


# Town of Hot Sulphur Springs

## Parks, Recreation, and Open Space Master Plan 2015



This plan was funded in part by:  **GOCO**  
GREAT OUTDOORS COLORADO

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## Acknowledgments

### Hot Sulphur Springs Citizens

This parks, recreation and open space master plan has been created with your help and with you in mind. You are what shapes this community - implement this plan wisely.

### Community Meeting Participants

Thank you for taking the time to fill out surveys and tell us about your town and recreational needs.

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### Great Outdoors Colorado

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### Grand County Historical Association

### Greenplay, LLC



## Part I: Introduction

### Purpose of this Master Plan

The Town of Hot Sulphur Springs received a grant in 2014 from Great Outdoors Colorado (GOCO) to develop a master plan for the provision and maintenance of parks, recreation, trails and open space in town. This plan will guide the Town in managing and improving existing parks and will identify opportunities for new parks, trails, open space and recreation facilities. In the following, pages the Hot Sulphur Springs Parks, Recreation and Open Space Plan will accomplish the following:

- Identify and prioritize deferred maintenance and potential capital improvement projects;
- Identify opportunities for trails, trailheads and trail connections to public land;
- Identify opportunities for additional parks, trails, and open space;
- Identify opportunities to capitalize on existing historic, cultural and environmental features in the development of parks, trails, open space and recreation facilities;
- Make recommendations to guide the Town in making informed decisions about appropriate park uses and development; and
- Develop a funding strategy for the Town to implement plan recommendations.
- Offer suggestions for partnering opportunities with the Bureau of Land Management and Grand County, as well as continuing the existing partnership with Colorado Parks and Wildlife.

### Benefits of Parks, Trails and Open Space

Native Americans and other indigenous populations have historically held nature in the highest regard, and are considered by many to be the first conservationists. Nevertheless, after the arrival of European settlers in the New World, the topic of conservation did not enter modern public discussion in the U.S. until the nineteenth century works of Emerson and Thoreau. Conservation work did not actually begin to occur in an organized fashion until the 1872 establishment of Yellowstone National Park by President Ulysses S. Grant. In 1890, John Muir convinced Congress to establish Yosemite, and soon green spaces began to appear in cities as a result of the City Beautiful (1890s) and

“The nation behaves well if it treats its natural resources as assets which it must turn over to the next generation increased, and not impaired, in value.”  
— Theodore Roosevelt



Garden City (1900s) movements. These responses to squalid conditions in post Industrial Revolution Britain and America sought to create inviting “cities of the future,” partially by preserving undeveloped land in urban areas.

Today a common way to measure quality of life is by evaluating the degree to which attractive vistas, inviting spaces and recreational opportunities are available to residents of a given community. Such facilities come in the form of open spaces, such as parks, trails, natural areas and broad expanses of undeveloped land that separate and define communities. These are places where people can escape from day-to-day pressures to undertake a variety of activities, from organized sporting events and community celebrations, to more intimate family activities, passive reflection time and communion with nature.

Beautiful views and diverse recreational opportunities, while important even at face value, can provide a myriad of benefits beyond the obvious, and are arguably among the essential building blocks for a successful community. Open space can be an essential growth management and community design tool that helps to shape the landscape of a town and preserve its ecological and economic resources for generations to come. Such advance planning then translates into opportunities for developing its economy, keeping its population healthy and ensuring a sustainable society. The following is a brief discussion of each of these concepts.

### **Town Planning**

Preserving fragile lands for open space can help to guide new development and manage growth. Identifying and preserving open space of ecological or economic significance makes it more apparent where land uses should go, and promotes more economical use of land. This purposeful placement of development helps to limit growth in areas where public services are spread thin.

From a design standpoint, open spaces can provide identity and focal points for neighborhoods and the community, offering something for people of every age, ability, and background. Residents in some neighborhoods may prefer more passive elements such as plaza areas, sculpture, and more formal landscaping. Subdivisions with starter homes may attract younger families who might seek out active parks with playgrounds, sports facilities and all-purpose space. Still other neighborhoods incorporate natural areas where existing wildlife and habitats are sustained and human interaction is minimal.

## Public Health

Communities with lots of open space and opportunities for outdoor recreation tend to have healthier residents. It is no coincidence that Boulder, Colorado, which is surrounded by thousands of acres of open space, has ranked as the nation's "fittest city" almost every year since 2008 in the Gallup and Healthways poll that measures, amongst other factors, community obesity rates.

William Poole may have best summarized the public health benefits of open space in "*The Case for Urban Open Space*," a report he prepared for the Trust for Public Land in 1993. According to Poole,

"One key link between parks and health might be the opportunity for regular exercise and to escape what Olmsted [*Frederick Law Olmsted was an early urban park designer*] called 'jar of the streets.' Exercise helps maintain healthy bones and muscles, builds cardiovascular fitness and relieves the psychological and physiological stress long linked to poor health. The chance to escape the city's noise and bustle also relieves stress, which might otherwise be expressed through aggression or the abuse of drugs and alcohol. Parks also contribute to public health by helping to mitigate air pollution, noise and other environmental stressors and by acting as green buffers between industrial areas and residential neighborhoods."

Poole's assertions that providing parks, trails and other open spaces and the recreational opportunities that come along with them result in healthier populations are being proven throughout the U.S. and the world. According to a report<sup>1</sup> compiled by the Rails to Trails Conservancy:

"In southeastern Missouri, 55 percent of trail users (who responded to the Bootheel and Ozark Health Projects survey) are exercising more now than before they had access to a trail."

"The Indiana Trails Study, which surveyed trail users on six different trails in Indiana, found that in all six locations, over 70 percent of trail users reported that they were getting more exercise as a direct result of the trail."

"Japanese researchers found that simply living in areas with walkable green spaces positively influenced the longevity of older citizens in large cities, independent of their age, gender, marital status, baseline functional status and socioeconomic status. Their report concludes that such public spaces should be further emphasized in planning for densely populated areas."

<sup>1</sup>Health and Wellness Benefits. <http://atfiles.org/files/pdf/healthTGC.pdf>





## Economic Benefits

The provision of open space in communities also results in a number of economic benefits. First, a population that is healthier because of numerous outdoor recreation opportunities tends to file fewer health insurance claims. According to a 1988 study by the City of San Jose, "People who exercise regularly have 14 percent lower claims against their medical insurance, 30 percent fewer days in the hospital, and have 41 percent fewer claims greater than \$5,000."<sup>2</sup> The result is lower costs for healthcare providers, lower premiums for those insured and an economic stimulus that can be tied directly to the provision of open space and outdoor recreation opportunities.

Also, it is well documented in real estate, economic development and planning literature that communities with strong identity, beautiful views and lots of recreational amenities are more likely to attract new businesses and residents. The modern U.S. economy is fueled less and less by traditional manufacturing activities and more by intellectual property, research and high-tech development pursuits.

As a result, modern businesses often choose to locate in areas with high quality of life instead of in areas with access to traditional industrial inputs such as minerals and forests.

Finally, proximity to open space tends to have a positive effect on property values. According to a May 2010 study by Active Living Research, "*Open spaces such as parks and recreation areas can have a positive effect on nearby residential property values, and can lead to proportionately higher property tax revenues for local governments.*"<sup>3</sup> The result is higher equity for property owners and higher capacity for local governments to provide services to residents.

<sup>2</sup>Feasibility Study: Corporate Wellness Program," City of San Jose Department of Parks, Recreation, and Community Services,1988.

<sup>3</sup>Open Space, Recreation Facilities and Walkable Community Design.  
<http://atfiles.org/files/pdf/Economic-Benefits-Active.pdf>



### Why a Master Plan?

The benefits of open space and outdoor recreation to the wellbeing of society as a whole is well-documented. However, in addition to all of those broader benefits discussed previously, there are some very specific reasons why individual communities develop master plans for parks, recreation, trails and open space facilities. The following are just a few of those reasons:

- Many (if not most) funders of parks, trails and open space projects require the project to have been identified as a priority in a master plan.
- Without an adopted master plan, there is nothing staff can direct funding towards to increase and improve recreational opportunities.
- Without the inventories and assessments of existing facilities that are developed during a master-planning process, it can be tough to keep track of what assets are available in a community and what condition they are in.
- The growth benchmarks that are established through the master-planning process let a community know when it is outgrowing the capacity of its parks, trails and open space facilities.
- It is simpler and more productive to assess the needs of the entire community proactively and chart a course for the future in one concerted effort, as opposed to trying to plan for the expansion of facilities individually.





## Description of the Community

Hot Sulphur Springs is a mountain community situated on the Colorado River in Grand County, Colorado. Since 1990, the population of Hot Sulphur Springs has nearly doubled to the current level of 663 residents. The community consists of long-time residents as well as younger families and retirees who have moved to town for its recreational amenities, small-town character and affordable housing.

The town gets its name from the warm waters that bubble from the earth in the area. Native Americans first used these natural hot springs for medicinal and relaxation purposes, and the tradition was eventually continued by white settlers that founded the community. The town site was established in 1860 and purchased by William Byers, who platted and named the streets in 1864. The town was finally incorporated in 1903.

In 1911, the town held its first winter carnival on New Year's Eve before holding another carnival six weeks later. The following year, the town held another event in conjunction with Steamboat Spring's first winter carnival. These first winter celebrations led to the development of Howelsen Hill in Steamboat Springs, one of Colorado's first ski destinations. As a result, locals point to Hot Sulphur Springs and those first community events as contributors to the genesis of Colorado's ski industry. Today, the town city limit sign bears the caption: "First in Winter Carnivals."

This historical perspective offers some insight into the motivations of the current population for locating in town. Recreational opportunities still abound and community residents embrace them, as is evidenced in a 2006 community survey, and the 2014 town survey discussed in detail later in this plan. Thousands of acres of Bureau of Land Management (BLM), Arapaho National Forest and other scenic public land buffer the town, and the Colorado River brings life and movement to the semi-arid landscape. Highway 40, which follows the river through north-central Grand County, has been dubbed "The Colorado River Headwaters National Scenic Byway."

In addition to the vast wilderness surrounding Hot Sulphur Springs, the town also boasts a museum and two municipal parks, primarily serving local residents, but also providing camping and other outdoor amenities for visitors to the community.

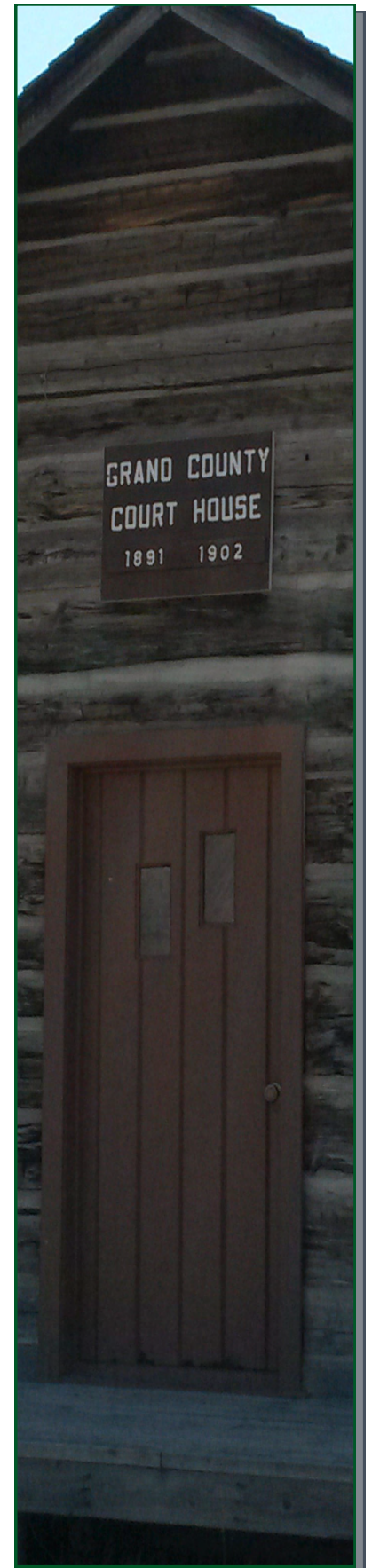
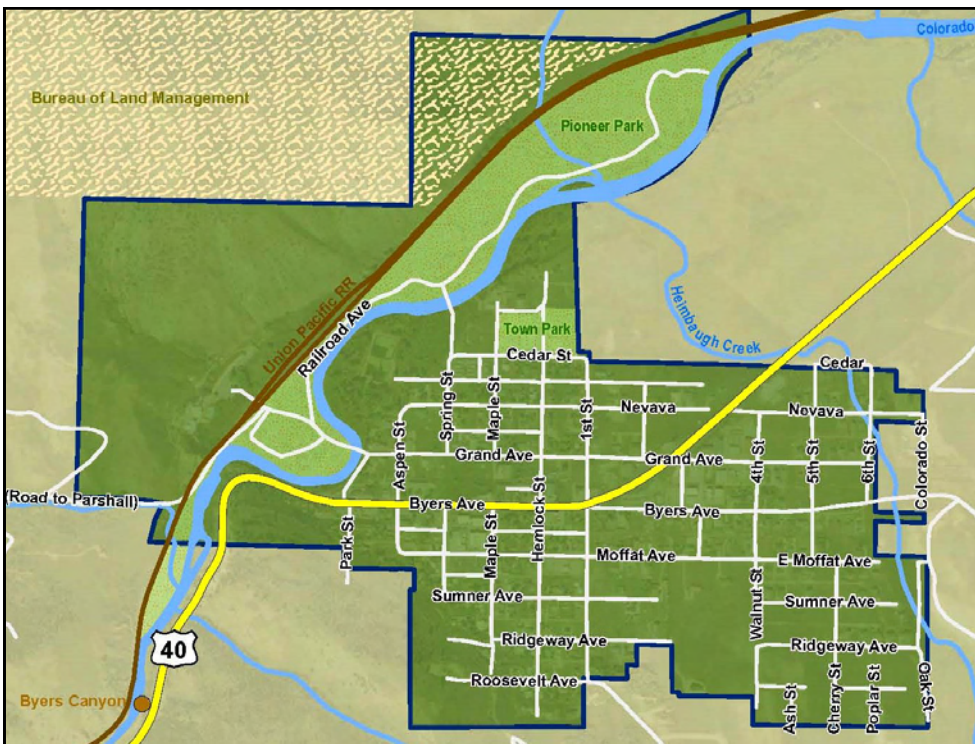
Pioneer Park is a glade of cottonwood trees and willows which stretches for more

## Town of Hot Sulphur Springs

than a mile along the north bank of the Colorado River. It is frequented by both local residents and visitors to the area who enjoy camping, walking, snowshoeing, cross country skiing, disc golf, fishing, wildlife viewing and just spending time along the river. The park includes a small campground, trails, disc golf course and access to “Gold Medal” fishing waters. The Town manages this park in partnership with Colorado Parks and Wildlife (CPW).

The Town Park, located on the south side of the river, includes a baseball/softball field, tennis courts, horseshoe pits, playground, picnic areas, pavilion and restroom. One area of the park is devoted to 20 garden beds, which are available to town residents as part of the Grand County Community Garden Program. The park is heavily used by town residents, especially young families who enjoy playing softball and using playground facilities. It is where town festivals, such as Hot Sulphur Days and the famed winter carnivals, are held.

Pioneer Village Museum, located on the east side of town, was established in 1974 and is housed in the original Hot Sulphur Springs School. The museum includes exhibits displaying tools of early inhabitants, pioneer clothing and other historic Grand County artifacts. Other displays include the humble beginnings of the Colorado ski industry and the renowned 8,500 year old artifacts of Windy Gap. Larger artifacts on-site include the “Spreader”, an early railroad snowplow, and the Winter Park Ski Train caboose, which was once a visitor information center at the ski area.



## Definition of Terms

**Active Recreation** – Any recreational facility designed to promote activities requiring action, such as basketball courts, playgrounds and trails.

**BLM** – The Bureau of Land Management, a federal agency that owns and manages millions of acres of open space nationwide (247 million acres). A significant portion of land in Colorado (8.3 million acres) and Grand County is operated by the BLM.

**Colorado Parks and Wildlife** – Provides state parks system as well as sustainable outdoor recreation opportunities and serve as stewards of Colorado's Natural Resources. They manage 42 State Parks and more than 300 State Wildlife areas.

**Great Outdoors Colorado (GOCO)** – State of Colorado organization that administers a grant program allocating state lottery funds for use in the acquisition and development of open space.

**Greenways** – A type of open space usually comprised of linear strips of land that connect other open spaces, parks, neighborhoods or public facilities. Greenways are often created using utility rights-of-way that cannot be developed, and may contain trails, benches, or other related improvements.

**Gold Medal Fishing Areas** – Waterways that have been designated by the Colorado Wildlife Commission as providing great spots to catch large trout. Only about 322 miles of Colorado's 9,000 miles of trout streams carry the "Gold Medal" signature.

**Habitat** – Land in its natural state where animals live.

**Level of Service (LOS)** – the ratio of park/open space acreage, and/or linear feet of trails to the number of people in the community. Levels of service are policy tools designed to help ensure that parks, trails and open space facilities are provided in proportion with population growth.

**Neighborhood Park** – any park that is typically between five and 30 acres, and is designed to serve a typically sized neighborhood of 3,000 to 5,000 people, generally the service area for one elementary school. Neighborhood parks typically contain playground facilities, lawn areas, landscaping, and may contain

splash pads, basketball courts, trails and/or picnic facilities. Neighborhood parks typically do not provide off-street parking.

**Open Space** – Lands that are undeveloped and reserved for active or passive recreational use. Open spaces may provide separation between communities, preserve environmentally sensitive lands, and/or connect other open spaces, parks, neighborhoods or public facilities.

**Parks** – Lands that are improved for the purpose of providing active and passive recreation opportunities. Improvements may include gazebos, picnic and cooking facilities, trails or paths, playground equipment, landscaping or any improvements designed to add to the enjoyment of the park. Parks are typically developed in the following sizes: pocket, neighborhood, community and regional.

**Passive recreation** – Any recreational facility designed to promote activities where participants simply enjoy their surroundings, such as scenic overlooks, picnic areas and gardens.

**Pocket Park** – any park that is less than five acres (usually one or two acres), usually incorporated into the design of an individual subdivision that is part of a larger neighborhood. Pocket parks may contain active and/or passive recreational facilities, but do not provide off-street parking.

**Regional Park** – any park that is designed to serve a region of a city or state that contains multiple communities and many neighborhoods. Regional parks may be 100 acres or more, and will typically contain facilities capable of accommodating large events, and heavy traffic, such as, recreation centers with pool and exercise facilities, complexes containing multiple baseball/softball/soccer fields complete with bleachers, lighting and concession facilities, and outdoor event centers containing amphitheatres or stadiums. Regional parks typically provide significant off-street parking.

