Acknowledgements

City Council

Leigh Meigs, Mayor
Michael Rendon, Mayor Pro Tem
Doug Lyon
Christina Thompson
Paul Broderick

Steering Committee Members

David Bruzzese
Tim Corbett
Kirk Rawles
Mary Monroe
Jan Nesset
Patricia Cheever
Peter Schertz
Frank Viehmann
Dave Wegner
Steve Whiteman
Paul Wilbert

Staff

Ron LeBlanc, City Manager
Greg Hoch, Planning and Community Development Director
Cathy Metz, Parks and Recreation Director
Ron Moore, Parks and Cemetery Manager
Kelli Jaycox, Recreation Manager
Kevin Hall, Parks, Open Space and Trails Development Manager
Scott McClain, Parks, Open Space and Trails Specialist

Special Recognition

The Parks, Open Space, Trails and Recreation Master Plan was funded through a partnership of the City of Durango and Great Outdoors Colorado
Table of Contents

CHAPTER ONE - EXECUTIVE SUMMARY .............................................................................................................. 1
  1.1 INTRODUCTION ............................................................................................................................................. 1
  1.2 PARKS, OPEN SPACE, TRAILS, AND RECREATION MASTER PLAN PROCESS .................................................. 2
  1.3 TECHNICAL REPORT SUMMARY ................................................................................................................ 3
  1.4 KEY MASTER PLAN FINDINGS .................................................................................................................... 8
  1.5 MASTER PLAN THEMES, OBJECTIVES, AND INITIATIVES ........................................................................ 10
  1.6 CONCLUSION .................................................................................................................................................. 16

CHAPTER TWO - COMMUNITY INPUT .................................................................................................................. 17
  2.1 KEY LEADER, FOCUS GROUP AND PUBLIC MEETING SUMMARY ............................................................... 17
  2.2 COMMUNITY SURVEY SUMMARY ............................................................................................................... 23

CHAPTER THREE - COMMUNITY PROFILE ......................................................................................................... 27
  3.1 DEMOGRAPHICS AND TREND SUMMARY ................................................................................................. 27

CHAPTER FOUR - OPEN SPACE PLAN .................................................................................................................. 29
  4.1 INTRODUCTION ............................................................................................................................................. 29
  4.2 FUNCTIONS OF OPEN SPACE ...................................................................................................................... 37
  4.3 VOCABULARY OF OPEN SPACE IN DURANGO ............................................................................................ 38
  4.4 DEFINING OPEN SPACE IN DURANGO ......................................................................................................... 44
  4.5 OPEN SPACE PROGRAM OBJECTIVES AND PRIORITIES ........................................................................ 46
  4.6 PRESERVATION PROCESS .............................................................................................................................. 48
  4.7 GREENPRINTING ASSESSMENT (SPATIAL ANALYSIS) .................................................................................. 49
  4.8 PRIORITY PRESERVATION AREAS ................................................................................................................ 51
  4.9 SUMMARY OF OPEN SPACE PRIORITIES .................................................................................................... 53
  4.10 CONSERVATION TOOLBOX ......................................................................................................................... 53
  4.11 FUNDING THE OPEN SPACE PROGRAM ................................................................................................... 54
  4.12 OPEN SPACE POLICIES ............................................................................................................................... 55
  4.13 MANAGEMENT PRINCIPLES ...................................................................................................................... 58

CHAPTER FIVE - TRAILS PLAN ............................................................................................................................ 63
  5.1 INTRODUCTION ............................................................................................................................................. 63
  5.2 TRAILS ELEMENT ......................................................................................................................................... 64
  5.3 DEFINITIONS AND VOCABULARY .............................................................................................................. 67
  5.4 EXISTING TRAIL SYSTEM ............................................................................................................................ 72
  5.5 PRIMARY TRAIL SYSTEM GOALS ............................................................................................................... 75
  5.6 PRIMARY TRAIL SYSTEM POLICIES .......................................................................................................... 75
  5.7 TRAIL PROJECTS AND EASEMENT NEEDS ............................................................................................... 76
  5.8 FUNDING TRAILS DEVELOPMENT ............................................................................................................ 84
  5.9 DESIGN STANDARDS .................................................................................................................................... 85
  5.10 MANAGEMENT STRATEGIES .................................................................................................................... 87

CHAPTER SIX - PARKS PLAN .............................................................................................................................. 89
  6.1 INTRODUCTION ............................................................................................................................................. 89
  6.2 PARKS AND FACILITIES ARE WELL MAINTAINED .................................................................................... 92
CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The City of Durango parks, open spaces, trails, and recreation facilities and programs provide a comprehensive mix of amenities, programs and services that the community embraces. They lend themselves to the quality of life and lifestyles that the residents of Durango have come to expect. Not only does the City provide a variety of park types, it also excels at park connectivity as evidenced by the success of the Animas River Trail and other trails passing through town. Beyond parks, trails and recreation facilities, Durango also excels at preserving unique landscapes that provide open spaces within and near the City limits that offer tremendous opportunity for passive recreation and wildlife habitat.

The amenities, programs and services that make Durango’s system what it is today are the result of many decades of hard work and community support. The past decade, in particular, has brought with it great change since the adoption of the City’s first Parks, Open Space and Trails Master Plan in 2001. The Durango Community Recreation Center opened in 2002; Chapman Hill Ice Rink and Pavilion opened in 2003; approximately 6.25 miles of the Animas River Trail has been completed including the Main Avenue Underpass in 2005 and the extension of the trail south to the Rivera Bridge in 2009; the Animas River Greenway has been enhanced by the preservation of natural lands, bank stabilization projects and in-stream improvements have been completed; in 2007, the City received a conditional Recreational In-Channel Diversion water right on the Animas River; the City utilizes a level-of-service methodology for parks planning and utilized the 2001 Master Plan to require developers to dedicate and fund the construction of park and trail improvements in new developments; the City identified locations for major sports field facilities in community parks by earmarking 75 acres for the future development of a sports field complex in Three Springs to include five multi-use fields, three softball fields and eight tennis courts; the City continues to work with Fort Lewis College to provide additional multi-use fields on the campus and make improvements to the existing softball complex; there has been an expansion of recreational programs offered; and the City’s open space program has taken flight with 1,575 acres of land preserved for open space and park purposes, of which approximately 999 acres have been acquired or dedicated since the adoption of the 2001 Master Plan. Many of the initiatives recommended in the 2001 Master Plan have been accomplished. With these accomplishments and the passage of time has come the need to update the Plan and build upon past successes. In late fall 2008, the City contracted with PROS Consulting, LLC to develop a new Parks, Open Space, Trails, and Recreation Master Plan for the community.

The purpose of the Parks, Open Space, Trails, and Recreation Master Plan is to establish a ten year road map—2010 to 2019—that will provide direction and strategies to the City to assist with the development of parks, open space, trails, recreation programming and recreation facilities in the community in the coming decade. The Plan is aligned with the Parks and Recreation Department’s mission and vision.
1.2 PARKS, OPEN SPACE, TRAILS, AND RECREATION MASTER PLAN PROCESS

The planning process included extensive community input, a statistically valid household survey, and a series of technical reports and assessments, based on site visits and meetings with staff. In addition, the process included involvement and review by a Master Plan Steering Committee and the Durango City Council. The Committee reviewed and responded to all of the technical reports. Durango staff members also met with the Parks and Recreation Advisory Board and the Natural Lands Preservation Advisory Board in order to further discuss elements of the Plan. In addition, the 2001 Parks, Open Space and Trails Master Plan and the 2007 City of Durango Comprehensive Plan were reviewed in order to build on work previously completed. All of this information created the basis for recommendations to position the Department for the future.

The Master Plan was completed in association with ETC Institute/Leisure Vision and Greenways, Inc. ETC Institute completed the household survey, and Greenways, Inc. completed the trails and open space segments of the Plan.

The Parks and Recreation Department manages the operation of Durango's parks, trails, open space, urban forest and the cemetery, as well as various recreation facilities and programs. The Department contributes to healthy lifestyles, community development, and the conservation of natural lands.

The Durango Parks and Recreation Department strives for excellence to make a difference in the community with important quality of life services. These services include 35 parks, approximately 95 miles of trails, 1,575 acres of open space, and active recreation including Chapman Hill, the Mason Center, and the Durango Community Recreation Center. There is great demand for the services offered by the Department, as noted throughout the Plan.

The following outlines the list of tasks and sequence of work for the Plan’s development and completion. The steps in the process included:

- Community and Stakeholder Input
- Focus groups
- Key leader meetings
- Public meetings at the beginning and end of the process
- Community survey summary (full report included in Appendix A)
- Community profile
- Demographics and trend summary (full report included in Appendix B)
- Open Space Plan
- Land Conservation and Protection Strategies (full report included in Appendix C)
- Open Space Operations and Management Considerations
- Trails Plan
- Trails Operations and Management Considerations
Parks, Open Space, Trails and Recreation Master Plan

- Parks Plan
- Site and Facility Assessment
- Maintenance Management Plan (entire report included as Appendix D)
- Recreation Plan
- Recreation Program Assessment
- Standards and equity mapping
- Facility standards
- Equity mapping/service area analysis
- Greenprinting
- Priority Needs Assessment
- Park and Facility Development Plan
- Capital Improvement Plan
- Master Plan Implementation
- Vision and mission
- Master Plan themes, initiatives and goals

1.3 TECHNICAL REPORT SUMMARY

The following section provides a summary of the technical reports prepared in developing the Plan and includes the key findings of each report. This is an overall summary of the Plan, followed by system wide findings and recommendations.

1.3.1 COMMUNITY INPUT SUMMARY

An important component of the Master Plan development was the community input process, which included 17 key leader meetings, five focus groups with 69 participants, and public meetings with 147 attendees at the beginning and at the end of the process. The input process included the facilitation of a series of questions relating to overall strengths, overall improvement areas needed, and residents’ assessment of parks, trails, open space, and recreation programs. A consensus of comments relating to system strengths included the number of miles of trails, the quality of the parks and the Recreation Center, and the variety of program offerings. Recommended improvements included the need to renovate or relocate the Mason Center, development of an outdoor pool, four seasons of ice at Chapman Hill, and better connectivity of the trail system.

1.3.2 COMMUNITY SURVEY SUMMARY

As part of the Master Plan process, a Community Attitude and Interest Survey was conducted during the winter and spring of 2009 to quantify resident household’s priorities for parks, open space, trails and recreation facilities and programs. The survey was designed to obtain statistically valid results from households throughout the City of Durango. The survey was administered by a combination of mail and phone. ETC Institute/Leisure Vision
managed the survey process. ETC Institute mailed surveys to a random sample of 1,650 households throughout the City of Durango. The goal was to obtain a total of at least 325 completed surveys. This goal was far exceeded, with a total of 568 completed surveys. The results of the random sample of 568 households have a 95% level of confidence with a precision of at least +/-4.1%.

According to the results, high participation exists in recreation activities in Durango. Additionally, residents highly rated the condition of parks, open space, trails and recreation facilities. Open space most valued or desired included river and stream corridors and trails for biking and hiking. Facilities most supported or desired included neighborhood parks, biking and pedestrian hard surface trails, biking and hiking natural surface trails and indoor fitness space. Most supported programs included adult fitness and wellness, special events/festivals, youth learn to swim programs, and youth/teen sports programs. The Master Plan includes an overall summary of the Community Survey. The full Survey results are included in Appendix A.

### 1.3.3 DEMOGRAPHICS AND TREND REPORT

In a review of the demographics information, from the year 2000 to 2008, population growth was almost 11%. Population growth will continue in the future, though at a slower rate. The 2023 population projection is estimated to be 19,094. Currently 41% of residents are between the ages of 18-34 and will maintain this healthy percentage over the next 15 years. Active adults of 55 and over will represent 25% of the population in 2023. Durango is fairly homogeneous, as almost 87% are white. Median household income is $48,529 and will increase to $79,808 by 2023. In order to align programs, facilities, and amenities with changing demographics, the two aforementioned age segments will need to be an important component of the program and facility mix.

As for recreation trends in the Colorado region, indoor fitness activities have very high participation rates, including spinning and fitness classes. Outdoor recreation activities also have high participation numbers, including hiking, biking, camping, fishing, rafting, and climbing. The trends are reflected in the program offerings provided by Durango Parks and Recreation. The Master Plan includes an overall summary of the Report. Appendix B includes the full report.

### 1.3.4 OPEN SPACE PLAN

The purpose of this Plan element is to describe the actions that are required by the City of Durango and its partners to continue to preserve and care for valued open spaces throughout the community. As evidenced by the household survey, there is significant interest in the preservation of open space in Durango. One of the goals of this Plan is to define the major elements and programmatic objectives for the Durango open space program. To accomplish this, the findings, conclusions and recommendations of the 2001 City of Durango Parks, Open Space and Trails Master Plan have been evaluated and expanded upon as the foundation for the new Open Space element of the Master Plan. This Plan also includes an Open Space Operations and Management element. Land Conservation and funding strategies are included as Appendix C to the Master Plan.
1.3.5 TRAILS PLAN
The purpose of this Plan is to describe, in detail, the vision, structure, policies, priorities and actions that the City of Durango and its partners will need to undertake in order to expand upon and care for its interconnected network of trails, both hard and natural surface. Goals of the Plan include defining the major trail types; identify existing and future trail networks and locations; establishing programmatic objectives for developing the trail system; and to evaluate key operational and maintenance issues. To accomplish this, the findings, conclusions and recommendations of the 2001 City of Durango Parks, Open Space and Trails Master Plan were used as the foundation for the new Trails element of the Master Plan.

1.3.6 SITE AND FACILITY ASSESSMENT
The Master Plan also includes a thorough review of the parks and facilities within the system. City staff and PROS Consulting team members reviewed all of the parks and facilities and provided assessments of general conditions of each asset. Resident households expressed high levels of satisfaction toward the condition of parks and facilities. This was evidenced in the tour of the system as well. Noted in the assessment are examples of individual park improvements needed. This included general upgrades to irrigation systems, interpretive signage, restrooms, playground shade structures, parking, and trailheads. This information is supplemented by a Maintenance Management Plan as Appendix D.

1.3.7 RECREATION PROGRAM ASSESSMENT
This assessment includes a review of the core program offerings of the Department, including promotional efforts, financial review of program registrations, programming space requirements, and the relationship of household survey results and demographics to future program offerings. The assessment also includes a review of age segment distribution of offerings and lifecycle analysis. According to feedback during the public input process, residents greatly appreciate the variety of program offerings. The most significant challenge for recreation programs relates to recreation program space. While the square footage for indoor recreation space meets the standards for space needs, program demand is extremely high. All of the indoor spaces, including Chapman Hill, the Durango Community Recreation Center, and the Mason Center could be expanded, renovated, or relocated.

1.3.8 FACILITY STANDARDS
This section includes the listing and review of existing and projected inventory of park land and outdoor amenities such as playgrounds and indoor recreation space. The standards are specific to Durango and took into consideration community input results, national standards developed by the National Recreation and Park Association, comparisons to other communities in Colorado, and the PROS database of standards from communities across the country.

The information shows current service levels based on population, recommended service levels for 2009, and future recommended service levels for 2019 based on projected population growth. The standards show a need for more park land and amenities. Currently there is a need for 13 acres of neighborhood park land, 52 acres of community park land, two 200 foot baseball fields, three 300 foot baseball fields, two adult and two
youth softball fields, three regulation and one youth soccer fields, five multi-purpose fields, one outdoor basketball court, two tennis courts, and one outdoor pool. Indoor space requirements meet the standard and are fulfilled by the Durango Community Recreation Center.

1.3.9 EQUITY MAPPING/SERVICE AREA ANALYSIS/GREENPRINTING
This analysis includes maps of the park land and amenities included within the facility standards. The maps show the deficits of parkland, athletic fields, and other amenities. In addition to the maps, the Service Area Analysis includes narrative descriptions of the map details, describing deficiencies and duplication of amenities, based on geographical area and population density.

Greenprinting involves an analysis of geo-spatial data associated with a variety of landscapes around the community that have known preservation values such as viewsheds, watersheds, hillsides, wildlife habitat, recreation, riparian areas and other important features. Greenprinting assigns a numeric value to each data layer, and then parses the values into parcels. The parcels are then mapped thematically to show which ones host the most “green” features. The City should use greenprinting as one of the tools in its conservation toolbox to assist the City in determining the most important landscapes that should be focused on for preservation.

1.3.10 FACILITY PRIORITY NEEDS ASSESSMENT
The Facility Priority Needs Assessment is a ranking of facility/amenity needs for Durango residents. The ranking includes an evaluation of both quantitative and qualitative data, included from the household survey and community input processes. The determination also includes a consultant evaluation and Steering Committee and City Council evaluation of the system as well. The findings show the top five facility/amenity items are:

- Natural surface trails for hiking and biking
- Hard surface trails for biking and pedestrians
- Neighborhood parks
- Indoor fitness
- River recreation

1.3.11 RECREATION PROGRAMMING PRIORITY NEEDS ASSESSMENT
This assessment, similarly to the Facility Needs Assessment, is a ranking of recreation programming needs for Durango residents. The ranking includes an evaluation of both quantitative and qualitative data developed from the household survey and community input processes. The assessment also includes a consultant evaluation and Steering Committee and City Council review of the system as well. The findings show the top recreation program needs are:

- Adult fitness and wellness programs
- Before and after school programs
• Youth/teen sports
• Preschool programs
• Special events

1.3.12 CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is a prioritized list of needed and desired park and recreational amenities based on the City’s level-of-service standards, identified gaps in service, and community input. The CIP includes estimated project costs and is prioritized into short term (1-3 years); mid term (4-7 years) and long term (8-10 years) projects. While the CIP does establish a road map for the life of the Master Plan, it should be recognized that the CIP will have annual evaluation by City staff, Parks and Recreation Advisory Board, Natural Lands Preservation Advisory Board and City Council and may be modified based on the changing needs of the community and available funding over time.

The City has dedicated funding for the development of parks, trails and recreation facilities and the preservation of open space. Over the next ten years, the Capital Improvement Plan includes the following distribution of four primary funding sources: (1) 2005 Open Space, Parks and Trails Fund; (2) 1999 Recreation Complex/Trails Fund; (3) General Fund; and (4) Grants. The revenue estimates are based upon historical averages and below is an illustration of the distribution of the funding sources:

![Capital Improvement Plan Funding Sources](image)

Figure 1 - Capital Improvement Plan Funding Sources
1.4 KEY MASTER PLAN FINDINGS

The following section consists of a bulleted list of key Master Plan findings, which represent overall significant findings from the planning process. The findings are categorized according to:

- Organizational
- Open Space
- Trails
- Parks
- Recreation
- Stewardship and Implementation

The key findings become the basis for the development of recommendations for the Plan.

