Recreation and Park Master Plan
May 2019

PROSPECT RECREATION & PARK DISTRICT

Acknowledgements

The Prospect Recreation & Park District 2019 Master Plan is dedicated to Flora Andrus.

Prospect Recreation & Park District Board of Directors
Bill Farrell – Treasurer
Jim Kullhem – Vice Chairman
Victoria Smith-Campbell – Assistant Secretary
Lavonne Wise – Director
Jim Zimmerman – Chairman

Prospect Foundation Board of Directors
Flora Andrus – Director
Richard Daily – Director
Jim Kullhem – Director
Roni Teitelbaum – Director
Van Wedgwood – Secretary and Treasurer
Jim Zimmerman – President

Recreation and Park Staff
Mike Hanson – District Manager
Shay Lucero – Administrative Assistant
Tim Sheffield – Groundskeeper/Park Maintenance
Rob Swanson – Groundskeeper/Park Maintenance

Applewood Golf Course Staff
Brian Melody – General Manager

Consultant Team
GreenPlay, LLC
Design Concepts
RRC Associates

For more information about this document, contact GreenPlay, LLC
At: 1021 E. South Boulder Road, Suite N
Louisville, Colorado 80027
Telephone: 303-439-8369
Email: info@greenplayllc.com www.greenplayllc.com

The Prospect Recreation & Park District 2019 Master Plan is dedicated to Flora Andrus.

Flora has lived in the Fairmount community for over 40 years. She was instrumental in forming the PROMPT Citizens Committee grass roots effort that led to Prospect Recreation & Park District's (PRPD) successful formation as a Colorado Title 32 Special District in 1999, and then served as Board Chair on the PPRD Board of Directors until her retirement from the Board in 2013.

During Flora's 13 years of leadership, over $6 Million of capital improvements and infrastructure upgrades were made throughout the District. That list of accomplishments includes the acquisition of the Strippgen Property, land acquisition and development of the Kendrick Cottage and Crestview Park, Tanglewood Sports Park South land acquisition and construction of the playground, ball field and pavilion improvements, development of Tanglewood Sports Park North, as well as the remodel of the District headquarters building, construction of a new shop and maintenance facility, and extensive irrigation upgrades at all of our seven parks.

Flora has been active in the community for many years in matters that involve preserving the semi-rural character of the surrounding communities. Her leadership includes serving as President of the Fairmount Improvement Association and membership in the Jefferson County Communities Coalition. Flora led the formation of the Prospect Foundation and served as Chair of the Foundation until 2018. In 2002, Flora was awarded the Special District Association's "Distinguished Board Member of the Year" and in 2009 she was named as one of "Jefferson County's 150 Most Contributing Citizens." Flora was instrumental in forging relationships with a wide variety of community organizations, including the Applewood Property Owner's Association, the Applewood Valley Association, and the Applewood Business Association, just to name a few. She worked tirelessly on any number of community issues, for which she is owed a huge debt of gratitude.

The Board and Staff at Prospect cannot fully put into words our appreciation and gratitude for her astute leadership of Prospect Recreation & Park District. During Flora's tenure Prospect became an industry respected provider of park and recreation amenities to the Applewood and Fairmount communities.

- *Authored by Mike Hanson, District Manager, December 2018*

Table of Contents

Executive Summary 1
A. Purpose of this Plan 1
B. Planning Process Summary 1
C. Key Issues Summary 2
D. Action Plan Summary Table 3

I. Introduction: Planning Ahead 5
A. Purpose of this Plan 5
B. Prospect Recreation and Park District Overview 5
C. Local Planning Efforts and Integration 7
D. Methodology of this Planning Process 7

II. The PRPD Community 9
A. Demographic Profile 9
B. Park and Recreation Influencing Trends 11
C. Community and Stakeholder Input 15
D. Community Survey Summary 18
E. Organizational and Marketing Analysis 23
F. Programs, Services, and Maintenance 27
G. Financial Analysis 28
H. Comparative Analysis 31

III. Where We Are Now: Inventory and Level of Service Analysis 37
A. Inventory 37
B. Level of Service (LOS) Analysis 43
C. Trail Development and Connectivity, Safe Routes to Key Destinations, and Wayfinding 63

IV. Outdoor Recreation Opportunities at Applewood Golf Course 67

V. Prospect Arena Conceptual Plan 69

VI. Key Issues 71

VII. Recommendations and Action Plan 77
A. Key Recommendations 77
B. Action Plan, Cost Estimates and Prioritization 81

Appendix A: Survey Report 89
Appendix B: Open-Ended Comments 145
Appendix C: GRASP® LOS Analysis 175
Appendix D: GRASP® Maps 201

Table of Figures

Figure 1: Prospect Recreation & Park District Population Boundary Map 9
Figure 2: Prospect Recreation & Park District Subareas 10
Figure 3: Prospect Recreation & Park District Population Annual Growth Rates (2018 – 2023) 10
Figure 4: 2018 Estimated Population by Age Cohort between in 2018 11
Figure 5: Outdoor Recreation Behavior of PRPD compared to the State of Colorado 12
Figure 6: Google Search Trends of Golf and Related Variations (2004 - 2018) 13
Figure 7: Level of Importance vs. Needs Met for Current Facilities 19
Figure 8: What Would Increase Use of Current Parks and Facilities 20
Figure 9: Satisfaction of Trail Connectivity by Applewood and Fairmount Subareas 21
Figure 10: Importance of Resource Allocation to Future Facilities, Amenities, and Services 21
Figure 11: Importance of Trail Connectivity. 22
Figure 12: Influences on Decision to Walk or Bike to Facilities 22
Figure 13: Organizational Chart 23
Figure 14: Level of Awareness of PRPD Facilities and Services 25
Figure 15: What Would Increase Your Usage of Current Parks and Facilities? 26
Figure 16: Effectiveness of Communication. 26
Figure 17: Satisfaction with Programs, Services and Facilities 28
Figure 18: Satisfaction with Programs, Services and Facilities by Age Groups 28
Figure 19: Total Resident Population of Comparative Agencies. 32
Figure 20: Total Number of Trail Miles Managed or Maintained by Agency 34
Figure 21: Number of Buildings Operated by the Agency 35
Figure 22: Number of Programs Offered 35
Figure 24: System Map 41
Figure 25: Neighborhood Access to Outdoor Recreation 45
Figure 26: Walkable Access to Outdoor Recreation 50
Figure 27: Walkable Access to Recreation Gap Identification 52
Figure 28: Access to Playgrounds 53
Figure 29: Walkable Access to Playgrounds. 54
Figure 30: Aerial Image of Neighborhood 55
Figure 31: Access to Trails 56
Figure 32: Preferred Additional Outdoor Recreation Opportunities at Applewood Golf Course 67
Figure 33: Park Standards and Development Guidelines Example 79

Table of Tables

Table 1: 2018 Jurisdiction Population Compared to Full-Time Employees 33
Table 2: 2018 Capital and Operating Budget by Agency 33
Table 3: 2018 Park Acreage of Developed and Undeveloped Land 34
Table 4: Summary of Outdoor Locations 39
Table 5: Summary of Indoor Locations. 41
Table 6: Park Ranking Table. 42
Table 7: Map statistics 45
Table 8: GRASP® Comparative Data 47
Table 9: Statistics for Map D 51
Table 10: Component Capacities 59
Table 11: Outdoor Park and Recreation Facilities – Median Population Served per Facility 61
Table 12: Acres of Park Land per 1,000 Residents. 62

Executive Summary

A. Purpose of this Plan

In August 2018, Prospect Recreation & Park District (PRPD) hired GreenPlay, LLC, a national management consulting firm headquartered in Louisville, Colorado, to assist with conducting the update of the 2008 District Master Plan. Additionally, a Master Plan for the Applewood Golf Course and a Conceptual Plan for the Prospect Arena site were also desired. This plan involved producing high-level concept designs for park features at Prospect Arena and outdoor recreation opportunities at the well-supported Applewood Golf Course. This plan also included an evaluation of the parks system, open space and trails facilities, recreation facilities, recreation programs and services, capital development, and costs and potential funding sources. Over the past ten years the District executed a great number of well-planned goals. It is the intention that this plan will provide the framework for another ten years of successful projects and accomplishments.

Prospect Recreation & Park District Mission Statement

As stewards of public lands and recreational development, Prospect Recreation & Park District is dedicated to protecting, managing, expanding its parkland, and promoting opportunities for citizens to pursue sports, historic, cultural, and leisure time activities.

B. Planning Process Summary

Reflective of the community-spirit and involvement amongst the District's community, a project team to help guide this planning project was formed and was comprised of three Board Members and the District Manager. This team provided thoughtful, necessary input throughout the planning process and participated in project team meetings during the course of the project. Working collaboratively, a Recreation and Park Master Plan has been created that incorporates local knowledge, a desire for a plan that benefits the community, and institutional history that only people living in the District and staff could provide.

The following methodologies were implemented to develop this plan.

Community Engagement

A key element of the Prospect Recreation & Park District (PRPD) Master Plan was gathering public feedback about parks and facilities. The first step of the plan laid the foundation for the rest of the project by providing the necessary input from stakeholders and the public. This step included focus group discussions held in late October 2018 where a total of 110 people shared their ideas and insights about the future of PRPD. GreenPlay talked with staff and city leadership, key stakeholders, and user groups.

Following this step, a statistically-valid survey was mailed to 3,500 household within the District, and an open-link survey which was available online. In total, 548 surveys were completed through the variety of survey approaches. Combined results provided a representative picture of the entire PRPD community.

Facility Inventory and Level of Service

A complete Geographic Information System (GIS) and component-based methodology inventory and Level of Service analysis was conducted in October 2018.

Visits to each park and/or facility, allowed the Consultant to summarily assess the following conditions of existing parks:

- There is good street visibility, frontage access, and great public access is offered.
- Some parks and components have limited Americans with Disabilities Act (ADA) access.
- Many are well-maintained, but some parks need updates (deferred maintenance).
- Staff should continue to monitor demand and use of facility components.
- Many alternative providers exist on the edge of the District meaning additional recreation opportunities are present.
- Playgrounds were inconsistent in quality and features from park to park.

Assessments and Analyses

To help inform the Master Plan outcomes, District staff provided GreenPlay with a wide-variety of documents, plans, practices, and financial data. This information along with input from stakeholders and staff during Community Engagement and known trends was assessed and analyzed and included in the Key Issues Matrix for consideration when developing the plan outcomes.

Findings Compilation and Visioning Workshops

In January 2019, the consultant team presented to both the project team and to the general public, a summation of all information gathered to date. Visioning with the public followed by a visioning session with the project team (which included a thorough review of the Key Issues Matrix and suggested recommendations) further identified suggestions and input that led to the shaping of the Plan Recommendations and Action Plan.

Draft Review and Final Approval

In March 2019, the draft plan was reviewed by staff and the project team. A public presentation was made on April 10, 2019 to the public and the Recreation and Park Board, and revisions were conducted to incorporate additional comments and suggestions. In May 2019, the plan was presented to the Board for final adoption.

C. Key Issues Summary

The issues summarized below were the result of the planning process inputs and analyses and are neither comprehensive nor in priority order.

Identified Key Opportunities and Themes:

- Focus on Supporting and Providing Trail Connections
- Coordinate Planning Efforts and Outcomes with Partner Agencies
- Safe Routes to Key Destinations
- Coordinate Wayfinding with Partner Agencies
- Continue Special Events and Festivals
- Provide Community Gathering Spaces
- Develop a Formal Volunteer Program
- Strategically Improve Awareness of PRPD Programs, Partnerships, and Services to Community Members
- Implementation of Marketing Methods & Continued Distribution of Newsletter
- Develop a Maintenance Schedule for Parks and Facilities
- Take Care of Deferred Maintenance in Budget Planning
- Maintain Staffing Levels that Adequately Meet Work Requirements
- Develop a Succession Plan
- Standardize Operational Procedures
- Establish Playground Standards
- Update and Implement the Transition Plan for Addressing ADA Issues as Opportunities Arise
- Applewood Golf Course Additional Outdoor Recreation Opportunities
- Multi-purpose Connectivity to Clear Creek Trail

- Snow Activities
- Nature experiences & passive activities like outer trail with interpretive signage
- Continued preservation of habitat, wildlife corridors, and viewsheds

D. Action Plan Summary Table

Details of the Recommendations and Action Plan are found in Section VII of the PRPD Recreation and Park Master Plan. It is important to highlight that the District is, particularly for its size and resources, a very well-run and service-oriented recreation and park agency. The goals, objectives, and strategies recommended in this plan are intended to allow the District to continue its success.

Goal 1: Enhance Organizational and Operational Efficiencies

Objective 1.1: Prepare the District and its staff to anticipate and be prepared for organizational and operational changes

Objective 1.2: Create regular opportunities for staff involvement in operational decisions and processes

Goal 2: Utilize Services, Amenities, and Facilities to Exemplify the Unique Identity of PRPD and its Residents

Objective 2.1: Increase perception of proximity to, and availability of, District services, amenities, and facilities through awareness

Objective 2.2: Express the identity of PRPD through programs and services

Goal 3: Create a Connected PRPD Community through Safe, Appropriate, and Identifiable Facilities and Amenities

Objective 3.1: Advocate on behalf of the community for safe access to multi-modal planning projects

Objective 3.2: Provide facilities that are identifiable as District amenities, are safe, and respond to the needs of the community

Objective 3.3: Continue to utilize Applewood Golf Course as a community asset and highlight

Goal 4: Address Facilities and Amenities where Improvements are Needed

Objective 4.1: Improve park facilities and amenities as opportunities arise

Objective 4.2: Provide resources that illustrate routes to key destinations in and around the District

Objective 4.3: Respond to low-scoring components and “no service” areas

Goal 5: Financial Responsibility

Objective 5.1: Continue to steward the District’s financial resources responsibly

THIS PAGE INTENTIONALLY LEFT BLANK

I. Introduction: Planning Ahead

A. Purpose of this Plan

In August 2018, Prospect Recreation & Park District (PRPD) hired GreenPlay, LLC, a national management consulting firm headquartered in Louisville, Colorado, to assist with conducting the update of the 2008 District Master Plan. Additionally, a Master Plan for the Applewood Golf Course and a Conceptual Plan for the Prospect Arena site were also desired. This plan involved producing high-level concept designs for park features at Prospect Arena and outdoor recreation opportunities at the well-supported Applewood Golf Course. This plan also included an evaluation of the parks system, open space and trails facilities, recreation facilities, recreation programs and services, capital development, and costs and potential funding sources.

Prospect Recreation & Park District Mission Statement

As stewards of public lands and recreational development, Prospect Recreation & Park District is dedicated to protecting, managing, expanding its parkland, and promoting opportunities for citizens to pursue sports, historic, cultural, and leisure time activities.

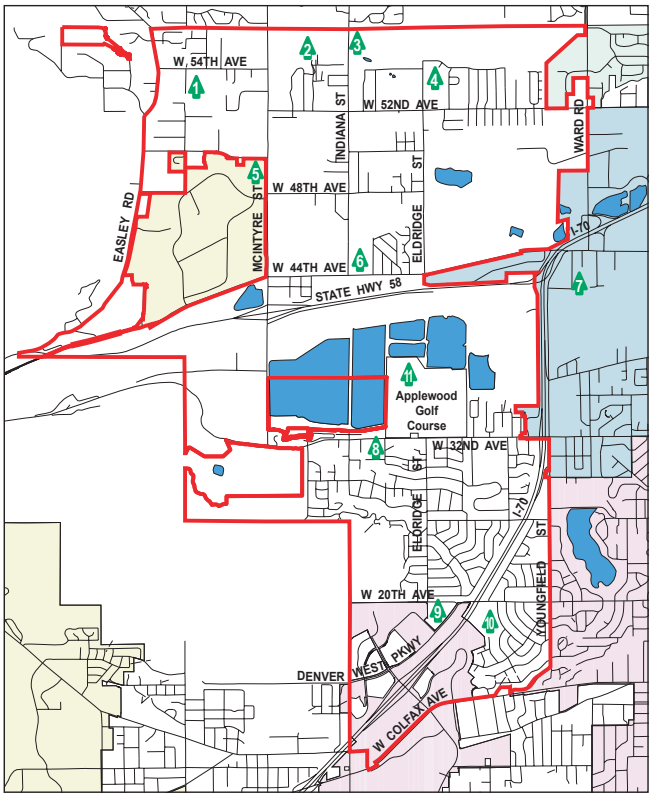
B. Prospect Recreation and Park District Overview

Founded over 60 years ago, PRPD is a Colorado Title 32 Special District that was formed to meet the recreation needs in a portion of Jefferson County that was, and remains, unincorporated. From 1955 through 1999, Prospect Recreation District was a Title 30 District, capped at 1 mill. A successful election was held on November 9, 1999, leading to the formation of the Title 32 Prospect Recreation & Park District. The District was formed with a property tax mill levy of 3 (three) mills. In November 2015, the District's voters approved an increase of 1 (one) mill, for a total of 4 (four) mills for general operations. At the November 2015 election, the District also received voter approval to incur up to $9,000,000 in bonded indebtedness for the purpose of acquiring the Applewood Golf Course. That acquisition was accomplished in December 2016. For tax year 2018, paid in 2019, the mill levy for the general obligation bonds was 2.6000. The total mill levy for the District is currently 6.600 mills.

PRPD is located on the west side of the Denver metro area, between the municipalities of Arvada, Golden, Lakewood, and Wheat Ridge. The District borders are 56th Avenue on the north, Ward Road and Youngfield Street on the east, Colfax Avenue on the south, and around the east sides of both North and South Table Mountains on the west. Clear Creek runs west to east through the District, paralleling State Highway 58.

The District's population is 9,941 (Colorado Lottery). The area of the District is approximately eight (8) square miles. The District is comprised of two (2) cohesive communities:

- The community of Fairmount which lies north of Clear Creek.
- The community of Applewood which lies south of Clear Creek. A very small portion within the District boundary is also within the City of Lakewood.



Both Fairmount and Applewood are communities of long standing. Both communities maintain a strong sense of identity, and have a proven history of public involvement on community issues - and continued this reputation throughout this Plan process.

The District is administered by a five (5) member elected Board of Directors. Staff currently consists of four (4) full time employees; seasonal employees are hired as needed.

At the time of publication, the District has an inventory of eight (8) parks, seven (7) of which are currently developed, and one (1) golf course. One (1) parcel of land is held in a conservation easement, is currently undeveloped, and will be planned and designed in 2019. The District also utilizes trail easements. One such easement is one through the northeast corner of the Coors Technology Center. The total parkland owned and operated by the District is slightly more than 225 acres, with all parks operated by the District and the Applewood Golf Course being managed by a lessee.

C. Local Planning Efforts and Integration

This Recreation and Park Master Plan is an update of the August 2008 Parks and Recreation Master Plan, which was formulated with both citizen input and the assistance of professional consultants. Area plans, including the 2018 Jefferson County Trails Plan, were reviewed, providing a regional framework for trails, open space, and parks planning.

D. Methodology of this Planning Process

A project team comprised of three Board Members and the District Manager guided this project. This team provided input throughout the planning process and participated in project team meetings during the course of the project. Working collaboratively created a Recreation and Park Master Plan that incorporates local knowledge, a desire for a plan that benefited the community, and institutional history that only people living in the District and staff could provide.

The following methodologies were implemented to develop this Plan.

Community Engagement

A thorough Information Gathering process which included 1) several focus groups and public meetings where 110 people participated, 2) a statistically-valid survey which was mailed to 3,500 household within the District, and 3) an open-link survey which was available online. During this phase of the process, the consultant was able to gather feedback on resident satisfaction levels, community needs, and opportunities to improve programs, services, amenities, and facilities.

Prospect Arena

Similarly, the consultant team alongside the District's project team obtained community input on potential park features at Prospect Arena by holding two public meetings – one to gauge interest in various park components and another to narrow-in on conceptual ideas the District should further develop over time as capital budget and land opportunities arise.

Facility Inventory

In October and November 2018, all PRPD-managed sites were visited and evaluated to prepare data for GRASP® analysis. This analysis is fully described in Section III.

Assessments and Analyses

A series of assessments and analyses were conducted during November and December 2018. These included reviewing demographics, comparative agency administrative data, local planning efforts, and existing financial data, programs, maintenance practices, and services provided. Also analyzed were marketing and organizational practices, staffing, levels of service, and fee structures.

Findings Compilation and Visioning Workshops

In January 2019, the consultant team presented to both the project team and to the general public, a summation of all information gathered to date. Visioning with both the project team and the public further identified suggestions and input that led to the development of the recommendations and potential strategies found in Section VII.

Recommendations: Goals, Objectives, and Action Plan (Strategies)

Based on the findings, key issues were identified and compiled with participation from the project team. Recommended goals, objectives, and an action plan with strategies were then developed.

Tasks	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
A. Project Coordination, Strategic Kick-Off, & Determination of Critical Success Factors	X							
B. Public Outreach		X			X			
C. Inventory and Level of Service Analysis		X			X			
D. Develop a Master Plan for the Applewood Golf Course		X			X			
E. Develop a Conceptual Plan for the Prospect Arena site		X			X			
F. Action Plan and Funding Analysis						X		
G. Draft and Final Plans, Presentations and Deliverables							X	X

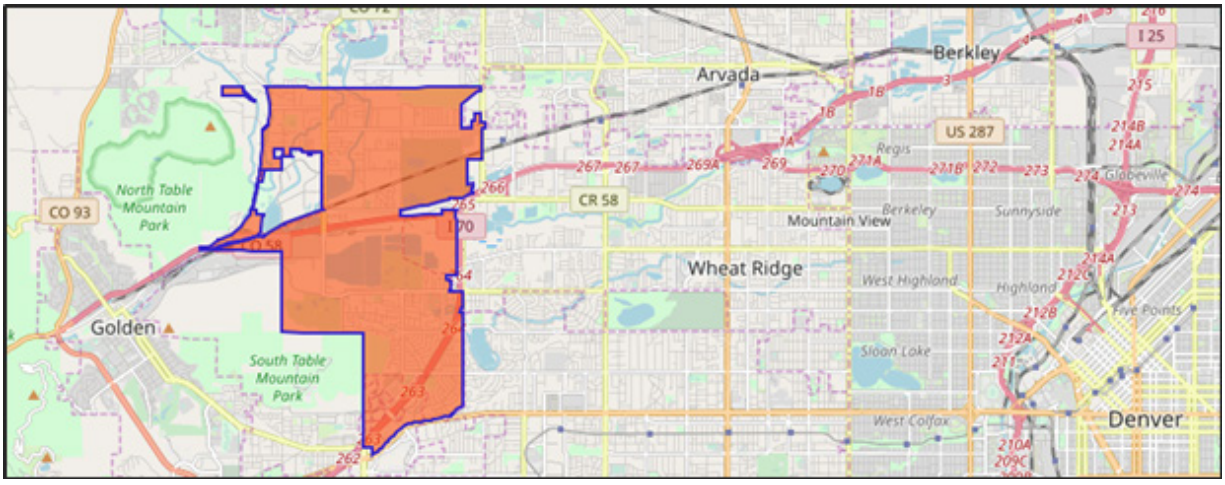
A. Demographic Profile

Prospect Recreation & Park District (PRPD) is a western suburb of the Denver metropolitan area, in Jefferson County, between the cities of Golden and Wheat Ridge. Residents within the District enjoy a wide variety of recreational amenities in and around the District. Amenities accessible to residents include North Table Mountain Park, South Table Mountain Park, several high-quality golf courses including District-owned, privately-managed Applewood Golf Course, and recreational facilities from Apex Park and Recreation District.

Key Facts About Prospect Recreation & Park District in 2018:

- The population reached 9,941 people with an average household size of 2.4 people.
- The average median age in the District was 49.7 years old, significantly higher than the median age of Colorado (37.3).
- The median income in Prospect Recreation & Park District was over $93,792, 30 percent higher than Colorado ($65,782)

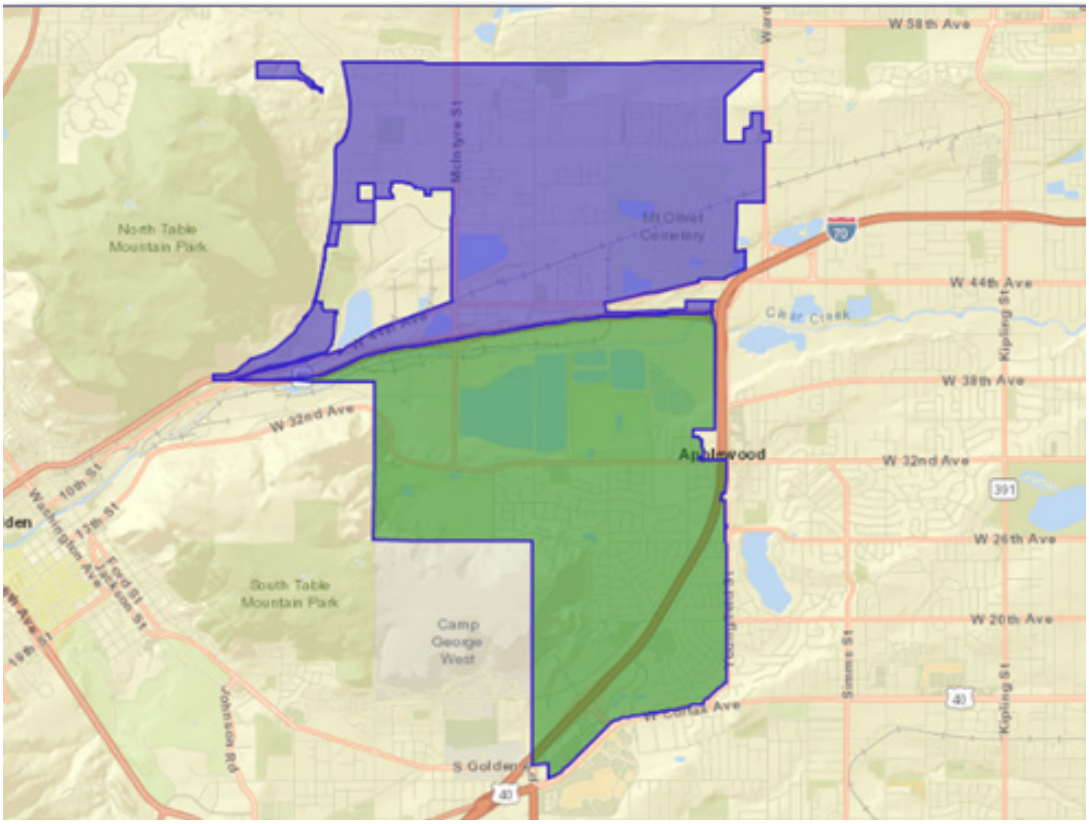
Figure 1: Prospect Recreation & Park District Population Boundary Map



The District is approximately eight square miles, with Highway 58 and Clear Creek dividing the District into two main subareas: Applewood and Fairmount. Residents generally know on which side of the highway they live, so for the purposes of collecting relevant data, the statistically valid survey asked respondents to indicate in which subarea they resided. To make further comparative analysis, the demographics study compared data from Applewood and Fairmount, while also looking at the District as a whole. When it was meaningful, comparisons to Jefferson County, the State of Colorado, and the United States were also highlighted.

Figure 2 shows the two subareas of the District: Fairmount and Applewood. Both of these areas are approximately four square miles, with Applewood (4.38 mi^2) being slightly larger in land mass than Fairmount (3.8 mi^2). The population is also reflective of the size of the area, with Applewood having approximately 2,300 more residents.

Figure 2: Prospect Recreation & Park District Subareas



(Area shown in purple is Fairmount, and area shown in green is Applewood.)

Population Projections

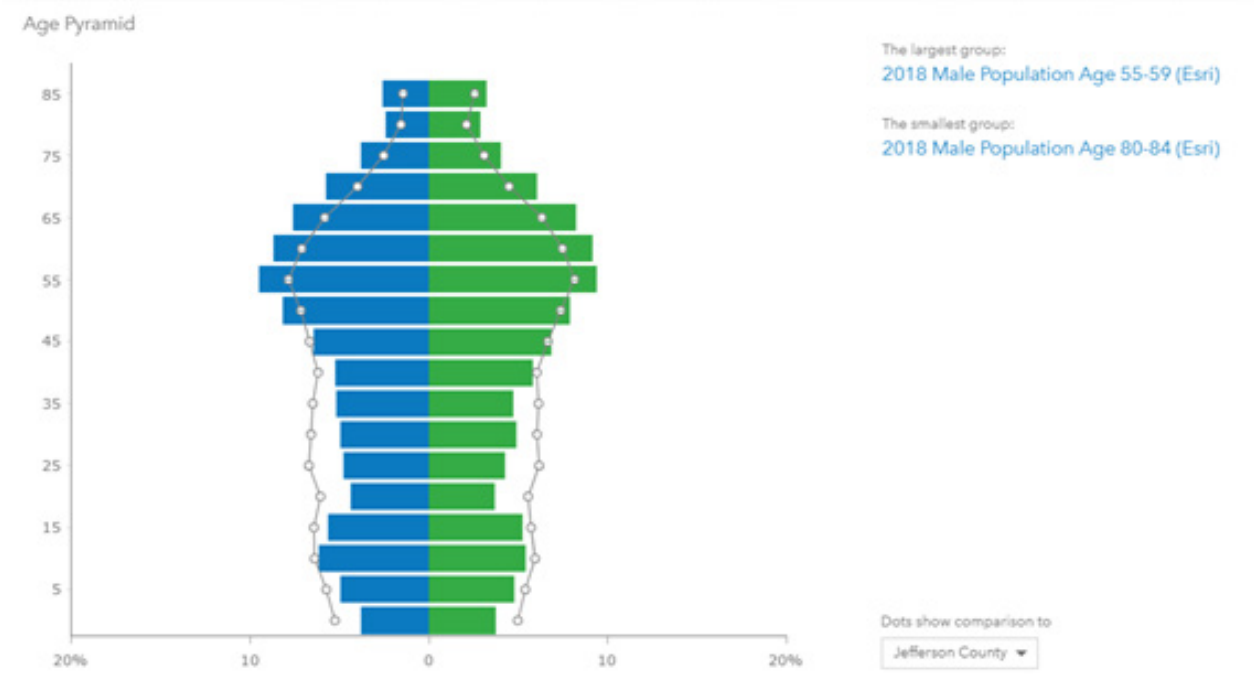
Growth rates can be a strong comparative indicator of an area's economic development. In the case of PRPD, the annual population growth rate for the district (1.6%) is predicted to be similar to the growth rate of the state of Colorado (1.53%) between 2018 and 2023. The growth in Fairmount (1.78%) is higher than Applewood (1.49%), although both are higher than the estimated population growth in Jefferson County (1.16%).

Figure 3: Prospect Recreation & Park District Population Annual Growth Rates (2018 – 2023)

Population Gender & Age Distribution

Similar to state and national comparisons, PRPD has roughly the same number of males (49.97%) and females (50.03%). Analyzing the age pyramid, data reveals that when compared to Jefferson County, PRPD has a higher population of those between 50 and 70 years old. The largest group is made up of males between ages 55 and 59, while the smallest group is made up of males between the ages of 80 and 84 years old.

Figure 4: 2018 Estimated Population by Age Cohort between in 2018



Source: Esri Business Analyst

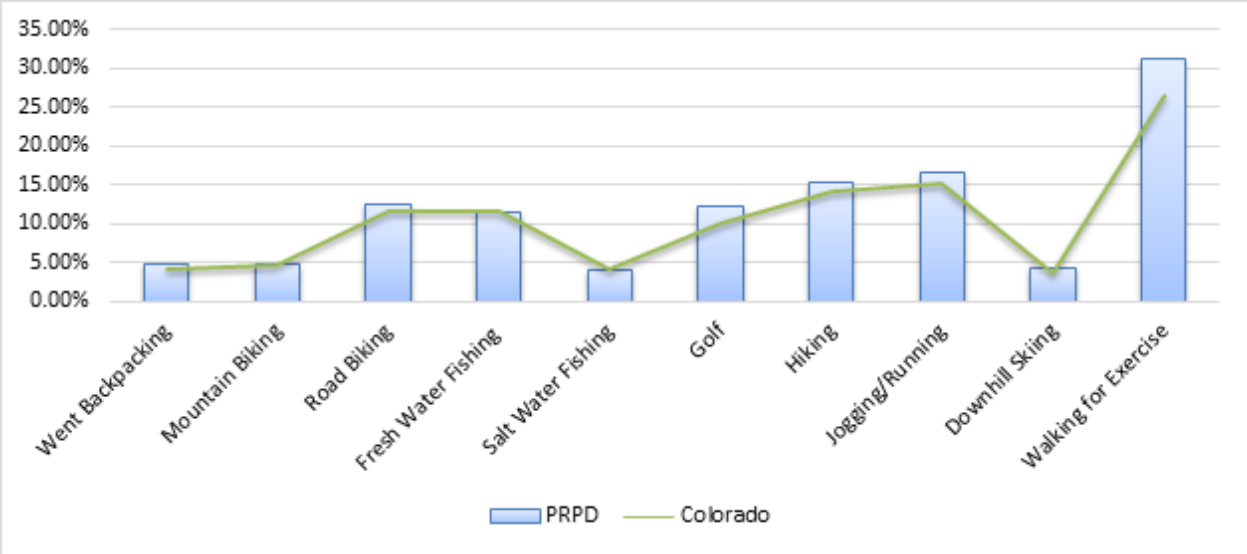
B. Park and Recreation Influencing Trends

Understanding the participation levels of the District residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of recreation and parks. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving PRPD community members.

Outdoor Recreation Behavior

In ***Figure 5***, data from Esri Business Analyst shows popular outdoor recreation activity participation by households in PRPD. Compared to the state, PRPD had more participation in 2018 in golf, road biking, and walking for exercise. In nearly all other outdoor recreation activities, the State and the District had similar participation levels. This data correlates to results from the community survey and from the Information Gathering phase community engagement sessions.

Figure 5: Outdoor Recreation Behavior of PRPD compared to the State of Colorado



Trends relevant to PRPD based on community input through the random-sample survey, the online survey, and public meetings and focus group discussions include:

- Active Transportation (Walking and Bicycling)
- Adult Recreation: Golf
- Bird Watching
- Community Events & Festivals
- Community Gardens
- Cross-Country Skiing
- Cycling Trends
- Economic and Health Benefits of Recreation and Parks
- Equestrian
- Homelessness in Parks
- Interpretive Signage
- National Healthy Lifestyle Trends
- Nature Play
- Outdoor Fitness Equipment
- Outdoor Game Tables
- Outdoor Fitness Trails

Active Transportation – Walking and Bicycling

As found in PRPD, in many surveys and studies on participation in recreational activities, walking, running, jogging, and cycling are nearly universally rated as the most popular activities among youths and adults. Walking, jogging, and running are often the most highly participated in recreational activity and cycling often ranks as the second or third most popular activity.

Cycling trends:

- Bicycle touring is becoming a fast-growing trend around the world, including the United States and Canada.“ Travelers are seeking out bike tours to stay active, minimize environmental impact, and experience diverse landscapes and cityscapes at a closer level.”[1]
- One of the newest trends in adventure cycling is “fat bikes,” multiple speed bikes that are made to ride where other bikes can’t be ridden, with tires that are up to five inches wide run at low pressure for extra traction. Most fat bikes are used to ride on snow, but they are also very effective for riding on any loose surface like sand or mud. They also work well on most rough terrain or just riding through the woods. This bike offers unique opportunities to experience nature in ways that wouldn’t be possible otherwise.[2]
- Electric Assist Bikes, or e-bikes, are becoming commonplace on both paved and non-paved surfaces. For commuters, this option allows for a quick, convenient, and environment-friendly method of transportation. Speeds vary based on the types of E-Bikes, which is typically broken down into two classes:
    - Class 1 e-bikes provide electrical assistance only while the rider is pedaling. Electrical assistance stops when the bicycle reaches 20 mph.
    - Class 2 e-bikes provide electrical assistance regardless of whether or not the rider is pedaling. Electrical assistance stops when the bicycle reaches 20 mph.

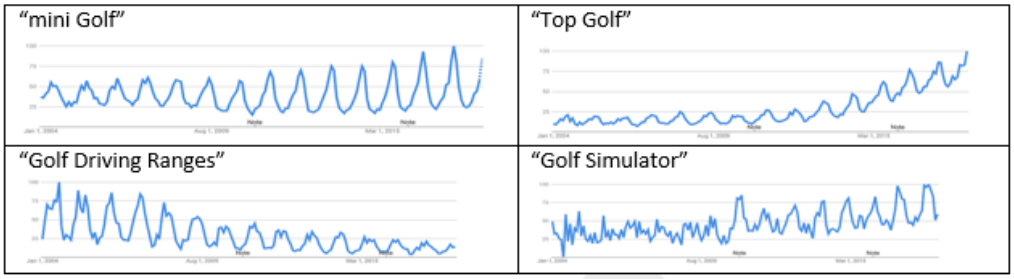
Economic benefits of bicycling and walking include:

- Bicycling and walking projects create 8 to 12 jobs per $1 million spent, compared to just 7 jobs created per $1 million spent on highway projects.
- Cost benefit analyses show that up to $11.80 in benefits can be gained for every $1 invested in bicycling and walking.

Golf

Since 2000, participation in golf decline and has now plateaued. The National Golf Foundation is optimistic about the future of the sport and expect a one percent annual growth rate. Variations of the sport are growing in popularity. Google Trends provides an indication of the nationwide popularity of the following search terms in the search engine (data available from 2004 to present)[3]:

Figure 6: Google Search Trends of Golf and Related Variations (2004 - 2018)



Google Trends, Search Terms: Golf, Top Golf, Golf Driving Ranges, Golf Simulator, Mini Golf, January 2014 – June 2018, https://trends.google.com/

[1] Hope Nardini, “Bike Tourism a Rising Trend,” Ethic Traveler, http://www.ethicaltraveler.org/2012/08/bike-tourism-a-rising-trend/, accessed March 2014

[2] Steven Pease, “Fat Bikes, How to Get the Most Out of Winter Cycling,” Minnesota Cycling Examiner, http://www.examiner.com/article/fat-bikes-the-latest-trend-adventure-cycling, February 1, 2014

[3] Google Trends, Search Terms: Golf, Top Golf, Golf Driving Ranges, Golf Simulator, Mini Golf, January 2014 – June 2018, https://trends.google.com/

Disc golf is a very popular and growing trend, particularly in urban parks that have the acreage and tree cover to implement beautiful nature courses. It is an inexpensive sport in which to participate, and the courses are inexpensive to build and operate. Disc golf is considered a family and multigenerational activity for all ages.

Miniature golf and Top Golf are both fast growing trends particularly in urban settings as a family and multigenerational activity for all ages.

The full "Parks and Recreation Influencing Trends" report was made available to PRPD management as a staff resource document.

Park Design Trends

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include:

- Dog parks continue to grow in popularity. This may have something to do with an aging demographic in America, with more "empty-nesters" transferring the attention they once gave to their children, who are now grown, to their pets. It is also an important form of socializing for people who may have once socialized with other parents in their child's soccer league, and now that the kids are grown, they are enjoying the company of other dog owners at the dog park. And for singles, a dog park is a good place to meet people.
- Skateboarding and other wheel sports continue to grow in popularity. Making neighborhood parks skateable and distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a larger centralized skate park.
- A desire for locally-grown food and concerns about health, sustainability, and other issues is leading to the development of community food gardens in parks and other public spaces.
- Events in parks, from a neighborhood "movie in the park" to large festivals in regional parks, are growing in popularity to build a sense of community and generate revenue. Providing spaces for these could become a trend.
- Spraygrounds are growing rapidly in popularity, even in cooler climates. A wide and growing selection of products for these is raising the bar on expectations and offering new possibilities for creative facilities. Aquatics opportunities also ranked high in public input.
- New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and

other variations that are different from the standard fixed "post and platform" playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors.

- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment. An educational aspect is an important part of these areas. Expanding the no-mow areas and incorporating interpretive and education signing is a great opportunity for integration of nature into parks.

C. Community and Stakeholder Input

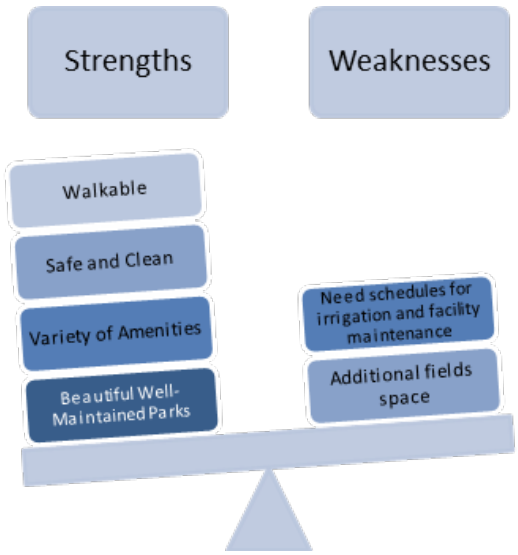
Collecting, summarizing, and analyzing community and stakeholder input was an elemental piece of developing the Master Plan. This step of the planning process lays the foundation for the outcomes and recommendations found within this plan. In late October 2018, a total of 110 people shared their ideas and insights about the future of PRPD as part of the Information Gathering phase of the project. GreenPlay talked with staff and city leadership, key stakeholders, and user groups. Below is a list of community members and key stakeholders who joined GreenPlay and PRPD for a thoughtful discussion around Recreation and Park services and amenities provided by the District.

Meeting Type	# of Attendees
Parks and Recreation Staff Meeting	3
User Groups and Facility Renters (Rolling Hills Estate, Girls Softball, Kickers)	4
Regional Partners	9
Trails	23
Golf	27
Public Meeting	22
Total	**110**

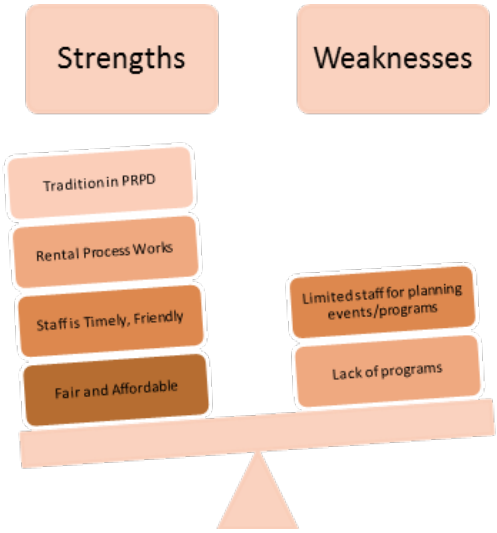
The primary questions that were asked included:

- What are the strengths of Prospect Recreation & Park District?
- What the weaknesses of the Prospect Recreation & Park District?
- What opportunities do you see for Prospect Recreation & Park District?
- Who are the key partners and stakeholders in the area?
- Are there any portions of the community that are underserved?
- What are the values of PRPD?

Parks & Facility Maintenance



Facility Rentals & Programs



Trails & Connectivity

Strengths

- The current trails serve the community well
- Trail users typically are walkers, runners, and cyclists

Weaknesses

- Increased density causes user conflicts
- Access to the trail is generally difficult and unsafe
- Construction makes access even more dangerous

Opportunities:

- Provide access to:
  - Clear Creek Trail
  - South Table Mountain
  - North Table Mountain
  - Nearby cities and amenities (i.e., breweries, coffee shops, shopping)
- Safe routes
- Health benefits
- Trail planning
- Partnerships with regional agencies

Applewood Golf Course

Strengths:

- The Applewood Golf Course are seen as a "diamond in the rough," with the potential of being a premier players golf course – not just a recreation course
- The events held at the golf course are impressive – from the "wine and dine" to junior programs, to ladies' events and fundraising programs, the golf course offered many programs to various age groups
- Overall, the golf course feels very inclusive to participants regardless of their skill level
- The vistas and overlooks are beautiful

Weaknesses:

- Condition and maintenance of golf course could be improved
- Some rough spots on golf course cause concerns for top players
- Food offering could be improved at golf course

Opportunities:

- Benched sitting area/picnic areas
- Bike park/pump track
- Bocce ball courts as a social and active activity
- Children's playground
- Climbing wall
- Community garden
- Community outdoor pool
- Connectivity from 32nd to Clear Creek Crossing and Bike Trails
- Nature play area
- Nature path with interpretive signage
- Winter activities

As part of the process, GreenPlay asked attendees what is important to them – what they value as residents living in the District. The following summarizes those values identified by attendees:

- Being respectful of the environment and wildlife habitat
- Maintaining and conserving what already exists versus building new
- Maintaining chemical-free golf course is an element that the community is proud of
- Keeping a small intimate community feel
- Enjoying outdoor activities
- Caring greatly about young and old community members
- Bringing sense of community through caring
- Maintaining a pastoral rural feel within the urban setting
- Working hard as a community to purchase Applewood Golf Course
- Enjoying open vistas and scenic areas
- Maintaining a relaxed, slower pace feel
- Dealing with changes to density

It is important to note that collaborations with local governments are important to the District and its community given that District's size and available resources confines its service and amenity provisions. Partners and their comments about their relationships with the District are described below.

Fairmount Fire Protection District and West Metro Fire Protection District:

- Public safety: need access to parks for emergencies, park identification, personal phone and GPS communication.
- Public education events,ex. Pumpkinfest.

Jefferson County Open Space:

- Financial support for proposed projects; ex. Applewood Golf Course, capital development for Strippgen (Van Bibber Open Sapce); parking, signage, trail; grants, letter of support; support for the peaks to plains trail (65 mile corridor).
- Open Space Funds; Land Acquisition; community outreach for open house park events.
- Trails Master Plan is a combined partnership and regional effort.

City of Lakewood

- Minimal contact because district is outside city limits.
- Coordinate development and review within city of Lakewood and may involve adjacent property of PRPD. No current partnerships with programs or facilities.
- Pressure in the community to look at park facilities, more trails, and greater connectivity.

Apex Park & Recreation District

- Resident rates for PRPD for active programming. Apex is open to finding ways to promote amenities and PRPD facilities.
- Communication and promotion can help further improve offerings to residents.

Consolidated Mutual Water Company:

- The representative for the water board is a thirty-year resident of the District; the relationship with the District has been long-standing; CMWC has assisted with meter issues, acquisition of Applewood Golf Course, and has provided guidance for park plans.

City of Wheat Ridge

- No specific program collaboration but still great to work with.

Issues to note that partner agencies are currently facing or anticipate facing in the to-too-distant future include:

- Mixed-use conflicts
- Homelessness
- Aging Populations
- Density and Growth
- Walkability
- Regional Trail Connections and Connections between Key Destinations
- Collaboration between Agencies
- E-Bikes
- Fire restrictions
- Resiliency
- Economics
- Smoking and Vaping
- Environmental Education
- Wayfinding and Signage

D. Community Survey Summary

The purpose of the Community Survey was to gather public feedback on PRPD's recreation facilities, programs, services, needs, and priorities for the parks and recreation system. This survey research effort and subsequent analysis were designed to assist the District in planning for future improvements, developments, and services. Beginning in late November 2018, RRC Associates conducted a survey using the methods of 1) a mailed survey which was sent to a randomly selected sample of 3,500 District households, 2) an online invitation survey which was accessed through a password-protected website for residents who received the mail survey, and 3) an open-link online survey which was open to members of the public.

In total, 548 district-wide surveys were completed through a variety of survey approaches. To reach those who may not have completed the invitation survey, the "open link survey" was promoted two-weeks after the start of the invitation survey (only 25 completed responses were received for this survey). Throughout the master plan, survey results are presented for the overall sample. Combined results provided a representative picture of the entire PRPD community.

Top Ten Survey Findings

FAMILIARITY: Knowledge/familiarity among respondents is moderate with room for improvement. Increasing awareness is a recurring topic that is highlighted by respondents. Increasing awareness through advertising and other appropriate outreach is recommended.

CURRENT USAGE: Maple Grove Park, Applewood Park, and the Clear Creek Trail were most frequently used by respondents, with over 50 percent of respondents using the facilities in the past 12 months. All parks/facilities have had varying level of usage by residents in the past 12 months. Those with lower overall usage still have passionate user groups.

CURRENT SATISFACTION: Satisfaction of PRPD's offerings by residents is very high. In fact, almost 90 percent of respondents rated their satisfaction with PRPD's parks as either a 4 or 5 (out of 5). Recreation facilities and programs/services are satisfying respondents, but to a slightly lower degree.

IMPORTANCE TO HOUSEHOLD: Trails and open space/natural areas were rated as most important to the households in PRPD. Prospect Trail*, Maple Grove Park, and Applewood Park followed behind with somewhat lower importance.

**Prospect Trail is considered to be an outlier in the dataset. Prospect Trail runs west, parallel to 50th Avenue and connects to the Fairmount Trail via 50th Avenue. To address this outlier, analysis was conducted that trimmed these results and took a broader view of trail needs in PRPD.*

NEEDS MET: When asked how well these facilities were meeting their needs, all facilities scored high, regardless of their importance. The only area that saw higher importance than how well it meets their needs was trails. Thus, this is an area to continue focusing resources.

FACTORS TO INCREASE USAGE: In total, 65 percent of PRPD respondents stated that communication could be improved to increase usage of PRPD facilities and programs. Additional facilities, safer routes to facilities, and upgrades to existing amenities were also highlighted.

VALUES AND VISION: In the future, respondents feel that PRPD should focus on valuing conservation and preservation of natural resources, promoting outdoor recreation opportunities, and accessibility for all. Promoting health and wellness and promoting youth engagement were also high on the list.

FUTURE NEEDS: Resource allocation was aimed toward trails and outdoor recreation opportunities. Open space/natural areas and trail connectivity were by far the two most important areas to allocate resources for respondents. Clear Creek Access and unpaved trails were also important.

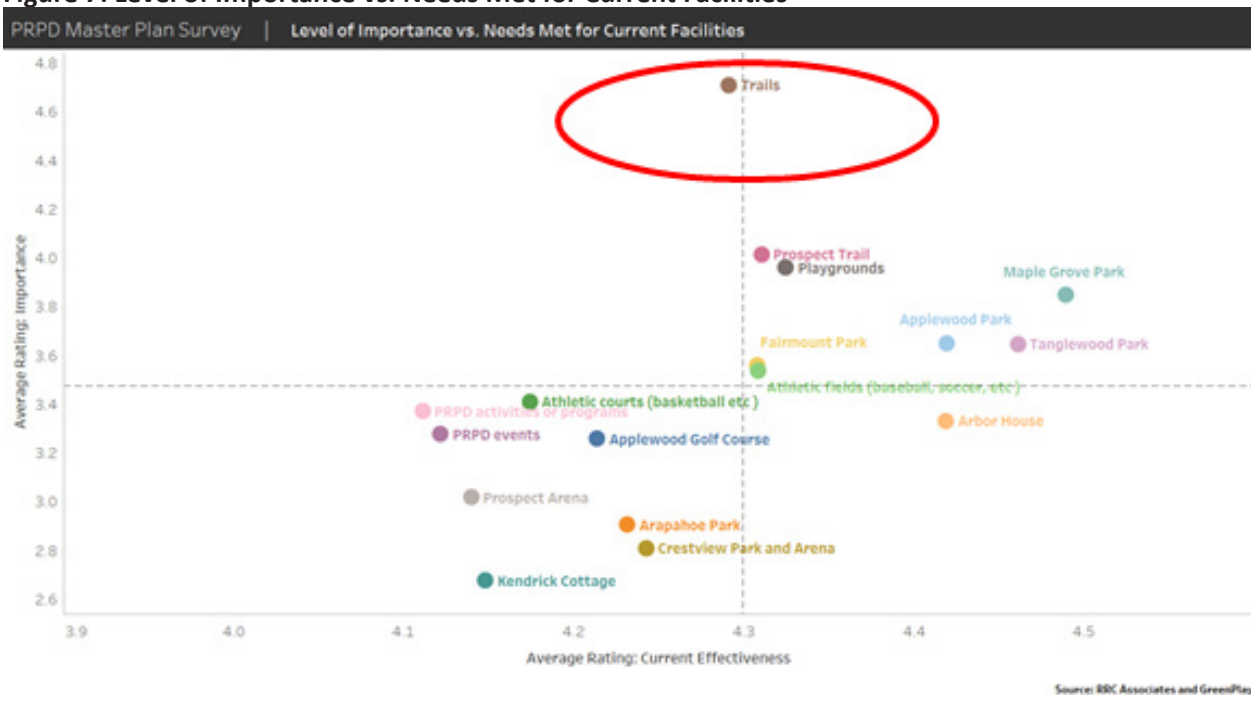
APPLEWOOD GOLF COURSE: At Applewood Golf Course, respondents highlighted unpaved trails and additional connectivity as the two most appropriate actions to be implemented in addition to golf. Snow/sledding opportunities and additional open space/natural areas are also desired.

DIFFERENCES BETWEEN AREAS: A variety of questions were examined by area of the District (Fairmount and Applewood). Satisfaction, factors to increase usage, and future needs all saw slight differences between areas of town and should be taken into consideration for future planning.

Importance-Performance Matrix

Data in ***Figure 7*** below demonstrates that the key area for potential facility improvements is in the area of trails. As shown in the High Importance/Low Needs Met quadrant, improving trails – conditions and connections – would likely positively affect the degree to which the community's needs are met. Services, facilities and amenities that are important to most respondents and that should be maintained in the future, but are less of a priority for improvements include (but are not limited to) Maple Grove Park, athletic fields, playgrounds, Tanglewood Park, Fairmount Park, and Applewood Park.

Figure 7: Level of Importance vs. Needs Met for Current Facilities



Increasing Usage

Respondents were given the opportunity to provide any comments or suggestions about what would increase their usage of PRPD facilities and parks. Themes were developed based on frequency and importance of comments made by respondents. These themes were:

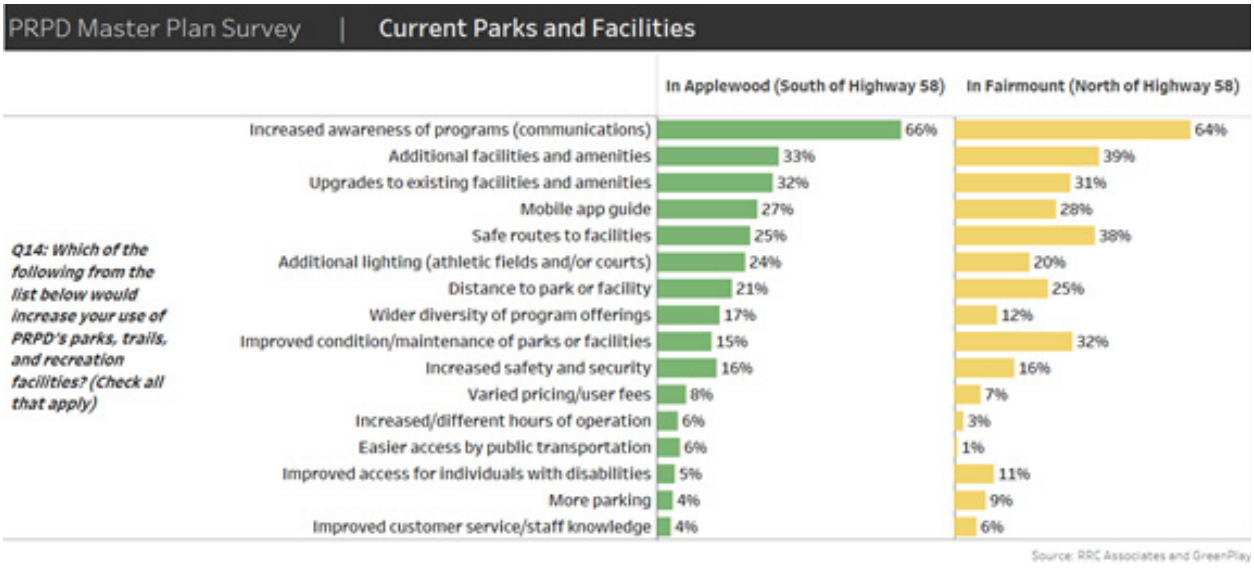
When asked what would increase use, awareness and communications about existing parks and facilities ranked significantly high for both Applewood and Fairmount respondents. Relationally to trails, Fairmount respondents had a much higher percentage in the "selecting safe routes to facilities" (38% vs. 25%) and "improved condition/maintenance" (32% vs. 15%) responses (see ***Figure 8***). Thus, it may be that safer routes and improvements to facilities is more needed in Fairmount.