**Recreation facilities** – Any lands, structures or improvements constructed, installed or reserved for active or passive recreational purposes. Such facilities can include anything from recreation centers with indoor pools and workout facilities constructed for active recreation purposes, to environmentally-sensitive lands that have been preserved for passive recreational use.

**Service Area** – The geographic area served by a given park. Generally

neighborhood parks have a service area of one half mile, and community parks have a service area of one mile.

**Trails** –Linear facilities designed to provide a means for users to walk from one part of a parks and open space system to another. Trails can be paved or unpaved, and can be a variety of widths to allow for use by pedestrians and/or cyclists, skateboarders, roller-bladers or scooter-riders.

## Part II: Existing Conditions

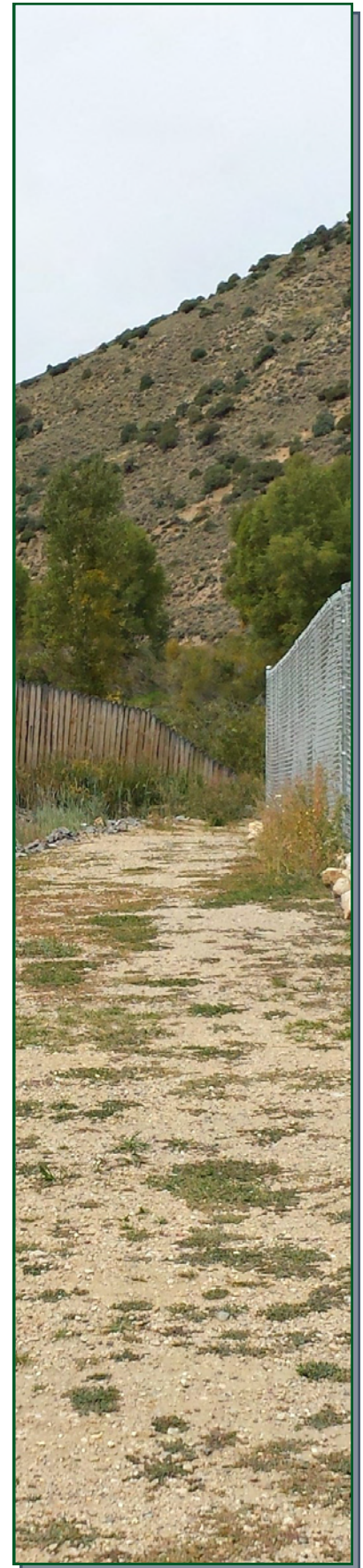
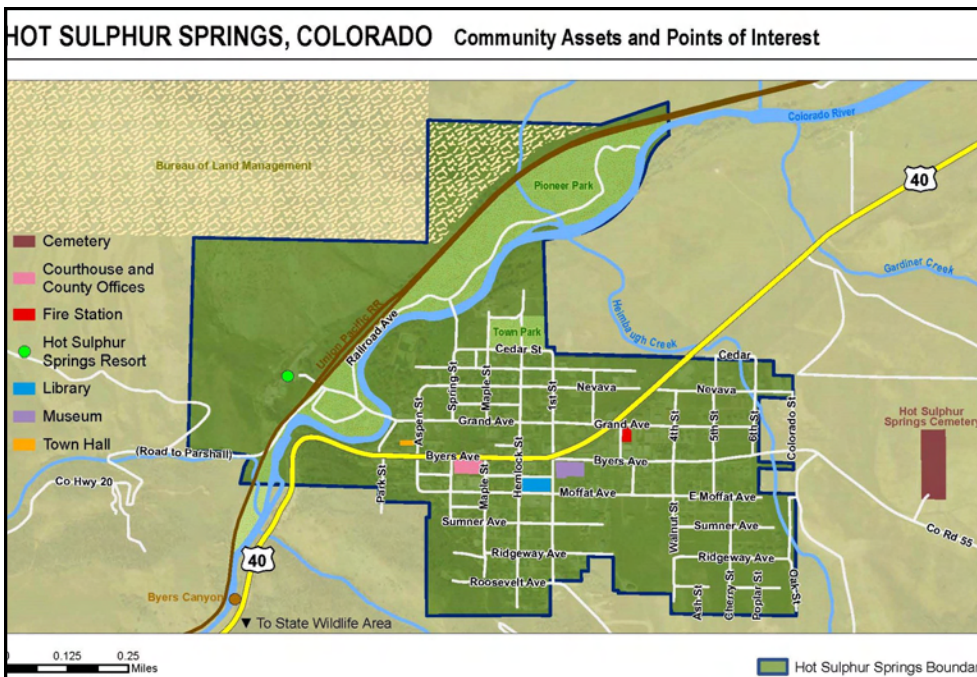
### Inventory of Existing

In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, indoor facilities, and other public spaces as combined to create an *infrastructure*. This infrastructure allows people to exercise, socialize, and otherwise maintain a healthy physical, mental and social well-being. The infrastructure is made up of *components* that support this goal. Components include such things as playgrounds, picnic shelters, courts, fields, indoor spaces and other elements that allow the system to meet its intended purpose.

### Methodology

A detailed inventory of these components was conducted in Hot Sulphur Springs. For the purpose of this Master Plan, the inventory focused only on parks and recreational components that are maintained for public use in Hot Sulphur Springs. The inventory located and catalogued all of the components and evaluated each one as to how well they were serving their intended function within the system. This information was used to analyze the levels of service provided by the system.

The maps below show where the existing components of the parks, recreation, trails, and open space system are located in Town. In addition, landmarks and barriers to pedestrian access are shown for reference. Larger maps can be found in appendix.



The inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components.

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

- Component
- Evaluation of component condition
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos

### General comments

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

*B = Below Expectations (1)*

*M = Meets Expectations (2)*

*E = Exceeds Expectations (3)*

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

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

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



## Inventory and Evaluation Results of Town Park

Owned, Operated and Maintained by Town of Hot Sulphur Springs

Analysis Initial Inventory Date: 11/5/2014

General Comments: Uninviting, dated, needs an eye catching piece to draw people in.

Design and Ambiance Average Score: 1.57 (Below/Meets Expectations)

Components	Score	Comments
Seating / Picnic Tables	2	Plenty of picnic tables in and around shelter
BBQ Pit / Grill	2	Structure in good condition but not visually appealing / no trash in or around. May not be desirable to keep.
Horseshoe Pits	2	4 Pits
Tennis Courts	1	Resurfacing necessary / Surface is currently non-playable
Basketball Court	1	Resurfacing necessary
Shelter	2	Shelter is adequate for park size with plenty of picnic tables
Restrooms	1	Toilets lack privacy and stalls with doors
Shade	1	Only shade provided by shelter
Park Access	2	Good overall access
Volleyball (sand)	2	Net up, boundaries need attention
Tennis Playback	1	Not useable since tennis playback not in place
Baseball Field	2	Infield and outfield are now in good condition.
Playground Equipment	2	Plenty of options, some outdated and not up to current code
Parking	2	New diagonal parking area established on north side of Town Park
<b>Key: 1: Below expectations      2: Meets expectations      3: Exceeds Expectations</b>		

## Summary of Findings

Overall, Town Park in Hot Sulphur Springs offers many amenities to the community, though the amenities currently are in need of maintenance and upgrading. Park accessibility is adequate to excellent with access from all sides of the park serving the north side of the community. However, US 40 provides a major barrier to the south side of the community.

Tennis courts are currently unplayable based on the surface conditions and net not in operational use (Figure 1), while the playback area is unusable (Figure 2) due to no playback structure.

Playground equipment variety is excellent, though there are some areas in need of maintenance on the newer equipment (Figure 3) and older equipment is outdated and would not meet newer standards or codes (Figure 4).

Baseball field has recently been improved by removing weeds in the outfield. It is now in good condition.

There is very limited natural tree shading within the park. The only useful shade area is found underneath the shelter which faces away from the playground area.

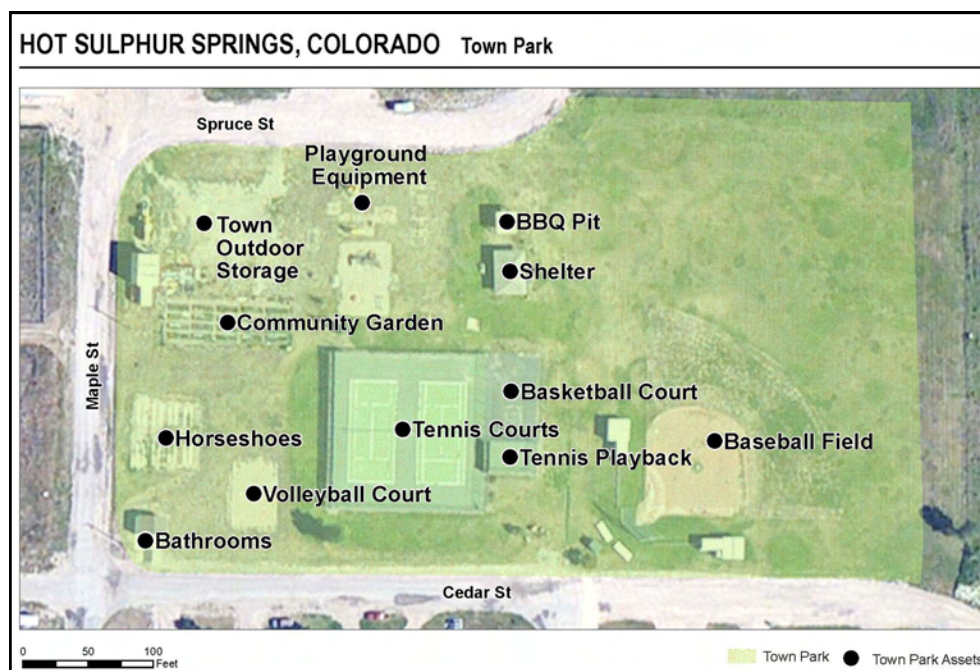


Figure 1: Tennis Court Surfacing



Figure 2: Tennis Playback Area



Figure 3: Playground Equipment Maintenance



Figure 4: Aging and Outdated Playground Equipment

## PIONEER PARK

Owned by Town of Hot Sulphur Springs and operated and maintained as a State Wildlife Area in partnership with Colorado Parks and Wildlife (CPW).

Analysis Initial inventory Date: 11/5/2014

General Comments: Great space, needs better camping and disc golf signage.

Design and Ambiance Average Score: 1.75 (Below/Meets Expectations)

Components	Score	Comments
Campground	1	No camp host
Pedestrian Bridge	3	Connectivity to Town Park could be improved
Picnic Tables	3	Parking near tables is limited
Dispersed Camping	1	Can conflict with other park uses
Disc Golf	2	Nice amenity; can conflict with other park uses
River Frontage	2	Provides access to gold medal waters
Trails	1	Primarily social trails
Parking	1	Limited parking north Pedestrian Bridge
Educational Kiosk	2	Discuss flora and fauna of area
<b>Key: 1: Below expectations      2: Meets expectations      3: Exceeds Expectations</b>		

## Summary of Findings

Pioneer Park provides a less formal park experience in Hot Sulphur Springs. A variety of natural vegetation is present in the park and users have a sense they have gotten away from Town when they are here. The park is bounded by the Colorado River on the southeastern edge and railroad tracks on the northwestern edge.

Pioneer Park has two distinct areas in the north and south. The road gate at the beginning of Railroad Avenue is used as the dividing line for this discussion. In the north, the park is less developed. The camping is more rustic, and the trails are less defined. While disc golf is present in this portion of the park, the nature of this activity leaves a relatively small footprint. (Figure 6) The meadows and taller grasses in this area are ideal for cross-country skiing in the winter and off-trail exploring in the summer.

The southern area of the park is more developed and includes picnic tables, an educational kiosk greeting visitors and a campground which has more defined spaces (Figure 5). The open spaces in this portion of the site are smaller than those in the northern area.

Access to the park is somewhat limited. Vehicles can come to the park from the west via County Road 20, but the majority of cars come from the intersection of Park and Grand over a bridge that connects the town to the park. This road also serves as a connector to County Road 20 and the access to the Hot Sulphur Springs Resort. Traffic coming to the resort and to the park use this same entrance.

Pedestrian access can come from either the vehicular access discussed above or across a new bridge that crosses the Colorado River northwest of Maple and Spruce.

Uses located in this park include camping, picnicking, disc golf, walking, fishing and cross-country skiing. Some of the uses, such as disc golf, can conflict with other uses in the park. (Figure 7)

Camping areas are located in a number of locations within the park (Figure 8). These camping areas are primitive and are more defined on the south end of the park than the north end. In the main campground, enforcement of the rule to camp only in designated campsites and not in day use sites (adjacent to the river) has been weak. The Town and CPW are responsible for enforcing park rules.

A separate picnic table area is located at the terminus of the new pedestrian bridge and serves those who would walk into the park from the town. Parking is provided and popular on the south side of the pedestrian bridge and serves the picnic area, rustic camping needs, disc golf players, and trail walkers. Pioneer Park, given its border with the Colorado River, is subject to periodic flooding and a portion of the site is located in the 100 year floodplain (Figure 9).



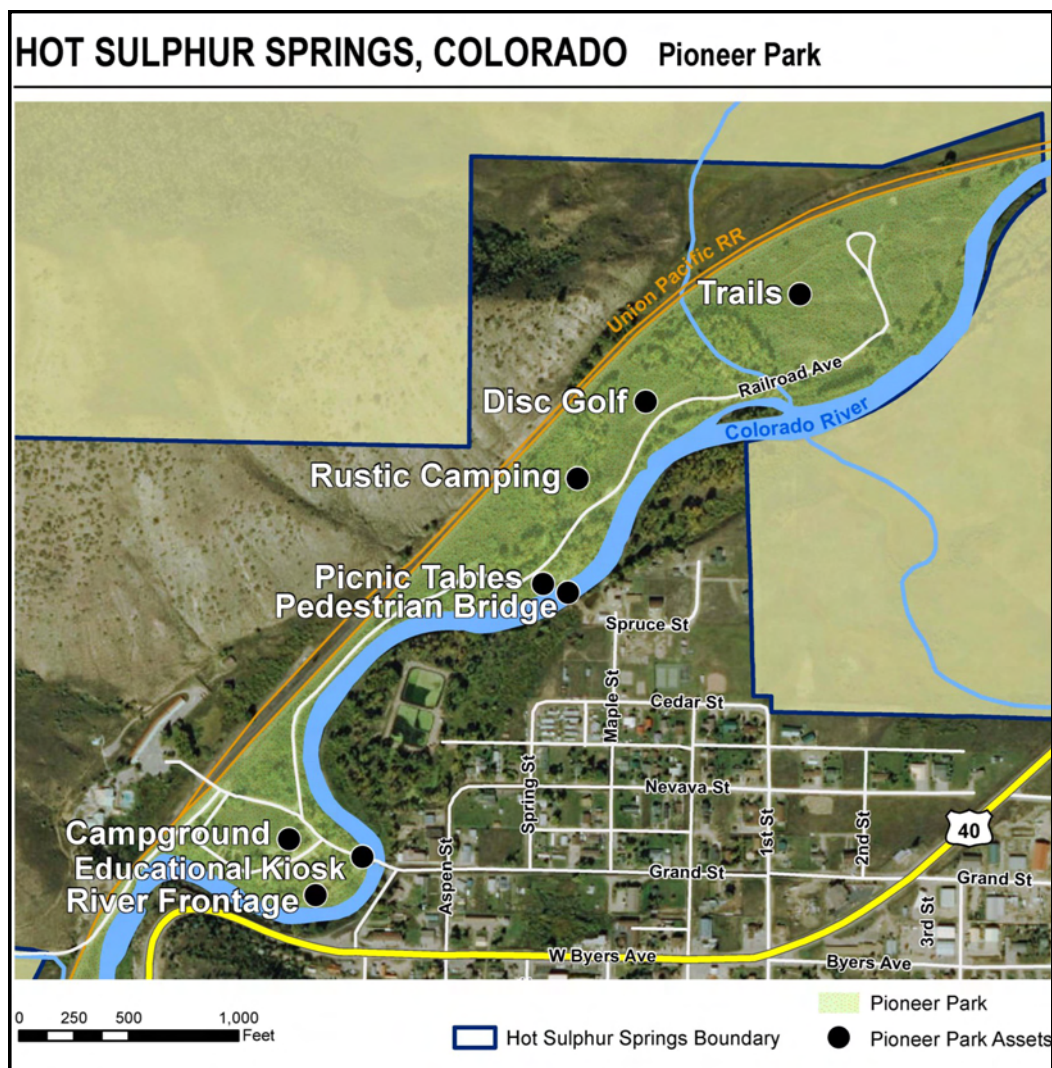


Figure 5: Picnic Area



Figure 6: Disc Golf Area



Figure 7: Dog Waste Clean-Up Station



Figure 8: Camping Areas



Figure 9: Access to River



## Town Survey Results

The Town of Hot Sulphur Springs Parks, Recreation, and Open Space Master Plan should reflect the community’s vision and thus an important component of the planning process was to learn what residents and others wanted to see in their community. Public input was achieved through holding two public meetings and conducting a survey. The following is a summary of the results of the survey. The survey results in their entirety are contained in the Appendix.

### Residency

Of the 63 surveys that were completed, 51 were submitted by full-time residents of Hot Sulphur Springs and three by part-time residents, representing a relatively high response rate of approximately 7.8 percent of the population (according to the 2010 census). The remaining 9 surveys were completed by residents of Grand Lake, Tabernash, Boulder County, Littleton, Granby, Evergreen, Parshall, Parker, Texas and other areas.

### General Demographics

Female respondents comprised 44.1 percent, whereas 55.9 percent of respondents were male, with 43 percent falling in the “51 to 60” age range and 85 percent representing the “41 to 70” demographic. In terms of household size, 65 percent of respondents reported either living alone, or with one other person. Over 58 percent of respondents said that they had lived in the area for 10 years or less. The chart below shows the number of users for each park and activities offered. More respondents identified uses for Pioneer Park than Town Park.

#### Pioneer Park

- Walking/hiking alone or w/dog (16)
- Fishing (8)
- Biking - road or mountain (8)
- Disc/frisbee golf, frisbee (6)
- Cross-country skiing (4)
- Dog interaction (4)
- Jogging/running (3)
- River access/play (3)
- Picnicking (3)

#### Town Park

- Horseshoes (6)
- Community garden (5)
- Special Events – Hot Sulphur Days (4)
- Dog walks/training (3)
- Tennis (3)
- Play in park/ kids play gym/swings (2)
- Picnicking (2)
- Basketball (2)



## Favorite Outdoor Activities

When asked how often they recreated outdoors during the summer and winter, respondents appeared to show a bias towards summer activities, with 56.6 percent reporting that they typically recreate outdoors five to seven days per week during the warmer months and only 33.3 percent reporting almost daily outdoor activity when it is colder.