1.4.1 ORGANIZATIONAL

- The dedicated funding is scheduled to sunset with the expiration of the 1999 Recreation Complex/Trails Fund in 2019 and the 2005 Open Space, Parks and Trails Fund in 2026
- Planning should commence on the continuation of sustainable and dedicated funding for the preservation and stewardship of open space and the development and maintenance of parks, trails and recreation facilities

1.4.2 OPEN SPACE

- Durango has protected 1,575 acres of land including 1,510 acres as open space/natural lands, far exceeding national per capita averages
- 1,169 acres of land were purchased, and 406 acres were dedicated through land use planning or land donations
- Preservation of natural lands remains a high priority in the community and the most important open space opportunities includes trails for hiking and biking
- Key future preservation areas include the Animas River Greenway, ridgeline properties within and around Durango and Horse Gulch
- The Open Space Plan includes a revised definition of open space and uses
- The Plan includes specific management goals for scenic mountain backdrops, rivers/streams/lakes, meadows/mesas, urban interface, heritage and working landscapes
- The Plan includes an evaluation of community resource commitments to open space program stewardship for operations and maintenance
1.4.3 Trails

- The City of Durango trail system includes 95 miles of interconnected hard and natural surface trails, of this total 12 miles are hard surface and 83 miles are natural surface trails.
- The most important park and recreation facilities to Durango residents are the natural surface trails for hiking and biking, and hard surface trails for bike and pedestrian use.
- The Animas River Trail (ART) provides access to 12 City parks, hundreds of acres of open space, the Recreation Center, library, and other destinations.
- The ART remains the north-south spine of the trail system, with both lateral connections and looped trails.
- The Safe Multi-Modal Aesthetic Regional Transportation (SMART) 160 Trail will be the trail system’s east-west spine.
- Durango achieved the Silver Level Bicycle Friendly Community in 2008.
- Integration of the trail system with on-road bicycle and pedestrian facilities is critical to the functionality of the community’s multi-modal transportation system.
- The completion of the Animas River Trail, including the extension of the trail to the north City limits and reconstruction of the substandard sections, is the top hard surface trail development priority.

1.4.4 Parks

- There are 286 acres of parkland in Durango.
- There is currently a shortage of parkland to meet standards in Durango and an additional total of 110 acres are needed by 2019.
- Lacking amenities in the parks acreage includes a shortage of irrigated turf for organized sports and by 2019 an additional 10 ball fields and 11 multi-purpose fields are needed to meet standards.
- Parks and facilities are generally well-maintained.
- Park usage demands outpace available facility supply, particularly with neighborhood parks with functional amenities.
- Increased demands from aging facilities and population growth are outpacing available resources.
- New development and growth within and around Durango will create additional demand on resources.
- Maintenance yard and office complex at Greenmount Cemetery is inadequate.
1.4.5 RECREATION
- There are three indoor recreation facilities including the Durango Community Recreation Center, Chapman Hill rink and pavilion and the Mason Center
- The demand for recreation programs outpaces the available facilities
- Mason Center needs to be renovated or relocate the gymnastics program due to space limitations and safety issues
- Chapman Hill is in need of renovation, including the replacement of the rope tow and ski lift system
- Recreation Center demand for facility use and program use suggests support for expansion of the facility
- During the last four years, Recreation Center programs have grown by 5% and Recreation Division programs have grown by 22%
- There is a 42% household participation rate in programs, as compared to 30% nationally, according to Leisure Vision’s national database

1.4.6 STEWARDSHIP AND IMPLEMENTATION
- The growth of the parks, open space, trails and recreation system has identified the need to refine stewardship activities and establish Best Management Practices for the parks, open space, trails and recreation facilities
- The Parks, Open Space, Trails and Recreation Master Plan will be implemented using two primary strategies: (1) the annual Capital Improvement Program (CIP) process; and (2) an incremental approach of requiring dedication and/or development through the Planning and Community Development project review process

1.5 MASTER PLAN THEMES, OBJECTIVES, AND INITIATIVES

The final section of the Plan lists the Strategic Themes, Objectives, Measurements, and Initiatives for the years 2010 to 2019. These strategic recommendations support the accomplishment of the Parks and Recreation Department’s mission and vision. Strategic Themes are broad-brushed descriptions of major areas included in the recommendations. The Themes are as follows:

- **Trails**: Connecting People to Places
- **Open Space**: Preserve and Care for Special Places
- **Parks**: Provide Quality Areas for Community Gatherings and Activities
- **Recreation**: Provide Quality and Diverse Recreation Programs
- **Facilities**: Provide Quality Facilities for Recreation Activities
- **Organizational**: Strategic Use of Resources

Within the final section of the Plan, the Themes, Objectives, and Strategic Initiatives are listed, according to a timeline priority of short term, mid term, and long term initiatives. The Initiatives relating to all of the technical elements of the Plan are included in a
combined section at the end of the Plan. The Initiatives also identify the staff members responsible for the completion of the Initiatives. For the purposes of the Executive Summary, just the Themes and Initiatives are listed as follows.

1.5.1 TRAILS: CONNECTING PEOPLE TO PLACES

- Complete the Animas River Trail as the north-south spine of the hard surface trail system
- Develop the SMART 160 Trail as the east-west hard surface trail spine through the City
- Continue planning for separated-grade trail crossings of US Highway 550/160, Camino del Rio and North Main Avenue
- Revise the 5 and 15 Year Capital Improvements Plan to reflect trail priorities established in the Plan
- Expand the trail system as opportunities occur to new and existing developments
- Prioritize and secure trail easements needed for planned trails and to fill missing links on both the hard and natural surface trail system
- Reconstruct substandard sections of the Animas River Trail
- Continue to modify and expand on-street bike and pedestrian facilities and linkages to the off-street trail system to provide a network of core urban trails that connect people to places
- Enhance partnerships with the Colorado Department of Transportation, Bureau of Land Management, U.S. Forest Service, private landowners, La Plata County, Fort Lewis College, Durango and Silverton Narrow Gauge Railroad, Tri-State, La Plata Electric and Trails 2000 to ensure connectivity and a regional approach to trail development
- Encourage La Plata County to recognize the City’s Trails Master Plan by incorporating trail connectivity and multi-modal transportation into the County Comprehensive Plan
- Continue working with Trails 2000 to develop and maintain the natural surface trail system in the community
- Establish and adopt trailhead design standards
- Develop safe multi-generational opportunities for the use of trails
- Establish operations and maintenance Best Management Practices for the trail system

1.5.2 OPEN SPACE: PRESERVE AND CARE FOR SPECIAL PLACES

- Preservation of open space/natural lands in the Animas River Greenway, ridgeline properties, and Horse Gulch should be the City’s highest priority
- Continue to preserve land that protects the mountain backdrop and viewsheds surrounding Durango
- Other preservation opportunities should be prioritized based on preservation value, threat of loss and available resources
- Develop a regional approach to better manage open space lands with Ft. Lewis College, open space conservancies, La Plata County, Bureau of Land Management, U.S. Forest Service, Colorado Division of Wildlife, Durango Fire and Rescue Authority, Bureau of Reclamation and private land owners
- Continue to refine the stewardship activities and establish Best Management Practices within the open space system
- Management practices should include addressing potential human impacts to wildlife in open space and appropriate education on living with wildlife
- Establish and implement a healthy forest management plan
- Continue to enhance volunteer opportunities within the City open space system
- Consider placing open space lands having separated and viable mineral rights into conservation easements as an additional control measure against possible surface disturbance associated with potential future mineral extraction activities
- Evaluate other strategies to minimize surface disturbance associated with potential future mineral extraction activities
- Evaluate all undeveloped city-owned parcels to determine purpose of ownership and whether they should be designated as open space

1.5.3 PARKS: PROVIDE QUALITY AREAS FOR COMMUNITY GATHERINGS AND ACTIVITIES
- Acquire additional parkland according to the standards by 2019 (5 acres mini parks, 20 acres neighborhood parks, 64 acres community parks and 21 acres linear parks)
- In consideration of overall priorities for park projects, remain flexible and allow for opportunities and adjustments based on changing conditions
- Evaluate adding amenities to existing parks and develop new parks with a variety of amenities, such as playgrounds, ball fields and picnic shelters, in one location
- Update parks and facilities to address changing needs of the community
- Address design issues at parks that impede efficient maintenance in a phased approach as outlined in the Maintenance Management Plan
- Develop a future staffing plan to correlate with a growing number of parks and facilities
- Develop a long term capital repair and replacement schedule for parks and park amenities through tracking assets, their condition, and their lifecycle
• Develop a priority maintenance list and expand the use of maintenance standards, including items such as mowing height and frequency, litter control, and graffiti removal
• Utilize Best Management Practices to improve natural areas and increase biodiversity by including native landscaping, rain gardens, and bio swales when developing parks and facilities
• Develop Best Management Practices to reduce the use of pesticides and herbicides
• Integrate animal resistant trash containers and recycling in the park system
• Develop chemical free parks through an “Adopt a Park” program with volunteers taking responsibility for manual caretaking of weeds
• Continue to enhance volunteer opportunities within the parks system
• Include a maintenance practice educational section on the Web site in order to inform residents of the Department’s commitment to sustainable park maintenance practices
• Develop an Animas River Management Plan to address the impact of high recreational use of the river in collaboration with La Plata County
• Upgrade river put-ins and stabilize river banks
• Develop an urban forest management plan
• Complete improvements to improve access to the off leash area
• Evaluate and update policies for naming park facilities and gift giving, such as memorial benches and trees

1.5.4 RECREATION: PROVIDE QUALITY AND DIVERSE RECREATION PROGRAMS
• Use recreation standards to ensure consistency in program offerings
• Complete a needs assessment survey within five to seven years
• Formalize customer feedback to measure overall satisfaction, repurchase intent, and referral rates through program evaluations and surveys
• Complete an access review process every two years to solicit customer feedback regarding attitudes and satisfaction levels toward registration system, telephone access, web site ease of use, program guide layout and distribution, and staff quality of service
• Complete a program lifecycle and age segment review every two years to ensure an appropriate percentage of programs are in the introduction, take off, and growth stages of the lifecycle and to be consistent with the demographics of the City
• Develop a systematic process to measure customer satisfaction including program evaluations, focus groups, transactional surveys, mystery shopping, and customer defect research
• Develop an overall Departmental marketing plan with strategies and timelines
• Increase household participation in recreation programming to 50% or more through identification of potential customer barriers to participation
• Identify alternative program spaces to assist with current demand of programs
• Expand high priority programs, as listed on the Needs Assessment, including adult fitness and wellness, before and after school programs, youth/teen sports programs, preschool programs, special events, youth learn to swim, youth/teen fitness and wellness, and nature and wildlife interpretive programs
• Develop a process to strengthen partnerships including an annual review of existing partnerships and identification of new partners, including a process to identify the level of partner satisfaction toward working with the Department
• Dedicate staff resources toward acquiring alternative revenues such as grants, corporate support, and more use of volunteers and interns
• Develop customer requirements and brand and image for core program areas
• Expand upon the City employee wellness program
• Promote employee wellness programs to other organizations in the community
• Expand scholarship availability and ensure access to programs for all, including those lacking the ability to pay
• Expand program offerings for people with disabilities
• Expand active adult and senior programming to coincide with aging population trends in Durango
• Collaborate with other community groups and promote partnerships to enhance recreation program offerings

1.5.5 FACILITIES: PROVIDE QUALITY FACILITIES FOR RECREATION ACTIVITIES
• Develop a business plan for the Recreation Center to determine the feasibility of adding space to accommodate fitness needs, family locker room expansion, maintenance and storage space, youth area upgrades and service desk improvements
• Develop a plan to renovate or relocate the gymnastics program from the Mason Center
• Refurbish Chapman Hill, including increased parking capability, re-grading the bottom of the ski hill, repair/replace maintenance storage building, and upgrade rope tow ski lift, embrace bicycling activities such as a natural surface trail system trailhead, jump park, and other activities to increase summertime utilization of facility
• Renovate or replace maintenance shop and offices at Greenmount Cemetery
• Develop a long term capital maintenance schedule for ongoing replacement of items such as roofing, parking lot repaving, heating and air conditioning systems, etc.
• Research the feasibility of adding a climbing facility at an indoor location, including a return on investment analysis to determine its projected financial performance and determination of resident interest

• Develop best practices in energy efficiency of recreational buildings by conducting an audit of existing facilities and implementing energy efficiency improvements

• Develop standard design and specifications for amenities, such as fencing, water fountains, and trash receptacles to reduce design costs and develop consistency among parks

• Research the opportunity of developing a year round ice rink facility

• Develop additional amenities according to the standards by 2019 (2 picnic shelters, two 200 ft. baseball fields, three 300 ft. baseball fields, 3 adult softball fields, 2 youth softball fields, 4 regulation sized soccer fields, one youth soccer field, 6 multi-purpose fields, one outdoor basketball court, 3 tennis courts, one outdoor aquatics facility)

1.5.6 ORGANIZATIONAL: STRATEGIC USE OF RESOURCES

• Develop a smart growth approach to planning with all cities in La Plata County

• Exercise leadership through the Southwest Colorado Council of Governments to ensure a regional approach to planning

• Develop a plan to continue dedicated funding sources through dedicated sales tax funding

• Revise public amenity (parks, trails, open space) dedication and impact fee requirements for new development

• Develop a long term financial plan to assess the Department’s ability to sustain new park, open space, trails and recreation facilities and amenities

• Complete an economic impact study to determine the financial impact of the Department on the local economy in regards to property values, sales tax revenues, tourism dollars, and sports tournaments

• Develop a revenue policy to guide the Department in cost recovery goals, desired financial performance of programs and facilities, and pricing of services

• Develop and approve an environmental and sustainability policy that outlines the Department’s commitment to sustainable practices

• Complete a sustainability audit and develop an action plan with recommendations and timelines for improvement

• Develop relationships with youth, consistent with the goals of the La Plata County Children, Youth and Family Master Plan to promote interest in helping the City with parks and recreation initiatives

• Develop and implement an organizational performance measurement system, including specific measures such as cost recovery, customer satisfaction
percentages, workload, and facility capacity measurements. The measures are included in the Master Plan Strategy Map

- Expand communication practices with the public to include use of the web, surveys, focus groups and the local media
- Recognize the recreation potential of Lake Nighthorse and encourage other agencies to develop future facilities to meet the community’s needs

## 1.6 CONCLUSION

The Parks, Open Space, Trails and Recreation Master Plan, in support of the overall mission and vision of the City of Durango, encompasses the following mission and vision statements:

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

**The Vision is to promote and establish Durango as a leading community with a focus on health, wellness, vitality, safe access to amenities and an exceptional quality lifestyle.**

It is within the spirit of the Parks, Open Space, Trails and Recreation Master Plan that the elements contained within the mission and vision are deployed throughout the 10 year period of the Plan.

The Durango Parks and Recreation Department contributes to healthy lifestyles, community development and the conservation of natural lands. The Plan’s intent is to continue this legacy and to build greater strength in the service delivery system as a result of having engaged the public in the development of the Plan and reviewing all elements of the operation, based on best industry practices. The commitment to public input is summarized in the next section of the Plan. Having this input ensures alignment among future actions, resource allocation, and resident need. The Plan positions the Department for an exciting future and provides opportunities for resident engagement in future endeavors and participation in successful programs, activities, and recreation opportunities.
CHAPTER TWO - COMMUNITY INPUT

One of the most important elements of the Master Plan process is the community input process, which provides residents with an opportunity to express their perspectives of the City of Durango Parks and Recreation Department services. During the month of October 2008, PROS Consulting, LLC facilitated a series of focus groups, key leader interviews, and a public meeting. Specifically, this included:

- Seventeen key leader interviews
- Five focus groups, consisting of 69 people
- Two public meetings with 147 attendees
- Community Survey Summary (full report included in Appendix A)

During the month of December 2008, PROS Consulting, LLC facilitated three additional focus groups, consisting of 16 people. Presentation of the draft Master Plan in a community meeting occurred in March 2010. In addition, several additional residents completed comment cards and an online list of questions.

2.1 KEY LEADER, FOCUS GROUP AND PUBLIC MEETING SUMMARY

The following represents a summary of the information provided by the public and key leaders. Each question is listed with a summary of responses provided.

2.1.1 STRENGTHS OF THE PARKS AND RECREATION DEPARTMENT AND ELEMENTS TO BUILD UPON FOR THE PURPOSES OF THE MASTER PLAN

There were many strengths mentioned at the meetings, primarily the variety of programs offered, the trail system, the Recreation Center, and parks. The public was very happy with the range of activities for all ages and the fees for them. They feel the Parks and Recreation Department is well-funded and well-managed. Several people mentioned the staff as a definite strength as they listen to people, take their requests and suggestions into consideration, have a true desire to see the programs succeed, and are dedicated to their jobs. However, they do feel the staff has too much to do. The public also feels the facilities are well-maintained and are of good quality.

Other strengths mentioned:

- Sixty percent (60%) of the County is public and tribal land, which is a significant asset
- Lots of volunteer opportunities exist within the Department
- 2005 Open Space, Parks and Trails Fund (2A tax) is a great benefit as a funding source
- Animas River Trail was mentioned most frequently as a strength
- City and County continue to work together as part of land use effort
- Mother’s Day Soccer Tournament generates $900,000 for the City
- Parks and Recreation has more financial assets to work with than other cities
2.1.2 OPPORTUNITIES FOR IMPROVEMENT/WEAKNESSES

There were also opportunities for improvement and weaknesses mentioned. The most prevalent comment related to the need for more multi-use athletic fields, and to make better use of the ones already available. The public would like to see improvements at the pool, with more space inside for spectators, a larger pool, and an outdoor pool of some kind.

The public mentioned frustration with previous planning on various topics with no visible progress. One specific example included renovations to Chapman Hill.

When asked, a need for a large community and/or regional park with more flat turf and athletic fields and facilities was frequently mentioned. Currently, there is a strong need to rely on other agencies for the use of flat turf and athletic fields, and the public would like to see a concerted effort to focus on strengthening partnerships with these agencies and adding additional capacity to the park system.

The Recreation Center was also brought up several times. People mentioned it is frequently overcrowded, and they can’t get access to the classes and facilities because they are being used by other patrons. Many residents suggested the need for expanding the Center. This expansion was countered with a suggestion of working with the college to have the student recreation center made available to the public for a nominal fee. In regards to fees, many residents would like to see either non-resident charges or resident discounts.

Public input participants also mentioned they would like to see: (1) raised crosswalks at dangerous crossings and improved Animas River access with public transportation; (2) an underpass at Camino del Rio; (3) more strategically located river access points on a looped and signed trail system; and (4) the Animas River recognized as a major fishery.

Considerations should also be made for an environmental coordinator position to be created for the Department. This would perhaps instigate a vegetation policy that restricts becoming a wildlife magnet. Also, perhaps a person in the position of environmental coordinator would tackle the problem of the zebra mussels at the reservoir associated with the Animas La Plata Project. This is an issue that could eventually affect the City’s water supply, yet no one has taken responsibility for it. The public would like to see some kind of environmental assessments done.

Additional comments included:

- Improve the balance of responsibility for maintenance of the fields
- Any new facility should be LEED and retrofit existing buildings to LEED
- Waste water treatment plant at Santa Rita – should be relocated
- The City infrastructure is not good and has been neglected – sidewalks, bike lanes
- Mason Center improvements are needed – or build new gymnastics facility
- Facility for indoor baseball is desired
- Park and recreation opportunities at Lake Nighthorse in cooperation with the Bureau of Reclamation
2.1.3 WHAT RESIDENTS VALUE MOST ABOUT DURANGO PARKS AND RECREATION
Residents value the variety of programs offered, and they appreciate the parks and recreation amenities they currently have. People participate in park and recreation activities to have fun, to relieve stress, for environmental education, to appreciate natural resources, and to spend time with family and friends.

2.1.4 THOUGHTS AND SUGGESTIONS ABOUT TRAIL SYSTEM
Connectivity and stewardship were two areas of importance identified by the community. The public would like to have more connections between parks and residential areas. As is, the natural surface trail system is world class with over 90 miles of trails. They would like to see more connectivity to the schools so that the youth can ride their bikes to school if they would like, but at the same time, they want to see the safety of the trails improved.

The Animas River Trail was prominently mentioned by many participants. They mentioned the trail’s popularity, but also mentioned the fact that there were plans to link the trail across Camino del Rio to downtown by a spur trail connection, but this link has not occurred. The plans to finish the trail and connect it north to the Iron Horse and south to Escalante Crossings and on to Grandview area were popular with those interviewed. More consistent lighting, signage, and enforcement on the hard surface trail system were also encouraged.