1. **Increasing connectivity between trails/facilities:**
   Ability to bike more easily between areas, more connecting trails.

2. **Increased awareness and information:**
   More promotion on what is available, information on programming and facilities, easier to locate information for residents.

3. **Improvement in select facilities:**
   Increased in equestrian areas, connecting trails for bikers/riders, improvements at Prospect Arena, improvements made at specific parks.

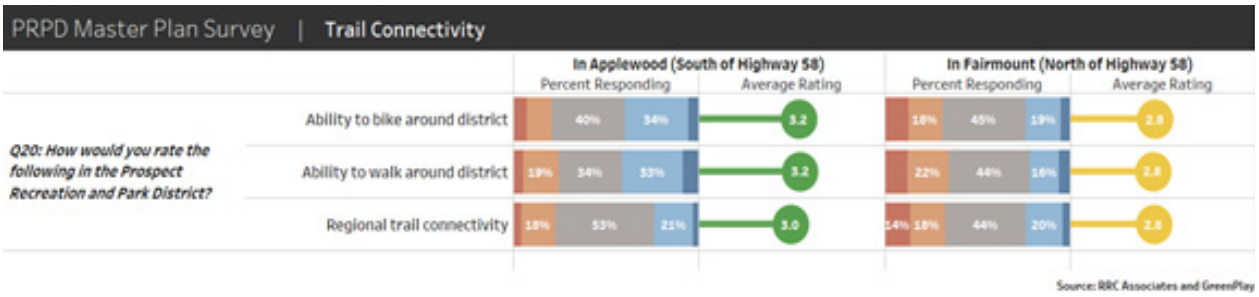
Figure 8: What Would Increase Use of Current Parks and Facilities



Trail connectivity sees a similar pattern in satisfaction between Fairmount and Applewood with Applewood perceiving a more enhanced ability to bike and walk, and higher regional trail connectivity than Fairmount. The differences are, again, relatively small, but this trend is evident for more than one question. For PRPD, survey results show that it might be valuable to examine where improvements can be made in trail connectivity, walkability ,and bikeability for Fairmount differently than in Applewood.

> Would love to have a walking path down from 44th Ave to the Clear Creek trailhead that is off of McIntyre St. Would increase my usage of the trail.

Figure 9: Satisfaction of Trail Connectivity by Applewood and Fairmount Subareas

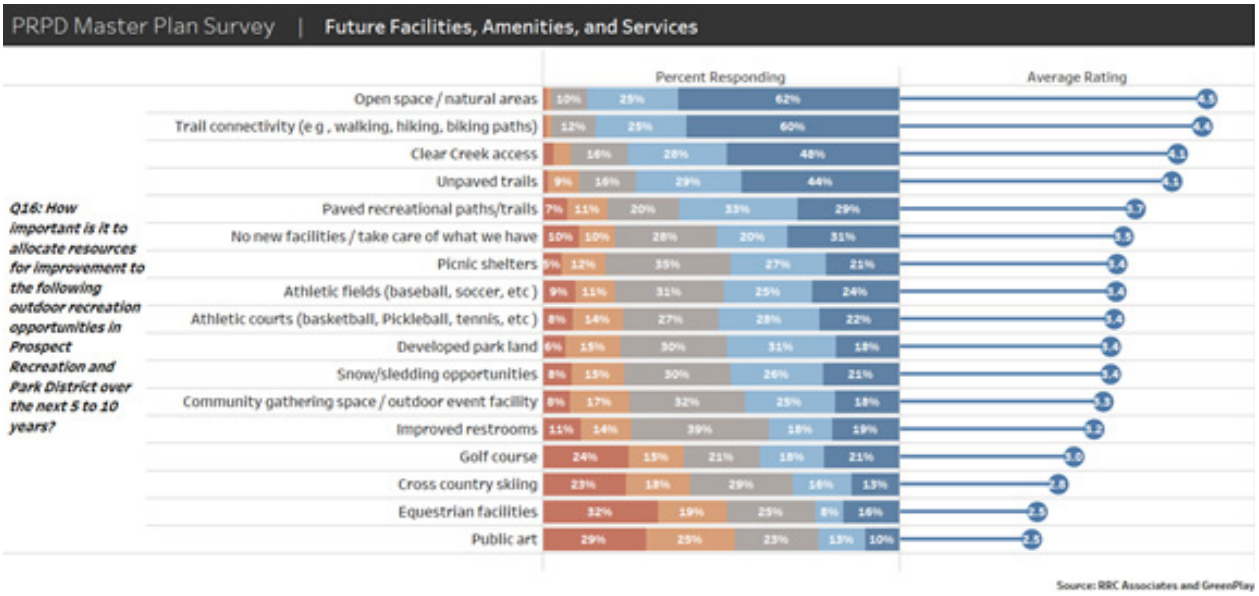


Future Facilities, Amenities, and Services

Resource allocation was prioritized by respondents towards primarily open space/natural areas (4.5), trail connectivity (4.4), Clear Creek access (4.1), and unpaved trails (4.1). In fact, trails were prioritized highly across all categories with improvements to developed facilities falling into the middle or lower end of the scale. No new facilities or taking care of what PRPD has saw moderate support (3.5).

(Future facilities, amenities, and services at Applewood Golf Course and Prospect Arena are discussed in Sections IV and V, respectively.)

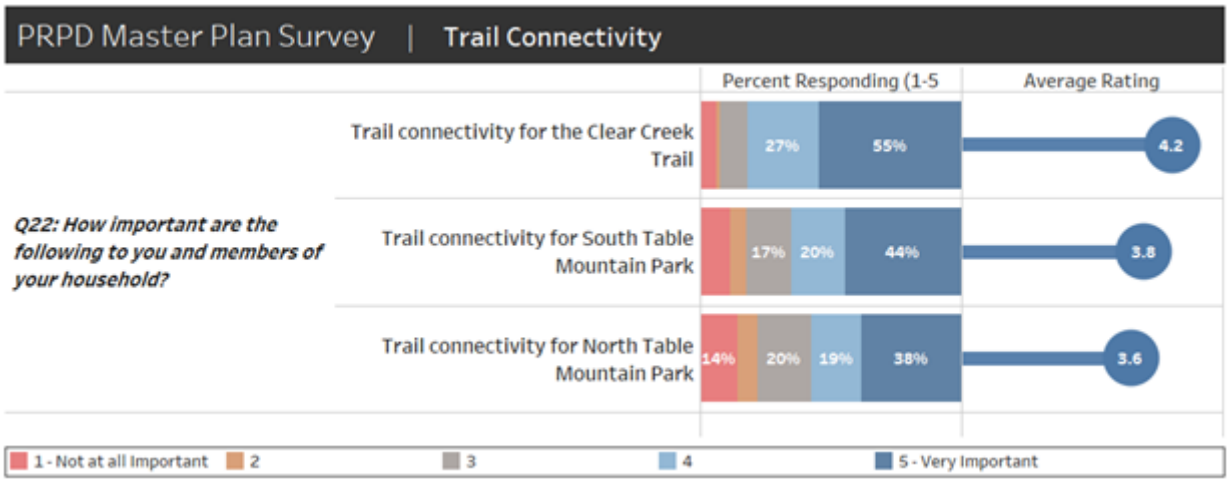
Figure 10: Importance of Resource Allocation to Future Facilities, Amenities, and Services



Trail Connectivity

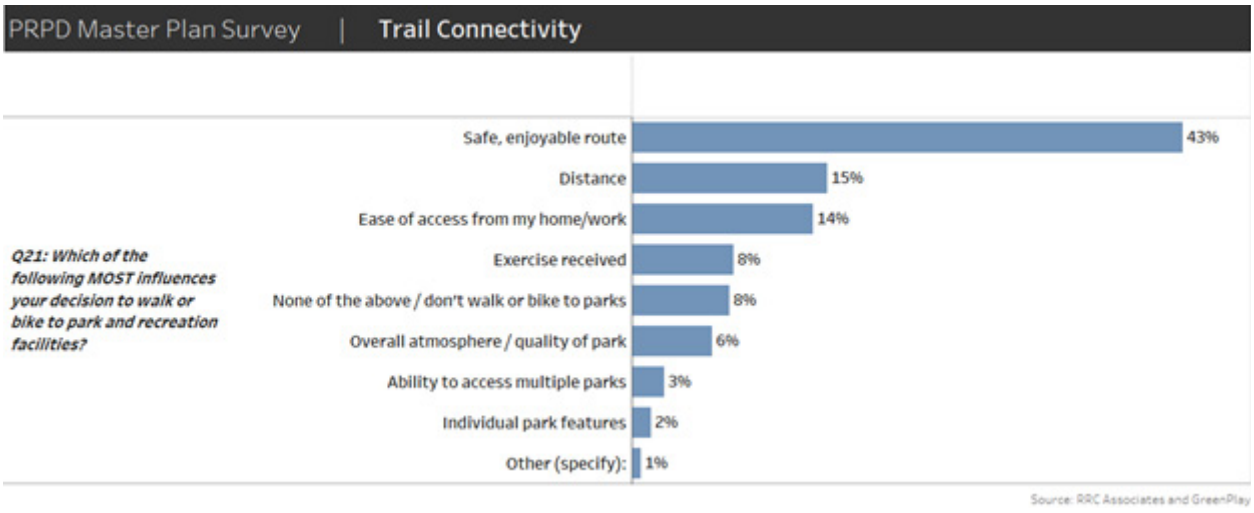
When asked what areas are most important in terms of trail connectivity, the Clear Creek Trail (4.2) was rated most important. Both the South Table Mountain Park (3.8) and North Table Mountain Park (3.6) were important for some respondents, but to a lower degree than Clear Creek Trail. These results differ slightly by area of town.

Figure 11: Importance of Trail Connectivity



As illustrated in ***Figure 12***, a safe, enjoyable route (43%) is by far the most important aspect of whether a respondent chooses to walk or bike to park and recreation facilities. Distance (15%) and ease of access from home/work (14%) also play a role, but to a lower degree. Exercise received (8%) and atmosphere/ quality of the park (6%) are somewhat important to a smaller group of individuals. Currently, eight percent of respondents don't walk or bike to park and recreation facilities.

Figure 12: Influences on Decision to Walk or Bike to Facilities

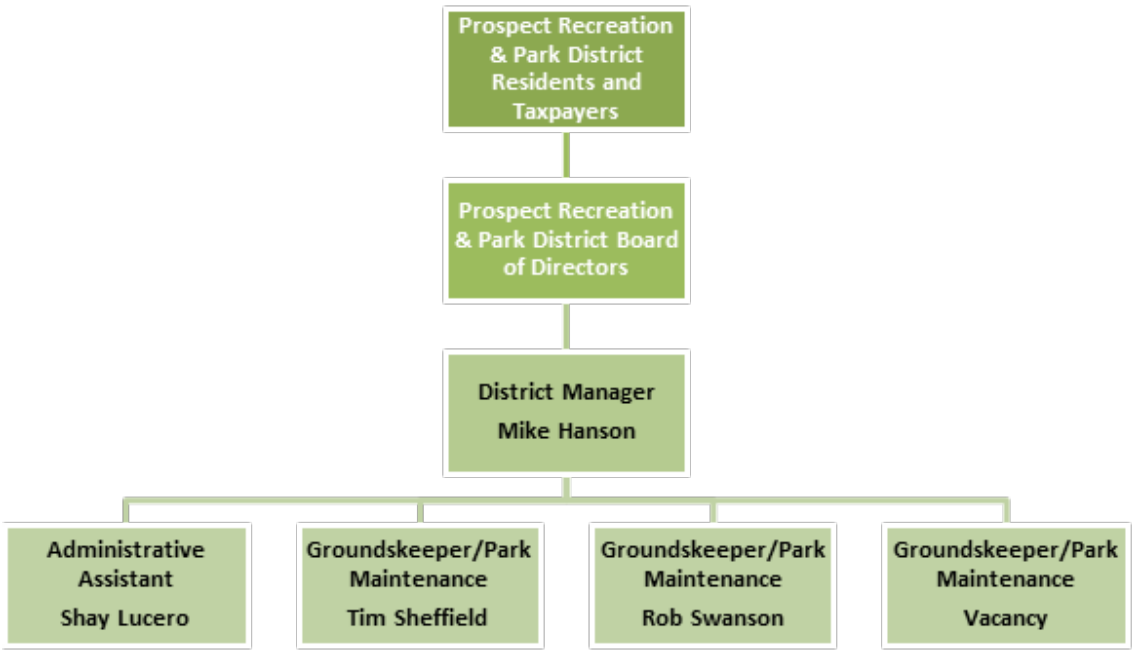


E. Organizational and Marketing Analysis

Organization and Administration

The District is overseen by the five-member Prospect Recreation & Park District Board of Directors. Operationally, the District is managed by the District Manager who oversees all aspects of the District including acting as a liaison to the District's Board of Directors. One Administrative Assistant conducts duties such as managing the rentals of facilities, office functions, marketing and communication efforts, website administration, special events support, and more. The District has three Groundskeeper/ Park Maintenance positions whose duties include (but are not limited to) facilities, parks and grounds maintenance, equipment maintenance, special events support, rental facility support, irrigation maintenance, and park and trail construction. It is important to note that for a significant portion of 2018, one full-time Groundskeeper/Park Maintenance position remained vacant.

Figure 13: Organizational Chart



Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Strengths

- Participants stated that PRPD was open and responsive; Communication with the District Manager is an "open door."
- Direct lines of communication have built trust in the community.
- Marketing is strong from PRPD, with most of the residents noting that direct mail generally works well for them.
- Staff is meeting and sometimes exceeding expectations of their community.

Weaknesses

- Lack of strong volunteer base, which could prove helpful for running high-demand special events.
- Tends to be reactive rather than proactive.
- May be a lacking communication around construction/park projects.
- Pressure to maintain extremely high level of expertise around turf and irrigation but without professional training.
- Maintenance staff could assist with construction document review.

Opportunities

- Prioritizing "important" tasks rather than "urgent."
- Potential of growth in PRPD may require more staff.
- Observation of neighborhoods changing to younger families.
- Potential collaboration with other parks and recreation districts.
- Additional training and networking opportunities.
- Increased communication, debrief meetings, and planning efforts

Organizational Changes

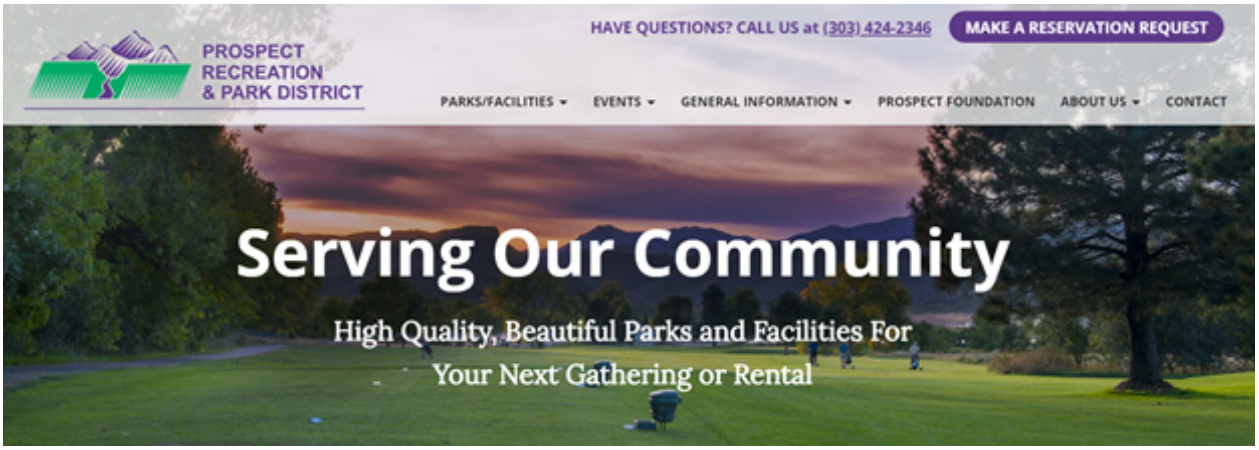
The current District Manager, Mike Hanson, was very open about his intention to retire some time prior to a future update to this 2019 Master Plan. In preparation for this years-out change in the organization, many recommendations, upon implementation, will steer the District in a direction that will make this transition efficient.

Staffing Considerations

As described in Section II, the District is expected to experience growth in the number of community members it serves over the next 10 years. Also, as noted in the community survey, residents value taking care of what the District has and are keenly interested in having the District take on the responsibilities of trail construction and maintenance. To deal with these future conditions, the District should be prepared to fund appropriate levels of staffing to meet the needs of the community appropriately. A recommendation around future staffing possibilities can be found in ***Section V***.

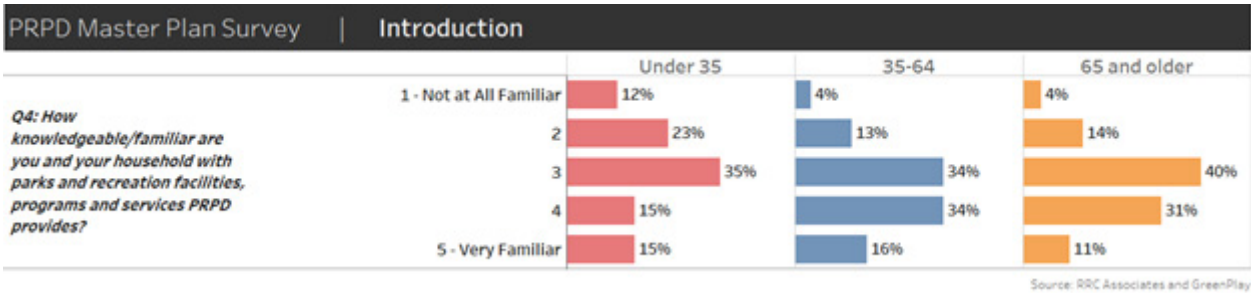
Marketing Analysis

PRPD promotes its services, facilities, and amenities through a variety of channels. The primary vehicles for communication from the District to its residents are www.ProspectDistrict.org and the Prospect Newsletter. In the fall of 2018, the District proudly launched a revamp of its website to provide an easy-to-navigate, aesthetically pleasing and information-rich tool for communicating with District residents. The newsletter is published and distributed by mail to all District households twice a year – once in the spring and once in the fall. This publication provides information on District projects, special events, and other relevant activities that impact the community.



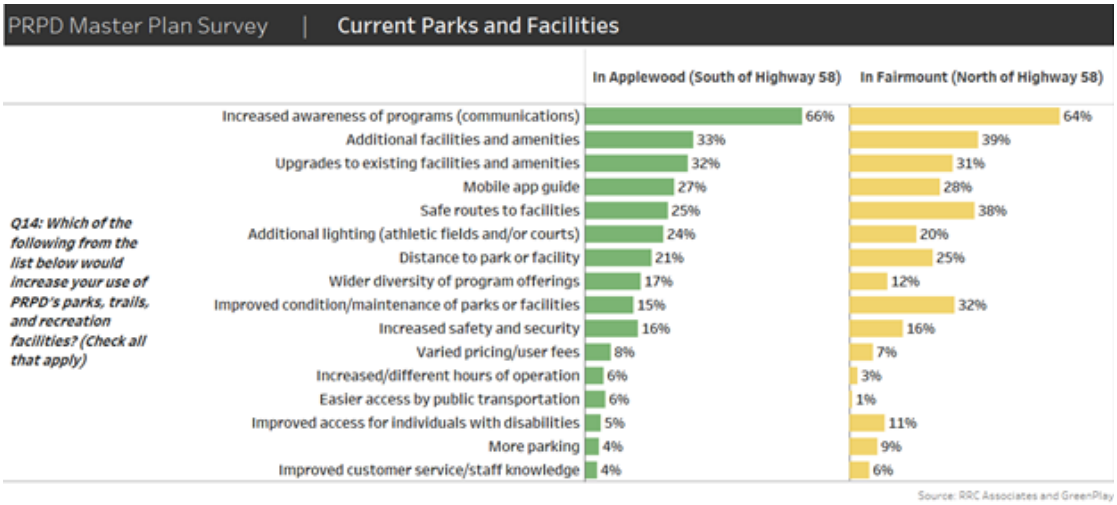
In this study, marketing efforts were assessed to highlight current communication methods and their effectiveness. Overall, awareness and familiarity of the parks and recreation facilities of PRPD was rated as a 3 out of 5 for all age categories. Those between the ages of 35 and 64 years old had the most knowledge about the parks that PRPD provides to the community, while those under 35 had the least amount of knowledge.

Figure 14: Level of Awareness of PRPD Facilities and Services



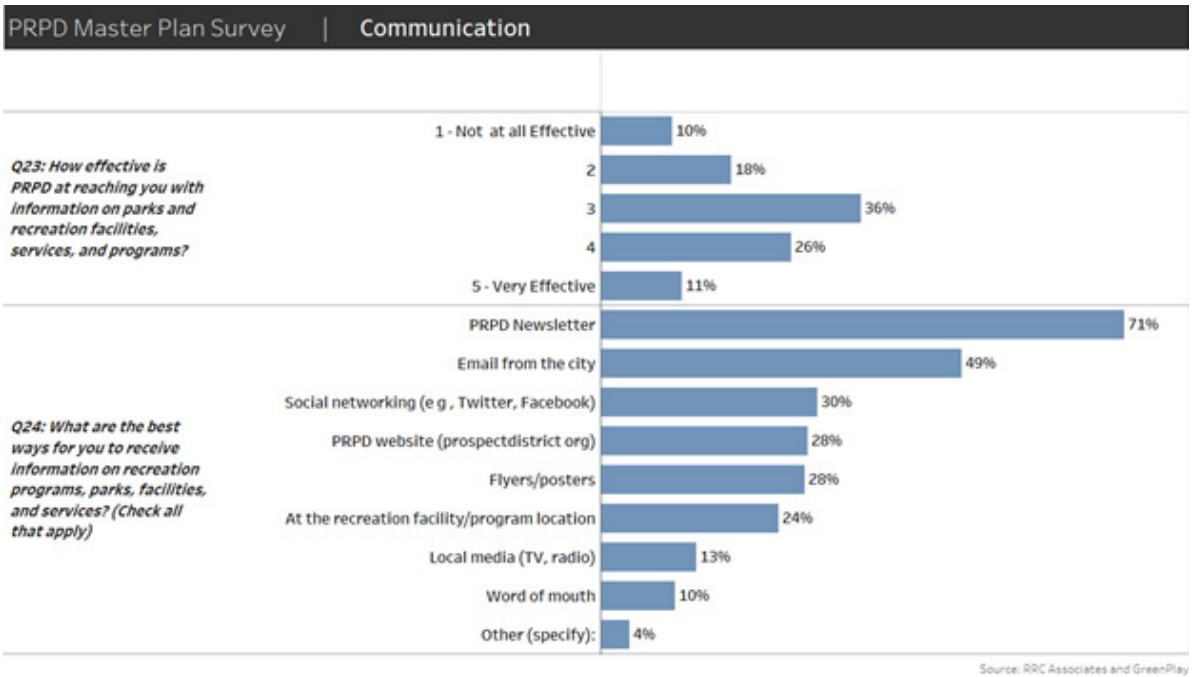
When asked about ways to increase usage, the number one way respondents mentioned was increased awareness of the programs (communications). This was true for both Applewood and Fairmount. Overall, increased awareness is the primary factor that separated itself from the rest and is evident throughout other results as well. For PRPD, this is positive, as it can be improved upon through heightened awareness campaigns and use of social media. Other related items that would encourage usage included a mobile app guide, as well as improved customer service/staff knowledge.

Figure 15: What Would Increase Your Usage of Current Parks and Facilities?



PRPD's communication is moderately effective currently, but room for improvement exists. Approximately 28 percent of respondents rated PRPD's communication effectiveness as 1 or 2 out of 5, while 37 percent rated effectiveness a 4 or 5 out of 5. When asked which method of communication is best to receive information about parks and recreation, the PRPD newsletter (71%), emails (49%), and social networking (30%) were selected as preferred by respondents.

Figure 16: Effectiveness of Communication



Although the *Prospect Newsletter* was listed as the best way to receive information, it is also important to note that not all residents are aware of the newsletter. For instance, one survey respondent suggested that PRPD send out a seasonal newsletter so that families and individuals could plan ahead for future events, not knowing that PRPD's main marketing efforts already exists as the newsletter.

Also, considering that there may be younger families that just moved into the area, there could be greater emphasis on communicating nearby parks and amenities, as one survey participant mentioned in their feedback.

F. Programs, Services, and Maintenance

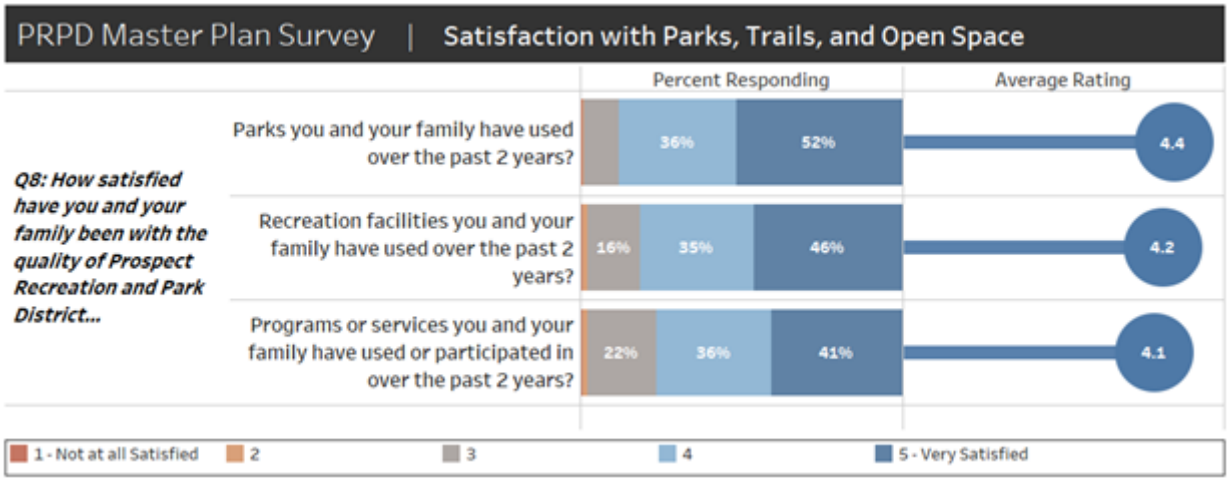
The primary services of PRPD are parks and facilities, including rentals; the programs that PRPD offers are limited to the special events that are coordinated throughout the year. Those events typically include the Easter Egg Hunt, the Pumpkin Fest, and Holiday Tea. In the past several years the District has made a concerted effort to make upgrades to existing park facilities by adding new playground equipment.

Gauging responses from the community survey, the public is generally satisfied with the maintenance practices the District employs for its upkeep of athletic fields, rental facilities, park amenities such as restrooms, playgrounds, benches, shelters, and greenspaces.

A current partnership with Apex Recreation District offers PRPD residents a wide variety of recreation offerings as discounted resident rates. Focus groups shared that many of the residents were not aware of those benefits so additional marketing should be a consideration.

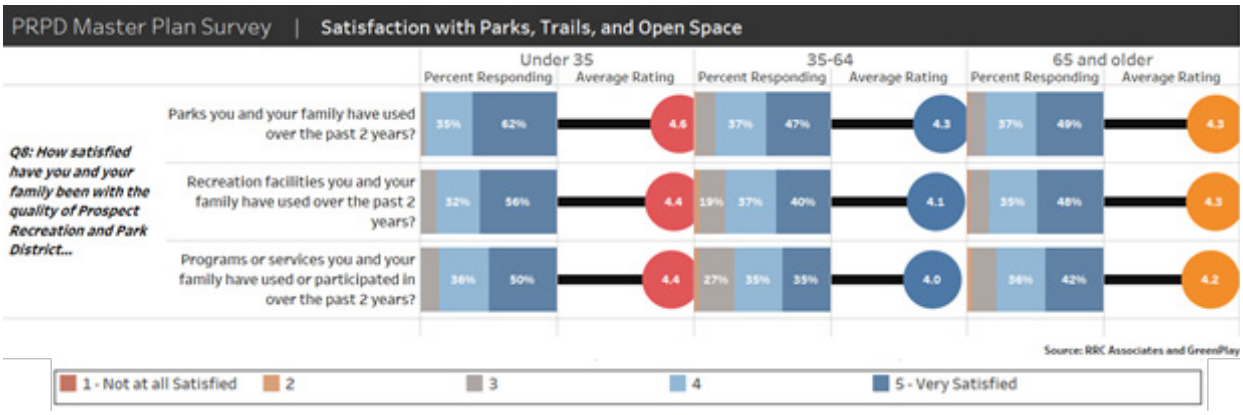
Overall, programs and services had an average rating of 4.1. Programs and services may not be as commonly used by the general public and may have led to respondents answering as neutral in their satisfaction. In general, PRPD appears to be satisfying the large majority of the residents in the District. Residents that were under 35 rated the programs and services higher (4.4) than those 35 to 64 (4.0) and those 65 and older (4.2).

Figure 17: Satisfaction with Programs, Services and Facilities



Satisfaction, when examined by age group, highlights slight differences. The main difference is that those under 35 appear to be most satisfied with the highest ratings on all three aspects of parks, recreation facilities, and programs/services. Those 35-64 are least satisfied (still with high scores overall). Those 65 and older fall in the middle of those under 35 and those aged 35-64. While those under 35 are least familiar, they are still extremely satisfied with what PRPD is offering. **They may simply be seeking to learn more of what is available in the District.**

Figure 18: Satisfaction with Programs, Services and Facilities by Age Groups



G. Financial Analysis

Current Circumstances

The District generates the bulk of its revenue through property taxes. The property tax mill levy for general operations is four (4.000) mills. The District also has a mill levy related to general obligation bonds that were issued in late 2016 for the purchase of the Applewood Golf Course. For 2019, the mill levy for the bonds will be 2.600 mills.

Prospect Foundation

The mission of Prospect Foundation is to “help to protect, manage and expand parkland and promote opportunities for citizens to pursue sports, historic, cultural and leisure time activities in these communities.” The Prospect Foundation is recognized as a 501(c)(3) by the IRS.

The most important role of the Prospect Foundation is to raise funds for park projects within PRPD District. Most recently, the Foundation made possible the purchase of an 18-acre parcel that previously was utilized as farmland. The site known as Strippgen Property/Serene Conservancy, located at 5550 Indiana Street, was purchased primarily to preservation the land as park and wildlife habitat. The property has a very rich and diverse character, featuring a riparian corridor along Van Bibber Creek, a pond, and flowing grasslands are all featured here. Per the conservation easement, permitted uses include nature trails, bird watching areas, picnic facilities, and other similar open space uses.

This purchase was accomplished through a complex legal transaction involving the donation of a Conservation Easement on the property by the Serene Strippgen Revocable Living Trust. Prospect Foundation served as the steward of the purchase to assure the preservation of the site in perpetuity while the District served as the purchasing agent.

Due to the terms of the Conservation Easement as aforementioned, most of the property will be kept in a natural condition as wildlife habit and will provide trails for visitor enjoyment. This property will provide significant historic, cultural, educational and other opportunities for District residents and others who will visit it in the future. The Strippgen property is presently closed to public access until the Prospect Foundation and the Prospect Recreation & Park District can restore and develop this site for public use. At the time of adoption of this Master Plan, design of improvements at the property was underway. Construction of those improvements is anticipated to begin in late 2019 or in 2020.

Other significant sources of revenue include "fee-in-lieu" revenue, interest income, lottery revenue (Conservation Trust Fund), specific ownership taxes, recreation fees, and grant monies. Revenues for 2019 are expected to be similar to 2018 revenues. Recreation fees, collected through facility and athletic field rentals, remain a strong source of revenue.

The District also receives revenue from the Applewood Golf Course, through a lease with Touchstone Golf, LLC. Per the terms of the lease that the District assumed from Coors Brewing Co. as part of the acquisition of Applewood Golf Course, Touchstone (as Lessee) operates, manages, and maintains the site.

The District's expenses cover three primary areas:

- Capital Projects (land and facility projects, equipment)
- General and Administrative: office, grounds (operations and maintenance), and other (professional services, utilities, training, and education)
- Personnel: insurance, salaries, and other expenditures (subcontracted services, unemployment, OASI, retirement)

The District has an Emergency Reserve Fund equal to at least three percent of the 2019 fiscal year spending budget as defined under TABOR. These funds are maintained in the Savings Fund.

Potential Funding Support

In order to fund needs identified through this planning process PRPD will need to consider a variety of types of funding sources. It cannot be expected that traditional funding alone will cover the costs of the community's desired services. The following summarizes potential funding sources that could enhance both capital expenditures for construction and operating budgets for the District.

2018 Significant Accomplishments:

- Complete renovation of the playground at Maple Grove Park
- Improvements implemented at the Strippgen Property

The smaller projects for 2018 consisted of:

- Parking lot maintenance/repair was conducted at a number of sites, including a total mill and overlay of the lot at Fairmount Park.
- Painting of the interior of the Arbor House.
- Engineered wood fiber (EWF) was placed in the playgrounds at Applewood Park and Tanglewood South Park.
- Two Eagle Scout projects were completed at the Applewood Golf Course. Both projects involved fencing installation.
- Hand dryers were installed in the restrooms at Applewood Park and Tanglewood South Park, eliminating the need for paper towels.
- Repairs and replacements were done to playground structures at numerous sites.
- Repairs were done to the baseball field backstops and fencing at Arapahoe Park.
- Lines for pickleball were painted on the basketball court at Arapahoe Park.
- The announcer's booth at Prospect Arena was demolished.

Grant Awards

The District has been aggressive and successful in researching and applying for grant funding for a variety of capital improvement projects. These range from the application and acquisition of state dollars for neighborhood park development to funding for playground equipment. The District has realized past success in their efforts to acquire grant money.

Corporate Sponsorships

The District could solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor), like special events.

Philanthropic

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If the District decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

Conservancies

According to a 2015 report by the Trust for Public Land, nearly half the nation's top 100 cities now have conservancies that are often driven by financial need. Charlie McCabe, director of the Center for City Park Excellence at the national Trust for Public Land, says conservancies represent the new norm for parks, many of which now rely on a combination of public and private funding. They're registered nonprofits that make formal agreements with a city or park district, usually to raise money for capital improvements or enhanced operations. While the nonprofits help cash-strapped cities improve parks without asking more from taxpayers, private funding for public spaces can spur accountability concerns. They should be visible and transparent by publishing annual reports and agreements, reporting donations and involving stakeholders.

Volunteer Programs/In-Kind Services

This revenue source is an indirect source in that people donate time to assist the District in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail
Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

Neighborhood Park Watch
As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Security and Clean-Up Fees

Some agencies charge groups and individuals security and clean-up fees for special events other type of events held at public facilities.

H. Comparative Analysis

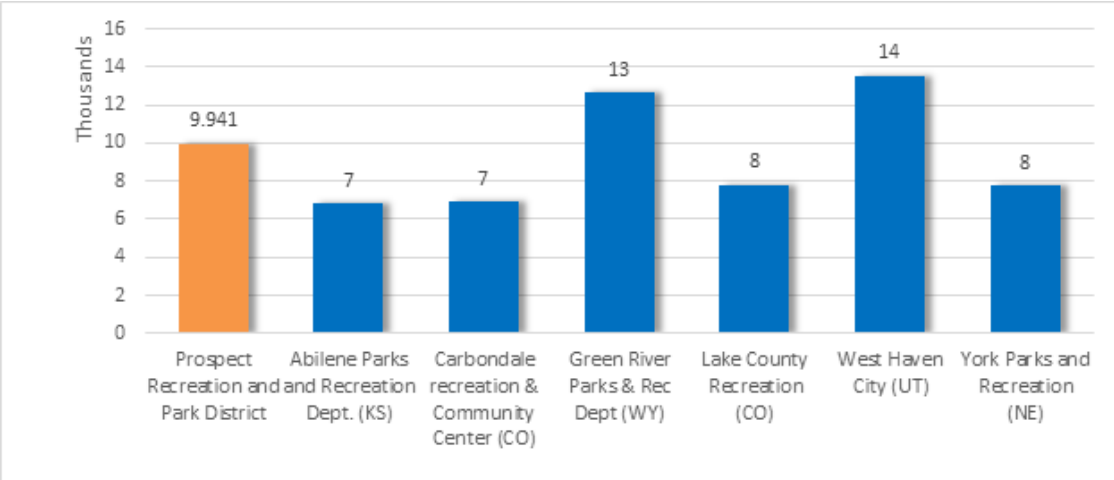
Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the Department's management practices and fee structure. This process creates a deeper understanding of alternative providers, your place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.

It is very difficult to find exact comparable communities, because each has its own unique identity, ways of conducting business, and differences in the populations that it serves. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique. It is important to keep in mind that while many park and recreation agencies primarily serve residents, others serve a large portion of non-residents, while others still cater to the tourism market.

Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize their budget information, and it may be difficult to assess whether or not the past year's expenses are typical for the community. One of the most effective ways of comparing data from parks and recreation agencies is by using a tool from the National Recreation and Park Association called Park Metrics. Previously known as PRORAGIS, data that is submitted into Park Metrics questionnaire is submitted from agencies all across the country in a consistent manner.

In order to find agencies relevant to the Prospect Recreation & Park District, a thorough search of cities, districts, counties, and towns were filtered using the Park Metrics Tool based on two primary factors: jurisdiction population (5,000 to 15,000) and location (narrowed down to states in the Colorado region: CO, WY, KS, UT, and NE). ***Figure 19*** shows the comparative agencies that completed the NRPA Park Metrics questionnaire, as well as their population in 2018.

Figure 19: Total Resident Population of Comparative Agencies



Key Findings

The data below can help PRPD understand how the structure and offerings compare with similar types of agencies in the region. The following bullets represent the key takeaways of the following graphs and figures:

- PRPD is the third largest agency in terms of population served for this comparison at 9,941 people in 2018.
- PRPD is limited in full-time employees compared to the other agencies, with only one employee per 2,485 people.
- In terms of PRPD's operating budget, the agency falls in the middle of the 6 other agencies at $1,078,202; three agencies had a budget ranging from $1.7 to $3.8 million, while three agencies had operating budgets under $900,000.
- PRPD had the highest number of developed park acreage (206), but tied for the lowest number of maintained trails (1).
- All of the agencies except for PRPD and West Haven, UT, had a strong focus on recreation programming.

Table 1: 2018 Jurisdiction Population Compared to Full-Time Employees

	Prospect Recreation & Park District	Abilene Parks and Recreation Dept. (KS)	Carbondale Recreation & Community Center (CO)	Green River Parks & Rec Dept (WY)	Lake County Recreation (CO)	West Haven City (UT)	York Parks and Recreation (NE)
Total Resident Population	9,941	6,800	6,900	12,630	7,812	13,532	7,766
Full-Time Employees	4	6	10	20.6	5	4	7
Employee: Population Ratio	1:2485	1:1133	1:690	1:613	1:1562	1:3383	1:1109

Table 2: 2018 Capital and Operating Budget by Agency

	Prospect Recreation & Park District (CO)	**Abilene Parks and Recreation Dept. (KS)**	**Carbondale Recreation & Community Center (CO)**	**Green River Parks & Rec Dept (WY)**	**Lake County Recreation (CO)**	**West Haven City (UT)**	**York Parks and Recreation (NE)**
2018 Operating Budget	$1,078,202	$800,000	$2,145,127	$3,865,747	$867,075	$536,891	$1,797,919
2018 Capital Budget	$804,026	$225,000	$6,829,000	$0	$400,000	$450,000	$500,000

Table 3: 2018 Park Acreage of Developed and Undeveloped Land

	Prospect Recreation & Park District	Abilene Parks and Recreation Dept. (KS)	Carbondale Recreation & Community Center (CO)	Green River Parks & Rec Dept (WY)	Lake County Recreation (CO)	West Haven City (UT)
Total acres of park land	224	100	128.49	863	10	79
Acres of developed park land (including golf courses, excluding cemeteries)	206	75	102	161	10	54
Acres of undeveloped park land (i.e., natural areas, designated open space)	18	25	26.49	702	0	25

Figure 20: Total Number of Trail Miles Managed or Maintained by Agency

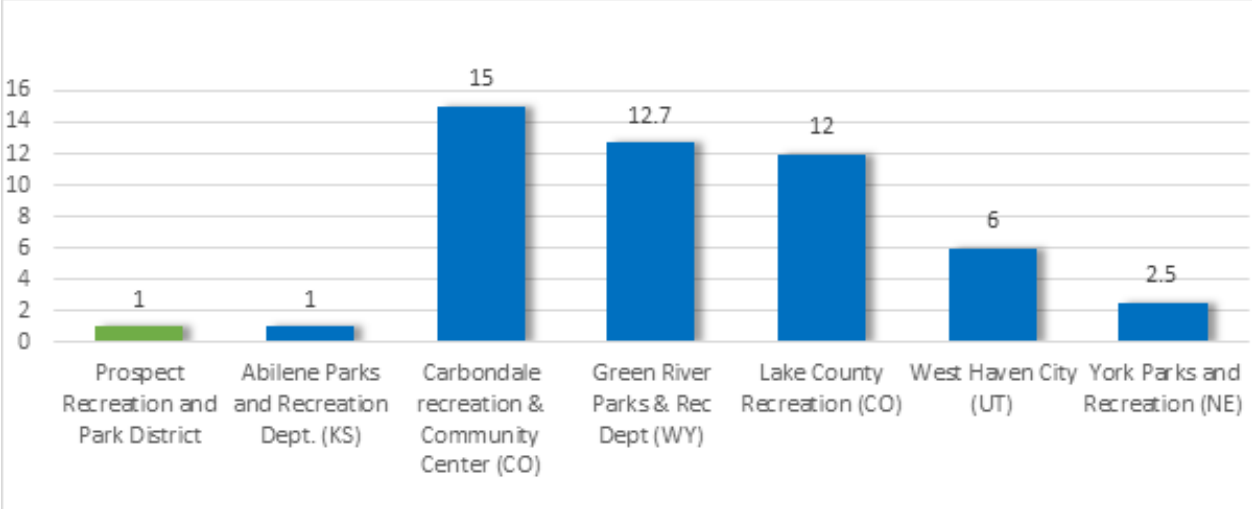


Figure 21: Number of Buildings Operated by the Agency

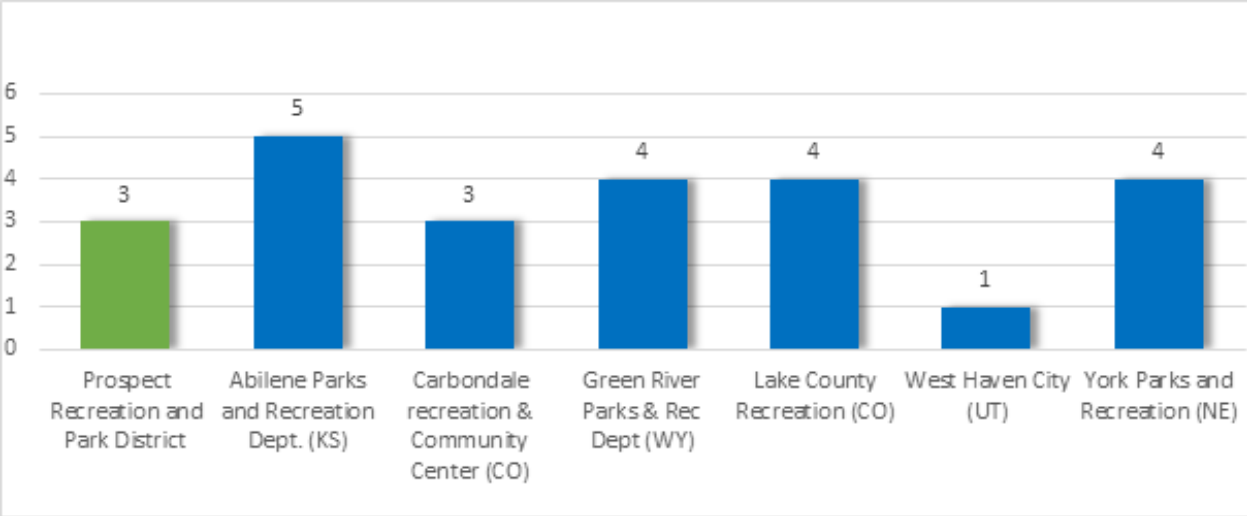


Figure 22: Number of Programs Offered

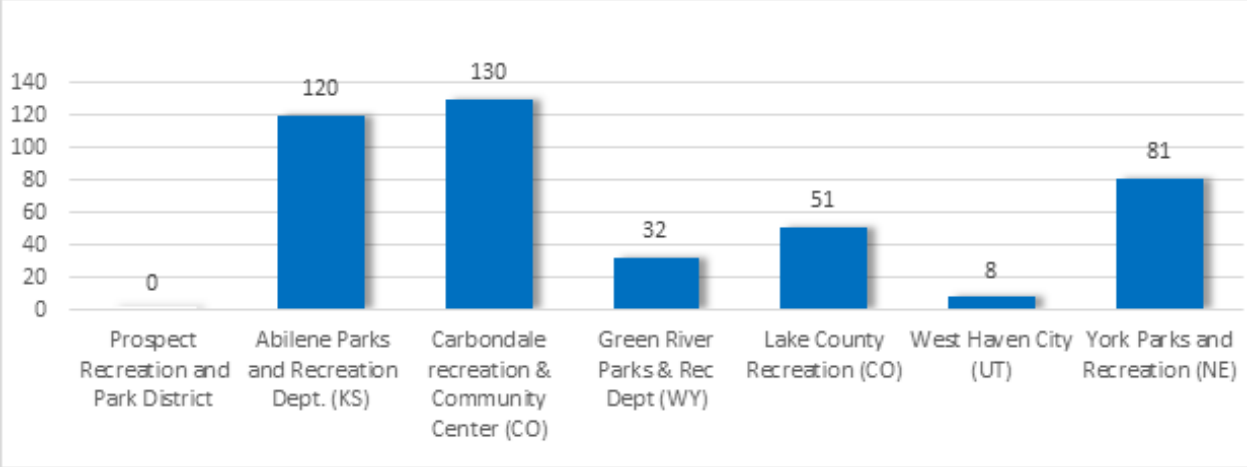
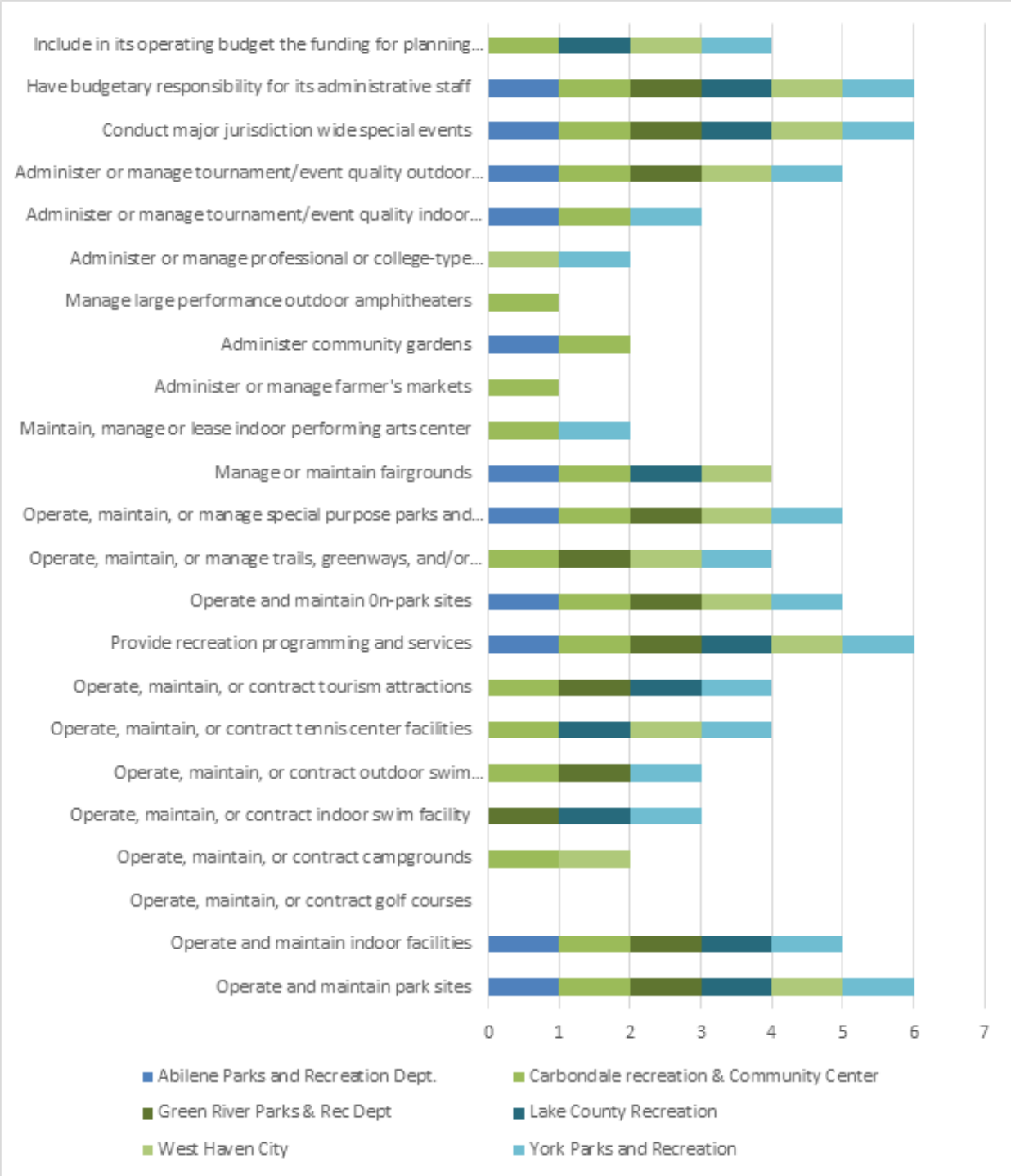


Figure 23: Agency Responsibilities in Provision of Services



III. Where We Are Now: Inventory and Level of Service Analysis

A. Inventory

An inventory of parks and facilities was conducted in October – November 2018. Each site was evaluated using the GRASP®-IT audit tool. See ***Appendix C*** for definition and discussion.

Park features were classified into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or open lawn area. The quality of each of component was evaluated. Amenities such as shade, drinking fountains, restrooms, etc. that enhance the comfort and convenience of a site are thought of as modifiers. A complete list of components and their definitions, as well as inventory methods and process discussion can be found in ***Appendix C***.

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and for the entire site. The resulting values can be used to compare sites to each other and to analyze the overall performance of the park system.

Assessment Summary

Based on visits to each park and/or facility, the following general assessments were concluded.

Current/existing parks:

- Good street visibility and frontage, and offer great public access
- Some parks and components have limited ADA access
- Well maintained but some need updates (deferred maintenance)
- Continue to monitor demand and use of components
- Many alternative providers on the edge of the District which also provide recreation opportunities
- Playgrounds are inconsistent in quality and features from park to park

THIS PAGE INTENTIONALLY LEFT BLANK

Table 4: Summary of Outdoor Locations

LOCATION	GIS Acres	Basketball Court	Basketball, Practice	Diamond Field	Educational Experience	Equestrian Facility	Event Space	Fitness Course	Game Court	Golf	Golf, Practice	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Picnic Ground	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Rectangular Field, Multiple	Shelter, Large	Shelter, Small	Tennis Court	Trailhead	Volleyball Court	Site Components
Applewood Golf Course	146.3						1			1	1																**3**
Applewood Park	11.0		1	1				1				1	1		1			1			1	1				1	**10**
Arapahoe Park	5.8	1		2								1			1			1				1					**7**
Crestview Park	3.5					1							1	1	1			1				1					**6**
District Office	3.0																										**0**
Fairmount Park	18.5		1			1		1				1	1	1	1			1			1	1	2				**12**
Maple Grove Park	9.9	1		1								1			1		1			1		2	2			1	**11**
Prospect Arena	4.8				1	2									1	1		1				1					**7**
Strippgen Property	18.3													1											1		**2**
Tanglewood Park	10.1			1					2		1				1		1	1	1	1		2	2	2			**15**
Totals:	**231**	**2**	**2**	**5**	**1**	**4**	**1**	**2**	**2**	**1**	**2**	**4**	**3**	**3**	**7**	**1**	**2**	**6**	**1**	**2**	**2**	**9**	**6**	**2**	**1**	**2**	**73**

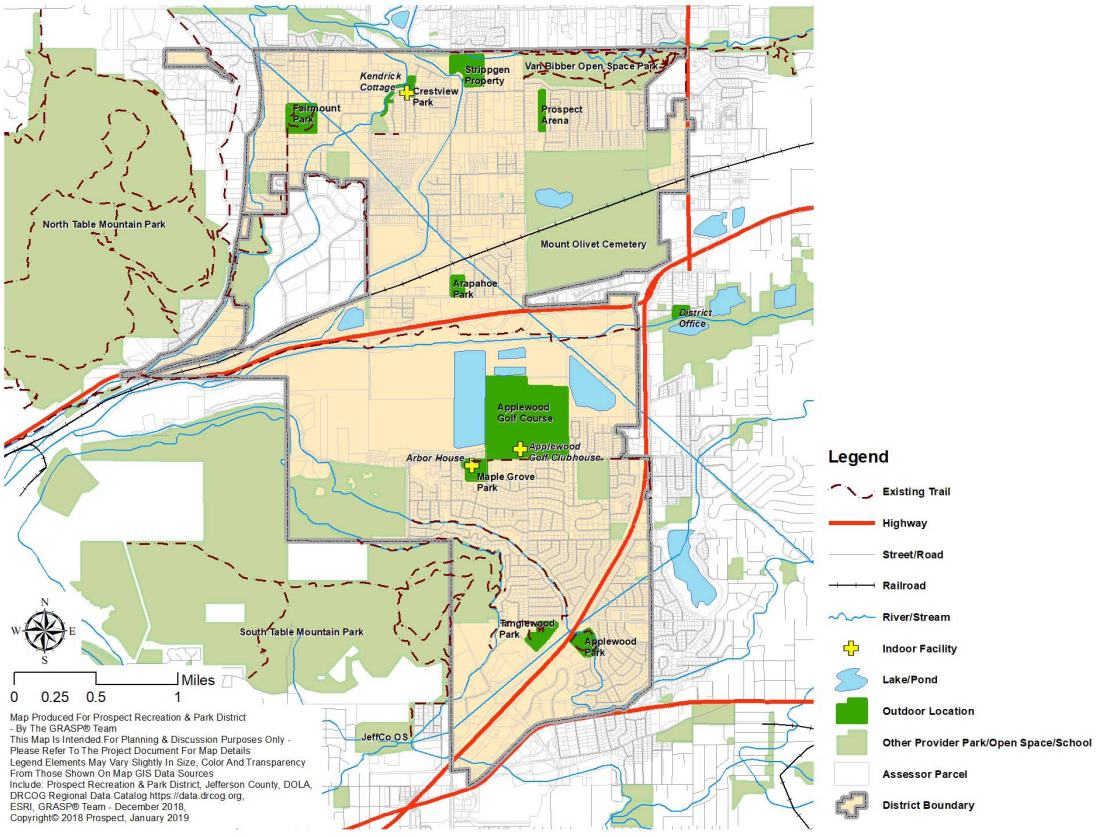
Table 5: Summary of Indoor Locations

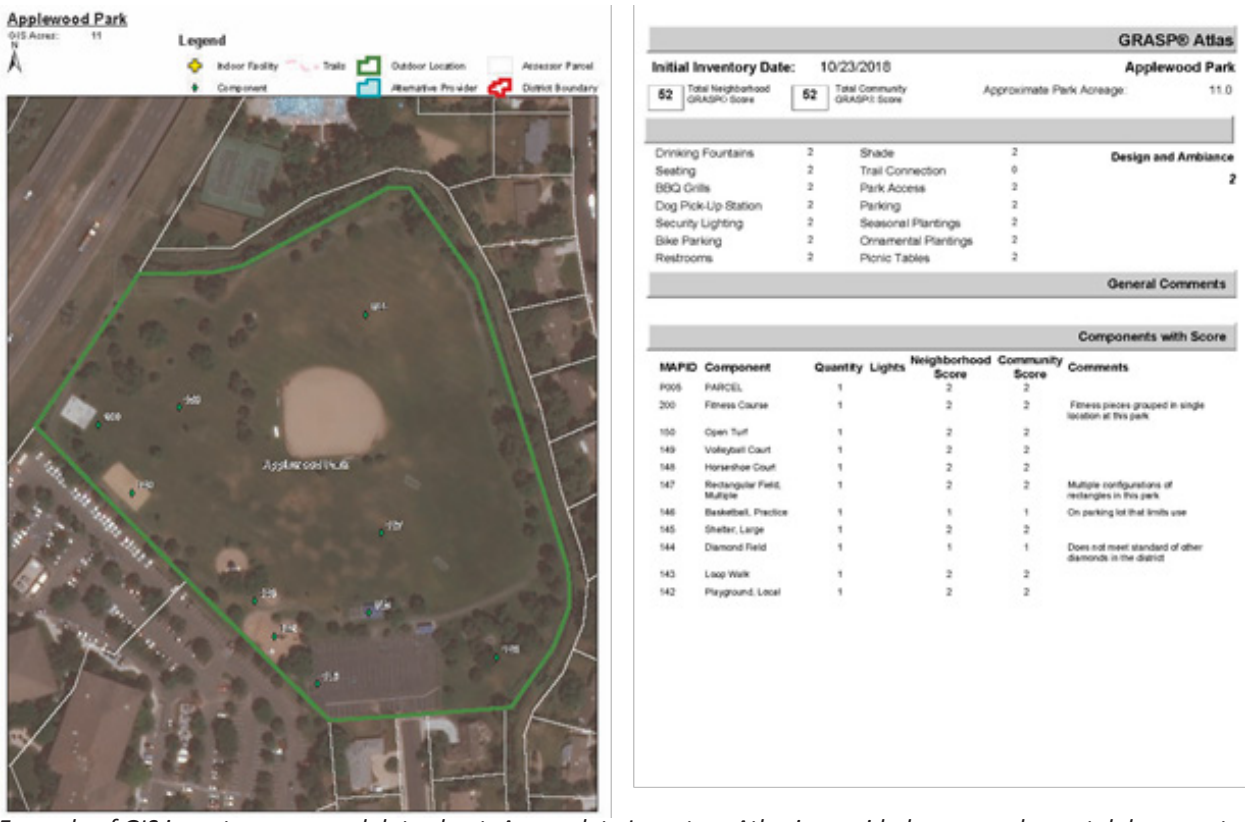
LOCATION	Food - Counter Service	Kitchen - Kitchenette	Lounge	Multi-Purpose	Patio/outdoor seating	Retail/Pro-shop	Speciality Training	Facility Components
Applewood Golf Clubhouse	1		1	2	2	1	1	8
Arbor House		1		1				2
Kendrick Cottage		1		1				2
System Totals:	1	2	1	4	2	1	1	12

System Map

The following map show park and recreation facilities across the District (Note: larger maps are available in ***Appendix E***). The darker green parcels on the map represent PRPD owned and managed properties, while lighter green locations indicate an alternative provider property. It should also be noted that the GIS associated with the District boundary was updated in this study to better reflect current conditions.