In terms of preferred activities, the clear favorite was “walking, hiking, cross-country skiing,” which garnered 22.9 percent of the vote. “Hunting and/or fishing” (12.6 percent), “spending time in city parks” (12.3 percent), “mountain biking” (10.3 percent) and “water activities such as swimming and wading” (7.7 percent) represent the remainder of the top five outdoor recreational activities as indicated by respondents to the survey.

Perhaps important to note is that if the categories of “road bicycling” and “fat biking” with “mountain biking” were combined, the resulting broader category of “cycling” would overtake “hunting and/or fishing” for second overall with 16.1 percent of responses received.

## Satisfaction

When asked if the Hot Sulphur Springs park system met their needs, the response from survey-takers was overwhelmingly positive, with 60.7 percent ranking their satisfaction at a level of four or higher on a scale of one to five (five being the highest), and 85.1 percent at a level of three or higher. Generally, respondents felt that park facilities were accessible, close to work, school and/or home, and are age-appropriate for the population they serve.

## Use Frequency

Regarding how often Pioneer Park and Town Park are used, of the 63 survey responses regarding frequency almost 30 percent of respondents indicated frequent use of up to three days per week for at least a portion of the year. Some entries contained qualifiers indicating more frequent use during either summer or winter depending upon activity. However, it is also important to note that of those same survey responses regarding use frequency, 27 respondents (36.5 percent) indicated that they either use the park facilities infrequently or not at all. Approximately one third of respondents reported infrequent to moderate use.





**Activities by Park**

The two Hot Sulphur Springs’ parks are quite different in terms of purpose and use. Pioneer Park is further from developed portions of the town, less developed and is used for more rustic pursuits, such as hiking, fishing, biking and Frisbee golf. The Town Park is more developed and is used for more conventional park activities, including organized sports, community gardening and Town events. Activities most associated with each park as mentioned in the community survey are listed below. The number in parentheses next to each activity indicates the quantity of respondents who listed that activity as a favorite.

Pioneer Park

- Walking/hiking alone or w/dog (16)
- Fishing (8)
- Biking - road or mountain (8)
- Disc/frisbee golf, frisbee (6)
- Cross-country skiing (4)
- Dog interaction (4)
- Jogging/running (3)
- River access/play (3)
- Picnicking (3)
- Snowshoeing (1)
- Camping (1)

Town Park

- Horseshoes (6)
- Community garden (5)
- Special Events – Hot Sulphur Days (4)
- Dog walks/training (3)
- Tennis (3)
- Play in park/ kids play gym/swings (2)
- Picnicking (2)
- Basketball (2)
- Baseball (1)
- Walking (1)
- Snowshoe (1)





### Strengths and Opportunities (Continued)

- Frisbee golf brings a lot of people to the area. Facilities get lots of daily use. Grounds crew maintains facilities.
- Consider opportunities for fisheries enhancement work in conjunction with CPW, such as creating a deeper and narrower river channel.
- Consider opportunities to create new amenities for economic stimulus, such as a white water park.
- Rt 40 is on a main, Transamerica, bicycle route – some of the cyclists may stop at the park to camp.
- CPW checks fisherman and provides a law enforcement presence.

### Other

- The town has a temporary ice skating rink that could be used.
- Oldest town in northwest Colorado.
- Perceived beginning of skiing here in Hot Sulphur Springs.
- Native American historic use of baths.
- Ski jump hill.
- Potential for interpretive exhibit communicating historic significance of Hot Sulphur Springs; opportunity to tell Hot Sulphur Springs stories throughout town.
- Potential for interpretative exhibit in Pioneer Park for environmental interpretation/education.

### Weaknesses and Threats

#### Town Park

- Baseball league for kids in the area is infeasible because there are not enough kids to make a team.
- The baseball field has been inconsistently maintained and has been on the decline.
- Lack of cover to provide shade and shelter from water and wind.
- Needs more multi-purpose uses.
- Problem with the sprinkler maintenance.
- Tennis courts used for bikes, buggies, etc. Maybe tennis is not needed.
- The town has an ice skating rink that is not being used.
- There is an increasing number of dogs in the park and some are off-leash.
- The large BBQ pit is generally unused and filled with beer cans or trash.

## Weaknesses and Threats (Continued)

- Playground equipment is older and dated.
- Bathroom is rundown and locked through the winter.
- Need a more unified look.
- Kids play in the bathrooms.
- Request from an 8 year old – want monkey bars – the geodesic dome.
- Kid wants tire swings and a climbing structure.
- Kids climb on the dugouts.
- People have trouble finding Pioneer and Town Park.

### Pioneer Park

- A few, occasional campers can stay too long.
- Park consists of two separate types of recreation use: 1) Main campground; and 2) Riverfront area used for fishing, walking, disc golf and cross-country skiing. There are three or four campsites in the riverfront area, but campers spread out beyond those sites and impact the other activities in those areas.
- No water in the campground at Pioneer Park so campers take water from the faucet in the back of the bathroom at Town Park.
- Park is in a floodplain. During flood times, use of the park is limited.
- Signage for way finding for both parks could be improved.
- Too much vandalism.
- Lighting is minimal.
- Could more closely monitor camping activities.

## Key Focus Areas

- Update Town Park
- Identify new funding sources for overall parks, trails and open space system.
- Better identify access to the pedestrian bridge connecting the two parks to make it easier to find.
- Consider better trail markings in Pioneer Park without polluting the area with too much signage.
- Many believe that more signage means more maintenance and potential for vandalism, so explore low-maintenance, vandal-resistant signage.





### Key Focus Areas (Continued)

- Develop park (could be pocket park) on south side of town.
- Update pedestrian crossing on Highway 40 that has not been maintained by CDOT.
- Make it a priority to expand use of ROW on sides of existing roadways to provide opportunities for the development of trails.
- Work on more hiking access right out of town so as to avoid having to drive.
- Work on trail connection at CR 20.
- Fix the baseball field.
- Address the dog waste issue.
- Address the tennis court's status as an eyesore and as being dysfunctional.
- Look into the feasibility of constructing a bike "pump track" for kids.
- Install a "ball wall" on opposite side of tennis.
- Landscaping around the signs coming into town.

## Part III: Operations

### Vision/Mission Statements

When travelers enter town, they are greeted by a Town limit sign that is supplemented by the phrase “First in Winter Carnivals.” This phrase describes a time in Hot Sulphur Springs, long ago when the community began a winter sports craze in Colorado.

Vision and mission statements are essential in providing a foundation upon which an organization can build a structure of goals, objectives and action steps designed to chart a course for a successful future. The vision provides a big-picture outlook of where the organization would like to be, while the mission serves as an operational tool stating how the vision will be achieved. These tools can be used like a compass, to help organizations stay on track over time.

#### **Parks, Recreation and Open Space Vision**

The communities’ vision for parks and recreation is derived from the 1998 Community Master Plan.

“... Surrounding the Hot Sulphur Springs Baths is a well planned and landscaped, multi-recreational trail system interspersed with widely spaced camping spots. A special attraction to the Town is the authentic and tastefully refurbished Hot Springs Resort.

Pioneer Park, along the Colorado River, is controlled by the Town of Hot Sulphur Springs and is a popular recreational draw for all sorts of outdoor enthusiasts. The recreational opportunities available include camping, fishing, hiking, biking, skiing, snowmobiling, tubing, exploring, relaxing, and enjoying the abundant and diverse wildlife... ”

#### **Parks, Recreation and Open Space Mission Statement**

Based on the Town’s vision for parks and recreation the following mission statement was created.

Plan for and provide a system of attractive and usable parks, trails, open spaces and recreation facilities, programs and opportunities that enhance quality of life for residents and visitors to Hot Sulphur Springs and contribute to the preservation and communication of natural and cultural resources.



## Goals, Objectives and Recommended Actions

This portion of the master plan outlines the actions that will be taken to accomplish specific objectives and broad goals in support of the overall parks vision and mission statement for the Town of Hot Sulphur Springs. Each idea expressed in the vision/mission statements above relates directly to a corresponding goal. Each goal is designed to be accomplished through a series of objectives. Finally, each objective is broken down into a list of specific actions that may be incorporated into future work programs.

### Goals: General Application

- Parks, trails, open space and recreation facilities should be within walking distance of all neighborhoods.
- Parks, trails, open space and recreational facilities should meet the needs of existing and future residents of Hot Sulphur Springs.
- Parks, open space and recreation areas should be connected to neighborhoods by network of trails and/or greenways.
- The Town should develop standards and priorities for the maintenance of parks, trails and open space.
- Identify new sources of funding for the management and expansion of Hot Sulphur Springs' parks, recreation, trails, open space system.
- Explore low-maintenance, vandal- proof signage.

### Goal: Parks and Recreation

Increase community quality of life, attractiveness and identity by providing recreational opportunities through the sustainable creation and maintenance of a system of interconnected parks and recreation facilities.

**Objective:** Develop a policy of requiring land dedication and park development fees for new development so the town will be able to provide new parks for increased population. **PR 1** (Community Master Plan Goal 3.1 and 7.4)

**Recommended Action:** Include areas suitable for a variety of active and passive recreation development. **PR 1.1** (Community Master Plan Goal 7.2)



**Recommended Action:** Evaluate land proposed for new parkland for acceptable location, size, shape, topography and other physical characteristics to determine if the proposed land meets the town's needs. **PR 1.2** (Community Master Plan Goal 7.6)

**Objective:** Provide conventional neighborhood parks in a variety of types and sizes to meet the needs of Hot Sulphur Springs residents. **PR 2** (Community Master Plan Goal 7.1 and 7.7)

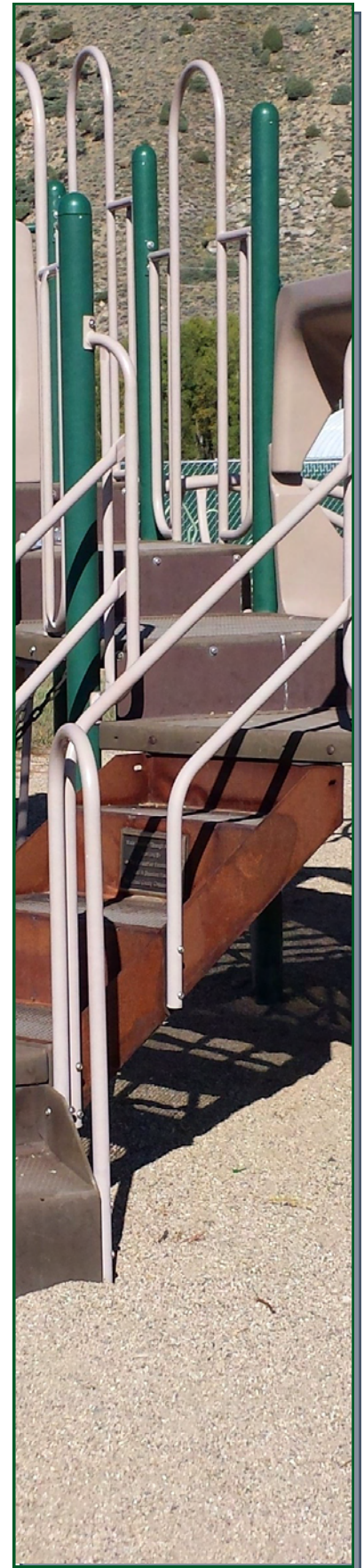
**Recommended Action:** Provide neighborhood parks closest to where people live primarily featuring picnic and gathering areas, playgrounds, smaller informal play fields, and/or walking paths. Neighborhood parks should be planned according to the following specifications: **PR 2.1** (Community Master Plan Goal 7.5):

Park Size:	1-20 acres (smaller is better for the Town)
Level of Service:	2.5 acres per 1,000 residents
Service Area:	.5 mile (.25 mile walking distance)
Location:	local streets and small collectors

**Recommended Action:** Locate land for and develop park (could be as small as a pocket park) to serve the south side of town, south of US Highway 40. **PR 2.2**

- Consider consolidating some of the land owned by the town on the east side of Hot Sulphur Springs for use as a park. **PR 2.2.1**
- Explore the feasibility of purchasing land along Heimbaugh Creek for use as a park. **PR 2.2.2**
- Look to partner with Grand County on land they own in Town to locate a park. **PR 2.2.3**

**Recommended Action:** If the community population increases significantly the town should consider providing larger scale amenities such as programmed sports fields, indoor recreation facilities, athletic complexes, water sports, skate parks, and/or dog parks. Such facilities should be located outside neighborhoods because of the additional traffic and other impacts they are likely to generate. **PR 2.3**





**Recommended Action:** Explore the possibility of constructing a kayak/whitewater park to accommodate recreation, races and events. **PR 2.4**

- Issue an RFP for private companies that own and operate such facilities and/or investigate the feasibility of constructing and operating a Town-owned facility. **PR 2.4.1**

**Objective:** Provide improved services and management to the current campground. **PR 3** (Community Master Plan Goal 7.13)

**Recommended Action:** Assess the need and site capability for additional camp sites and/or RV facilities to accommodate the lodging needs of visitors. **PR 3.1**

**Recommended Action:** Explore the feasibility of Town-owned and operated camping and RV facilities. **PR 3.2**

**Recommended Action:** Explore providing a camp host for the existing campground in Pioneer Park. **PR 3.3**

**Objective:** Develop and manage existing parks and town-owned land for the benefit of both residents and tourists. **PR 4**

**Recommended Action:** Pursue public/private partnerships with local agencies and land owners to develop an organized approach to the development and management of parks in town. **PR 4.1**

**Recommended Action:** Carefully manage Pioneer Park to enhance its recreational opportunities and to protect its sensitive resources. **PR 4.2** (Community Master Plan Goal 7.14)

- Pioneer Park North Section - Manage this area for more passive, low impact, less intrusive, less developed nature-based peaceful activities such as disc golf, walking, fishing, bird watching, environmental education, picnicking, non-motorized winter activities, and designated camping. **PR 4.2.1**
- Pioneer Park South Section - Manage for camping, picnicking and more developed nature-based facilities and uses. **PR 4.2.2**

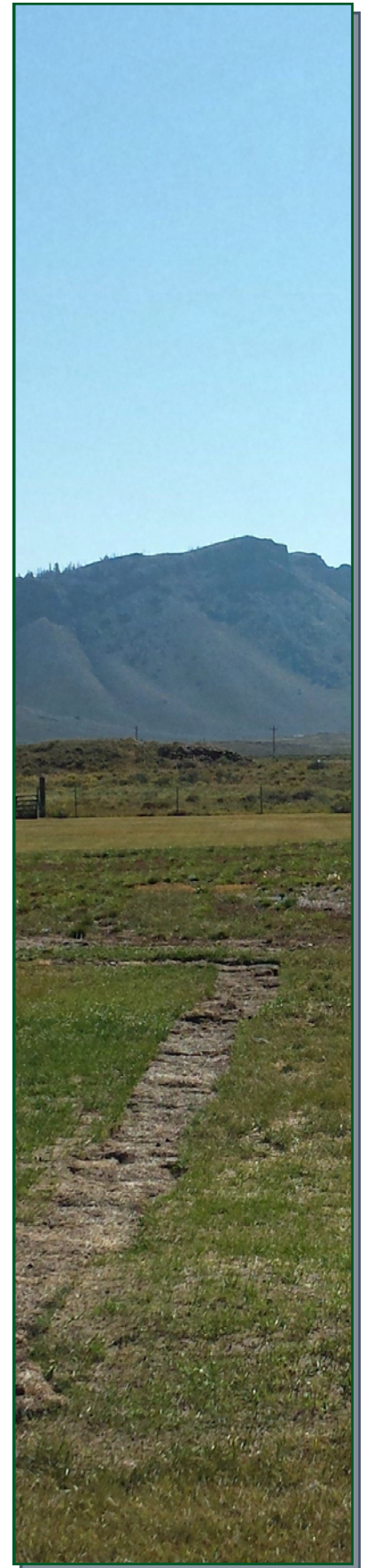
**Recommended Action:** Provide a more visible connection between Town Park and the Colorado River and Pioneer Park. **PR 4.3** (Community Master Plan Goal 7.15)

**Recommended Action:** Look into the feasibility of constructing a bike “pump track” for kids. **PR 4.4**

**Recommended Action:** Address ongoing maintenance, renovation and enforcement issues in Hot Sulphur Springs parks. Such issues may include (but are not limited to): **PR 4.5**

### In Town Park

- Add shade and shelter from water and wind;
- Upgrade the playground - new equipment may include:
  - ◆ Monkey bars
  - ◆ Geodesic dome
  - ◆ Climbing structure
  - ◆ Tire swings
- Ensure that playground surface is certified fall-zone material in accordance with the American Society for Testing and Materials;
- Ensure that playground areas meant for infants, toddlers, and older children are kept separate from each other;
- Label areas for different age groups to maximize playground safety;
- Consider using the temporary ice-skating rink more permanently;
- Address the dog waste issue;
  - ◆ Install dog stations with bags for waste and water;
- Enforce the leash law;
- Provide adequate trash receptacles and require event organizers to be responsible for site cleanup;
- Resurface tennis court;
- Address the tennis court’s status as an eyesore;
  - ◆ Consider not allowing uses besides tennis on the tennis courts.





- ◆ Consider converting tennis court area into multi-use area.
- Install a “ball wall” on opposite side of the tennis court.
- Screen the waste water treatment plant from view;
- Renovate the BBQ pit, or consider another use for that space;
- Consider installing better way-finding signs in town so park is easier to find.

#### In Pioneer Park

- Consider a host or on-site staff to monitor campers and ensure that they do not stay too long;
- Consider removing or better defining the three or four campsites in the north section / riverfront area, as campers currently spread out beyond those sites and impact the other activities in those areas;
- Address the dog waste issue;
- Enforce the leash law;
- Consider providing potable water in campgrounds;
- Address vandalism;
- Consider installing lighting;
- Consider opportunities for fisheries enhancement work, such as creating a deeper and narrower fishing channel;
- Consider opportunities to create new amenities for economic stimulus, such as a white water park;
- Consider charging a camping fee to generate funds for campground maintenance;
- Establish policy of allowing camping only in designated sites;
- Consider providing improved bathroom facilities;
- Provide improved and consistent signage throughout the park;
- Install an information kiosk in the South Section near the campground;
- Improve parking in South Section near day use area;
- Improve river access including accessible fishing desk and open avenues to the river;
- Consider installing benches along the trails and disc golf course;
- Address maintenance needs including buck and pole fence, signage, campsite cleanup, old picnic tables and trails.

**Objective:** Provide better connectivity from Town Park to Pioneer Park.  
PR 5

**Recommended Action:** Provide enhanced signage directing people to and from each park. PR 5.1

## Goal: Trails and Greenways

Develop and maintain a multipurpose trail and greenway system that works in conjunction with existing sidewalks to connect Hot Sulphur Springs parks, neighborhoods, open spaces, cultural features, commercial, and recreation areas with each other and with features outside the town.