Additional thoughts on the trail system were:

- Parking areas should not be overlooked
- Develop trails to accommodate biking commuters
- An improvement to the street crossing of 15th Street at Rotary Park is needed
- Better signage and connections to parks, open spaces, trails and the recreation center
- Improvements are needed at Horse Gulch, as the City is acquiring more of this property
- Mountain bike races including national championship events use the trail system
- New Transit Center needs to be tied in with the trail system
- Camino del Rio divides the downtown for pedestrians
- Creating either a Camino del Rio underpass or a pedestrian light is important
2.1.5 THOUGHTS AND SUGGESTIONS ABOUT OPEN SPACE

The main issues that came up regarding open space were the definition of open space and the actual use of open spaces. Many of those interviewed felt that the City should decide on a definition of open space and then inform the public.

Some believed that open spaces should be passive recreational areas. Some residents expressed the opinion that open spaces should be closed to the public. Others agreed that seasonally closing open spaces for habitat protection is appropriate, but otherwise agreed with passive public access. Most saw the need to preserve as much natural land as possible.

Additional comments included:

- Schools would access more open space for outdoor learning if there were better connectivity to the open space from the schools
- Provide trash cans and bags for pet waste
- Three different types of open space.....mountain parks, passive recreational areas, and wildlife habitat
- Work with developers to identify and dedicate open space
- Animas River Greenway, Horse Gulch and Twin Buttes should be Open Space preservation priorities
- Need scientific evidence of impact of trails on wildlife

2.1.6 RECREATION PROGRAM NEEDS

Many comments were made about Chapman Hill and the ice rink needing to have their winter time sports programming expanded. Reliable snow making was supported, parking should be improved, and the lifts are inadequate. The public suggested adding sledding and an amphitheater at Chapman Hill for outdoor concerts. It should be noted that other public input participants did not agree with spending money at Chapman Hill. They believed the investment would be better spent elsewhere.

As for the ice rink, those interviewed would like to see more facilities there, perhaps making it a multi-use facility. Adding an extra sheet of ice was suggested so that it could be utilized year round for tournaments which could bring in revenue for the City.

Other improvements suggested included better coordination with camp programs to link them together geographically; expanding the current programs and facilities due to current crowding; more scholarships for kids; and more programs for people with disabilities.

Additional comments included:

- Involve middle school kids in parks and recreation services (community service)
- Provide open gym programs at schools
- Consider charging non-resident fees
- Camping should be considered again--great for bike touring
• More gymnastics’ programs are needed but with the current facility, this is not possible
• More ice time is desired, but with the current facility this is not possible
• More fitness and wellness activities at the Recreation Center were supported, though, there is not an ability to offer much more because of space limitations
• Better system to reserve bikes for spinning classes is needed
• Support more whitewater kayaking in-stream improvements

2.1.7 CHANGES/RENOVATIONS AND NEW DEVELOPMENT OF PARKS AND/OR RECREATION FACILITIES
There are new facilities that the public would like to see. A majority of meeting attendees mentioned the need for year-round ice and improvements/renovation of the Mason Center for gymnastics. Also frequently mentioned was expansion of the Recreation Center, due to its current use capacity.

In addition, residents would like to see more fields and parks, more river access, more restrooms and recycling/trash receptacles, more connectivity, and more trees. They liked the idea of a cycling park and improving the dog park with places to dispose of the dog droppings and more grass for the dogs to play on.

Additional comments included:
• Improve or move the BMX track and create a multi-purpose cycling park
• Make the parks functional for families
• Parks should not have chemicals used
• Don’t want to see fields along the river
• Provide on-street bike lanes that connect to schools and other bike routes
• The splash pad does not get sufficient use
• More emphasis on neighborhood parks
• Pocket parks need a crowning jewel
• Would like community and botanical gardens
• Provide an indoor facility to accommodate outdoor activities during the winter months
• Would like additional tennis courts with the ability for four season use
• Provide a community park with a concentration of sports facilities with lighting (this was also reinforced with several emails from residents not able to attend the meeting)
• Need more multi-use fields
• Improve condition of the sand volleyball courts at Santa Rita Park
• Drainage issues at many of the parks and fields need to be improved
• There is no time for fields to recover between programs
• Have to convince aging population to support parks and recreation
• Lack of shade at playgrounds and tot lots
• Refresh playground equipment
• Additional bathrooms at the parks are needed
• There are green spaces throughout Durango that may be able to accommodate practice sessions for youth sports
• Include indoor recreation space within new convention center

2.1.8 OPERATIONAL AND MAINTENANCE ISSUES
As the City continues to grow, there will be more demand for services. The program usage will increase, as will the need for more fields and parks. This will increase the need for maintenance workers. Concern has been raised that some of the current parks and fields have not been maintained as well as they could be, the examples being drainage issues at several parks and fields and the Recreation Center needing some updating. In addition, the heavy demands created by so many users at the Recreation Center create maintenance and cleanliness issues.

The Animas La Plata project was also mentioned as a future active recreation spot. There will be maintenance and operations that will need to be taken into consideration.

2.1.9 MARKETING AND COMMUNICATIONS
The residents had a good awareness of Parks and Recreation programs and services through the program guide. Other general marketing comments included:

• Programs are well publicized
• Inform community of needs
• Decide on a definition for open spaces and educate the public

2.1.10 AREAS NEEDING MORE FUNDING
The community input participants generally had comments as follows:

• Citizens do not know how things are funded
• Keeping up with recreation trends and allocating resources accordingly
• Maintenance of current and future areas including parks, open spaces, and trails
• Deployment and prioritization of resources is challenging
• New trail development

2.1.11 THE MASTER PLAN SHOULD ADDRESS THE FOLLOWING
The following general comments were mentioned as part of the focus for the future:

• Identify where funding is coming from for improvements
• More multi-use fields are needed, and a large sports complex should be considered as a way to accommodate athletic field needs
• Improve quality of current and future fields and parks
• Connect parks and recreation areas via trails, current and future
• There will be continued growth and changing demographics and the City needs to be ready for expansion of services
• Definition of open space is needed
• Place public art to enhance the connections among parks and facilities

2.2 COMMUNITY SURVEY SUMMARY

The following section of the Plan provides an overall summary of the household survey. The entire survey results are included in Appendix A. The Community Attitude and Interest Survey, developed during the winter and spring of 2009, helps to establish priorities for the future development of parks, trails, recreation facilities, programs and the preservation of open space in the community. The survey was designed to obtain statistically-valid results from households throughout the City of Durango. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Durango officials and Master Plan Steering Committee, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system. Leisure Vision mailed surveys to a random sample of 1,650 households throughout the City of Durango.

The goal was to obtain a total of at least 325 completed surveys. This goal was far exceeded, with a total of 568 completed surveys. The results of the random sample of 568 households have a 95% level of confidence with a precision of at least +/- 4.1%.

The following summarize major survey findings:

• In the past year, eighty-nine percent (89%) of households have used walking, hiking, and biking trails and 88% have used the Animas River Trail. The other most frequently used City recreation activities include: Community Recreation Center (74%), natural surface trails (67%), hard surface trails (64%), and natural open space areas (57%).

• In the past year, eighty-eight percent (88%) of households have used trails and 84% have used parks. Seventy-nine percent (79%) of households have used recreation facilities while 69% have used open space, and 42% have used recreation programs.

• Parks, open space, trails, recreation facilities and recreation programs each had between 89%-95% of respondent households rate their physical condition/quality as either excellent or good, which reflects excellent satisfaction levels.

• The open space opportunities that the highest percentage of households value or desire include: river and stream corridors (90%), trails for hiking and biking (88%),
wildlife habitats with trails (77%), picnic facilities (73%), and view sheds/scenic vistas (70%).

- The open space opportunities that meet the values.desires of the highest percentage of households include: trails for hiking and biking, river and stream corridors, picnic facilities, and wildlife habitats with trails.

- Based on the sum of their top choices, the open space opportunities that are most important to respondent households are: trails for hiking and biking (73%), river and stream corridors (69%), and wildlife habitats with trails (44%).

- Based on the sum of their top three choices, the areas that respondents feel are most important to preserve as open space include: Animas River greenway north of town (69%), Ridgeline property within and around Durango (62%), Animas River greenway south of town (46%), and Horse Gulch (43%). It should also be noted that Ridgeline property within and around Durango had the highest percentage of respondents select it as their first choice as the area they feel is more important for the City to preserve as open space.

- The most frequently mentioned ways respondents learn about the City’s recreation programs and activities include: newspaper articles (76%), City of Durango Activities Guide (73%), and from friends and neighbors (69%).

- The parks and recreation facilities that the highest percentage of households support or desire include: neighborhood parks (89%), bike and pedestrian hard surface trails (87%), hiking and biking natural surface trails (85%), indoor fitness and exercise facilities (80%), and indoor recreation centers with aquatic areas (77%).

- The parks and recreation facilities that meet the value/support of the highest percentage of households include: indoor recreation centers with aquatic areas, indoor fitness and exercise facilities, skate park, golf courses, and playgrounds.

- Based on the sum of their top four choices, the parks and recreation facilities that are most important to respondent households are: hiking and biking natural surface trails (53%), bike and pedestrian hard surface trails (44%), neighborhood parks (28%), indoor fitness and exercise facilities (21%), and indoor recreation centers with aquatic centers (21%).

- The recreation programs that meet the value/support of the highest percentage of households include: biking events, running events, water fitness programs, adult fitness and wellness programs, and adult sports programs. The recreation programs that the highest percentage of households support or desire include: adult fitness and wellness programs (72%), special events/festivals (66%), Youth Learn to Swim programs (64%), youth/teen sports programs (64%), and nature and wildlife interpretive programs (62%).

- Based on the sum of their top four choices, the recreation programs that are most important to respondent households are: adult fitness and wellness programs (31%), special events/festivals (22%), before and after school programs (18%), youth/teen sports programs (16%), biking events (16%), and Youth Learn to Swim programs (16%).
In terms of level of support for actions to improve the park and recreation system, there are three actions that over 50% of respondents are either very or somewhat supportive of: fix-up/repair older park buildings/shelters/playgrounds/trails (61%), develop an interconnected hard surface trails network beyond Animas River Trail (60%), and purchase land for parks, recreational facilities and trails (53%).

Based on the sum of their top three choices, the actions that respondents are most willing to fund with their City tax dollars are: develop an interconnected hard surface trails network beyond Animas River Trail (46%), purchase land for parks, recreation facilities and trails (45%), and fix-up/repair older park buildings/shelters/playgrounds/trails (42%). It should also be noted that purchase land for parks, recreation facilities and trails had the highest percentage of respondents select it as their first choice as the action they are most willing to fund with their City tax dollars.

From a list of six actions the City of Durango could take to improve the open space and natural surface trails system, respondents were asked to rate their level of support for each one. The following summarizes key findings: there are three actions that over 50% of respondents are either very or somewhat supportive of: purchase land to preserve open space (54%), expand the natural surface trails network (52%), and purchase land for natural surface hiking and biking trails (51%).
CHAPTER THREE - COMMUNITY PROFILE

3.1 DEMOGRAPHICS AND TREND SUMMARY

The Community Profile provides an understanding of the City of Durango’s population. This analysis demonstrates the overall size of the total population by specific age segment, race, ethnicity, overall economic status, and spending power of the residents through household income statistics. In addition, recreation and sports activity participation for the Colorado region, which influences Durango Parks and Recreation program offerings, is also detailed in the report. The following is a summary of the report, while the complete report is included in Appendix B.

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2008, and reflects actual numbers as reported in the 2000 Census and demographic projections for 2008 and 2013 as estimated by ESRI; straight line linear regression was utilized for projected 2018 and 2023 demographics. The City of Durango was utilized as the demographic analysis boundary. It should be noted that the ESRI population numbers vary slightly from the Colorado State Demographer population estimates. ESRI shows a 2008 estimated population of 15,632 people. The State Demographer estimated the 2007 population as 16,169. For the purposes of the Master Plan, the 15,632 population figure is used.

From 2000 to 2008, the City’s population has grown by 10.9%. This translates into a population increase of about 1,710. Projecting ahead, the City’s growth rate is expected to continue, though, at a slightly decreasing rate. The projected population in 2023 is expected to be approximately 19,094 people.

The City of Durango’s population by major age segment demonstrates a significant proportion of youth and early working age professionals (ages 18-34). Currently two out of five individuals (41%) fall within this age segment, and this is expected to stay relatively consistent through 2023. The next highest growing age segment is expected to be the active adult population (55+), which is projected to comprise 25% of the total population in the next fifteen years.

The City of Durango is primarily homogeneous with a small minority of American Indian and people describing themselves as Some Other Race. In 2000, over eighty-five percent (86.8%) of the City was classified as white only, accounting for approximately 12,090 total persons. The next largest single race was American Indian (5.51%; 767 persons).

The gender composition is marginally in favor of males (51%) and this trend is projected to remain constant over the years.

Currently, there are an estimated 6,298 households in the City of Durango with an average household size of 2.26 persons. The income characteristics are similar to national averages and marginally below those for the State of Colorado. However, future projections do exhibit positive growth trends with the service area’s median household income poised to grow from $48,529 in 2008 to $79,808 by 2023. This represents more than a 100% increase.
from the 2000 median household income ($34,916). The per capita income, too, is expected to increase significantly from $19,353 in 2000 to $44,001 in 2023.

As for recreation trends information, data for this analysis was obtained from the American Sports Data (ASD) 2007 – 2008 SUPERSTUDY®. The SUPERSTUDY® is an annual syndicated tracking study that presents a comprehensive overview of sports participation in the United States based on responses obtained from over 15,000 statistically valid surveys nationwide. The study identifies and analyzes general patterns, trends, and relationships within a full range of 103 sports and activities. Participation trends for some key sports and recreation activities popular in the Denver Metropolitan Statistical Area (MSA) and the State of Colorado are included in the study information. For the Denver MSA, the program areas with a large percentage of participants include fitness bicycling, pilates, spinning, elliptical machines, and stationary biking. As for team sports, volleyball, softball, baseball, football, lacrosse, and indoor soccer are popular.

Other popular recreation activities for the Colorado region include outdoor recreation activities such as bicycling, mountain biking, climbing, hiking, camping, rafting, and fishing. Snow sports including downhill and cross country skiing, snowboarding, and snowshoeing all have high participation in the region.
CHAPTER FOUR - OPEN SPACE PLAN

4.1 INTRODUCTION

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

One of the goals of the Plan is to define the major elements and programmatic objectives for the City of Durango Open Space Program. To accomplish this, the findings, conclusions and recommendations of the 2001 City of Durango Parks, Open Space and Trails Master Plan have been utilized as the foundation for the new Plan. It updates, expands, modernizes and more thoroughly articulates the 2001 Open Space Master Plan in order to give Durango the additional tools necessary to effectively expand upon its efforts to preserve, and provide stewardship to, the City’s open space and natural lands. The adopted 2007 City of Durango Comprehensive Plan also serves to guide the work of this Plan, in particular Chapter 2: Vision, Chapter 4: Natural Environment Element, and Chapter 10: Parks Recreation, Open Space and Trails Element.

“Durango is an authentic and diverse community living in harmony with its natural environment, pursuing economic, environmental and social sustainability.”

City of Durango Vision: 2007 Comprehensive Plan
4.1.1 OVERVIEW AND HISTORY

Durango has an excellent system of open space. This in part due to the City’s geographic setting in southwest Colorado where significant State and Federal lands surrounds Durango. With approximately 60 percent of La Plata County in public ownership, the preservation of additional lands for open space needs to be qualified based on the uniqueness of the land to be preserved rather than on the basic pursuit of setting aside lands for public purposes.

As with many Southwestern Colorado communities, many of the unique landscapes not yet preserved around Durango will continue to be under threat from future development. This is due in large part to the success that Durango enjoys as a “livable” community. While the economic downturn of the late 2000’s has slowed growth, the notoriety of Durango’s lifestyle will continue to attract new residents over time. An ever expanding population needs housing, roads, schools, workplaces, retail and related service areas. This future growth will have tremendous impact on open space around the community. The City needs to prioritize the unique landscapes and resources it desires to protect and utilize an expanded conservation “toolbox” to protect these resources.

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

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

Since 1994, the City of Durango has protected in excess of 1,575 acres of land including 1,510 acres of open space and greenway lands around the community. Of this 1,575 acre total, 406 acres were dedicated through the land use planning process or land donations, the remaining 1,169 acres were purchased. Figure 2 provides a 15-year historical perspective of lands preserved.
<table>
<thead>
<tr>
<th>No.</th>
<th>Year Acquired</th>
<th>Property</th>
<th>Acreage</th>
<th>Preservation Cost</th>
<th>Animas River Greenway</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1994/1995</td>
<td>Overend Mountain Park</td>
<td>269.70</td>
<td>$400,000</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>1997</td>
<td>Cundiff Park**</td>
<td>17.65</td>
<td>$600,000</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>1996</td>
<td>Dallabetta Park**</td>
<td>4.12</td>
<td>Donation</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>1997</td>
<td>Horse Guich Reservoir Site</td>
<td>160.00</td>
<td>$282,221</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>1998</td>
<td>Walmart</td>
<td>15.00</td>
<td>Dedication</td>
<td>Yes</td>
</tr>
<tr>
<td>6</td>
<td>1999</td>
<td>Peregrine Creek Addition</td>
<td>28.13</td>
<td>Dedication</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>2000</td>
<td>Smelter/Tailings**</td>
<td>79.14</td>
<td>Dedication</td>
<td>Yes</td>
</tr>
<tr>
<td>8</td>
<td>2000</td>
<td>Hanks</td>
<td>2.45</td>
<td>$166,110</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>2001</td>
<td>SkyRidge</td>
<td>183.85</td>
<td>Dedication</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>2001</td>
<td>Birket</td>
<td>15.56</td>
<td>$500,000</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>2001</td>
<td>Elks</td>
<td>7.00</td>
<td>$206,037</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>2002</td>
<td>Hawk’s Nest</td>
<td>6.10</td>
<td>Dedication</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>2002</td>
<td>Escalante Crossing</td>
<td>13.30</td>
<td>Dedication</td>
<td>Yes</td>
</tr>
<tr>
<td>14</td>
<td>2002</td>
<td>Bennett</td>
<td>0.34</td>
<td>$170,158</td>
<td>Yes</td>
</tr>
<tr>
<td>15</td>
<td>2003</td>
<td>Vet Clinic/Harley</td>
<td>2.30</td>
<td>Dedication</td>
<td>Yes</td>
</tr>
<tr>
<td>16</td>
<td>2003</td>
<td>Mercy Housing/Raider Ridge</td>
<td>14.12</td>
<td>Dedication</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>2003</td>
<td>RiverGate</td>
<td>4.00</td>
<td>Dedication</td>
<td>Yes</td>
</tr>
<tr>
<td>18</td>
<td>2004</td>
<td>Hamilton</td>
<td>2.38</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>2004</td>
<td>La Plata County</td>
<td>2.27</td>
<td>Dedication</td>
<td>Yes</td>
</tr>
<tr>
<td>20</td>
<td>2005</td>
<td>Dalla Mountain Park</td>
<td>177.80</td>
<td>$4,581,570</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>2005</td>
<td>Neal (Dallabetta Park Site)**</td>
<td>3.74</td>
<td>$163,768</td>
<td>Yes</td>
</tr>
<tr>
<td>22</td>
<td>2006</td>
<td>Gardella</td>
<td>66.00</td>
<td>$130,144</td>
<td>Yes</td>
</tr>
<tr>
<td>23</td>
<td>2006</td>
<td>Three Springs S. Open Space</td>
<td>34.78</td>
<td>Dedication</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>2006</td>
<td>Three Springs Confluence Park**</td>
<td>15.28</td>
<td>Dedication</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>2007</td>
<td>Ella Vita Canyon</td>
<td>3.78</td>
<td>Dedication</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>2008</td>
<td>Rea</td>
<td>5.18</td>
<td>$602,178</td>
<td>Yes</td>
</tr>
<tr>
<td>27</td>
<td>2008</td>
<td>La Plata Open Space</td>
<td>1.03</td>
<td>$25,179</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>2009</td>
<td>First Presbyterian Church (1/3)</td>
<td>240.00</td>
<td>$413,852</td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>2009</td>
<td>FLC Foundation 240 (1/3)</td>
<td>0.00</td>
<td>$440,252</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>2009</td>
<td>Cliff Rock</td>
<td>200.00</td>
<td>$1,003,939</td>
<td></td>
</tr>
</tbody>
</table>

** Total Preservation Cost **

|                          | 1575.00 | $9,700,408 |

** Total Acres Preserved **

|                          | 1575.00 | Acres |

** Cundiff Park, Dallabetta Park, Neal property, Off Leash Area and Three Springs Confluence Park included in park acreages (total of 64.39 acres in parks)

Figure 2 - Land Preservation Efforts 1994 through 2009

The City has received $3,358,500 in grant funding from Great Outdoors Colorado to assist with preservation of this acreage.
In addition to the lands identified in Figure 2, numerous City and County-owned parcels are located throughout the community that serve as open space for the neighborhoods but may not be designated as such. An evaluation of these parcels and their history should be undertaken. Figure 3 below shows Durango Area Public Lands as of December 2009.
4.1.2 ASSESSMENT OF CURRENT OPEN SPACE SYSTEM
The 2001 Open Space Master Plan mapped twenty (20) “Preservation Areas”.