Figure 24: System Map





Example of GIS inventory map and data sheet. A complete Inventory Atlas is provided as a supplemental document to the Master Plan.

Park Ranking

In addition to locating components, the functional quality of each element was assessed during the site visits. The following table displays the ranking of each park based on an overall score for its components and modifiers. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower. The length of the bar for each park reflects its overall score in proportion to that of the highest-ranking park (Memorial Park).

Table 6: Park Ranking Table

LOCATION	GRASP® Score
Maple Grove Park	93.6
Tanglewood Park	93.6
Fairmount Park	90
Crestview Park	58.5
Applewood Park	52
Arapahoe Park	38.4
Applewood Golf Course	21.6
Prospect Arena	13.2
Strippgen Property	13.2

B. Level of Service (LOS) Analysis

Level of Service (LOS) measurements evaluate how parks, open spaces, trails, and facilities serve District residents and users. They may be used to benchmark current conditions and to direct future planning efforts.

An analytical technique known as GRASP® (Geo-Referenced Amenities Standard Process) was used to analyze Level of Service provided by assets in the District. This proprietary process yields analytical maps and data that may be used to examine access to recreation across a study area. A detailed history and description of GRASP® Methodology may be found in ***Appendix C***.

Why Level of Service?

Level of Service may be defined as a residents' or users' access to quality and quantity of recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often emblematic of the manner and extent to which people are connected to their communities and lifestyles focused on outdoor recreation and healthy living.

GRASP® Analysis

With GRASP®, information from the inventory of parks and facilities described in this section was used in conjunction with Geographic Information Systems (GIS) software to produce analytic maps and data that show the current status of park and recreation services across the community's geographic area.

Perspectives

Maps and analyses produced using the GRASP® methodology are known as perspectives. Each perspective is a model of how "service" is being provided across the study area. These models can be analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights an agency may use to determine its success in providing services. Further discussion on Perspectives and other GRASP® terminology can be found in ***Appendix C***.

Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what features are available and how easily are they accessed. The inventory performed with the GRASP®-IT tool provided a detailed accounting of what is available at any given location, and GIS was used to measure its accessibility to residents across the District.

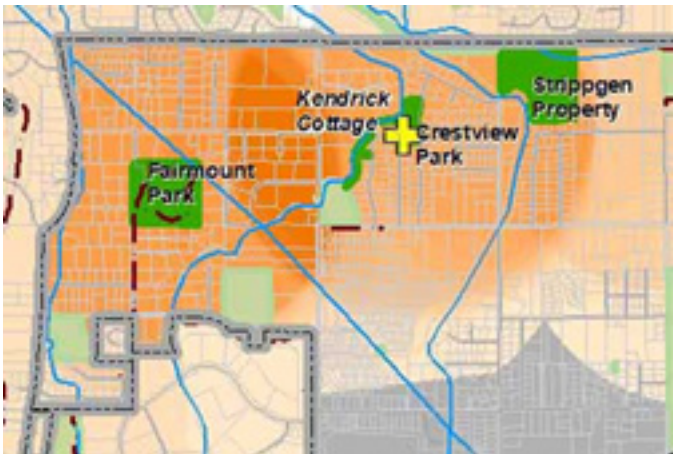
People use a variety of transit modes to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination of these or other alternatives. Different travel modes have varying travel distances and times associated with them. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas). Two different travel distances were used to produce distinct types of Perspectives for examining the park system:

1. Neighborhood Access
2. Walkable Access

A Neighborhood Access perspective uses a travel distance of one mile to the inventory. This catchment is intended to capture users traveling from home or elsewhere to a park or facility by way of bike, bus, or automobile.

A Walkable Access perspective uses a shorter catchment distance intended to capture users within a ten to fifteen-minute walk. This distance can range from as short as 1/4 mile to as far as 1/2 mile depending on the study area. For PRPD, a 1/2-mile walkability catchment area was used. See ***Appendix C*** for further discussion on walkability standards.

For each perspective, the catchment area is plotted with GIS around each feature and assigned a value using information from the inventory and scoring. When catchment areas for a set of features are combined into one overlay map, a shaded map results, with the shade at any given location representing the cumulative value of all features considered accessible from that location.



GRASP® Level of Service perspectives use overlapping catchment areas to yield a "heat map" that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.

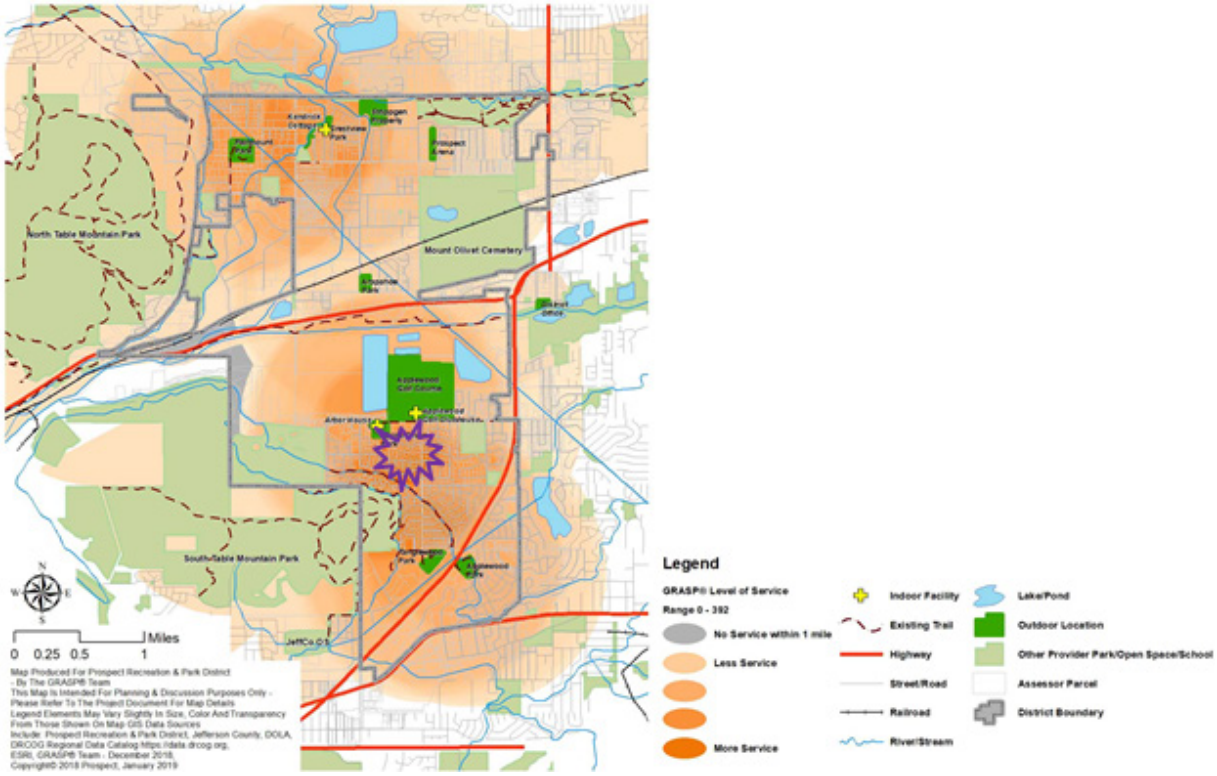
Assumptions

1. Proximity relates to access. A feature within a specified distance of a given location is considered to be "accessible" from that location." "Access" in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood Access relates to proximity of 1 mile, a reasonable distance for a drive in a car or by bicycle.
3. Walkable Access relates to proximity of 1/2 mile, a reasonable distance attainable by walking 15 minutes.
4. Walkable access to recreation is affected by barriers, obstacles to free and easy travel on foot.
5. The LOS at any given point on the map has a value that is the cumulative value of all features that are considered accessible from that location.

Neighborhood Access to Outdoor Recreation

A "heat map" was created to examine Neighborhood Access to Recreation. This map shows where there are more or fewer recreation assets available based on a one-mile service area. In general, this map also shows that PRPD has good distribution of parks and outdoor facilities. Access to recreation is more limited at the edges of the District.

Figure 25: Neighborhood Access to Outdoor Recreation



Areas of higher concentration are notable in the south, near Applewood Golf Course and Maple Grove Park as well as in the north near Fairmount Park. For example, the highest GRASP® value area (392) is located just southeast of Maple Grove Park (shown on image above as a purple star burst). From this location, a resident has access to all indoor and outdoor facilities in the District – 39 outdoor recreation components in 4 different parks, 2 indoor facilities, and 6 alternative providers.

Further analysis of this perspective indicates that essentially all (98%) of Prospect is within one mile of a recreation opportunity. Additional statistics can be found in ***Table 7***:

Table 7: Map statistics

	A	B	C
	Percent of Total District with LOS	GRASP® Value Range	Average LOS per Acre Served
PRPD	98%	0 to 392	168

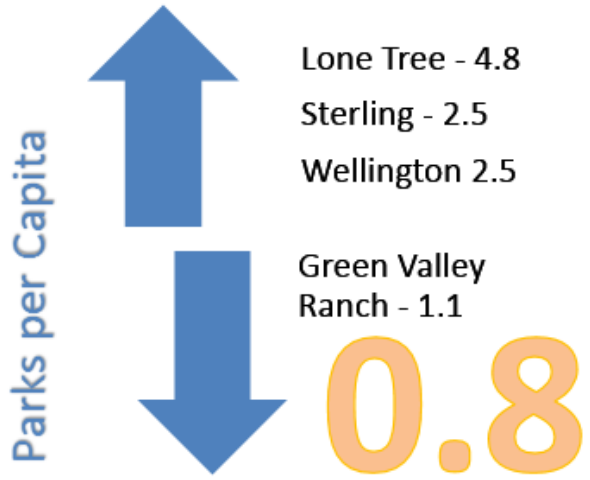
Column A: Shows the percentage of the District that has at least some service (LOS >0). 100% coverage is rarely seen in GRASP® analysis.

Column B: For any location on the map there is a numerical value that corresponds to the shade of orange shown. This is called the GRASP® value and results from the overlay or summation of the scores of all components accessible from that location. Values for different locations on the map can be compared to one another, so a person in a location with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lower value (lighter orange) area. GRASP® values range from a low of 0 to a high of 392.

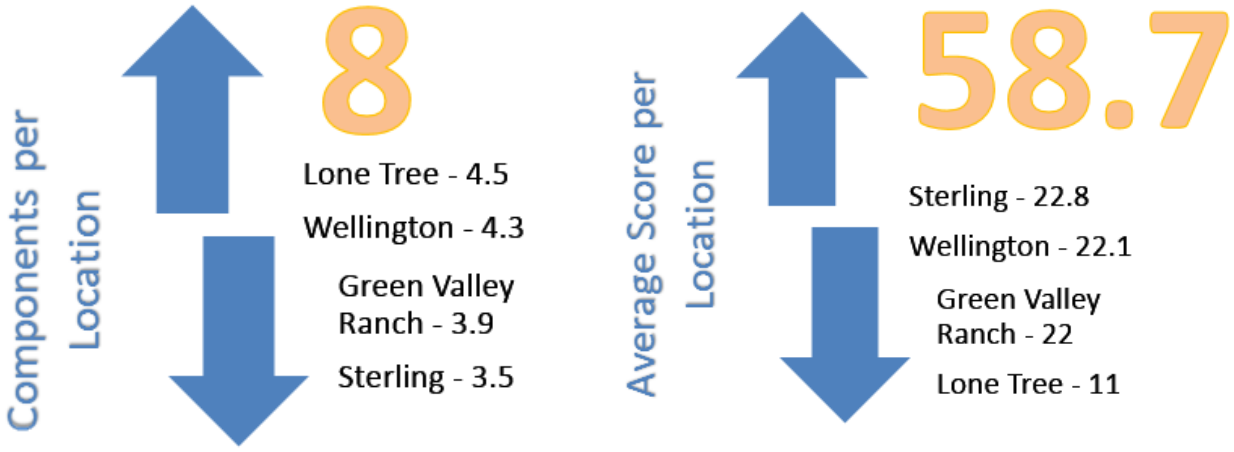
Column C: Shows a value of 168 as the average GRASP® value for the total area. This is the median for similar sized agencies.

GRASP® Comparative Data

The following image provides comparative data from other communities of similar population. Because every community or agency is unique, there are no standards or "correct" numbers for these; however, there are several interesting similarities and differences when making these comparisons. First, when comparing parks per capita, Prospect ranks lowest in this ratio at less than 1 park per 1,000 residents.



However, PRPD parks have more components (average of 8) per location and in score (average 59) per park when compared to these other agencies.



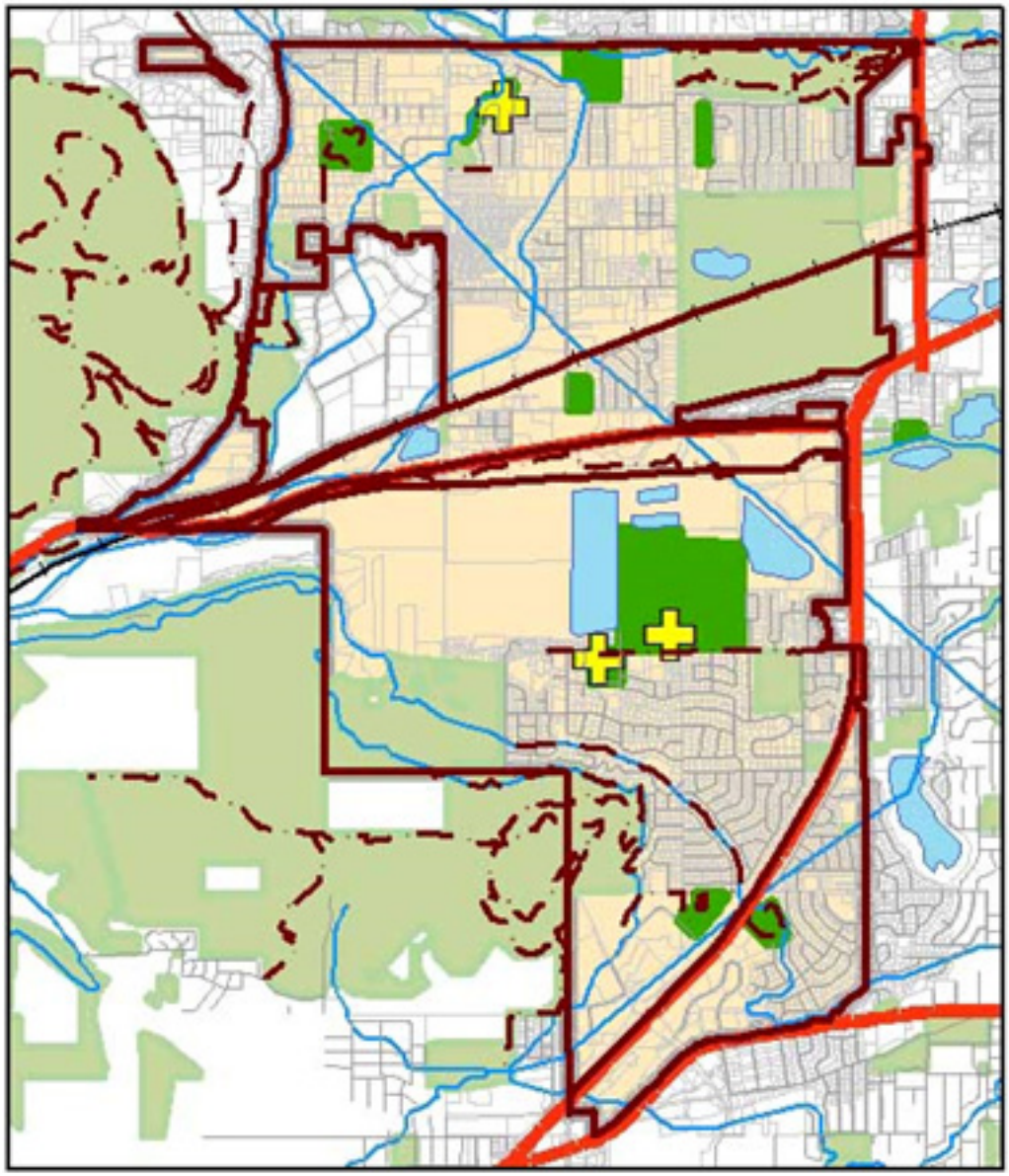
This would indicate that while PRPD has fewer parks per capita, the parks it has score higher than other agencies.

Table 8: GRASP® Comparative Data

STATE	CITY	YEAR	POPULATION	STUDY AREA SIZE (Acres)	# OF SITES (Parks, Facilties, etc.)	TOTAL # OF COMPONENTS	AVG. # COMPONENTS per SITE	TOTAL GRASP® VALUE (Entire System)	GRASP® INDEX	AVG. SCORE/SITE	% of TOTAL AREA w/LOS >0	AVG. LOS PER ACRE SERVED	NUMBER OF COMPONENTS PER POPULATION	AVERAGE LOS/POP DEN PER ACRE	pop den (per acre)	% of Population with Walkable Threshold Access	People per Park	Park per 1k People
CO	Wellington	2015	7,453	2,269	19	82	4.3	421	56.4	22.1	100%	82	11.0	28	3	NA	392	2.5
CO	Lone Tree	2007	10,134	1,382	49	219	4.5	561	55.3	11.4	76%	226	21.6	31	7	NA	207	4.8
CO	Prospect RPD	2018	11,008	5,237	9	72	8.0	528	48.0	58.7	98%	168	6.5	80	2	62%	1223	0.8
CO	Sterling	2013	14,777	3,913	39	131	3.4	891	60.3	22.8	96%	279	8.9	74	4	42%	379	2.6
CO	Green Valley Ranch	2013	14,897	1,156	17	67	3.9	374	25.1	22.0	100%	436	4.5	34	13	NA	876	1.1

Pedestrian Barriers

Walkability can be limited by environmental barriers. Several such disruptions to walkable access are created by freeways, highways, major roads, railroads, and Clear Creek within the District. To account for this, walkability service areas in the Level of Service analysis have been "cut-off" by identified barriers where applicable. Zones created by identified barriers (dark red lines), serve as discrete areas within which any facilities are accessible without crossing the interstate, a major street, railroad, or other barrier. Various shades of green parcels represent existing parks, schools, and open spaces. Indoor facilities are shown as yellow cross symbols.



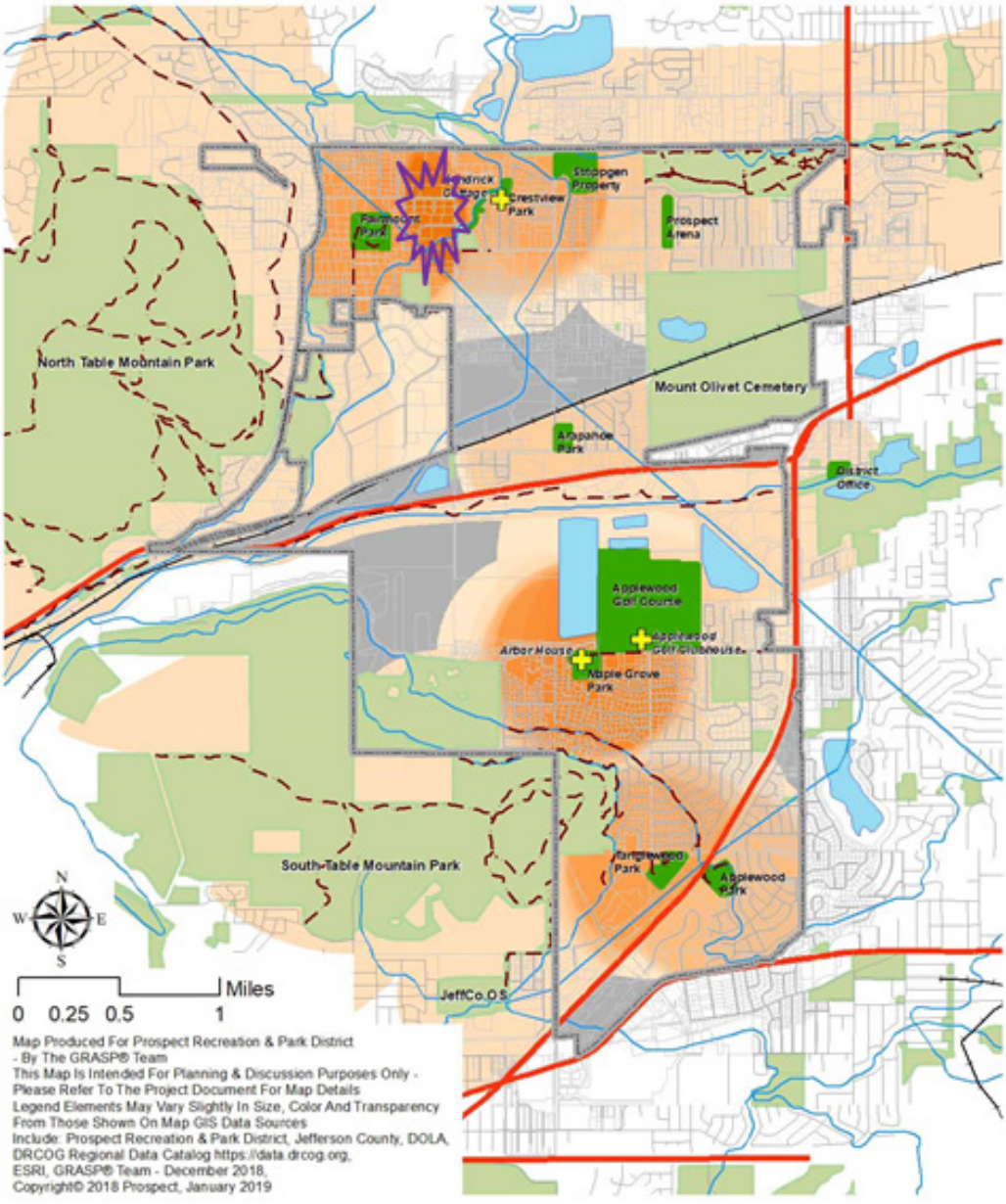
Walkability barriers were used to "cut-off" service areas where applicable.

Walkable Access To Recreation

This analysis measures access to recreation components by walking. One-half mile catchment radii have been placed around each component and shaded according to the component's GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons to be made between neighborhood access and walkable access. For the walkable level of service analysis, pedestrian barriers were factored into the analysis.

Walkability is a measure of how user-friendly an area is to people traveling on foot. A walkable environment benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability and include the presence or absence and quality of footpaths, sidewalks, or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations among others.

Figure 26: Walkable Access to Outdoor Recreation



The analysis is intended to show the LOS available across the District if walking is used to reach assets. This map indicates that the greatest concentration of access to recreation assets are east of Fairmount Park, near Maple Grove Park, and Tanglewood Park. As this walkability analysis accounts for pedestrian barriers, levels of service are notably truncated in many areas such as along I-70.

The following table shows the statistical information derived from perspective Walkable Access to Recreation analysis.

Table 9: Statistics for Map D

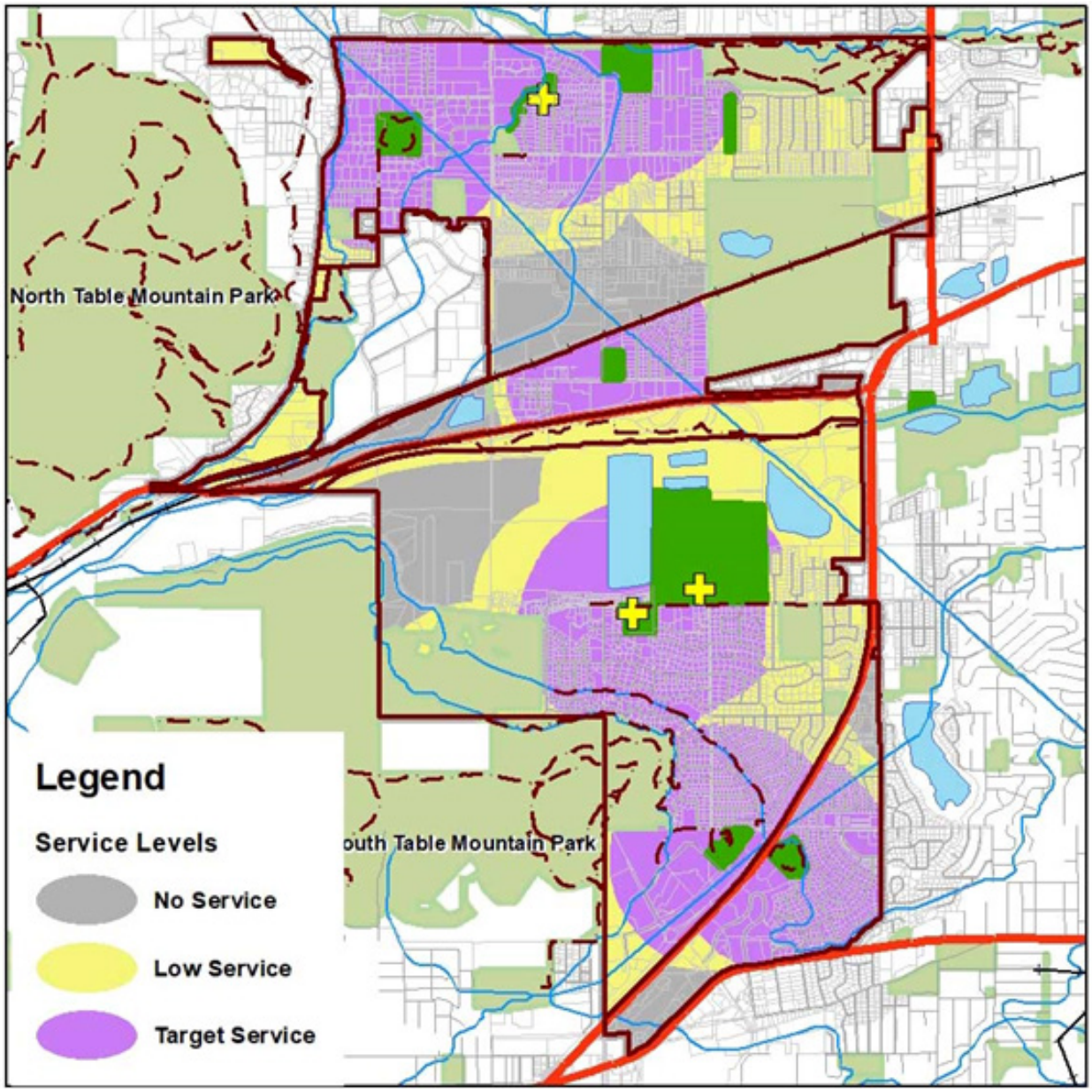
	A	B	C
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served
PRPD	81%	0 to 292	49

While still high in both percentage of area with level of service and in overall values the LOS value for a person who must walk to assets is about one-third (49 vs. 168) of that for someone who can drive. The GRASP® value range of 0 to 292 indicates that there are portions of Prospect with a high level of service compared to other portions. The highest value is found about equal distance between Fairmount Park and Crestview Park. A resident in this area (indicated on above image with red star burst) can walk to 17 different components in two parks, as well as Kendrick Cottage and four alternative provider properties.

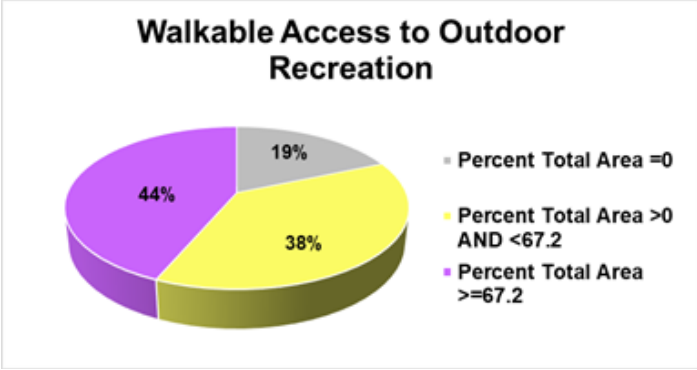
The orange shading in the maps allows for a quick understanding of how LOS is distributed across the city. It is not intended to show where LOS is adequate or inadequate, but that information can be derived from the map using GIS. First, we must determine what constitutes an adequate level of service for District residents. To be consistent with previous planning efforts and GRASP® analysis a threshold of 67.2 was used. This score equates to access to a "typical neighborhood park" with 3 components (such as a playground, open turf and picnic shelter) and a trail. GIS was used to show where LOS is above or below the threshold value.

Purple areas indicate where walkable LOS meets or exceeds the threshold. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the threshold value. It may be possible to improve the LOS value in such areas by improving the quantity and quality of features in existing parks without the need to acquire new lands or develop new parks. Another option might be to address pedestrian barriers in the immediate area.

Figure 27: Walkable Access to Recreation Gap Identification

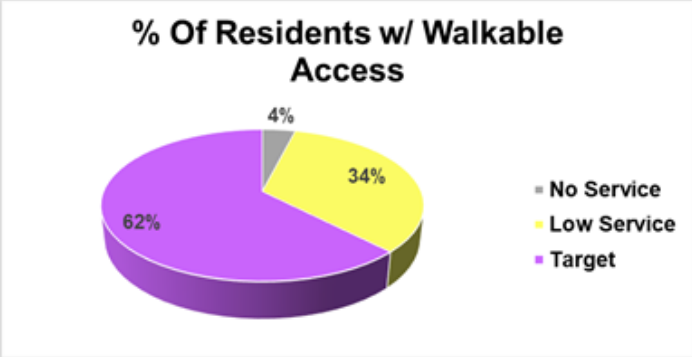


In ***Figure 27***, areas shown in purple have LOS that exceeds the threshold value of 67.2. Forty-four percent (44%) of the District's land area reaches the threshold and only 38 percent of the area falls below it. Nineteen percent (19%) of the District has no service within walking distance.



In contrast, 62 percent of the residents live in an area that exceeds the threshold value of 67.2. Thirty-four percent (34%) of the District's land area reaches the threshold, and only 38 percent of the area falls below it. Only four percent of residents have no service within walking distance. Thus, a key finding is that generally PRPD provides parks in locations that are available to residents.

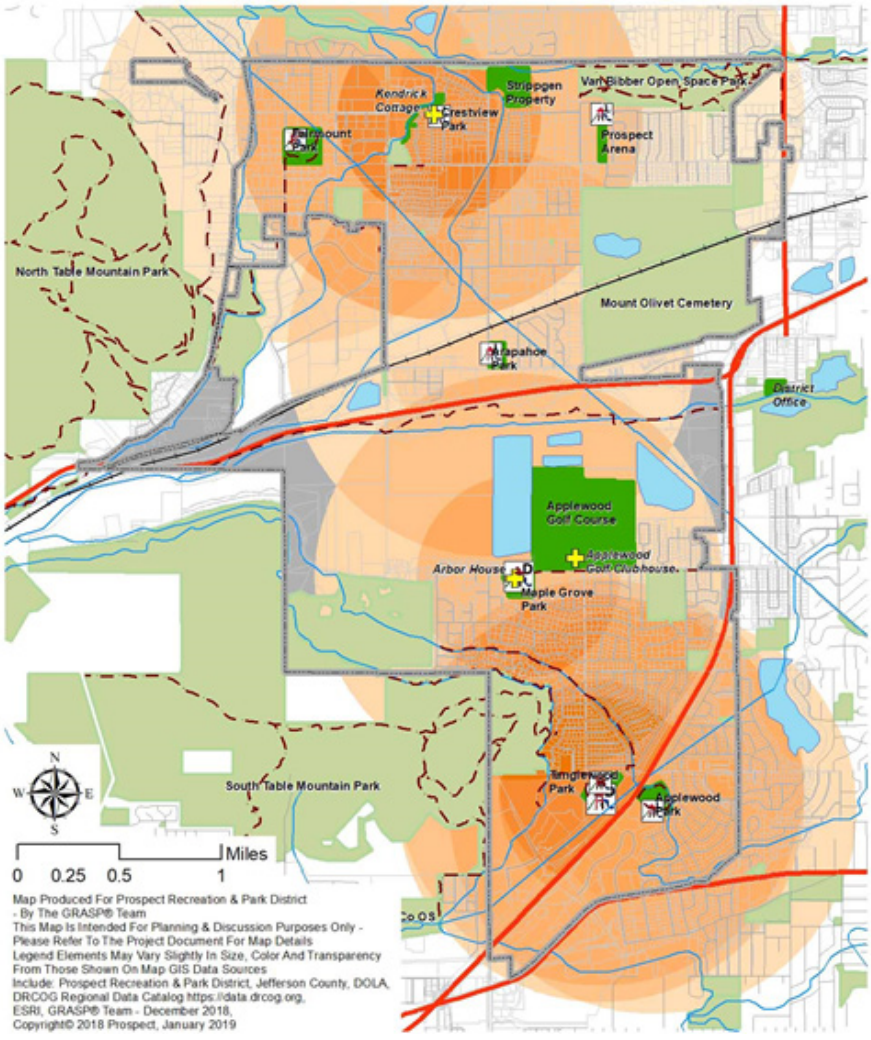
This chart displays level of service based on where people live. It was produced using the walkable level of service data shown in Walkable Access to Recreation Gap Identification, as compared to census data provided by Esri GIS data enrichment techniques.



Access to Playgrounds

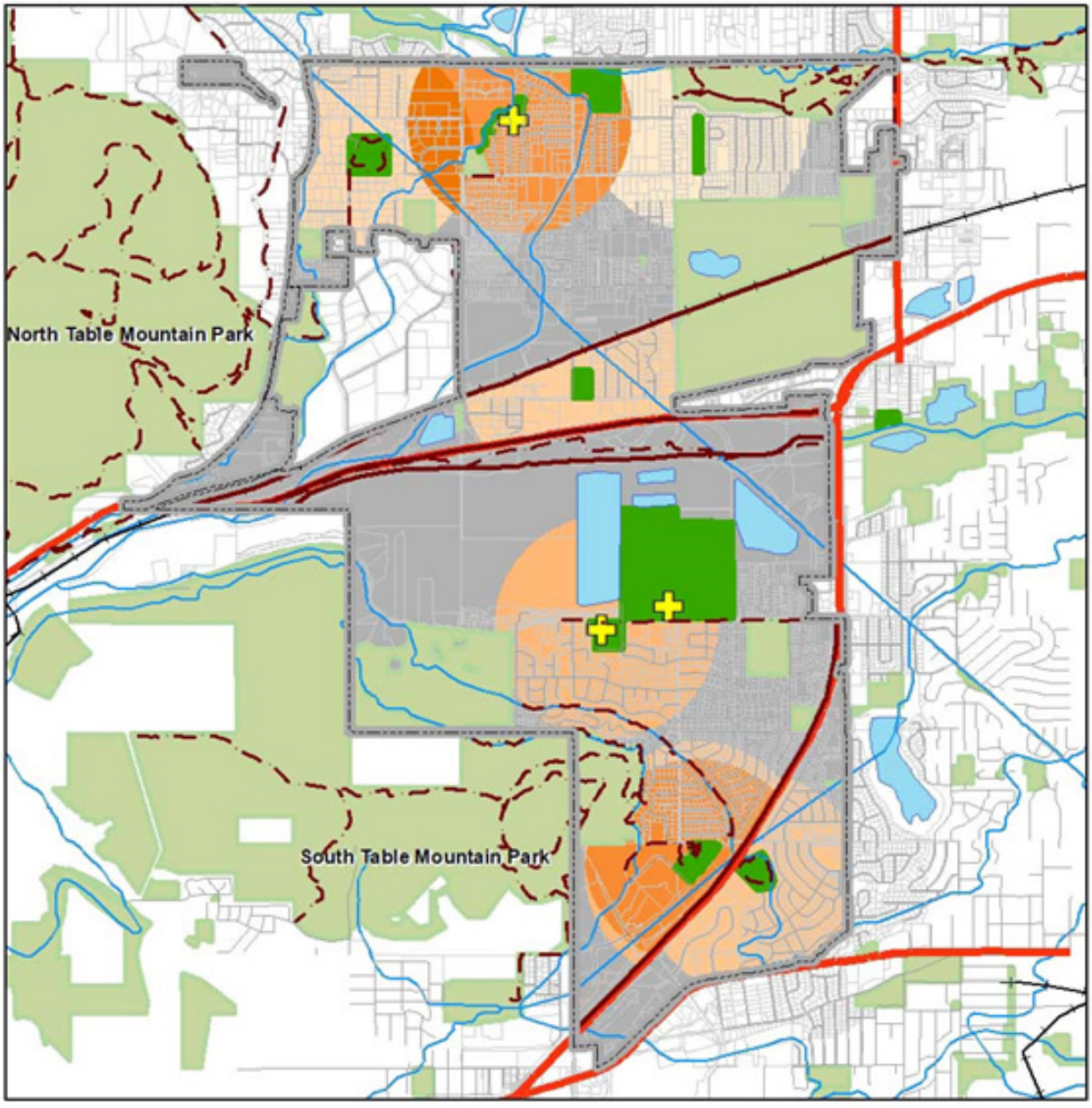
This analysis measures access to playgrounds at parks throughout the District. Both neighborhood access and walkable access were analyzed.

Figure 28: Access to Playgrounds



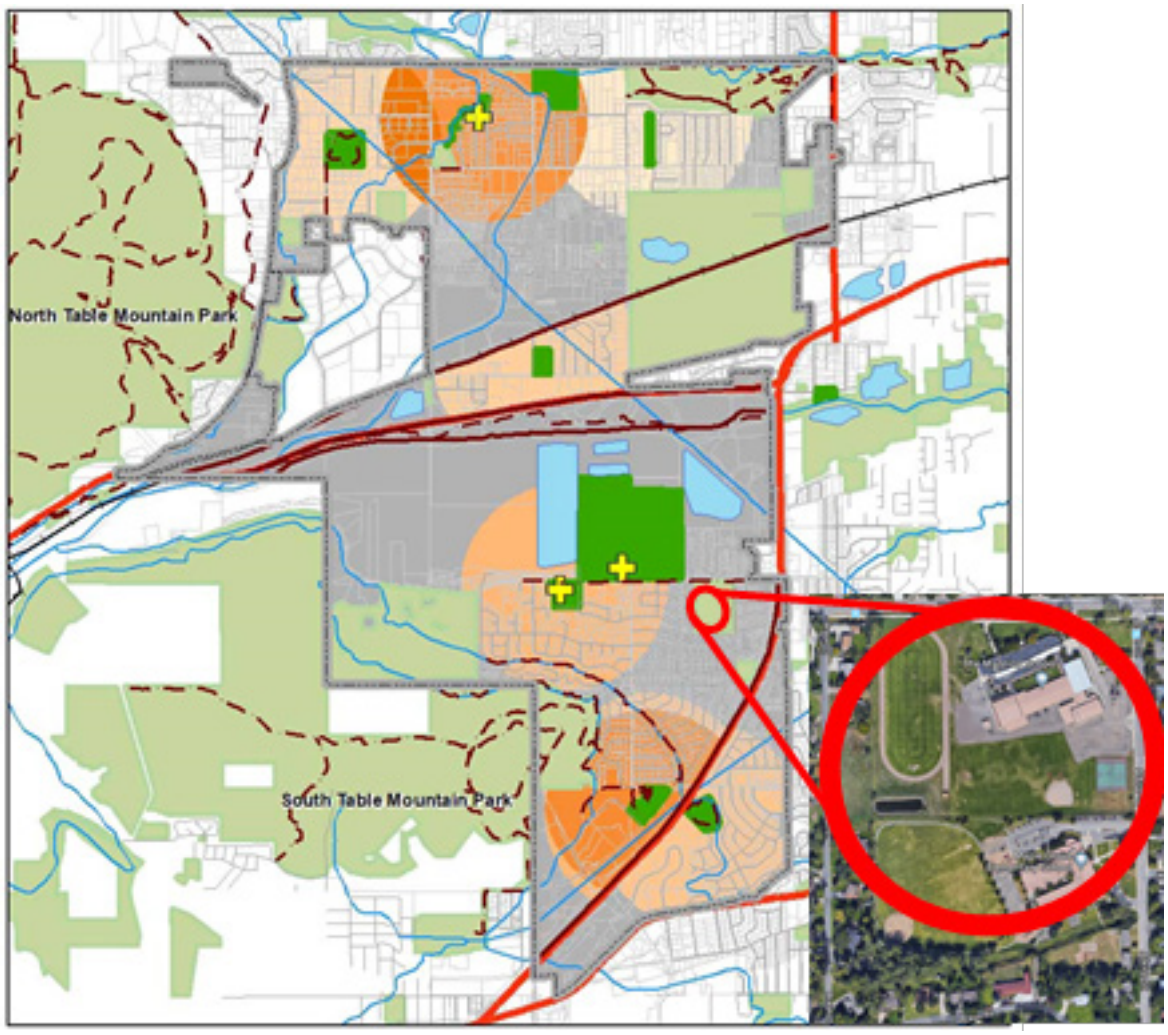
The analysis is intended to show access to playgrounds and their relative scores based on a one-mile service area. Areas within ½ mile of a playground in this analysis receive twice the value to account for walkable proximity. Areas with access to higher quality and/or multiple playgrounds score higher in LOS. High service areas can be seen between Crestview Park and Fairmount Park and near Tanglewood Park. Both darker orange areas benefit from access to multiple playgrounds. The dark gray or "no service" areas in this analysis appear to not be current residential areas in the District. Lower service areas appear east of Prospect Arena and east of Applewood Golf Course.

Figure 29: Walkable Access to Playgrounds



The analysis is intended to show access to playgrounds and their relative scores based on a walkable service area of ½-mile. Areas with access to higher quality and/or multiple playgrounds score higher in LOS. High service areas can be seen between Crestview Park and Fairmount Park and near Tanglewood Park. Both darker orange areas benefit from access to multiple playgrounds. There are several dark gray or "no service" areas in this analysis that appear to be residential in nature. Further investigation into these areas could provide additional information. For example, access to the playground from the neighborhood north of Arapahoe Park appears to be limited by the railroad track pedestrian barrier. Further investigation may could conclude that the tracks are not a true barrier. Access to playgrounds also appears to be limited in the neighborhood to the north and east of Tanglewood Park.

Figure 30: Aerial Image of Neighborhood

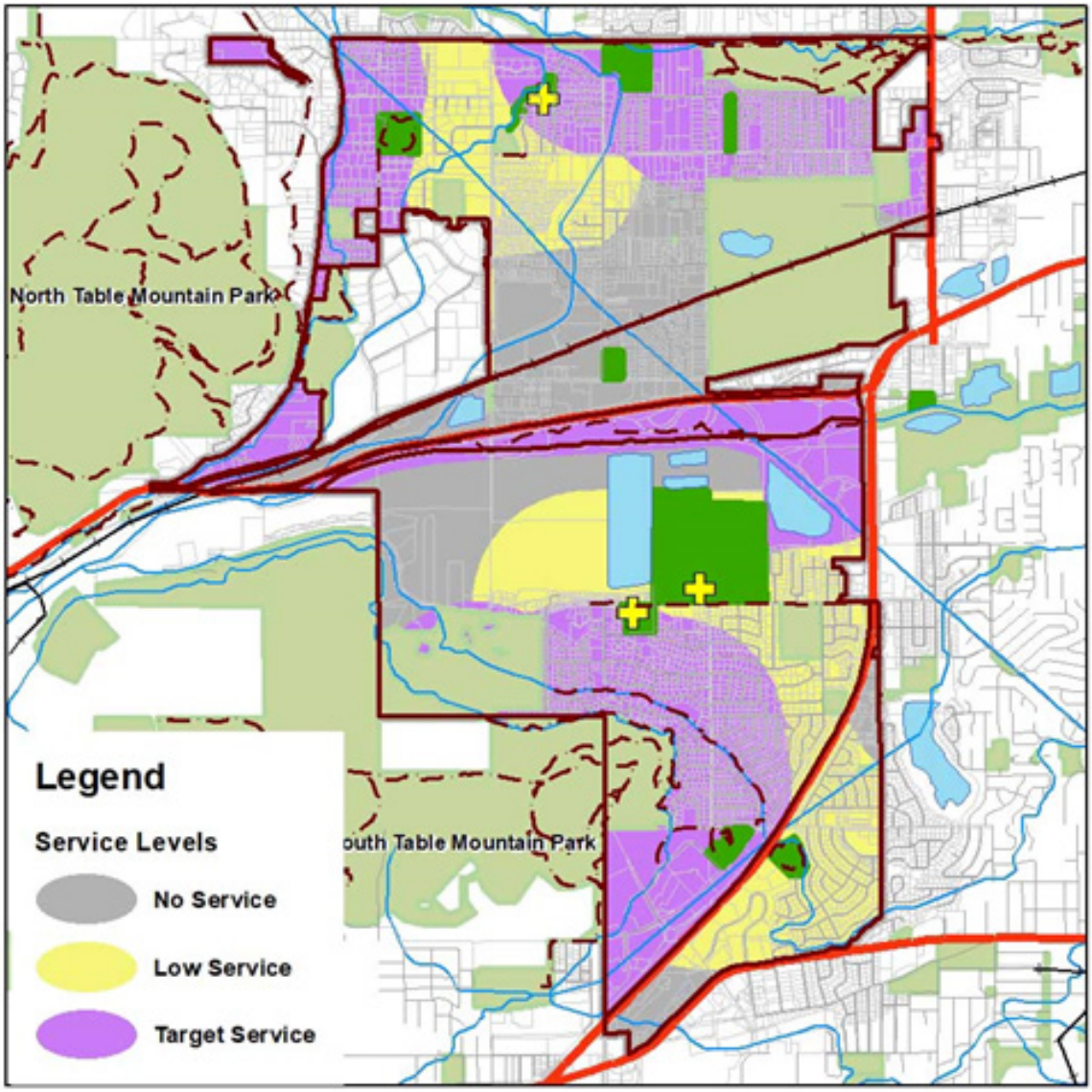


In this case, using aerial photography, it is obvious that there is a school ground in this neighborhood and may be providing at least some access to a playground.

Access To Trails

Trail access and trail connectivity were identified in the recent survey as one of the biggest needs of residents. But it is also understood that Prospect Recreation & Park District has a very limited role in trail development within the District outside of interior park trails like the loop trail at Fairmount Park. Much of the responsibility for trails in the District falls to Jefferson County Open Space. Currently, limited GIS data exists on trails within the District. Using Jefferson County GIS data in addition to neighboring communities and aerial photography an update trails layer was developed. This data should continue to be monitored, verified, and vetted. In the following analysis, this updated GIS data was used to show walkable access to trails within the District.

Figure 31: Access to Trails



The Van Bibber and North Table Mountain trail systems provide most of the trail opportunities in the north part of the district. In the south, South Table Mountain provides the primary trail access. The very limited trail along 32nd Street could provide important connections for residents in the south but current that series of sidewalks, trail, and on-street access provides very a very limited trail experience. The Clear Creek trail is also an important east/west access through the middle of the District. Because of its location, however, access to neighborhoods is currently very limited. With the previous acquisition of Applewood Golf Course, current development of the Clear Creek Crossing site, and a trail access agreement along the Coors property, the District has a great opportunity to provide an important connection from 32nd Ave to the Clear Creek Trail. Increasing access to trails within the District will likely require additional coordination and partnership with Jefferson County Open Space.

More on Utilizing GRASP® Perspectives

GRASP® perspectives are used to evaluate Level of Service throughout a community from various points of view. Their purpose is to reveal Level of Service gaps and provide a metric in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. Desired Level of Service for a location should depend on the type of service being analyzed, the characteristics of the location, and other factors such as community need, population growth forecasts, and land use issues.

Commercial, institutional, and industrial areas might reasonably be expected to have lower Levels of Service for parks and recreation opportunities than residential areas. Levels of Service in high density or low-density areas may also vary appropriately.

As needs and conditions evolve over the lifespan of this master plan, perspectives can be updated and new, specialized ones can be generated to determine levels of service throughout the community from a variety of views. This allows this plan to be a living, flexible document. These perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming. Used in conjunction with other needs assessment tools (such as needs surveys and a public process), perspectives can be used to determine if current levels of service are appropriate in each location. If so, plans can then be developed that provide similar levels of service to new neighborhoods or future development. Conversely, if it is determined that different levels of service are desired, new planning can differ from the existing community patterns to provide the desired standard.

> Used in conjunction with other assessment tools such as community needs surveys and a public input process, perspectives can be used to determine if current levels of service are appropriate in a given location. Plans can then be developed that provide similar levels of service to new, developing neighborhoods. Or it may be determined that different Levels of Service are adequate or suitable and therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

GRASP® Level of Service analysis perspectives are intended to focus attention on gap areas for further scrutiny but must be considered with other such factors in mind.

Other Types of Analysis

Traditional analyses used to evaluate recreational Level of Service are also valuable. A few of these are discussed.

THIS PAGE INTENTIONALLY LEFT BLANK

Capacities Analysis

One of the traditional tools for evaluating service for parks and recreation is the capacity analysis, which compares the quantity of assets to population and projects future needs based on providing the same ratio of components per population (i.e., as population grows over time components may need to be added to maintain the same ratio). ***Table 9*** shows the current capacities for selected components in Prospect. This table can be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components.

Table 10: Component Capacities

		Basketball Court	Basketball, Practice	Diamond Field	Educational Experience	Equestrian Facility	Event Space	Fitness Course	Game Court	Golf	Golf, Practice	Horseshoe Court	Loop Walk	Natural Area	Open Turf	Picnic Ground	Playground, All Sizes	Public Art	Rectangular Field, All Sizes	Shelter, All Sizes	Tennis Court	Trailhead	Volleyball Court
INVENTORY																							
Prospect RPD		2	2	5	1	4	1	2	2	1	2	4	3	2	7	1	8	1	4	15	2	1	2
CURRENT RATIO PER POPULATION																							
CURRENT POPULATION 2018	11,008																						
1000 Population		0.18	0.18	0.45	0.09	0.36	0.09	0.18	0.18	0.09	0.18	0.36	0.27	0.18	0.64	0.09	0.73	0.09	0.36	1.36	0.18	0.09	0.18
Population per component		5,504	5,504	2,202	11,008	2,752	11,008	5,504	5,504	11,008	5,504	2,752	3,669	5,504	1,573	11,008	1,376	11,008	2,752	734	5,504	11,008	5,504
PROJECTED POPULATION - 2023	11,918																						
Total # needed to maintain current ratio of all existing facilities at projected population		2	2	5	1	4	1	2	2	1	2	4	3	2	8	1	9	1	4	16	2	1	2
Number that should be added by all providers to achieve current ratio at projected population		0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	1	0	0	*0*

The capacity table can also be used to project future facility needs based on population growth, if:

a) the future population's interests and behaviors are the same as today's, and
b) that today's capacities are in line with today's needs.

The capacities table is based on the quantity of assets without regard to distribution, quality or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition or quality of those assets. In theory, the LOS provided by assets should be based on their location and quality as well as their quantity, which is why this table should be used with discretion, and only in combination with the other analyses presented here. One of the major limitations of this type of analysis is striking in this example. With minimal project population growth there is only one component that needs to be increased over the project timeline.