**Objective:** Establish specific values, standards and priorities to guide the acquisition of land for trails and greenways. TG 1

**Recommended Action:** Establish standards and priorities related to the location of trails and greenways, including but not limited to the following: TG 1.1

Interconnection. Provide an interconnected trail and greenway system throughout town and the region, as opposed to individual trail segments that do not connect to other amenities or resources. TG 1.1.1

- Lands should be chosen that link parks, open spaces, recreation facilities, compatible land uses, and activity centers.
- This system should connect all parts of Town to the Town Park, Pioneer Park and the historic town core, working in conjunction with existing greenways such as alleys and road rights of way whenever possible.
- Identify locations where the town trail system can connect to external trail systems or other amenities and prioritize those trail segments for development.
  - a. Investigate the possibility of making trail connections from the south end of town to the Arapaho National Forest trail system via Heimbaugh Creek and undeveloped lands around County Road 559 accessible from 1<sup>st</sup> St. and Hemlock





- St. Make sure easements are in place before any area is used as a trail.
- b. Identify areas that provide the opportunity for hiking trail access directly out of town so users do not have to drive to a trailhead.
- c. Place value on entryways into the community and consider beautifying them with signage and landscaping.

Public ROW. The Town should use, where possible, drainage corridors, dedicated ROW and other public lands to locate trail and greenway corridors. **TG 1.1.2** (Community Master Plan Goal 7.11)

- Undertake a detailed investigation of the available rights-of-way and public lands within the town boundaries for the implementation of such a strategy. Potential locations might include:
  - a. CR 20 ROW
  - b. Area near Cemetery

Natural features. Capitalize on existing waterways, canyons and other natural features that are conducive to the location of trails and/or greenways. An example may include: **TG 1.1.3**

- Heimbaugh Creek – The creek can currently be accessed via a number of residential streets on the south side of town that dead-end or culdesac, such as Moffat, Sumner, Ridgeway, Ash and Poplar. The creek could also be accessed via County Road 557, which runs parallel to the east. The Heimbaugh Creek area shall not be used until lawful access is acquired.

**Recommended Action:** Ensure that new development or redevelopment projects are required to install trails that contribute to the overall trail system in town and the region as a whole. Since current community design regulations do not require new developments or redevelopments to contribute to the trail system, revise the code to remedy the problem as needed. **TG 1.2**

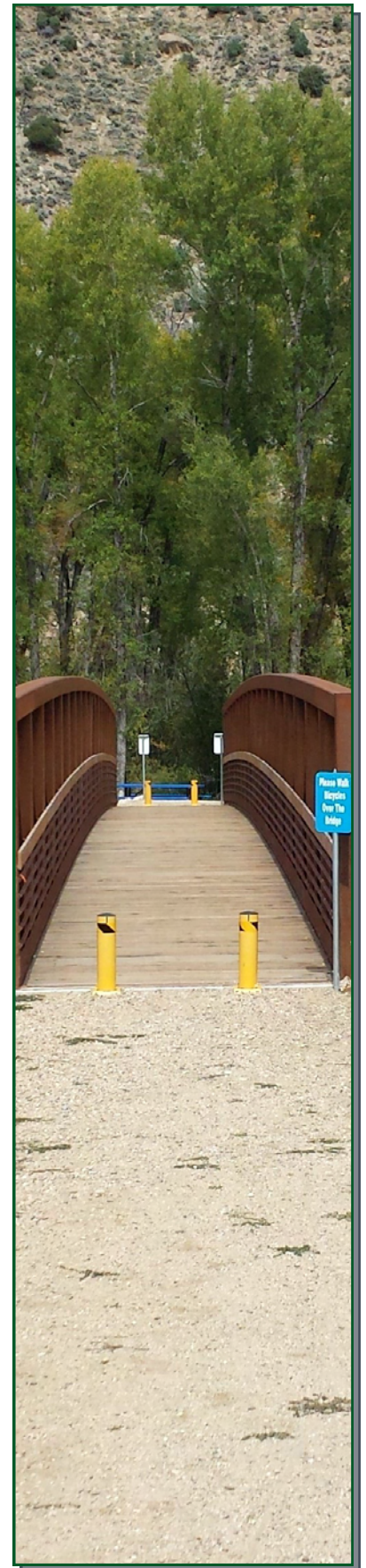
- The residential areas on the south side of town do not currently have paved streets or sidewalks. Consider planning for a trails initiative in this area (where property owners are amenable) to include a rustic (perhaps soft surface) trail system in the public ROW (including alleys) to connect the lands to the south of town with the amenities to the north.

**Objective:** Establish design standards and guidelines related to development and maintenance of trails and greenways. **TG 2** (Community Master Plan Goal 7.9)

**Recommended Action:** Work with local construction, signage and landscape design and maintenance companies to develop standards that may include (but not be limited to) the following:

**TG 2.1**

- Ensure that trail width will accommodate programmed activities (ex. 5 foot minimum for walking trails; 8 foot minimum for multi-use trails accommodating bikes and pedestrians).
- Ensure that trails are of appropriate thickness and construction to ensure maximum longevity (ex. 4 inches concrete with internal mesh for hard surface trails).
- Whenever possible, employ a winding trail design that more naturally flows with outdoor environments.
- Consider the long-term and short-term cost difference between hard and soft surface trails prior to installation.
- Preserve surrounding environments in their natural state whenever possible to decrease landscaping and maintenance costs.
- Ensure that trail and greenway signage clearly identifies the amenity without polluting the area with too much signage.





**Objective:** Address outstanding maintenance and expansion issues related to existing trail and sidewalk systems to ensure maximum accessibility, aesthetics and use. **TG 3** (Community Master Plan Goal 2.2)

**Recommended Action:** Evaluate existing signage and way-finding systems along trails through parks and make improvements wherever necessary including **TG 3.1:**

- Better identify access to the pedestrian bridge connecting the two parks to make it easier to find.
- Consider better trail markings in Pioneer Park without polluting the area with too much signage.

**Recommended Action:** Update crosswalk across Hwy 40 that has not been maintained by CDOT. **TG 3.2** (Community Master Plan Goal 8.2)

**Recommended Action:** Examine possibility of utilizing alleys and ROW on either side of the roadways in town to provide for the development of trails. **TG 3.3**

- Evaluate the town roadways to determine which are most appropriate and feasible for widening.

**Recommended Action:** Evaluate the potential for expansion of the Colorado River Corridor as a linear greenway system with additional biking and hiking trails in Hot Sulphur Springs and the surrounding area. **TG 3.4**

- Pursue Town or County acquisition of private lands or easements in the corridor with the goal of connecting existing facilities in the rest of the County along the Colorado River to Hot Sulphur Springs.

**Objective:** Provide an interconnected trail and greenway system throughout town and the region, as opposed to individual trail segments that do not connect to other amenities or resources. **TG 4**



**Recommended Action:** Ensure that new development or redevelopment projects are required to install trails that contribute to the overall trail system in town and the region as a whole. **TG 4.1**

**Recommended Action:** If current community design regulations do not require new developments or redevelopments to contribute to the trail system, then revise the code to remedy the problem as needed. **TG 4.2**

**Recommended Action:** Identify locations where the town trail system can connect to external trail systems or other amenities and prioritize those trail segments for development. **TG 4.3**

**Recommended Action:** Examine possibility of utilizing alleys and road ROW to provide for the development of trails. **TG 4.4**

**Recommended Action:** Acknowledge the scenic byway through town and incorporate into local plans to capitalize on it as a valuable resource. **TG 4.5**

**Recommended Action:** Work to connect the local trail system to the county-wide system. **TG 4.6**

## Goal: Open Spaces and Natural Areas

Enhance community quality of life, attractiveness and identity by preserving significant views, interesting physiographic formations, diverse habitat and productive agricultural land.

**Objective:** Establish a set of standards designed to guide the development of the town's open space program. **OS 1**

**Recommended Action:** Establish standards and priorities related to open spaces. Lands should be chosen based on the presence of certain outstanding characteristics, including (but not limited to) the following: **OS 1.1**

- Sensitive wildlife habitat;
- Natural riparian areas (rivers, streams, lakes, wetlands);
- Exceptional views;





- Land that is undevelopable due to rock outcropping, steep slopes and/or other topographic concerns;
- Lands near or containing outstanding cultural and/or archaeological resources, such as Native American sites/remains, and/or valuable fossil resources.

**Recommended Action:** Assess options for the best use of town-owned land on the east side of Hot Sulphur Springs. Consider opportunities for consolidation with adjacent property, recreation facility needs (such as sledding/ski hill, pump track, trailhead, picnic area, playground), exchange for other properties or easements, as well as open space and natural areas. **OS 1.2**

**Objective:** Preserve the agricultural areas that surround the community for economic and educational purposes. **OS 2** (Community Master Plan Goal 1.6)

**Recommended Action:** Consider establishing farmer’s markets to help support agriculture. **OS 2.1**

**Recommended Action:** Pursue conservation easements to help preserve these areas. **OS 2.2**

**Objective:** Preserve the natural habitat around the Colorado River for sustainability, recreational and educational purposes. **OS 3** (Community Master Plan Goal 1.4)

**Recommended Action:** Maintain enforcement of floodplain regulations prohibiting development near such waterways. **OS 3.1** (Community Master Plan Goal 1.11)

**Recommended Action:** Work with state and federal authorities to ensure local businesses with high potential to pollute (gas stations, truck wash-outs, feed lots, dry cleaners, oil-change facilities, etc.) are not doing so. **OS 3.2** (Community Master Plan Goal 1.3)

**Objective:** Identify and promote natural resources that may be outside the town's likely future boundaries, but that are accessible by town visitors and residents, and therefore serve as an attraction to the area.

**OS 4** (Community Master Plan Goal 1.1)

**Recommended Action:** Consult Grand County, CPW and BLM inventory of natural resources near Hot Sulphur Springs and advertise those resources as area attractions to benefit the town. **OS 4.1** (Community Master Plan Goal 1.7)

**Objective:** Promote birding and work to attract birders to the area. **OS 5**

**Recommended Action:** Work with birding organizations to promote the area as a birding destination. **OS 5.1**

**Recommended Action:** Look for opportunities to expand upon the CPW Birding Trail Program. **OS 5.2**

**Objective:** Enhance the appearance and attractiveness of the town. **OS 6**

**Recommended Action:** Encourage and support tree planting by town residents. **OS 6.1**

**Recommended Action:** Evaluate the need for a tree nursery to support a tree planting program. **OS 6.2**

**Recommended Action:** Implement a program to control invasive plants throughout the town including park lands. **OS 6.3**

## Goal: Cultural Resources and Special Events

Enhance the amenities of the Hot Sulphur Springs parks, trails and open space system through the preservation and integration of cultural resources, including special events, museums and interpretive displays, and historic and pre-historic structures, sites, artifacts and areas.

*\*Work to accomplish this goal without compromising the rights of private property owners or unnecessarily perpetuating the existence of dilapidated structures.*





**Objective:** Continue support for the Pioneer Village Museum and special community activities that commemorate historic events. **CRSE 1**

**Recommended Action:** Work with the Grand County Historical Association to investigate strategies for expanding the offerings of the museum and updating existing displays and resources where needed. **CRSE 1.1**

**Objective:** Pursue priority cultural resource projects, programs and/or activities as needed. **CRSE 2**

**Recommended Action:** Highlight the rich history of the town through interpretive displays in the town parks, signage at significant buildings and locations in town, walking tour guides and history programs. **CRSE 2.1**

**Recommended Action:** Utilize the river corridor and Pioneer Park to provide interpretive displays and programs focusing on environmental education. **CRSE 2.2**

**Objective:** Establish and promote a voluntary, local historic registry program that documents and promotes the existence of important historic buildings, sites and areas for preservation purposes and to attract visitors. **CRSE 3** (Community Master Plan Goal 2.6)

**Recommended Action:** Work with the Grand County Historical Association to develop a committee tasked with investigating the benefit, feasibility, funding and implementation of such a program. **CRSE 3.1** (Community Master Plan Goal 11.5)

**Recommended Action:** Develop an accurate inventory of historic buildings and sites and prioritize for renovation or demolition of dilapidated buildings lacking aesthetic appeal. **CRSE 3.2**

**Recommended Action:** Identify significant structures that have State or National Registry potential and initiate efforts to establish historic preservation status. **CRSE 3.3**

**Recommended Action:** Be cautious when considering the establishment of historic districts to get tax credits so as not to infringe on owner's rights. **CRSE 3.4**

**Objective:** Develop and maintain a wide variety of special events that take place in the town's parks that attract visitors, boost the economy and strengthen the desired image of the community as a destination. **CRSE 4** (Community Master Plan Goal 2.4 and 11.6)

**Recommended Action:** Maintain the success of existing events such as Hot Sulphur Days and Winter Carnivals, by continuing to provide as many resources to them as is feasible to ensure their success. **CRSE 4.1**

**Recommended Action:** Establish artisan and family-oriented events that are complementary to the Hot Sulphur Springs image and lifestyle. **CRSE 4.2**

- Establish an event-planning committee in Hot Sulphur Springs tasked with planning the following kinds of events:
  - Movies in the Park
  - Half/full marathons/triathlons
  - Live music festivals
  - Chainsaw sculpture contests
  - Mural painting
  - Kayaking contests
  - Fishing contests





## Part IV: Implementation

### Implementation Overview

Any plan is only as good as its implementation strategy, so the goal of this section is to identify the parties, resources, ideas and key tasks needed to carry out the goals of the Hot Sulphur Springs Parks, Recreation, and Open Space Master Plan.

As the identification of potential funding sources is a key focus for the Town of Hot Sulphur Springs, the first portion of the implementation component is dedicated to funding. This section begins with a discussion of traditional parks, trails and open space funding sources, including taxing mechanisms, special districts, land dedication, impact fees and admission revenues. The second half of the funding section discusses alternative revenue sources, such as loans, alternative service delivery and funding structures, and community service fees and assessments.

The next component in this part of the plan is a “Plan Implementation Table” that is organized according to the structure of the goals, objectives, and action steps identified and discussed in detail earlier in this plan.

Goals are listed in the first column on the far left of the table, with each subsequent objective listed to the immediate right. Continuing horizontally to the right, a series of action steps is listed for each objective. To this point, the information presented in the table is a duplication of what can be found in each individual goal section of the plan, but the information found to the right of the action steps column is new.

The next column lists any specific projects that have already been identified as means to accomplishing the goals to the left. Some cells in this column are purposefully left blank when no project has yet been identified. Next, the parties who will be involved in undertaking the projects are listed, as is the timeframe for the work, and the key project components and resources needed for successful implementation.

The table is intended to be used as an organizational tool for purposes of keeping track of the various pieces of the plan that have been accomplished, and what

pieces still need work. The table should by no means be considered a static document. The content contained within, particularly in the right-hand columns, should change as needed. The table was not designed as the only project management tool to be used in the implementation of this management plan. Other more detailed project management solutions should also be employed.



## Funding Strategies

The Town of Hot Sulphur Springs has made it a top priority of this plan to identify funding sources for parks, trails and open space projects. There are numerous mechanisms that local governments can employ to provide services and to make public improvements. The following are some of the most applicable funding strategies for Hot Sulphur Springs as taken from the full “Funding Strategies” text found in the appendix.

### General Fund

Parks and recreation services are typically funded by an agency’s General Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-government agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

### Parks and Recreation Independent Taxing District

Independent park and recreation district or a town-wide assessment district serves just the residents of the independent taxing district or may encompass a larger service area. This option provides a stable source of funds, a separate administration, and an elected body that is accountable to the voters residing in the district. This type of special district is often funded through property taxes but could also receive pass-through funding from the Town.

### Development Impact Fees

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities, including parks, needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs.

### Land Dedication

Park land dedication requirements typically state that all residential subdivisions of land, with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.



## Reservations

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

## Ticket Sales/Admissions

This revenue source is for accessing facilities for self-directed or spectator activities such as recreation centers, splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

## Bond Referendum

Bond Referenda are used to fund capital needs, renovations, and new facilities. A bond is a written promise to pay a specified sum of money at a specified future date, at a specified interest rate. These bonds are traditionally general obligation bonds, revenue bonds, or special assessment bonds initiated through agency approval and citizen vote.

## Camping Fees & Hook-Up Fees

These are permits for RV, tent, and primitive camping. Fees may range per site for primitive spaces, full hook-ups, and premium view or location sites. Additional fees may be added for water, electricity, sewer, and cable T.V. access, dump stations, showers, etc.

## Food and Beverage and/or Hotel, Motel and Restaurant Tax

Tax based on gross receipts from charges and meals services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

## Cell Towers and Wi-Fi

Payment for cell towers attached to existing or new light poles in game field complexes. Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System has provided wireless internet access service in 85 state parks.

### **Booth Lease Space**

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

### **Land Swaps**

An agency may trade property to improve access or protection of resources. This could include an action for non-payment of taxes resulting in an agency property gain or a situation where a developer needs a larger or smaller space to improve their profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

### **Leasebacks on Recreational Facilities**

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. The agency would then lease the property back from the investor over 20+ years.

### **Private Developers**

Developers may lease space on agency owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

### **Partnership Opportunities**

Partnerships can occur where development or operational costs can be shared between two separate public, private or non-profit entities. Potential strategic alliance partnerships where missions run parallel and mutually beneficial relationships can be fostered and may include:

- YMCA
- School District
- Boys and Girls Club
- Fraternal organizations
- Chamber of Commerce
- Convention and Visitor's Bureau
- Neighboring cities, and communities
- Private businesses
- Churches
- CPW Funding

## Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on agency-related items such as program guides, scoreboards, dasher boards, and other visible products or services. Current sign codes should be reviewed for conflicts or appropriate revisions.

## Fundraising/Friends Associations

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. Agencies could sell pavers, bricks, tiles, for example, or consider staging a telethon. Sometimes this kind of fundraising is conducted by a friends group formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

## Land Trusts

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

## Maintenance Endowments

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

## Public Grants

Government grants often supplement or match funds that have already been received. For example, grants can be used for programs, planning, design, seed money, and construction. Due to their generally unpredictable nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding. Grant programs may include Great Outdoors Colorado (GOCO), Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21), Land and Water Conservation Fund and others.

## Private Grant and Philanthropic Agencies

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on

available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized in the appendix.

### **Volunteers/In-Kind Services**

This is an indirect revenue source in that people donate time to assist an agency in providing a product or service on an hourly basis. This reduces the agency's cost in providing the service, plus it builds advocacy for the system.

### **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 their community.

### **Neighborhood Park Watch**

As a way to reduce costs associated with vandalism and other crimes against property, an agency may develop a neighborhood park watch program. This program would develop a sense of community ownership of the agency's facilities.

For additional funding opportunities and strategies please refer to the appendix.