Figure 4 - 2001 Potential Open Space
The following is a 2009 update on the preservation areas shown in Figure 4:

- **Turtle Lake** – also known as Chapman Lake, this scenic lake and open meadow is perched in a small valley northwest of Animas Mountain and several miles outside the Durango City limits. Shortly after adoption of the 2001 Master Plan, land surrounding the lake was subdivided for large lot residential development.

- **Upper Animas River Greenway** – north of Durango the Animas River meanders through a broad meadow that includes the Kroeger Ranch and several other large parcels. This pastoral setting is a significant part of the “gateway” experience of entering and leaving Durango from the north. Since adoption of the 2001 Master Plan, several parcels in this corridor have been placed under conservation easement by the La Plata Open Space Conservancy. In the late 1990s, the City initiated efforts to preserve the Kroeger Ranch. Ultimately, the property was not preserved and a 64 lot subdivision was approved by La Plata County. Floodplain located within the approved subdivision was deed restricted as private open space. As of 2009, no development had occurred on the site.

- **Missionary Ridge** – a prominent escarpment along the east side of the north Animas Valley. Most of the upper part of this formation is in BLM and USFS ownership. The privately owned ridge top located above this escarpment was not included in the 2001 Master Plan and was ultimately subdivided for large lot development.

- **Animas Mountain** – the mountain top is under federal ownership with an assortment of public and private ownership occurring on the mountain slopes. The Mountain is a key backdrop and a recreational destination. The next three parcels make up portions of Animas Mountain.

- **X-rock** – a distinct rock formation with “X” fractures that is visible from Highway 550 at the north end of town. The X-rock itself is under County ownership. In 2000 the City acquired the 2.45 acre Hanks parcel, preserving access and parking for X-Rock.

- **Jacob’s Cliffs** – In 2005, the City acquired this 177.8 acre property located on the western slope of Animas Mountain, renaming it Dalla Mountain Park.

- **Tanque Verde** – a prominent ridge extending south from Animas Mountain with a green water tank (‘Tanque Verde’) at its southern end. In 2001 the City acquired the 15.56 acre Birket parcel on the western slope of this ridge, and in 2004 acquired the 2.38 acre Hamilton parcel on the ridge top. As of 2009, the east-facing slope between the water tank and Animas Mountain was undeveloped and under private ownership. While it has previously been evaluated for acquisition no preservation project has occurred due to other preservation priorities and the property’s limited development potential. The portion of the ridge immediately south of the tank was subdivided in 2007 allowing one homesite at the southwestern edge of the ridge top. As of 2009 no home has been built.

- **Bodine** – in the south end of the Junction Creek Valley off 25th Street. Preservation of this parcel was evaluated. Ultimately, due to the high value of the property, no preservation project occurred and it was acquired by a developer who subdivided it into a multi-lot subdivision.
- **Valentine Property** – north of Overend Mountain Park below Perins Peak. Preservation of this parcel was evaluated. Ultimately, due to the high value of the property, no preservation project occurred. It was subsequently subdivided into a 3 lot subdivision. The development approval process deed restricted the property to minimize impact on viewsheds, habitat, and stormwater runoff. Trail easements through the property to the adjacent Overend Mountain Park were established.

- **College Mesa** – the escarpment that forms the prominent backdrop for the east side of Durango. Much of this escarpment is already owned by the City or by Fort Lewis College, and is not developable. Further east on this ridgeline, several pre-existing residential lots sit at the rim of the mesa.

- **Raider Ridge** – a ridgetop paralleling Goeglein Gulch Road and Jenkins Ranch Road. The City acquired approximately 160 acres on Raider Ridge through a dedication by the SkyRidge Subdivision in 2001. Further south along the ridge the City preserved 14.12 acres in 2003 through a developer dedication as part of the Mercy affordable housing development on Goeglein Gulch Road. The City has set the stage for additional dedications of Raider Ridge property along Goeglein Gulch Road as properties are considered for annexation and development. The City also continues to evaluate opportunities to preserve four privately owned 40 acre parcels located across the top of Raider Ridge that, if acquired, would connect existing City and FLC property with the BLM land to the northeast. In mid-2009 a trail easement was acquired to connect the city-owned ridge top with the BLM land to the northeast.

- **Central Animas River Greenway** – as it passes through the central part of the city between 32nd Street to the north and Santa Rita Drive to the south. Most of this has been preserved. In 2008, the City acquired the 5.18 acre parcel formerly owned by the Rae family. There are several exceptions where long-established development continues to function. It is the City’s intention to continue to monitor these properties and work with property owners during future redevelopment to ensure preservation of river frontage/riparian shoreline and trail corridor access.

- **South Perins Peak/Twin Buttes** – a broad, sloping, highly visible hillside on the north side of Highway US 160 west of Durango. The City continues to evaluate opportunities for the preservation of the South Perins Peak/Twin Buttes properties. In 2009, the City acquired the 200 acre Cliff Rock property. The Twin Buttes development will also dedicate the upper reaches of the property as public open space.

- **Durango Mountain Park/Landfill** – a visible former landfill site that is adjacent to the Overend (formerly Durango) Mountain Park and surrounded on all sides by undeveloped land. This property is under ownership of La Plata County. The closed landfill is being actively managed and monitored by La Plata County. The balance of the property is in a natural state and functions as a part of the open space and trails associated with the Overend Mountain Park and other adjacent publicly-owned lands.

- **DOW Smelter Mountain Tract** – the mountain and foothill setting on the west side of US Highway 160 as it enters Durango from the south and swings west along
Lightner Creek; a part of the DOW’s Bodo Wildlife Area. This property is preserved under the public ownership of CDOW and the City of Durango. A portion of the site is used by the community as a designated off-leash dog area.

- **Ewing Mesa** – the prominent escarpment that forms the ridgeline backdrop on the east side of Highway US 160 upon entering or leaving Durango to the south. The City continues to evaluate opportunities for the preservation of the various Ewing Mesa properties including ridgelines along the mesa top.

- **Horse Gulch** – a large in-holding east of Raider Ridge adjacent to Grandview Ridge BLM property that is owned by an assortment of public and private entities including Fort Lewis College, the City of Durango, La Plata County and Oakridge Energy. Horse Gulch is a primary Durango destination for mountain biking, hiking and jogging. As of early 2010, the City was owner of approximately 394 acres and part owner of an additional 240 acres. The City is in negotiation or under contract to acquire an additional 481 acres and continues to evaluate other preservation opportunities.

- **Carbon Junction Canyon** – a relatively undisturbed corridor that contains an attractive setting for hiking, mountain biking and wildlife movement. This property is part of the 1,200 acre Grandview Ridge which is under ownership of the BLM and preserved and managed for a variety of uses including resource extraction, habitat and non-motorized recreation.

- **Grandview Ridge** – this area sits to the south of the Carbon Junction area and is part of the larger 1,200 acres managed by the BLM.

- **Lower Animas River Greenway** – as the Animas River flows south, from Santa Rita Park to beyond the Escalante Middle School, there are a number of private parcels that have direct riverfront access as well as floodplain. The City has acquired several key parcels within the Lower Animas River Greenway including: 1) the 17.65 acre Cundiff Park site in 1997; 2) the 15 acre Walmart parcel in 1998; 3) the 13.3 acre Escalante Crossings parcel in 2002; 4) the 4 acre Rivergate parcel in 2003; 5) the 2.3 acre Vet/Harley parcel in 2003; 6) the 2.27 acre La Plata County parcel in 2004; 7) the 3.74 acre Neal/Dallabetta parcel in 2005; and 8) the 66 acre Gardella parcel in 2006. The City has also secured easements for the Animas River Trail through several properties along the river in this corridor that preserve public access to, and along the river’s edge. With only a few exceptions, the entire Lower Greenway has been preserved through public ownership or development regulation. The City continues to evaluate the remaining opportunities for the preservation within the Lower Greenway.

As depicted earlier in this Plan, efforts occurring between 1994 and 2009 have resulted in the preservation of 1,575 acres in and around the City of Durango.
4.2 FUNCTIONS OF OPEN SPACE

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

Key functions and benefits include:

- **Community Identity and Character**—shapes and defines urban form including relief from urban development, separation of large urban expanses and creating a sense of readily accessible (or viewable) open space from residences and businesses.

- **Special Landscape Preservation**—protects unique and irreplaceable landscapes, geological formations, cultural resources and sacred places.

- **View Preservation**—primarily to protect Durango’s scenic mountain backdrop, but also views from the mountains to the Animas River Valley.

- **Biodiversity and Habitat**—conserves diverse and healthy biological systems for both flora and fauna.

- **Health and Wellness**—offers accessible places that promote and facilitate passive recreational uses such as hiking, biking, and jogging.

- **Access and Linkage**—provides residents access to open spaces and open space networks. Links open spaces together into contiguous functioning networks and systems.

- **Vital Urban Resource Protection**—includes maintaining water supplies, preserving water quality, filtration of stormwater and enhancing air quality. These may also include corridors for drainageways and utility rights-of-way as well as attenuating noise along highways.

- **Public Safety and Hazard Reduction**—reduces risk to life and property associated with lands prone to floods, landslides, and fires or other constraints such as steep slopes, unsuitable soils, and wetlands that make lands unsuitable for urban development for public safety or health reasons.

- **Solace and Link to Nature**—provides accessible places for relaxation, contemplation and quiet. (Studies show that both physical and mental health improve where urban dwellers have access to “green spaces” and natural areas.)

- **Economic Value**—provides economic benefits as a result of preservation including tourism, property value protection and enhancement and attracting business and industry.

- **Agricultural Lands Preservation**—protects existing and potential future agricultural resources including working crop and ranch lands.
In addition to these functional qualities of open space, it is also important and necessary to define a vocabulary of open space lands that tie the definition and functional qualities of open space to the lands and resources of Durango.

4.3 VOCABULARY OF OPEN SPACE IN DURANGO

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

4.3.1 SCENIC MOUNTAIN BACKDROP AND VIEWSCAPE

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

Key landscapes within this category include Durango and Dalla Mountain Parks, the La Plata Mountains, Perins Peak, Twin Buttes, Animas Mountain, Smelter Mountain, Raider Ridge, Ewing Mesa Ridgeline, Grandview Ridge, and Missionary Ridge.
4.3.2 RIVERS, STREAMS AND LAKES

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

Key landscapes within this category include the Animas River corridor, Junction Creek, Lightner Creek, Wilson Gulch. While located outside the City’s planning area, other example landscapes within this category include Lake Nighthorse, Chapman Lake, Stevens Creek, Florida River, and La Plata River.
4.3.3 MEADOWS AND MESAS
Subalpine and montane grasslands, meadows and mesas occur on many of the high plateaus and isolated mountain ranges in Southern Colorado. These meadows and mesas commonly form on flat areas with poorly-drained soils or on high, often east or south-facing, windswept ridges. There is commonly an abrupt transition between surrounding forests and these grasslands, producing an “edge effect” of high biological productivity. These meadows and mesas are important to many species, including several large and small mammals, among them elk, deer, pronghorn, gophers, and voles, as well as numerous birds, including wild turkey and western bluebird.

Key landscapes within this category include Horse Gulch, Florida Mesa, and the Animas River Valley.
4.3.4 STEEP SLOPE AND HAZARDOUS LANDSCAPES
These are areas that should be protected for the chief reason of reducing endangerment to human life and environmental degradation. These are areas that have steep slopes; could have soils prone to erosion; slopes that could be subject to bank failure; or areas with high fire potential. Protecting high hazard landscapes is a critically important function of Open Space programs, and should be considered important to Durango as well. Land use regulation is a primary tool for preserving these types of landscapes.

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

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

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

These are special landscapes that embody the historic and unique character of Durango, especially the north Animas Valley open meadows. Subcomponents of this landscape include grazing livestock, prime agricultural farmland, historic buildings, barns and other architectural elements that recall the historic occupation of the southwest. Heritage landscapes also may include unique geological features such as rock formations and monuments.

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

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

The 2001 Durango Open Space Plan defined open space as:

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

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

Durango’s open space lands and waters set the standard for the prevailing lifestyle of the community which leans heavily on embracing the outdoors as part of daily living. To balance the extraordinary pressure development and human activity has on the natural environment, and to ensure future generations have continued access to high quality open spaces close to home, Durango recognizes the need to protect the unique landscapes around town. Protecting open space around Durango will lead to an interconnected system of greenspaces that will enhance the community’s quality of life and economic vitality, support clean water in our rivers and streams, and maintain fresh air, fertile soils and biologically diverse landscapes. Investment in the preservation of working lands (farms and forests) would also help support a vibrant farm to market local economy that has historically defined a sense of place for Durango.

4.4.1 KEY FINDINGS OF 2009 COMMUNITY SURVEY

The City’s 2009 Community Attitude and Interest Survey included several questions relating to the preservation of open space. Open space opportunities that the highest percentage of households value or desire include: river and stream corridors, trails for hiking and biking, wildlife habitats with trails, and viewsheds/scenic vistas. There are four areas that more than 50% of respondents strongly agree should be preserved for open space: Ridgeline property within and around Durango, Animas River greenway north of town, Horse Gulch, and Animas River greenway south of town. Ridgeline property within and around Durango had the highest percentage of respondents select it as their first choice as the area they feel is most important for the City to preserve as open space. Fifty-eight percent of respondents felt the City of Durango open space preservation efforts should include lands located outside of its comprehensive planning areas.

Open Space Plan - 44
4.4.2 DEFINITION OF OPEN SPACE AND PASSIVE RECREATION

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

City of Durango Open Space is defined as:

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

Open Space lands possess values important to the community including:

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

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

This definition of Open Space satisfies Goal 16 of the adopted Durango Comprehensive Plan, which states:

“*Develop an open space system consisting of green belts, greenways, special feature parcels, parks and trails that together serve one or more of the following purposes: 1) preserve scenic vistas; 2) serve as buffers between land uses; 3) provide increased human access to adjacent public lands, the Animas River and other drainage corridors; 4) provide a mix of active and passive use areas; 5) preserve and enhance important wildlife habitats and migration routes; 6) provide opportunities for environmental education; 7) protect habitat corridors for movement of wildlife in Durango and/or 8) preserve and develop an interconnected trail system throughout the planning area.*"
4.4.2.2 WHAT IS NOT OPEN SPACE?
Open Space is not developed formal park sites, irrigated turf, playgrounds, ball fields, golf courses or other developed facilities that would support organized, scheduled recreational activities or uses such as league sports.

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

4.5 OPEN SPACE PROGRAM OBJECTIVES AND PRIORITIES
The primary objective of the Open Space Program shall be to continue the establishment and stewardship of a comprehensive system of open spaces and natural lands consisting of the unique landscapes surrounding Durango that have been identified by the community as important for preservation.

Below is an overview of primary landscapes surrounding Durango that the community is interested in preserving:

“Most of the unconstrained areas in Durango have already been developed. As pressure increases to develop more constrained sites, the community is faced with decisions to balance the demand for additional urban land with issues of public safety, environmental integrity and community character.”

Natural Environment Element, 2007 Comprehensive Plan

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

4.5.1.2 RIVERS, STREAMS, AND LAKES
Of particular interest to the City should be the remaining undeveloped parcels along the Animas River as well as parcels along the Lightner Creek drainage between downtown and Twin Buttes area as it redevelops. Adequate buffer zones are needed to protect desired floodplain, riparian vegetation, trail corridors, and other aesthetic or wildlife benefits.

4.5.1.3 MEADOWS AND MESAS
The meadows and mesas of Durango, situated in different parts of the community, deserve special consideration for stewardship and protection as they are easily targeted for land development. These important landscapes including the edges and slopes of mesas should be protected as they offer some of the few remaining flat parcels of land that support wildlife and human recreation. They may also provide community buffers. To accomplish this, it will be necessary to work creatively with landowners to set aside the remaining signature landscapes that comprise this category. This may require trade-offs in density, acquisition and other creative measures to permanently protect these landscapes. Given the limited amount of undeveloped, open and flat land in and around Durango, this may be one of the most threatened open space landscapes. While many of these areas have already been protected as part of State and Federal land holdings, or as part of existing deed restricted developments, the community will need to work proactively to ensure the protection of remaining parcels. Horse Gulch, in particular, provides a unique opportunity to protect significant meadow lands surrounded by the urban development of the City. The Animas Valley just north of the Durango city limits should also continue to be recognized for its important high value meadows.

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

4.5.1.5 HERITAGE AND ICONIC WORKING RANCHES
Preservation and conservation of these resource lands will have to occur in partnership with local ranch land owners, many of whom will be tempted to sell off ranch holdings for future subdivision and land development. Ranches are expensive to own and operate and without creative conservation strategies will become targets for future development. Particular attention should be focused on the ranchlands in the Animas Valley north of town which establish a viewshed gateway and open space buffer as one enters the City from the north.
4.5.1.6 STEEP SLOPES AND HAZARDOUS LANDSCAPES

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

4.6 PRESERVATION PROCESS

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

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

While it is project-by-project specific as to what will be evaluated, each project will be go through some form of environmental evaluation either prior to or after acquisition. A Phase I Environmental Assessment is a typical due diligence item. In some instances biological, cultural and mineral resource assessments are undertaken based on the issues and preservation values associated with the specific parcel.
4.7 GREENPRINTING ASSESSMENT (SPATIAL ANALYSIS)

Greenprinting is a Geographic Information System (GIS) tool that can be used for informed decision making and public support in relation to open space, preservation and resource conservation. The process can graphically depict areas within the City’s jurisdictional and comprehensive plan boundaries that display potentially high value resources that should be considered for protection. Greenprinting can be a dynamic process, one which a community can adjust and refine, over time, as new data becomes available and as changing community priorities dictate.