Table 11: Outdoor Park and Recreation Facilities – Median Population Served per Facility

2018 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks			
Outdoor Park and Recreation Facilities			
Outdoor Facility	**Agencies Offering this Facility**	**Median Number of Residents per Facility**	**Prospect RPD Residents per Facility**
Residents Per Park*	NA	1,318	5,504
Acres of Park Land per 1,000 Residents*	NA	10.8	20.7#
Playgrounds	92.0%	3,558	1,376
Basketball Courts	83.0%	7,040	5,504
Dog Park	55.0%	37,000	NA
Tennis Courts	77.0%	4,833	5,504
Community Gardens	46.0%	30,346	NA
Diamond Fields: baseball - youth	75.0%	5,358	2,202
Diamond Fields: tee-ball	38.0%	12,763	
Diamond Fields: softball fields - youth	59.0%	8,181	
Diamond Fields: softball fields - adult	66.0%	9,491	
Diamond Fields: baseball - adult	55.0%	13,367	
Rectangular Fields: multi-purpose	63.0%	6,158	2,752
Rectangular Fields: soccer field - youth	47.0%	5,082	
Rectangular Fields: soccer field - adult	42.0%	9,833	
Rectangular Fields: football field	38.0%	19,023	
**Comparison based on median for less than 20,000 population comparison*			
The remaining comparisons are based on similar residents per square mile (500-1,500)			
# includes Applewood Golf Course			

The PRPD system can also be compared to recent national statistics published by the National Recreation and Park Association in its "2018 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks."

A comparison of like components from the capacity table and the National Recreation and Park Association (NRPA) report shows that Prospect has fewer parks per resident than the median. PRPD had few tennis courts per resident and no dog parks or community gardens. The District meets the national median in playgrounds, basketball courts, diamond fields, and rectangular fields.

Similar calculations can also be made based on acres of land and parks per 1,000 residents. The following table includes all the properties included in the GIS mapping. Only current Prospect Parks acreage is included in the projected need calculation. Based on this calculation Prospect will need 19 new park acres to provide similar LOS based on population projects. Both residents per park and acres of park land per 1,000 people are better than NRPA published benchmarks for similar size cities or density.

Table 12: Acres of Park Land per 1,000 Residents

		2016 GIS Acres #
INVENTORY		
Prospect RPD		228
CURRENT RATIO PER POPULATION		
CURRENT POPULATION 2018	11,008	
Current Ratio per 1000 Population		20.71
Population per acre		48
PROJECTED POPULATION - 2023	11,918	
Total # needed to maintain current ratio of all existing facilities at projected population		247
Number that should be added by all providers to achieve current ratio at projected population		*19*
# current acres LOS and projected acres LOS based only on current park lands. Does not factor in other providers.		

This capacity table indicates that Prospect provides approximately 21 acres per 1,000 people or 48 people per acre of "park." This calculation may be considered inflated based on the inclusion of Applewood Golf Course acres in the total.

C. Trail Development and Connectivity, Safe Routes to Key Destinations, and Wayfinding

It is well established that Prospect Recreation & Park District has limited ability of land resources to impart trails and trail connections in a significant way. The District should focus on supporting other partner agencies in trail development and in providing trail connections where possible and coordinate planning efforts with partner agencies such as Jefferson County Open Space. The District can explore ways to provide safe routes to key destinations within the District and coordinate wayfinding with partner agencies.

The infrastructure available to get people to and from destinations is of greater importance than ever before as people have increasingly started to prefer a leisurely walk or bike ride to a trip in the car. People expect that parks, recreation centers, and other community resources are easy destinations to access for a variety of users employing different modes of travel including walking and bicycling. This concept of may be referred to as recreational connectivity.

Recreational connectivity may be defined as the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them. In addition to recreational trails, this may also include sidewalks, bicycle paths, bicycle routes, and public transit infrastructure. The scope of creating and maintaining such a network is a substantial undertaking that involves many players. Along with a community expectation for this type of user-friendly network infrastructure comes the expectation that stakeholders work together in the interest of the public good. At the district or municipal level, this might include public works, law enforcement, private land-owners, public transit operators, and user groups as well as the local parks and recreation department.

This concept of recreational connectivity is important within the scope of parks and recreation planning but also has deeper implications for public health, the local economy, and public safety among other considerations. As more and more people look for non-automotive alternatives to get to and from local destinations, a complete network of various transportation options is in greater demand than ever to include walking trails, bicycle paths, bicycle routes, and public transit. Other elements of this infrastructure might include street/railroad crossings, sidewalk landscaping, lighting, drainage, and even bike-share and car-share availability.

The Trail System

A trail may be defined as any off-street or on-street connection dedicated to pedestrian or bicycle users. Recreational trails, as distinguished from transportation trails, typically pass through park lands or natural areas and can be soft or hard surface. Recreational trails are the only elements of an alternative transit network that traditionally fall to parks and recreation professionals. They are intended mostly for leisure and enjoyment of resources. Transportation trails, the sidewalks or paved trails found in street rights-of-way in most municipalities, are often more utility based as in getting from one place to another. Yet these two types of infrastructure must work together to create a well-connected community. The resulting trail system includes all trails that serve pedestrian and bicycle users in a community for purposes of both recreation and transportation.

As a trail system matures, the need emerges to address barriers such as roadways, rivers, and railroad crossings that separate distinct trail networks in order to create a truly connected trail system. A trail network is a part of a trail system within which major barrier crossings have been addressed and all trails are connected. Trail networks within a trail system are typically separated from each other by barriers or by missing connections. Crosswalks, pedestrian underpasses, and bridges can be used to help users navigate barriers. New trails may be added to merge networks and improve overall connectivity.

Most agencies have several trail networks that connect users to common destinations such as schools, shops, restaurants, and civic and religious institutions in addition to parks and recreation facilities. The more integrated these networks, the more connected a system.

Building a trail system involves many considerations beyond the control of park and recreation managers. Vacant lands, utility easements, street rights-of-way, and existing social trails may be worth investigating for trail feasibility and to determine how trail development in these areas might impact overall connectivity. However, other departments and agencies will need to be consulted and collaborated to address issues such as land acquisition, street crossings, and utility maintenance. To complicate matters, the distinction between a recreational trail and a transportation trail can be hazy. Further, on-street connections via usable, comfortable bicycle lanes and routes are also critical to establishing good recreational connectivity. Though these connections can be invaluable to a city's infrastructure, as they supplement a trail system, they introduce another set of stakeholders and complications. The types of collaboration necessary to build a trail system are not without their challenges yet can yield lasting partnerships that benefit the community. While PRPD can and does provide recreation trails within many of its parks, the need for connectivity and transportation trails throughout the District is obvious from recent public input. The District and its residents must be part of planning efforts by Jefferson County Open Space in order to positively impact trail development within and through the District.

(1) Regional Trails
The multi-agency Clear Creek Trail provides a significant east/west corridor through the middle of the District. No north/south equivalent currently exists.

(2) Park Trails
Most of the PRPD's trail system currently exists within developed parks. Many users regularly enjoy existing trails and loop walks within parks. Fairmount Park and Applewood Park provide good examples of these popular loops.

(3) District Trails
With internal park trails established, the next step is to focus on connecting these park assets to each other and to various places within the District. Capitalizing on existing opportunities to create strategic off-street and on-street pedestrian and bicycle links between popular recreation locations is important. Strategies to retrofit developed areas to meet the need for safe routes may be based on recommendations in this plan as well as other "complete streets" resources. Priority should be given to developing connections between existing parks, schools, and other resources.

Much of this type of trails planning and development will likely be the responsibility of partner providers such as Jefferson County Open Space.

Connecting People to Trails

As the trail system continues to develop, additional resources will be desirable to support users. It is worthwhile to consider signage and wayfinding strategies, trailheads and access points, public trail maps, and smartphone applications as strategies to connect people to trails and affect a positive user experience.

(1) Signage and Wayfinding
Signage and wayfinding strategies should be employed to enhance the trail system by promoting ease of use and improved access to recreational resources. An important aspect of effective signage and wayfinding markers is branding. An easily identifiable hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations. Further, a strong brand can imply investment and commitment to alternative transit and which can positively impact city identity and open economic opportunities.

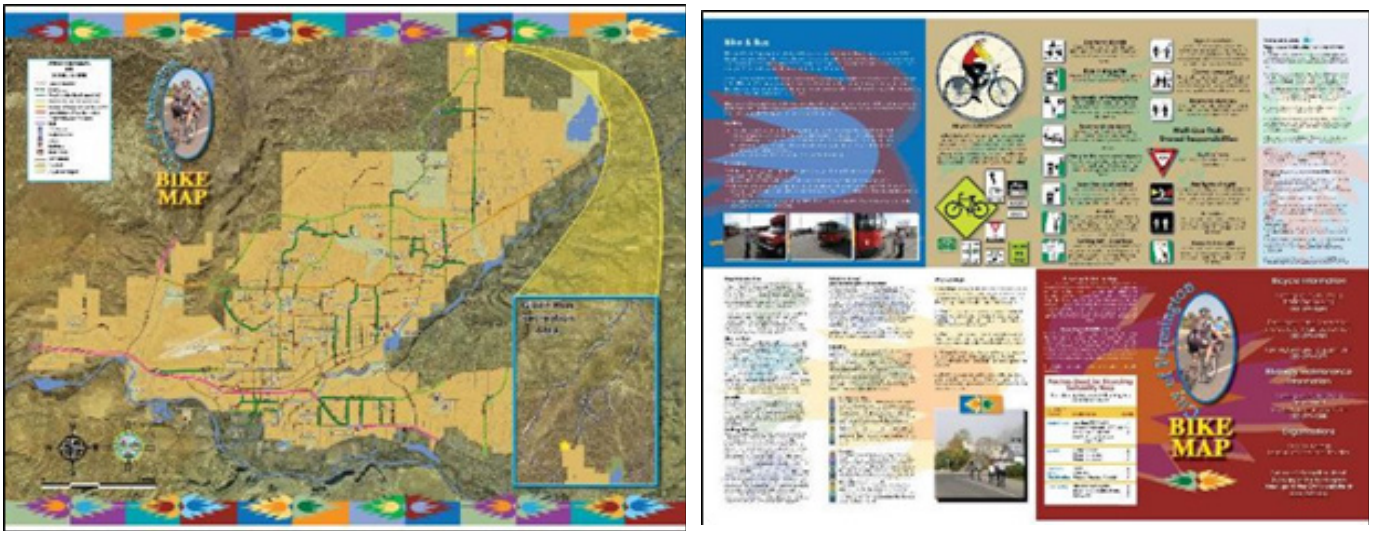
(2) Trailheads & Access Points

It is also important to provide users access to trails. There are two ways to approach this. First, formal trailheads may be developed to include parking, bike racks, signage, restrooms, drinking water, a trail map, and other amenities. A trailhead is most appropriate to provide access to trails that serve a higher volume of users at destinations reached by automobile. The second approach involves simply providing a trail access point, usually without the extensive amenities found at a trailhead. Trail access points such as this are more appropriate in residential or commercial areas where users are more likely to walk or ride a bicycle to reach the trail. Trailhead and access point should be primary points of interest on any trails mapping.

(3) Map & App Resources

The District could partner in the development an informative map of current trails and bike friendly streets. The following example from Farmington, NM, would allow residents to enjoy existing trails and routes with greater confidence and with a better understanding of distances, access points, amenities, and the system. Even with a developing trail system such a trail map can provide valuable information to users. For example, the City of Farmington created a bike map (see the following graphic) for the community, which includes various trail types to include bike paths and bike routes. In addition to showing streets with bicycle paths and safe on-street bike routes, the Farmington map also includes information about trail ownership, helpful as it displays some trails within easements or even on private land with use agreements. As the trail system evolves, this map should be updated to produce newer versions for distribution to users.

Another way to provide a trail map to users is through web-based smartphone technologies. Maps made available on this type of platform are more dynamic for users, always on hand, and can be easily updated. Upfront investment needed for this type of resource may be cost prohibitive at the present time. However, it is likely as technologies advance these costs will become more manageable in the future. It may be worth considering development of web-based maps in long term planning decisions.



Trail map example. The City of Farmington, New Mexico provides a trail and bicycle map to users with a host of information about trails, bike paths, and bike routes.

D. Inventory and Level of Service Conclusions

Proximity, availability of transportation, and pedestrian barriers are relevant factors impacting the District's levels of service. The provision of assets is reasonably equitable, especially given resident access to motorized transportation. Analysis would indicate that PRPD is currently providing its recreation opportunities in the form of larger more developed parks when compared to other similar sized cities or agencies. Pedestrian barriers do hinder walkable access based on current parks and recreation assets.

The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. Redevelopment of the Prospect Arena site could positively impact access to recreation opportunities in that neighborhood. Increasing walkable access to playgrounds may require property acquisition or further development of partnerships. The best opportunity to increase trail access and trail connections with the District is to work closely with Jefferson County Open Space.

District staff should consider forming IGAs with the school system and how joint use agreements can benefit the District's residents. Maximizing potential should be a key goal of any agreement. There are currently several "school grounds" that provide valuable recreation access to neighborhoods as discussed in the playground analysis. One way to address this issue is to increase partnerships with schools to promote use of school facilities through on-site community programming and environmental cues to make them easier to use and more inviting. School assets can improve the level of service provided to District residents.

Additional analysis and a review of the information received from surveys, focus groups, and other sources including staff knowledge will be needed in context to further identify the best locations for future improvements.

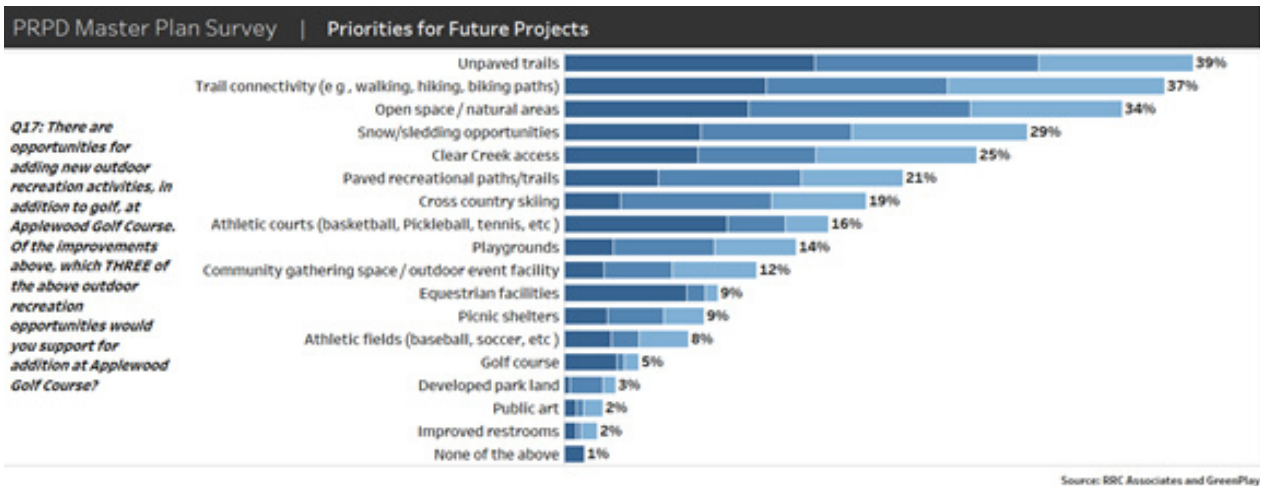
IV. Outdoor Recreation Opportunities at Applewood Golf Course

PRPD sought input from residents on potentially adding new activities, in addition to existing golfing opportunities, at Applewood Golf Course. Participants at the community public meetings and focus groups indicated that the following activities (not in priority order) would be of interest:

- Benched sitting area/picnic areas
- Bike park/pump track
- Bocce Ball courts as a social and active activity
- Children's playground
- Climbing wall
- Community garden
- Community outdoor pool
- Connectivity from 32nd to Clear Creek Crossing and Bike Trails
- Nature play area
- Nature walk with interpretive signage
- Winter activities such as sledding and cross-country skiing

As seen in ***Figure 32***, unpaved trails (39%), trail connectivity (connecting trails) (37%), more open space/ natural areas (34%), and snow/sledding opportunities (29%) were highlighted as most supported by community survey respondents. These results parallel other questions focusing more on open space and trails as additions or expansions prioritized by most residents.

Figure 32: Preferred Additional Outdoor Recreation Opportunities at Applewood Golf Course



THIS PAGE INTENTIONALLY LEFT BLANK

V. Prospect Arena Conceptual Plan

Prospect Arena was addressed as a site-specific master plan within the overall system wide master plan update for the District. A review of the historic nature of the arena and how it specifically came to be a part of the District was researched as part of the background information. The District has a history of providing equestrian facilities and currently maintains equestrian arenas and related facilities at Fairmount Park, Crestview Park, and Prospect Arena. These three locations are within about six-minutes' drive-time of one another.

Based on site assessment conducted as part of the overall master plan update and additional site visits to this location for the purposes of the site master plan, this site has been determined by the consultant to provide limited recreation opportunities to the neighborhood but could increase its service value should the District find that to be appropriate in the future. The park has many opportunities and constraints that must be considered when moving forward.

The planning process for this site-specific master plan included an initial public meeting in November 2018. Approximately 42 people participated in this workshop that broke out into six small groups. Each group was asked to identify specific amenities that they believed would be ideal and to specify locations for those amenities within the given park boundaries.

A second public workshop was held in February 2019. During this meeting the results of the November meeting were shared. Approximately 25 participants broke out into five groups that were asked to review and comment on three conceptual plans. These three conceptual plans were developed by the consultant team based on the input received during the November workshop.

The consultant team observed that the equestrian users in the neighborhood are engaged in the future of this property while other park users engaged in the future of this property.

These observations were based on the public process and engagement specific to this planning process for Prospect Arena. Based on the level of service analysis and identified gap in service, additional public input, and solicitation of feedback for all park users should be gathered. To proceed, the District will need to finalize any plans to acquire the adjacent Dike property before finalizing design plans for Prospect Arena. Short-term improvements to the irrigation ditch, possible drainage issues, and general site improvements at the existing arena and playground are warranted to conduct ongoing maintenance of the site.

There appears to be divergent thoughts amongst supporters of the park's development. One contingent prefers that the property maintain its historic and current equestrian-focused use. Other residents see the need to provide some, if not more, neighborhood park type components at this location. The level of service analysis that was conducted as part of the overall Recreation and Park Master Plan identifies a gap in neighborhood park type amenities in this area of the District. Throughout the public process, a single refrain was heard from the equestrian community: keep the equestrian arena! The proposed plans, while pulling back on graphic representation of specific areas and amenities takes this to heart. The final concepts concentrate on maintaining as much separation as possible between the equestrian and more traditional neighborhood park uses. The final three concepts still allow for the different scenarios of 1) the existing site only, 2) a phased development of the existing park site plus the Dike property, and 3) a combined approach of the existing property and the Dike property.

A significant amount of work done remains to be completed prior to moving forward with any of the concepts and the timeline appears to be indefinite. This master planning process for Prospect Arena, did however reveal many important aspects and provided valuable feedback that must be considered as the District goes forward with any

upgrades or redevelopment at this site. The plans presented here are intended to convey the general layout of features and activities proposed for the park. They are based on data that was available at the time and were conceived at a conceptual level. In addition to further public process, detailed land surveys, soils reports, and other studies will be required before final plans are drawn. The exact locations, shapes, sizes, and orientations of features will likely be modified to protect existing trees, vegetation, landforms, and other features. The final park property size (including or excluding the Dike property) will undoubtedly impact the final park plan. While the conceptual plans within the Prospect Arena Conceptual Plan Final Report lay out a vision for the park's future, it is a roadmap for getting there rather than a blueprint for building it. Many decisions remain to be made before it is completed, and the residents of Prospect Recreation & Park District will be called upon to participate in its ultimate realization.

The full Prospect Arena Conceptual Plan Final Report was provided as a staff resource document.

VI. Key Issues

Key issues and themes for focus were identified using a number of tools, including review of existing plans and documents, focus groups, stakeholder meetings, a community survey, Leadership interviews, inventory and level of service analysis, and staff/project team input. The information gathered from these sources was evaluated, and the recommendations and action plans were developed and are listed in the following section.

The findings are summarized on the Key Issues Matrix, which captures all of the key issues that surfaced during the Master Plan process and prioritizes them on one matrix. The key issues were placed into four categories on the matrix:

a) Priority issue
b) Opportunity to Improve
c) Minor or future issue
- Left Blank means the issue did not come up or wasn't addressed in that venue

The qualitative data planning tools used to determine the priority of key issues include:

- Consultant team's expertise
- Staff input
- Public forum input
- Leadership Interviews

The quantitative data planning tools used to determine the priority of the key issues include:

- Community Survey
- Existing planning documents
- Facility Assessment/LOS

The Key Issues Matrix summarizes the areas that need immediate attention and determine the direction of the implementation of recommendations in the Master Plan. The planning process vetted out key issues in five key areas as summarized in the following matrix.

Prospect Recreation and Parks District Recreation and Parks Master Plan		Qualitative Data								Quantitative Data				
Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue **blank** means the issue didn't come up or wasn't addressed		Consultant Team		Staff Input		Public Input		Leadership Interviews		Community Survey		Other District Documents		Facility Assessment/LOS
Organization and Administration														
Adequate Staffing		a		a				a						
Succession Planning		a		a				a						
Professional Development		b		b				c						
Compensation		a		a				a						
Internal Communication		a		a				b						
Maintenance Schedule		b		b				b						
Annual Work Planning		a		a				b						

Key Issue - Rating Scale **a - priority** **b - opportunity to improve** **c - minor or future issue** **blank** means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other District Documents	Facility Assessment/LOS
Programs and Service Delivery							
Continued Facility Rentals	a	a	a	a	a		
Continued and Increased Community Events	a	a	a	a	a		
Awareness of APEX Benefit	a	a	a	a	a		
Wayfinding System Plan	b	b					b
Volunteer Program	b						
Marketing/Communications	a	a	a	a	a		

Key Issue - Rating Scale **a** - priority **b** - opportunity to improve **c** - minor or future issue **blank** means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other District Documents	Facility Assessment/LOS
Facilities and Amenities							
Age-Appropriate Facilities	b	b	b	a	b		b
Trail Connections	a	a	a	a	a	a	a
Applewood Golf Course	a	a	a	a	a		a
Community Gathering Spaces	a	a	a	a	a		
Prospect Arena	a	a	a	a	b	a	a
ADA Transition Plan	a						a
Facilities Assessment	a			a			a
Develop and Implement Playground Standards	a			a			a
Signage Standards	a			a			a

Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue **blank** means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other District Documents	Facility Assessment/LOS
Level of Service							
Cost of deferred maintenance	a	a					a
Develop park standards	a			a			a
Develop standard operating procedures (SOPs)	a	b		b			a
Continue to monitor use of and condition of facilities. Keep parks up to date with local needs and consider trends	a						a
Strategize a plan to address level of service areas and needs for specific areas of walkability vs drive to access	a						a
Finance							
Budget Planning	a	a		a			
Affordability	a	a	a	a	a		
Partnerships	a	a	a	a	a		

THIS PAGE INTENTIONALLY LEFT BLANK

VII. Recommendations and Action Plan

Context

This Master Plan is a visionary plan for PRPD – one that provides guidance for the District's short, mid, and long-term recreation and parks opportunities for the next 10 years. This plan should be used to provide residents with the recreational opportunities that they want, and as a tool for decision-making. Specifically, this section includes summaries of findings that support the Action Plan Goals and Strategies found in later in this chapter.

Understanding the importance of preserving the unique identity of the District's community, this Plan provides a path to cultivating the existing sense of community by:

- Incorporating the use of Applewood Golf Course, Prospect Arena, and other parks and natural areas into the programs and services delivered by the Department.
- Identifying trail connections as a leading way to connect the community to parks, recreation, and commercial opportunities.
- Identifying opportunities that allow users to access desired programs and amenities within the District and its surrounding areas.

The long-range vision captures the interest of the community, potential funding mechanisms, and regional partners by providing a path toward a recreation and parks system complete with:

- Well-maintained facilities that address the community's needs and concerns.
- Recreational opportunities that allow people to maintain the sense of community found in PRPD.

The following sections recognize and further discuss key issues, identified throughout the process that are critical to the These issues should be seen as opportunities to capitalize on the vision provided within this plan.

A. Key Recommendations

Goal 1: Enhance Organizational and Operational Efficiencies

Staff Preparation and Involvement

Given the factors described in Section II, it is suggested that the District consider the addition of one full-time skilled staff to the maintenance team and one part-time staff person to the administrative team. This recommendation is in addition to fully filling the three current full-time positions already dedicated to maintenance. Due to the same factors, the District should prepare staff for the future and should capture and increase the District's existing wealth of knowledge currently present amongst existing staff. The District should take actions for succession planning, promoting professional development opportunities, and conducting a compensation survey for District positions.

Goal 2: Utilize Services, Amenities, and Facilities to Exemplify the Unique Identity of PRPD and its Residents

Awareness of District Offerings Amongst Residents

Throughout the planning process, it was found that there is a lack of awareness of offerings, for example, the District resident discount at APEX Park and Recreation District (PRD). There is also an evidenced general unawareness of what services and facilities the District provides for its residents. More broadly, research on the topic of proximity and awareness indicates that discordance between an individual's perception of the environment around them and objective measures is common (Lackey and Kaczynski, 2009; Spotts and Stynes, 1984). As substantiated throughout Section II, the District can improve residents' understanding of what services, amenities, and facilities are

operated by the District through various methods. It is recommended that the District leverage marketing channels such as the existing newsletter, social media, the website, and email distribution lists. It is important to note that brand-consistency is elemental to improving awareness amongst residents.

Programs that Match the District's Uniqueness
Because of the District's geographical and political boundaries, it is positioned as a community that is unique amongst its much-larger neighbors. Many community members voiced, in both the in-person public meetings and through the community survey, their desire to maintain that uniqueness as the District moves forward. The District is well-poised to do so, and this Plan provides a number of recommendations including creating and implementing a Wayfinding Plan (which would include signage standards), developing a "Prospect Volunteers" program, and eventually expanding upon the District-hosted special events.

Goal 3: Create a Connected, Active PRPD Community through Safe, Appropriate, and Identifiable Facilities and Amenities

Continued Participation in Multi-modal Transportation Planning Processes
As referenced in Section II repeatedly, the community strongly desires opportunities to have safe connections while biking and walking to key destinations within and outside of the District. It is important to note that the District is fairly limited in its ability to provide and maintain routes (particularly on-street) as roadways are managed by the county, not the District. In light of this fact, it is recommended that the District continue its involvement with Jefferson County's (Jeffco) planning processes and projects that potentially affect walkability and bike routes (on-street and off-street). It is also suggested that the District keep its residents aware of public input opportunities as the residents themselves have a voice in the matter as property owners in unincorporated Jeffco.

Standardize Parks Making them Unique and Identifiable as District Facilities
As a result of the work completed in Section III, it is recommended that the District work on creating a vision for playgrounds through the development of park standards. Questions for consideration include: a) should we have one destination playground in each neighborhood and where should that playground be located, b) how do our local playgrounds help supplement playground access in each neighborhood, c) what factors should determine which park components should be selected for a given park, and d) what are the District's minimum standards for a local versus a destination playground? Alongside park standards, the Wayfinding Plan which should include sign standards should also be considered so that there is consistency in branding of the District.

Many examples of park standards exist across the industry from complicated documents that include full specifications to simple guidelines.

Restrooms, shelters, playgrounds, and trailheads within the District could all benefit from some basic standards. There are currently distinct differences in playgrounds at several of the District parks. Because playground access in the District is shown to be somewhat limited especially from a walkability standpoint, the District should be very deliberate about future playground upgrades and replacement. The District should strive to serve all ages within each neighborhood park and establish standards for both neighborhood or local playgrounds that serves families in the immediate neighborhood as well as the establishment of strategic destination playgrounds that serve a larger service area such as the entire Fairmount or Applewood neighborhoods on a larger scale.

ADA Transition Plan and Compliance
According to the ADA.gov website, "Access to civic life by people with disabilities is a fundamental goal of the Americans with Disabilities Act (ADA). To ensure that this goal is met, Title II of the ADA requires State and local governments to make their programs and services accessible to persons with disabilities." "One important way to ensure that Title II's requirements are being met in cities of all

sizes is through self-evaluation, which is required by the ADA regulations. Self-evaluation enables local governments to pinpoint the facilities, programs, and services that must be modified or relocated to ensure that local governments are complying with the ADA." Transition plans are also required to implement needed changes identified during the self-evaluation process. It is recommended that the District revisit and implement an ADA Transition Plan.

Additional Outdoor Recreation at Applewood Golf Course (AGC)

As demonstrated by both the community survey results and the public input sessions during Information Gathering, there is a strong desire for a connection to Clear Creek Trail, snow activities (i.e., sledding and Nordic skiing), and nature experiences as additional outdoor recreation opportunities at AGC. To address these community needs, the District should work with the golf course operator and any clubs (ex: a local Nordic ski club) to determine what activities are most feasible and should work with a consultant, the public, and the golf course operator to determine a feasible route that would allow for the golf course to maintain its primary function while allowing the public a nature-based trail experience.

Goal 4: Address Low-Scoring Components and No Service Areas

Park Component Inventory and Assessment

Maintaining and improving existing facilities ranked very high throughout public input. It is recommended that existing features that fall short of expectations should be improved to address this concern. It is also recommended that (should park standards be pursued) the Fairmount area be looked at for hosting a "destination park" at some point in the future.

Features were assessed based on condition and functionality in the inventory phase of this plan. Those with low scores can be identified and addressed as explained below. It is recommended that an inventory assessment be updated on a regular basis to ensure that components are upgraded and improved as they affected by wear and tear over time.

Figure 33: Park Standards and Development Guidelines Example

		Design Criteria
Trails	Trailhead Design	• Trailheads can be divided into two categories of major and minor trailheads. • Major trailheads include automobile parking and can be located at the beginning / end of a trail as well as points along the trail. • Minor trailheads are located at intersections of two trails, resting points and at beginning / end of neighborhood trails, but may not include parking. • See complete DPR standards for full list of optional components for major and minor trailheads.
Playgrounds	Playground Design	• Playgrounds should be located off secondary or tertiary walkways to prevent playground surfacing material transfer onto primary walkways and to separate play areas from vehicular circulation. • Play areas for preschool children (ages 2-5) shall be separated from play areas for school-age children (ages 5-12), if possible. • Provide seating close enough to play areas for adults to supervise children. • Incorporate shade into the playground and seating where possible. • Playgrounds shall be contained by curbs or adjacent walks. • Due to fluctuations in surfacing material, a ramp conforming to ADA standards for disable access shall be provided to play pits and should be designed to not impede on safety zones. • Colors of proposed equipment and surfacing materials shall be reviewed by Project Manager for heat absorption qualities. Avoid colors where surfaces get too hot to use in summer.
	Drainage	• Playground subgrade shall have positive drainage for all play area surfaces. • Concrete sub-base for poured-in-place rubber surfacing shall slope at 1% towards drain inlet or sump. • Provide subsurface drainage where necessary • If sumps are needed, design them outside of the play area, if possible, to minimize the amount of drainage rock that infiltrates the play area in the children dig down and pull up the filter fabric, or repairs to the play equipment require digging.
	Surfacing Materials	• Acceptable surfacing material includes engineered wood fiber (EWF) or rubberized paving. • Sand play areas should only be used as play features. • If both sand and engineered wood products are used in the same play area, then they shall be separated from each other by a minimum of 5'-0" of paving or rubberized surfacing. • Sand shall be 4"-6" below the adjacent paving. • EWF may be flush, or up to 4" below adjacent paving, after settlement. • Depth of play pit shall be 12" plus 2"-4" of freeboard. EWF shall be 12" minimum compacted, and shall be of a thickness sufficient to attenuate falls per ASTM F1292. • See full standards and specifications for more information and all testing requirements.
	Equipment Criteria	• Playgrounds and equipment shall meet the current requirements of: ◦ American with Disabilities Act (ADA) ◦ Consumer Product Safety Commission's (CPSC) Handbook for Public Playground Safety ◦ American Society for Testing and Materials' (ASTM)(F-1487) Standard Consumer Safety Performance Specification for Playground Equipment for Public Use (F-1292). Standard Specification for 15 Impact Attenuation of Surface Systems Under and Around Playground Equipment and Standard Specification for Determination of Accessibility of Surface Systems Under and Around Playground Equipment (F-1951) ◦ International Play Equipment Manufacturers Association (IPEMA)
	Audit	• A design and post-construction audit shall be conducted by a NRPA / NPSI Certified Playground Safety Inspector.

Components whose functionality ranks below expectations were identified and scored with a "one." A list of these was extracted from the inventory dataset and are shown in ***Appendix C***. When the score of a component is raised through improvement or replacement, the Level of Service (LOS) is raised as well. A strategy for addressing the repair/refurbishment/replacement or re-purposing of low-functioning components is described below. It is recommended that this be done for each individual component that is not functioning up to expectations on a regular-basis.

Trail Development and Connectivity, Safe Routes to Key Destinations, and Wayfinding
As documented in Section II of this Plan, it is well-established that District residents are in favor of having safe access to key locations within and surrounding the District's boundary. It is also well-established that PRPD has limited land resources which can impact trails and trail connections in a significant way. However, it does have some opportunities – one of which is connecting to Clear Creek Trail. It is recommended that the District work on providing a trail connection from Clear Creek Trail through Clear Creek Crossing to 32nd Street through (or around) Applewood Golf Course. See the Action Plan for details.

Signage and wayfinding strategies should also be employed to enhance the District's system by promoting ease of use and improved access to District amenities and facilities. An important aspect of effective signage and wayfinding markers is branding. An easily identifiable hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations. Further, a strong brand can imply investment and commitment to alternative transit modes and which can positively impact the District's identity and open economic opportunities.

Prospect Arena Improvements
The focused-master planning process for this site-specific location revealed many important aspects and valuable feedback that must be considered as the District goes forward with any upgrades or redevelopment at this site. The plans presented in this Plan are intended to convey the general layout of features and activities proposed for the site. These plans were based on available data and were conceived at a conceptual level. It is recommended that a phased-approach be implemented for improving this property. Detailed land surveys, soils reports, and other studies be conducted before final plans are drawn. The exact locations, shapes, sizes, and orientations of features may be modified to protect existing trees, vegetation, landforms, and other features. The final park property size, including or excluding the Dike property, will undoubtedly impact this process. Overall, a site-specific planning process that phases-in improvements should be undertaken prior to performing any major redevelopments at Prospect Arena.

Goal 5: Financial Responsibility

Cost Recovery Philosophy and Policy
Currently, the District does not have a cost recovery philosophy in place. Fees are primarily collected from facility rentals. Operating under a cost recovery philosophy and communicating it to decision-makers and the public, can go a long way toward directing subsidies to the appropriate areas. It is recommended that the District pursue a cost recovery and subsidy allocation philosophy accompanied with a corresponding policy because doing so is considered a key component to maintaining financial control and maintaining equitable pricing offerings.

Once a cost recovery policy is in place, the District should also identify opportunities to fill-in funding gaps with the utilization of tools such as a Sponsorship Policy.

Partnerships

As part of the public input process during Information Gathering, key partners were invited to provide input on how the District and they could continue their strong relationships. It was found that the District has many excellent partners such as Jefferson County Parks and Open Space, APEX PRD, City of Lakewood, and City of Wheat Ridge. It is recommended that the District continue to maintain these relationships and leverage opportunities to increase services and access to facilities and amenities through these partnerships. It is also recommended that the District explore opportunities with Jeffco Public Schools to improve access to park and recreation amenities and facilities to residents.

B. Action Plan, Cost Estimates and Prioritization

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving Prospect Recreation & Park District parks, recreation, open space, and trails. All cost estimates are in 2019 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- Ongoing (the District is currently taking action, whether it be in planning or currently implementing)

Since the priorities of the District will change and evolve throughout the lifetime of this plan, the following are not ranked in order of importance priority.

Goal 1: Enhance Organizational and Operational Efficiencies			
Objective 1.1: Prepare the District its staff to anticipate and be prepared for organizational and operational changes			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
1.1.a Maintain a fully-staffed grounds/park maintenance crew by 2020	-	$	Short-Term
1.1.b Support the development of expertise amongst staff by having staff annually attend relevant professional trainings and conferences such as Colorado Parks and Recreation Association (CPRA) Annual Conference and/or CPRA Parks Workshop and Tradeshow	-	$2,500	Short-Term
1.1.c Write a succession plan which anticipates changes to the District's leadership beginning in 2019	-	Board of Directors and staff time	Short-Term

1.1.d Conduct a salary survey by 2020	-	Staff time	Short-Term
1.1.d.i Begin implementing salary survey findings in 2021	-	TBD	Short-Term
1.1.e Consider a change to the organizational structure so that one Park Maintenance Supervisor reports to the District Manager and the other Groundskeepers report to the Park Maintenance Supervisor	-	Salary adjustment	Mid-Term
1.1.f As the District adds new amenities and facilities, consider the addition of one Groundskeeper position to help maintain the quality facilities residents highly regard	-	$45,000-60,000/year plus benefits	Long-Term
1.1.g To assist with marketing efforts, special events, and development of programs such as a "Prospect Volunteers" program, hire a part-time Special Programs Coordinator in 2020	-	$25,000-35,000/year	Short-Term
1.1.h In 2020, develop a manual of Standard Operating Procedures (SOPs) to create a framework for consistency in service delivery and to harness existing knowledge amongst staff	-	Staff time or consultant	Short-Term
Objective 1.2: Create regular opportunities for staff involvement in operational decisions and processes			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
1.2.a Develop a documented Maintenance Plan that staff can refer to and that aligns with the budget process and budgetary actions by 2020	-	Staff Time	Short-Term
1.2.b Beginning in 2019, hold, at a minimum, monthly staff meetings where appropriate input from staff is sought and decisions are explained	-	Staff Time	Short-Term
1.2.c Starting in 2021, develop an annual work plan prior to the upcoming year's budget development	-	Staff Time	Ongoing
1.2.c.i Revise the annual work plan based on the approved annual budget prior to the annual work plan's commencement	-	Staff Time	Ongoing
1.2.c.ii Conduct quarterly check-ins to adapt with unanticipated changes to the work plan	-	Staff Time	Ongoing

Goal 2: Utilize Services, Amenities, and Facilities to Exemplify the Unique Identity of PRPD and its Residents			
Objective 2.1: Increase perception of proximity to, and availability of, District services, amenities, and facilities through awareness			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
2.1.a Continue to distribute the bi-annual Prospect Newsletter to District households	-	Postage & Staff Time	Ongoing
2.1.b Beginning in 2019, ensure that ProspectDistrict.org is maintained with branded, relevant content that is helpful to residents (including verbiage about the APEX PRD discount District residents receive)	-	Staff Time	Short-Term
2.1.c Annually, have a non-staff person evaluate the website for relativeness and effectiveness of content placement beginning in 2020	-	Volunteer Time Or $500-$1,000	Short-Term
2.1.c.i Consider website evaluation feedback and implement any changes needed annually	-	Staff Time	Ongoing
2.1.d Beginning mid-2019 post PRPD branded, visually appealing content to social media channels bi-monthly, at a minimum	-	Staff Time	Ongoing
2.1.e In 2020, Publish Prospect Newsletter content in e-newsletter and distribute via email to District residents in partnership with APEX PRD	-	Staff Time	Ongoing
2.1.f Research trends for digital applications that provide information on safe routes for walking and biking	-	Staff Time	Ongoing
2.1.f.i Share any findings with District residents using social media, the Prospect Newsletter, and any other marketing channels available	-	Staff Time	Ongoing
Objective 2.2: Express the identity of PRPD through programs and services			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
2.2.a Continue and expand upon the community special events hosted by the District	-	$2,000-10,000 plus staff time	Ongoing
2.2.b Adopt a Sponsorship Policy in 2020 that allows for appropriate corporate and non-corporate organizations' contributions (i.e., cash or in-kind) to support programs and services such as special events in exchange for marketing exposure	-	Board and Staff Time	Short-Term
2.2.c Continue to provide rental facilities of good condition that are procedurally customer-friendly to rent	-	Staff Time	Ongoing

2.2.d Leverage community enthusiasm and administer a "Prospect Volunteers" program in 2020	-	Staff Time	Short-Term
2.2.d.i Track volunteer contributions for the purposes of reporting, recognizing, and utilizing for grant purposes	-	Staff Time	Ongoing
Goal 3: Create a Connected PRPD Community through Safe, Appropriate, and Identifiable Facilities and Amenities			
Objective 3.1: Advocate on behalf of the PRPD community for safe access in multi-modal planning projects			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
3.1.a Support the development of safe bike and pedestrian routes to key locations through and outside of the District by continuing to be involved in Jefferson County (Jeffco) transportation and trails planning projects	-	Board and Staff Time	Ongoing
3.1.b Consider Safe Routes to Schools (and to Play) project opportunities in partnership with Jeffco and Jeffco Public Schools	TBD	Maintenance costs of routes on District-managed lands	Mid-Term
Objective 3.2: Provide facilities that are identifiable as District amenities, are safe, and respond to the needs of the community			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
3.2.a Revisit the Americans with Disabilities Act (ADA) Transition Plan which identifies improvement areas and allows for issues to be addressed as opportunities arise beginning in 2020	-	Staff Time And Consultant	Short-Term
3.2.b Integrate nature into parks by creating natural areas, providing nature-based playgrounds, and including interpretive signage when renovating existing parks or adding new lands to the system	Dependent upon site-specific conditions	Staff Time and Consultant	Ongoing
3.2.c Leverage existing green space to accommodate the need for continued and increased community special events	-	Staff Time	Ongoing
3.2.c.i Consider adding gathering spaces to existing parks when doing any redesigns or when acquiring new parkland	Dependent upon site-specific conditions	Consultant	Ongoing

Objective 3.3: Continue to utilize Applewood Golf Course as a community asset and highlight			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
3.3.a Work with a consulting team that possesses environmental education knowledge alongside the general public (particularly neighbors) to determine the feasibility of routing a nature-based trail through the golf course property (and/or adjacent properties) to connect to Clear Creek Trail beginning in 2019	$15,000-$25,000	Staff Time	Short-Term
3.3.a.i Work with a contractor to build a nature-centric trail that preserves the natural setting while providing a safe travel route	TBD based on final design	Staff Time	Mid-Term
3.3.b Work with the golf course operator to determine what snow activities and nature-based experiences can be provided to the general public by 2022	Dependent upon specific activities allowed	Dependent upon any agreements determined	Mid-Term
Goal 4: Address Facilities and Amenities where Improvements are Needed			
Objective 4.1: Improve park facilities and amenities as opportunities arise			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
4.1.a Annually assess all park and facility components to identify items that need to be repaired	-	Staff Time	Ongoing
4.1.a.i Utilize the Low-Scoring Components list in A***ppendix C*** in 2019 to begin improving maintenance and levels of service in areas where most needed	Dependent upon findings	Dependent upon findings	Short- to Mid-Term
4.1.b Should park standards be adopted and "destination parks" become a part of said standards, develop a destination playground (or improve and add components) in the Fairmount area where the LOS is lower	$225,000-$275,000	Ongoing maintenance	Long-Term
Objective 4.2: Provide resources that illustrate routes to key destinations in and around the District			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
4.2.a Create a Wayfinding Plan (that includes sign standards) by 2020	$25,000	Staff Time	Short-Term
4.2.a.i Implement the Wayfinding Plan beginning in 2021 as opportunities (i.e., new projects or renovations) become available	$$-$$$, Dependent upon materials and site conditions	-	Mid-Term

4.2.b By 2022, partner with Jeffco and/or other agencies and organizations to include District routes in a map-based app that delineates current trails and walk-and bike-friendly routes	-	$10,000-25,000 for app development and/or GIS support	Mid-Term
Objective 4.3: Respond to low-scoring components and "no service" areas			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
4.3.a By 2020, create playground standards for all playgrounds across the District that distinguishes those that serve a neighborhood function vs. a larger community function and that provides age-appropriate play equipment	-	Staff Time And Consultant	Short-Term
4.3.b. As park components are replaced or new parks are added, consideration of age-appropriate components should be made by staff and any consultants assisting with the work being conducted	Dependent upon standards and site-specific conditions	Staff Time And Consultant	Mid-Term
4.3.c Beginning in 2021, develop a planned life cycle replacement program so that the LOS is not impacted over time and so that the District can budget accordingly for capital improvements	-	Staff Time	Mid-Term
4.3.d Implement a phased-approach to improving components at Prospect Arena	-	-	Ongoing
4.3.d.i In 2019, make minor planned improvements to Prospect Arena	2019 Capital Project	-	Short-Term
4.3.d.ii In 2022, make improvements to signage (per signage standards) at Prospect Arena	-	$6,000-8,000	Mid-Term
4.3.d.iii In 2023, hire a consultant to design a plan for Prospect Arena that takes into account site-specific conditions and is based on public input	TBD depending on final site configuration	-	Mid-Term
4.3.d.iv In 2025, begin construction on park components determined to be feasible and acceptable by the District and community members	TBD	-	Long-term

Goal 5: Financial Responsibility			
Objective 5.1: Continue to steward the District's financial resources responsibly			
Actions	**Capital Cost Estimate**	**Operational Budget Impact**	**Timeframe to Complete**
5.1.a Continue the proactive approach to annual budget planning	-	Board and Staff Time	Ongoing
5.1.b Continue to partner with neighboring agencies to accomplish shared goals and to increase services available to District residents	-	Staff Time	Ongoing
5.1.c Maximize partnership with Jeffco Public Schools for access to park and recreation facilities and amenities to promote use of school facilities through on-site community programming and environmental cues to make them easier to use and more inviting	-	Staff Time	As IGAs are renewed
5.1.c. Pursue and implement Cost Recovery analysis, philosophy, and policy by 2021		Board, staff and/or consultant time; $20,000 for consulting services	Short-Term
5.1.c.i Maintain rental fees at prices that are supported by decision-makers and by the public	-	-	Ongoing
5.1.d Establish a Sponsorship Policy by 2022	-	Board, staff and/or consultant time; $10,000 for consulting services	Mid-Term

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix A:
Survey Report

THIS PAGE INTENTIONALLY LEFT BLANK

Prospect Recreation and Park District Master Plan Survey

Final Report
February 2019

PROSPECT RECREATION & PARK DISTRICT

RRC ASSOCIATES℠

GreenPlay, LLC
The Leading Edge In Parks, Recreation And Open Space Consulting

Top 10 Findings

1

FAMILIARITY:

Knowledge/ familiarity among respondents is moderate with room for improvement. Increasing awareness is a recurring topic that is highlighted by respondents. Improving awareness through advertising and other appropriate outreach is recommended.

2

CURRENT USAGE:

Maple Grove Park, Applewood Park, and the Prospect Trail were most frequently used by respondents, with over 50% of respondents using these facilities in the past 12 months. All parks/facilities have had varying level of usage by residents in the past 12 months. Those with lower overall usage still have passionate user groups.

3

CURRENT SATISFACTION:

Satisfaction of PRPD's offerings by residents is very high. In fact, almost 90% of respondents rated their satisfaction with PRPD's parks as either a 4 or 5 (out of 5). Recreation facilities and programs/services are satisfying respondents, but to a slightly lower degree.

4

IMPORTANCE TO HOUSEHOLD:

Trails and open space/natural areas were rated as most important to households in PRPD. Prospect Trail, Maple Grove Park, and Applewood Park followed behind with somewhat lower importance. As highlighted, despite low importance these facilities usually have passionate users.

5

NEEDS MET:

When asked how well these facilities were meeting their needs, all facilities scored high, regardless of their importance. The only area that saw higher importance than how well it meets their needs was trails. Thus, this is an area to continue focusing resources.

Top 10 Findings

6

FACTORS TO INCREASE USAGE:

In total, 65% of PRPD respondents stated that communication could be improved to increase usage of PRPD facilities and programs. Additional facilities, safer routes to facilities, and upgrades to existing amenities were also highlighted.

7

VALUES AND VISION:

In the future, respondents feel that PRPD should focus on valuing conservation and preservation of natural resources, promoting outdoor recreation opportunities, and accessibility for all. Promoting health and wellness and promoting youth engagement were also high on the list.

8

FUTURE NEEDS:

Resource allocation was aimed towards trails and outdoor recreation opportunities. Open space / natural areas and trail connectivity were by far the two most important areas to allocate resources for respondents. Clear Creek Access and unpaved trails were also important.

9

APPLEWOOD GOLF COURSE:

At Applewood Golf Course, respondents highlighted unpaved trails and additional connectivity as the two most appropriate actions to be implemented in addition to golf. Snow/sledding opportunities and additional open space/natural areas are also desired.

10

DIFFERENCES BETWEEN AREAS:

A variety of questions were examined by area of town (Fairmount and Applewood). Satisfaction, factors to increase usage, and future needs all saw slight differences between areas of town and should be taken into consideration for future planning.

Table of Contents

- Methodology & Selected Findings
- Demographics
- Current Usage and Satisfaction
- Current Facilities and Programs
- Future facilities, amenities, and services
- Trail connectivity
- Communication
- Suggestions
- Cross-Tabulation Results

RRC ASSOCIATES

Methodology & Selected Findings

INTRODUCTION

The purpose of this study was to gather public feedback on Prospect Recreation and Park District's recreation facilities, programs, services, needs, and priorities for the parks and recreation system.

This survey research effort and subsequent analysis were designed to assist the District in planning for future improvements, developments, and services.

METHODOLOGY

The survey was conducted using the methods below:

Mailed Survey (Invitation survey)

Sent to randomly selected sample of District households.

Online Invitation Survey

Accessed through a password-protected website for residents who received the mail survey.

Open-Link online survey

Open to members of the public who were not part of the invitation survey.

The primary list sources used for the mailing was the Prospect Recreation and Park District Assessor's list and a third-party list purchased from Melissa Data Corp., a leading provider of residential data listings with emphasis on U.S., Canadian, and international address and phone verification as well as postal software. Use of the Melissa Data list also includes renters in the sample who are frequently missed in other list sources.

METHODOLOGY

In total, 548 district-wide surveys were completed through a variety of survey approaches. To reach those who may not have completed the invitation survey, an "open link survey" was promoted two-weeks after the start of the invitation survey (only 25 completed responses were received for this survey). Throughout the report, results are presented for the overall sample.

Combined results provide a representative picture of the entire PRPD community. Additional cross-tabulation results are presented at the end of the report.

Weighting the Data

The underlying data were weighted by age to ensure appropriate representation of Prospect Recreation and Park District residents across different demographic cohorts in the sample.

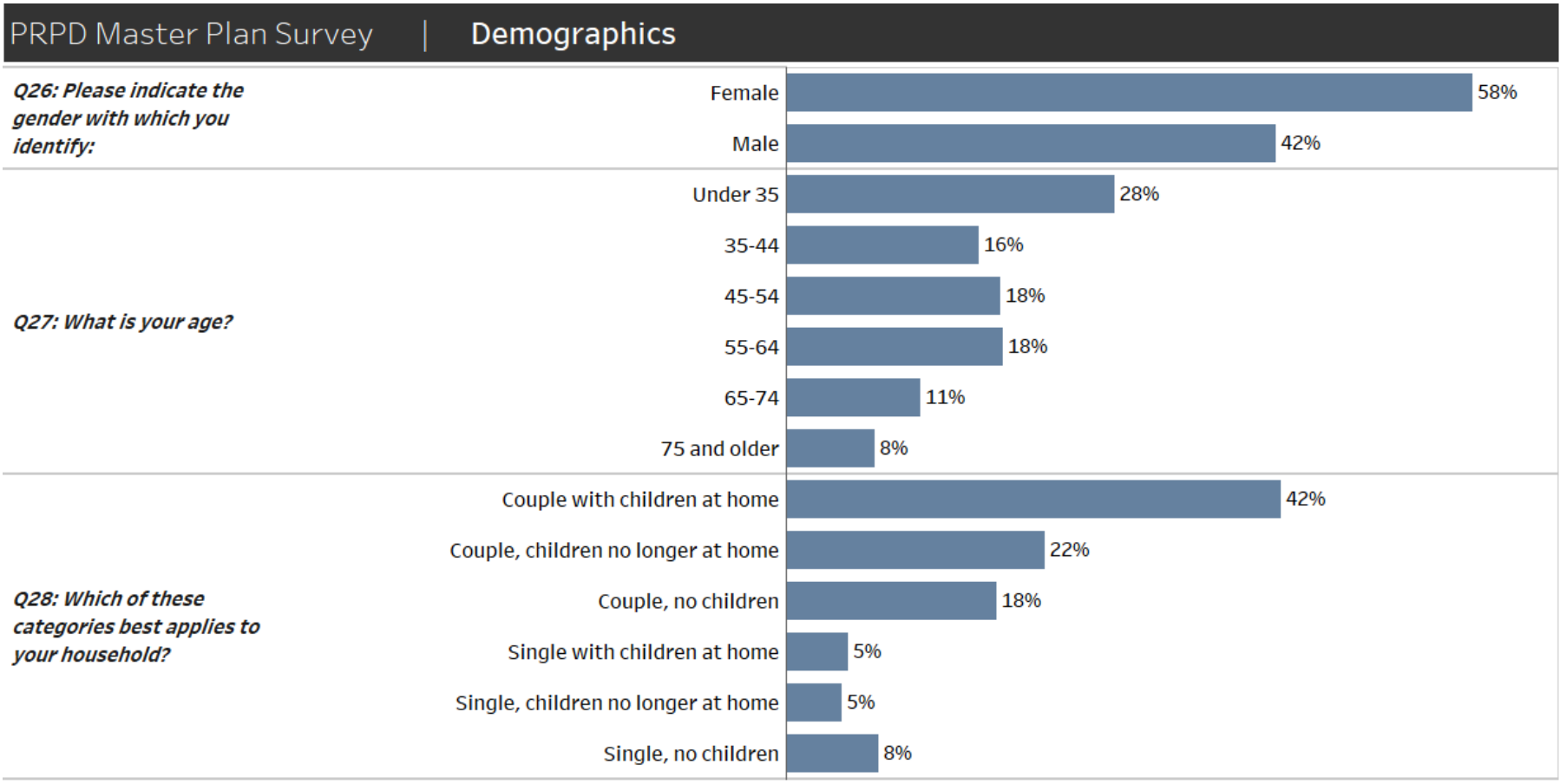
Using U.S. Census Data, the distribution of age was adjusted to more closely match the demographic profile of the District population.

Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of population.

DEMOGRAPHICS

Demographic Profile

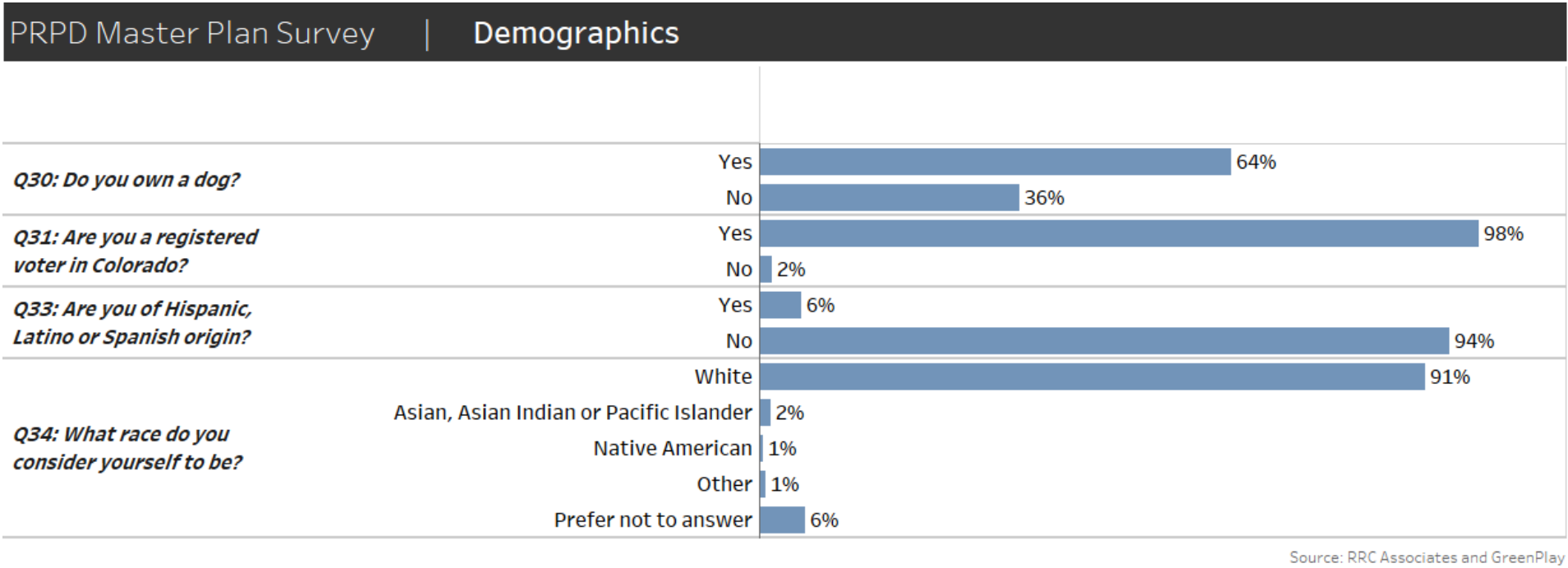
The majority of respondents in the survey were females (58%) with 42% identifying as males. This is not uncommon as females tend to participate in survey research more frequently. Age, a weighted variable, represents the age distribution of Jefferson County as closely as possible. Thus, 28% of respondents were under 35, with 18% between 45-54 and 18% between 55-64. Additionally, 42% of respondents are couples with children at home, followed by 22% who are couples without children no longer at home, and 18% couples without children.



