yearly
- Irrigation (All equipment required to irrigate all areas of the property)
 - Repair or replace all heads, valves, control equipment, wiring and pipe as needed to maintain the proper operation of the irrigation system on an ongoing basis
- Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)
 - Repair all broken or damaged fencing as necessary
 - Immediately repair or replace all fences, gates and locking devices as needed for the protection of the water park
- Parking, Sidewalks and Hardscape
 - All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., shall be done as needed to ensure there

is no obstruction of play or maintenance from growth around these areas

- Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures, shall only be undertaken with the direct approval of the District
- Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.
- Park Amenities and Slides
 - All slides are inspected on a daily basis for problems. Slides are waxed on a yearly basis
 - All in-park amenities are inspected daily and repaired as need
 - Sand in play areas is raked daily as it applies to play areas and volleyball areas
 - Picnic areas washed down daily prior to visitors the water park and tables inspected for repairs
 - Lazy river painted and repaired yearly as needed
 - Park pool painted and striped on a yearly basis
 - All tubes are inspected weekly

PARKS AND RECREATION

Comprehensive Master Plan
2022