Information that can be utilized for the Greenprinting process include:

- Parcel data or census block data (for interpolation)
- Habitat areas and migration corridor
- Existing trail corridors and passive recreational lands
- Wetlands and floodplain – including studied and unstudied floodplain and floodways
- Rivers, creeks, streams, and other waterways
- Easements – including conservation, access, drainage, greenways, open space, utility
- Transportation – including roads, railroads, and trails
- Future zoning, Plans, or Districts – including land use plans

Figure 5 on the following page depicts the landscapes around the community with high value greenprint scores. In Chapter 8, section 8.3 of this plan is a full summary report of the greenprint assessment undertaken as part of the planning process.
Figure 5 - High Value Greenprint Areas

Open Space Plan - 50
4.8 PRIORITY PRESERVATION AREAS

Utilizing the Greenprint spatial assessment in conjunction with other information gathered during the planning process including public meetings; the community survey; established preservation objectives; and the revised definition of open space, a map of priority preservation areas has been produced and is shown below (Figure 6).

![Image of Priority Preservation Areas map]

Figure 6 - Priority Preservation Areas
The numbers identified on the map reflect the following preservation areas:

1. **Animas River Greenway North**: This area includes a variety of preservation values including the Animas River, riparian river frontage, floodplain, and viewshed from Highway 550.

2. **Greenway working ranches and riparian areas**: This area is part of the Animas River Greenway north with the cottonwood peninsula/beach and former Kroeger Ranch property specifically identified.

3. **Twin Buttes**: The iconic Twin Buttes are located within this category along with additional acreage that is important to the scenic and wildlife values on the west side of Durango.

4. **U.S. Highway 160 West corridor**: This area sits on a prominent bench located above and to the immediate south of U.S. Highway 160 west. This area has viewshed and wildlife values associated with it.

5. **Animas River Greenway through Durango**: The Animas River Greenway through Durango is identified as the highest priority for protecting due to the vast array of values important to the community including the role it serves as a primary component to the City’s identity; its role as the primary watershed and fishery for the community; and for the scenic, recreational and habitat values it offers.

6. **Raider Ridge**: A prominent ridge paralleling Goeglein Gulch Road and Jenkins Ranch Road with significant viewshed values. It establishes the western edge of Horse Gulch and overlooks Durango.

7. **Horse Gulch**: This is a high priority preservation area seen by many as Durango’s central park. An area close to town with significant recreational, habitat and scenic values. While the City has preserved a large portion of the Horse Gulch meadow and ridges, the southern half of the meadow is privately owned, split into 35 acre parcels, and not protected against development. Additionally, County Road Right-of-Way (CR237) passes through Horse Gulch at the base of Raider Ridge as it travels to CR 234 to the east. While currently closed to traffic, this route could pose a threat to Horse Gulch if opened as an arterial road.

8. **Elmore’s Ridge**: The is a prominent hill top located east of Grandview that is an integral part of the mountain backdrop/viewshed that is seen as you enter Durango from the east on Highway 160.

9. **Animas River Greenway South**: Like the Animas River Greenway north of town, this area also provides a variety of preservation values including the Animas River, riparian river frontage, and floodplain south of Durango.

It is important to note that these priority areas have been identified as such because of their unique values that have been identified as important to the community. The desire to protect these areas does not mean that the City or its partners will pursue public ownership of all of these lands. In some cases, that may be the preferred method of protection. In other cases, continued private ownership and stewardship, coupled with site sensitive land development techniques, may be the most appropriate means for protecting the values called out in this plan. Under any scenario, it is in the best interest of the overall community.
that the City, its partners, and private land owners work together in a spirit of cooperation to ensure an outcome that meets everyone’s needs and desires.

### 4.9 SUMMARY OF OPEN SPACE PRIORITIES

The City of Durango has placed a high priority on the preservation of open space, including the permanent protection of important landscapes and the stewardship of the City’s existing inventory of open space/natural lands. Priorities of the Open Space Program are as follows:

- Preservation of natural lands in the Animas River Greenway, ridgeline properties, and Horse Gulch should be the community’s highest priority.
- Continue to preserve land that protects the mountain backdrop and viewsheds surrounding Durango.
- Other preservation opportunities should be prioritized based on preservation value, threat of loss and available resources.
- Develop a regional approach to partnerships with Fort Lewis College, open space conservancies, La Plata County, Bureau of Land Management, U.S. Forest Service, Colorado Division of Wildlife, Bureau of Reclamation and the land development community.
- Continue to expand upon preservation techniques to include methods other than fee-title acquisitions.
- Continue to refine and expand upon the management and stewardship activities within the open space system.
- Establish operation and maintenance Best Management Practices (BMP’s) based on need and available resources.
- Establish and implement a healthy forest management plan.
- Continue to enhance volunteer opportunities within the open space system.
- Consider placing preserved lands having separated mineral rights into conservation easements as an additional control measure over possible surface disturbance associated with potential future mineral extraction activities.
- Evaluate other strategies to minimize surface disturbance associated with potential mineral extraction activities.

### 4.10 CONSERVATION TOOLBOX

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

### 4.11 FUNDING THE OPEN SPACE PROGRAM

The City has been successful in establishing local funding sources and leveraging these funds with grant funds to protect valued open space and natural lands around the community. However, additional funding partners are imperative if the City is to create enough “buying power” to continue to expand the open space program.

#### 4.11.1 CITY OF DURANGO FUNDING

The 2001 Master Plan recommended full utilization of available funding sources for open space acquisition. Since adoption of the 2001 Plan, the City has expanded its local funding sources:

##### 4.11.1.1 DEDICATED SALES TAX FUNDING

Two separate sales tax measures have been approved by the citizens of Durango that can be used in preserving open space and natural lands around the community. They include:

1) **Recreation Complex/Trails Fund:** In 1999, City residents approved a one-half of one percent sales and use tax (one-half penny of every dollar spent) to support construction of the Durango Community Recreation Center and completion of the Animas River Trail. The resolution enacting the approved ballot measure, in part, reads “after construction (of the Community Recreation Center) has been completed, any tax revenues generated in excess of amounts required to make annual payments on the debt may be used for the operation and maintenance of the Community Recreation Center and for the development and construction of the Animas River Trail, including adjacent greenway areas.” This tax sunsets in 2019.

   This fund has been used successfully to preserve lands within the Animas River Greenway that have trail connectivity to the Animas River Trail. This has included the Dallabetta Park Property, the Gardella Open Space Parcel, and the Rea Open Space Parcel.

2) **Open Space, Parks and Trails Fund:** In 2005 City residents approved a second ballot measure to provide one-quarter penny of every dollar spent to be used to “finance the preservation, acquisition, and maintenance of natural lands including but not limited to, land to preserve water quality in rivers and streams, wildlife habitat, land for hiking and biking, and the creation of maintenance of parks and trails...” This tax sunsets in 2026. This funding source has allowed for significant non-greenway acquisitions to occur including the Dalla Mountain Park, the Cliff Rock parcel, and land in Horse Gulch.

   Prior to the sunset of the Recreation Complex/Trails Fund and the Open Space, Parks and Trails Fund, the City should ask voters to permanently continue the dedicated funding source.
An additional and viable source of funds that the City utilizes is the Great Outdoors Colorado (GOCO) Open Space Preservation Program. Since 2005, the City has received in excess of 3.5 million dollars in grants from GOCO to assist with land preservation efforts in Durango.

A summary of other funding sources and strategies that may prove useful to the City of Durango in leveraging local dollars are included as an appendix to this Plan.

### 4.12 OPEN SPACE POLICIES

#### 4.12.1 GENERAL OPEN SPACE POLICIES

The Open Space Master Plan identifies four primary policy categories governing the open space program. These included the purpose and uses of open space; acquisition and protection of open space land; improvements of open space land; and management of open space land.

#### 4.12.1.1 USES OF OPEN SPACE

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

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

#### 4.12.1.2 ACQUISITION AND PROTECTION OF OPEN SPACE

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

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

- The City will work cooperatively with and encourage other public and non-profit groups and private property owners to preserve open space.
• The City will utilize a variety of means to protect open space, including but not limited to: donations, intergovernmental agreements, acquisition of whole or partial-fee interests (easements, development rights, etc.), land use regulations and development guidelines.

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

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

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

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

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

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

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

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

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

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

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

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

4.12.1.4 MANAGEMENT OF OPEN SPACE LANDS

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

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

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

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

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

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

- The City may close an open space property temporarily if necessary to protect a natural resource, establish management objectives or to make a property safe for public enjoyment.
• The City may modify landscape conditions caused by destructive natural phenomena (flooding, erosion, wildfires) for habitat restoration, public safety or the reconstruction of public facilities such as trail or cultural resources. Natural-appearing methods should be utilized for all such modifications.

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

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

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

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

4.13 MANAGEMENT PRINCIPLES

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

Specific management goals should include:

• Monitor and respond to community concerns, especially where a threat to the resource impacts ecologic, recreational or scenic values

• Deed, zoning and easement compliance to ensure that land use is in keeping with ownership rights

• Promote protection of wildlife habitat to ensure health of the ecosystem

• Maintain trails, trailheads, access points and signage for public access and use

• Debris and litter removal so that the resource is clean and accessible

• Trash removal from river put-ins and other shoreline access points

• Flood and erosion hazard reduction to protect public health and safety
• Aquatic habitat protection (fish, amphibians, etc.) to ensure health of the ecosystem
• In-stream flow monitoring to determine major and minor seasonal changes
• Vegetation management/restoration including weeds and invasive plant removal
• Maintain portage and fishing trails/access points
• Remedy social trails to reduce impact to the resource
• Ongoing fire management and healthy forest initiatives

4.13.1 STEWARDSHIP RESOURCE CONSIDERATIONS

As the City’s open space inventory expands, the City of Durango will need to give consideration to the staffing and organizational structure of the open space program. As of 2009, two staff positions are identified within the organizational framework for open space acquisition and trail development in the Parks, Open Space and Trails Development Division. Care and stewardship of open space parcels falls under the purview of the Parks and Recreation Department’s Parks Maintenance Division, which has 7 full-time and 8 part-time seasonal staff.

The City is fortunate to also have a strong relationship with community volunteers who have provided significant assistance over the years. In particular, Trails 2000, an organization dedicated to the preservation of open space and the establishment and stewardship of the community’s natural surface trail system has been of critical importance to the City, helping to establish and care for the natural surface trails in the community since 1990.

As of 2009, City staffing was generally consistent with what other communities have provided during the early years of open space program establishment. Initially a community will put its primary focus on acquisition, with the stewardship and education aspect of the program following later as the program expands. As the primary preservation goals of the program are met, stewardship and education take on more emphasis and a higher percentage of the program resources.

An evaluation of several larger open space, park and trail programs around Colorado that have been in existence for a number of decades provides insight into the traditional evolution of an open space program. These programs began with limited staff, eventually progressing to more staff dedicated to a diversified program of stewardship, outreach, education and operation.

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

Mineral rights pose a unique problem for the preservation, protection and stewardship of open space lands within and surrounding the City of Durango. Most large tracts of land in and around Durango have had their mineral rights separated from the surface rights. What this means is that the City can acquire surface rights for land preservation purposes but will, in most cases, not own or control the minerals that are located below the surface. As such, successful land preservation in Durango will be dependent upon effectively addressing this issue.

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

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

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

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

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

5.1 INTRODUCTION

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

One of the goals of this Plan is to define the major elements and programmatic objectives for the trail system. To accomplish this, the findings, conclusions and recommendations of the 2001 City of Durango Parks, Open Space and Trails Master Plan have been utilized as the foundation for the new Trails Plan. This Plan suggests ways in which the 2001 Trails Master Plan can be expanded, modernized and more thoroughly articulated in order to give Durango the additional tools necessary to effectively expand and care for its community-wide trail network. The Plan is designed to define elements of the trails program, describes the community trail system, and offers strategies for expanding and maintaining the system. Overall recommendations for trails are reiterated in the recommendations and implementation section at the end of the Plan.

The adopted 2007 City of Durango Comprehensive Plan also served as a guide to the work of this Plan, in particular Chapter 2: Vision, Chapter 8: Transportation Element, and Chapter 10: Parks Recreation, Open Space and Trails Element.

“Residents of Durango have a wide selection of trails in the community, including paved and unpaved bicycle and mountain bike, hiking and ski trails. These trails provide transportation related and recreational benefits to many residents.”

Transportation Element, 2007 Comprehensive Plan

Trails Plan - 63
5.2 TRAILS ELEMENT

5.2.1 SYSTEM OVERVIEW AND HISTORY
The City of Durango trail system is well developed, with approximately 95 miles of interconnected hard surface and natural surface trails. In 2009, approximately 12 miles were hard surface trails and 83 miles were natural surface trails.

The Animas River Trail (ART) is the centerpiece of the City's hard-surface trail network. It runs along the banks of the Animas River, linking together and providing easy access to twelve city parks, hundreds acres of open space, the community recreation center, the Durango public library, and a variety of other destinations. It is a recreational trail as well as an important component of the City's multi-modal transportation network, serving as the spine of the City's overall network of trails. It is used extensively by area residents and visitors, including pedestrians, cyclists, in-line skaters, joggers, dog walkers, fisherman, and an assortment of other users of all ages and abilities. In the 2001 Trails Master Plan, the City envisioned an expanded trails network that would utilize the Animas River Trail as a “spine route” and have both lateral connections and looped trails to offer recreation, transportation and tourism benefits to the community. A substantial emphasis of the 2001 Trails Plan was the completion of the Animas River Trail, both north and south of the central core of the community. The City has made great strides towards completion of the Animas River Trail, with nearly 6.25 miles of trail having been completed by 2009.

In addition to the Animas River Trail, the Plan identified priority projects needed to achieve a functional network of interconnected trails. Other hard-surface trails envisioned in the 2001 Plan included spur trails along Junction Creek, College Mesa, the Highway 160 East Corridor referred to as the Safe Multi-Modal Aesthetic Regional Transportation (SMART 160) Trail, the Lightner Creek/Hwy 160 West Corridor (also referred to as SMART 160), as well as an assortment of separated grade crossings of U.S. Highway 550 and 160.

The community’s natural-surface trail system includes trails that pass through an assortment of publicly and privately-owned properties. In excess of 83 miles of natural, dirt single and two-track trails wind their way around Durango. A significant portion of this system originated over a century ago as part of historic wagon routes and federal land routes used to transport goods and services throughout the region. These routes were later transformed to recreational routes as both motorized and non-motorized trail enthusiasts became familiar with the area trails. More recently, in the later 1980s and early 1990’s the mountain bike was introduced to the area as was a new generation of outdoor enthusiast who have embraced the area trail system for a more passive, non-,motorized experience.

In 1990 Trails 2000 was established, and with it came a focused effort to organize, further develop, and maintain the system of trails around Durango for non-motorized trail enthusiasts. The natural surface trail system that exists in Durango as of 2010 is largely the result of the efforts of Trails 2000 and its volunteers who have donated their time and resources to ensure that the Durango area has a world class natural surface trail system.
Figure 7 - Existing Trail System
As part of the City’s overall multi-modal transportation network is an established system of on-street bicycle routes and striped bike lanes. This system is shown on the following map. In 2010 the City will complete its first multi-modal master plan, providing a guide to updating the system of bike lanes and routes that will tie into the City’s existing and proposed trail system. The overall connectivity provided by the City’s existing and planned system of on and off-road bicycle and pedestrian facilities garnered Durango the designation of a Silver Level Bicycle Friendly Community by the League of American Bicyclists in 2008.

Figure 8 - Existing Bike Routes and Trails
5.3 DEFINITIONS AND VOCABULARY

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

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

This designation applies to trails that are natural, soft surface trails designed to accommodate hikers, mountain bikers, equestrians (where permitted), and other non-motorized users. The corridor, or land area that is host to the trail, will remain primarily in a natural state, and may contain areas that limit the extent of trail facility development. Trails are typically dirt up to four feet wide. These trails access the wildland-urban interface lands around Durango including Overend Mountain Park, Dalla Mountain Park, Animas Mountain, Grandview Ridge, Horse Gulch and other BLM and National Forest lands where a more natural character is desired. They are generally remote from the urbanized areas of the trails system and may include limited amenities such as signage, benches, and in some instance, picnic tables.
5.3.2 UNPAVED MULTI-USE TRAIL
This designation also applies to trail corridors within wildland-urban interface lands where the adjacent natural areas, rural landscapes or historic sites dictate a more formal trail yet still provide a natural facility development objective. Historically, Durango has not developed this type of trail. However, as the population ages and the community expands, there may be a need for such trails in the future to serve natural interpretive areas, scenic vistas, rail trails, and other corridors of interest. These unpaved trails could be surfaced with gravel or natural surface (up to 12 feet wide) for use by bicyclists, walkers, joggers, and equestrians (where permitted). When possible, these trails should be designed to applicable accessibility standards allowing for the widest variety of users. Trail head facilities and other amenities such as benches, interpretive signage, picnic tables, and restrooms could be developed as needed, and where appropriate.
5.3.3 PAVED MULTI-USE TRAILS

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

This designation applies to trails in urban areas where an off-road option is not possible, or corridors which function as connections between off-road trails and major origins and destinations. On-road trails would consist of sidewalks for pedestrian use and multipurpose roadside trails for wheeled and non-wheeled travel. Pedestrian-scale lighting, street trees, benches and other amenities could be developed to encourage sidewalk use. For all sidepath trails, the parallel roadway must have very few driveway cuts. Also, trail designers need to evaluate driveway stacking and intersection design when establishing sidepaths.
5.3.5 BIKE ROUTES AND BIKE Lanes
This designation applies to corridors in urban areas where off-the-road options are not possible, or corridors which function as connections between off-road trails and major origins and destinations. These are on-road routes including local streets, collector streets, and arterial streets suitable for bicycle use. They are used for bicycle transportation and may link regional and local trails and trail segments together. On-street routes may have defined bike lanes or “bike route” designation. Note that design requirements for on-street bicycle usage will vary depending on traffic speed and volumes, grades, parking and other factors. The City of Durango establishes five foot wide bike lanes on all arterial streets and has an established and signed bike route system within City limits. In 2010 the City will complete a multi-modal master plan that will clearly articulate the need for proposed and revised alignments for bike routes and bike lanes.
5.4 EXISTING TRAIL SYSTEM

5.4.1 SYSTEM DESCRIPTION AND ASSESSMENT
In addition to the Animas River Trail and its planned extensions, the area offers one of the nation’s most complete and diverse natural surface trail systems which includes hundreds of miles of trails linking Durango to surrounding public lands. This natural surface trail system has garnered international attention as a destination for mountain bikers and has provided the training grounds for many of the country’s top cyclists who call Durango home.

Highlights of the area trail network include:

- Animas River Trail and the hard surface trail system – with nearly 12 miles;
- Overend Mountain Park - with approximately 12.1 miles of natural surface trails;
- Dalla Mountain Park - with approximately 4.7 miles of natural surface trails;
- Animas City Mountain- with approximately 9.2 miles of natural surface trails; and
- Horse Gulch/Telegraph System - with approximately 57.2 miles of natural surface trails;
- Start/End point for the nearly 500 mile Colorado Trail at Junction Creek Trailhead;
- Miles of connecting trails linking neighborhoods with destinations around the community.

5.4.2 UPDATE ON 2001 PLAN GOALS
In 2001, the City established a set of 12 major project goals for future development of its trails system. These goals were revisited as part of the 2009 planning process. The text below provides an update on these goals:

1. **Goal: The Animas River Trail (ART) should be considered, and designed as a linear park and transportation corridor with abundant greenway areas to complement the trail.**
   
   The ART is an integral part of the Animas River Greenway, which is considered a linear park. While the ART serves as an important transportation corridor as well, and will continue to do so in the future, it is also a very popular recreational trail that can sometimes result in user conflict due to the speed of commuting cyclists. The continued evolution of the City’s multi-modal transportation network will eventually result in a more effective network of on-street bike routes and safe intersections, helping to de-emphasize the ART as a through-commuter transportation corridor.