Source: RRC Associates and GreenPlay

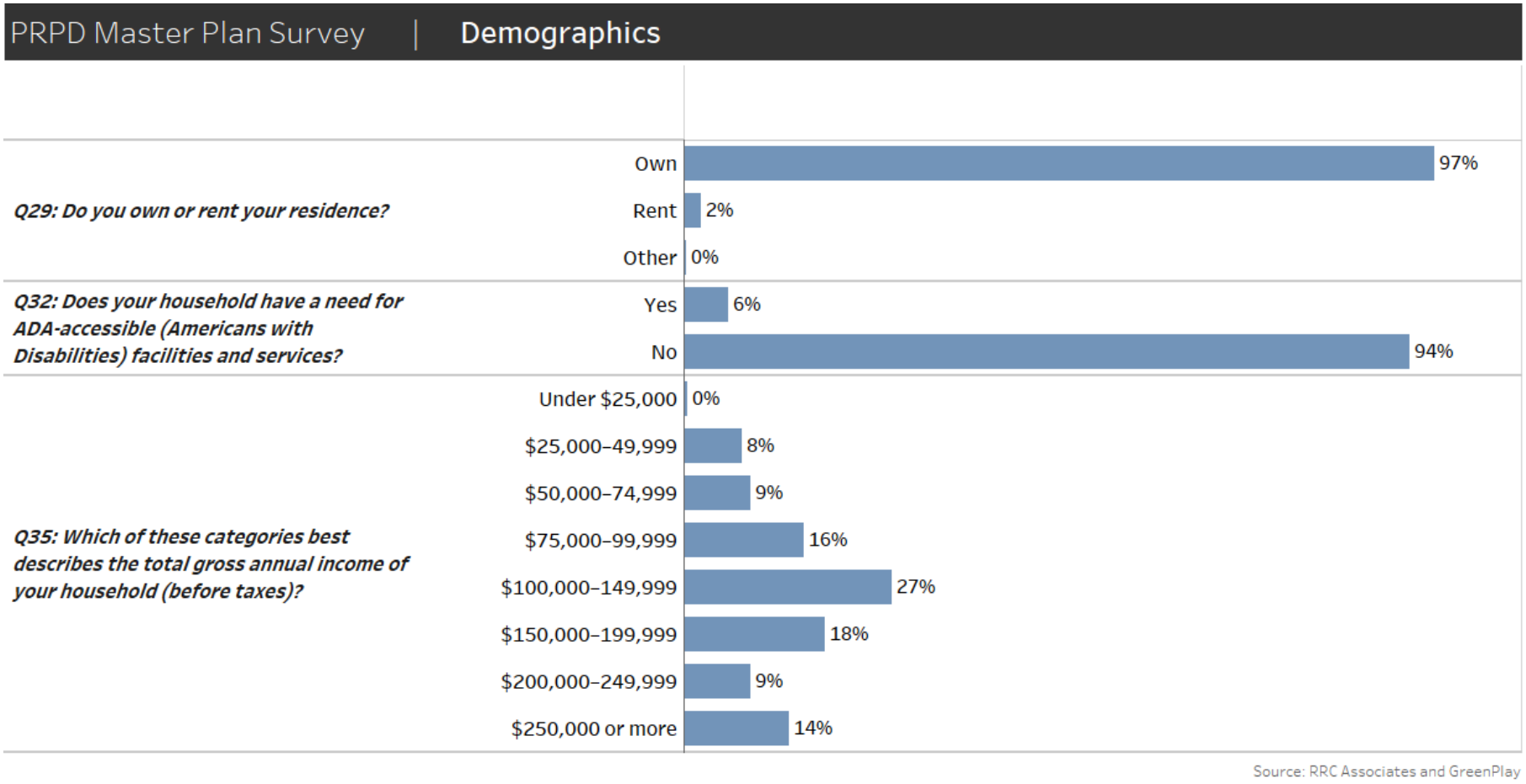
Demographic Profile

Dog ownership is high in PRPD with 64% of respondents saying they own a dog and 36% who do not. Almost all respondents (98%) are registered voters in Colorado. Among respondents, 6% identify as being of Hispanic/Latino/Spanish origin. The majority of the sample identifies as White (91%) with 6% who did not prefer to answer, 2% Asian/Asian Indian/Pacific Islander, 1% Native American, and 1% another race.



Demographic Profile

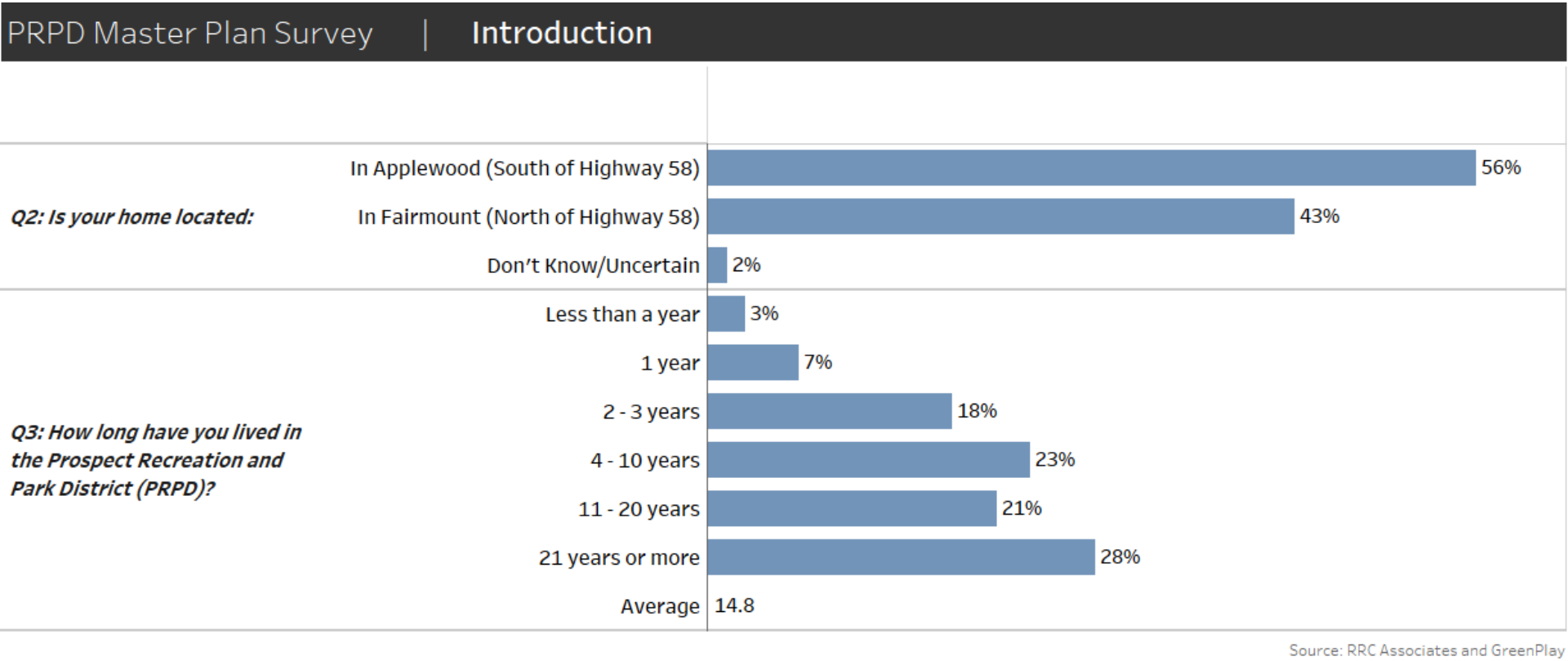
Home ownership is high in PRPD with 97% of respondents stating they own their home and 2% currently renting and a small percentage with another housing arrangement. In addition, 6% of respondents require ADA-accessible facilities and services. Lastly, household income tends to be higher than average in PRPD with 27% of respondents earning $100k-$149,999, 18% earning $150k-$199,999 and 21% earning over $200,000.



Source: RRC Associates and GreenPlay

RESIDENTIAL PROFILE

Respondents in PRPD are split between two areas of the District; Applewood and Fairmount. 56% of respondents live in Applewood (south of Highway 58) with 43% living north of Highway 58 in Fairmount with a small percentage who were not sure where they lived (2%). Additionally, respondents span a wide range of how long they have lived in the district. Over a quarter (28%) of respondents have lived in the District over 20 years, but 28% have lived in PRPD less than three years. This diversion between long-term and new residents may be important for exploring specific needs.



Source: RRC Associates and GreenPlay

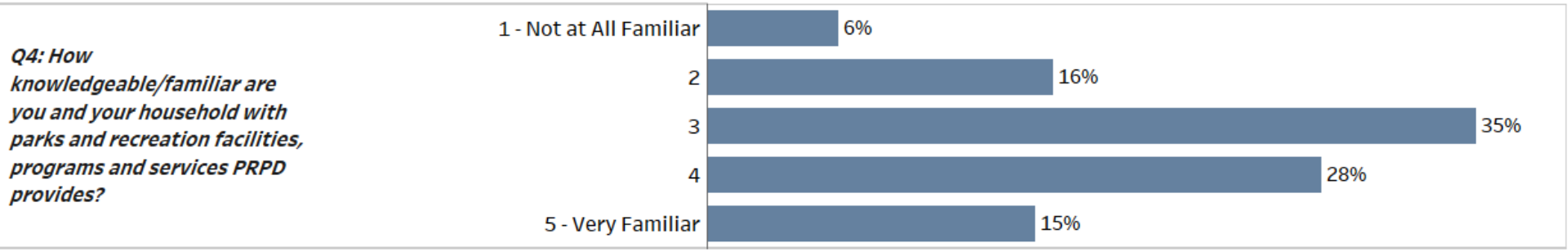
Current Usage and Satisfaction

Familiarity with PRPD Offerings

Familiarity with PRPD's facilities, programs and services among respondents is moderate with room for improvement. Many respondents (35%) are neutral in their familiarity, rating 3 out of 5. Just under half (43%) are familiar with PRPD, rating either a 4 or 5 out of 5. A smaller, yet equally important, group of respondents (22%) are not familiar (rating 1 or 2). Increasing awareness among residents in PRPD about what the District offers, its facilities and programs provided, and upgrades improvements made in the future would be recommended as not all in the community are fully aware of what PRPD offers. This result is further strengthened in later graphs on awareness.

PRPD Master Plan Survey | Introduction

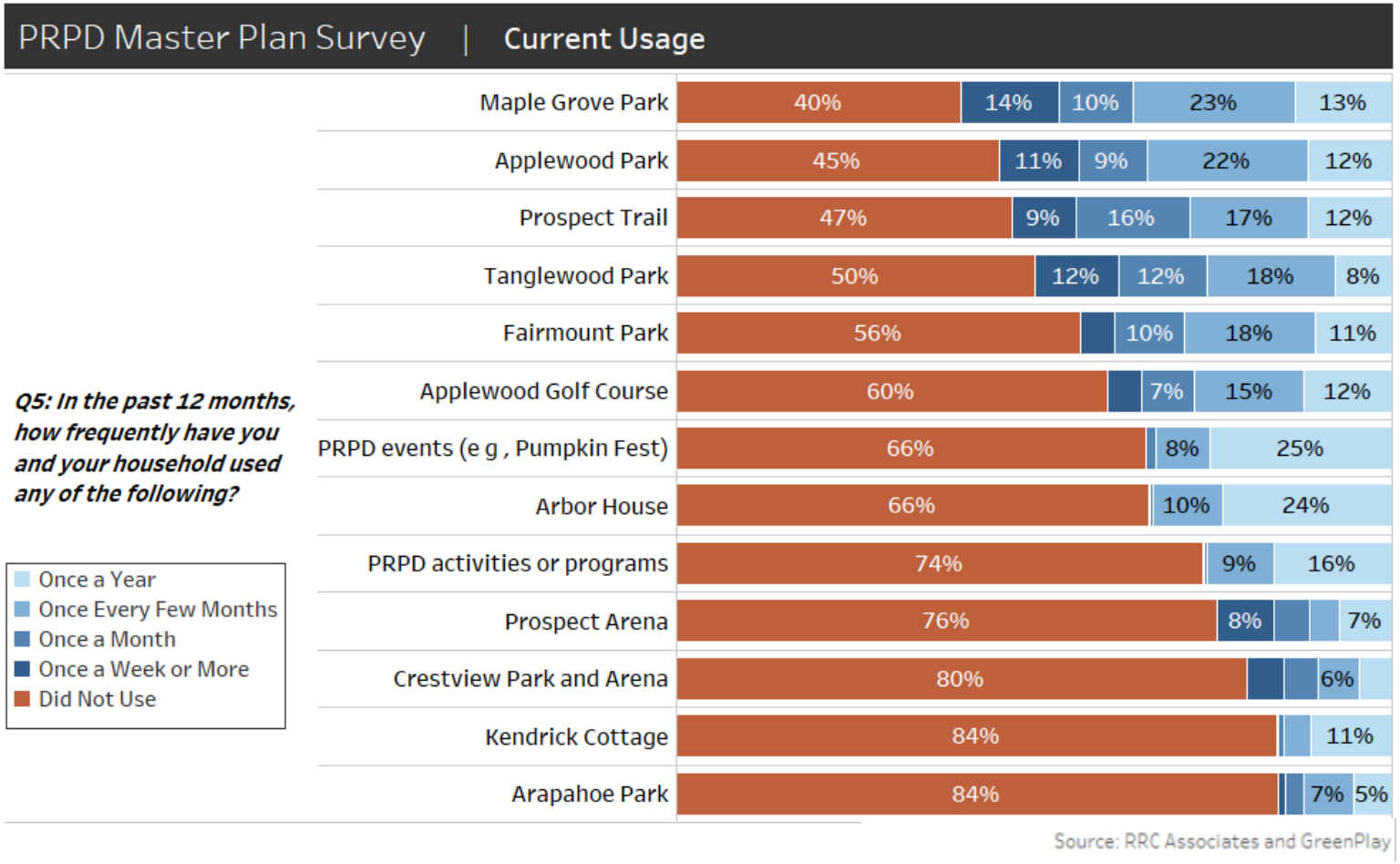
Q4: How knowledgeable/familiar are you and your household with parks and recreation facilities, programs and services PRPD provides?



Source: RRC Associates and GreenPlay

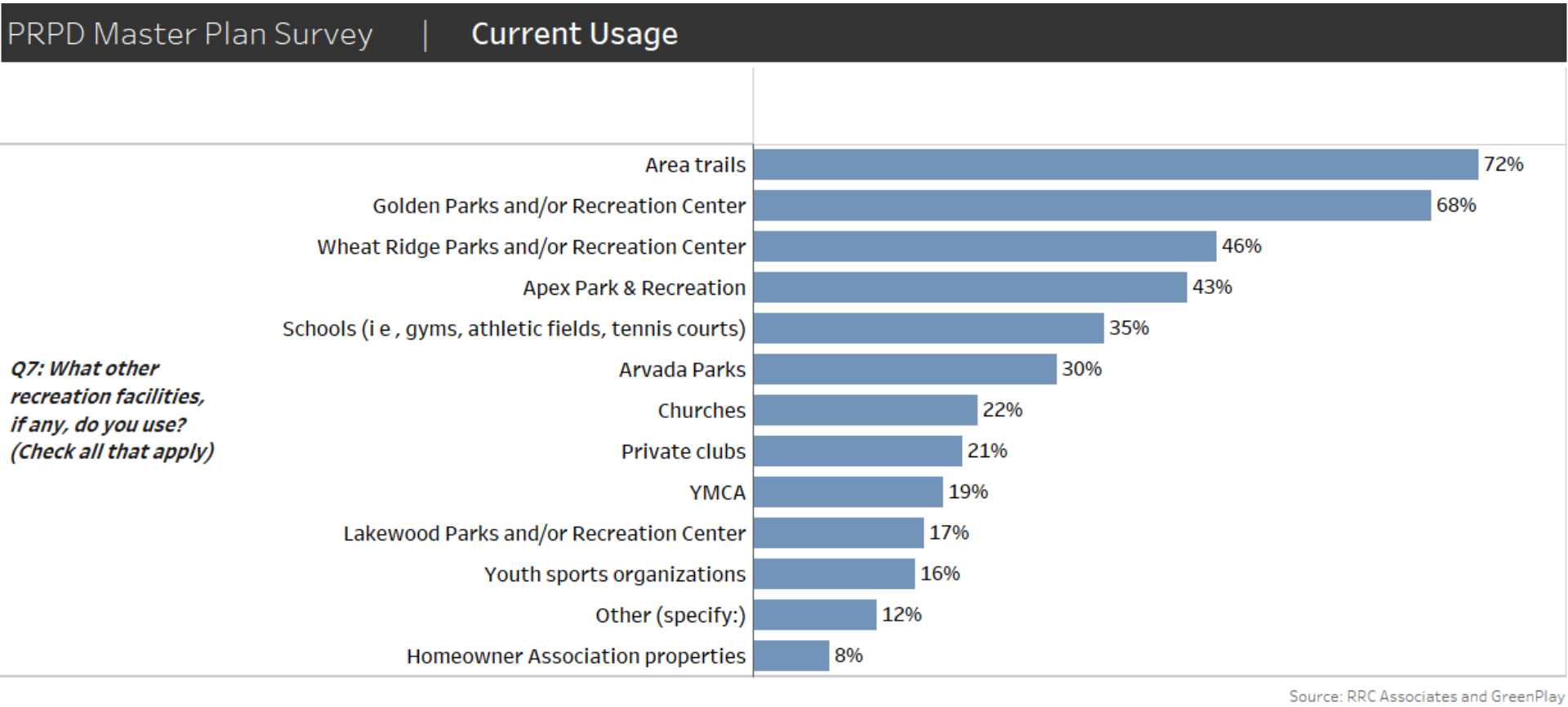
CURRENT USAGE IN PAST 12 MONTHS

In terms of usage, Maple Grove Park is used most frequently by respondents with 60% of respondents using the park in the past 12 months. Following is Applewood Park (55% used), Prospect Trail (53% used), Tanglewood Park (50% used), and Fairmount Park (44% used). Prospect Arena, while only used by 24% in the past 12 months, does have a passionate user group with 8% using it once a week or more. This is true with many facilities that have low use by the overall sample. Usage appears to be relatively high with some parks/facilities/services seeing more frequent usage than others.



CURRENT USAGE IN PAST 12 MONTHS

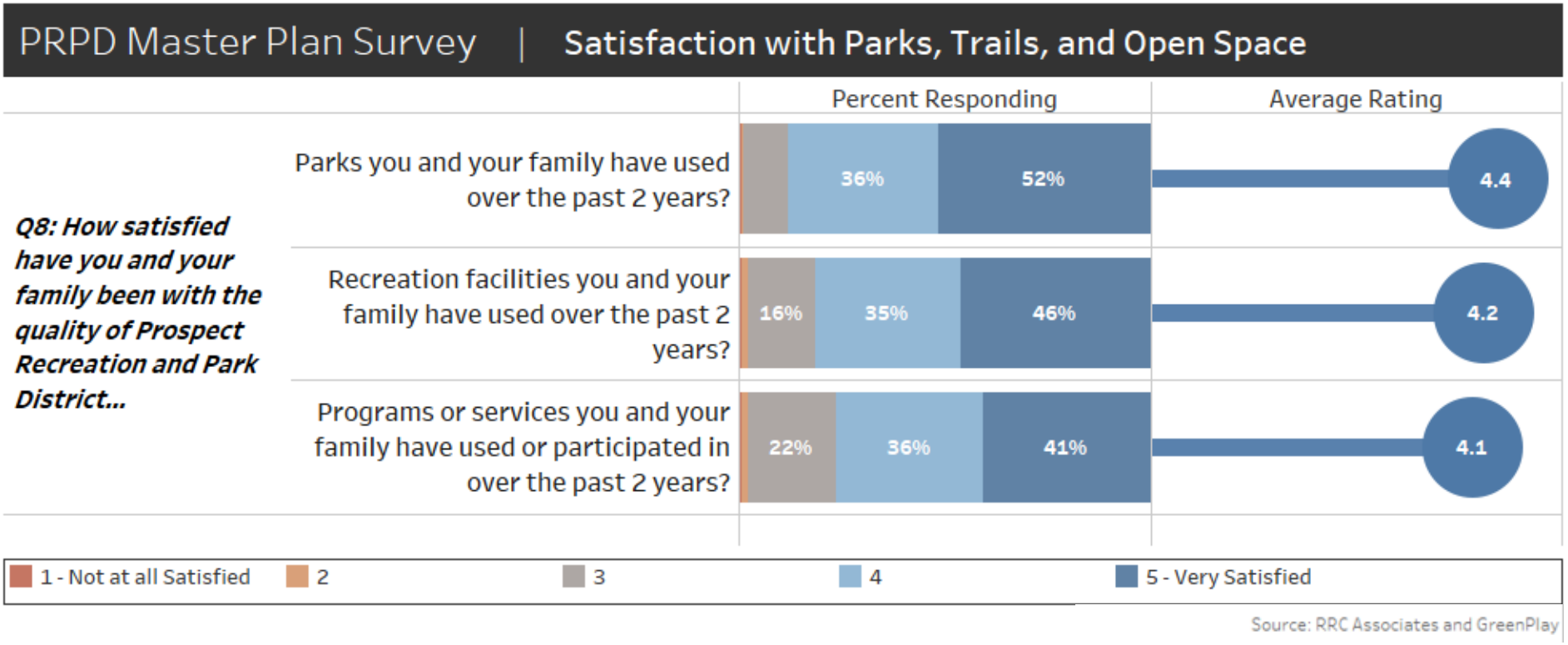
Respondents were asked to state what other facilities, outside of PRPD, are used to better understand needs and gaps in offerings. Other area trails (72%), Golden Parks and/or Recreation Center (68%), Wheat Ridge Parks and/or Recreation Center (46%), and Apex Park and Recreation (43%) were most commonly cited. Schools, Arvada Parks, churches, and the YMCA followed and are used by a slightly lower amount of respondents.



Source: RRC Associates and GreenPlay

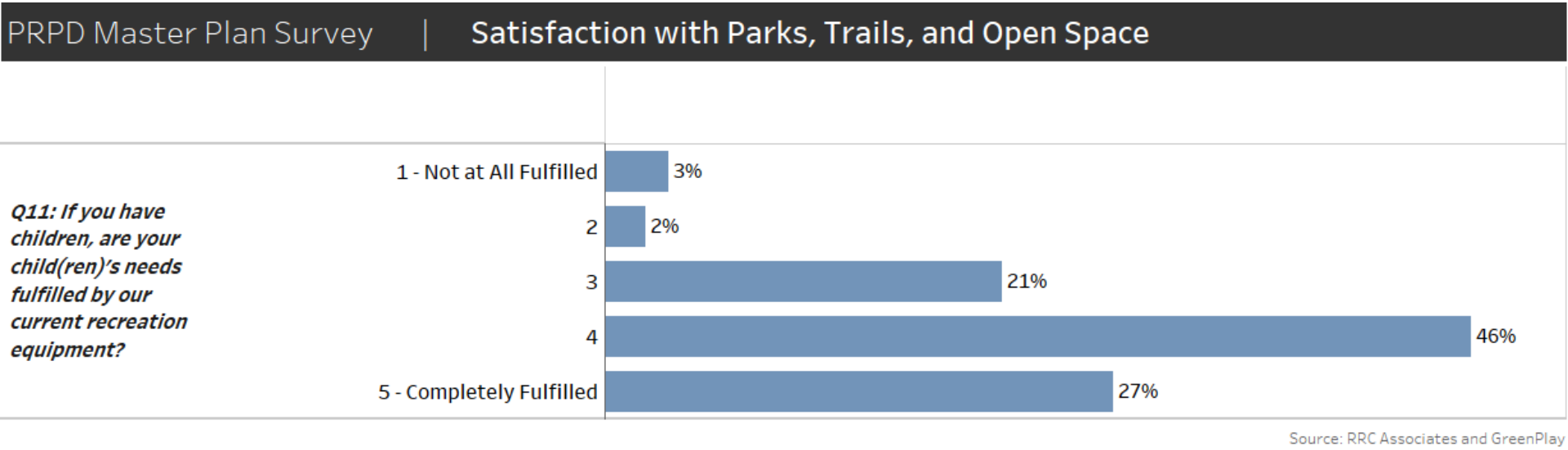
Satisfaction of PRPD Parks and Recreation Offerings

Overall, respondents were very positive about all aspects of PRPD. The highest rating was for parks which received a 4.4 (out of 5.0) average and 88% who rated their satisfaction either a 4 or 5 (out of 5). Following closely behind was recreation facilities (4.2 average) which saw a slightly lower percentage of those rating 4 or 5, but still strong results. Programs and services had an average of 4.1, and a slightly higher percentage of those who rated a 3 out of 5 (22%). Programs and services may not be as commonly used by the general public and may lead to more respondents neutral in their satisfaction. In general, PRPD appears to be satisfying the large majority of the residents in the District.



SATISFACTION WITH YOUTH RECREATION EQUIPMENT

Respondents who have children were asked to rate how well current recreation equipment was fulfilling their children's needs in PRPD. The majority of respondents were satisfied with current equipment. In fact, 73% of respondents rated their needs as being fulfilled (4 or 5 out of 5). Only 5% rated their fulfillment at either a 1 or 2. Roughly one fifth (21%) are moderately fulfilled, with some room for improvement. Therefore, PRPD appears to be successful in providing youth recreation equipment for most of the community, but specific improvements could be made at specific facilities..



Source: RRC Associates and GreenPlay

Open-ended Comment Themes on Factors to Increase Usage

Respondents were given the opportunity to provide any comments or suggestions about what would increase their usage of PRPD facilities and parks. Themes were developed based on frequency and importance of comments made by respondents. The most common themes are highlighted below:

1

Increasing connectivity between trails/facilities:
Ability to bike more easily between areas, more connecting trails.

2

Increased awareness and information:
More promotion on what is available, information on programming and facilities, easier to locate information for residents.

3

Improvement in select facilities:
Increased in equestrian areas, connecting trails for bikers/riders, improvements at Prospect Arena, improvements made at specific parks.

Comments/Suggestions on increasing usage

A selection of verbatim invitation responses is shown below. Respondents were asked to share their opinion on what they would prefer to see in the District that would increase their usage. The full listing of responses is provided in the appendix.

Would love to have a walking path down from 44th Ave to the Clear Creek trailhead that is off of McIntyre St. Would increase my usage of the trail.

Multi use trails including horse riding. Posting of trail rules (i.e., right of way).

Create connecting trails for equestrian riders that are safe from traffic.

New to neighborhood. Advertise what's around for our use. Also, a dog park would be great.

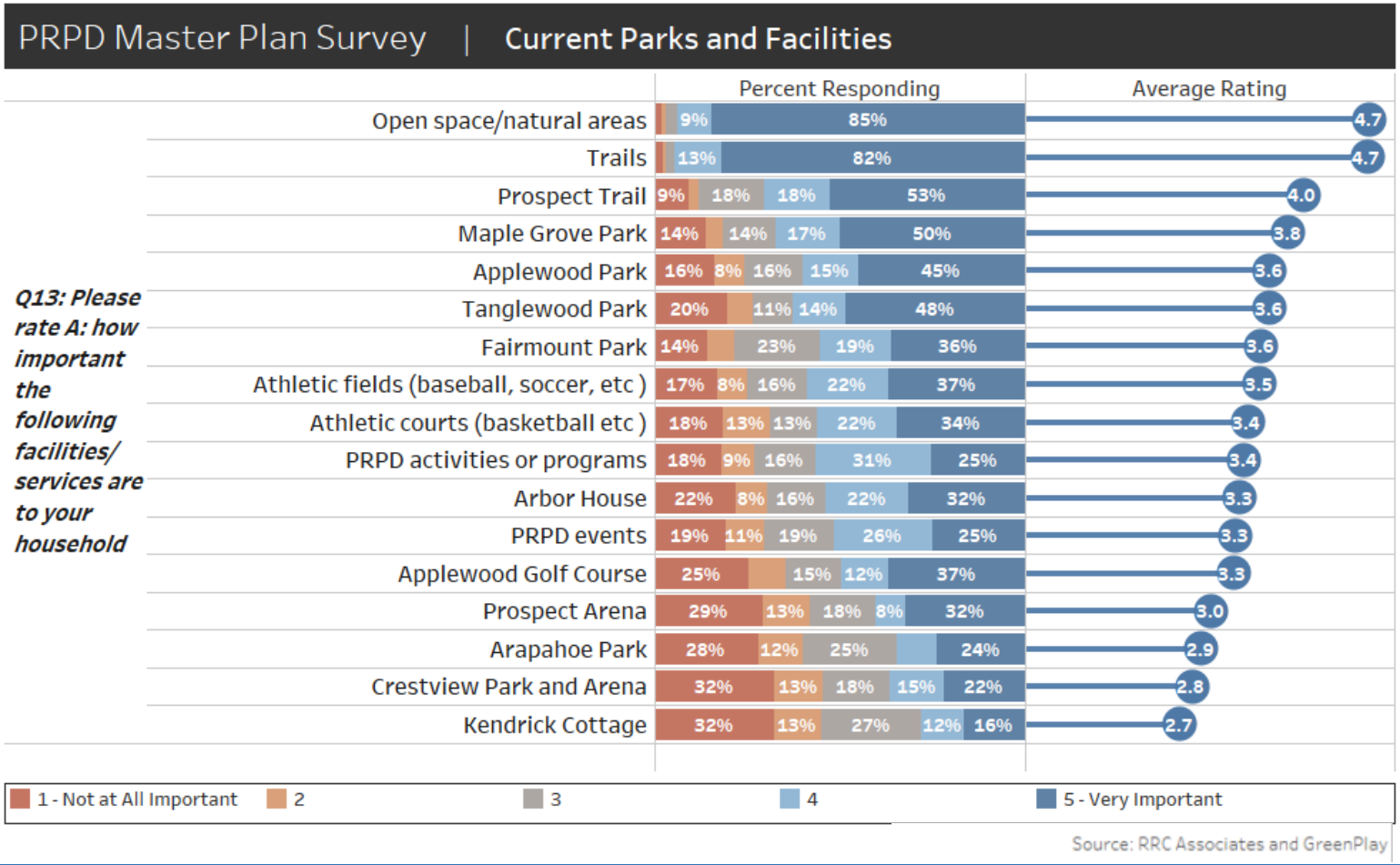
Sending out a spring & fall newsletter is very inexpensive and would allow residents, new & established, young & older, to be reminded or to learn about upcoming outdoor activities at all of your locations. This allows families & individuals to plan ahead for upcoming events or to create their own, now that they know what parks and amenities are available.

Prospect Arena needs better facilities for more than just horses. Basketball? Tennis? Playground? There are a lot of kids in the neighborhood and very few horses.

Current Facilities and Programs

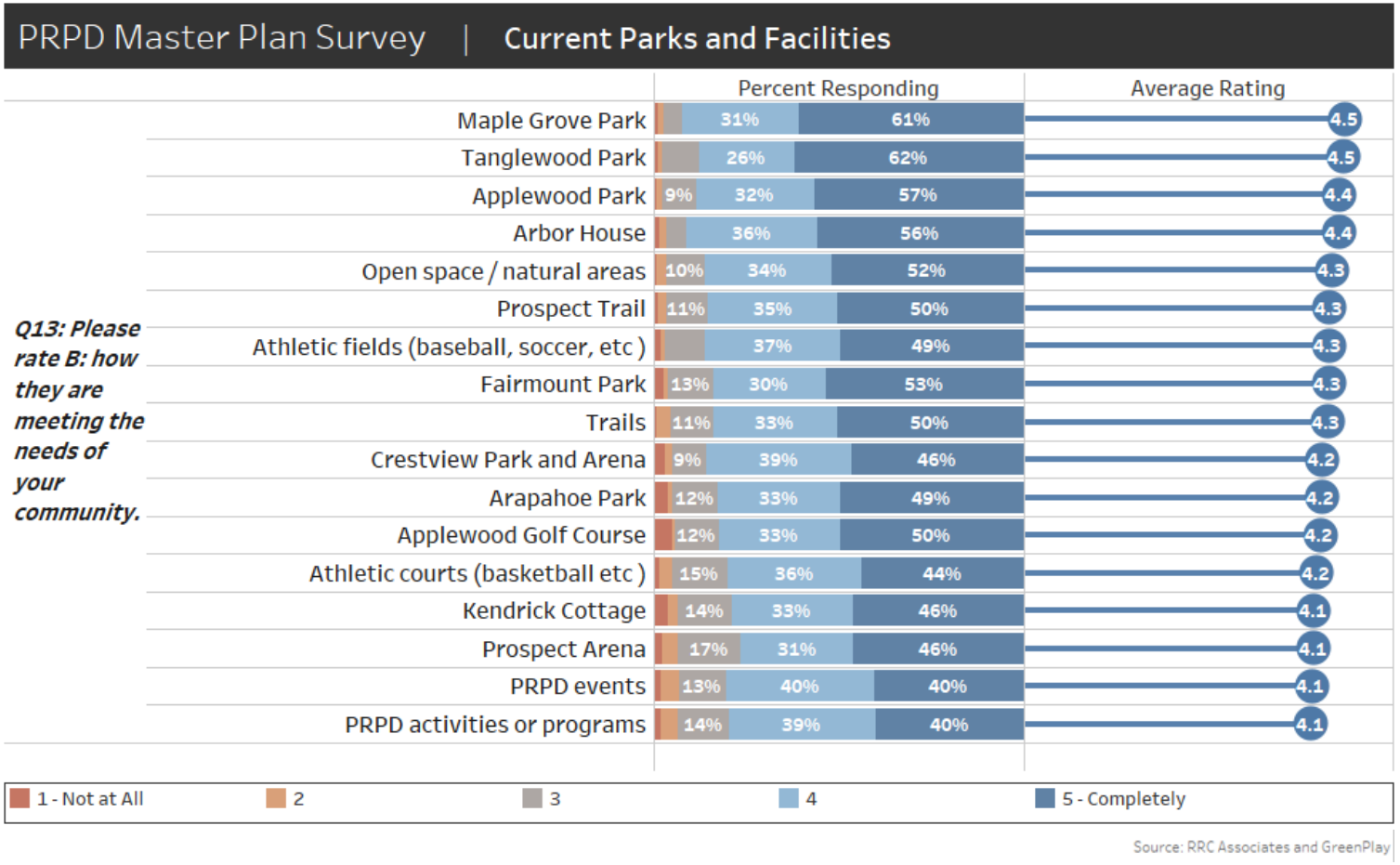
IMPORTANCE OF FACILITIES/SERVICES

Respondents were asked to rate how important each facility/park/service is to their household. Among all respondents, open space/natural areas and trails (4.7 each) were by far the most important for PRPD residents. Following in importance are Prospect Trail (4.0), Maple Grove Park (3.8), Applewood Park (3.6), Tanglewood Park (3.6), and Fairmount Park (3.6).



Needs Met of Facilities/Programs

When asked how well these facilities/parks are meeting the needs of PRPD, respondents rated all aspects as meeting the needs of the community quite well. In fact, there were only minor differences in the top and bottom facilities/services (+/- 0.4 point). The facilities perceived as best meeting the needs of the District are Maple Grove Park (4.5) and Tanglewood Park (4.5). Following in needs met is Applewood Park (4.4), Arbor House (4.4), open space/natural areas (4.3), Prospect Trail (4.3), athletic fields (4.3), Fairmount Park (4.3), and general trails (4.3).



Importance-Performance Matrix

High Importance/ Low Needs Met

These are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.

High Importance/ High Needs Met

These facilities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

Low Importance/ Low Needs Met

These "niche" facilities have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

Low Importance/ High Needs Met

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these programs outweigh the benefits may be constructive.

Importance / Needs Met Matrix

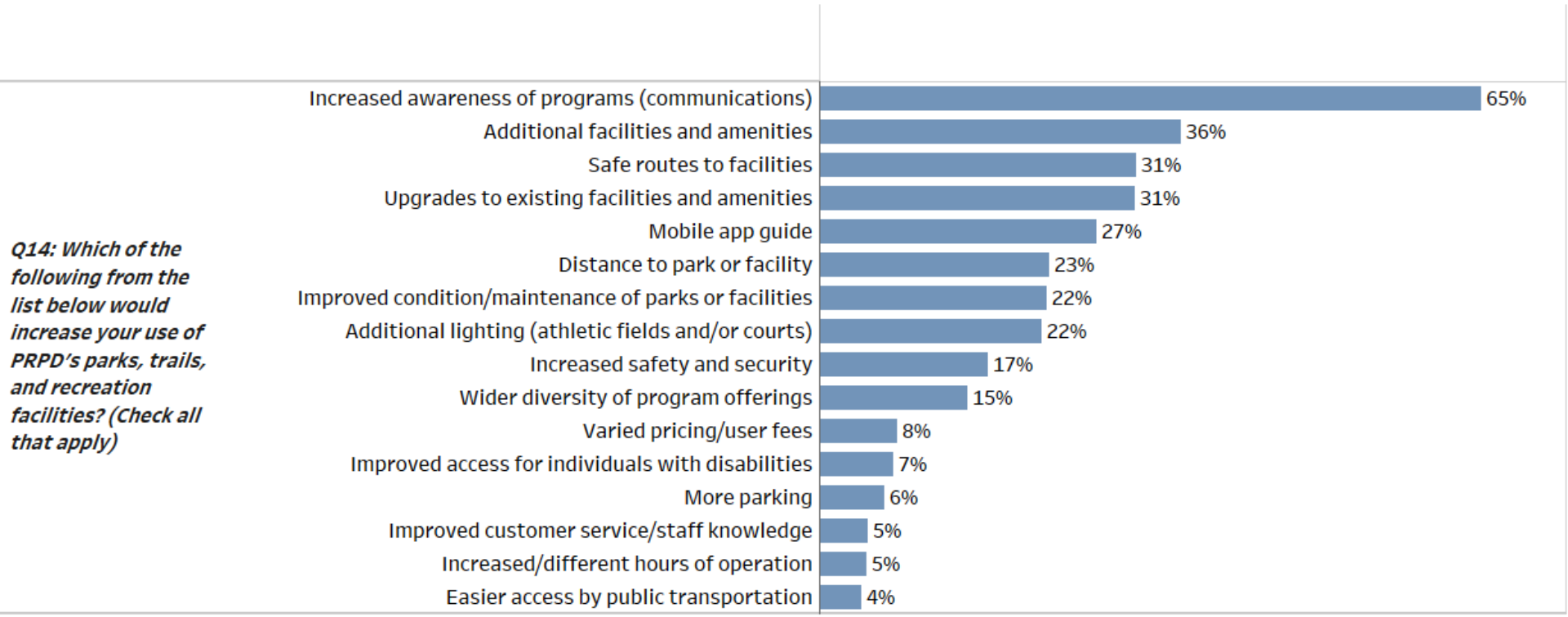
PRPD Master Plan Survey | Level of Importance vs. Needs Met for Current Facilities

Source: RRC Associates and GreenPlay

Factors to Increase Participation

Respondents overwhelmingly cited increased awareness (65%) as the main factor that would increase their usage of PRPD parks and facilities. Additional facilities and amenities (36%), safe routes to facilities (31%), and upgrades to existing facilities and amenities (31%) were also cited as important to increase usage. Overall, increased awareness is the primary factor that separated itself from the rest and is evident throughout other results as well. For PRPD, this is positive as it can be improved upon through heighted awareness campaigns and use of social media.

PRPD Master Plan Survey | Current Parks and Facilities

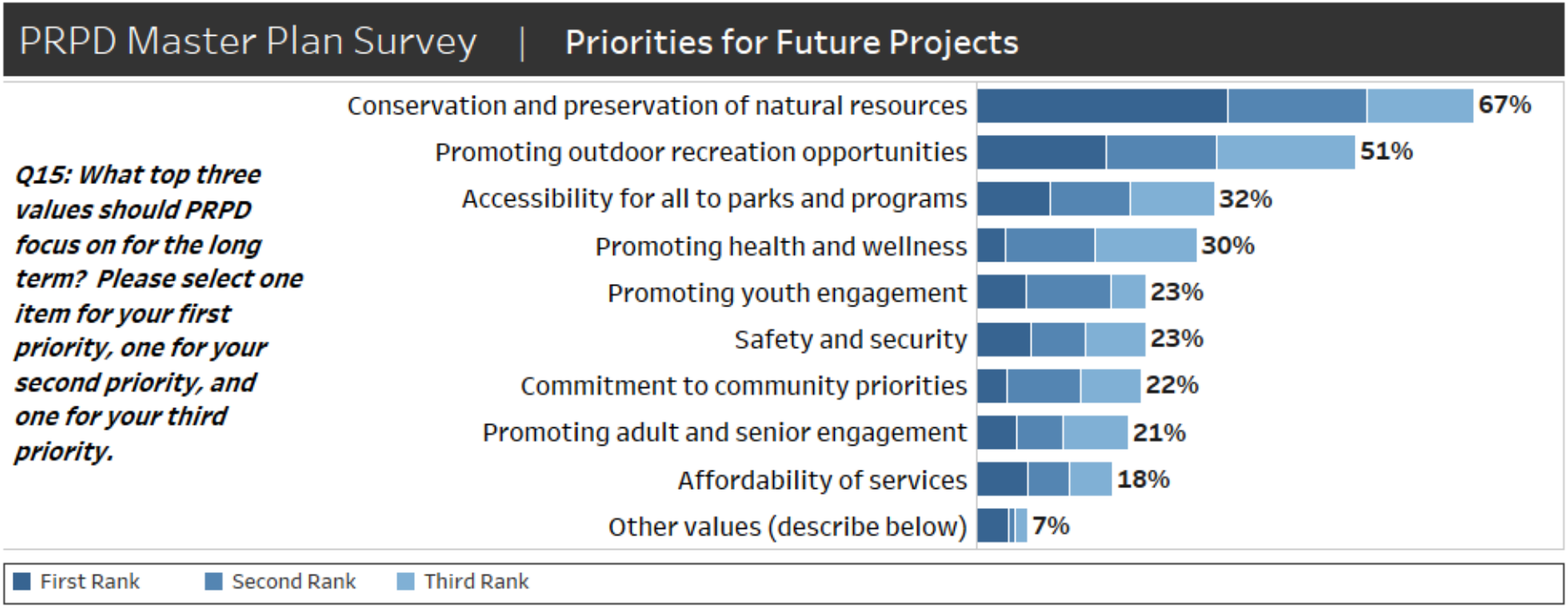


Source: RRC Associates and GreenPlay

Future Facilities, Amenities and Services

Values and Vision

When asked to rate three visions/values that PRPD should focus on for the long term, conservation and preservation of natural resources was the top choice (67%). Promoting the outdoor recreation opportunities stood out as the clear second choice (51%). A variety of values were selected by under a third of respondents including accessibility for all to parks and programs (32%), promoting health and wellness (30%), promoting youth engagement (23%), and safety/security (23%).



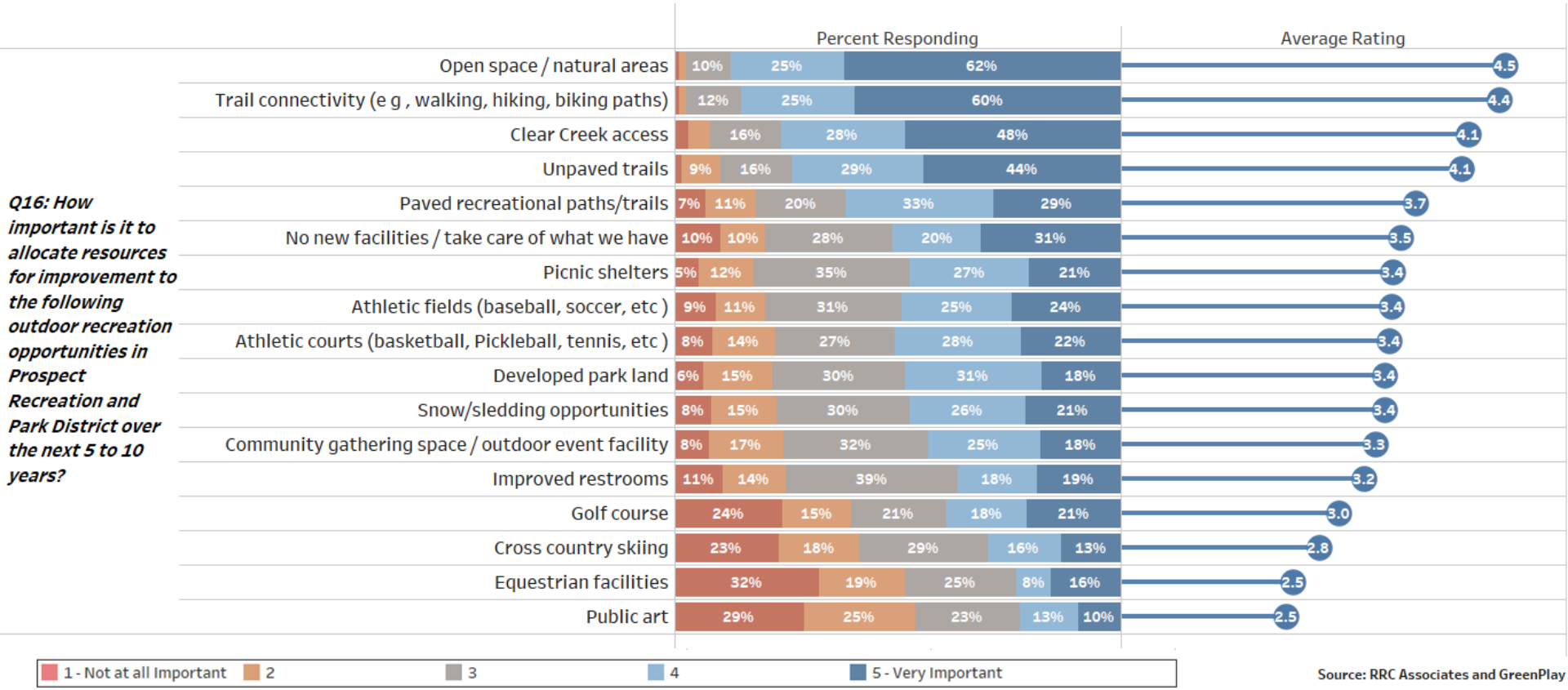
Source: RRC Associates and GreenPlay

Future Recreation Opportunities

Resource allocation was prioritized by respondents towards primarily open space/natural areas (4.5), trail connectivity (4.4), Clear Creek access (4.1), and unpaved trails (4.1). In fact, trails were prioritized highly across all categories with improvements to developed facilities falling into the middle or lower end of the scale. No new facilities or taking care of what PRPD has saw moderate support (3.5).

PRPD Master Plan Survey | **Future Facilities, Amenities, and Services**

Q16: How important is it to allocate resources for improvement to the following outdoor recreation opportunities in Prospect Recreation and Park District over the next 5 to 10 years?



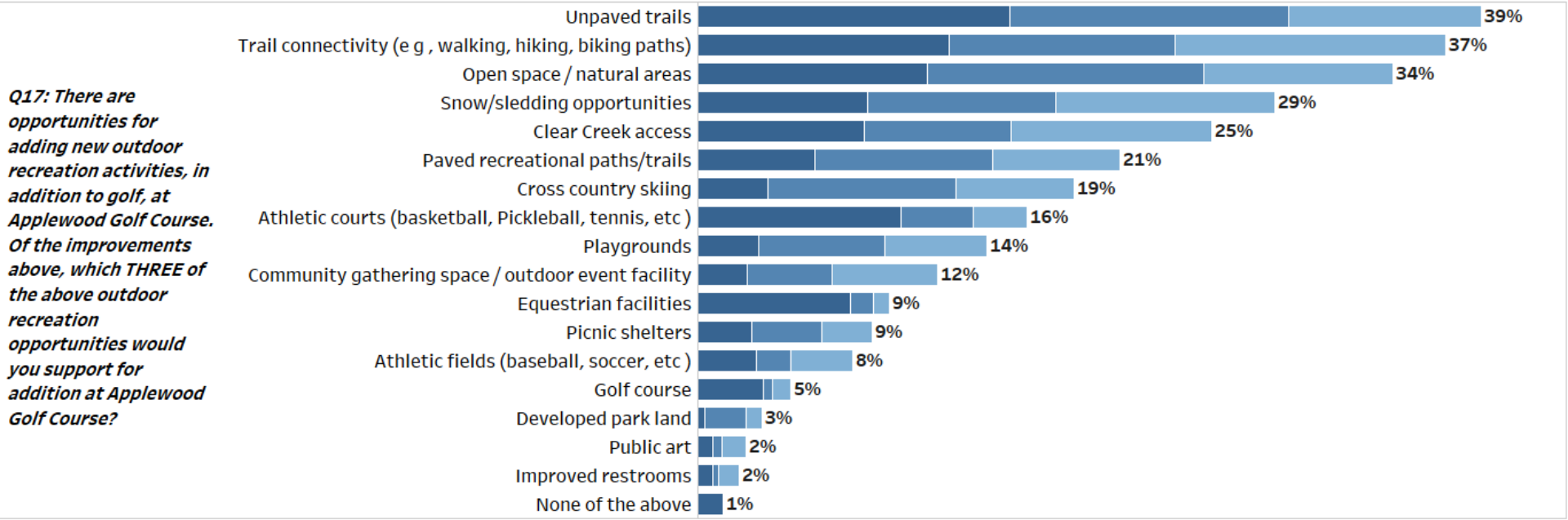
Source: RRC Associates and GreenPlay

Priorities for new activities at Applewood Golf Course

PRPD sought input from residents on potentially adding new activities, in addition to golf, at Applewood Golf Course. Unpaved trails (39%), connectivity (connecting trails) (37%), more open space/natural areas (34%), and snow/sledding opportunities (29%) were highlighted as most supportive. These results parallel other questions focusing more on open space/trails as additions or expansions prioritized by most residents.

PRPD Master Plan Survey | **Priorities for Future Projects**

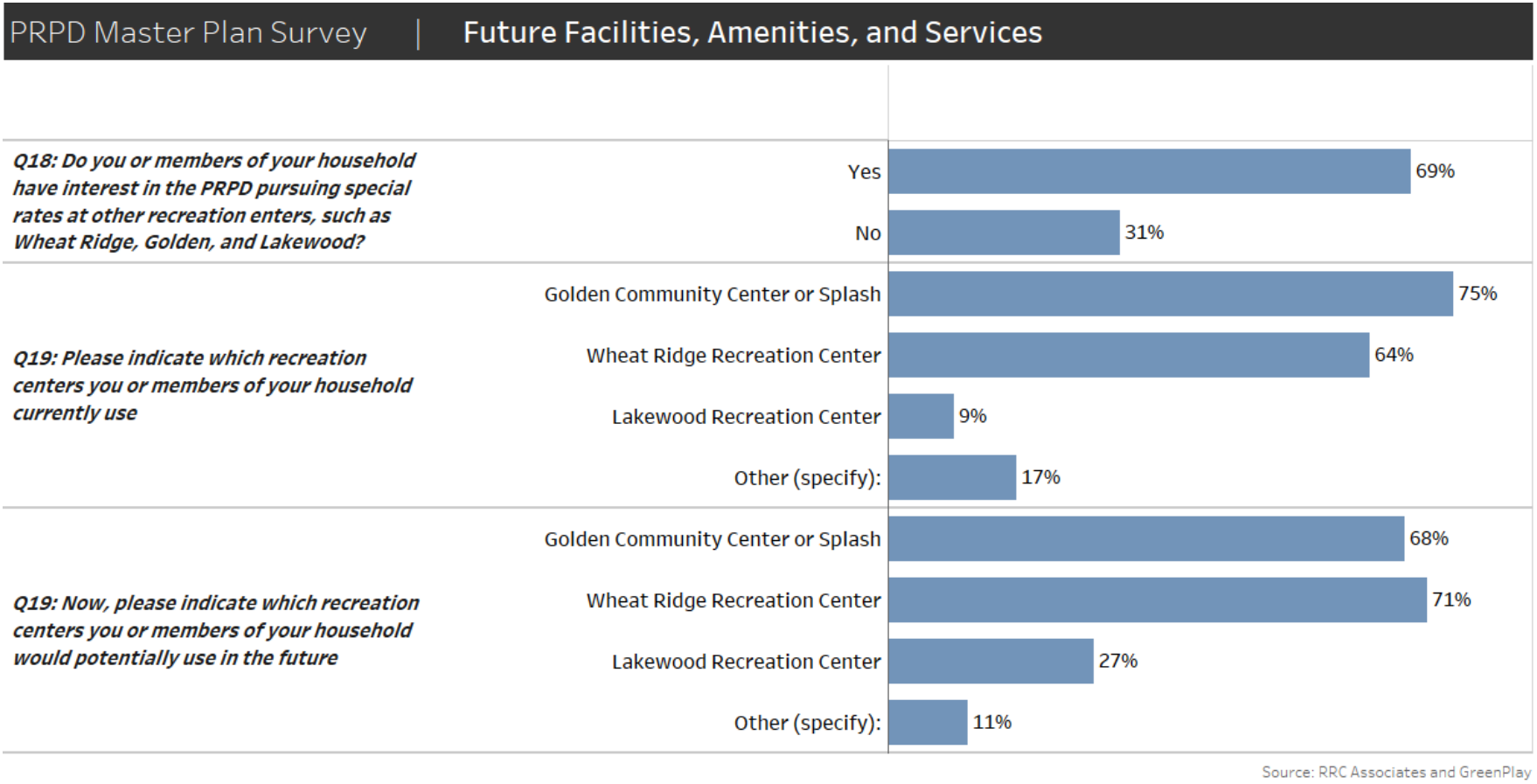
Q17: There are opportunities for adding new outdoor recreation activities, in addition to golf, at Applewood Golf Course. Of the improvements above, which THREE of the above outdoor recreation opportunities would you support for addition at Applewood Golf Course?



Source: RRC Associates and GreenPlay

ADDITIONAL RECREATION CENTERS

Respondents were asked three questions about PRPD pursuing special rates at other recreation centers, their usage, and potential future usage of other centers. 69% of respondents are interested in PRPD pursuing special rates at other recreation centers such as Wheat Ridge, Golden, or Lakewood. Furthermore, respondents use a variety of recreation centers currently. 75% use the Golden Community Center/splash pad, 64% use Wheat Ridge Recreation Center, 9% use the Lakewood Recreation Center, and 17% use another center. In the future, respondents cited they would be more likely to use the Lakewood Recreation Center (27%) than current usage percentages. Both Golden (68%) and Wheat Ridge (71%) are likely to continue to be used by respondents.