## Part V: Appendix

Implementation Matrix

Maps

Survey Results

Funding Strategies

List of Parks-Related Grant funds received by Hot Sulphur Springs

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status	
<b>Goal: Parks and Recreation</b> Increase community quality of life, attractiveness and identity by providing recreational opportunities through the sustainable creation and maintenance of a system of interconnected parks and recreation facilities.	Develop a policy of requiring land dedication and park development fees for new development so the town will be able to provide new parks for increased population. <b>PR 1</b>	Include areas suitable for a variety of active and passive recreation development. <b>PR 1.1</b>	Work with town staff or consultant to draft appropriate code changes.	High - Ongoing	GOCO Grant General Time Staff Time		
		Evaluate land proposed for new parkland for acceptable location, size, shape, topography and other physical characteristics to determine if the proposed land meets the town's needs. <b>PR 1.2</b>	Issue an RFP soliciting proposals from companies qualified to perform such a study.	High to Medium – One year	GOCO Grant General Time Staff Time		
	Provide conventional neighborhood parks in a variety of types and sizes to meet the needs of Hot Sulphur Springs residents. <b>PR 2</b>	Provide neighborhood parks closest to where people live primarily featuring picnic and gathering areas, playgrounds, smaller informal play fields, and/or walking paths. Neighborhood parks should be planned according to the following specifications: <b>PR 2.1</b>  a) Park Size: 1-20 acres (smaller is better for the Town) b) Level of Service: 2.5 acres per 1,000 residents c) Service Area: .5 mile (.25 mile walking distance) d) Location: local streets and small collectors			High to Medium – One to three years	Land Dedication Impact Fees GOCO Grants General Fund Bonds	
		Locate land for development of parks (could be as small as a pocket park) to serve the south side of town, south of US Highway 40. <b>PR 2.2</b>	Locate land for and develop park (could be as small as a pocket park) to serve the south side of town.	Medium to high	Staff Time		
		Consider consolidating some of the land owned by the town on the east side of Hot Sulphur Springs for use as a park. <b>PR 2.2.1</b>		Medium to high	Land Dedication Impact Fees GOCO Grants General Fund Bonds Staff Time		
		Explore the feasibility of purchasing land along Heimbaugh Creek for use as a park. <b>PR 2.2.2</b>					
		Look to partner with Grand County on land they own in Town to locate a park. <b>PR 2.2.3</b>		Low			

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Parks and Recreation</b> Increase community quality of life, attractiveness and identity by providing recreational opportunities through the sustainable creation and maintenance of a system of interconnected parks and recreation facilities.	Provide conventional neighborhood parks in a variety of types and sizes to meet the needs of Hot Sulphur Springs residents. <b>PR 2</b>	If the community population increases significantly the town should consider providing larger scale amenities such as programmed sports fields, indoor recreation facilities, athletic complexes, water sports, skate parks, and/or dog parks. Such facilities should be located outside neighborhoods because of the additional traffic and other impacts they are likely to generate. <b>PR 2.3</b>		Low		
		Explore the possibility of constructing a kayak/whitewater park to accommodate recreation, races and events. <b>PR 2.4</b>		Medium to high – Three to five years	Land Dedication Impact Fees GOCO Grants General Fund Private Funds Bonds Green Fees TIF	
		Issue an RFP for private companies that own and operate such facilities and/or investigate the feasibility of constructing and operating a Town-owned public course <b>PR 2.4.1</b>				
	Provide improved services and management to the current campground. <b>PR 3</b>	Assess the need and site capability for additional camp sites and/or RV facilities to accommodate the lodging needs of visitors. <b>PR 3.1</b>	Conduct a study of the local market for such a use.	Medium to high - One to three years	General Fund GOCO Grants	
		Explore the feasibility of Town-owned and operated camping and RV facilities. <b>PR 3.2</b>	Establish a team comprised of elected officials, members of the public and staff to explore options based upon results of market study.	Medium to high - Three to five years	Staff Time Volunteers	
		Explore providing a camp host for the existing campground in Pioneer Park. <b>PR 3.3</b>		Medium to high - Three to five years	Staff Time Volunteer Time	
	Develop and manage existing parks and town-owned land for the benefit of both residents and tourists. <b>PR 4</b>	Pursue public/private partnerships with local agencies and land owners to develop an organized approach to the development and management of parks in town. <b>PR 4.1</b>		Low		
		Carefully manage Pioneer Park to enhance its recreational opportunities and to protect its sensitive resources. <b>PR 4.2</b>		High – One to two years	Land Dedication Impact Fees GOCO Grants General Fund	

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status		
<b>Goal: Parks and Recreation</b> Increase community quality of life, attractiveness and identity by providing recreational opportunities through the sustainable creation and maintenance of a system of interconnected parks and recreation facilities.	Develop and manage existing parks and town owned land for the benefits of both residents and tourists. <b>PR 4</b>	Pioneer Park North Section - Manage this area for more passive, low impact, less intrusive, less developed nature-based peaceful activities such as disc golf, walking, fishing, bird watching, environmental education, picnicking, non-motorized winter activities, and designated camping. <b>PR 4.2.1</b>		High				
		Pioneer Park North Section - Manage for camping, picnicking and more developed nature-based facilities and uses. <b>PR 4.2.2</b>		High				
		Provide a more visible connection between Town Park and the Colorado River and Pioneer Park. <b>PR 4.3</b>		High				
		Look into the feasibility of constructing a bike "pump track" for kids. <b>PR 4.4</b>		Medium to high				
		Address ongoing maintenance, renovation and enforcement issues in Hot Sulphur Springs parks. <b>PR 4.5</b>	<b>Town Park</b>	Add shade and shelter from water and wind		High - One to two years	GOCO Grants General Fund Donations	
				Upgrade the playground. New equipment may include: *Monkey Bars *Geodesic dome *Climbing structure *Tire Swings		High - One to two years	GOCO Grants General Fund Donations	
				Ensure that playground surface is certified fall-zone material in accordance with the American Society for Testing and Materials.		High		
				Ensure that playground areas meant for infants, toddlers, and older children are kept separate from each other.		Low		
				Label areas for different age groups to maximize playground safety.		Medium		



# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Parks and Recreation</b> Increase community quality of life, attractiveness and identity by providing recreational opportunities through the sustainable creation and maintenance of a system of interconnected parks and recreation facilities.	Develop and manage existing parks for the benefits of both residents and tourists. <b>PR 4</b>	Address ongoing maintenance, renovation and enforcement issues in Hot Sulphur Springs parks. <b>PR 4.5</b>	Consider using the temporary ice-skating rink more permanently	Medium - One to three years	GOCO Grants General Fund Donations	
			Address the dog waste issue: *Install dog stations with bags for waste and water Enforce the leash law	High - Immediate	GOCO Grants General Fund Donations Staff Time	
			Provide adequate trash receptacles and require event organizers to be responsible for site cleanup	High		
			Resurface tennis courts.	High		
			Address the tennis court's status as an eye sore *Consider not allowing uses besides tennis on tennis courts *Consider converting tennis court area into multi-use area	High - One to two years	GOCO Grants General Fund Donations	
			Install a "ball wall" on opposite side of the tennis court	High		
			Screen the wastewater treatment plant from view	Medium - One to three years	GOCO Grants General Fund Donations	
			Renovate the BBQ pit, or consider another use for that space	High - one year	GOCO Grants General Fund Donations	
			Consider installing better way-finding signs in town so park is easier to find	High - one year	General Fund Staff Time Volunteers	
			<b>Pioneer Park</b> Consider a host or on-site staff to monitor campers and ensure that they do not stay too long.	High - One year	Staff Time	
			Consider removing or better defining the three or four campsites in the north section/riverfront area, as campers currently spread out beyond those sites and impact the other activities in those areas.	High - One year	Staff Time	

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Parks and Recreation</b> Increase community quality of life, attractiveness and identity by providing recreational opportunities through the sustainable creation and maintenance of a system of interconnected parks and recreation facilities.	Develop and manage existing parks for the benefits of both residents and tourists. <b>PR 4</b>	Address ongoing maintenance, renovation and enforcement issues in Hot Sulphur Springs parks. <b>PR 4.5</b>	Address the dog waste issue	High - Immediate	Staff Time	
			Enforce the leash law	High	General Fund Donations	
			Consider providing potable water access in the	High - Immediate	Staff Time	
			Address vandalism	High - One year	GOCO Grant General Fund Donations	
			Consider installing lighting	Medium to low - One to three years	State/Federal GOCO Grant General Fund Bonds User Fees	
			Consider opportunities for fisheries enhancement work, such as creating a deeper and narrower fishing channel	High - One year	Private Business Tax Incentives GOCO Grant Bonds User Fees CPW	
			Consider opportunities to create new amenities for economic stimulus, such as a white water park	Medium		
			Consider charging a camping fee to generate funds for campground maintenance.	Medium to high		
			Establish policy of allowing camping only in designated sites.	Medium		
			Consider providing improved bathroom facilities.	Medium		
Provide improved and consistent signage throughout the park.	Medium					
Install an information kiosk in the South Section near the campground.	Medium					
Improve parking in South Section near day use areas.	Medium					

Implementation Matrix				Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015		
Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Parks and Recreation</b>			Improve river access including accessible fishing deck and open avenues to the river.	Medium		
			Consider installing benches along the trails and disc golf course.	Medium		
			Address maintenance needs including buck and pole fence, signage, campsite cleanup, old picnic tables, and trails.	Medium - Three to Five Years	State Funds	
	Provide better connectivity from Town Park to Pioneer Park. <b>PR 5</b>	Provide enhanced signage directing people to and from each park. <b>PR 5.1</b>		High		

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status	
<b>Goal: Trails and Greenways</b>  Develop and maintain a multipurpose trail and greenway system that works in conjunction with existing sidewalks to connect Hot Sulphur Springs parks, neighborhoods, open spaces, cultural features, commercial, and recreation areas with each other and with features outside the town.	Establish specific values, standards and priorities to guide the acquisition of land for trails and greenways. <b>TG 1</b>	Establish standards and priorities related to the location of trails and greenways, including but not limited to the following: <b>TG 1.1</b>	Consider codifying some standards in development code	<b>High - Immediate</b>	Staff Time		
		<u>Interconnection.</u> Provide an interconnected trail and greenway system throughout town and the region, as opposed to individual trail segments that do not connect to other amenities or resources. <b>TG 1.1.1</b>					
		Lands should be chosen that link parks, open spaces, recreation facilities, compatible land uses, and activity centers.			High		
		This system should connect all parts of Town to the Town Park, Pioneer Park and the historic town core, working in conjunction with existing greenways such as alleys and road rights of way whenever possible.					
		Identify locations where the town trail system can connect to external trail systems or other amenities and prioritize those trail segments for development.		<b>High - Immediate</b>	Staff Time Volunteers		
			a. Investigate the possibility of making trail connections from the south end of town to the Arapaho National Forest trail system via Heimbaugh Creek and undeveloped lands around County Road 559 accessible from 1 <sup>st</sup> St. and Hemlock St. Make sure easements are in place before any area is used as a trail.	<b>High - Immediate</b>			

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Trails and Greenways</b>  Develop and maintain a multipurpose trail and greenway system that works in conjunction with existing sidewalks to connect Hot Sulphur Springs parks, neighborhoods, open spaces, cultural features, commercial, and recreation areas with each other and with features outside the town.	Establish specific values, standards and priorities to guide the acquisition of land for trails and greenways. <b>TG 1</b>		b. Identify areas that provide the opportunity for hiking trail access right out of town so users do not have to drive to a trailhead.	High - Immediate	Staff Time Volunteers	
			c. Place value on entryways into the community and consider beautifying them with signage and landscaping.	Medium		
		<u>Public ROW.</u> The Town should use, where possible, drainage corridors, dedicated ROW and other public lands to locate trail and greenway corridors. <b>TG 1.1.2</b>				
		- Undertake a detailed investigation of the available rights-of-way and public lands within the town boundaries for the implementation of such a strategy. Potential locations might include:  a. CR 20 ROW  b. Area near Cemetery	Heimbaugh Creek – The creek can currently be accessed via a number of residential streets on the south side of town that dead-end or culdesac, such as Moffat, Sumner, Ridgeway, Ash and Poplar. The creek could also be accessed via County Road 557, which runs parallel to the east. The Heimbaugh Creek area shall not be used until lawful access is acquired.	Medium		
		<u>Natural features.</u> Capitalize on existing waterways, canyons and other natural features that are conducive to the location of trails and/or greenways. An example may include: <b>TG 1.1.3</b>			Medium to high	

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Trails and Greenways</b>  Develop and maintain a multipurpose trail and greenway system that works in conjunction with existing sidewalks to connect Hot Sulphur Springs parks, neighborhoods, open spaces, cultural features, commercial, and recreation areas with each other and with features outside the town.	Establish specific values, standards and priorities to guide the acquisition of land for trails and greenways. <b>TG 1</b>	Ensure that new development or redevelopment projects are required to install trails that contribute to the overall trail system in town and the region as a whole. Since current community design regulations do not require new developments or redevelopments to contribute to the trail system, revise the code to remedy the problem as needed. <b>TG 1.2</b>		Medium		
		· The residential areas on the south side of town do not currently have paved streets or sidewalks. Consider planning for a trails initiative in this area (where property owners are amenable) to include a rustic (perhaps soft surface) trail system in the public ROW (including alleys) to connect the lands to the south of town with the amenities to the north.				
	Establish design standards and guidelines related to development and maintenance of trails and greenways. <b>TG 2</b>	Work with local construction, signage and landscape design and maintenance companies to develop standards that may include (but not be limited to) the following: <b>TG 2.1</b>	Assign staff or volunteer to contact local companies and perform additional research on contemporary trail design standards and costs for the region.	High - Immediate	Staff Time Volunteers	
Whenever possible, employ a winding trail design that more naturally flows with outdoor environments.		Ensure that trail width will accommodate programmed activities (ex. 5 foot minimum for walking trails; 8 foot minimum for multi-use trails accommodating bikes and pedestrians).				
Consider the long-term and short-term cost difference between hard and soft surface trails prior to installation.		Ensure that trails are of appropriate thickness and construction to ensure maximum longevity (ex. 4 inches concrete with internal mesh for hard surface trails).				
Preserve surrounding environments in their natural state whenever possible to decrease landscaping and maintenance costs.		Incorporate additional information into the appendix of this plan for using moving forward.				
		Ensure that trail and greenway signage clearly identifies the amenity without polluting the area with too much signage.				

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status	
<b>Goal: Trails and Greenways</b> Develop and maintain a multipurpose trail and greenway system that works in conjunction with existing sidewalks to connect Hot Sulphur Springs parks, neighborhoods, open spaces, cultural features, commercial, and recreation areas with each other and with features outside the town.	Address outstanding maintenance and expansion issues related to existing trail and sidewalk systems to ensure maximum accessibility, aesthetics and use. <b>TG 3</b>	Evaluate existing signage and way-finding systems along trails through parks and make improvements wherever necessary including <b>TG 3.1</b>		High - One Year	GOCO Grant General Fund		
		Better identify access to the pedestrian bridge connecting the two parks to make it easier to find.		High - One Year	GOCO Grant General Fund		
		Consider better trail markings in Pioneer Park without polluting the area with too much signage.					
		Update crosswalk across Hwy 40 that has not been maintained by CDOT. <b>TG 3.2</b>	Begin with formal requests to CDOT for maintenance of crosswalk.	High - One Year	GOCO Grant General Fund		
		Examine possibility of utilizing alleys and ROW on either side of the roadways in town to provide for the development of trails. <b>TG 3.3</b>		High - One Year	GOCO Grant General Fund		
		Evaluate the town roadways to determine which are most appropriate and feasible for widening.					
	Provide an interconnected trail and greenway system throughout town and the region, as opposed to individual trail segments that do not connect to other amenities or resources. <b>TG 4</b>	Evaluate the potential for expansion of the Colorado River Corridor as a linear greenway system with additional biking and hiking trails in Hot Sulphur Springs and the surrounding area. <b>TG 3.4</b>	Pursue Town or County acquisition of private lands or easements in the corridor with the goal of connecting existing facilities in the rest of the County along the Colorado River to Hot Sulphur Springs.		High - One Year	GOCO Grant General Fund	
			Ensure that new development or redevelopment projects are required to install trails that contribute to the overall trail system in town and the region as a whole. <b>TG 4.1</b>		Medium		
			If current community design regulations do not require new developments or redevelopments to contribute to the trail system, then revise the code to remedy the problem as needed. <b>TG 4.2</b>		Medium		

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Trails and Greenways</b>	Provide an interconnected trail and greenway system throughout town and the region, as opposed to individual trail segments that do not connect to other amenities or resources. <b>TG 4</b>	Identify locations where the town trail system can connect to external trail systems or other amenities and prioritize those trail segments for development. <b>TG 4.3</b>		Medium		
		Examine possibility of utilizing alleys and road ROW to provide for the development of trails. <b>TG 4.4</b>		Medium		
		Acknowledge the scenic byway through town and incorporate into local plans to capitalize on it as a valuable resource. <b>TG 4.5</b>		Medium		
		Work to connect the local trail system to the county-wide system. <b>TG 4.6</b>		Medium		



# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status	
<b>Goal: Open Spaces and Natural Areas</b> Enhance community quality of life, attractiveness and identity by preserving significant views, interesting physiographic formations, diverse habitat and productive agricultural land.	Establish a set of standards designed to guide the development of the town's open space program. <b>OS 1</b>	Establish standards and priorities related to open spaces. Lands should be chosen based on the presence of certain outstanding characteristics, including (but not limited to) the following: <b>OS 1.1</b>	Standards shall be considered "established" upon adoption of this plan. Refer to this plan when considering acquisition of natural areas or open space lands.	High-Ongoing	N/A		
		Sensitive wildlife habitat;					
		Natural riparian areas (rivers, streams, lakes, wetlands); Exceptional views;					
			Land that is undevelopable due to rock outcropping, steep slopes and/or other topographic concerns;				
			Lands near or containing outstanding cultural and/or archaeological resources, such as Native American sites/remains, and/or valuable fossil resources.				
			Assess options for the best use of town owned land on the east side of Hot Sulphur Springs. Consider opportunities for consolidation with adjacent property, recreation facility needs (such as sledding/ski hill, pump track, trailhead, picnic area, playground), exchange for other properties or easements, as well as open space and natural areas. <b>OS 1.2</b>		Medium		
			Consider establishing farmer's market to help support agriculture. <b>OS 2.1</b>		Low		
			Pursue conservation easements to help preserve these areas. <b>OS 2.2</b>		Low		
	Preserve the natural habitat around the Colorado River for sustainability, recreational and educational purposes. <b>OS 3</b>	Maintain enforcement of floodplain regulations prohibiting development near such waterways. <b>OS 3.1</b>		High - Ongoing	Staff Time		
		Work with state and federal authorities to ensure local businesses with high potential to pollute (gas stations, truck wash-outs, feed lots, dry cleaners, oil-change facilities, etc.) are not doing so. <b>OS 3.2</b>	Identify a staff person or volunteer to open lines of communication.	High - One Year	Staff Time		