2. **Goal: The ART and associated greenway should be designed to accommodate multiple uses such as: recreation; transportation; visual buffering; flood prevention and wetland; plant and animal habitat protection, enhancement and restoration.**
   
   New sections of the ART are built of concrete, no less than 10 feet wide, are lighted, and meet Federal accessibility standards. This allows for a very wide variety of users including pedestrians, cyclists, in-line skaters, joggers, strollers,
dog walkers, fisherman, and other users of all ages and abilities. Natural surface trails also exist within the greenway and connect with the ART, providing anglers and others with convenient access to a less developed setting along the river’s edge.

3. **Goal: The "spine" of the ART should be completed as soon as possible.**
   The City has completed approximately 4.7 miles of continuous ART from 29th Street at the north end of town south to the Durango Mall. Several additional trail sections, totally approximately 1.5 miles have been completed from the Durango Mall south to the Rivera Bridge at River Road near Home Depot. Two remaining sections in this reach are scheduled for completion in 2010: (1) the “Mall Corner” trail section; and (2) the South Durango Pedestrian Bridge and Trail. Once these sections are completed, the ART will be completed from 29th Street to Rivera Bridge, a total of approximately 6 miles. The two-mile section planned from 29th Street north to the City limits near North Animas Village is under design development with construction anticipated to be phased in over several years. As the City limits expand to the north and south, it is expected that the ART will also expand with it.

4. **Goal: The ART should have looped trail opportunities in core areas, to ease congestion and provide variety and options for trail users.**
   Several looped trail opportunities have been established in the core area near downtown. Additional hard surface looped trail opportunities envisioned for the core area have yet to be developed—the downtown loop connecting the Schneider Park Bridge with the 9th Street Bridge on the east side of the river, and the Roosa loop connecting the 9th Street Bridge with the Hwy 160 Bridge on the west side of the river. Several informal natural surface loops also exist within the Greenway and tie into the Animas River Trail at the pedestrian bridges in the system.

5. **Goal: The overall system of trails and bicycle lanes through city neighborhoods and along commuter routes should be designed for efficient (direct) routes that provide real alternatives to automobile travel.**
   The trail system is one component of the City’s multi-modal transportation network. Arterial streets within the City are another component of this network, and include striped bike lanes. The City’s network of streets also include signed bike routes. The continued evolution of the City’s multi-modal transportation network will result in an even more effective network of on-street bike routes and safe intersections, providing a functional alternative to motor vehicle travel.

6. **Goal: Trails should be created and extended in anticipation of, or concurrently with new development.**
   Many sections of the City’s hard surface trail system have been built independent of development projects. In areas where new developments have been proposed, it has been common practice for trails to be incorporated into the overall design, with the developer participating in its construction. Trail connectivity between community destination points is a core tenet of Durango’s trails program.
7. **Goal:** Maintain existing public lands connections and establish new ones in areas lacking public access.
   Effective and multiple public access points to the trail system and adjoining public lands is another core tenet of Durango’s trails program and is also a requirement of the City’s Land Use Development Code.

8. **Goal:** Accessibility should be incorporated whenever reasonably practical into new trails, and into improvements for existing trails.
   City of Durango hard surface trails are built for accessibility, meeting the standards of American Association of State Highway and Transportation Officials (AASHTO) and American with Disabilities Act (ADA), where applicable.

9. **Goal:** Trails should be located and designed to blend with the surrounding environment.
   The City’s hard surface trails are built to uniform design standards and specification in order to meet accessibility, maintenance, and aesthetic requirements of the City. Natural surface trails are typically hand built, limiting their visual impact on their surroundings.

10. **Goal:** The City should regularly coordinate trail development efforts with other local governments, state, and federal agencies and private organizations.
    Trail development activities are often coordinated with other local agencies and organizations to ensure functional integration of the various trail systems developed or managed by other entities around the community.

11. **Goal:** The City should consolidate in one staff position the day-to-day management of planning, design, acquisition, construction, maintenance and financing of trails.
    Day-to-day activities associated with planning, design, acquisition, construction, maintenance and financing of trails is handled by a team of full-time City employees including administrative, engineering, planning, landscape architect, and maintenance staff from several City departments.

12. **Goal:** Consistent standards should be adopted to provide direction for the design, construction, and management of trails in the City.
    The City’s hard surface trails are built to uniform design standards and specification in order to meet accessibility, maintenance, and aesthetic requirements of the City. These requirements are consistent with the standards of American Association of State Highway and Transportation Officials (AASHTO) and American with Disabilities Act (ADA).
5.5 PRIMARY TRAIL SYSTEM GOALS

This Plan reiterates three primary goals from the 2001 Plan that will allow for the successful continuation of Durango’s trail development efforts in the coming decade.

5.5.1 COMPLETE THE ANIMAS RIVER TRAIL

The first and most important goal is to complete the Animas River Trail (ART) to the south and north city limits. While much of this work has been completed, several sections have yet to be built and should be completed prior to the sunset of the Recreation Complex/Trail dedicated sales tax in 2019. Additionally, several sections of the ART that were built in past decades are substandard and should be reconstructed to current standards to ensure user safety, good accessibility, and to reduce future maintenance costs.

5.5.2 BUILD LATERAL TRAIL CONNECTIONS TO ANIMAS RIVER TRAIL

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

5.5.3 COMPLETE A NETWORK OF TRAILS THROUGHOUT COMMUNITY

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

5.6 PRIMARY TRAIL SYSTEM POLICIES

The 2001 Trails Master Plan contained specific trail policies that were used to implement the trails program over the past decade. Many of these policies are still relevant and are reiterated here:

1. The Animas River Trail will be designed to meet AASHTO standards for bicycle paths wherever feasible
2. The City will pursue creative methods of trail easement acquisition and strive to work with willing property owners when acquiring trail easements.
3. When developing trails through residential neighborhoods efforts will be made to maintain the privacy of existing residences.

Trails Plan - 75
4. When warranted, the City will evaluate the feasibility of incorporating trails into utility and road projects.

5. The City will protect future trail corridors through:
   a. Easement acquisition through dedication or purchase during the development review process
   b. Establishment of adequate building setbacks

6. The City will continue to monitor trail safety conditions, including regular inventories of trail and bridge conditions to assist in the identification of safety improvements and the development of maintenance schedules.

7. The City places a high priority on establishing the Animas River Greenway and will work with property owners along the River to incorporate trail easements and land preservation as part of new development wherever feasible.

8. The City will place a high priority on establishing and preserving public access to the Animas River where it is important to recreational users.

9. The City will maintain public ownership of public lands along the Animas River.

10. The City should develop loop trail opportunities along the Animas River Trail.

11. The City should develop trail opportunities from Durango neighborhoods to adjacent and surrounding mesas, ridges and parks.

12. The City will require new development to provide trail linkages to adjacent public lands.

13. Property along drainages is appropriate for greenway and trail development so long as compatible with protection of viable wildlife habitats.

14. The City will seek grant funds to leverage local sales tax revenues in the development of the community trail system.

15. The City will continue to encourage coordination with La Plata County in developing an integrated trail system.

5.7 TRAIL PROJECTS AND EASEMENT NEEDS

5.7.1 KEY FINDINGS OF COMMUNITY SURVEY
The City of Durango conducted a Community Attitude and Interest Survey in 2009 to establish priorities for the future development of parks, trails, recreation facilities, and the preservation of open space in the community. The survey obtained statistically valid results from households throughout the City. With respect to trails, 88% of residents have used the community trails system. The most important park and recreation facilities to Durango residents are the hiking and biking trails, natural surface trails and hard surface trails of the community. Residents would like to see more hard surfaced trails developed and more equestrian trails.
5.7.2 TRAIL NEEDS
Trail needs are divided into 3 categories—proposed future trails, trailhead improvements, and future reconstruction needs. Proposed future trails are depicted on Figure 9 & 10 and described below.

A) Proposed Future Trails

 Proposed future trails are identified and prioritized using the 2001 Master Plan as the foundation of the Plan; an evaluation of the existing gaps in the system and known future trail system within the planning area; and incorporating pertinent public input received during the planning process.

1) Completion of the Animas River Trail (ART)

 a) South of River Road to the eventual tie in point with the SMART 160 Trail to Grandview: The 2001 Trails Master Plan identified the Wilson Gulch area as the preferred location for the terminus of the ART and the logical crossing point to connect to the SMART 160 Trail. The final location for this extension and crossing will require close coordination with CDOT to ensure that it is consistent with the intent of the Environmental Impact Statement prepared for the Highway 160 reconstruction project;

 b) Humane Society to Durango Mall: This trail and pedestrian bridge crossing the Animas River upstream of the Highway 550/160 High bridge will connect the completed section of the ART south of the Humane Society with the ART behind the Durango Mall (Scheduled for completion in spring 2010)

 c) Northeast Durango Mall Corner: This missing link in the ART will connect the southern section of the trail with the main section of the ART as it heads north to Downtown and on to 29th Street (Scheduled for completion late 2010)

 d) 29th Street to 32nd Street: This section of the ART is envisioned to be built close to and paralleling E. 3rd Avenue to limit impacts of the narrow and linear Memorial Park (Proposed for construction in 2011)

 e) 32nd Street to north City Limits: This nearly 2 mile section is envisioned to be built in sections within the Durango and Silverton Narrow Gauge Railroad corridor. With completion of the missing links in the mainline ART as described above, this extension will become the next focus of attention for the community (this segment was under design development in 2010).

2) Construction of the Paved Multi-Use SMART 160 Trail

 a) SMART 160 East to Three Springs Boulevard. Several sections of the trail are either already completed or under design. As of 2009, the final alignment between the CDOT interchange area and the Sale Barn Trailhead at River Road has not yet been decided upon. The abandoned

Trails Plan - 77
railroad grade or the sanitary sewer line and utility corridor provide the best alternatives for this section. A natural surface alternative that passes through BLM and County property to connect to the Sale Barn Trailhead should be evaluated as an interim solution to the final alignment.

b) SMART 160 West to Lightner Creek Road. The 2009 approval of the Twin Buttes Conceptual Plan has elevated this project’s community interest. A western section of this trail has been proposed to be constructed as part of the Twin Buttes development. Preliminary alignment analysis of the section from the Animas River to Wild Cat Canyon Road has shown that an alignment paralleling Lightner Creek may provide the ideal user experience. However, due to potential high cost of such an alternative, the limited sun exposure during winter months, and the trail’s close proximity to the Highway 160, an alternative alignment should be evaluated that sets the alignment primarily on the north side of Highway 160 which would provide a less expensive and more favorable year round alignment.

SMART 160 East to Three Springs Boulevard will receive priority of the two proposed SMART 160 Trail segments. Development proposals within the entire SMART 160 corridor will be evaluated by the City to ensure opportunities to acquire appropriate easements and/or develop trail segments are realized as part of the development process.

3) Construction of the paved multi-use Santa Rita Trail--Santa Rita Park to Goeglein Gulch Road. From Santa Rita Park, this trail is proposed to travel east between Santa Rita Drive and the Santa Rita drainage, then under the State Highway 3 box culvert to E. 9th Avenue where it would head north within the City road right-of-way, eventually tying into Goeglein Gulch Road and Trail towards College Mesa. As an additional phase of this trail, a defined corridor should be established through Santa Rita Park from the ART to the signalized intersection of Santa Rita Drive and Us Highway 550/160. This could be accomplished through pavement markings and/or signage within the park.

4) Completion of the paved multi-use Goeglein Gulch Trail to College Mesa at Fort Lewis Drive. As of 2009, this trail terminates into a sidewalk approximately half way up Goeglein Gulch Road to the College where a previous plan envisioned a pedestrian bridge crossing to the College. Current plans call for a widening of the sidewalk to 10’ to meet City trail standards and allow for consistent winter maintenance by City crews.

5) Safe Crossings of Highway 550/160, Highway 160 East and West, Camino del Rio, and North Main: A range of alternative crossings and locations should be considered for providing safe passage across these busy highways. Alternatives should include overpasses, underpasses, and at-grade intersection improvements.
6) **Other Potential Community Trails of Interest:** In addition to the primary hard-surface multi-use trails, other trails have been identified as important to the community. Many of these trails are envisioned as natural surface or unpaved trails. Hard surfacing of any these trails should only occur if use and community support warrant. Most of the trails listed below will require negotiation of trail easements and property owner approval including private land owners and public agencies.

The trails include:

- **Riverview Trail from East 6th Ave. to Holly Ave.:** This trail would provide residents with exceptional neighborhood connectivity between Holly Avenue and Riverview Sports Complex, Riverview Elementary School, and Riverview Drive as it heads west to 29th Street and the Animas River Trail.

- **Needham Elementary School to Miller Middle School Trail:** This trail would provide direct connectivity between the school and neighborhoods separated by Junction Creek. Securing a viable route would require negotiating multiple easement acquisitions from private property owners.

- **Folsom Park to Riverview Drive:** Historically, Folsom Park has had poor access from the surrounding neighborhood with no direct connection to the park from Riverview Drive without first traveling out to Florida Road. A side yard trail, with stairs, would be required in order to make the connection.

- **Roosa Ave. to Eastlawn Ave. Trail:** This trail would allow pedestrians to bypass the steep and challenging section of El Paso Street

- **Delwood Ave. to Dalla Mountain Park Trail:** This trail would provide safe and function access to Dalla Mountain Park from the Crestview neighborhood without requiring travel along Junction Street where the sidewalks end before reaching the Dalla Mountain Park Trailhead.

- **Hillcrest Golf Course Trail:** A loop Trail around Hillcrest Golf Course.

- **Overend Mountain Park to Twin Buttes/Lightner Creek:** This trail would provide a single track connection through existing and proposed City Open Space allowing hikers and bikers to travel to and from the Dry Fork Trailhead of the Colorado Trail from town without traveling on Highway 160. The trail will require the approval and assistance of the BLM as a small portion will need to pass through BLM property near Perins Peak.

- **Trails to Lake Nighthorse:** A range of trails to connect Durango to the future recreational area surrounding Lake Nighthorse including a trail paralleling CR 211 and trails that could align through City and County open space adjacent to Bodo Industrial Park and La Posta Road.

- **Smelter Mountain/Off Leash (Dog) Area Trails:** A network of trails exists on the lower north and east facing slope of Smelter Mountain, including the old haul road trail to CR 211. These trails should be organized and improved to accommodate dog walkers and future access to Lake Night Horse.
Figure 9 - Proposed Future Trails (NORTH)
Figure 10 - Proposed Future Trails (SOUTH)
• **Horse Gulch Trails:** With City acquisition of significant acreage in Horse Gulch, the overall trail system on the City-acquired lands should be evaluated to ensure it provides safe access and a range of opportunities for all ages and abilities. Additional trails envisioned in the Gulch include a ridge line trail that would travel along the eastern ridge top of Horse Gulch and connect back to the existing trail system at the northeast boundary of public lands within the area. Horse Gulch could also benefit from an expansion/improvement of beginner level trails that would provide gentle grades, smoother surfaces and good sight lines. Additionally, improvements to Horse Gulch Road from the 3rd Street Trailhead should be evaluated to provide easier access to the meadow area within Horse Gulch.

• **Ewing Mesa Trails:** As this part of the community develops, so should the trail system, including a south rim trail connecting the rim trails above downtown Durango with the Ewing Mesa Ridge and Grandview Ridge.

• **Refinement and rerouting of trails on Animas City Mountain:** The existing trail system on Animas City Mountain is steep, erosive, and does not provide access to the western ridge above Dalla Mountain Park. Any modifications to the Animas City Mountain trail system would require approval and coordination with the BLM.

• **Animas River East Bank Trail:** This informal trail exists from Santa Rita Drive to the Highway 550/160 High Bridge on an abandoned railroad corridor. A short concrete trail passes through the Rivergate development. Additional extensions south past Rivera Bridge should be evaluated.

• **Colorado Trail Extension into Downtown Durango:** Establishing a close-in connection to the downtown Durango has long been a vision of many in the community. A route needs to be identified that is supported and approved by Colorado Division of Wildlife and Bureau of Land Management whose land the trail would need to pass through.

• **Community Loop Trail:** The community trail system largely surrounds Durango. The primary exception is north of Durango city limits in the Animas Valley. As opportunities present themselves, a trail route that would connect CR 250 to Animas View Drive or 32nd Street should be evaluated.

**B) Trailhead improvements**

As part of the continued development of the community trail system, the City should make trailhead improvements consistent with the recommendations of the open space trailhead assessment in Chapter 6 of this Plan. Specific and detailed trailhead assessments should be undertaken to determine amount of use, facility needs, and potential impacts (positive and negative) on adjacent neighbors. Priority areas for evaluation and consideration include Overend Mountain Park, Dalla Mountain Park, and the Horse Gulch area. Potential trailhead sites should also be identified as part of the design development associated with the extension of the Animas River Trail north, SMART 160 Trail, Three Springs, Twin Buttes, and other areas where future development warrants such evaluation.
C) **Future Reconstruction**

Maintenance and reconstruction needs have been identified by evaluating the existing hard surface trail system within the City to determine substandard trail sections or those in need of maintenance. This assessment has been incorporated into the Capital Improvement Plan for implementation and prioritization. Trail sections in need of reconstruction to City safety and design standards include: (1) Durango Mall north to Santa Rita Park; (2) Whitewater Park to Albertsons; (3) Schneider Park Bridge to Riverfront Park; and (4) Rank Park to 29th Street Trailhead.

![Animas River Trail Planned Reconstruction](image-url)
5.8 FUNDING TRAILS DEVELOPMENT

The City has been successful in establishing dedicated local funding sources as well as applying for grants to develop the City’s trail system, having received nearly $2.4 million in grant commitments since 2001. Effectively funding the development of future trails should be considered one of the most important aspects of the City’s Trails Program.

The City’s land use development requirements have been an effective tool for developing the Animas River Trail, with new development accommodating and participating financially in the construction of new trail sections planned within their development. Volunteer support from the community is another critical component of the successful development and maintenance of the natural surface trails system. Even with strong partnerships and developer commitments, the City’s funding sources are insufficient to keep pace with the demand for a timely expansion of the community’s trail system. The City must continue its efforts to leverage funding sources if it hopes to develop its trail system in a timely manner.

The following provides a summary of existing City funding sources and a brief summary of other potential funding sources.

5.8.1 CITY OF DURANGO FUNDING

The 2001 Trails Master Plan recommended full utilization of available funding sources for trail development. Since adoption of the 2001 Plan, the City has expanded its local funding sources:

5.8.1.1 DEDICATED SALES TAX FUNDING

Two separate sales tax measures have been approved by the citizens of Durango that can be used in developing the City’s trail system. They include:

1) Recreation Complex/Trails Fund: In 1999, City residents approved a one-half of one percent sales and use tax (one-half penny of every dollar spent) to support construction of the Durango Community Recreation Center and completion of the Animas River Trail. The resolution enacting the approved ballot measure, in part, reads “after construction (of the Community Recreation Center) has been completed, any tax revenues generated in excess of amounts required to make annual payments on the debt may be used for the operation and maintenance of the Community Recreation Center and for the development and construction of the Animas River Trail, including adjacent greenway areas.” This tax sunsets in 2019.

2) Open Space, Parks and Trails Fund: In 2005 City residents approved a second ballot measure to provide one-quarter penny of every dollar spent to be used to “finance the preservation, acquisition, and maintenance of natural lands including but not limited to, land to preserve water quality in rivers and streams, wildlife habitat, land for hiking and biking, and the creation of maintenance of parks and trails...” This tax sunsets in 2026.