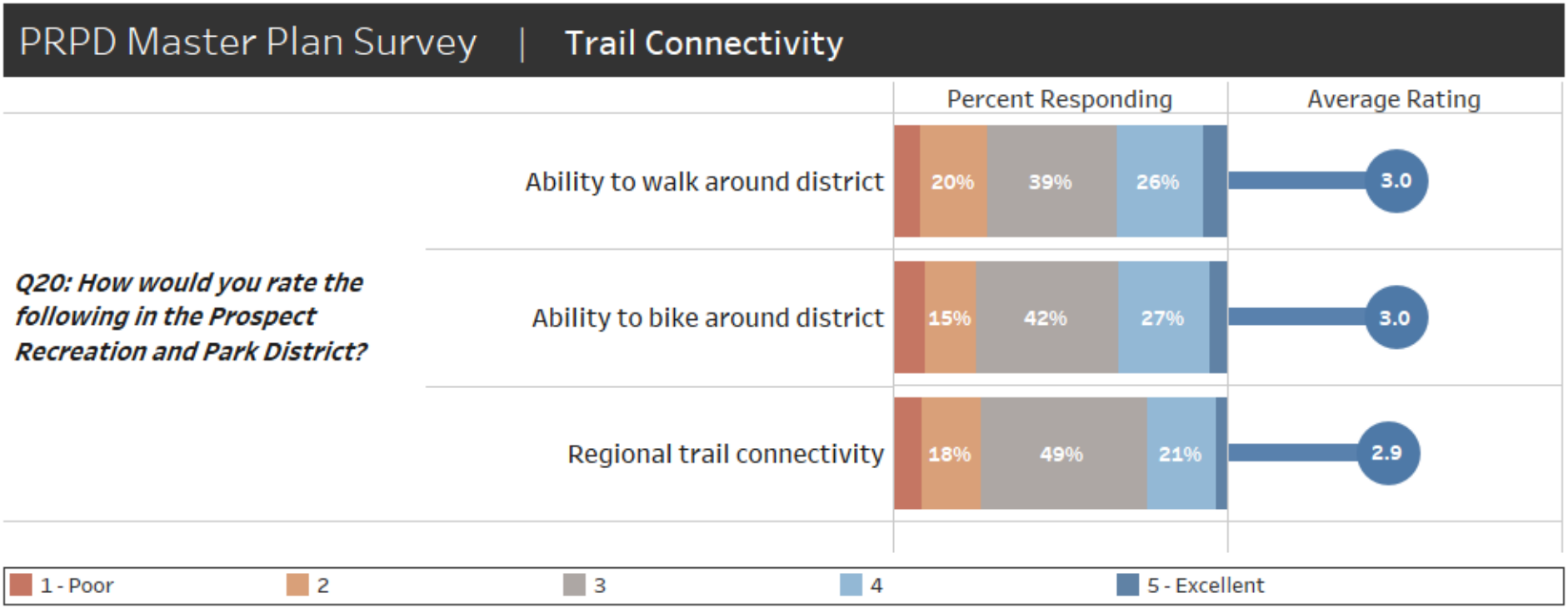


Source: RRC Associates and GreenPlay

Trail Connectivity

Trail Connectivity Ratings

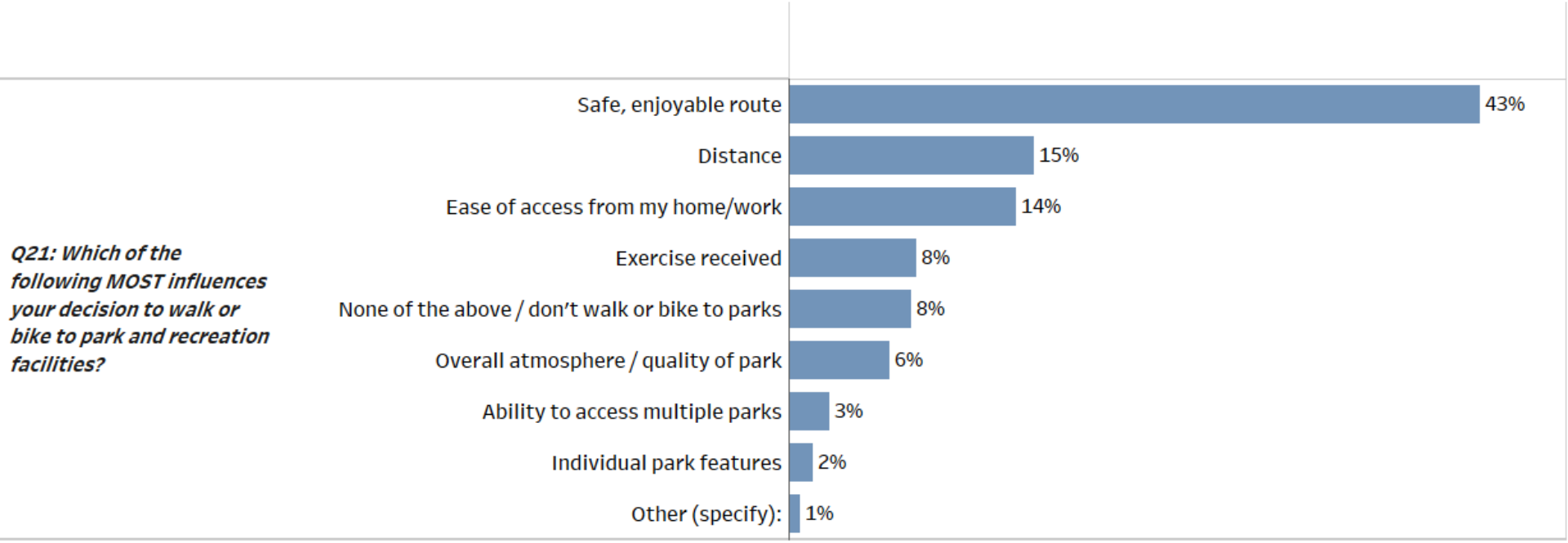
Respondents were asked to rate a variety of current trail connectivity aspects of PRPD. Trail connectivity ratings are more moderate than satisfaction ratings overall, fluctuating in the moderate/neutral range. Ability to walk around district (3.0), ability to bike around district (3.0), and regional trail connectivity (2.9) were all only moderately positive, with those who thought it was both positive and negative. Most respondents rated these aspects 3 out of 5, with nearly 40% or more on each trail connectivity aspect. This issue is highlighted in other results which further reiterates trail connectivity's importance to the community.



Trail Connectivity Ratings

A safe, enjoyable route (43%) is by far the most important aspect of whether a respondent chooses to walk or bike to park and recreation facilities. Distance (15%) and ease of access from home/work (14%) also play a role, but to a lower degree. Exercise received (8%) and atmosphere/quality of the park (6%) are somewhat important to a smaller group of individuals. Currently, eight percent of respondents don't walk or bike to park and recreation facilities.

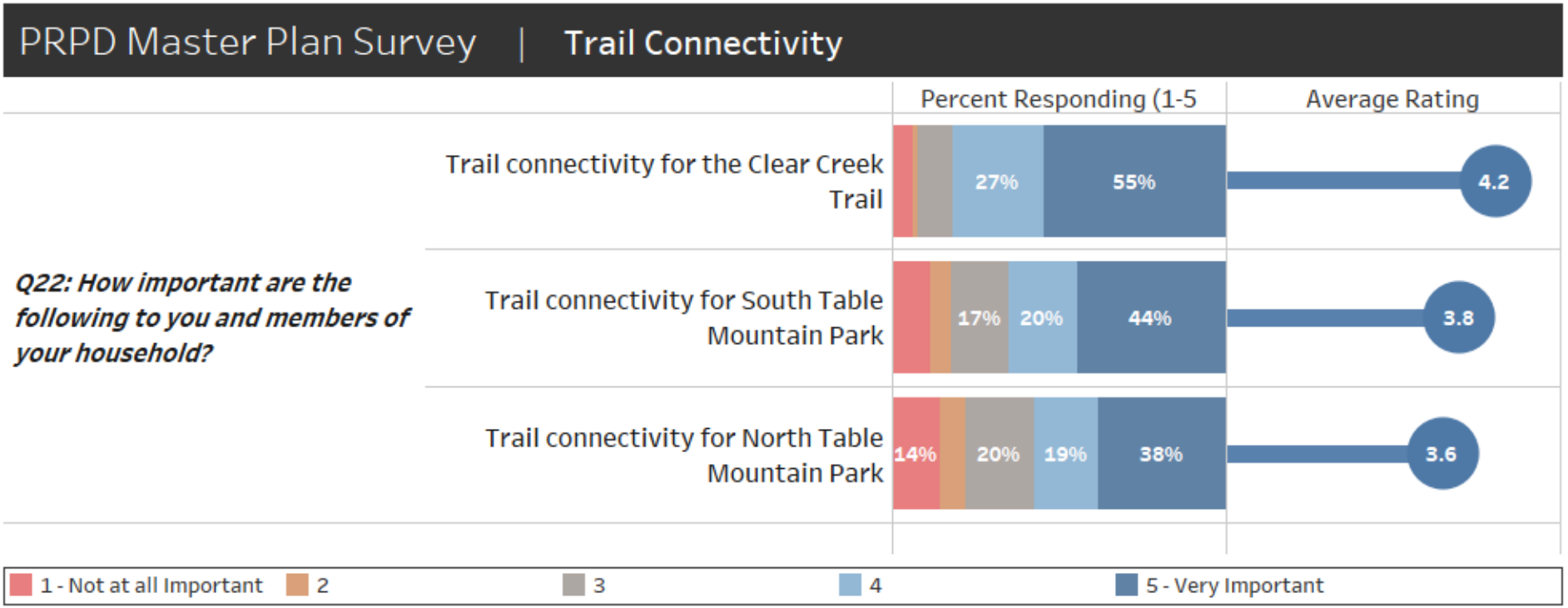
PRPD Master Plan Survey | **Trail Connectivity**



Source: RRC Associates and GreenPlay

Trail Connectivity Ratings

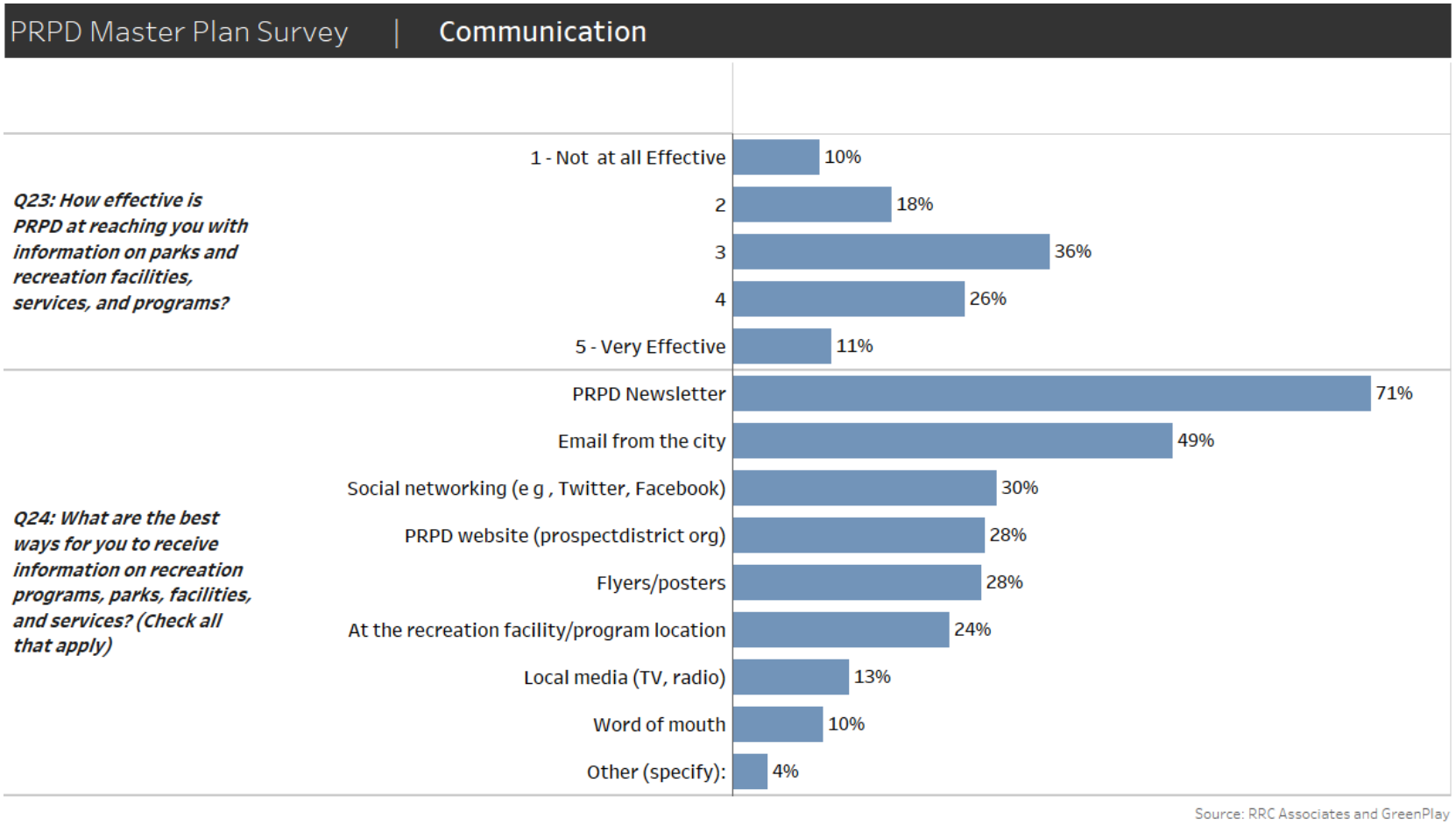
When asked what areas are most important in terms of trail connectivity, the Clear Creek Trail (4.2) was rated most important. Both the South Table Mountain Park (3.8) and North table Mountain Park (3.6) were important for some respondents, but to a lower degree than Clear Creek Trail. These results do differ by area of town slightly.



Communication

EFFECTIVENESS OF COMMUNICATION

PRPD's communication is moderately effective currently, but definite room for improvement exists. 28% of respondents rated PRPD's communication effectiveness as 1 or 2 out of 5, while 37% rated effectiveness a 4 or 5 out of 5. When asked which method of communication is best to receive information about parks and recreation, the PRPD newsletter (71%), emails (49%), and social networking (30%) were selected as preferred by respondents.



Source: RRC Associates and GreenPlay

Additional Comments

Open-ended Comment Themes

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions about facilities and services in the District. Themes were developed based on frequency and importance of comments made by respondents. The most common themes are highlighted below:

1

Praise for what is being done with current resources:
Respondents had strong praise for current parks and facilities, but did cite areas for improvement at specific sites.

2

Site specific improvements:
Residents highlighted specific sites they want to see improved (e.g., Applewood Park, Applewood Golf Course, Prospect Arena). Improvements range from new amenities to increased hours.

3

Trail access/connectivity:
Trail connectivity, signage, information are apparent from open-ended comments. Respondents highlighted a desire to be able to connect to other parks and areas of the District more easily.

Additional Comments/Suggestions

A selection of verbatim invitation responses is shown below. Respondents were asked to share any opinions/suggestions they had for PRPD. The full listing of responses is provided in the appendix.

My household mostly enjoys biking, hiking, and walking. We would enjoy cross country skiing. We voted for the tax increase to buy Applewood Golf Course, so maintaining or improving those facilities is important to us. It's always hard to do so much with limited budgets. Thanks for all you do.

Keep up the good work. Love the grass for lunch and ultimate Frisbee at Tanglewood.

Keep Prospect Horse Arena. It is a special part of this area & I'd hate to see it go. It is part of the appeal to the area & is unique. There aren't many places like it anymore.

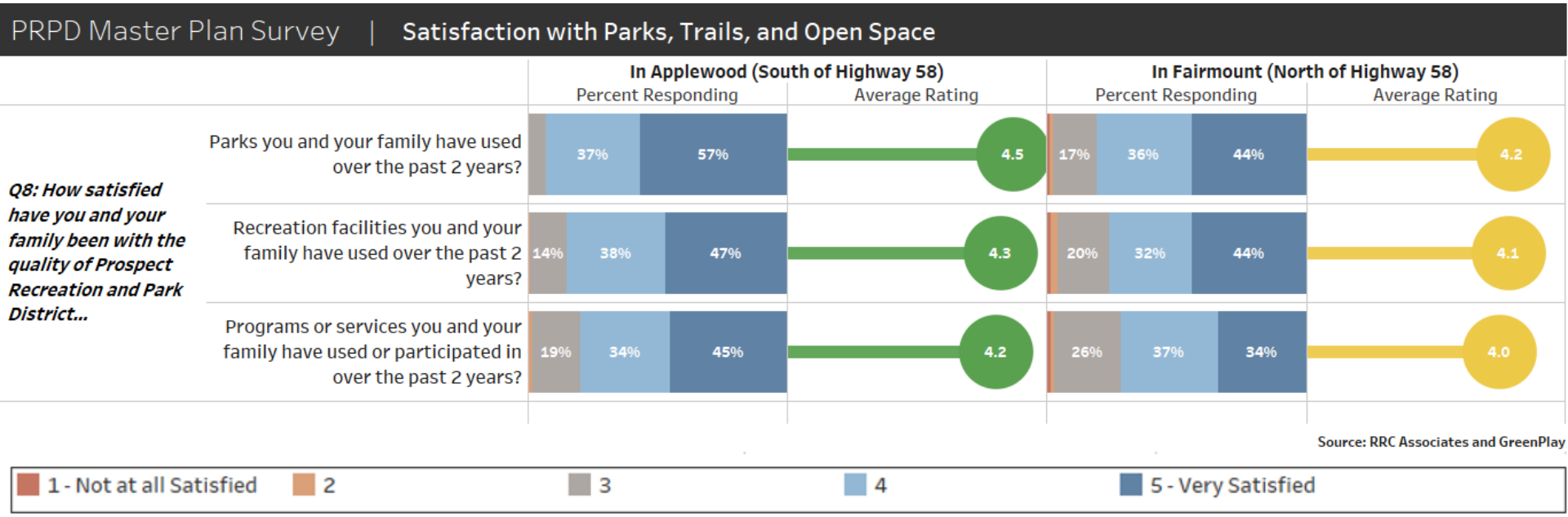
In general I think PRPD does a great job! I would like to see better bathroom facilities at the parks, and it would be nice if there were safer biking opportunities that were easier to get to from home. I would also love to see some lighted tennis courts at at least one facility nearby.

I really like PRPD-saving Applewood Golf Course, ease with park rentals, nice, clean parks/facilities, community involement, etc.

Cross-Tabulation Results

SATISFACTION BY AREA

When satisfaction is examined by age, minor differences are found. Each aspect of PRPD's offerings is rated slightly higher among respondents from Applewood compared to those in Fairmount. For instance, parks rates an average of 4.5 for Applewood respondents and 4.2 for Fairmount respondents. Similarly recreation facilities is 4.3 for Applewood and 4.1 for Fairmount, and programs/services is 4.2 in Applewood and 4.0 in Fairmount. While the differences are minor, there may be special considerations to pay to those in Fairmount as they have slightly lower satisfaction overall.

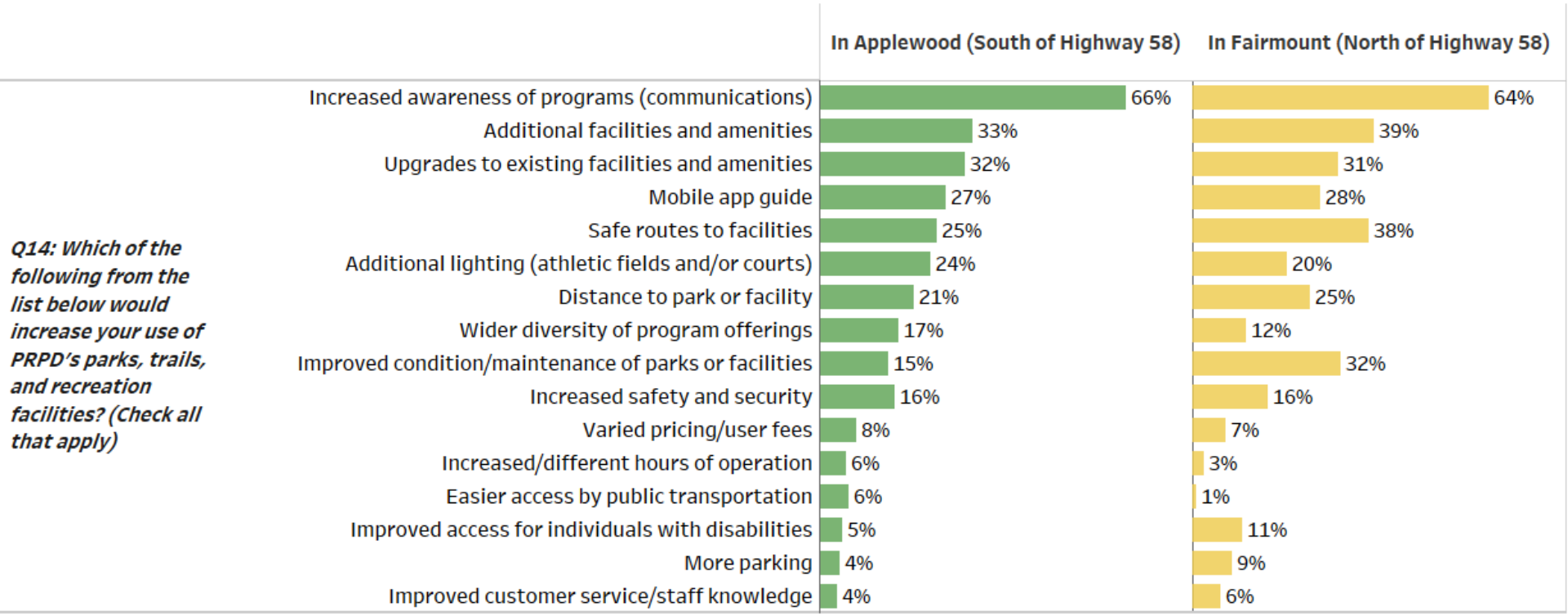


FACTORS TO INCREASE USAGE BY AREA

Factors that would increase usage differs slightly between area of the District. Increased awareness/communication is still the number one issue in both Applewood and Fairmount. However, Fairmount respondents have a much higher percentage selecting safe routes to facilities (38% vs. 25%) and improved condition/maintenance (32% vs. 15%). Thus, it may be that safer routes and improvements to facilities is more needed in Fairmount.

PRPD Master Plan Survey | **Current Parks and Facilities**

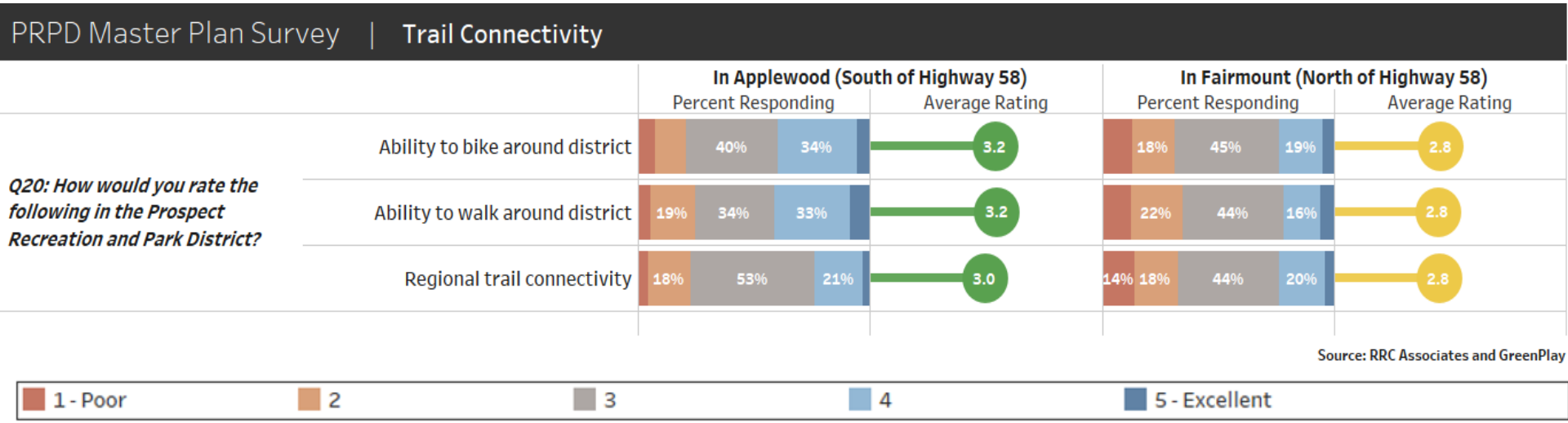
Q14: Which of the following from the list below would increase your use of PRPD's parks, trails, and recreation facilities? (Check all that apply)



Source: RRC Associates and GreenPlay

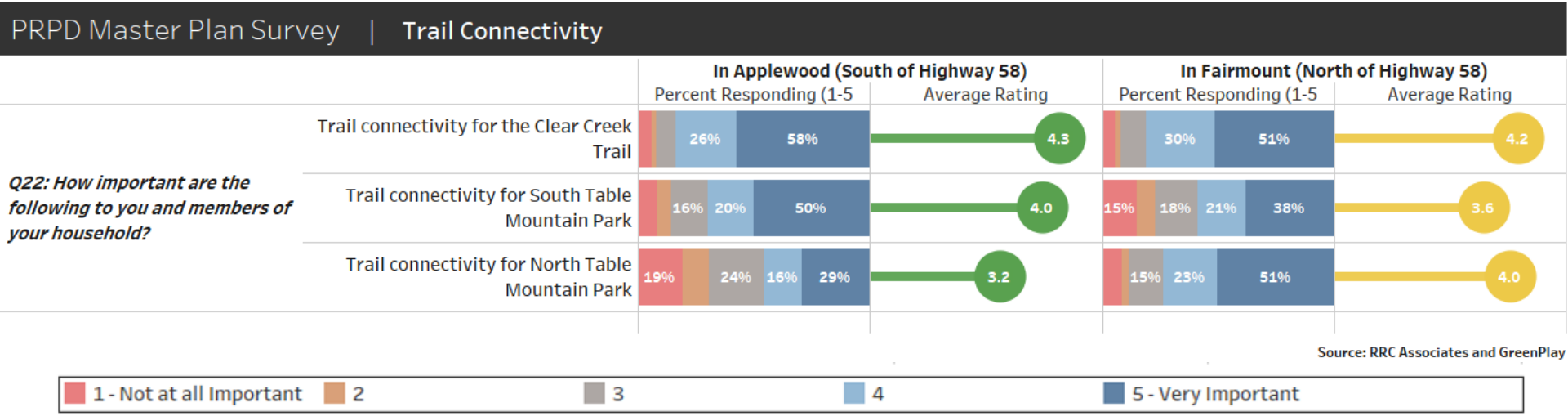
TRAIL CONNECTIVITY RATINGS BY AREA

Trail connectivity sees a similar pattern to satisfaction with Applewood perceiving a more enhanced ability to bike, walk, and regional trail connectivity than Fairmount. The differences are, again, relatively small, but this trend is evident for more than one question. For PRPD, it might be valuable to examine where improvements can be made in trail connectivity and walk/bikeability for Fairmount differently than in Applewood.



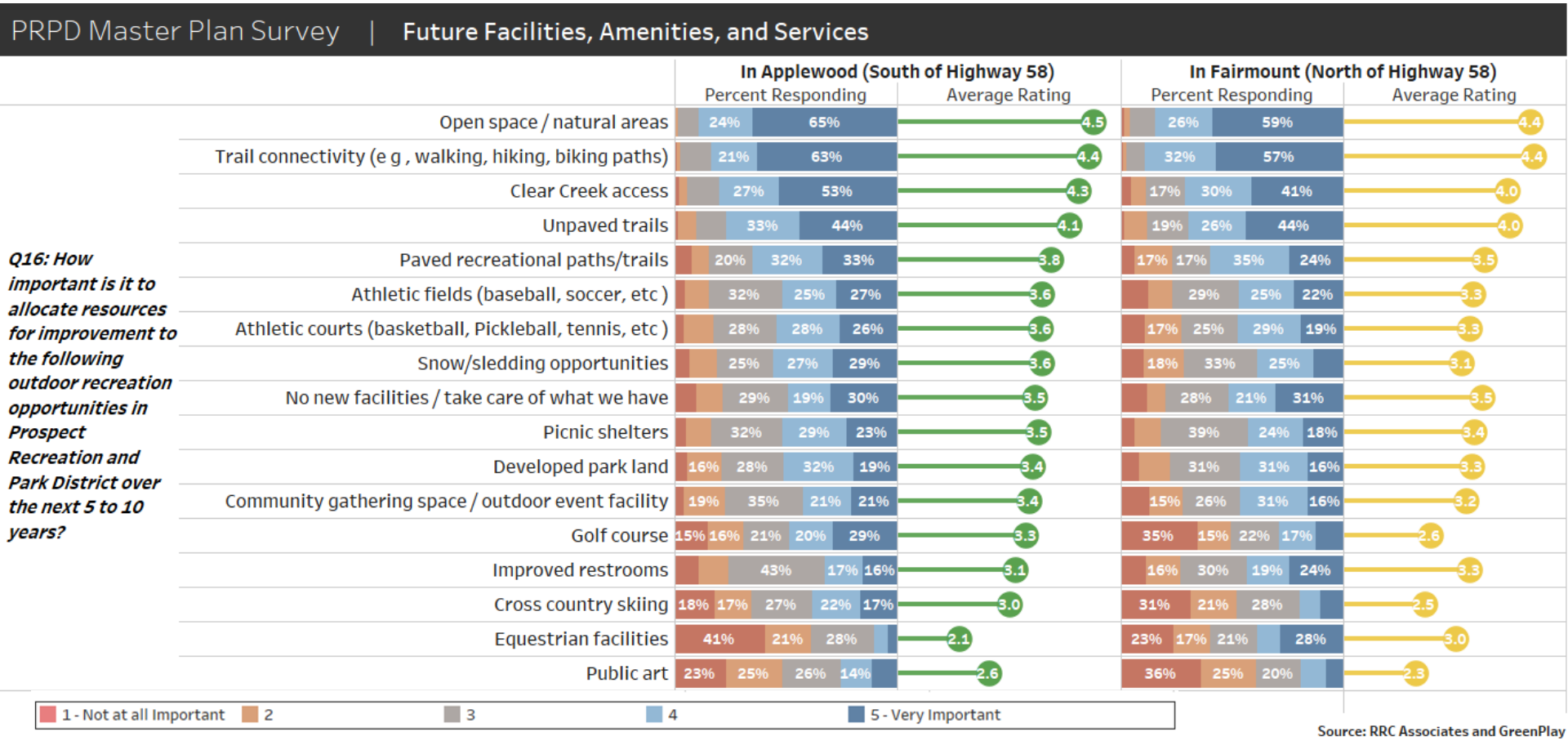
TRAIL CONNECTIVITY EFFORTS BY AREA

Importance for trail connectivity efforts differ in importance between respondents by area as well. While Clear Creek Trail remains the top priority for both Applewood and Fairmount respondents, North Table Mountain Park is much more important for those in Fairmount (4.0) than those in Applewood (3.2). Conversely, South Table Mountain Park (4.0) is more important for trail connectivity for those in Applewood (4.0) than those in Fairmount (3.6).



NEEDS FOR THE FUTURE BY AREA

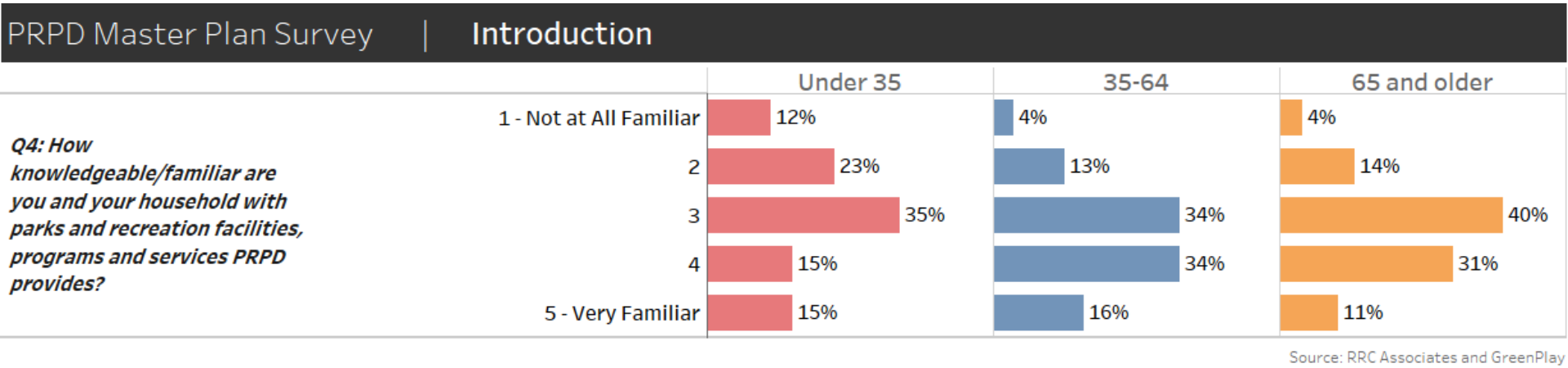
Open space/natural areas and trail connectivity rank most important among both Applewood and Fairmount respondents. However, differences are observed in lesser important items such as snow/sledding opportunities (less important in Fairmount), equestrian facilities (less important in Applewood), and golf courses (less important in Fairmount). However, the clear distinction shows that trails and open space are equally important in both regions of the District.



Source: RRC Associates and GreenPlay

FAMILIARITY BY AGE GROUPS

By age, familiarity with PRPD facilities/services is stronger for those 35-64 or 65 and older. Those under 35 are the least familiar overall on PRPD facilities/services. For those under 35, 35% rated their familiarity either a 1 or 2 out of 5, compared to only 17% of those 35-64 and 18% of those 65 and older. Looking towards new methods of communication may be valuable as the types of information sources used differs by generation.

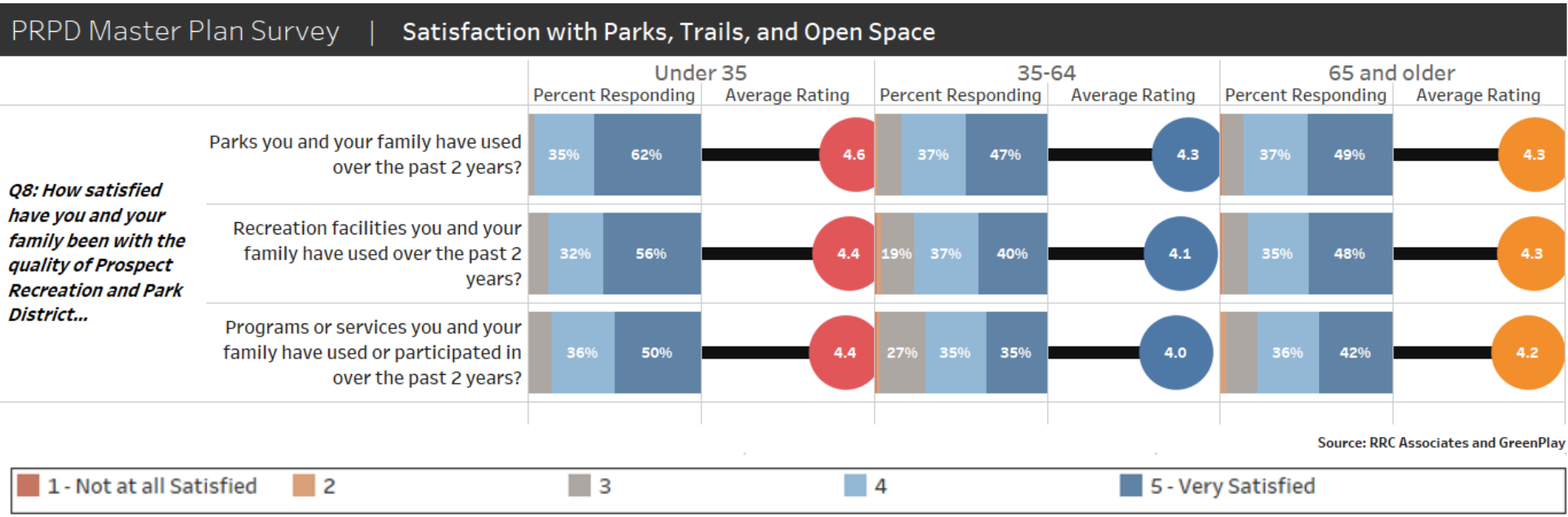


Source: RRC Associates and GreenPlay

SATISFACTION BY AGE GROUPS

Satisfaction, when examined by age group, highlights slight differences. The main difference is that those under 35 appear to be most satisfied with the highest ratings on all three aspects of parks, recreation facilities, and programs/services. Those 35-64 are least satisfied (still with high scores overall). Those 65 and older fall in the middle of those under 35 and those aged 35-64.

While those under 35 are least familiar, they are still extremely satisfied with what PRPD is offering. They may simply be seeking to learn more of what is available in the District.



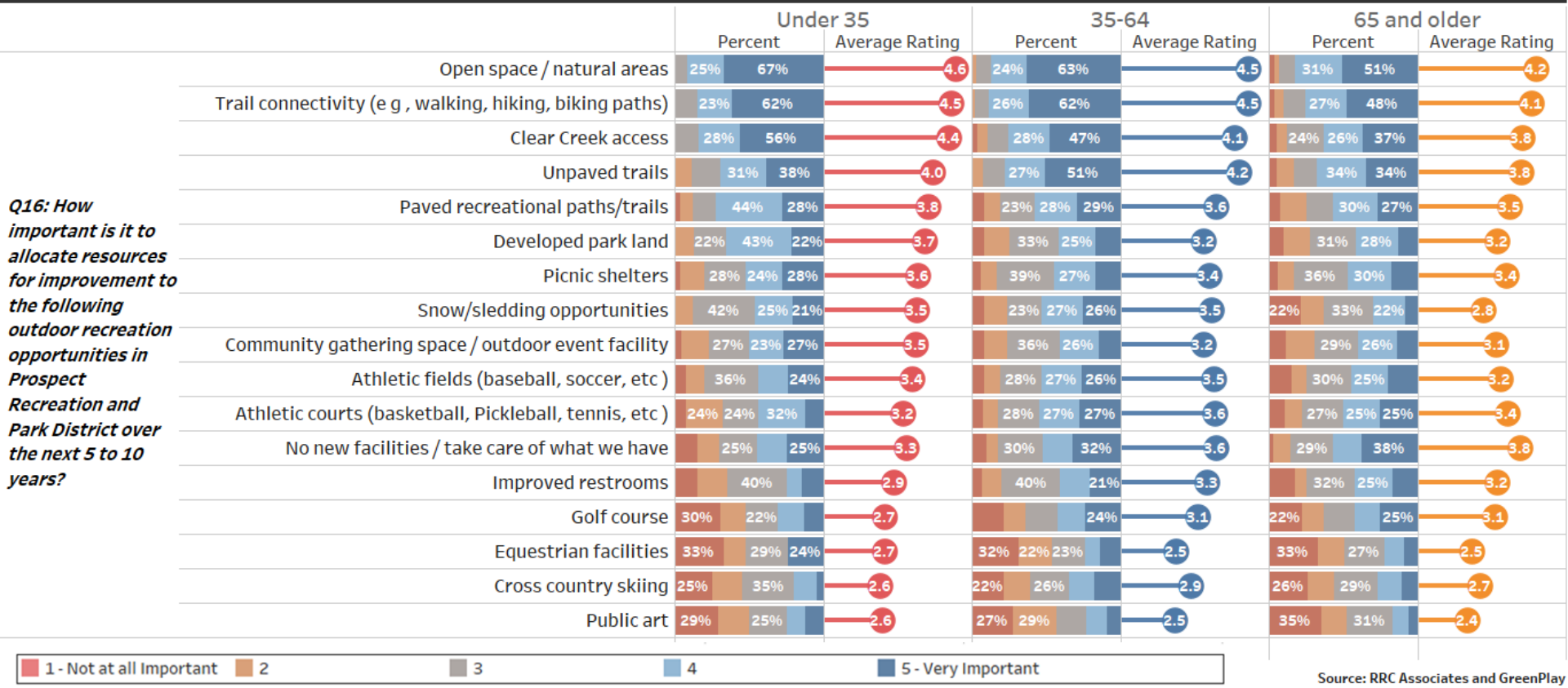
NEEDS FOR THE FUTURE BY AGE GROUPS

The final comparison examines recreation opportunities for the future by age group. Again, open space/natural areas and trail connectivity rated most important among all groups, but larger differences are seen in other aspects. For instance, those older tended to have a higher importance on not having new facilities and taking care of what PRPD has (3.8 vs. 3.6 vs. 3.3). Furthermore, snow/sledding opportunities is much higher for those under 35 (3.5) and 35-64 (3.5) than those 65 and older (2.8).

The primary takeaway from these results is that priorities are slightly different by age, except for trails and open space. As PRPD plans for the future, considering all age groups' needs is especially important.

PRPD Master Plan Survey | **Future Facilities, Amenities, and Services**

Q16: How important is it to allocate resources for improvement to the following outdoor recreation opportunities in Prospect Recreation and Park District over the next 5 to 10 years?



Source: RRC Associates and GreenPlay

Appendix B:
Open-Ended Comments

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix: Open-Ended Comments

PROSPECT RECREATION AND PARK DISTRICT (PRPD) MASTER PLAN SURVEY

Table of Contents

Q6. Is there anything the district could do that would increase your usage of parks and recreation facilities? 1

Q7. What other recreation facilities, if any, do you use? (other) 4

Q12. If your child(ren)'s needs are not fulfilled, how can the district improve? 6

Q13. Please rate how important the following facilities are to your household. (other) 6

Q13. Rate how the following facilities are meeting the needs of your community. (other) 7

Q15. What top three values should PRPD focus on for the long term? (other)..... 8

Q16. How important is it to allocate resources for improvement to the following outdoor recreation opportunities in Prospect Recreation and Park District over the next 5 to 10 years? 9

Q19. Please indicate which recreation centers you or members of your household currently use: 11

Q19. Please indicate which recreation centers you or members of your household would potentially use in the future: 12

Q21. Which of the following MOST influences your decision to walk or bike to park and recreation facilities? (other) 13

Q24. What are the best ways for you to receive information on recreation programs, parks, facilities, and services? (other)..... 14

Q25. Do you have any further comments about Prospect Recreation and Park District parks, trails, recreation facilities, programs, and services?..... 15

Q6. Is there anything the district could do that would increase your usage of parks and recreation facilities?

Location of Residence	Age	Kids	Comments/Suggestions on What the District Could do that Would Increase Your Usage of Parks and Recreation Facilities
Applewood	25-34	No	A monthly email summary of upcoming events.
Applewood	25-34	No	Increase awareness
Applewood	25-34	Yes	Better connectivity of residential neighborhoods to local/regional bike trails
Applewood	25-34	Yes	For the activities and events, a Facebook page or Facebook event would help us see what is going on.
Applewood	25-34	Yes	Update playground equipment
Applewood	35-44	No	new to neighborhood. advertise what's around for our use. Also, a dog park would be great.
Applewood	35-44	Yes	Access to pools - where I am located I have to use Golden or Wheat Ridge and I'd love to see a closer lap pool (where I'd receive a discount).
Applewood	35-44	Yes	Allow snow sledding at the golf course. Put in a bike park. Put in tennis/pickleball courts at Maple Grove. Put in a pool! That's one big thing we are lacking in our park district.
Applewood	35-44	Yes	easier access by bike
Applewood	35-44	Yes	More information about the facilities at each park. More swimming pools.
Applewood	35-44	Yes	Provide a map/schedule of events in a more condensed format/one pager...
Applewood	35-44	Yes	Rec center!
Applewood	35-44	Yes	Singletrack along sidewalks - also sidewalks. Better trail connectivity throughout Applewood to the Mesa and parks. A Bike park would be pretty awesome for kids. In my dream world the Bailey property is purchased and made into a community park. Would LOVE to see some type of community center and indoor pool.. Applewood athletic club is dated.
Applewood	45-54	No	Improve the Applewood Golf Course..i.e.., plant more trees, build a new club house...if not at least remodel the downstairs bathrooms which are disgusting!
Applewood	45-54	No	We enjoy the bocce. We would use the facilities more if we had kids. We mostly enjoy biking, hiking, and walking. We enjoy the fitness equipment at Applewood Park.
Applewood	45-54	Yes	Find a way to open up applewood golf course for snowshoeing in the winter!
Applewood	45-54	Yes	Provide lighted tennis courts
Applewood	45-54	Yes	Running/bike trail at Applewood Golf Course.
Applewood	55-64	No	Add more tennis
Applewood	55-64	No	better outreach? Maybe I'm also partly to blame, maybe I should know the district better.
Applewood	55-64	No	Concerts, movies, events in the parks.

Location of Residence	Age	Kids	Comments/Suggestions on What the District Could do that Would Increase Your Usage of Parks and Recreation Facilities
Applewood	55-64	No	I am new to the area after a 29 year absence so I need time to reorient myself!
Applewood	55-64	No	I used them a lot more when my kids were young.
Applewood	55-64	No	If your a part of Open Space...Do not close a very small portion of what is known as the Upper Ditch Trail in Applewood to the community. New signs say its private property, yet I've and many others have been hiking it for over 30 years!! If in fact it is private property, Open Space needs to build a connecting trail around this 'property'
Applewood	55-64	No	Make the parks accessible by walking. Walking easements across ditches to allow north/south movement to Maple Grove Park
Applewood	55-64	No	No, used the facilities much more when we had small children
Applewood	55-64	No	No. I need to make recreation a priority.
Applewood	55-64	No	walking trails to Maple Grove Park
Applewood	55-64	Yes	send out a mailer with info about the parks
Applewood	65-74	No	Add Golf Simulators, Xcountry skiing, Pickleball to golf course
Applewood	65-74	No	dog park cycling trails
Applewood			Knowledge about what is offered and where
Applewood			Not that I can think of.
Applewood			Probably not.
Fairmount	25-34	No	increased marketing/awareness; more tennis courts
Fairmount	25-34	No	More equestrian facilities
Fairmount	25-34	Yes	More exposure to what parks are available and their amenities.
Fairmount	25-34	Yes	more shade at the parks
Fairmount	35-44	No	Connecting biking/running/walking trails to go park to park and create longer routes, such as Fairmount - Crestview - Van Bibber - Stenger. We moved here from Lone Tree, and one thing they did very well was connecting trails between local parks.
Fairmount	35-44	No	More information about the facilities available
Fairmount	35-44	Yes	Prospect Arena needs better facilities for more than just horses. Basketball? Tennis? Playground? There are a lot of kids in the neighborhood and very few horses.
Fairmount	45-54	No	Sending out a spring & fall newsletter is very inexpensive and would allow residents, new & established, young & older, to be reminded or to learn about upcoming outdoor activities at all of your locations. This allows families & individuals to plan ahead for upcoming events or to create their own, now that they know what parks and amenities are available.
Fairmount	45-54	No	We just need to find out more about them.
Fairmount	45-54	Yes	email and or flyers
Fairmount	45-54	Yes	More horse riding ability
Fairmount	45-54	Yes	We love having the parks available. Our usage changes based on what is going on in our lives that year. In addition, we moved from Applewood to the other side of 58 last year. We used Applewood park

Location of Residence	Age	Kids	Comments/Suggestions on What the District Could do that Would Increase Your Usage of Parks and Recreation Facilities
			more when we lived over there. We like the open space areas for walking the best, and parks when we have young visitors!
Fairmount	55-64	No	A list including addresses would help.
Fairmount	55-64	No	Create connecting trails for equestrian riders that are safe from traffic.
Fairmount	55-64	No	did not use the Prospect arena but use adjacent park 2-3 times a week
Fairmount	55-64	No	Get ride of the horse riding arena in Crestview Park as no one uses it. Big, wasted space.
Fairmount	55-64	No	I frequent Van Bibber Open Space and look forward to the new access being planned there. I'm a BIG fan of the price breaks offered through Apex. I routinely take classes and sometimes use their exercise facilities.
Fairmount	55-64	No	would love to have a walking path down from 44th ave to the Clear Creek trailhead that is off of McIntyre st. Would increase my usage of the trail
Fairmount	55-64	Yes	Build a nice sidewalk or walking path between Eldridge St and Indiana on the North side off 44th - this would provide better access to Arapahoe park for the neighborhoods to the east of the park.
Fairmount	65-74	No	I like hiking where the area is forested and the trail is long. I like access to a gym with great fitness equipment and a weight room. I like well maintained tennis courts with a practice wall. I'd love a racquetball facility nearby.
Fairmount	65-74	No	I like to use facilities very close to home.
Fairmount	65-74	No	I love the district and its parks. Would like a pickleball court somewhere in the community. And another suggestion I have would be to put a sign on 54th and Quaker that shows that Fairmount Park is down the street on Quaker! There is not signage about that park. There is also NO signage on Kendrick Cottage. That would be helpful to planned events.
Fairmount	65-74	No	Increased hours of use
Fairmount	65-74	No	It seems to me that we are discouraged from using prospect arena because of the noise and dust to the near-by houses. I would love to use it for some junctions if it was available. The equestrian people are being crowded out more and more. We need places to ride as everything else is usually so crowded.
Fairmount	65-74	No	Provide watering for horses at Prospect Arena
Fairmount			An updated arena.
Fairmount			Horse trails
Fairmount			I am a disabled person and I ride my horses to stay out of a wheelchair. The Equestrian Prospect Arena 13805 West 52nd Avenue, Arvada 80002 is a block away from my house. I use the arena year-round and without it I will suffer physically. I am unable to load my horse trailer and ride elsewhere all the time. To lose this arena will not only be a severe loss for myself. it will be a big impact on all of us that live in the area and purchased our homes here because of the equestrian life and

Location of Residence	Age	Kids	Comments/Suggestions on What the District Could do that Would Increase Your Usage of Parks and Recreation Facilities
			access to the facilities. Please save our arena. To improve the park for me, add a round pen. That would be really nice
Don't know/ uncertain	25-34	No	DO NOT get rid of the equine park!
Don't know/ uncertain			Multi use trails including horse riding. Posting of trail rules, i.e. right of way.

Q7. What other recreation facilities, if any, do you use? (other)

What Other Recreation Facilities, if any, do you use? (other)
24 hr fitness
Active Adult Center
Any and all trails- managed and unmanaged. All of us need more trails, esp neighborhood trails.
Arvada Center for the Performing Arts
Arvada Indoor Equestrian Center
Arvada Tennis
Arvada West dog park; Wheat Ridge trail along Clear Creek
Bike trails/lanes
Boulder open space off leash areas
Broomfield P&R
Chatfield State Park
Chester Portsmouth Park
Chuze- swimming and hydro-massage
Clear Creek
Clear Creek RV Park
clear creek trail
Clear Creek Trail
Clear Creek Trail
Clear Creek Trail (Coors-Youngfield-Kipling)
Clement Center
Coors Wellness Center
Core progression, personal training facility Arvada
Denver parks
Ditch trail (dog walking)
DOG PARKS
Earth Treks, Golden
Equestrian facilities
Fossil Trace Golf Club
Golden Rec Center
Golden Rec Center
Golf courses

What Other Recreation Facilities, if any, do you use? (other)
Horseriding
JCOS trails
Jeff Co open space parks and trails
Jeff Co open space parks like Crown Hill
Jeffco Fairgrounds; trail by Coors; Indiana Equestrian
Jeffco open space
Jeffco open space
Jeffco open space
Jeffco Open Space
Jeffco Open Space
Jeffco Open Space
Jeffco Open Space
Jeffco open space trails
Jeffco open space trails/parks (passive rec)
Jeffco Open Space, South Table Mountain
Jeffco open space and parks
Jefferson County open space
North Table Mountain Park
North Table Mountain trails
North/south Table Mountain Trails
Open space
Open space
Open space
Open space
Open space trails
Prospect Horse Arena
River trail along Clear Creek in Golden
Road biking throughout the area
Sidewalks
Small park tucked in Denver West office park
So. and North Table Mtn open space
Softball fields
South and north Table Mtn's trail access points also Tony Grampas Park
South Table
South Table Mountain trails
South Table Mountain trails
State Parks
Tahoe Mtn trails
Tony Grampsas Rec park and dog park
Trails on Mesas
Trails on South Table Mountain
Van Bibber

What Other Recreation Facilities, if any, do you use? (other)
Van Bibber (for biking)
Van Bibber open space
Van Bibber Open Space
Van Bibber open space.
Van Bibber park
Van Bibber trail, Apex trail
White Ranch
White Ranch/Table Mtn trails

Q12. If your child(ren)'s needs are not fulfilled, how can the district improve?

Area	Comments on If Child(ren)'s Needs are not Fulfilled, How the District can Improve
Applewood	Access to swimming pools
Applewood	I just wish we had a pool and programs and the like, but I know we're a small district and that will probably never happen. But wish we at least had a discount with Golden and Wheat Ridge rec centers. The Pumpkin Fest is fun and the kids love it, but so many people come from outside the district, are we wasting our money on them? Or does it make money? Not really into the Santa brunch thing.
Applewood	More things for smaller kids 0-3 years.
Applewood	No children
Applewood	They're pre-teens that do non-traditional recreational activities like rock climbing and mountain biking. They'd use artificial boulders and bike skills parks but not much beyond that.
Fairmount	Better horse trails
Fairmount	Better strengthening, agility, balance, and obstacle courses. An outdoor climbing wall would be a bonus, as would improving the area around the arena to include a training or warm-up round pen.
Fairmount	grandchildren - they like the parks, have to navigate goose poop sometimes
Fairmount	I'd like a more parks. We don't have one within walking district. We have one within biking distance but on a fairly busy road with no sidewalk.
Fairmount	Need something - anything at Prospect Arena. Please?

Q13. Please rate how important the following facilities are to your household. (other)

Importance	Importance of Facilities (other) 1=Not at all important, 5=Very important
5	Ability to reserve indoor space easily, for winter board game play, cards, so you could walk over and be warm and play inside
5	Access to water, lakes, rivers
5	All parks, trails, arenas are important we need even more with the amount of people moving here. Less houses more places to stretch.
5	Any recreation facility/service
5	Apex tennis
5	bathrooms

Importance	Importance of Facilities (other) 1=Not at all important, 5=Very important
5	Bike path
5	Both senior activities scheduled and non scheduled
5	Community Gardens
5	Dog amenities
5	Dog park
5	Dog park
5	Dog park
5	Equestrian facilities
5	Open space trails and land
5	Picnic areas
5	pools
5	Prospect Horse Arena
5	Public pool
5	Rec centers
5	Rec center
5	Sidewalks/3rd to access park safer
5	tennis courts
5	Tony Grampsas
5	Unmanaged trails
4	Bike routes
4	Restrooms
4	Tennis courts
3	more walking trails to connect would be helpful - would also love a walking trail to Applewood as it is close
	dog parks
	Tennis/pickleball
	What is the Prospect Trail? What PRPD activities or programs are there??

Q13. Rate how the following facilities are meeting the needs of your community. (other)

Needs Met	Facility (other) 1=Not at all, 5=Completely
5	Prospect horse Arena needs a round pen
5	We use all surrounding parks, fields, trails, and arenas for different scenes
4	Any
1	pools
1	Some sort of water/splash pad for small children would be a great addition
	I cannot speak to community needs being met
	lap pool

Needs Met	Facility (other) 1=Not at all, 5=Completely
	Love Applewood Park, excited to see the new structure at Maple Grove. The addition at Tanglewood is a bit weak....nice 'trails' for bikes, but not much to play on for the kids. What are the trails mentioned in our district?