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Open Spaces and Natural Areas</b> Enhance community quality of life, attractiveness and identity by preserving significant views, interesting physiographic formations, diverse habitat and productive agricultural land.	Identify and promote natural resources that may be outside the town's likely future boundaries, but that are accessible by town visitors and residents, and therefore serve as an attraction to the area. <b>OS 4</b>	Consult Grand County, CPW and BLM inventory of natural resources near Hot Sulphur Springs and advertise those resources as area attractions to benefit the town. <b>OS 4</b>	Work with chamber of commerce to accomplish this task.	Medium to High - One to Three years	Staff Time Volunteers	
	Promote birding and attracting birders. <b>OS 5</b>	Work with birding organizations to promote the area as a birding destination. <b>OS 5.1</b>		Medium		
		Look for opportunities to expand upon the CPW Birding Trail Program. <b>OS 5.2</b>		Medium		
	Enhance the appearance and attractiveness of the town. <b>OS 6</b>	Encourage and support tree planting by town residents. <b>OS 6.1</b>		Medium to high		
		Evaluate the need for a tree nursery to support a tree planting program. <b>OS 6.2</b>		Medium to high		
		Implement a program to control invasive plants throughout the town including park lands. <b>OS 6.3</b>		Medium to high		

Implementation Matrix				Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015		
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<i>Goal</i>	<i>Objective</i>	<i>Recommended Action</i>	<i>Related Tasks or Projects</i>	<i>Priority and Timeframe</i>	<i>Potential Funding Sources / Parties</i>	<i>Current Status</i>	
<b>Goal: Cultural Resources and Special Events</b> Enhance the amenities of the Hot Sulphur Springs parks, trails and open space system through the preservation and integration of cultural resources, including special events, museums and interpretive displays, and historic and pre-historic structures, sites, artifacts and areas.	Continue support for the Pioneer Village Museum and special community activities that commemorate historic events. <b>CRSE 1</b>	Work with the Grand County Historical Association to investigate strategies for expanding the offerings of the museum and updating existing displays and resources where needed. <b>CRSE 1.1</b>	Work with museum and county staff to coordinate.	Medium to High - One to Three years	Staff Time Volunteers Historic Preservation Grants General Fund		
	Pursue priority cultural resource projects, programs and/or activities as needed. <b>CRSE 2</b>	Highlight the rich history of the town through interpretive displays in the town parks, signage at significant buildings and locations in town, walking tour guides, and history programs <b>CRSE 2.1</b>			Medium to high		
		Utilize the river corridor and Pioneer Park to provide interpretive displays and programs focusing on environmental education. <b>CRSE 2.2</b>			Medium to high		
	Establish and promote a voluntary, local historic registry program that documents and promotes the existence of important historic buildings, sites and areas for preservation purposes and to attract visitors. <b>CRSE 3</b>	Work with the Grand County Historical Association to develop a committee tasked with investigating the benefit, feasibility, funding and implementation of such a program. <b>CRSE 3.1</b>		Identify staff or volunteer to organize committee.	Medium to High -One year	GCHA Staff Time	
		Develop an accurate inventory of historic buildings and sites and prioritize for renovation or demolition of dilapidated buildings lacking aesthetic appeal. <b>CRSE 3.2</b>		Committee to organize.	Medium to High -One to three years	GCHA Staff Time Volunteers	
		Identify significant structures that have State or National Registry potential and initiate efforts to establish historic preservation status. <b>CRSE 3.3</b>		Committee to organize.	Medium to High -One to three years	National Registry GCHA Staff Time	
		Be cautious when considering the establishment of historic districts to get tax credits so as not to infringe on owner's rights. <b>CRSE 3.4</b>			High -Ongoing	Matter of policy or best practice	

# Implementation Matrix

## Town of Hot Sulphur Springs Parks, Recreation and Open Space Master Plan 2015

Goal	Objective	Recommended Action	Related Tasks or Projects	Priority and Timeframe	Potential Funding Sources / Parties	Current Status
<b>Goal: Cultural Resources and Special Events</b> Enhance the amenities of the Hot Sulphur Springs parks, trails and open space system through the preservation and integration of cultural resources, including special events, museums and interpretive displays, and historic and pre-historic structures, sites, artifacts and areas.	Develop and maintain a wide variety of special events that take place in the town's parks that attract visitors, boost the economy and strengthen the desired image of the community as a destination. <b>CRSE 4</b>	Maintain the success of existing events such as Hot Sulphur Days and Winter Carnivals, by continuing to provide as many resources to them as is feasible to ensure their success. <b>CRSE 4.1</b>		High - Ongoing	Existing Sources Donations Volunteers General Fund	
		Establish artisan and family-oriented events that are complementary to the Hot Sulphur Springs image and lifestyle. <b>CRSE 4.2</b> Establish an event-planning committee in Hot Sulphur Springs tasked with planning the following kinds of events: - Movies in the Park - Half/full marathons/triathlons - Live music festivals - Chainsaw sculpture contests - Mural painting - Kayaking contests - Fishing contests	Work with Chamber.	Medium to High - One year	Donations Volunteers General Fund	



Updated –4/3/2015

Total Number of surveys: 63

### HOT SULPHUR SPRINGS PARKS, OPEN SPACE AND TRAILS SURVEY

Thank you in advance for taking time to respond to this survey! Your responses will be used to guide the Town as we create a master plan for parks, open space and trails.

1. Basic information:

- a. Are you: Female – 28 or Male – 33

**Comments:**

- One person checked both male and female

**\*1 left this blank**

- b. How old are you?

**0 to 10-0**

**11 to 20- 1**

**21 to 30- 2**

**31 to 40 – 3**

**41 to 50 – 12**

**51 to 60 – 26**

**61 to 70 – 13**

**71 to 80- 3**

**81 to 90-0**

**90+-0**

**\*3 left this blank**

- c. Do you live in the Town of Hot Sulphur Springs? **Yes – 51 No- 12**

If outside the Town, where?

- **Grand Lake – 1**
- **Kremmling – 1**
- **Tabernash – 3**

- **Boulder County – 1**
- **Littleton – 1**
- **Granby -1**
- **Part-time – 2**
- **Evergreen – 1**
- **Parshall - 1**
- **Parker – 1**
- **Texas- 1**
- **Did live in HS back in 1970s for about 5 yrs. on and off**
- **BLM 2755 Road**
- **Summer home**

d. How many people live in your home?

- 1- 13**
- 2- 28**
- 3- 4**
- 4- 6**
- 5- 4**
- 6- 2**
- 7- 4**
- 8- 1**

**\*One person left this blank**

e. How long have you lived in the Hot Sulphur Springs area if you live here?

- 0 to 5 – 12**
- 6 to 10- 17**
- 11 to 15- 7**
- 16 to 20 – 4**
- 21 to 25 – 0**
- 26 to 30 – 5**
- 31 to 35 – 0**
- 36 or older – 5**

**\*13 people left this blank**

2. Overall

a. How many days per week do you recreate outside in the summer? In the winter?

- |      | <u>Summer</u>  | <u>Winter</u>  |
|------|----------------|----------------|
| i.   | 0-1: <b>1</b>  | 0-1: <b>13</b> |
| ii.  | 2-4: <b>26</b> | 2-4: <b>28</b> |
| iii. | 5-7: <b>34</b> | 5-7: <b>20</b> |

**\*One person left this blank**

3. What is your favorite form of outdoor recreation in Hot Sulphur Springs? (Please circle all that apply)
- a. Walking, hiking, cross-country skiing: **61**
  - b. Water activities (swimming, wading, etc.): **21**
  - c. 4-wheeling, minibikes: **17**
  - d. Hunting and/or fishing: **33**
  - e. Downhill skiing: **15**
  - f. Team sports: **4**
  - g. Spending time in city parks: **33**
  - h. Disc golf: **13**
  - i. Snowmobiling: **8**
  - j. Mountain biking: **27**
  - k. Road bicycling: **13**
  - l. Tennis: **4**
  - m. Other:
    - Shooting – 1
    - Nordic Ski – 1
    - Fat Biking – 2
    - Snowboarding – 1
    - Gardening – 1
    - Rafting – 1
    - Country Skiing – 1
    - Hot Springs – 1
    - Horseshoes – 1
    - Snow Shoes – 4
    - Target Practice – 1
    - Basketball – 1
    - When maintained (Spending time in city parks)
    - Running/Trail Running
    - With Dogs

**\*2 people left this blank**

4. How well do you feel the Hot Sulphur Springs Parks System (all of the parks, facilities, trails, etc.) meets your needs in the following areas? Rate each response on a scale of 1-5, with 1 indicating your needs are not being met and 5 indicating all of your needs are being met in this area.
- a. Physical (facilities are accessible and offer activities that you are able to participate in and enjoy)
    - 1- **4**
    - 2- **8**
    - 3- **19**

4- 13

5- 15

**Comments:**

- **Would like to see some paved or graveled trails for use year round. Organized walking tours year round – spotlighted by historical association, newspapers, libraries and other adjunct organizations. Would be helpful once trails are more complete. (Topical Trails: historical, wildflower, nature, dog/kid friendly, etc.)**
- ?

**\*3 people left this blank**

b. Proximity to parks and recreation facilities close to where you spend your time (home, school or work)

1- 3

2- 1

3- 12

4- 15

5- 28

**Comments:**

- ?

**\*3 people left this blank**

c. Age (there are facilities and recreation opportunities that are appropriate for you and your family members' ages)

1- 3

2- 6

3- 11

4- 19

5- 16

**Comments:**

- ?

**\*7 people left this blank**

5. Hot Sulphur Springs Parks

a. How frequently do you use and how do you use:

Pioneer Park?

- **Not often – 2**
- **Rarely – 2**
- **Walk-Fish**
- **Walking or snowshoeing**
- **Never**



- Walk dog 3x a week
- A lot of camping and fishing
- Walking 3 day a week
- 2x per week -2
- Weekly – walks/disk golf/fishing
- Sometimes – walking and biking by the river
- 5-10 x annually
- 4x a week – dog walk, jogging, disc golf, mountain bike
- Picnicking, fishing, Frisbee golf
- Occasionally -2
- Walks, disc golf, fishing 2 to 3 times a week
- Access to the river, walking the dog
- 1 x per year
- Walks, picnics. Twice a week in the summer.
- Monthly.
- 3 to 4 times a week.
- Monthly – walking.
- 3 days a week – Cross Country Ski, Bike, Fish, Frisbee
- Cross Country, Bike, Frisbee Golf and Fish – 3x a week
- Summer – 2 days a week
- 2x a month - 2
- None – 5
- Frequently
- 4x a year
- Monthly – Walking, Biking, Skiing
- 1-3 Days a week – Fishing, Walking and XL Skiing
- Close to daily – Walk or ski
- Hiking and biking all summer
- Walk and Ride Mountain bike in park in summer. At least once a week.
- Have not used yet.
- Infrequently – picnics
- 1-3 per week. MTB/Run
- Summer –some
- Daily -2
- 3x/week plus dogwalks, running, riverplay with kids
- 3x a week
- 5x a week
- 10x per year
- 2-3 days in summer
- 0-1 x a month

Town Park?

- Periodically
- Not often – 2
- Rarely – 2
- Picnic
- Community Garden, Hot Sulphur Days
- Annually
- Walk dog 3x a week
- Play in park/horseshoes during summer
- Some Horseshoes
- Not so much
- 1-3 x annually
- 1 time a week – dog training
- Kids play gym/swings
- Occasionally
- Public garden – daily in summer
- Horseshoes, HS Days
- 1x per year
- Frequently
- Picnic! Twice during summer months.
- Seldom
- None unless special event.
- 2 days a week – Basketball, tennis, horseshoes
- Horseshoes and Tennis – 2 x a week
- Summer – Twice a week
- 3x a year
- Sometimes -2
- None – 6
- Gardening, Hot Sulphur Days
- 2 days x month – 2
- Community garden all summer
- Use community garden. Snowshoe in winter.
- Have not used yet.
- Infrequently – tennis/horseshoes
- Summer – some -2
- Summer – weekly
- For walks
- Kids play basketball, baseball, dog training
- 1x a week

- 10x per year
- 2-3 days in summer
- 1-2 x a month

b. How could Pioneer Park be improved?

- Water
- Water Park
- Better signs that are consistent. Maintain natural state; no new developments
- Picnic sites, dog park (either park)
- Add dog waste cleanup
- Better space to camp. Get rid of pow. Water tap.
- Doggie bags for poop. Too much poop in winter time.
- More accessible for physically impaired disk golf trail and bridges/fishing platforms
- Its fine by me
- Off road walking paths
- Defined trails and connecting trails to other areas
- Larger area (other side of railroad tracks) for more sports/camping
- Trimmed up. New trees in the central area by the river, fishing dock near bridge or on the other side downriver. Fishing docks and better access upriver.
- Closer camping at disc golf course. Human waste. Big issue.
- Good as is for the most part, more camp sites around the Frisbee golf area.
- Leave it alone.
- Town maintenance or supervision.
- Close the area, past the gate to overnight camping. Pioneer Park best as “wild park”.
- Access public land somehow.
- Trim/Mow Frisbee golf course and add mountain bike trails.
- Trim Frisbee golf course and “freshen” it up
- Leave gate open year round
- A trail into B. Canyon
- More camping facilities, get rid of Frisbee course and utilize it for something else.
- Better roads
- Improve campgrounds. Supply fish to river.
- More upkeep
- Road Maintenance
- East End: maintain as natural as possible, minimize development and emphasize trails. Cleanup campground on west end – replace damaged/missing signs, remove or restore old picnic tables, enforce day use vs. camping designations, at water source
- More outdoor picnic area and games

- **Cleaning up dog poop by dog owners! Campers leaving no trash behind.**
- **More trails**
- **Not allow camping in body of park. Kiosks need to show what plants, flowers kinds can be found.**
- **Beef up existing camping facilities, make it a place campers want to stay**
- **More kid friendly.**
- **More single track.**
- **Connect a bike trail to Granby and beyond.**
- **Exercise stations would be a nice addition. Pet friendly insect mitigation**
- **Close campsites near foot bridge (not newer campsites by main road), close road to vehicles if fishermen are okay with that. Dog and horse poop management.**
- **More toilet facilities = less poop in parks. More signage for disc golf course.**
- **Tennis courts refurbished.**
- **More accessible bathroom**

**\*18 people left this blank**

- c. How could Town Park be improved?
- **Continue Community Garden**
  - **Improve Tennis Courts**
  - **Better rest room is critical. Replace existing picnic structure with something that is more attractive and could also be used for band concerts.**
  - **Better signage, new playground, seating for visits, usable facilities, better landscaping, art!**
  - **Add dog waste cleanup**
  - **Better horseshoe pits and bathrooms**
  - **Tennis court repair.**
  - **Not too familiar with town park.**
  - **Less construction**
  - **Newer play equipment, bathroom, ball field improved, add football/soccer fields**
  - **More trees, better access to bridge, plant trees/shrubs in front of water plant, border the park with trees and shrubs**
  - **Better summer maintenance – trim around playground. Fill gopher holes and continue pest control.**
  - **Maintain the turf better – lots of holes where you can twist an ankle are present.**
  - **Resurface tennis courts and replace the nets.**
  - **Just leave as is and maintain baseball field.**
  - **Maintenance of existing facilities.**
  - **Trimming weeds – this, if done on a regular basis, will improve the playground areas greatly**
  - **Find a use for the tennis courts.**

- **Fix tennis courts.**
- **Water the grass more.**
- **Educate people on how to use and respect it.**
- **Better bathrooms, updated children areas**
- **Organize the garden area. Clean playground area.**
- **Manicure**
- **Remove concrete structures and bathroom, and replace with attractive facilities. Rustic/western style – picnic pavilion, bandstand, bathroom. Restore tennis courts, improve ballfield, upgrade playground.**
- **Improve/replace old and poor condition items**
- **Upgrade tennis courts**
- **Fix tennis courts, basketball courts, more restroom facilities**
- **New tennis court. Redo kids' playgrounds.**
- **Better kid equipment, new restrooms, water area and re-do tennis courts.**
- **Improved basketball and tennis courts**
- **Add a dog park**
- **Get rid of holes. Updated equipment for safety.**
- **A caretaker – looks neglected and takes pride.**
- **A pump track for kids. Improves balance without speed.**
- **Keep all the equipment, don't make it so "safe safe" that kids can't even have fun.**
- **Improved trash clean up, maintain structure**
- **Tennis courts and softball field kept up**
- **Turf improvement. Take out or fix water fountain**

**\*19 people left this blank**

6. The Town has limited resources to provide for parks, recreation and trails. How should they spend funds to best take advantage of opportunities to maintain and grow the existing outdoor recreation system?
  - **Access to fishing and trails**
  - **Fix tennis courts if there is some kind of multi-use surface material available; upgrade bathroom; replace picnic structure; upgrade playground.**
  - **Trail system connecting both sides of town or facilities on south side (HiHo)**
  - **Create and maintain fewer but designated trails. Provide adequate signage with education/encouraging message to help keep park nice! Promote volunteer clean-up projects every year! Keep the contract with CPW for a Wildlife Area.**
  - **Keep our free camping.**
  - **Funds should be targeted to provide for economic development. More accessible would allow and bring people to HSS.**
  - **A great idea is to put a post at each trailhead with plastic bags. Encourage all hikers to pick up trash as they hike out. "Pack it in, pack it out" on a sign and have a trash**

can by the post. People trash nature, but it only takes a few people to clean it up if you make it easy to do.

- Start volunteer programs, adult and kid activities
- Paint and general clean up by volunteers. Disc golf course needs maintenance.
- Pioneer Park pretty much takes care of itself – all natural, Town Park needs turf repair.
- More fishing opportunities.
- Fix up/Keep up in good shape – Town Park.
- Do not apply for grants. Parks are fine.
- Don't expand beyond the ability to use.
- Trails deteriorate quickly and take constant work to maintain. Reducing impact is more important than adding trails or equipment. Reducing impact by stopping the overnight camping past the gate will save money and beautify the park.
- Basic maintenance, fund raisers – obstacle dog course in Town Park for \$5.
- I would need to see the budget to answer.
- Build bathrooms in Pioneer Park
- Appoint responsible committee
- Update what they have.
- Up Keep – Trails
- Promotion.
- Use funds to maintain existing facilities. Do not grow and increase the burden.
- Restore tennis courts, designate trail system with trail map in town and parks, improve ball field and playground, new bathroom.
- New kids area and nature center in pioneer park
- Connect pioneer park trails to those in surrounding BLM areas
- Use GoCo grants to help get more funds and match these funds.
- Focus on proper maintenance of existing facilities, and only add on as funds/time allows. Don't overextend.
- Recreation and parks
- GoCo, fundraisers
- Wisely.
- Would like to see HSS connected to the HTA bike system, so a ride to Granby on a trail other than HWY 40.
- Volunteer system does work. Use natural elements in parks.
- Maintain, people can find simple pleasure and I think that's the beauty that people appreciate about HSS.
- Take care of what is already in place – charge for camping in Pioneer Park
- Maintain cleanliness
- Trails. Improve sidewalk on south side of highway.