Prior to the sunset of the Recreation Complex/Trails Fund and the Open Space, Parks and Trails Fund, the City should ask City voters to permanently continue this dedicated funding source.
5.8.2 OTHER PUBLIC SOURCES
Other State and Federal sources provide viable funding in support of trail development projects including:

- Federal Enhancement Grants administered by the Colorado Department of Transportation
- Great Outdoors Colorado – Trail Grants
- Colorado State Parks — State Trails Program Grants
- Safe Routes to School Program

5.9 DESIGN STANDARDS

Durango residents favor trails that are developed in a way that blend harmoniously with the native landscapes and surrounding environment. Design standards for the City’s multi-use paved trail system, in particular, have evolved significantly since the adoption of the 2001 Durango Trails Master Plan. Today’s standards are reflective of that interest. Below is a brief overview of existing design standards used by the City as well as new standards that should be applied to the trail types outlined earlier in this Plan.

5.9.1 TRAIL TYPES

5.9.1.1 FOOTPATHS AND BACKCOUNTRY TRAILS (NATURAL SURFACE TRAILS)

Location: rural, wilderness

Width: single track to 4 foot wide
Surface: native soil, reinforced as needed
Lighting: none
Railings: Typically none, but as needed to provide safe travel
Amenities: directional signage

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

5.9.1.2 MULTI-USE UNPAVED TRAILS

Location: suburban, rural, wilderness

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

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

Location: urban, suburban, rural

Width: minimum 10 foot up to 14 foot

Surface: concrete, grade is 5% preferred, 8% maximum, 12% for short runs

Lighting: pedestrian scale in urban and suburban areas, regular interval separation near downtown; point-to-point way-finding as trails move away from urban core

Railings: 42” to 54”, use only where necessary to meet safety and accessibility standards

Amenities: parallel soft surface footpath where conditions permit, rest stops with bench seating, trash receptacles, mile markers, directional and safety signage, urban art, restrooms with potable water in established parks

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

5.9.1.4 ROADSIDE TRAILS AND SIDEWALKS
Location: urban and suburban

Width: minimum 5 feet, preferred 6 feet, optimal 10 feet, grade is 5% preferred, 8% maximum, sidewalks to adhere to accessibility standards with curb ramps at intersections

Surface: concrete preferred

Lighting: pedestrian scale lighting preferred, street lighting acceptable, lumens should meet national safety standards

Railings: comply with accessibility standards

Amenities: directional and safety signage, rest stops and bench seating, sheltered bus stops, landscape trees where possible

5.9.1.5 BIKE ROUTES AND BIKE LANES
Location: urban, suburban and rural

Width: bike lanes minimum 5 foot, preferred 6 foot (gutter pan excluded)

Surface: same as roadway, or extended concrete gutter pan of 5’ minimum

Lighting: street lighting is acceptable

Railings: 42” to 54” rails where needed

Amenities: safety and directional signage, bike racks at destinations
5.10 MANAGEMENT STRATEGIES

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

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

5.10.1 MAINTENANCE PRACTICES

5.10.1.1 NATURAL SURFACE TRAILS

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

5.10.1.2 HARD SURFACE TRAILS

- Snow removal and sweeping
- Trailhead/trail signage installation and repair
- Trailside mowing
- Maintenance of trailside facilities including benches, lights, and rest facilities
- Trail surface maintenance
- Litter and trash removal
- Fencing/Railing repair
- User Safety/Risk Management (including law enforcement and patrol)

A full assessment of maintenance practices undertaken on City hard surface trails is included in the Parks Maintenance Management Plan, an appendix to the overall Parks, Open Space, Trails, and Recreation Master Plan.
5.10.1.3 ON-ROAD BICYCLE FACILITIES
On-road bicycle facilities are maintained by the City Public Works Department and monitored by the City Multi-Modal Coordinator. Activities include:

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

6.1 INTRODUCTION

The Parks Plan is an element of the Parks, Open Space, Trails and Recreation Master Plan. Its purpose is to describe the vision, structure, policies, priorities and actions that are required by the City of Durango to expand and improve its parks system throughout the community over the coming decade.

One of the goals of this Plan is to define the major elements and programmatic objectives for the parks system. To accomplish this, the findings, conclusions and recommendations of the 2001 City of Durango Parks, Open Space and Trails Master Plan have been utilized as the foundation for the new Parks Plan. This Plan suggests ways in which the 2001 Parks Master Plan can be built upon, expanded, modernized and more thoroughly articulated in order to give Durango the additional tools necessary to effectively expand and care for its park system. Overall recommendations for parks are reiterated in the recommendations and implementation section at the end of the Plan.

Key recommendations of the 2001 Parks Master Plan have been implemented as follows:

1. *Begin immediately to locate and plan one or more major sports field facilities in community or regional parks.* The City has worked successfully with the Three Springs development to earmark 75 acres for the future development of a sports field complex to include five multi-use fields, three softball fields and eight tennis courts. Additionally, the City continues to work with Fort Lewis College to provide additional multi-use fields on the campus and make improvements to the existing softball complex.

2. *Refurbish and make selective improvements to several parks.* The City has continued to improve the parks system by updating playground equipment, upgrading fall-zone safety surfaces and improving accessibility for people with disabilities. The maintenance efficiency and aesthetics of the parks system has also improved.

3. *Implement the Animas River Greenway.* The Animas River Greenway has been enhanced by the preservation of additional natural lands, bank stabilization and invasive species removal, park and trail development projects, and improvements at the whitewater course. In 2007, the City received a conditional recreational water right or specifically a Recreational In-Channel Diversion (RICD) water right at Whitewater Park to protect future boating opportunities on the Animas River.

4. *Monitor the use of City recreation facilities.* The City continues to monitor the high level of use of recreational facilities by area residents and visitors to the region. In addition to providing a long term (99 year) lease for the development of the Durango Community Recreation Center at the La Plata County Fairgrounds, La Plata County continues to partner with the City of Durango with the provision of scholarships to needy families.
5. **Adopt a level-of-service methodology for parks planning.** The City has utilized the adopted Parks Master Plan to require developers to dedicate and fund the construction of park and trail improvements in new developments.

City parks and recreation facilities have continued to expand with the increasing demands of the community. **Figures 12-13** provides an overview of the existing parks and recreation facilities in Durango.

Figure 12 - Existing Parks and Recreation Facilities (NORTH)
Figure 13 - Existing Parks and Recreation Facilities (SOUTH)
6.2 PARKS AND FACILITIES ARE WELL MAINTAINED

In October 2008, the PROS Team performed an assessment of the sites and facilities within the Durango Parks and Recreation Department System (“System”) including, but not limited to parks, trails, structures, and the Recreation Center. These assessments establish an accurate understanding and ‘snapshot’ of the existing conditions of sites and facilities within the System, and support the foundation, or reference point, from which specific strategies and recommendations will be framed in Master Plan recommendations section of the Plan. The contents of the Site and Facility Assessment are a basic description of existing conditions, known constraints, observed best practices, and areas for improvement. There are four (4) key findings that are detailed below:

1. Parks and Facilities are Generally Well Maintained
2. Insufficient Labor and Budget Resources
3. Usage Demands Outpace Available Facility Supply
4. Durango Excels at Park Connectivity

On-site assessments of 43 parks and facilities demonstrated that all assets are well maintained by the City of Durango. The conditions and climate in which the parks and facilities are located contribute to heightened maintenance requirements, including seasonal demands in both the winter and the summer. Examples of increased seasonal requirements in the summer include irrigation, mowing, external and internal structural repair, minor construction projects, increased outdoor use impacts (i.e. litter, vandalism), and graffiti. Examples of increased seasonal requirements in the winter include extensive snow removal responsibilities throughout the City, internal building repair, incidental external structural repairs, and increased indoor use impacts (i.e. building maintenance, vandalism). In addition to seasonal requirements, heavy demand is place on the parks as, according to the household survey, 88% of residents used parks or trails during the last year.

It was clearly observed that the maintenance staff of the Durango Parks and Recreation Department is very productive in maintaining the sites and structures of the City’s park system. This observation comes from inspection of the parks as well as from the household survey in which approximately 90% of residents rated the physical condition of parks and trails as excellent or good. While there are not adequate financial resources consistently available to attend to numerous site and facility needs, the maintenance staff performs well with the resources they are given to work with. This is further outlined in the Maintenance Management Plan, included in Appendix D. Specific operations and management of open space and trails is included within the Open Space and Trails sections of the Master Plan.

There are select examples of sites and facilities that have areas of needed maintenance improvement, but most of these are circumstantial and are caused by either a lack of sufficient labor and budget resources to sufficiently address the issues, or by design and/or environmental conditions beyond the control of the Department. The most prominent example of the latter is the 33rd Street/East Third Avenue river access site on the north end of the City. This site is heavily used in the non-winter months for river access for both private and commercial boaters. The design and environmental conditions of the site
exacerbate the impacts that have led to the deteriorated road shoulders and parking area, and contribute to excessive congestion that is problematic for area residents.

### 6.3 INSUFFICIENT LABOR AND BUDGET RESOURCES

There are insufficient labor and budget resources available to the Department to address the growing site and facility needs of the System. This finding is rooted in the observation that, while the Department is innovative in its use of seasonal labor and contracted services to meet fluctuating site and facility needs, the increased demands from aging facilities and growth of the community are already outpacing the resources available to the Department. It is particularly evident that the growth occurring east and southeast of the City will place significant demand on the existing maintenance capabilities of the Department that are beyond current means.

It is common that communities are eagerly supportive of expansion of parks and recreation assets, but are not quick enough to stay ahead of the increased maintenance demands that come with this growth. As a result, parks and recreation agencies frequently evolve to managing their relationships with community leadership and policy makers from a defensive position. This circumstance largely stems from a perception of poor performance as observed in deteriorated facilities and site conditions. Typically, these issues emerge from limited resource allocations for asset maintenance over time and grow to where they require substantial policy action and/or potential voter approval to address. One of the intended outcomes of the Parks, Open Space, Trails, and Recreation Master Plan is to provide realistic strategies and sound recommendations to avoid this issue in the City of Durango.

### 6.4 USAGE DEMANDS OUTPACE AVAILABLE FACILITY SUPPLY

The residents of the City of Durango are avid users of the sports fields located throughout the community on City Parks, School District lands, and on the fields of Fort Lewis College. In performing both the site and facility assessments, as well as initial public input sessions, it is evident that there are not sufficient outdoor sports fields to meet the needs of the community. Certain facilities are being “loved to death” and have become maintenance challenges to keep them in good working condition. Another specific example is the limited capacity of select spaces in the recreation center to meet the demand from the community including, but not limited to the exercise gym, storage, and facility maintenance space. A third example includes the limited river access sites that are well below the demand from private and commercial paddlers to put-in and take-out of the Animas River.

Beyond these examples, there are additional facility needs that are outlined more specifically in other sections of the Master Plan. Inadequate facility supply includes circumstances where less than optimal use of facilities was observed or maintenance requirements were increased as a result of facility conditions and heavy usage.
6.5 DURANGO EXCELS AT PARK CONNECTIVITY

The City of Durango excels at park connectivity as evidenced by the success of the Animas River Trail (ART) project. While it is clear there are future enhancements to be made to the ART, this is a superb example of community support for pedestrian access to parks and community focal points throughout the City. The challenges of transecting major vehicular thoroughfares and natural barriers, including the Animas River, have been overcome with both the current trail and the near future expansion plans.

The Site and Facility Assessment that follow provide detailed descriptions of site and facility conditions at 35 parks and open space trailheads, three (3) indoor facilities, the extensive hard surface trails of the Animal River Trail system, and numerous additional sites within and near the City in which the Department is responsible for maintenance. Findings are organized by site and key observations, and are listed generally in order from north to south and listed alphabetically according to the following key sections:

1. **Parks** – there are 30 sites assessed within this section that include all mini parks, neighborhood parks, community parks, and linear parks

2. **Hard Surface Trails** – A general assessment of the conditions of the hard surface trails of the Animal River Trail system

3. **Open Spaces** (trailheads and access points only) – A general assessment of the conditions of trailhead and major access points to five (5) of the City of Durango open spaces

A detailed account of conditions of trails and open spaces and associated maintenance requirements are provided in the Trails and Open Space Plans, included in other sections of the Master Plan.

6.6 PARKS

Thirty (30) parks were assessed as part of the Master Plan analysis. These include mini parks (less than 1 acre), neighborhood parks (1 - 10 acres), community parks (10 - 100 acres), and linear parks (located in the greenway).

The descriptions that follow are intended to be a basic overview of existing conditions and equipment / facility inventory at each of these sites.
Below is a summary list of each park type and acreage:

<table>
<thead>
<tr>
<th>Type</th>
<th>Park</th>
<th>Developed Acres</th>
<th>Undeveloped Acres</th>
<th>Total Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini</td>
<td>Crestview Park</td>
<td>0.33</td>
<td>0.33</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hillcrest View Park</td>
<td>0.5</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Needham Park</td>
<td>0.9</td>
<td>0.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ryler Park</td>
<td>0.06</td>
<td>0.06</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Viles Park</td>
<td>0.82</td>
<td>0.82</td>
<td></td>
</tr>
<tr>
<td>Neighborhood</td>
<td>Brookside Park</td>
<td>1.98</td>
<td>1.98</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Easter Heights Park</td>
<td>0.9</td>
<td>2.19</td>
<td>3.09</td>
</tr>
<tr>
<td></td>
<td>Fanto Park</td>
<td>2.98</td>
<td>2.98</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fassbinder Park</td>
<td>1.38</td>
<td>1.38</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Folsom Park</td>
<td>6.64</td>
<td>2.03</td>
<td>8.67</td>
</tr>
<tr>
<td></td>
<td>Holly Park</td>
<td>3.72</td>
<td>3.72</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jenkins Ranch Park</td>
<td>4</td>
<td>3.82</td>
<td>7.82</td>
</tr>
<tr>
<td></td>
<td>Mason Center</td>
<td>3.12</td>
<td>3.12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pioneer Park</td>
<td>2.06</td>
<td>0.29</td>
<td>2.35</td>
</tr>
<tr>
<td></td>
<td>Roosa Park</td>
<td>0.18</td>
<td>1.75</td>
<td>1.93</td>
</tr>
<tr>
<td></td>
<td>Third Avenue Parkway</td>
<td>1.88</td>
<td>1.88</td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>Lions Den</td>
<td>0.17</td>
<td>10.33</td>
<td>10.5</td>
</tr>
<tr>
<td></td>
<td>Three Springs Confluence Park</td>
<td>0.35</td>
<td>15.28</td>
<td>15.28</td>
</tr>
<tr>
<td>Linear (Greenway)</td>
<td>33rd Street River Access</td>
<td>0.35</td>
<td>0.95</td>
<td>1.3</td>
</tr>
<tr>
<td></td>
<td>Animas City Park</td>
<td>1.05</td>
<td>0.2</td>
<td>1.25</td>
</tr>
<tr>
<td></td>
<td>Cundiff Park</td>
<td>1.65</td>
<td>16</td>
<td>17.85</td>
</tr>
<tr>
<td></td>
<td>Dallabetta Park</td>
<td>4.25</td>
<td>3.23</td>
<td>7.48</td>
</tr>
<tr>
<td></td>
<td>Iris Park</td>
<td>0.48</td>
<td></td>
<td>0.48</td>
</tr>
<tr>
<td></td>
<td>Memorial Park</td>
<td>7.48</td>
<td>7.88</td>
<td>15.36</td>
</tr>
<tr>
<td></td>
<td>Off Leash (Dog) Area</td>
<td>14</td>
<td>9.6</td>
<td>23.6</td>
</tr>
<tr>
<td></td>
<td>Rank Park</td>
<td>6.45</td>
<td></td>
<td>6.45</td>
</tr>
<tr>
<td></td>
<td>Riverfront Park</td>
<td>1.1</td>
<td></td>
<td>1.1</td>
</tr>
<tr>
<td></td>
<td>Rotary Park</td>
<td>1.87</td>
<td></td>
<td>1.87</td>
</tr>
<tr>
<td></td>
<td>Santa Rita Park</td>
<td>12.44</td>
<td>2.05</td>
<td>14.49</td>
</tr>
<tr>
<td></td>
<td>Schneider Park</td>
<td>4.59</td>
<td>2.34</td>
<td>6.93</td>
</tr>
<tr>
<td></td>
<td>Whitewater Park (includes river)</td>
<td>2.82</td>
<td>4.58</td>
<td>7.4</td>
</tr>
<tr>
<td>Special Use Area</td>
<td>Chapman Hill</td>
<td>12.39</td>
<td>25.19</td>
<td>37.58</td>
</tr>
<tr>
<td></td>
<td>Community Recreation Center</td>
<td>6.83</td>
<td></td>
<td>6.83</td>
</tr>
<tr>
<td>Sports Fields</td>
<td>FLC Softball Fields</td>
<td>10.6</td>
<td></td>
<td>10.6</td>
</tr>
<tr>
<td></td>
<td>Riverview Sports Complex</td>
<td>11.22</td>
<td></td>
<td>11.22</td>
</tr>
<tr>
<td>Cemetery</td>
<td>Greenmount Cemetery</td>
<td>39.8</td>
<td></td>
<td>39.8</td>
</tr>
<tr>
<td></td>
<td>Animas City Cemetery</td>
<td>6.82</td>
<td></td>
<td>6.82</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>174.09</td>
<td>111.43</td>
<td>285.52</td>
</tr>
</tbody>
</table>

Figure 14 – Park Acreages
6.6.1 33RD STREET RIVER ACCESS SITE

<table>
<thead>
<tr>
<th>Location</th>
<th>3301 East Third Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>1.3 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Commercial and private river access</td>
</tr>
</tbody>
</table>

### 6.6.1.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gravel pull-off / parking</td>
<td>4 – 5 cars</td>
<td>Poor</td>
</tr>
</tbody>
</table>

### 6.6.1.2 STRENGTHS OF THE PARK

- Park is heavily used by both commercial and private boaters; it is a popular put-in for paddling the Class II-III run on the Animas River through town, as well as for inner-tubers.
- Linear park located along the east bank of the Animas River
- Armoring and bank erosion protection measures are good examples of impact mitigation for human traffic on the river’s edge

### 6.6.1.3 CHALLENGES OF THE PARK

- The site is poorly configured to manage the traffic it receives, especially on weekends and during the peak summer season
- Nearby residents are consistently concerned about the congestion, illegal roadside parking, and occasional unruliness of the crowds
- The road and road shoulder quality is significantly deteriorated as a result of poor design and insufficient space for the predominant use
- Parking is insufficient and limited to on-street
- The design and limited capacity of the site in contrast to heavy usage and demand places river user groups at odds with residents. Improved site conditions could work to improve the relationships between users, residents, and law enforcement.