Q15. What top three values should PRPD focus on for the long term? (other)

Top Three Values PRPD Should Focus on for the Long Term (other)
A swimming pool in our district
Additional trails
Bike paths along major roads
Bike trails
Communications of available amenities/activities
Dog friendly
dog park
Dog parks added or told about (where). Include off leash dogs but with more monitoring of owners who leave feces in the park.
Equestrian facilities
Family/child focus
Golf
Golf course improvement
Horses/equestrian events
I love the soft running trails, but would love a trail to push my mom's wheelchair around
Improve fishing
Improving the golf course
Increased awareness of programs
Keep Prospect Horse Arena for horse owners
Keep the horse arena
Maintain community character- keep and improve Prospect Arena for equestrian use
Maintaining current amenities
Maintaining historic uses. In particular horse related activities.
Merge with Apex District
Non-vehicular routes to facilities
Parking
Parking, bathrooms, field maintenance
Pickleball courts
Preserving equestrian parks and trails
Providing cross country ski trails
Safe routes to trails and parks
Slow down the traffic instead of heavy trucks speeding through the residence areas
Snow removal on trails and park sidewalks
Stop spending money on stupid surveys

Top Three Values PRPD Should Focus on for the Long Term (other)
The more open space the better
trails
Trails and connections
Trails for Applewood Golf Course!
Upgrading Prospect Arena
Walking trails

Q16. How important is it to allocate resources for improvement to the following outdoor recreation opportunities in Prospect Recreation and Park District over the next 5 to 10 years?

If Indicated "Improved Restrooms," Please Specify Where:
all
All
ALL OUTDOOR FACILITIES
All parks
All parks
Along Clear Creek bikeway
Along trail routes
Along trails
AP in winter
Applewood
Applewood
Applewood Golf Course
Applewood Park
Arbor House
Bike trails/along them
Crestview Park
Everywhere
Everywhere
Fairmount
Fairmount
Fairmount
Fairmount
Fairmount Park
Fairmount Park
Fairmount- port a potty in winter is not enough
Golder Rec
Golf course
Golf course
Golf course

If Indicated "Improved Restrooms," Please Specify Where:
Golf Course (parks)
Handicap
If it's affordable, no pot potties…Maple Grove Park
If needed not familiar with facilities
In general
Maple Grove
Maple Grove
Maple Grove
Maple Grove
Maple Grove
Maple Grove (with the cover it is too dark)
Maple Grove Park
Maple Grove Park
Maple Grove Park, Tanglewood Park, Prospect Park
Maple Grove/Tanglewood
Maple Grove Park
On golf course
Parking area
Parks
Parks
Parks/trails
Playground north of Arena, off 52nd
Prospect
Prospect arena
Prospect Arena
Prospect Arena
Prospect Arena
Prospect Arena
Prospect Arena
Prospect Arena
Prospect Arena
Prospect Arena and Crestview
Prospect Arena and playground
Prospect arena could use a huge upgrade with the fencing, Kendrick cottage arena could use more dirt
Prospect horse arena
Prospect Park
Prospect Park and Arena
South Maple Grove
Strippgen
Tanglewood
Tanglewood North/Maple Grove
Tanglewood Park

If Indicated "Improved Restrooms," Please Specify Where:
Tanglewood Park
Trailheads
Trails
Upgrades
Van Bibber
Van Bibber- better lighting
Various
Wherever there are just port-a-potties
Year Round Tanglewood

Q19. Please indicate which recreation centers you or members of your household currently use:

Recreation Centers Currently Use
24 Hr. Fitness
80th and Federal
Adult Activity Center
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
Apex
APEX
APEX
APEX
APEX
Apex Center
Apex Center and Tennis Center
Apex Ice

Recreation Centers Currently Use
Apex or YMCA
Apex- Arvada
Apex, and Apex Tennis Center
Apex, no longer get rates- why?
Applewood Athletic Club
Applewood Golf Course
Arvada Apex
Broomfield
Chuze
Clement Center
Coors Wellness Center
Coors Wellness Center
Crestview Park
Duncan YMCA
Fairmont Park
Fairmount/Kendrick Cottage, Fairmount Park
Lakewood Cultural Center
none
Whellock
YMCA
YMCA
YMCA
YMCA & Apex
YMCA-Duncan
Golden Pool
I love my Arvada Y, but Golden Rec is closer
Not many can be used
Westminster
YMCA
YMCA in Arvada or any other gyms/pools/multiuse centers in area

Q19. Please indicate which recreation centers you or members of your household <u>would potentially use in the future</u>:

Recreation Centers Potentially use in the Future
80th and Federal
Adult Activity Center
Apex
Apex
Apex
Apex
Apex

Recreation Centers Potentially use in the Future
Apex
Apex
Apex
Apex
Apex
Apex
APEX
APEX
APEX
Apex Center
Apex Center
Apex Center
Apex Center
Apex- Arvada
Applewood Golf Course/additional activities
Arvada Apex
Chuze
Clement Center
Duncan YMCA
Green Mountain Rec Center
Westminster
YMCA
YMCA
YMCA & Apex
YMCA- Arvada starting in January 2019

Q21. Which of the following MOST influences your decision to walk or bike to park and recreation facilities? (other)

Most Influences your Decision to Walk or Bike to Park and Recreation Facilities (other)
Ability to enjoy nature w/o a lot of people
Away from I-70
Equestrian access
Equestrian facilities close to home
Equestrian facility
Secure bike parking
Sidewalks and trails are few and far between

Importance	Other Indoor or Outdoor Facilities to Add, Expand or Improve 1=Not at all important, 5=Very important
5	A rec center
5	Central school
5	Community hall rentals
5	Indoor rec center
5	Keep middle school field and gym
5	Larger dog parks
5	Lighted walking trails
5	More baseball fields
5	Need city growth
5	Our Dog Park could be better - we should try to keep goat heads and sand stickers out of this enviro
5	Paint or pottery weekly event
5	Senior citizen housing
5	Softball
5	Spend money on police
4	a facility for archery/archery range
4	Better fishing Doty Pond
4	Upgrade old Jaycee Building
	Benches at all parks!
	Fix Softball & Waterous Park fields

Q24. What are the best ways for you to receive information on recreation programs, parks, facilities, and services? (other)

Best Information Source (other)
App
App?
Applewood Magazine
Applewood Next Door
Build an app/ mail
By friends or family
Do not use public tax funds for advertising
Hard copy
Instagram! Mailers would work too...I may be dating myself, but mail if fun!
Likes the app idea
Mail
Mail
Mail
Mail box
Mail!
mailing

Best Information Source (other)
Maps
Mobile app, Nextdoor, Facebook
Need more frequently
Nextdoor App
Phone
Post at site, as you have done
Post service
Postcards
US mail
USPS
Word of mouth

Q25. Do you have any further comments about Prospect Recreation and Park District parks, trails, recreation facilities, programs, and services?

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Applewood	25-34	No	A dog run in Applewood Park would be amazing.
Applewood	25-34	No	Bring back Frisbee golf at Applewood Park!
Applewood	25-34	No	Really like the trails around the south table mesa.
Applewood	25-34	Yes	Large fenced off-leash dog parks would be a great addition.
Applewood	35-44	No	Please use the Applewood FB page and Nextdoor
Applewood	35-44	Yes	Are there email blasts? Sports, this or that starting in 8 weeks, sign up now?
Applewood	35-44	Yes	Bike land or path along 32nd from Applewood to Golden would be amazing!
Applewood	35-44	Yes	Focus programs/activities on getting children and adolescents to enjoy outdoors
Applewood	35-44	Yes	I love the small community feel. I love how horses, hikes, runners and walkers all share spaces. This promotes community! Thank you for all that you do to preserve our beautiful area and make it accessible for us to enjoy!
Applewood	35-44	Yes	I really enjoy the outdoor and appreciate the variety and connectivity of the trails
Applewood	35-44	Yes	I would definitely like to be more familiar with what PRPD has to offer
Applewood	35-44	Yes	In general, it's not easy to get around our neighborhood....if we had one wide sidewalk going along Eldridge, that would be huge.
Applewood	35-44	Yes	It would be very helpful to have a bike/ped trail from South Table Mtn into Golden, or a bike path to Golden along W 32nd Ave.
Applewood	35-44	Yes	Nice upgrade to playground equipment at Maple Grove Park. We would love to see tennis courts at Maple Grove Park or Fairmount Park
Applewood	35-44	Yes	Overall, I think PRPD does an excellent job maintaining their parks. I'd love to see more connectivity between parks, partnerships with cities

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
			for programming (preferably WR or Golden) and increased communication.
Applewood	35-44	Yes	Please keep STM and NTM as pristine and undeveloped as possible- thank you for saving Applewood Golf Course!
Applewood	35-44	Yes	Thanks for all you do to keep our community active and beautiful!
Applewood	35-44	Yes	There is a big demand for another pool. A pool at Applewood golf course would be amazing
Applewood	35-44	Yes	We want to see conservation of the open space as a priority. It would be really nice if we had a pool/rec center over here with lap swimming. Our only choices are WR and Golden Rec center for the public. Also, please consider the houses on the east side of Applewood golf course, if you add a connective trail down the maintenance road! The trail is one thing, but DO NOT put up a big fence that blocks houses views! Several golf courses in the area have bike trails that run along golf courses without fences (i.e. the South Platte River Bike Trail that runs along Overland Golf Course, Bear Creek Trail that runs briefly along the Fox Hollow Golf Course, etc.)
Applewood	35-44	Yes	Would an outdoor amphitheater be possible for summer music events?
Applewood	35-44	Yes	Would be great to have an email once a month (no more frequently) that reminds us of the park opportunities and events and maybe a link to the website.
Applewood	45-54	No	Add a dog park
Applewood	45-54	No	Better restrooms- Maple Grove you have to leave the door open when going to the restroom or you can't see. Lower price to rent Arbor House. Bike lanes!!! I'm sick of the near misses trying to go around them.
Applewood	45-54	No	I'm tired of sharing 32nd Ave with bicyclists who drive into this neighborhood to ride along this dangerous road
Applewood	45-54	No	Improve bathroom facilities at Applewood Golf Course
Applewood	45-54	No	More dog friendly locations are critical
Applewood	45-54	No	My household mostly enjoys biking, hiking, and walking. We would enjoy cross country skiing. We voted for the tax increase to buy Applewood Golf Course, so maintaining or improving those facilities is important to us. It's always hard to do so much with limited budgets. Thanks for all you do.
Applewood	45-54	No	Needs wildflowers
Applewood	45-54	No	PRPD is vital to make our lives rich and vibrant. With many new households in our neighborhood, the need for increased pedestrian safety is also vital! Please advocate and collaborate to make our streets safer from traffic
Applewood	45-54	No	Snow removal at Tanlgewood Park, very important to do this consistently after snow falls. Clear Creek Trail is pretty consistent
Applewood	45-54	Yes	A single walking trail around perimeter of Applewood Golf Course would be very good

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Applewood	45-54	Yes	Access to water activities by leasing access to Coors Lake 32nd and McIntyre
Applewood	45-54	Yes	Develop more non-golfing activities and opportunities at Applewood Golf Course.
Applewood	45-54	Yes	I really like PRPD-saving Applewood Golf Course, ease with park rentals, nice, clean parks/facilities, community involvement, etc.
Applewood	45-54	Yes	In general I think PRPD does a great job! I would like to see better bathroom facilities at the parks, and it would be nice if there were safer biking opportunities that were easier to get to from home. I would also love to see some lighted tennis courts at at least one facility nearby.
Applewood	45-54	Yes	Keep Applewood great- eclectic, unique - stop letting builders develop cookie cutter, track homes. Ruining our cool look!
Applewood	45-54	Yes	Not sure where but dog park would be beneficial
Applewood	45-54	Yes	Please add a safe bike path on 32nd west of McIntyre and the town of Golden
Applewood	45-54	Yes	Please conserve South Table Mesa!
Applewood	45-54	Yes	The parks are kept super well, almost too well!!!
Applewood	55-64	No	Any possibility of adding tennis courts back to the Applewood GC site?
Applewood	55-64	No	Continue being a small, efficient organization
Applewood	55-64	No	Didn't realize PRPD had so many facilities and programs/events!! Parks are well maintained and staff is friendly- although things appear a bit under staffed at times
Applewood	55-64	No	I am so glad I live here; thank you for doing this.
Applewood	55-64	No	I hate Nazi like park rangers
Applewood	55-64	No	I love the Arbor House!
Applewood	55-64	No	I love the progress we've made in the last 25+ years
Applewood	55-64	No	I use the Applewood Park path for running and dog walks. Along the north portion of the path, adjacent to the Applewood Athletic Club property, trees and bushes now cover more than half the path. Please trim them
Applewood	55-64	No	I would like to see safer road biking trails from Applewood to Clear Creek Trail via McIntyre- road is too narrow on W 32nd Avenue.
Applewood	55-64	No	I would like unpaved trails such as those on South Table Mountain to be left mostly as-is, not widened, flattened, and covered with gravel. Such work ruins the feel of the mountain, the feel of hiking or biking on it. In my view, recent trail work on North Table ruined them for me, I'll no longer ride or hike there. Not every trail needs to be accessible by wheelchair, or by couch potato.
Applewood	55-64	No	I'm impressed that PRPD hired a firm to help them understand their user group better
Applewood	55-64	No	I've noticed increase in homeless/transient people and shopping carts along Clear Creek Trail and in parking lot off of McIntyre. Would like to see a uniformed bike patrol along trail as well as drive by from Jeffco Sheriff Dept.

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Applewood	55-64	No	Keep it natural for the animals
Applewood	55-64	No	Keep up the good work!
Applewood	55-64	No	Keep up the good work!
Applewood	55-64	No	Keep up the good work, love the grass for lunch, ultimate frisbee at Tanglewood
Applewood	55-64	No	Keep up the great work you do!!
Applewood	55-64	No	Overall great job
Applewood	55-64	No	Skateboard Park (area) would be good for younger teens
Applewood	55-64	No	So glad the golf course was NOT developed! It is a wonderful community asset, but needs better maintenance, better greens keeping, repair cart paths. It is in need of some serious upkeep given the amount of use.
Applewood	55-64	No	Thank you for everything you folks do for our great community! Focus on conservation and natural areas rather than developed facilities.
Applewood	55-64	No	Thank you for reaching out to the members of the community!
Applewood	55-64	No	Thanks for all you do!
Applewood	55-64	No	The need for direct access to Clear Creek from 32nd Avenue is very important. We can't rely on the development to offer access through their facilities and it is not safe to have bikes in pedestrian areas. A trail on the east side of the golf course to the creek without going through the commercial development is required. A trail with fencing on both sides accessing the creek trail is preferred to no direct trail to the creek.
Applewood	55-64	No	Very impressed with overall park maintenance
Applewood	55-64	No	We need direct biking access to the Clear Creek Trail without going through the planned development. Put a trail behind stores if need, but we don't need to get routed into a bunch of pedestrians. That is dangerous for both bikers and pedestrians. We can't rely on a developer to give us access to bike trails. Work on Coors to give us direct access if needed.
Applewood	55-64	No	We really enjoy what is available and use it very frequently. Would like to see more trail connectivity for biking and natural trails for hiking.
Applewood	55-64	No	Well kept parks, wish there was a swim pool
Applewood	55-64	No	You've always done a great job
Applewood	55-64	Yes	Buy, add, develop more trails- all areas, esp neighborhood. Make as many connected trails as possible.
Applewood	55-64	Yes	Shay is wonderful to work with! She's amazing!
Applewood	55-64	Yes	We raised our taxes for golf course and we hope to see trails soon!
Applewood	55-64	Yes	While I marked some things not as important to my family, that is largely a function of my kids' ages. When they were younger we immensely appreciated the planned parks, playgrounds, and events at East, Halloween, etc.
Applewood	65-74	No	Continue making improvements to Applewood Golf Course and improving access to and safety of playgrounds. Promote use of facilities like Arbor House widely.

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Applewood	65-74	No	Do not make more parks, we have enough parks in our area
Applewood	65-74	No	How about a once-a-year mailing that shows all the services and properties
Applewood	65-74	No	I have lived here 30+ years and am very impressed with the continual improvements (especially Tanglewood and Applewood Park). These are close and I use them daily
Applewood	65-74	No	I use Applewood Park almost daily and the path gets muddy. It needs to have path material (small gravel) added often. None has been added in a long time. Also a dog park is needed somewhere.
Applewood	65-74	No	I value them all greatly. More so when I had kids at home but still enjoy them.
Applewood	65-74	No	Keep up the good work!
Applewood	65-74	No	Keep up the good work!!!
Applewood	65-74	No	Keep up the good work, it keeps getting better.
Applewood	65-74	No	Looking forward to the new playground at Maple Grove Park
Applewood	65-74	No	Love the Arbor House, would like to see something like that but with a range in the kitchen. Great facility!
Applewood	65-74	No	Never see many of the facilities, parks, playgrounds used by community. A lot of tax payer funds used to provide for district for very few people using them!
Applewood	65-74	No	No- thank you for the opportunity to participate
Applewood	65-74	No	Over the 40 years we've lived in the district, park maintenance is greatly improved. Also lighting has meant fewer night time problems
Applewood	65-74	No	Overall PRPD is doing a great job
Applewood	65-74	No	PRPD is a great district, love your management team
Applewood	65-74	No	Sidewalk or foot path from Applewood Mesa to Maple Grove Park is needed
Applewood	65-74	No	We are afraid of the effects Clear Creek development will have on the quality of our natural environment and trails
Applewood	65-74	No	We really need off leash areas with trails for dog walkers. Boulder Open Space is making it work!
Applewood	65-74	No	When is next meeting? We want to come
Applewood	65-74	No	You are to be congratulated in your interest in improving parks and trails
Applewood	65-74		I wish there were some items that addressed preservation of wildlife in this area and especially along Clear Creek. It is important to make a plan to decrease disturbing birds, reptiles, mammals, etc., that have inhabited these areas forever. Noise, pollution, trails (that divide habitat), lights, pesticides all harm them. I may have missed it, but it seems that existing wildlife are not even considered in your survey.
Applewood	65-74		Applewood Park is pretty close and it's a nice park. Lights on trail are good, I wish for more lights for safety. Things are changing in our neighborhoods.

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Applewood	75+	No	At ages 92 and 89, with health issues, we no longer are able to use the facilities of PRPD
Applewood	75+	No	Because of my age, I do not have a need to use parks or trails
Applewood	75+	No	Enforce bicycle speed limits; publish maps with trail distances; have specific trails for walkers and runners, no bikes; keep scooters, esp motorized off these trails too
Applewood	75+	No	Generally, I think PRPD does a very good job of maintaining
Applewood	75+	No	Great job especially obtaining Applewood Golf Course!
Applewood	75+	No	I have always been impressed with Prospect parks, etc.; used some with kids, grandkids, wonderful opportunities for all. Thank you for helping our neighborhood save the golf course- we don't use it, but sure fought to save it!
Applewood	75+	No	I think PRPD adds greatly to the quality of life here
Applewood	75+	No	I think the park services in this area are very good. Continue to acquire open space property!!!
Applewood	75+	No	I would use the golf course more if it was better as far as the fairways and greens
Applewood	75+	No	Just keep up the good work! Thanks for saving Applewood Golf Course.
Applewood	75+	No	Need more services and easier access for handicap
Applewood	75+	No	One park with paved trails would help disabled; PPD parks are well maintained
Applewood	75+	No	One summer activity I hope will not be stopped is youngsters (with parents if very young or an adult) riding down Clear Creek, shooting some rapids on their rubber rafts. The area is kept clean and safe! Hope parks and recreation will continue to support this area!!
Applewood	75+	No	Parks and open spaces are very important to the community
Applewood	75+	No	Think you're doing a very good job
Applewood	75+	No	Trail and park connectivity need to be greatly improved additional park land needs to be acquired
Applewood	75+	No	We have 5 young grandchildren- enjoy taking them to parks, especially Applewood Park. Three grandkids attended multiple youth golf camps last summer at Applewood Golf Course- excellent program and will do it again in 2019.
Applewood	75+	No	We voted to support taxes for saving the golf course from development. We are grateful that we have these parks and open space, trails, etc.
Applewood	75+	No	When I walk at other trails, bikers and pedestrians do not mix. Bikers do not warn walkers of their approach. Please don't mix the two.
Applewood	75+	No	You do a great job balancing open space and other recreational activities
Applewood	75+	Yes	Great job so far!
Applewood		No	Surveys like this are a waste of capital
Fairmount	25-34	No	The equestrian facilities have been a major part of this community for years. Please do not take away or decrease the size of any arenas.

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
			Without the arenas the horse community will have few free places we can ride.
Fairmount	25-34	No	We love the parks, particularly Fairmount Park. We play tennis a lot and would LOVE to have more tennis courts. Improved biking paths through the district are crucial as well.
Fairmount	25-34	Yes	Fall Festival is amazing and a big hit with my family and friends every year
Fairmount	25-34	Yes	I enjoy how close Applewood Golf Course is, but it is in need of some MAJOR TLC. With the current price point, I'd rather spend my money at a course that is taken care of!
Fairmount	25-34	Yes	Prospect Park & Arena is in my backyard. We moved here to be close to the equestrian facilities and because of the semi-rural feel of the neighborhood. Our preference is that this continues to be a neighborhood park rather than a destination park that would significantly increase traffic in the neighborhood. In addition, the cul-de-sac near 54th and Deframe CAN NOT handle the traffic that would be generated by parking facilities in the cul-de-sac, and we do NOT want asphalt/parking behind our home. The equestrian facility must remain at Prospect Park and Arena and the district should seek out input for the facility from those who utilize it. Some must haves include: standard rodeo size arena, water for the horses, shaded bleachers/stands, plenty of trailer parking and room to turn around a trailer, tables/picnic area (preferably shaded), arena that is regularly dragged to maintain the qualify of dirt, a holding pen for extra horses, and a round pen for exercising the horses. I would suggest putting all the activities that require driving to the facility (arena, park, picnic pavilions, etc. nearer 52nd for traffic purposes. The northern part of the park could consist of trails, natural play obstacles, natural art, etc.
Fairmount	25-34	Yes	Working with the county perhaps go get more walking friendly roads/trails to current prospect park facilities.
Fairmount	35-44	No	Generally a good job but information requires some digging
Fairmount	35-44	No	Need to add clear horse trailer parking at Fairmount Park- no way to arena without crossing turf. No safe routes to ride bikes/horses/walk to parks and facilities
Fairmount	35-44	Yes	A small bike park would be nice at Van Bibber
Fairmount	35-44	Yes	Better connectivity and safer access via trails and sidewalks are necessary to fully enjoy the PRPD assets. Can the district secure or "use" easement from the various canal owners to allow for legal use of canal trails?
Fairmount	35-44	Yes	Keep the horse arena and improve it. Do not put in a dog park. Maintain well what you have now. Sidewalks would be nice, but I don't think you're in charge of that
Fairmount	35-44	Yes	Love the Pumpkin fest!
Fairmount	35-44	Yes	No, thanks for asking for feedback!

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Fairmount	35-44	Yes	Please keep and improve playground at Prospect Arena. Please add more sidewalks and trails to Fairmount Area- must have along 52nd Ave- the whole way
Fairmount	35-44	Yes	Well, the good news is that there's lots of room for improvement!
Fairmount	35-44	Yes	You guys are awesome! Thank you for working on this!
Fairmount	35-44	Yes	You MUST put in more parking at Fairmount. You have the entire SW you could use! Even a dirt lot would be better than nothing!
Fairmount	45-54	No	Although I don't use the parks and rec facilities a lot, I do believe they are important to communities and support improvement. This coming year I plan to utilize them a lot more. Thank you!
Fairmount	45-54	No	At the Prospect Arena meeting, there was a list of qualities of the neighborhood- over 80% of people have dogs, yet Prospect Rec District has little in the plans to reach out to these homeowners. Why not reach out to AKC or other organizations to see if Prospect can partner with groups that do dog agility, games, and events?
Fairmount	45-54	No	Develop an app, create and then use DAILY social media accounts at Twitter, Facebook, and Instagram. Encourage residents to send or share photos of themselves at the parks or trails or events.
Fairmount	45-54	No	Keep locations clean, in good repair and everyone is happy. Patrolled to keep out riff-raff/vandals and maintained. Connecting them for less on-road travel is good. Mostly we've lived here 7 years and don't know about them
Fairmount	45-54	No	Very much needed! Please do not change the equestrian riding area at Prospect Park
Fairmount	45-54	No	Would love some easy access parking and easy access trails and maps, for seniors, and bar-b-q's by river/lanes. Would love access to top of North and South Table Mountain
Fairmount	45-54	Yes	Connect trails. Should be able to move down McIntryre with trails, connect to Van Bibber. Create shoulders- plan growth
Fairmount	45-54	Yes	Continue to invest in cultural parks, look to future acquisitions of open space off/near Easley Road.
Fairmount	45-54	Yes	I feel there are ample parks in Arvada that address a variety of desires, but Prospect Arena is a one-of-a-kind resource that is imperative to keep/upgrade for the horse owners/lovers of this area, for both pleasure and property values
Fairmount	45-54	Yes	Improve the existing facilities at Prospect Arena for equestrian use. Do not add more fields or facilities that would add more congestion and noise to the community. Add/improve dirt trails
Fairmount	45-54	Yes	Keep Prospect Horse Arena. It is a special part of this area & I'd hate to see it go. It is part of the appeal to the area & is unique. There aren't many places like it anymore.
Fairmount	45-54	Yes	Please keep our dark skies in mind- light pollution is killing our stars! We don't need overuse of lights, floodlamps, etc. Please use low output LED's.

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Fairmount	45-54	Yes	Roland isn't selling adjacent property! No matter what update and add equestrian access
Fairmount	45-54	Yes	Thank you for servicing all the parks. Our family truly enjoys living here and we're very blessed to live where we do. We would use the facilities more if there were more safe routes to bike with 6-8 year old children.
Fairmount	45-54	Yes	The maintenance crew does a nice job. It's difficult to find job opening
Fairmount	45-54	Yes	This area could really use some public outdoor pools.
Fairmount	45-54	Yes	We don't know where these facilities are! W/o sidewalks in some areas it is difficult to walk or bike to facilities. Would LOVE to be able to access the area around Applewood Golf Course and maybe they can find a sledding hill there! Love the Pumpkin Fes
Fairmount	45-54	Yes	We love the parks and open spaces, there are a lot of users. Thank you for all you do for our family and community!
Fairmount	55-64	No	Big cyclist- any items relating to paved and unpaved trails is important to me
Fairmount	55-64	No	Doing a great job with available resources!
Fairmount	55-64	No	Doing great job- just need to take care of growing population
Fairmount	55-64	No	Don't forget open space!
Fairmount	55-64	No	Focus on open space and conservation, maintenance of existing facilities
Fairmount	55-64	No	I'm retired so I use the trails (cc) and parks a lot for running and exercise. I've seen huge use on NTM in the last six years I've lived here. I don't go to NTM as much as I used to because of the growth.
Fairmount	55-64	No	It would be nice if you would finish the north section of Crestview as it serves no purpose at this time and is an eyesore for the surrounding community
Fairmount	55-64	No	It would be wonderful if an equestrian could ride from Van Bibber open space on a safe, continuous made for horses trail to North Table Mountain trails.
Fairmount	55-64	No	Like what you are doing, looking forward to the addition of Applewood, hope you will make it easily accessible to walk/bike. I live about a mile and a half a way, but there is no trail currently - have to drive, or risk being hit on McIntyre. Would also love if Applewood could provide access to the lake that is north of the clubhouse. Even just for walking around, better yet boating and swimming
Fairmount	55-64	No	Need to purchase more smaller areas (5-10 area) for open space. Fairmount is quickly losing its rural feel due to every empty small parcel being developed. Need more open spaces between areas and neighborhoods. Please!
Fairmount	55-64	No	Off leash dog park needed in Applewood area
Fairmount	55-64	No	Please don't build facilities that increase parking issues or in neighborhoods- e.g. Jeffco putting in fields at 52nd Ave and McIntyre! An eyesore and bad option
Fairmount	55-64	No	Please let us know about the Strippgen property-thanks!

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Fairmount	55-64	No	Stop using only soccer as the focus, esp with already subsidized Rooney Rd regional field
Fairmount	55-64	No	Thank you for distributing this survey! We've had good interactions with staff and rental facilities have been affordable. We've been happy!
Fairmount	55-64	No	Thanks for all the hard work!
Fairmount	55-64	No	Through taking this survey, I realize that I have little familiarity with the district, aside from facilities I have actually used. Since we don't have exercise or other classes (let's face it -- we're too small) there is no regular contact with resources.
Fairmount	55-64	No	We have lived in Fairmount for 16 years. I don't know where the other facilities are, other than Applewood Golf Course.
Fairmount	55-64	Yes	I would like to see improvements to Applewood Golf Course with discounts to PRPD residents to encourage participation
Fairmount	55-64	Yes	I'd like to see limited use by dog owners, especially those who don't clean up their dog crap
Fairmount	55-64	Yes	SO pleased for your efforts at making this a great community!
Fairmount	55-64		Add Fossile Trace Golf Course
Fairmount	65-74	No	I love the arena at Fairmount Park, but it could use better maintenance i.e. better footing and grading. Maybe a little bigger. It seems to get a lot of use so I hope it stays forever.
Fairmount	65-74	No	I love the exercise equipment at Fairmount Parks! Our daily walks through and around the park start our day on the right food
Fairmount	65-74	No	I see a lot of money spend on facilities with very little use
Fairmount	65-74	No	I think your group does a great job doing what you do
Fairmount	65-74	No	I would like to see parks remain as neutral as possible with clean restrooms, trails/paths, well kept playgrounds and open fields (lighting) and really enjoy Fairmount Park - something for everyone
Fairmount	65-74	No	Increase hours of use for the Wheat Ridge Recreation Center. It is very crowded and late hours would be beneficial for those who can't come during those busy hours. Thanks for seeking out comments on your provided facilities.
Fairmount	65-74	No	Keep up the good work
Fairmount	65-74	No	Love the community we live in. Would love a pickleball court and more participants.
Fairmount	65-74	No	My property is next to the park. There are two huge elm tress on property line park and mine. They need to be cut down, being a Senior I cannot afford to cut it down. The park should at least trim it way down but you will not do anything about it until a big branch falls on my building. 4435 Holman St.
Fairmount	65-74	No	Need maps, guides, descriptions of all the amenities. Access from 50th and McIntyre to Clear Creek bike trail is dangerous
Fairmount	65-74	No	Open off-leash dog park areas are a need

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
Fairmount	65-74	No	Please get rid of the rusty and dangerous junk consisting of old farm machinery from whatever park is located on 52nd Ave between Coors and Eldredge!
Fairmount	65-74	No	The most pressing problem in the district is the lack of sidewalk and trail access. Heck, you cant even walk along 44th Avenue from Ward Road westward because there are NO SIDEWALKS! There are no trails to connect the district to the existing Clear Creek Trail! There are no sidewalks OR trails to connect the district facilities to each other and our homes. Access is the current most obvious district problem. After that, add some useful facilities like tennis and pickle ball. But without access . . .
Fairmount	65-74	No	Too many people- can't enjoy what we moved here for
Fairmount	65-74	No	Trail maps!
Fairmount	65-74	No	We recently rented Kendrick Cottage for moms 90th birthday. There needs to be some major cleaning of walls and base boards in the cottage. The mop needs to be replaced with one that is workable. It was horrible trying to mop the floors with what was available to do a good job. BUT...We left it better than we found it! We are really interested in getting a pickleball court in our community, it is an up and coming activity for seniors.
Fairmount	65-74	No	What we would like MOST is to have the Fairmount Trail connected through to the Van Bibber Trail!!!
Fairmount	65-74	No	When parks are reserved/scheduled for major events (dog show and competitions, car shows, etc.) it would be very helpful to be made aware of them beforehand
Fairmount	65-74	No	While the leadership by PRPD in saving the golf course property from development will always stand as it's greatest accomplishment, it is important to note that every one of the PRPD sites retaining an intrinsic and inestimable value to this community.
Fairmount	65-74	Yes	Upgrade equestrian facilities and keep country flavor of the district
Fairmount	75+	No	Concentrate on preservation of sustainable open space
Fairmount	75+	No	Great job on acquiring Applewood Golf Course Arbor House and Kendrick Cottage lovely facilities
Fairmount	75+	No	How about dog parks?
Fairmount	75+	No	Make 2 districts- that river is a problem
Fairmount	75+	No	Please care for the environment and earth's well being
Fairmount	75+	Yes	Keep up the good work
Fairmount		No	Increase newsletter availability
Fairmount		Yes	Do people have to bring an ID to participate? We need to have programs and be more localized so we can get to know our true neighbors. Let people know when you'll be marketing an event to neighbors only (w/in a certain radius)
Fairmount		Yes	Many non-equestrians comment (without solicitation) that they enjoy the sign of horses in the neighborhood. This includes those to the east

Location of Residence	Age	Kids	Comments on PRPD Parks, Trails, Recreation Facilities, Programs, and Services
			of Prospect Arena- this survey does not address this. Not all parks must have but good info on which ones would
Fairmount		Yes	Please keep The Equestrian Prospect Arena 13805 West 52nd Avenue, Arvada 80002. Improvements such as a round pen would be great. There are so few equestrian facilities. Please don't close anymore. There are plenty of parks, soccer fields ECT. Jefferson County needs to continue to recognize the importance of all people in the community. Including horse owners.

Appendix C: GRASP® LOS Analysis

GRASP® History and Methodology

A. GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

GRASP® Level of service (LOS): the extent to which a recreation system provides a community access to recreational assets and amenities

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tool, which has been tested for reliability and validity, has been used to conduct inventories of more than 100 park systems nationwide over the past 16 years.

Low-score component: a component given a GRASP® score of “1” or “0” as it fails to meet expectations

Lower-service area: an area of a city that has some GRASP® level of service but falls below the minimum standard threshold for overall level of service

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others

No-service area: an area of a city with no GRASP® level of service

Perspective: a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how well a community is served by a given set of recreational assets

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

Recreational trail: a soft or hard surface trail intended mostly for leisure and enjoyment of resources. Typically passes through park lands or natural areas and usually falls to parks and recreation professionals for planning and management.

Service area: all or part of a catchment area ascribed a GRASP® score that reflects level of service provided by a recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

Trail network: a part of a greater trail system within which major barrier crossings have been addressed and all trails are functionally connected by such things as crosswalks, pedestrian underpasses, and/or bridges. Typically separated from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

Transportation trail: a hard surface trail, such as a city sidewalk, intended mostly for utility in traveling from one place to another in a community or region. Typically runs outside of park lands and is managed by Public Works or another city utility department.

B. GRASP® Components and Definitions

GRASP® Outdoor Component List

GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses, etc. Type specified in comments.
Amusement Ride	Carousel, train, go carts, bumper cars, or other ride upon features. Has an operator and controlled access.
Aquatics, Complex	A facility that has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A man-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A man-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for the purpose of interacton with moving water.
Aquatics, Therapy Pool	A temperature controlled pool intended for rehabilitation and therapy.
Basketball Court	Describes a dedicated full sized outdoor court with two goals.
Basketball, Practice	Describes a basketball goal for half-court play or practice. Includes goals in spaces associated with other uses.
Batting Cage	A stand-alone facility that has pitching machines and restricted entry.

Bike Complex	A facility that accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use. Can be constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course, etc.
Camping, Defined	Defined campsites that may include a variety of facilities such as restrooms, picnic tables, water supply, etc. Quantity based on official agency count. For use only if quantity of sites is available. "Camping, Undefined" for other instances.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in informal and/or undefined sites. Receives a quantity of one for each park or other location.
Climbing, Designated	A designated natural or man-made facility provided and/or managed by an agency for the purpose of recreation climbing not limited to childs play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Receives a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Describes softball and baseball fields of all kinds suitable for organized diamond sport games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Multiple ballfields at a single location suitable for tournaments.
Diamond Field, Practice	Describes any size of grassy area used for practice. Distinguished from ballfield in that it doesn't lend itself to organized diamond sport games. Distinguished from open turf by the presence of a backstop.
Disc Golf	Describes a designated area that is used for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area designated specifically as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or historic features that provide an educational, cultural, or historic experience. Receives a quantity of one for each contiguous site. Distinguished from public art by presence of interpretive signs or other information.
Equestrian Facility	Area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event including amphitheater, band shell, stage, etc.
Fitness Course	One or more features intended for personal fitness activities. Receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad including bocce, shuffleboard, lawn bowling, etc. Type specified in comments. Quantity counted per court.

Garden, Community	Describes any garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	Describes any garden area that is designed and maintained to provide a focal point or destination including a rose garden, fern garden, native plant garden, wildlife/habitat garden, arboretum, etc.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended for use as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink built specifically for ice hockey games and practice. General ice skating included in "Winter Sport".
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or for leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A paved area that is painted with games such as hopscotch, 4 square, tetherball, etc. Often found in school yards. As distinguished from "Games Court " which is typically single use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	Active or passive component that does not fall under any other component definition. Specified in comments.
Passive Node	A place that is designed to create a pause or special focus within a park and includes seating areas, plazas, overlooks, etc. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Individual picnic tables are accounted for as Comfort and Convenience modifiers.
Playground, Destination	Playground that attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.

Playground, Local	Playground that is intended to serve the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in single location suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sport game such as soccer, football, lacrosse, rugby, and field hockey. Approximate field size is 180' x 300' (60 x 100 yards). Field may have goals and lining specific to a certain sport that may change with permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sport game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of rectangular field sports. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sport game. Accommodates at least one youth field sport game. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated whether or not benches or picnic tables are provided. Lack of seating may be addressed in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating, etc. May or may not allow free-style biking. May be associated with a playground but is not part of it. Dedicated bike facilities are categorized as "Bike Course".
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating, etc. Attracts users from the entire community. May or may not allow free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice and/or competitive target activities. Type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One standard regulation court suitable for recreation and/or competitive play. Quick Start or other non-standard types specified in comments.

Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, that is separated from the road and provides recreational opportunities or connection to walkers, bikers, roller bladers and equestrian users. Paths that make a circuit within a single site are "Loop Walks".
Trail, Primitive	A trail, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibilty standards.
Trail, Water	A river, stream, canal or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point. May include restrooms, an information kiosk, parking, drinking water, trash receptacles, seating, etc.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. Type specified in comments.
Water Access, Developed	A developed water access point. Includes docks, piers, kayak courses, boat ramps, fishing facilites, etc. Specified in comments including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives quantity of one for each contiguous site.
Water Feature	A passive water-based amenity that provides a visual focal point. Includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, nordic ski area, sledding hill, toboggan run, recreational ice, etc. Type specified in comments.

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room designed specifically as a performance/lecture space that includes a built-in stage, seating, and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built in secure entry and cabinets, a small toilet, designated outdoor play area, etc. Intended for short-term child watch or half or full day preschool use.

Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with commercial kitchen and no waiter services.
Food - Full Service	Staffed food service with commercial kitchen and dining room with waiter services.
Food - Vending	Non-staffed area with vending machines and/or self-service food options.
Gallery/Exhibits	A space intended for display of art, interpretive information, or other type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	Active recreation space that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	Kitchen that meets local codes for commercial preparation food services.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A space that can host a variety of activities including events, classes, meetings, banquets, medical or or therapeutic uses, etc. Also includes rooms or areas designated or intended to be used as games rooms, libraries, or lounges. Rooms may be be dividable.
Patio/Outdoor Seating	An outdoor space or seating area designed to be used exclusively in conjunction with an indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts, etc. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy.
May be steam or dry heat.	
Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location. Includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation and ceiling heights appropriate for high intensity workouts.
Woodshop	A rooms with wood-working equipment that contains an adequate power supply and ventilation.
Note: Any component from the outdoor component list may be included as an indoor component	

C. Inventory Methods and Process

A detailed GIS (Geographic Information System) inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labelled.

Next, the team conducted field visits to confirm or revise preliminary data, make notes regarding sites or assets, and develop an understanding of the system. Each component was evaluated to ensure it was serving its intended function. Any components in need of refurbishment, replacement, or removal were noted.

Site comfort and convenience amenities such as shade, drinking fountains, restrooms, etc., called modifiers were also recorded.

The following information was collected during site visits:

- Component type and geo-location
- Component functionality
    - Assessment scoring is based on condition, size, site capacity, and overall quality. The inventory team used the following three tier rating system to evaluate these:
        1 = Below Expectations
        2 = Meets Expectations
        3 = Exceeds Expectations
- Site modifiers
- Site design and ambiance
- Site photos
- General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. The following three tier rating system was used to evaluate these:

1 = Below Expectations
2 = Meets Expectations
3 = Exceeds Expectations

Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site that are easily overlooked. Not all parks are created equal and the quality of a user's experience may be determined by their surroundings. For example, the GRASP® system acknowledges the important differences between these identical playground structures:

In addition to scoring components, each park site or indoor facility is assessed for its comfort, convenience, and ambient qualities. This includes the availability amenities such as restrooms, drinking water, shade, scenery, etc. These modifier values serve to enhance or amplify component scores at any given location.

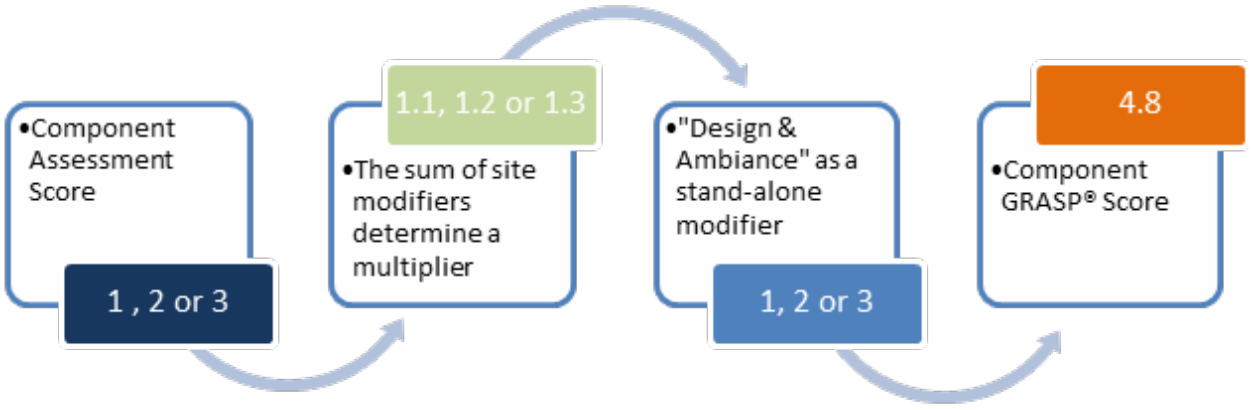
Information collected during the site visit was then compiled. Corrections and comparisons were made in the GIS dataset. The inventory was then sent to members of the project team for additional revisions in an "Inventory Review Packet." This review packet consisted of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

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

D. Composite-Values Level of Service Analysis Methodology

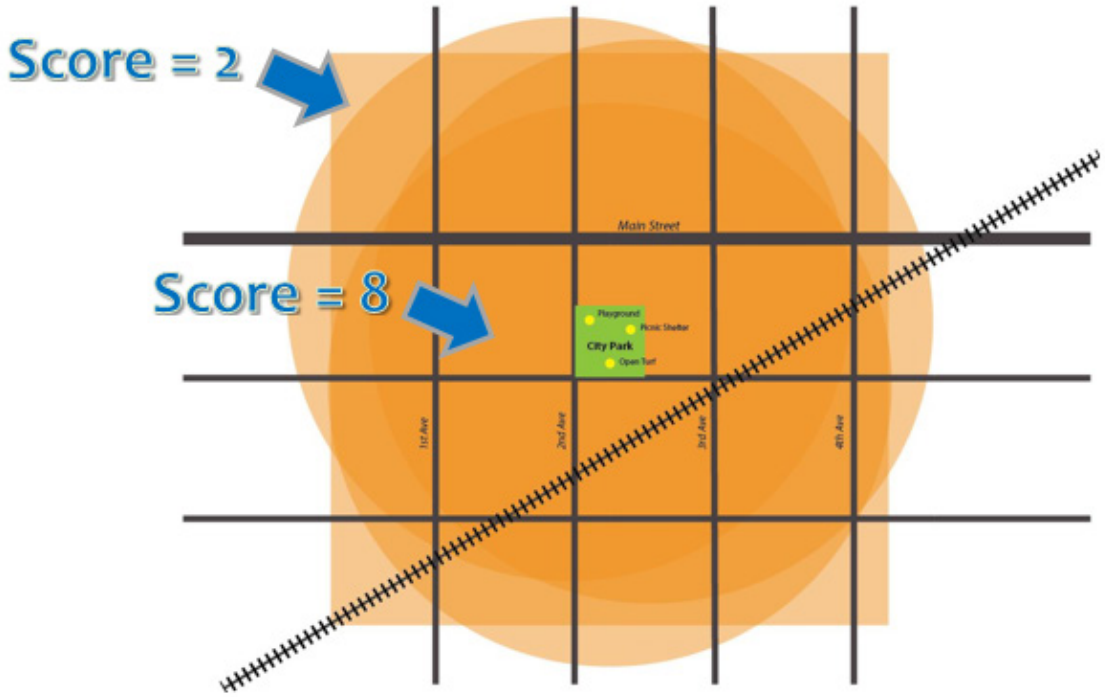
GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a GRASP® Score. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm is used to calculate scoring totals, accounting for both component and modifier scores, for every park and facility in the inventory. The resulting scores reflect the overall value of that site. Scores for each inventory site and its components may be found in the Final Inventory Atlas, a supplemental document.



Catchment Areas
Catchment areas, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

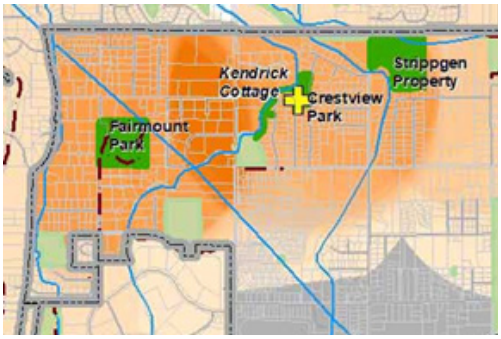
Perspectives
When service areas for multiple components are plotted on a map, a picture emerges that represents the cumulative level of service provided by that set of components in a geographic area.



This example graphic illustrates the GRASP® process assuming all three components and the park boundary itself, are scored a "2." The overlap of their service areas yields higher or lower overall scores for different parts of a study area.

On a map, darker shades result from the overlap of multiple service area and indicate areas served by more and/or higher quality components. For any given spot, there is a GRASP® Value for that reflects cumulative scoring for nearby assets. The following image provides an example.

Example of GRASP® Level of Service (LOS)



E. Brief History of Level of Service Analysis

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

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

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

Sources:
David N. Ammons, Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards, 2nd Ed., 2002
Roger A. Lancaster (Ed.), Recreation, Park and Open Space Standards and Guidelines (Alexandria, VA: National
Recreation and Park Association, 1983), pp. 56-57.
James D. Mertes and James R. Hall, Park, Recreation, Open Space and Greenways Guidelines, (Alexandria, VA:
National Recreation and Park Association, 1996), pp. 94-103.

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

- Does "developed acreage" include golf courses"? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it's an urban land-locked community? What if it's a small town surrounded by open Federal lands?
- What about quality and condition? What if there's a bunch of ballfields, but they haven't been maintained in the last ten years?
- And many other questions….

F. GRASP® (Geo-Referenced Amenities Standards Program)

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

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

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

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

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

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

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

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

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

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

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

G. Making Justifiable Decisions

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

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

Walkability

Walkability is an important consideration in recreation these days. Various walkability metrics and methodologies have emerged to assist park and recreation managers and planners in understanding this dynamic. These include:

- Walk score
- Walkability TM
- Walkonomics
- RateMy Street
- Walkability App
- Safe Routes to Parks
- Safe Routes to Play
- Safe Routes to School
- Sidewalk and Walkability Inventory

It is important to take bicycle and public transportation users into account as well as pedestrians. The concept of "complete streets" refers to a built environment that serves various types of users of varying age and ability. Many associations and organizations provide guidance on best practices in developing walkable and bikeable complete streets infrastructure. One such entity, the Association of Pedestrian and Bicycle Professionals (APBP, www.apbp.org) actively promotes complete streets in cities around the country. Another such organization, the National Association of City Transportation Officials (NACTO, www.nacto.org) recently released the NACTO Urban Street Design Guide which provides a full understanding of complete streets based on successful strategies employed in various North American cities. This most comprehensive reference on the topic is a valuable resource for all stakeholders involved in city planning and will likely prove to be a critical reference in building the cities of tomorrow.

GPRED
Research, Education, and Development for Health, Recreation, and Land Agencies
www.GPRED.org

RESEARCH BRIEFS
2014-#1

Walkability Standards:

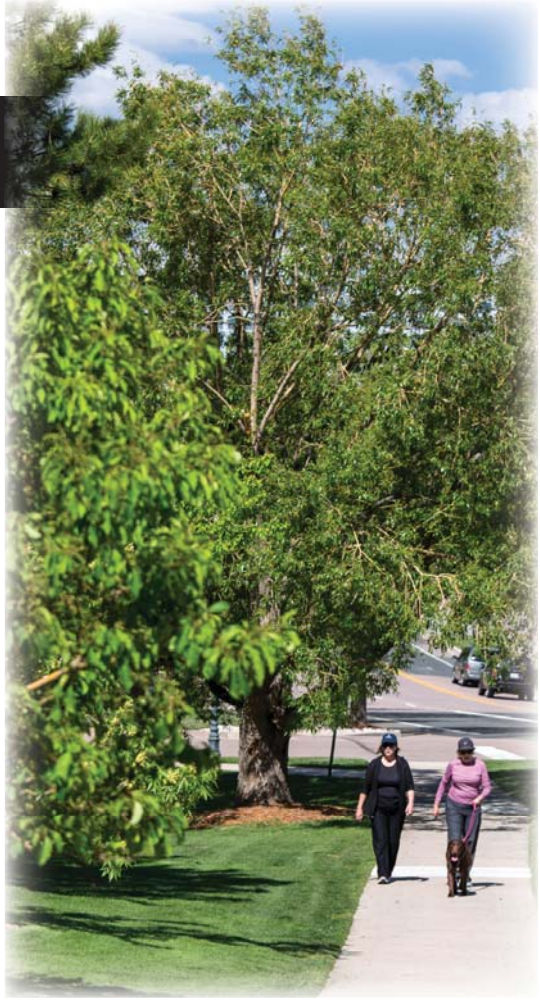
a test of common assumptions related to walkable access

Robby Layton, FASLA, PLA, CPRP

October 28, 2014

Abstract

The increasing interest in walking as a healthy and sustainable means of getting around highlights a need to fill the gaps in what is known about walking as a form of transportation. Planners have traditionally relied on normative standards rather than ones based on evidence to determine time and distance relationships associated with walkability. This paper reports the results of an activity designed to test basic assumptions about walking speed and distance in the built environment and provides suggested guidelines for use in planning for walkability.



Introduction

Determining how far apart to space things like parks, trails and transit stops has a direct bearing on the cost of providing such services to the public. Placing facilities too far away may discourage people from using them, while spacing them too close together is inefficient. It is important to get it right.

Parks are a good example. Providing parks within walking distance of people's homes has long been a basic principle of urban planning. But serious study of the relationship between walking and parks has been lacking, so planners have relied on general practices and rules of thumb, rather than standards based on research. The increasing emphasis of walking as a viable and desirable means of transportation highlights a need to fill the gaps in what is known about walking as it relates to parks and other destinations. Questions such as how far and how fast people walk; what influences their choices of when to walk and where to walk; and other behavioral aspects of walking have relevance to an expanding cadre of people interested in walking.

The purpose of this paper is to offer some insight into the principles behind planning for walkability.

Normative Standards for Walking

Planners typically use ten minutes as the duration that people are willing to spend to walk to a destination. While there is little empirical evidence to support the validity of this measure, it has nonetheless been accepted as a standard. Translating ten minutes of walking into a measure of distance brings up the question of walking speed. Obviously, speed varies depending on the physical ability of the pedestrian and any encumbrances they may have, such as pushing a baby stroller or carrying packages. Other factors, such as the nature of the route (including such things as pavement type, terrain, and impediments like busy streets or waterways) affect pedestrian speed as well. As a result there is a lack of consistency in the distances used among planners to make decisions related to walking. Distances ranging from 1/8 mile to a mile or more are found in planning studies, with ¼ mile being the most commonly used standard for determining walkable access.

© 2014 GP RED

Methodology

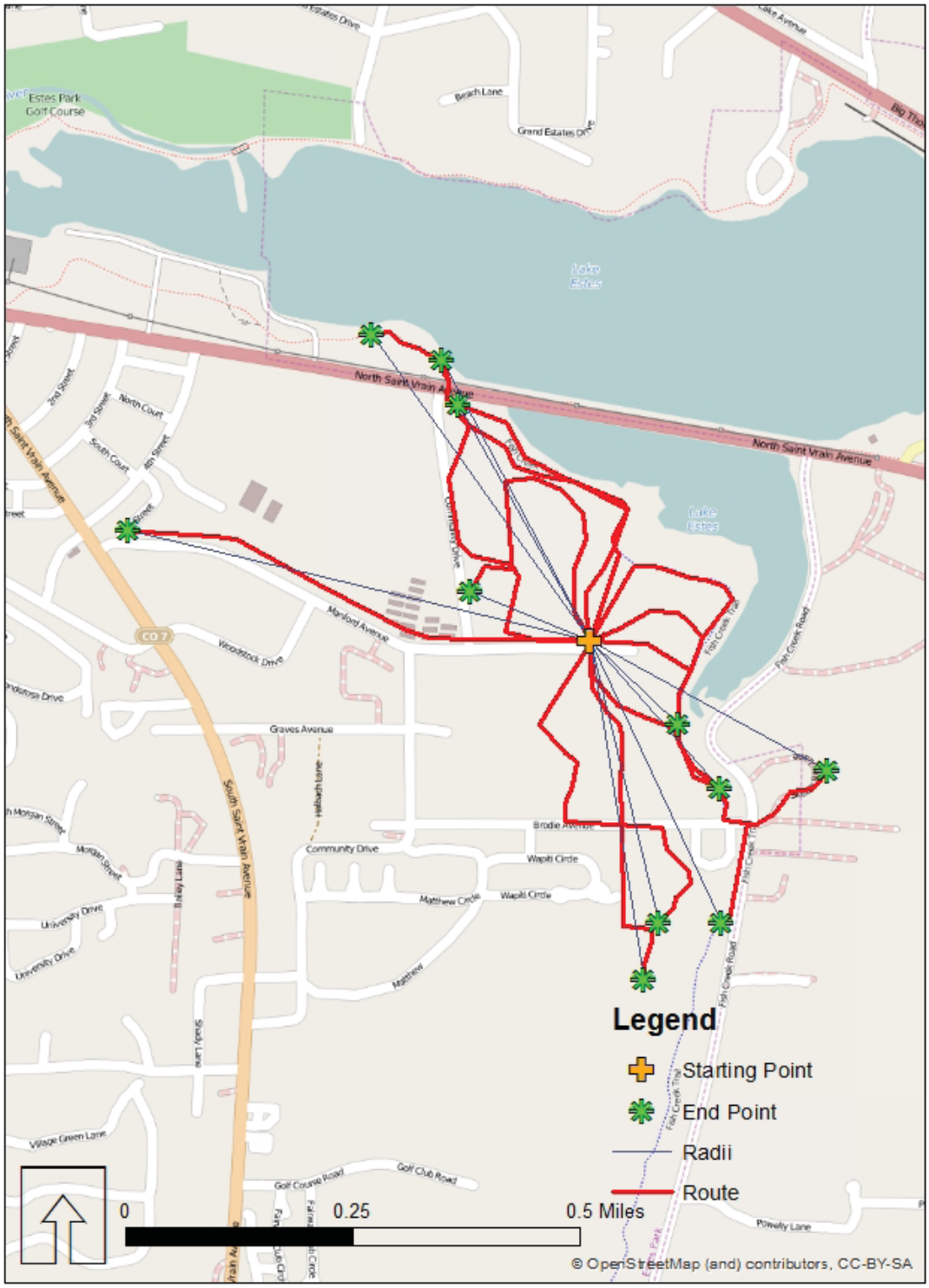
A gathering of people interested in parks and other public spaces at the GP RED Think Tank in Estes Park, Colorado in 2014 provided an opportunity to test assumptions about walking and generate empirical data. The event was attended by approximately 50 participants from the US and Canada. The participants came primarily from the fields of parks and recreation, land management, and public health. While they ranged in age and physical condition, all were adults able to walk without the aid of mobility devices. They agreed to take part in a quasi-experiment to study walking behaviors through a short exercise. In the exercise, the participants were divided into groups of three people (11 groups total) and given a set of maps and instructions. All of the groups were taken to a single starting point located between a community park and a high school. Figure 1 shows the starting point and surrounding area.