\*24 people left this blank

7. If the Hot Sulphur Springs parks were added to, would you be interested in the following: (please circle all that apply)
- a. Outdoor exercise equipment - **12**
  - b. Bike pump track (a small looped dirt track used by mountain, BMX or kids bikes. - **24**
  - c. Dog park - **13**
  - d. "Nature play" areas (space for kids to dig in dirt, climb logs and play in water) - **26**
  - e. More or different community garden space - **8**
  - f. Skateboarding - **2**
  - g. Ice skating - **25**
  - h. Bouldering/rock climbing equipment - **6**
  - i. More walking or bike trails - **46**
  - j. Additional river features for fishing, kayaking and tubing - **40**
  - k. Other
    - **Make community garden space look more friendlier**
    - **Weed Control, expand on wildflower gardens. Fishing platforms. Disk golf trails.**
    - **Improve access to the river. Outdoor curling. Include fishing/ sitting docks on the riverside**
    - **The river could use habitat improvement. P&W can help with grants and permits.**
    - **Raquet Ball/Hand Ball**
    - **Bike pump track, dog park, skateboarding, ice skating – in town park**
    - **Paved or graveled and maintained year round (more walking/bike trails)**
    - **Cross Country Ski Trails**

**\*7 left this question blank**

8. Town Park
- a. The tennis courts surface in Town Park is deteriorating. Identify the activities you would use the area for if it were resurfaced and more readily available:
    - i. Tennis - **26**
    - ii. Basketball - **21**
    - iii. Pickle ball - **5**
    - iv. Roller Hockey - **5**
    - v. Roller Blading - **3**
    - vi. None of the above - **14**
    - vii. Other
      - **Open it up for a better venue location**
      - **Maintain existing**
      - **?**
      - **Ice Rink (open air)**
      - **Handball or racquetball if one wall could be built**
      - **River improvements. Call Trout Unlimited for help and ideas to improve stream bed.**
      - **Sand box for kids.**
      - **Basketball already exists.**

- **Shuffleboard**

**\*11 people left this blank**

- b. The horseshoe pit area of Town Park appears to get a fair amount of use. If this area could be more multi-use, would you use this area for :
  - i. Bocce Ball - **15**
  - ii. Other
    - **Horseshoe Pits – 2**
    - **No**
    - **Archery**
    - **Outdoor Exercise Equipment**
    - **Shuffle Board**
    - **None**
    - **Close it during hot Sulphur days**
    - **Shuffle Board?**
    - **Leave as is.**
    - **? – 3**
    - **N/A to me**

**\*37 people left this blank**

9. What should the top maintenance priorities be for the Town Park: (circle the top 2)
  - a. Lawn maintenance – **25**  
**Comments:**
    - **liability as it is now**
  - b. Restroom maintenance - **40**
  - c. Baseball/Softball field maintenance - **12**
  - d. Playground maintenance - **23**
  - e. Tennis court maintenance – **8**

**Comments:**

- **Horseshoes**
- **Spray the town to control mosquitos**
- **Improve existing pits, expand use. They get used.**
- **For years after tennis courts built they had much use – among the best in the county.**
- **You’re in a “catch 22”. All of these areas are a priority or there’s no reason to have them. If you don’t have them, there’s no reason for people to use the park.**
- **Trail clearing/winter grooming**
- **Weed/sticker control**

**\*7 people left this blank**

10. Please share ideas you have for activities or programs that would better serve any of the following populations in our community. Feel free to indicate that there is a need even if you



don't have a particular idea. (People with disabilities, kids under 5, preteens, teens, young adults, adults, seniors.)

- Kids need safe place to play/hang out
- Not sure
- Dog Families! Also an on-going educational program (arts, crafts, tech.,etc.)
- A clean, attractive, well-maintained park will appeal to most everyone! Must get word out among town residents to take care of our park! It is NOT a place to take your dog to "go"- keep it clean. When the ball field was in really nice condition – a lot of people wanted to be "at the park".
- Preteens – Bike park needed
- Fishing/Disk Golf/Trails (wheel chair friendly)
- Community bonfires in the park (kids love that), fireworks in the summer, outdoor movies in the park on a large projector screen 0 bring your own blankets and foot, arts and crafts fairs in the summer where artisans/craftsmen/woodworkers can show and sell.
- Mountain biking/hiking trail circling HSS with varying difficulty for all ages and families
- Kids under 5: basketball, baseball programs, outdoor education. Preteens and Teens: volunteer work programs, basketball. Seniors: free coffee and cin. buns once a week
- There is a need – but I have no specific ideas.
- Adult and Senior: Possibly game night, craft night. Kids under five: nature walks, crafts with things found in nature. Preteens: fishing lessons, nature walk, teachings of being smart with natural resources, astronomy night.
- Bring back defrost Olympics. Celebrate HSS winter heritage.
- People want space and nature more than equipment. Equipment is for urban areas.
- More benches for sitting in Town Park and Pioneer Park for seniors or people with young kids.
- More bike trails/better bathrooms
- Soft ball. Senior activities.
- Community Center space for art/crafts. Seniors, preschoolers and general education – open the library more!
- Year round flat/maintained trails provided opportunities for everyone
- More hiking and biking rails for seniors and those with disabilities.
- For seniors – a walk track around Town Park. A place to do exercises – outdoor and indoor.
- Kids under 5 and teens.
- The town needs to provide active, safe areas for all ages.
- Groomed Nordic trails in pioneer and town park, thru the alleys and possibly on private property south of town.
- Wheelchair accessible trail
- River walk trail maintenance – both sides of river. Could incorporate bake stabilization. Historical data sign along river.
- Some towns have movie night for all ages. Sense of community . Or maybe "ranger" series once a week. Programs for naturalists land management agencies (USFs/BLM/CO State FS/CPAW).
- Doing fine – it seems that programs/group activities are better left to other towns.
- Sidewalks repaired, maintained, built. Occasional benches for people to rest. Flowers. People like to walk around our town. We could make it more pleasant. (I'm thinking of the highway).

\*36 people left this blank

11. Providing information in parks and on trails is an opportunity in the system. How important are the following topics for you to learn about when visiting parks in Hot Sulphur Springs? Rate each answer choice on a scale of 1-5, with 1 being not important and 5 being very important.

a. Natural habitats and how preservation, including restricted access in some cases, may benefit species

1- 10

2- 5

3- 5

4- 5

5- 25

**\*11 people left this blank**

**Comments:**

- 5 for Pioneer Park. 1 for Town Park

b. Names and characteristics of species (flora and fauna) in the area

1- 5

2- 5

3- 15

4- 10

5- 13

**\*14 people left this blank**

**Comments:**

- Mostly in Pioneer park

c. History, including conservation of the area and the park

1- 3

2- 4

3- 8

4- 14

5- 24

**\*8 people left this blank**

d. How to get to connecting trails and other recreational opportunities

1- 2

2- 1

3- 8

4- 16

5- 23

**\*12 people left this blank**

**Comments on part d:**

- Good maps showing routes and rules
- Trail Maps

**Comments on whole question:**

- All good but shouldn't be an overload of signs
- Hours of use, motorized vs. non-motorized, "neighborhood watch" to help cut down on vandalism! Plenty of trash receptacles. "Doggie Bags", etc.
- Stronger connection to shooting range
- Map of pioneer park showing location of facilities and trails
- These are all "nice to have" that should be adopted by local service groups and clubs. The Town's focus should be on facilities.
- As long as the signs are just fact – not political.
- Like them all.
- All of the above.

12. Should dispersed camping be allowed to continue in Pioneer Park east of the newly installed pedestrian bridge across the river?

**Yes – 32**

**No – 14**

**No Opinion – 11**

**\*6 people left this blank**

**Comments:**

- How popular is it, does it degrade the area or cause problems, what's the benefit for closing it?
- Human waste is an issue.
- Sometimes campers seem not trustworthy, I want the trail to be as safe as can be.
- Should have permit system for all campers. Too crowded and stay too long. No squatters!
- Day use only
- Limited
- If monitored
- Keep it well maintained and beautiful.

13. What recreational opportunities do you feel the town is missing out on? Respond Y or N.

a. Public art

**Yes-21**

**No-20**

**Comments:**

- 3

**\*21 people left this blank**

b. White water park

**Yes – 24**

**No- 24**

**Comments:**

- 1
- ?

**\*13 people left this blank**

- c. Horse trails  
Yes – 12  
No- 30  
Comments:  
• 2

**\*20 people left this blank**

- d. Hockey rink  
Yes – 21  
No – 23  
Comments:  
• 1  
• Outdoor for all ice skating

**\*18 people left this blank**

- e. No new facilities needed. Maintain existing:  
Yes – 28  
No- 11  
Comments:  
• 1  
• Do not need more facilities. Trick question.

**\*23 people left this blank**

- f. Historic or cultural markers and information  
Yes – 34  
No- 6  
Comments:  
• 1

**\*23 people left this blank**

- g. Skate Park  
Yes – 9  
No- 21  
Comments:  
• 3

**\*32 people left this blank**

- h. More local festivals and events  
Yes- 32  
No- 7  
Comments:

- 3
- Hispanic, German, Italian, etc.
- Winter carnival

**\*23 people left this blank**

i. Other

- Outdoor Curling Rink
- Mountain Man Rendezvous
- More flowers. More walking trails.

14. Which do you prefer for park landscaping? Please circle the best choice for you and the Town:

- Parks that have green grass and are well manicured in all open areas - **17**
- Parks that are more natural with minimal amounts of manicured grass – **31**

**\*10 people left this blank**

**Comments:**

- A for town park, B for pioneer park - 5
- A – This if you can try and if it's just a bust, go to a more natural scheme. More trees in open areas.
- Each of these parks has its own intended use. Town park need maintained turf. Pioneer Park is a natural setting. It doesn't need maintained turf.
- Designated horse and/or snowmobile trails.
- Sad there is no literature that I know of that speaks directly about or has mapped out recreational activities for HSS or how those opportunities connect to the VAST opportunities in the rest of Grand County.
- I prefer more natural areas – Pioneer Park. But I think it's easier for town park to have and to be more manicured grass. Easier to maintain.
- Somewhere in between
- This is a mountain, dry land environment. Maintian well the grass areas that are necessary (ball field, picnic areas), but keep it focused and confined. Keep the remainder natural, but neat.
- Manicured areas – just where playground/small children play
- Beautify Hot Sulphur!

15. Do you use trails in and around Hot Sulphur Springs, including County or BLM trails?

**Yes- 33**

**No- 5**

**\*17 people left this part blank**

If so, what recreational activity do you use them for?

- Hiking – 4
- Hike/Bike/Ski - 3
- Hunting
- Walking/Snowshoeing

- Walking-Hiking-Fishing
- ATV use, mountain biking, snowshoeing and hiking
- Snowmobiling
- Hiking/Walking dog
- Hiking, Cross Country Skiing, Hunting and Fishing Access and some ATV use
- Snowshoe on Parshall, Divide and Cottonwood Pass. Road bike and Mountain Bike on Cottonwood Pass.
- Four Wheeling, Snowmobiling, Hiking, Fishing, Camping and Horseshoes.
- Walking, Mountain biking, Cross Country Skiing
- Target practice, snowshoes, mountain biking, fishing, rockhounding
- Biking/Hiking, Picknicking, Berry picking, watching wildlife
- Just HSS trails – walking
- ATV, Hiking, Biking, Driving
- ATV/Dirt Bikes
- Hiking/Biking – 3
- Four-Wheeling, Cross Country Ski, Hike, Walks
- Hiking/Skiing/Snowshoeing
- I use them for hiking.
- Mountain bike/Cross Country Ski
- Mountain Biking/Four Wheeling/Snowmobiling/Camping
- Walking – Snow Shoeing – Biking
- Fishing
- I enjoy fishing along the river bank
- Hiking/Biking/Walks/Cross Country Skiing/Snow Shoeing
- Walking/Hiking - 2
- Hiking, Biking
- I hike, XC ski, and ride mountain bike on the Forest Service and BLM roads and logging roads. Cottonwood pass/ Big Meadows, Parshall Divide/Smith Mesa, Helambaugh Gulch put access on south side of town. Public access via the Heimbaugh Gulch Road would be good to provide public access to Forest Service.
- Hiking, XC skiing and snowshoeing, County and USFS trails and BLM land
- Hiking, biking (both road and mountain), cross country skiing, snowshoeing, especially parshall divide and cottonwood pass areas.
- Parshall divide and cottonwood road areas. Use these areas for hiking and mountain biking in summer and back country skiing in winter.
- 4-Wheeling and Snowshoeing and Hunting
- Hiking, ATVs, picnics
- Walking, biking – my husband likes to off-road.
- Mountain bike. Jeep. Running/Hiking
- Hiking, Biking, Picnics, Hunting and Fishing
- Not familiar with these trails
- Dog Walks
- Snowshoeing/XC skiing in winter, Mountain biking in summer
- Biking/Running
- Biking
- Walking dog

- **Walking dog. Fireworks in the park.**

**\*7 people left the whole question blank**

16. Hot Sulphur Springs has not yet discussed how to fund parks facilities improvements, but one way to do it would be to raise property taxes. How much additional property tax would you be willing to pay to support additional recreational options in Hot Sulphur Springs on a **yearly** basis?

- None - **11**
- \$1 - \$50 - **20**
- \$51 - \$100 -**13**
- \$101 - \$150 -**2**
- \$150 - \$200 - **5**
- More than \$200 – **1**

**Comments:**

- **Till we see how it's being spent**
- **Either \$1-\$50 or \$51-\$100, depends on how it is used**

**\*10 people left this blank**

17. Please add any additional comments, thoughts or suggestions you have about the Hot Sulphur Springs parks, and opportunities for recreation in the area and trails.

- **We need to fix the road in town properly, park later.**
- **Charge a use fee. Ne new tax. Let the people who use it pay for it.**
- **An overall cohesive look and brand for our town with great signage getting people where we want them.**
- **There was some discussion about adding trees to the Town Park? Where? How Many? Put the word out to locals to clean up after their dogs!**
- **Get grant funding for this rural district. We already pay high property tax and water bills.**
- **I like this area, steps have been taken already to make things better. A skate park would be good. A field for snowmobiling for kids. Lower our H20 bills. We love our river! How about a tubing hill! And snowboarding hill. Our kids need more to do! Skate Park or whatever! Dirt track, Four wheeler, Bicycles, Motor Cycles!**
- **Pioneer Park could be a major draw for veterans, especially disabled if promoted to be dedicated to those who have served.**
- **The first thing you do with any budget is slash it by ten percent. Make everything work on 90% then spend the 10% you saved to work on the parks. No tax increased (people love you), things get done (people love you) and lives are amped.**
- **The river stream bed really needs some help for fish and aquatic insect habitat. Deeper channels, large boulders etc. and pools. Contract Trout Unlimited and Colorado Department of Park and Wildlife – might be able to help. The river is the crown jewel of the HSS parks system. Needs attention.**
- **Keep it small, maybe a small climbing wall for kids if insurance allows it, keep it mountain – not city themed, keep it family based.**

- The parks have been developed over a period of years, assess current use and take a vote on changes to serve the greater population. Don't assume you know better than the people how live in HSS.
- Pioneer Park camping area west of the gate is sufficient. Camping east of the green gate causes damage and is unsanitary. Human waste litters the disc golf course, not from gophers, from campers. Maintaining the disc golf course teeboxes and guide makers is worthwhile.
- A ski track for Pioneer Park that makes a loop with Town Park may be fun. It could also be a snowshoe track.
- Stop closing off everything – let us use it!!
- As there is no police it will be hard to stop vandalism which will harm any upgrading.
- Historical martyrs take funds away from them. Where the money could be better spent.
- Promote HSS as a great place to live.
- I would not support any additions to our park until existing needs are met.
- Pioneer Park – East side! Manage the area to emphasize its natural setting, with low density relocation, eliminate camping. Maintain as non-motorized winter. Clarify access on Heimbaugh Road – is it public or private? Consider obtaining public easement for non-motorized access. Identify potential “pocket park” areas on south side of town.
- More and better signage encouraging responsibility for trash disposal – including dog poop.
- By offering improved parks and recreation opportunities, everyone wins and property values increase.
- More trails for hiking and biking and especially connect new trails to existing ones to make a network of trails. Also connect our Hot Sulphur trails to others in surrounding towns. Example: Granby to Fraser Trail could become Granby to Fraser to Hot Sulphur to Kremmling to Grand Lake Trail.
- Take better care of what you've got! Don't get drawn off on a tangent until you have that under control. We and our family used to use the park facilities a lot, but have gotten away from it as the care and maintenance deteriorated.
- Increase recreational opportunities in Pioneer Park by providing a white water park and skate park located at camping area. Either take out the camping or turn it into a fee campground. Work with land owners to build a connecting bike trail across Grand county. Town park should have basketball, tennis, baseball, etc.
- Poma/T-Bar on the skill hill that ran on weekends. Family movie night in town park.
- I would just like to see maintenance and prideful care in what already exists, not necessarily more of anything – maintenance and improving on existing on priority. See #7. I believe our town recreates in the public lands and therefore doesn't need more opportunities except for small children where a natural playground and pump track could draw local and other families to our uniqueness.
- More local access to forest service trails. A local town map could help out hot sulphur on the radar. Perhaps some more business could be generated with increased traffic. This is a good town, it just needs something.

\*28 people left this blank



We very much appreciate you taking the time to fill out and return this survey. It will help us understand better what the community's interests are for parks, open space and trails! Please return the survey to Hot Sulphur Springs Town Hall, located at:

513 Aspen Street @ Byers Ave/US 40  
PO Box 116  
Hot Sulphur Springs, CO 80451-0116

The following are funding sources that *could easily* be expanded or utilized by the Town of Hot Sulphur Springs to create budgets for capital and operational expenditures.

## Traditional Parks and Recreation Operations and Capital Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment, and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources.

### *Traditional Tax and Exactions-Based Funding Resources*

#### **General Fund**

Parks and recreation services are typically funded by an agency’s General Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-government agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes. Common sources of funding for the General Fund are:

- **Sales Tax**

This revenue source often funds municipal park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

- **Property Tax**

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

#### **Parks and Recreation Independent Taxing District**

Independent park and recreation district or a city-wide assessment district serves just the residents of the independent taxing district or may encompass a larger service area. This option provides a stable source of funds, a separate administration, and an elected body that is accountable to the voters residing in the district. This type of special district is often funded through property taxes but could also receive pass-through funding from the City.

#### **Special Improvement District/Benefit District**

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own. Improvements may

include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

### **Development Impact Fees and Land Dedication**

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities, including parks, needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs.