Figure 1. Aerial Photo Map of Starting Point and Surrounding Area

The GP RED Think Tank in Estes Park, Colorado in 2014 provided an opportunity to test assumptions about walking and generate empirical data.

Upon a signal, the groups were asked to fan out simultaneously from the starting point. Each group was instructed to walk in a direction generally away from the starting point and away from the other groups, and to walk casually as a group for a period of exactly 10 minutes. At the 10-minute point they recorded their group's location on the map and returned to the starting point, re-tracing their route and marking it on the map. The maps were then collected and the starting point, routes, and end points were entered into a GIS map for analysis. Figure 2 shows the end points, routes, and a radial line from the starting point for all of the groups.

Figure 2. Map of Results for All Groups



Using the GIS, three specific aspects of walking were analyzed. First the Euclidian, or straight line (radial) distance between the origin and the destinations was measured. Second, the length of the actual routes walked were measured. Third, the speed at which the groups walked was calculated. The results are shown in Table 1.

Table 1. - Summary of Results

Group	Radial Length (Ft.)	Radial Length (Miles)	Path Length (Ft.)	Path Length (Miles)	Speed MPH
1	755	0.14	2155	0.41	2.45
2	1576	0.30	2035	0.39	2.31
3	1846	0.35	2337	0.44	2.66
4	2184	0.41	2838	0.54	3.23
5	703	0.13	1944	0.37	2.21
6	1144	0.22	1265	0.24	1.44
7	1808	0.34	2375	0.45	2.70
8	1688	0.32	2485	0.47	2.82
9	1995	0.38	2181	0.41	2.48
10	2753	0.52	2922	0.55	3.32
11	1571	0.30	2697	0.51	3.06
Average	1638	0.31	2294	0.43	2.61
Median	1688	0.32	2337	0.44	2.66

Rounding off the results, we find that the radial distance from the starting point ranged from as little as 0.13 miles (just over 1/8 mile) to as far as 0.52 miles (just over ½ mile). The average of all eleven teams was 0.31 (mean of 0.32), or just under 1/3 mile.

The lengths of the routes taken by the teams ranged from 0.24 (just under ¼ mile) to 0.55 miles (just over ½ mile). The speed of the teams (averaged over the 10 minute walking time) ranged from 1.44 miles per hour to 3.32 miles per hour, with an average speed of 2.62 (mean of 2.66) miles per hour.

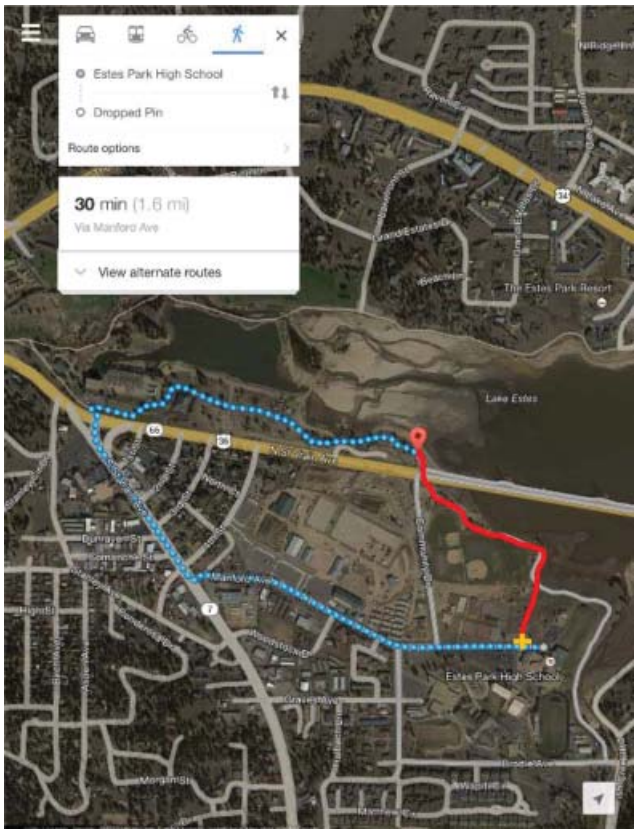
Radial vs Network Buffers

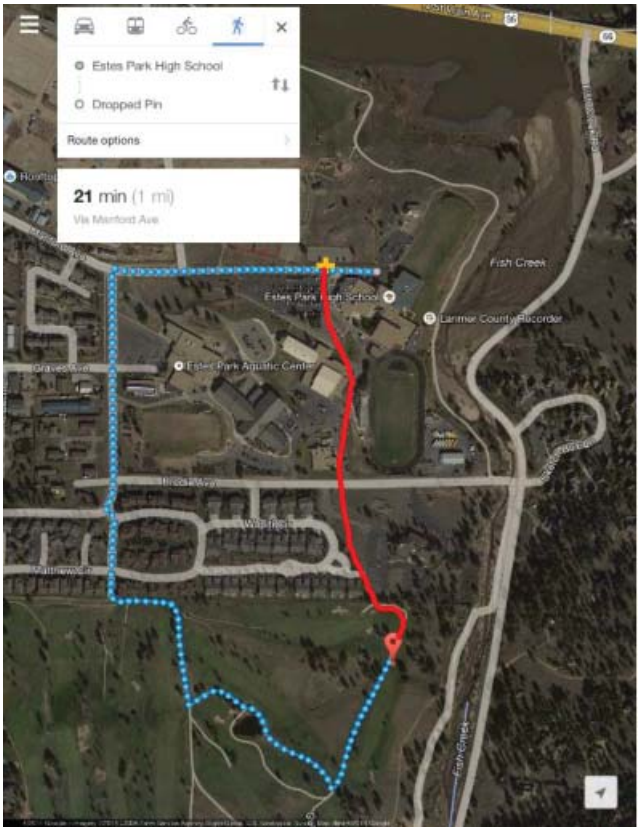
Buffers are typically used around origins or destinations to determine walkable access. Buffers are typically one of two types, although other types are sometimes used. Radial (also called Euclidian or straight-line) buffers are circular and have the travel origin or destination at their center. Network buffers are plotted along defined routes, such as streets, trails, or sidewalks. While radial buffers are commonly used and easily applied, some feel that network buffers produce more accurate results when measuring access between origins and destinations. However, to be accurate, network buffers require a GIS base map that contains all possible routes. In the case of the study area used here, it was possible for participants to take a number of shortcuts across the park and school grounds. As a result, some groups walked across the large parking lots and/or sports fields while others stayed on designated paths.

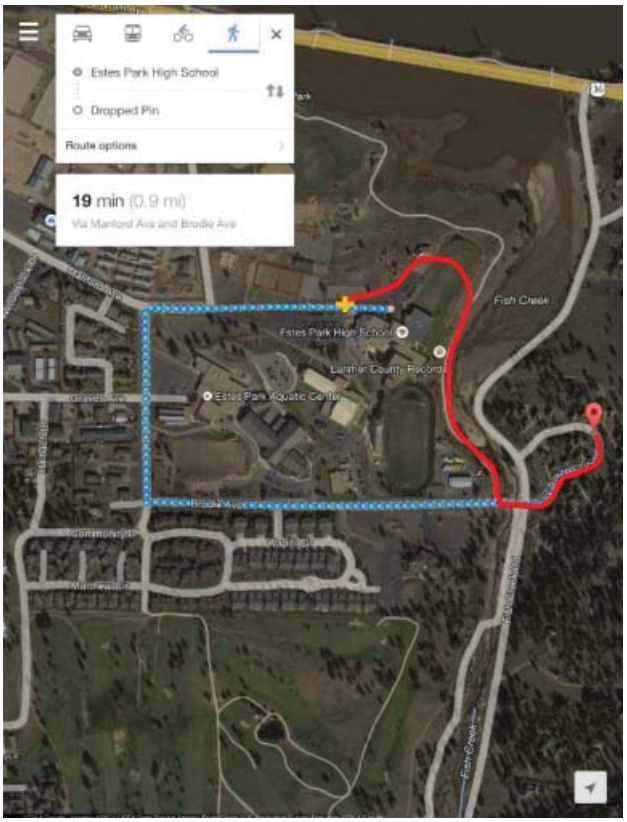
Barriers, such as highways and water bodies, also affect the results of different buffer types. Figure 3 shows the difference between some of the routes recorded by the groups and those prescribed by Google Maps along its known network. Note that while Google Maps accurately included the trail system as part of the walking network, it did not recognize the presence of a tunnel under the adjacent highway of which the two groups took advantage. The use of the tunnel made a significant difference in where the groups ended up on their prescribed 10-minute walk.

© 2014 GP RED

Figure 3. Network-Based Routes vs. Actual Routes Walked







Google Maps for IPad was used to see how computer-generated network maps would compare to the actual routes taken by the groups. The blue dotted lines show suggested routes from Google Maps application. The red lines show the actual routes walked by the group to that destination in 10 minutes.

(Note: the starting points are slightly different in the Google Map from the actual starting points of the groups. This is due to the way Google Maps selects starting locations. This makes the distance of the route as calculated by Google Maps approximately 0.05 miles longer than it would be if it was calculated from the true starting point.)

© 2014 GP RED

Limitations

This study was conducted as an exercise using volunteers. The sample size is small, and the participants were not randomly selected. They are not intended to represent the set of all pedestrians who may want to walk to a park, school, or other destination. The results described here should not be considered statistically valid nor generalizable to other places and situations. The intent was simply to test generally-held assumptions about walking patterns against empirically measured results in a specific case. It is hoped that additional studies will be conducted by others to build the base of knowledge and allow more informed decisions to be made by planners.

The location used for this case study consisted in large part of a developed park and the grounds of a public school campus and local government center. Thus, the results may apply best to situations such as university grounds; government or corporate campuses; regional shopping centers; downtowns with high proportions of public plazas and open parking lots; and large parks and open space areas. They may not apply as effectively to residential areas with gridded streets and/or cul-de-sacs.

Recommendations

The results suggest some general guidelines that may be useful to planners, keeping in mind the limitations discussed earlier. These guidelines are only suggestions, and are not intended to be final or definitive.

For Radial Distances from a Destination (such as a Park or School)

1/8 mile is the radius of a circle centered on the destination within which typical pedestrians should be able to arrive at the destination within 10 minutes. Any walk originating inside this circle and proceeding towards the destination by the most expedient route should arrive within 10 minutes in most circumstances.

1/3 mile is the average radial distance from the destination from which a walker will arrive at the destination in 10 minutes. Stated differently, the average of all possible 10 minute walks to the destination would originate this far away in a straight line.

½ mile is the farthest radial distance from the destination that can be covered in 10 minutes by a typical pedestrian. This distance will capture essentially all possible walkers traveling at a normal pace within 10 minutes of the destination. I.e., all possible walks of 10 minute duration at normal walking speed and ending at the destination are captured within this distance.

For Network Distances

½ mile should be considered the maximum distance along a network from which a destination can be reached in ten minutes. The average ten minute walk would be slightly shorter.

1/8 mile should be considered the distance along a network from which most everyone should be able to arrive at the destination within ten minutes, except in unusual situations.

© 2014 GP RED

Summary

The results of this study suggest that the standards in common use, including 1/8 mile, ¼ mile, and ½ mile, are all useful, but should be applied with a clear understanding of how they differ and what they actually represent. It is recommended that **1/3 mile** be used as a standard for radial buffers that represent the average origin of a ten minute walk to a selected destination. A distance of **½ mile** should be used as the typical distance along a network from which a 10 minute walk to a selected destination would originate. Walks originating closer to the destination along the network would be likely to take less than 10 minutes.

When GIS base data is known to be complete and accurate, or if non-network shortcuts are not common within the proximate area of a destination, network buffers are recommended. However, if base data is incomplete or if there are numerous possible shortcuts, radial buffers are recommended.

It is important to note that this study does not address the validity of ten minutes as a planning standard for the duration of walks. Further tests are recommended to determine the true relationship between walk duration and people's motivation to walk.

Additional Resources

While research on walking behaviors, particularly those associated with walking to parks, seems to be lacking in the literature, there is growing interest and discussion in the subject of walking. The following examples might be useful to those interested in this topic:

Kuzmyak, Richard, & Dill, Jennifer (2012). Walking and Bicycling in the United States: The who, what, where, and why. *TR News*, 280, 4-15. PDF.

Walker, Jarrett (2011). Basics: walking distance to transit. *Human Transit: the professional blog of public transit planning consultant Jarrett Walker.* 24 July 2011. Web. 25 July 2014.

Robby Layton, FASLA, PLA, CPRP *is a member of GP RED's Operating Board and a Principal at Design Concepts, CLA, Inc., a landscape architecture and planning firm. He is also a PhD student and instructor at North Carolina State University's College of Design, where he is researching the links between physical attributes of public greenspace and people's perceptions of how they are served by the public greenspace that exists in proximity to where they live.*

Tags: Walkability; walking buffers; walking behaviors; walking distances; walkable access; walking studies; pedestrian standards; walking standards.

GP RED
Research, Education, and Development for Health, Recreation, and Land Agencies
www.GPRED.org

Layout and graphics provided by:
DESIGN CONCEPTS
Community and Landscape Architects
www.dcla.net

© 2014 GP RED

Summary Tables of Assets Inventoried for Level of Service Analysis

A. List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components

Applewood Park	144	Diamond Field	1	1	Does not meet the standard of other diamond fields in the district
Applewood Park	146	Basketball, Practice	1	1	Use limited by component location on parking lot
Fairmount Park	159	Playground, Local	1	1	Additional pieces could be added
Fairmount Park	163	Basketball, Practice	1	1	Use limited by component location on parking lot
Prospect Arena	171	Playground, Local	1	1	In poor condition
Prospect Arena	172	Educational Experience	1	1	Farm implements display in need of updating
Prospect Arena	173	Equestrian Facility	1	1	Practice arena in poor condition
Prospect Arena	174	Equestrian Facility	1	1	Arena and amenities in poor condition
Prospect Arena	185	Picnic Ground	1	1	Not the same quality as others in the District

Low Scoring Outdoor Modifiers

Modifiers that scored low have been highlighted in the table below in red. Modifiers that were not present at the time of site visits scored a zero and are highlighted in yellow. This is not meant to imply that all parks and facilities should have all modifiers but rather that the presence of modifiers should be considered as they positively impact user experience.

LOCATION	Design and Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Stations	Security and Lighting	Bike Racks	Restrooms	Available Shade	Trail Connections	Park Access	Parking	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Fairmount Park	3	2	2	2	2	0	0	2	2	0	2	2	0	2	2
Applewood Golf Course	2	2	2	0	0	2	0	2	2	0	2	2	0	2	0
Crestview Park	3	2	3	2	2	3	2	1	2	0	2	2	0	2	2
Maple Grove Park	3	2	2	2	2	2	2	2	2	1	2	2	0	2	2
District Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Applewood Park	2	2	2	2	2	2	2	2	2	0	2	2	2	2	2
Arapahoe Park	2	2	2	2	2	0	0	2	2	0	2	2	0	2	2
Tanglewood Park	2	2	2	3	2	0	2	2	2	0	2	2	2	2	2
Prospect Arena	1	0	2	2	2	0	0	1	2	0	2	2	0	0	1
Strippgen Property	2	0	0	0	0	0	0	0	2	0	1	0	0	0	0

Appendix D:
GRASP® Maps

THIS PAGE INTENTIONALLY LEFT BLANK

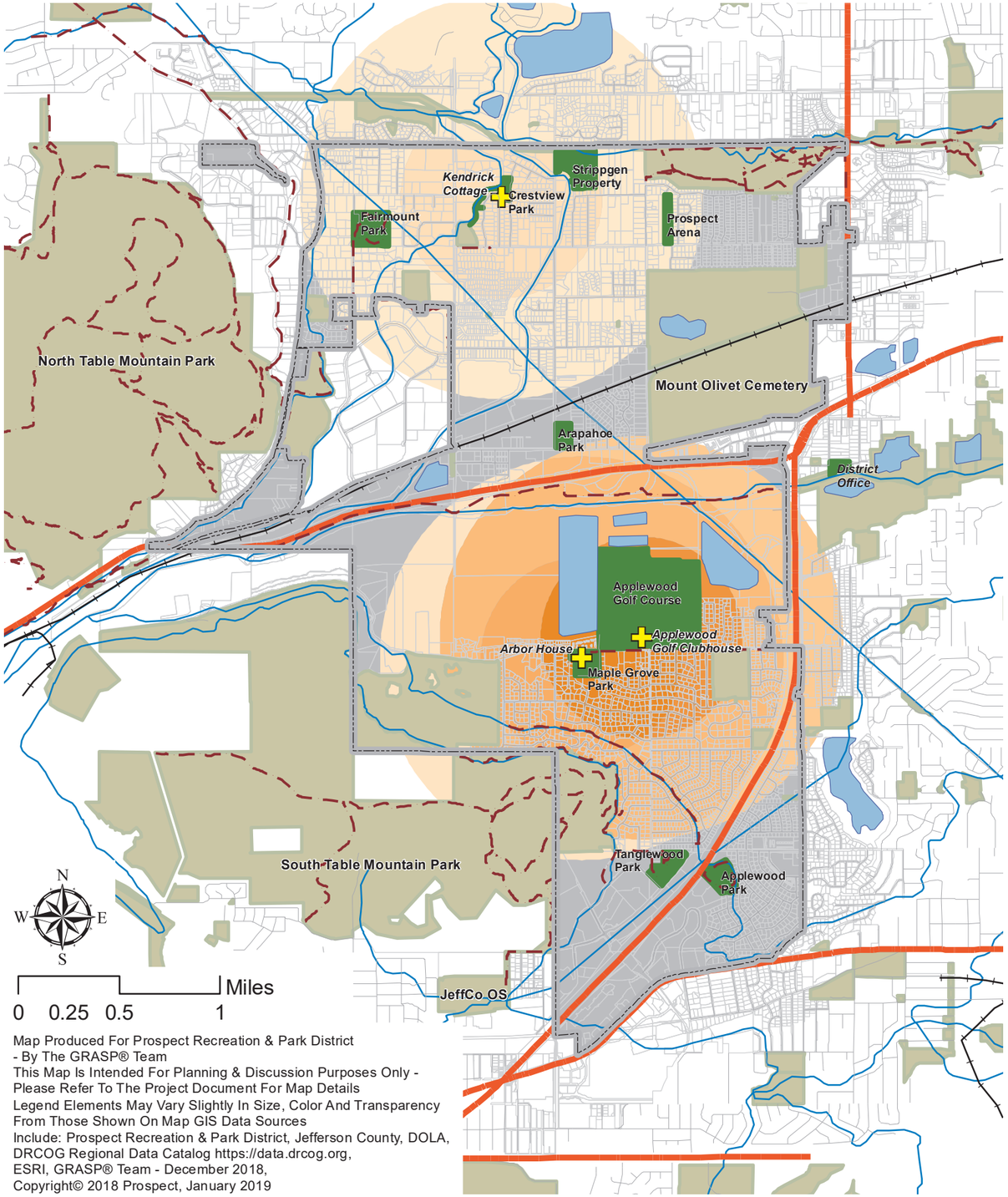
Prospect Recreation & Park District

PROSPECT RECREATION & PARK DISTRICT

GRASP® DESIGN CONCEPTS GREENPLAY

F

Indoor Access



Map Produced For Prospect Recreation & Park District
- By The GRASP® Team
This Map Is Intended For Planning & Discussion Purposes Only -
Please Refer To The Project Document For Map Details
Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map GIS Data Sources
Include: Prospect Recreation & Park District, Jefferson County, DOLA, DRCOG Regional Data Catalog https://data.drcog.org,
ESRI, GRASP® Team - December 2018,
Copyright© 2018 Prospect, January 2019

Legend

GRASP® Level of Service

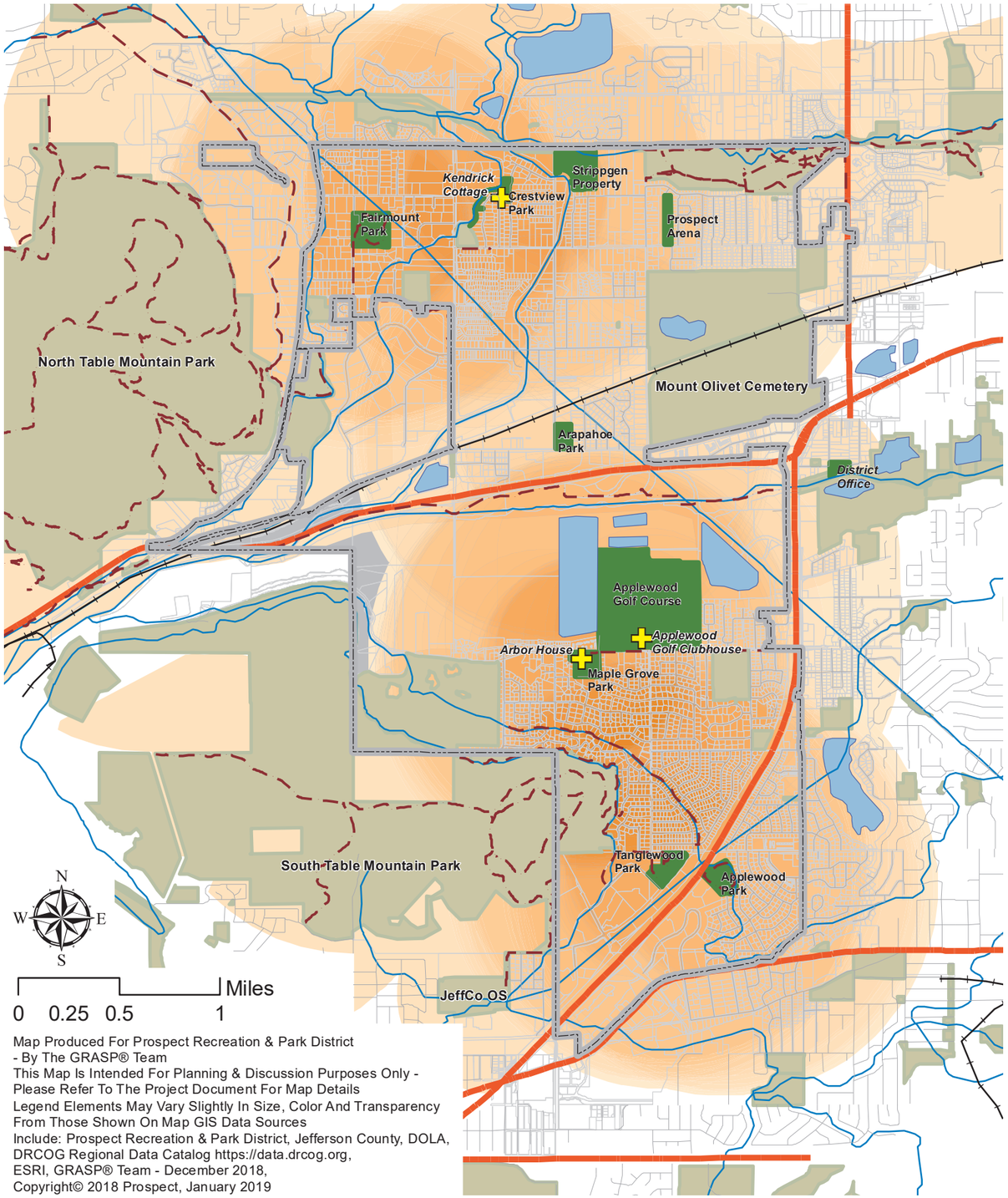
Range 0 - 292

- No Service within 0.5 mile
- Less Service
- More Service

- Indoor Facility
- Existing Trail
- Highway
- Street/Road
- Railroad
- River/Stream
- Lake/Pond
- Outdoor Location
- Other Provider Park/Open Space/School
- Assessor Parcel
- District Boundary

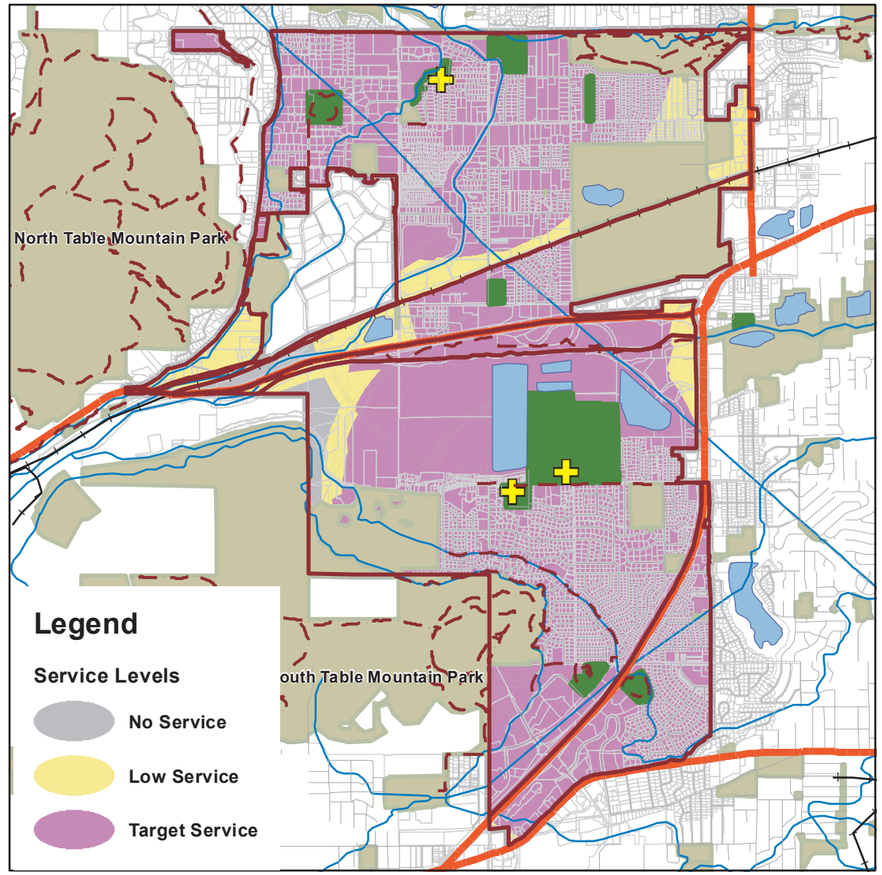
Prospect Recreation & Park District

Neighborhood Access to Recreation Opportunities



Map Produced For Prospect Recreation & Park District
- By The GRASP® Team
This Map Is Intended For Planning & Discussion Purposes Only - Please Refer To The Project Document For Map Details
Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map GIS Data Sources
Include: Prospect Recreation & Park District, Jefferson County, DOLA, DRCOG Regional Data Catalog https://data.drcog.org, ESRI, GRASP® Team - December 2018,
Copyright© 2018 Prospect, January 2019

Possible GAP Identification



Legend

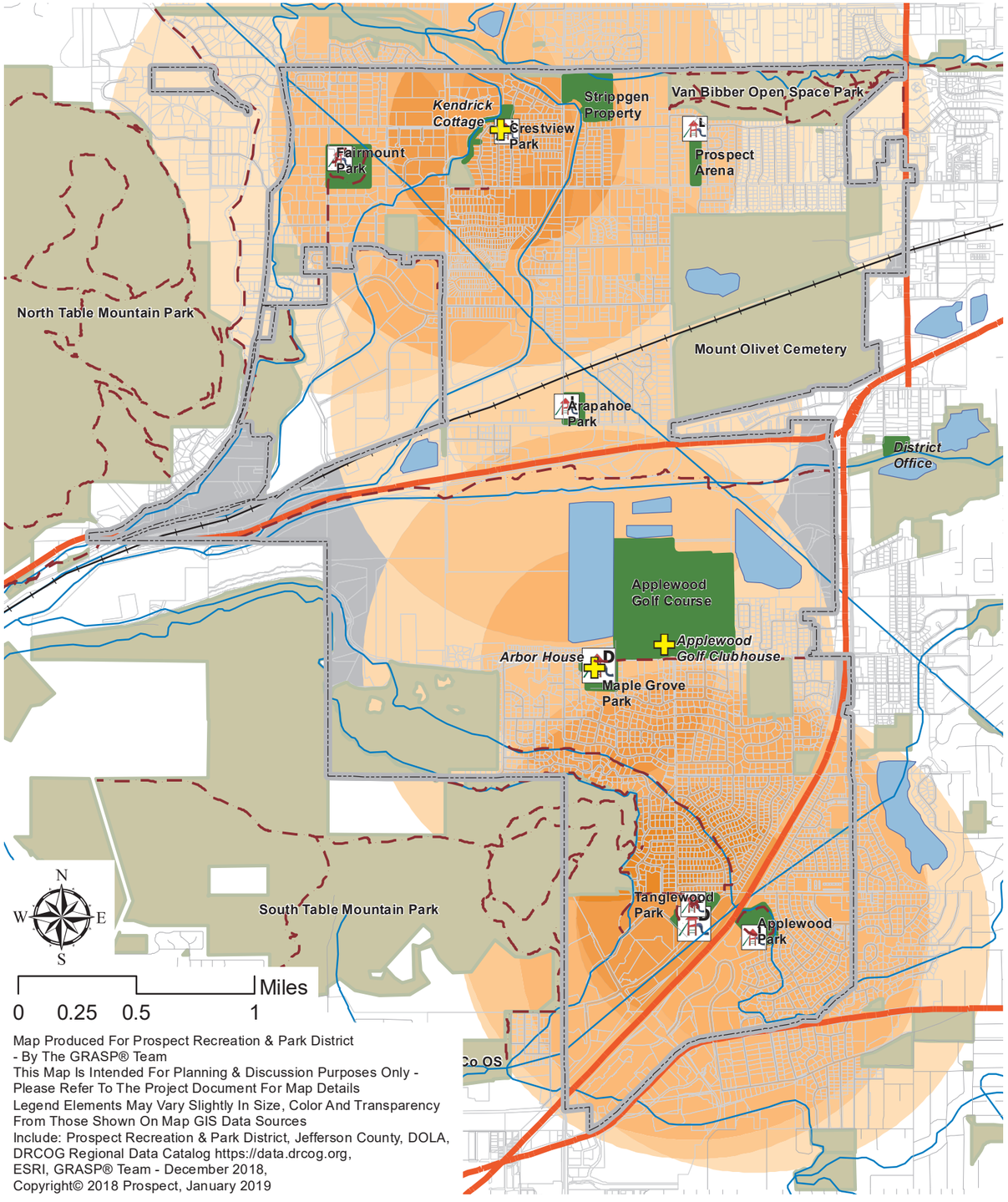
GRASP® Level of Service

Range 0 - 392

- No Service within 1 mile
- Less Service
- More Service
- Indoor Facility
- Existing Trail
- Highway
- Street/Road
- Railroad
- River/Stream
- Lake/Pond
- Outdoor Location
- Other Provider Park/Open Space/School
- Assessor Parcel
- District Boundary

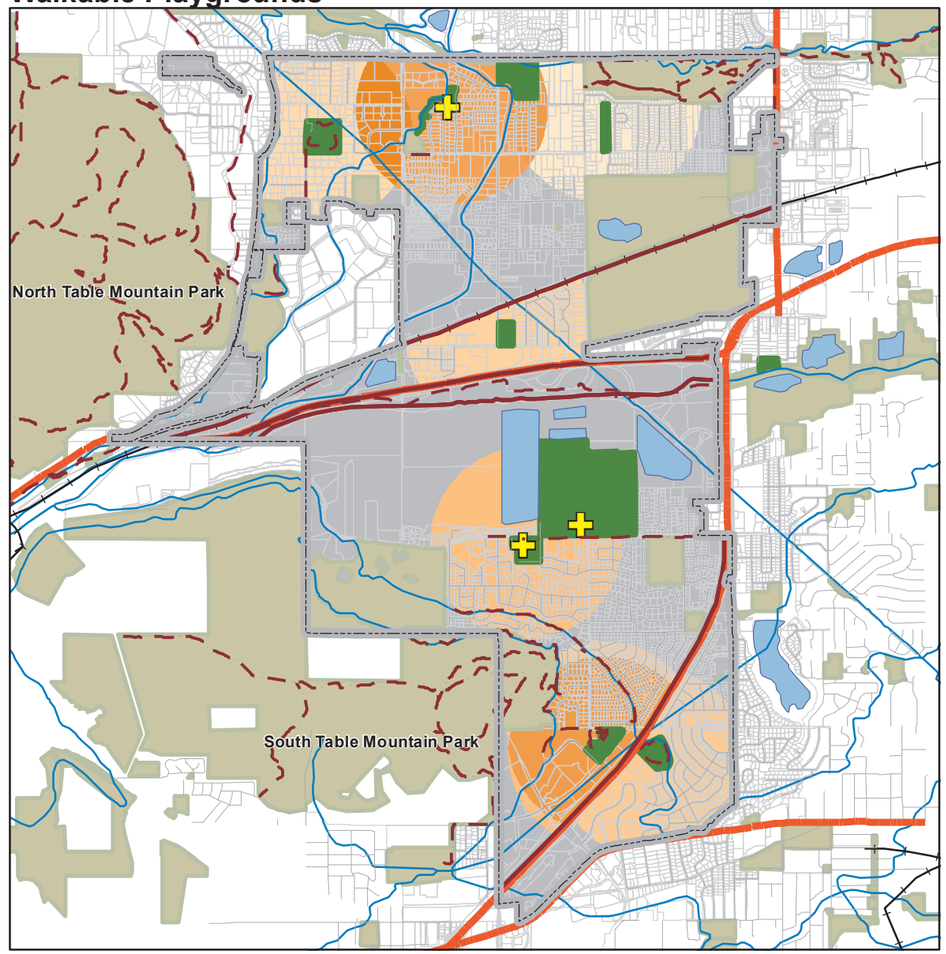
Prospect Recreation & Park District

Playground Access



Map Produced For Prospect Recreation & Park District
- By The GRASP® Team
This Map Is Intended For Planning & Discussion Purposes Only -
Please Refer To The Project Document For Map Details
Legend Elements May Vary Slightly In Size, Color And Transparency
From Those Shown On Map GIS Data Sources
Include: Prospect Recreation & Park District, Jefferson County, DOLA,
DRCOG Regional Data Catalog https://data.drcog.org,
ESRI, GRASP® Team - December 2018,
Copyright© 2018 Prospect, January 2019

Walkable Playgrounds



Legend

GRASP® Level of Service

Range 0 - 39

- No Service within 1 mile
- Less Service
- More Service

- Destination Playground
- Local Playground
- Indoor Facility
- Existing Trail
- Highway
- Street/Road
- Railroad
- River/Stream
- Lake/Pond
- Outdoor Location
- Other Provider Park/Open Space/School
- Assessor Parcel
- District Boundary

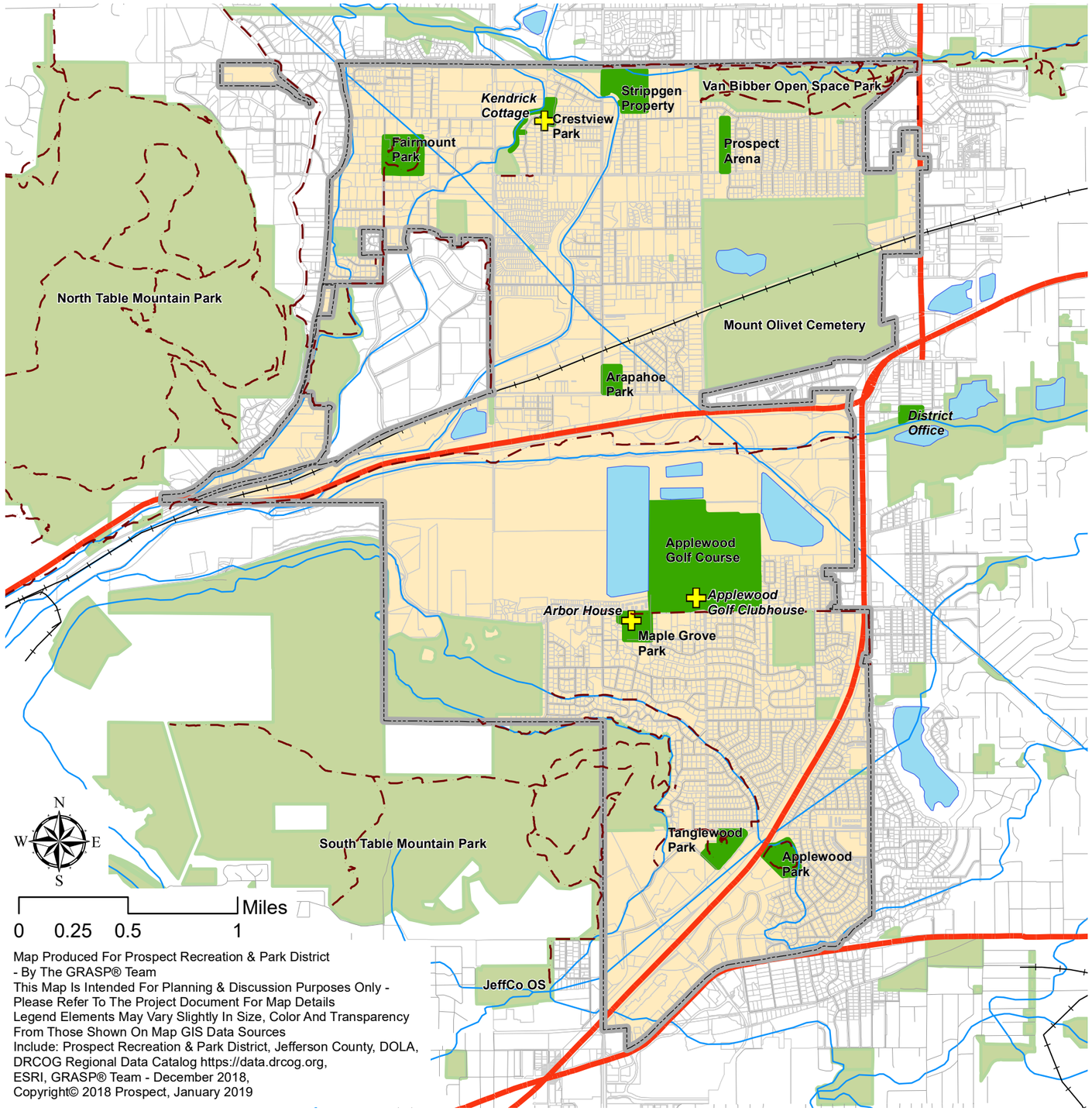
Prospect Recreation & Park District

PROSPECT RECREATION & PARK DISTRICT

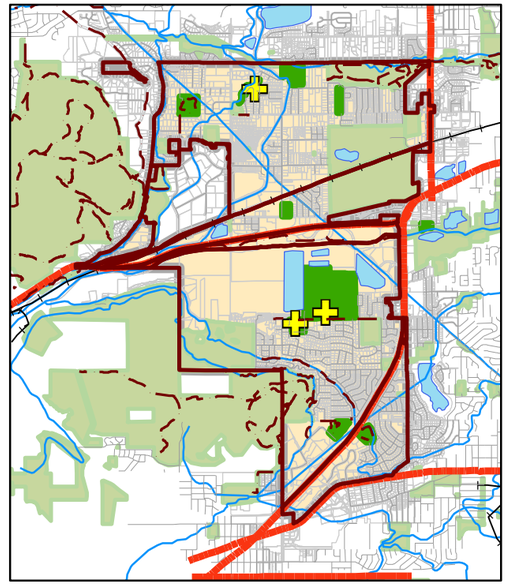
GRASP® DESIGN CONCEPTS GREENPLAY

A

System Map



Map Produced For Prospect Recreation & Park District
- By The GRASP® Team
This Map Is Intended For Planning & Discussion Purposes Only -
Please Refer To The Project Document For Map Details
Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map GIS Data Sources
Include: Prospect Recreation & Park District, Jefferson County, DOLA, DRCOG Regional Data Catalog https://data.drcog.org,
ESRI, GRASP® Team - December 2018,
Copyright© 2018 Prospect, January 2019



Pedestrian Barriers

Legend

- Existing Trail
- Highway
- Street/Road
- Railroad
- River/Stream
- Indoor Facility
- Lake/Pond
- Outdoor Location
- Other Provider Park/Open Space/School
- Assessor Parcel
- District Boundary

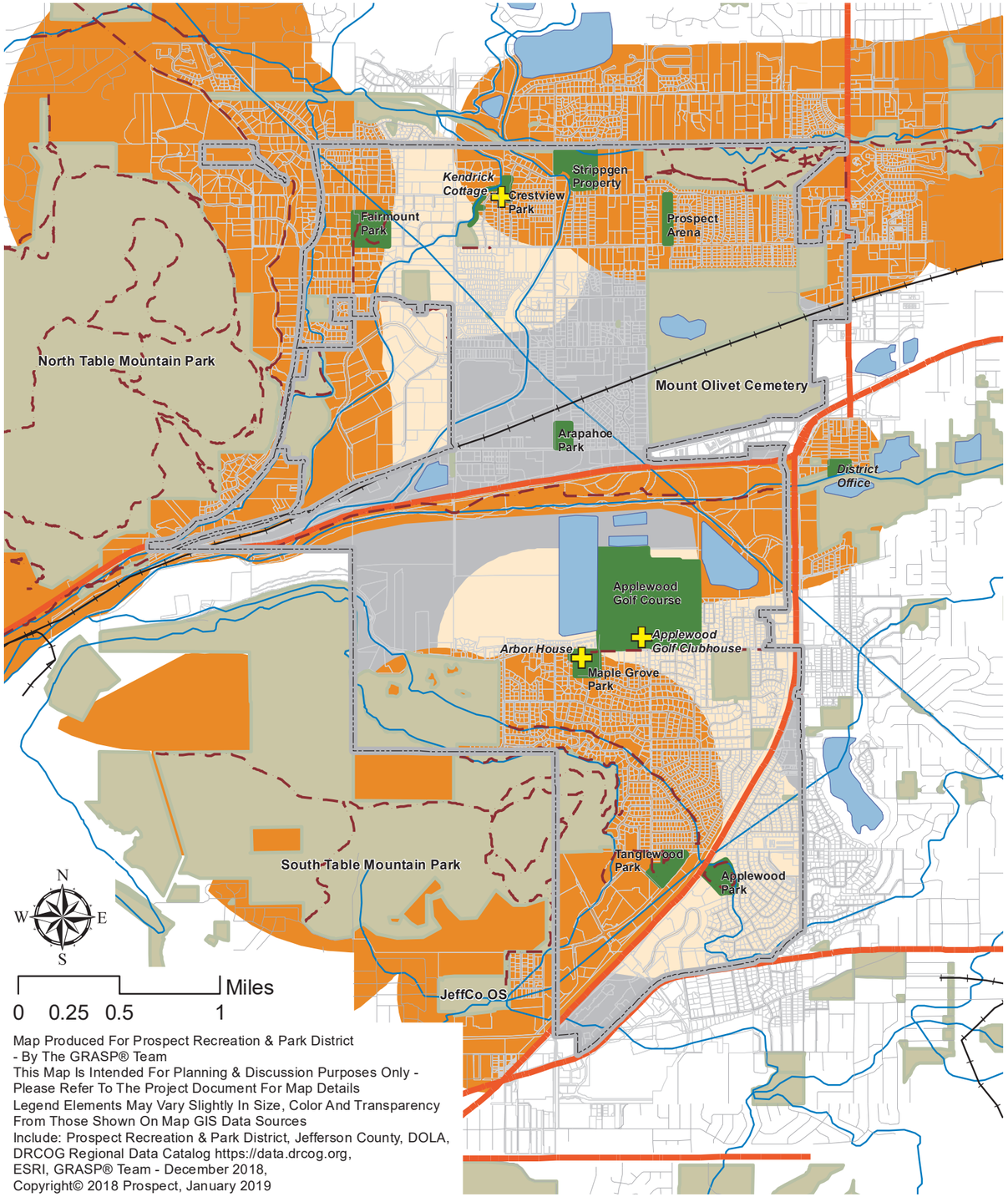
Prospect Recreation & Park District

PROSPECT RECREATION & PARK DISTRICT

GRASP® DESIGN CONCEPTS GREENPLAY

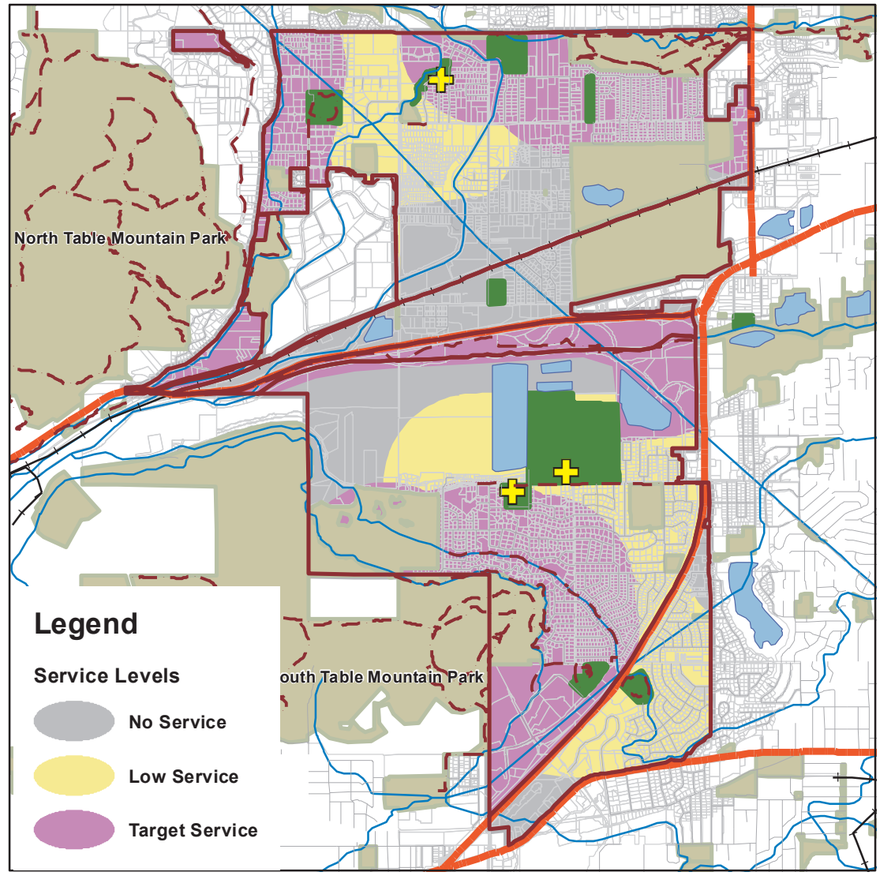
D

Trail Access



Map Produced For Prospect Recreation & Park District
- By The GRASP® Team
This Map Is Intended For Planning & Discussion Purposes Only -
Please Refer To The Project Document For Map Details
Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map GIS Data Sources
Include: Prospect Recreation & Park District, Jefferson County, DOLA, DRCOG Regional Data Catalog https://data.drcog.org,
ESRI, GRASP® Team - December 2018,
Copyright© 2018 Prospect, January 2019

Possible GAP Identification



Legend

GRASP® Level of Service

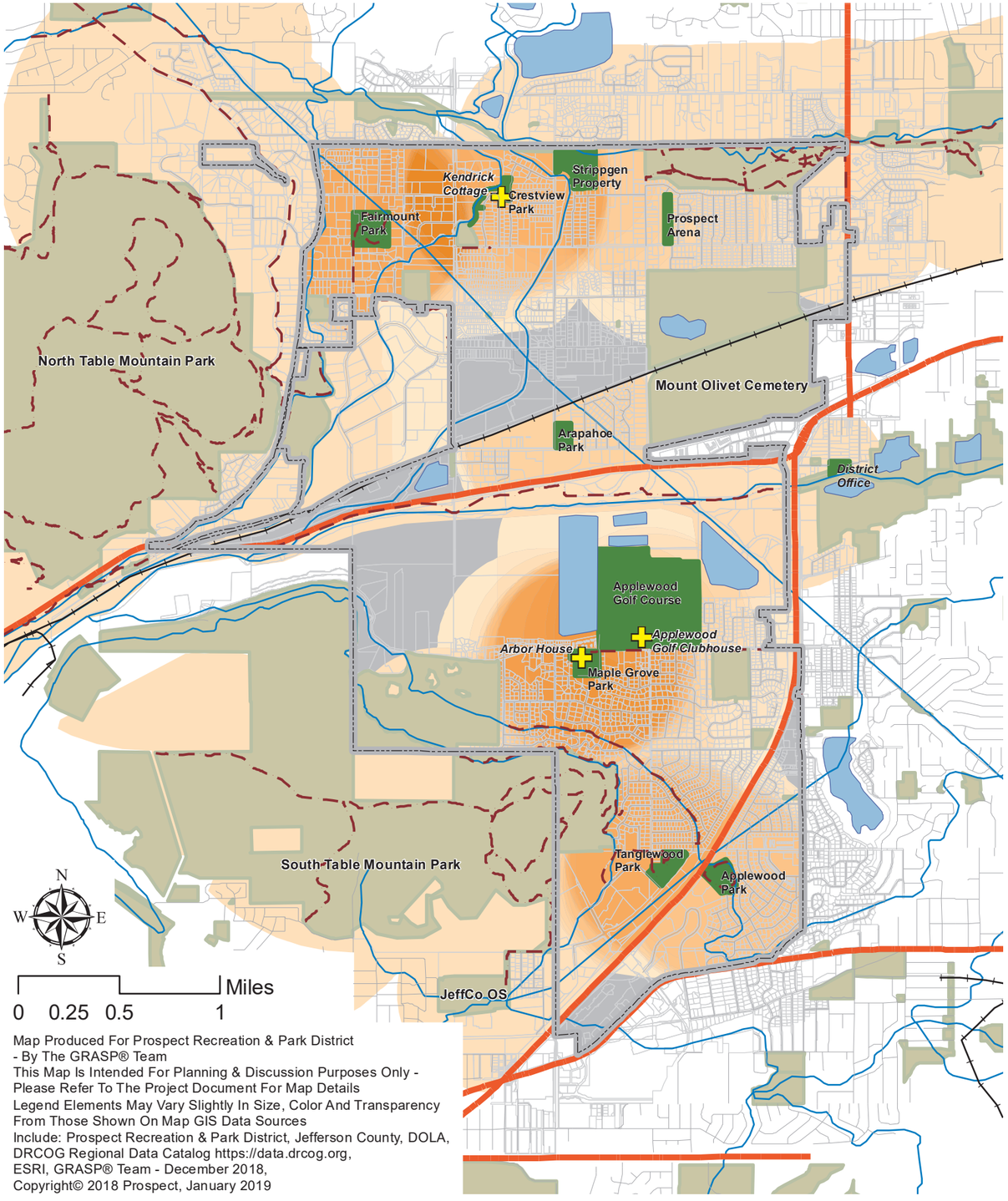
Range 0 - 292

- No Service within 0.5 mile
- Less Service
- More Service

- Indoor Facility
- Existing Trail
- Highway
- Street/Road
- Railroad
- River/Stream
- Lake/Pond
- Outdoor Location
- Other Provider Park/Open Space/School
- Assessor Parcel
- District Boundary

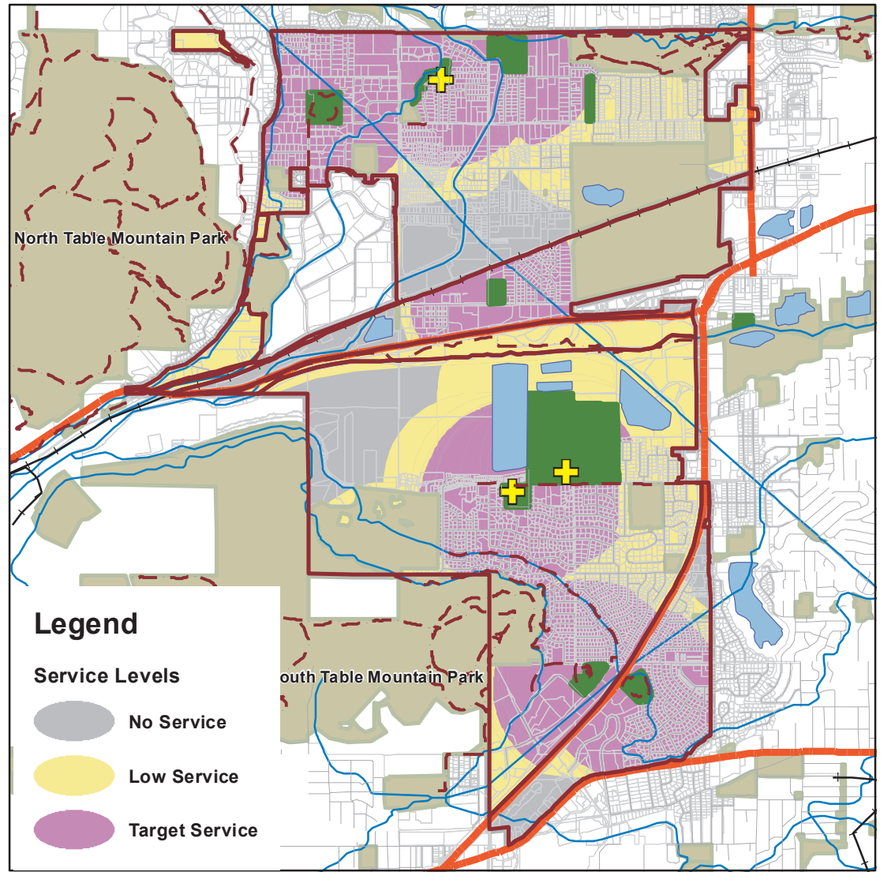
Prospect Recreation & Park District

Walkable Access to Recreation Opportunities



Map Produced For Prospect Recreation & Park District
- By The GRASP® Team
This Map Is Intended For Planning & Discussion Purposes Only - Please Refer To The Project Document For Map Details
Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map GIS Data Sources
Include: Prospect Recreation & Park District, Jefferson County, DOLA, DRCOG Regional Data Catalog https://data.drcog.org, ESRI, GRASP® Team - December 2018,
Copyright© 2018 Prospect, January 2019

Possible GAP Identification



Legend

GRASP® Level of Service

Range 0 - 292

- No Service within 0.5 mile
- Less Service
- More Service
- Indoor Facility
- Existing Trail
- Highway
- Street/Road
- Railroad
- River/Stream
- Lake/Pond
- Outdoor Location
- Other Provider Park/Open Space/School
- Assessor Parcel
- District Boundary