Park land dedication requirements typically state that all residential subdivisions of land, with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

### ***Traditional Parks and Recreation Earned Revenue Resources***

#### **Fees and Charges**

- **Annual and Season Pass Sales**

Agencies sell annual passes (also sometimes referred to as memberships) for specific types of amenities to offset operational costs. These fees can apply to recreational and fitness centers, regional park passes, tennis centers, splash parks, etc. There is movement away from the “membership” concept (because it implies exclusivity and every resident and business is a “member” qualifying for city services) in favor of bulk discount buying of daily admission fees marketed as monthly, seasonal, three-month, six-month and/or annual passes.

- **Program Registration Fees**

This revenue source comes from individuals or groups paying in advance for participation in a scheduled event or program usually involving an instructor, leader, or supervisor.

- **Program Independent Contractor Fees**

An agency may receive a percentage of gross contractor fees for contractor programs held in its facilities. The percentages depend on space, volume, and the amount of marketing the agency does for the contractor.

- **Reservations**

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

- **Ticket Sales/Admissions**

This revenue source is for accessing facilities for self-directed or spectator activities such as recreation centers, splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

## Alternative Parks and Recreation Operations and Capital Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay.

**NOTE:** *Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within each agency's local and state jurisdictions, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.*

### **Loan Mechanisms**

#### **Bond Referendum**

Bond Referenda are used to fund capital needs, renovations, and new facilities to meet the needs and demands of residents. A bond is a written promise to pay a specified sum of money at a specified future date, at a specified interest rate. These bonds are traditionally general obligation bonds, revenue bonds, or special assessment bonds initiated through agency approval and citizen vote.

#### **General Obligation Bonds**

Bond used for indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

#### **Industrial Development Bonds**

Specialized revenue bonds issued on behalf of publicly owned, self-supporting facilities.

#### **Revenue Bonds**

Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond. These are typically issued for water, sewer or drainage charges, and other enterprise type activities.

#### **Special Assessment Bonds**

These bonds are payable from the proceeds of special assessments such as local improvement districts.

### **Alternative Service Delivery and Funding Structures**

#### **Annual Appropriation/Leasehold Financing**

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. An agency enters into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than public agency general obligation bonds are therefore more costly. Since a separate corporation issues these bonds, they do not impact the agency's debt limitations and do not require a vote. However, they also do not entitle the agency to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

### **Commercial Property Endowment Model – Operating Foundation**

John L. Crompton<sup>1</sup> discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

### **Inter-local Agreements**

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

### **Privatization – Outsourcing Management**

This is typically used for food and beverage management, golf course operations, ballfield, or sports complex operations by negotiated or bid contract.

### ***Community Service Fees and Assessments***

#### **FEES**

#### **Camping Fees & Hook-Up Fees**

These are permits for RV, tent, and primitive camping. Fees may range per site for primitive spaces, full hook-ups, and premium view or location sites. Additional fees may be added for water, electricity, sewer, and cable T.V. access, dump stations, showers, etc.

#### **Capital Improvement Fees**

These fees are on top of the set user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

#### **Dog Park Fees**

These fees are attached to kennel clubs who pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

#### **Earnings Fee**

This fee has been applied in communities that have high population of workers who do not live in the City but work in the City. The employees pay ½ percent of their total salary earned to the City to cover safety forces, streets, public works, and park and open space services.

#### **Equipment Rental**

This revenue source is generated from the rental of agency equipment such as tables and chairs, tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

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<sup>1</sup> Spring 2010 *Journal of Park and Recreation Administration*, Volume 28, Number 1, pp 103-111

### **Flexible Fee Strategies**

This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/areas with higher fees and fill in excess capacity during low use times with lower fees to maximize play.

### **Franchise Fee on Cable**

This would allow an agency to add a franchise fee on cable to be designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go towards land acquisition or capital improvements.

### **Horsepower Fee**

In some county parks, they charge a horsepower fee to use public park reservoirs. The higher the horsepower, the more money the user pays. A basic fee is applied @ \$35.00 and horsepower rates are typically \$1.00 or \$2.00 per horsepower.

### **Lighting Fees**

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

### **Parking Fee**

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost.

### **Processing/Convenience Fees**

This is a surcharge or premium placed on phone-in registration, electronic transfers of funds, automatic payments, or other conveniences.

### **Recreation Service Fee**

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by the agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

### **Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa**

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and usually is \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for agency operational purposes.

### **Residency Cards**

Non-city residents may purchase "residency" on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support the agency's operations, maintenance, and debt service.

### **Room Overrides on Hotels for Sports Tournaments and Special Events**

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset an agency's operational costs in hosting the events.

### **Security and Clean-Up Fees**

Charge to groups and individuals for security and clean-up fees for special events other type of events held at facilities.

### **Signage Fees**

Individuals and businesses pay for signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and location.

### **Solid Waste Fee**

Cities are able to add cost for land fills and drop stations that are designated to provide space and facilities for both. Once these fees cover the cost of buildings and landfills they can re-dedicate a percentage to other City services and several cities have opted to finance park improvements from solid waste fees.

### **Trail Fee**

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

### **Transaction Surcharge**

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund or to generate an improvement or development fund.

### **Utility Roundup Programs**

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support agency utility improvements such as sports lighting, irrigation cost, and HVAC costs.

### **Water Utility Fee**

Cities have added a special assessment on to water utility fees paid by homeowners and businesses to cover the costs of water street trees, landscaping, fountains, and pools. The fee is usually a percentage of the bill (2 or 3%).

## **ASSESSMENTS/TAXES**

### **Alcohol Tax**

A percentage of alcohol tax gained by the state is made available for individual cities and county park systems to retain support efforts to develop programs and services targeted for youth to assist in skill development programs, after-school programs, summer camps, and other family type programs.

**Boulevard Tax**

Homeowners who live along scenic boulevards based on a lineal foot pay this tax. The City of Kansas City has this tax in place and covers the cost of improvements, fountains and turf and landscape care.

**Business Excise Tax**

Park Districts in Illinois use a business excise tax as a revenue source, taxing new businesses in the community on products sold, based on the wholesale cost.

**Cigarette Tax**

In some states the sales tax gain by the state for cigarettes is redistributed to cities and counties for programs to teach and curb youth smoking through effective prevention recreation programs.

**Entertainment Tax**

This tax is on ticket sales for major entertainment venues, such as concert facilities, golf tournaments, car race, to help pay for traffic control and sports stars that come into the City, based on the earnings they receive from their winnings. This tax also applies to video game machines.

**Food and Beverage Tax**

The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

**Gaming Tax**

This tax is very popular in the Midwest and Rocky Mountain states that have gambling. These dollars come in a form of a percentage of what the City and state receive. This is a very popular revenue source that is typically shared with schools, libraries and parks.

**Hotel, Motel and Restaurant Tax**

Tax based on gross receipts from charges and meals services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

**Insurance Tax**

Cities can tax insurance payments as it applies to insurance premiums on homes, cars, inventory and equipment. Parks and Recreation Departments can receive a percentage of the city's tax collected on insurance premiums. This tax is for Parks and Recreation and is typically used for dedicated purposes to reduce liability in Parks and Recreation Facilities but some cities have used it for new capital improvements.

**Local Option Income Tax**

Local option income tax allows cities to levy a quarter to a half cent as income taxes to support parks and recreation services, facilities, and land. This is usually not voted on by the community but within the home rule of the city charter.

**Lottery Tax**

A percentage of the lottery tax gained by the state is made available for individual cities and county park systems to retain support efforts to develop programs and services targeted for youth to assist in skill development programs, after-school programs, summer camps, and other family type programs.



**Real Estate Transfer - Tax/Assessment/Fee**

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

**Rental Car Tax**

This tax is designated for land acquisition purposes. Some cities and counties have used a percentage of rental car taxes to support agency land acquisition or improvements in parks.

**Sporting Goods Tax**

In some states, the states collect a sales tax on sporting goods equipment as it applies to fishing and boating supplies and recreation equipment. This revenue is redistributed to cities and counties on a population basis and from licenses sold.

**Wheel Tax on Cars/Vehicles**

Many cities have a city sticker tax on vehicles based on the type of vehicle. This allows for park agencies to receive a portion of this money to cover the costs of roads, hard surface paths and parking lots associated with parks.

***Contractual Services*****Cell Towers and Wi-Fi**

Payment for cell towers attached to existing or new light poles in game field complexes. Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. In California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at [www.parks.ca.gov](http://www.parks.ca.gov).

**Concession Management**

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. An agency can contract for the service and either receive a percentage of the gross sales or the net revenue dollars from the profits after expenses are paid. Net proceeds are generally more difficult to monitor.

**Hospitality Centers**

These types of recreation facilities are developed by cities and counties for use by the public for wedding, reunions, and special gatherings. The recreation facilities are not subsidized but operate at a profit. Some facilities are surprisingly managed by outside caterers.

**Merchandising Sales or Services**

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales.

**Private Concessionaires**

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by the private business or a non-profit organization with additional compensation paid to the entity.

***Permits, Licensing Rights and Use of Collateral Assets*****Agricultural Leases**

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops.

**Booth Lease Space**

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

**Catering Permits and Services**

This is a license to allow caterers to work in the park system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or authorized provider list and receive a percentage of dollars from the sale of food.

**Community Gardens**

Many agencies will permit out food plots for community gardens as a small source of income.

**Film Rights**

Many agencies issue permits so that sites such as old ballparks or unique grounds may be used by film commissions. The film commission pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

**Fishing License for City or County Lakes**

In some cities and counties, they have their own put and take fish operation and safe fishing laws for their own lakes for trout and specialty fish.

**Land Swaps**

An agency may trade property to improve access or protection of resources. This could include an action for non-payment of taxes resulting in an agency property gain or a situation where a developer needs a larger or smaller space to improve their profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

**Leasebacks on Recreational Facilities**

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. The agency would then lease the property back from the investor over 20+ years. This can be reversed where by the agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

**Licensing Rights**

This revenue source allows an entity to license its name on all resale items that private or public vendors sell clothing or other items with the entity's name on it. The normal licensing fee is 6 to 10% of the cost of the resale item.

**Manufacturing Product Testing and Display**

An agency works with specific manufacturers to test their products in parks, recreation facility, or in a program or service. The agency tests the product under normal conditions and reports the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results.

**Marine Slips/Permits**

This revenue source is for a permit to store boats on public property for a set amount based on a lineal foot and service charges on an annual basis.

**Patron Cards**

This allows patrons of a specific recreational facility to purchase patron cards for a month or a year that allows them special privileges above the general public. These privileges include having rights to early tee times, reservations, and special tours, shows or events. The patron cards can range in price from \$15.00 a month to \$150.00 a year.

**Private Developers**

Developers may lease space on agency owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

**Sale of Development Rights**

Some agencies sell their development rights below park ground or along trails to utility companies. The entity receives a yearly fee on a linear foot basis.

**Sale of Mineral Rights**

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by products, for revenue purposes.

**Special Use Permits**

Special permits allow individuals to use specific park property for financial gain. The entity receives either a set amount of money or a percentage of the gross service provided.

**Subordinate Easements – Recreation/Natural Area Easements**

This revenue source is available when an entity allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is paid to the entity on an annual basis.

**Surplus Sale of Equipment by Auction**

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

### **Recycling Centers**

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

### **Rentals of Houses and Buildings by Private Citizens**

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

### ***Enterprise Funds***

Some agencies establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

### **Hospitality Centers**

These types of recreation facilities are developed by cities and counties for use by the public for wedding, reunions, and special gatherings. The recreation facilities are not subsidized but operate at a profit. (This is also listed above under contracted services which is also a possibility.)

### ***Partnership Opportunities***

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government entity, or a private business and a government entity. Two partners jointly develop park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA
- School District
- Medical Center or Hospital
- Boys and Girls Club
- Kiwanis, Soroptimists, VFWs, Elks, Rotary, and other service and civic organizations
- Chamber of Commerce
- Convention and Visitor's Bureau
- Homeowner or Neighborhood Associations
- Youth Sports Associations
- Other counties, neighboring cities, and communities
- Private alternative providers
- Churches

### ***Corporate Sponsorships***

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Agencies can solicit this revenue-funding source themselves or work with other agencies that pursue and use this type of funding. Sponsorships are often used for programs and events.

### **Advertising Sales**

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on agency-related items such as program guides, scoreboards, dasher boards, and other visible products or services. Current sign codes should be reviewed for conflicts or appropriate revisions.

### **Naming Rights**

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the “rights” to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group’s name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

### **Reverse Sponsorships**

This revenue source allows agencies to receive indirect revenue from cross promoting their current sponsors with professional sporting events such as in racing with cars and drivers and significant sports heroes. Indirect sponsorships provide up to 15% of the sponsorship value back to the City for linking their parks and recreation sponsors with professional sports.

### **Other Options**

Numerous federal and state taxation resources, programs, and grants may be available to park and recreation agencies.

### **Cost Avoidance**

Few agencies can financially sustain a position of being everything for everyone. By staying with its core businesses and shifting roles away from being a direct provider of certain facilities, programs, or services, an agency can experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility.

- **Shared purchasing**

Kent County, Mich. is using a ‘reverse auction’ process with its vendors and saving money in the process, both for the county and its local government partners in a shared services agreement. Using this process, the county saved more than \$1 million on the cost of various purchases in 2010 — from toner cartridges to reams of paper. The county sets the top price that it’s willing to pay based on what was paid the last time. Vendors then vie to provide the product or service at a lower cost. The county expanded the auctions in 2011 and 2012 to include about 20 other local governments..

### **Designated License Plate for Parks**

Agency improvements or programs could be funded through a designated license plate.

**Family Tree Program**

Many cities have worked with local hospitals to provide cash to the parks system to buy and plant a tree in honor of every new born in the City. The hospitals invest \$250.00 to \$300.00 and receive the credit from the parents of the newborns. The parks system gets new trees of ample size.

**Fundraising/Friends Associations**

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. Agencies could sell pavers, bricks, tiles, for example, or consider staging a telethon. Sometimes this kind of fundraising is conducted by a friends group formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

**Gift Catalogs**

Gift catalogs provide organizations the opportunity to let the community know on a yearly basis what their needs are. The community purchases items from the gift catalog and donates them to the agency.

**Land Trusts**

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

**Maintenance Endowments**

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

**Positive Cash Flow**

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. The ending positive balance could be used, for example, to establish a maintenance endowment for recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

**Product Sales**

This is where an agency sells specific products for purchases or consumption by the public. This would include trees, food, maple syrup, livestock animals, fish, plants, etc.

**Raffling**

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

**Surplus Sale of Equipment by Auction**

Agencies have surplus auctions to get rid of old and used equipment that generate some income on a yearly basis.

**Grants**

Grants often supplement or match funds that have already been received. For example, grants can be used for programs, planning, design, seed money, and construction. Due to their generally unpredictable

nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

### **Federal Park and Open Space Funding Sources**

- **Intermodal Surface Transportation Efficiency Act**

This funding program, commonly called ISTEA (pronounced Ice-Tea) Grants, was authorized by the Federal Government in 1991. It presented an overall intermodal approach to highway and transit funding with collaborative planning requirements. The law provided for significant enhancement revenues available for transportation related projects, including bicycle and pedestrian trails, rail depot rehabilitation, landscaping, and beautification projects. Funds are distributed through the state.

ISTEA expired in 1997. The current version of the law, Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) was enacted in 2012. Under MAP-21, funding for bicycle and pedestrian transportation is reduced and consolidated into a broader program called “Transportation Alternatives”. A new ‘Find It, Fund It’ chart (<http://bit.ly/157kRUt>) indicates potential eligibility for pedestrian and bicycle projects under federal highway and transit programs. In each case there are specific requirements that must be met within eligibility criteria and eligibility will be determined on a case-by-case basis.

- **Land and Water Conservation Fund**

These funds are awarded for acquisition and development of parks, recreation, and supporting facilities through the National Park Service and State Park System.

### **General Purpose or Operating Grants**

When a grant maker gives an agency an operating grant, it can be used to support the general expenses of operations. An operating grant means the fund provider supports the agency’s overall mission and trusts that the money will be put to good use.

### **Program or Support Grants**

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

- **Planning Grants**

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

- **Facilities and Equipment Grants**

These grants help agencies buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant’s current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

- **Matching Grants**

Many grant-makers will provide funding only on the condition that the agency will raise an amount equal to the size of the grant from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

- **Seed Money or Start-up Grants**

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

- **Management or Technical Assistance Grants**

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of the agency. Instead, they support the agency's management or administration and its associated fundraising, marketing, and financial management needs.

### **Program-Related Investments (PRIs)**

In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

### **Private Grant and Philanthropic Agencies**

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- For information on government product news and procurement visit GovPro at [www.govpro.com](http://www.govpro.com).
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: [www.fdncenter.org](http://www.fdncenter.org).
- Research [www.eCivis.com](http://www.eCivis.com) for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

### **Community Resources**

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction as well as agency operating budgets. These findings do not recommend any particular funding strategy over another. Economic conditions may vary with time and an agency should explore the best means of achieving its goals with regard to agency operations, programs, and facilities on an ongoing basis.

### **Philanthropic Support**

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 capital campaign can be significant. If this option is pursued by agency decision-makers, the agency may decide to outsource most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns.



### **Foundation/Gifts**

These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

### **Gift Catalogs**

Gift catalogs provide organizations the opportunity to let the community know of their needs on a yearly basis. The community purchases items from the gift catalog and donates them to the agency.

### **Gifts in Perpetuity**

- **Maintenance Endowments**

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements and infrastructure needs. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

- **Irrevocable Remainder Trusts**

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then makes a portion of the interest available for agency use to support specific park and recreation facilities or programs that are designated by the trustee.

- **Life Estates**

This revenue source is available when someone wants to leave their property in exchange for their continued residence on the property until their death. The agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

### ***Volunteer Programs***

#### **Volunteers/In-Kind Services**

This is an indirect revenue source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces the agency's 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. This staff member could then work closely with Human Resources as volunteers are another source of staffing a program, facility, or event.

- **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 develop a neighborhood park watch program. This program would develop a sense of community ownership of the agency's facilities.

**Grants Awarded to Projects in Hot Sulphur Springs**

<b>Grant Type</b>	<b>Year</b>	<b>Project Title</b>	<b>Grant Amount</b>
GOCO - Planning	2014	Master Plan for Parks, Recreation and Open Space	\$18,750.00
CDOT – Enhancement Grant	2012	Colorado River Pedestrian Bridge	\$232,000.00
GOCO - Local Government	2012	Pioneer Park Pedestrian Bridge Area Enhancements	\$25,000.00
GOCO - Local Government	2008	Camp Relocation in Pioneer Park	\$23,632.84
GOCO - Planning	2007	Pedestrian Bridge Planning	\$13,940.62
GOCO - Planning	2004	Pioneer Park River Corridor Restoration and Access Trails	\$8,068.00
GOCO - Open Space	1996	Pioneer Park Acquisition	\$81,900.00

**Total: \$403,291.46**