### 6.6.1.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Collaborate with predominant users groups, residents, and Public Works Department to establish a master plan for this site that can address design and configuration issues that exacerbate user conflicts with residents and congestion
6.6.2 ANIMAS CITY PARK

Location | 3274 East 2nd Avenue
Size (acreage) | 1.25 acres
Predominant Usage | Neighborhood/Linear park

6.6.2.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playground</td>
<td>1 set</td>
<td>Excellent</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>3</td>
<td>Excellent</td>
</tr>
<tr>
<td>Gravel parking lot</td>
<td>12 cars</td>
<td>Fair</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Historical markers (along trail)</td>
<td>Multiple</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.2.2 STRENGTHS OF THE PARK
- Park is heavily used by the neighborhoods in the near vicinity, as well as members of the community, predominantly for the playground
- Linear park located along the elevated west bank of the Animas River is included in the greenway
- Segment of the Animas River Trail runs through the park, with multiple historic markers that were built in conjunction with local schools
- Turf is in good condition
- Irrigation is linked to the central control system

6.6.2.3 CHALLENGES OF THE PARK
- No challenges observed; the park is in excellent condition

6.6.2.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Shade shelter for the playground
- Improved bank protection and river access trails between the park and the Animas River
6.6.3 BROOKSIDE PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>2301 Main Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>1.98 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.3.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gravel parking lot</td>
<td>8 cars</td>
<td>Fair</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Bench</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.3.2 STRENGTHS OF THE PARK

- Park features creek that splits the site from north to south, and is well shaded with mature trees
- Turf is generally in good condition
- Only “chemical free” park in the System
- Irrigation is linked to central control

6.6.3.3 CHALLENGES OF THE PARK

- No challenges observed; the park is in excellent condition

6.6.3.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Enhance Web site information educating the public about the chemical-free park concept and promote volunteer efforts with maintenance and manual weed removal
6.6.4 CHAPMAN HILL *

<table>
<thead>
<tr>
<th>Location</th>
<th>500 Florida Road</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>37.58 acres/33,600 Sq. ft.</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Special Use Area</td>
</tr>
</tbody>
</table>

6.6.4.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snow ski/snowboard hill</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Ski lift system/rope tow</td>
<td>1</td>
<td>Poor</td>
</tr>
<tr>
<td>Maintenance / storage buildings</td>
<td>2</td>
<td>Poor</td>
</tr>
<tr>
<td>Ice rink pavilion w/ administrative space, meeting rooms, locker rooms, concessions, and restrooms</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Ice rink w/ team boxes and bleachers</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Paved parking lot</td>
<td>61 cars</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.4.2 STRENGTHS OF THE PARK

- Park is heavily used by the community for the ski hill and ice rink
- Ice rink pavilion and ice rink is a high quality facility
- In-town ski hill provides unique recreational opportunities for residents and visitors

6.6.4.3 CHALLENGES OF THE PARK

- Rope-tow ski lift is old and in questionable operating condition
- Bottom of ski hill should be re-graded to prevent problems with abrupt ski area boundary to parking area
- Entry stair to ice rink pavilion needs repair
- Parking capacity is inadequate for peak usage
- Old maintenance and storage buildings are deteriorated and need substantial repair

* Includes review of ice rink pavilion as an indoor facility.
6.6.4.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Increased parking capacity
- Upgraded ski hill amenities
- Second sheet of ice to service year round use

6.6.5 CRESTVIEW PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>1935 Crestview Drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>0.33 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Mini park</td>
</tr>
</tbody>
</table>

6.6.5.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picnic table</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Fair</td>
</tr>
</tbody>
</table>

6.6.5.2 STRENGTHS OF THE PARK

- Park is enjoyed by neighborhood residents for picnicking and playing in the grass turf area

6.6.5.3 CHALLENGES OF THE PARK

- Irrigation system is poor – battery-powered, stand alone system

6.6.5.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Upgrade irrigation system with link to central control system
- Small playground equipment
### 6.6.6 CUNDIFF PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>149 East 22nd Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>17.65 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>River access / Linear park</td>
</tr>
</tbody>
</table>

#### 6.6.6.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picnic table</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Overlook bench</td>
<td>5</td>
<td>Good</td>
</tr>
<tr>
<td>BMX track</td>
<td>1</td>
<td>Excellent/Good</td>
</tr>
<tr>
<td>Pedestrian bridge</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>River access site</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Gravel/dirt parking area</td>
<td>1</td>
<td>Poor</td>
</tr>
</tbody>
</table>

#### 6.6.6.2 STRENGTHS OF THE PARK
- Park is heavily used by commercial and private paddlers, anglers, and the BMX constituency
- Park provides natural area for Animas River overlook and is included in the greenway
- Park amenities support diverse usage

#### 6.6.6.3 CHALLENGES OF THE PARK
- Park is currently used by Public Works for snow stockpiling from road clearing during winter months. This creates usage limitations on the spring shoulder season, as well as significantly damages the park’s parking area by creating rough grades, drainage problems, and litter.
- Parking capacity is not sufficient to support heavy usage of commercial river outfitters and BMX track users
- BMX track is small and has limited support amenities
- Future park redevelopment initiative may be challenging due to competing interests

#### 6.6.6.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Seek alternative location for Public Works snow stockpiling either on-site or off-site
- Redevelop parking area and additional park support amenities
- Expand amenities supporting BMX track or relocate track to an alternate site
6.6.7 DALLABETTA PARK

Location: 13616 La Posta Road
Size (acreage): 7.48 acres
Predominant Usage: River access/Linear park

6.6.7.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picnic table</td>
<td>5</td>
<td>Excellent</td>
</tr>
<tr>
<td>Small pavilion</td>
<td>2</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessible fishing pier</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Restroom (men and women)</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>River access site</td>
<td>2</td>
<td>Excellent</td>
</tr>
<tr>
<td>Paved parking area</td>
<td>17 cars</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.7.2 STRENGTHS OF THE PARK
- Park is heavily used by commercial and private paddlers, and anglers
- Park provides connection to Animas River Trail
- Park is included in the Animas River greenway
- Park amenities support need for improved river take-out sites for river users

6.6.7.3 CHALLENGES OF THE PARK
- Littering and vandalism around restrooms is problematic

6.6.7.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Additional interpretive signage
6.6.8 EASTER HEIGHTS PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>10 Willow Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>3.09 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.8.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Fair/Poor</td>
</tr>
</tbody>
</table>

6.6.8.2 STRENGTHS OF THE PARK
- Park is located in a residential development
- Park was provided by the private developer of the residential area

6.6.8.3 CHALLENGES OF THE PARK
- No parking is available – located at end of cul de sac
- General maintenance of the grass turf area is difficult due to lack of irrigation system
- Moles and weed control at the park is a challenge

6.6.8.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Investment by local residents for aesthetic improvements
- Parking and limited park equipment
- Reinstallation of irrigation system
6.6.9 FANTO PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>445 East 7th Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>2.98 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.9.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playground equipment</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Climbing bars (owned by school)</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.9.2 STRENGTHS OF THE PARK
- Park is located adjacent to elementary school and provides active outdoor play areas for students and local residents
- Irrigation is linked to central control system and is in good working condition
- Grass turf is in good condition

6.6.9.3 CHALLENGES OF THE PARK
- Predominant use of the park is by the school and its students, but City Parks and Recreation Department is responsible for majority of maintenance

6.6.9.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Additional support from school for park maintenance
6.6.10 FASSBINDER PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>140 West Park Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>1.38 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.10.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playground equipment</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Picnic table</td>
<td>5</td>
<td>Good</td>
</tr>
<tr>
<td>Restroom (men and women)</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.10.2 STRENGTHS OF THE PARK
- Park is heavily used by both the community and the neighborhood
- Park is well shaded with mature trees
- Turf is generally in good condition

6.6.10.3 CHALLENGES OF THE PARK
- Irrigation system is old and deteriorated
- Irrigation system is not linked to central control system
- Park is popular for the homeless population
- Playground equipment is frequently vandalized

6.6.10.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Upgrade irrigation system and link to central control system
- Update play equipment
6.6.11 FOLSOM PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>11 Folsom Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>8.67 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.11.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diamond field w/ dug outs</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Announcer booth / concessions</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Bleachers</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Paved parking lot</td>
<td></td>
<td>Excellent</td>
</tr>
<tr>
<td>Port-a-potty enclosure</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Restrooms (men and women)</td>
<td>1</td>
<td>Fair/Poor</td>
</tr>
<tr>
<td>Small pavilion</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Multi-purpose turf area (soccer)</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Basketball court</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>5</td>
<td>Good</td>
</tr>
<tr>
<td>Playground</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.11.2 STRENGTHS OF THE PARK

- Park is heavily used by the community for the sports fields
- Turf is in good condition
- Irrigation is linked to the central control system

6.6.11.3 CHALLENGES OF THE PARK

- Water for the restrooms is on the irrigation feed, therefore interrupting use during irrigation system maintenance
- Sewer line from the restroom runs uphill and sometimes creates back-ups
- Spring use is a challenge due to ground saturation and turf protection issues
- Due to limited sports fields in town, this park is over utilized
6.6.11.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Relocate restrooms to the center of the park

6.6.12 HILLCREST VIEW PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>222 Hillcrest Drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>0.5 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Mini park</td>
</tr>
</tbody>
</table>

6.6.12.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Playground equipment</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Bench</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>1</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.12.2 STRENGTHS OF THE PARK

- Turf is in good condition
- Irrigation system is stand-alone, but a good working system
- Good landscaping and landscaping maintenance

6.6.12.3 CHALLENGES OF THE PARK

- No challenges observed; the park is in excellent condition

6.6.12.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Potential shade structures for play equipment
6.6.13 HOLLY PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>3095 Holly Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>3.72 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park (undeveloped)</td>
</tr>
</tbody>
</table>

6.6.13.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Fair/poor</td>
</tr>
<tr>
<td>Soft surface trail connection</td>
<td>1</td>
<td>Fair</td>
</tr>
</tbody>
</table>

6.6.13.2 STRENGTHS OF THE PARK
- Park features potential uses as a sports fields, or as a traditional neighborhood park

6.6.13.3 CHALLENGES OF THE PARK
- Neighbors are resistant to development with high level of use
- Noxious weed control is a problem.
- Former landfill site

6.6.13.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- To be determined with future planning efforts
### 6.6.14 IRIS PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>1235 Camino del Rio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>.48 acre</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Linear park</td>
</tr>
</tbody>
</table>

#### 6.6.14.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picnic table</td>
<td>6</td>
<td>Good</td>
</tr>
<tr>
<td>Overlook bench</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Small pavilion</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Pedestrian bridge</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

#### 6.6.14.2 STRENGTHS OF THE PARK
- Park is heavily used by the community
- Park provides aesthetic green space along Animas River near center of Durango and is included in the greenway
- Irrigation is well functioning
- Turf is in good condition

#### 6.6.14.3 CHALLENGES OF THE PARK
- No challenges observed; the park is in excellent condition

#### 6.6.14.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Additional interpretive signage
6.6.15 JENKINS RANCH PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>435 Jenkins Ranch Road</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>7.82 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.15.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playground equipment</td>
<td>2</td>
<td>Excellent</td>
</tr>
<tr>
<td>Small pavilion</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Picnic table</td>
<td>4</td>
<td>Excellent</td>
</tr>
<tr>
<td>Tennis court</td>
<td>2</td>
<td>Excellent</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Orchard grove</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Parking</td>
<td>7 cars</td>
<td>Excellent</td>
</tr>
<tr>
<td>Restroom (men and women)</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.15.2 STRENGTHS OF THE PARK

- Park is heavily used by neighborhood residents
- Irrigation system is linked to central control and well functioning
- Turf is in good condition
- Park amenities support diverse usage

6.6.15.3 CHALLENGES OF THE PARK

- Playground equipment is un-shaded

6.6.15.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Shade shelter for playground
### 6.6.16 MEMORIAL PARK (PHASE 1)

<table>
<thead>
<tr>
<th>Location</th>
<th>2901 East 3rd Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>11.48 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Commercial and private river access; Linear park</td>
</tr>
</tbody>
</table>

#### 6.6.16.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paved parking</td>
<td>10 - 12 cars</td>
<td>Fair</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>7</td>
<td>Good</td>
</tr>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Restrooms (men and women)</td>
<td>1</td>
<td>Poor</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessible fishing pier</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>River access point</td>
<td>1</td>
<td>Poor</td>
</tr>
</tbody>
</table>

#### 6.6.16.2 STRENGTHS OF THE PARK

- Park is heavily used for multiple purposes including both commercial and private boaters, inner-tubers, and neighborhood and community usage
- Linear park located along the east bank of the Animas River and is included in the greenway
- Turf is generally in good condition; Irrigation is linked to the central control system

#### 6.6.16.3 CHALLENGES OF THE PARK

- The site is frequently used as a river access point for both commercial and private boaters, but is not well configured for this use. The parking and restrooms are too small, as well as turf areas are heavily damaged from traffic associated with river users.
- Armoring and bank erosion protection measures are desperately needed to mitigate impacts from human traffic on the river’s edge at the river access point
- While irrigation is centrally controlled, the water quality for irrigation is poor and frequently causes clogs and back-ups in the system due to solids and silt
- Restrooms are small and heavily vandalized
• The pump station will increase both capital maintenance requirements, as well as staffing, tooling, and training requirements

6.6.16.4 POTENTIAL OPPORTUNITIES FOR THE PARK
• Collaborate with predominant users groups, residents, and Public Works Department to establish a master plan for this site that can include design aspects that better address the heavy usage from river traffic

6.6.17 MEMORIAL PARK – RIO VISTA ANNEX (PHASE 2)

<table>
<thead>
<tr>
<th>Location</th>
<th>2901 East 3rd Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>3.88 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Linear park</td>
</tr>
</tbody>
</table>

6.6.17.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overlook bench</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Pedestrian bridge over Animas</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Spur trail to neighborhood (east)</td>
<td>1</td>
<td>Good</td>
</tr>
</tbody>
</table>

6.6.17.2 STRENGTHS OF THE PARK
• Park is heavily used for connectivity between the neighborhood to the east, Rotary Park, Durango High School, Memorial Park, and the Recreation Center
• Linear park located along the east bank of the Animas River and is included in the greenway

6.6.17.3 CHALLENGES OF THE PARK
• Turf condition is marginal; Irrigation is not linked to the central control system
• This park suffers heavy vandalism, to the extent that picnic tables were removed. Frequent vandalism generally targets the trees and glass globes of street-style lighting along the Animas River Trail.

6.6.17.4 POTENTIAL OPPORTUNITIES FOR THE PARK
• Open space on the south border (Rea tract) features natural surface trails and multiple opportunities
6.6.18 NEEDHAM ELEMENTARY PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>2455 West 3rd Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>.9 acre</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Mini park / School use</td>
</tr>
</tbody>
</table>

6.6.18.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playground equipment</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Rectangular sports field (soccer)</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Basketball court</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Multipurpose turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Tennis court</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.18.2 STRENGTHS OF THE PARK

- Park provides shared use between the community and the elementary school
- Turf is generally in good condition
- Irrigation system is well functioning

6.6.18.3 CHALLENGES OF THE PARK

- Playground equipment is owned and maintained by School District 9R

6.6.18.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Link irrigation system to central control
6.6.19 OFF-LEASH (DOG) AREA

<table>
<thead>
<tr>
<th>Location</th>
<th>21859 Hwy 160 West</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>23.6 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Off-leash dog area/Linear park</td>
</tr>
</tbody>
</table>

6.6.19.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural surface trail</td>
<td>1 mile</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.19.2 STRENGTHS OF THE PARK

• Park is heavily used by the community as an off-leash dog area
• Park is diverse element of City parks and links with the Animas River Trail
• Linear park included in the Animas River greenway

6.6.19.3 CHALLENGES OF THE PARK

• Park has limited parking for all weather access

6.6.19.4 POTENTIAL OPPORTUNITIES FOR THE PARK

• Complete plans for parking and pedestrian bridge
• Volunteer support for maintenance
• Landscape restoration with planting trees along the river corridor
6.6.20 PIONEER PARK
Reconfigure chart below

<table>
<thead>
<tr>
<th>Location</th>
<th>261 East 37th Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>2.35 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.20.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group pavilion</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>4</td>
<td>Good</td>
</tr>
<tr>
<td>Climbing bar</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.20.2 STRENGTHS OF THE PARK
- Park is heavily used by the neighborhoods in the near vicinity
- Group pavilion renovated within the past 10 years; frequently used by families and neighborhood groups
- Turf is in good condition with the exception of the north end of the park where irrigation is limited
- Irrigation is linked to the central control system

6.6.20.3 CHALLENGES OF THE PARK
- Irrigation system can be improved to add zones; north end of the park lacks sufficient irrigation to maintain the turf under heavy use

6.6.20.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Additional playground equipment, including tot lot equipment for younger children

6.6.21 RANK PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>149 East 22nd Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>6.45 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Linear park</td>
</tr>
</tbody>
</table>
6.6.21.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Picnic table</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Overlook bench</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Spur trail to Durango High School</td>
<td>.1 mile</td>
<td>Excellent</td>
</tr>
<tr>
<td>Pedestrian bridge</td>
<td>2</td>
<td>Good/Fair</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.21.2 STRENGTHS OF THE PARK

- Park is heavily used by the community and students from Durango High School
- Park is integral element of the interface between City parks and the Animas River Trail
- Park is located along the Animas River and is included in the greenway
- Irrigation system is linked to central control and is well functioning
- Turf is generally in good condition

6.6.21.3 CHALLENGES OF THE PARK

- Irrigation system runs through Durango High School system, which creates coordination challenges at times
- Park experiences littering and vandalism from student use
- Park features two ground water springs which creates difficulties with turf maintenance in select areas
- Park structures include inoperable pump station

6.6.21.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Additional park amenities supporting youth usage of park
- Volunteer support for maintenance
6.6.22 RIVERFRONT PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>1235 Camino del Rio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>1.1 acre</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Linear park</td>
</tr>
</tbody>
</table>

### 6.6.22.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picnic table</td>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>Overlook bench</td>
<td>8</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Handicap accessible fishing pier</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Pedestrian bridge</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

### 6.6.22.2 STRENGTHS OF THE PARK
- Park is heavily used by the community
- Park provides aesthetic green space along Animas River near center of Durango and is included in the greenway
- Park provides nice fishing area near center of Durango that also features a handicap accessible fishing pier
- Irrigation is well functioning
- Turf is in good condition

### 6.6.22.3 CHALLENGES OF THE PARK
- No challenges observed; the park is in excellent condition

### 6.6.22.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Additional interpretive signage
6.6.23 RIVERVIEW SPORTS COMPLEX

**Location**  
2900 Mesa Avenue

**Size (acreage)**  
11.22 acres

**Predominant Usage**  
Sports fields / School usage

### 6.6.23.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulation-sized soccer field</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Diamond fields w/ dugouts</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Bleachers (at all fields)</td>
<td>Multiple</td>
<td>Good</td>
</tr>
<tr>
<td>Paved parking lot</td>
<td>58 cars</td>
<td>Excellent</td>
</tr>
<tr>
<td>Restrooms (men and women)</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Small pavilion</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Playground</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

### 6.6.23.2 STRENGTHS OF THE PARK

- Park is heavily used by the community for the sports fields. This park features the only regulation-sized soccer field in the City.
- Turf is generally in good condition
- Irrigation is linked to the central control system
- Restroom facilities are exceptional

### 6.6.23.3 CHALLENGES OF THE PARK

- Water quality for irrigation is poor and frequently causes clogs and back-ups in the system due to solids and silt. An expensive filter was required on the irrigation system to mitigate these challenges at this park.
- Spring use is a challenge due to ground saturation and turf protection issues
- Due to limited sports fields in town, this park is over utilized

### 6.6.23.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Future tot lot play equipment for younger children
- Update portable fencing to separate fields
6.6.24 ROOSA PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>1349 Roosa Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>1.93 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Neighborhood park</td>
</tr>
</tbody>
</table>

6.6.24.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.24.2 STRENGTHS OF THE PARK

- Park is used by the neighborhood
- Park is well shaded with mature trees
- Turf is in good condition
- Irrigation system is well functioning as a battery-powered, stand alone system

6.6.24.3 CHALLENGES OF THE PARK

- No challenges observed; the park is in excellent condition

6.6.24.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Interpretive trail and signage

6.6.25 ROTARY PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>1565 East 2nd Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>1.87 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Linear park</td>
</tr>
</tbody>
</table>

6.6.25.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pedestrian bridge</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Gazebo</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Service</td>
<td>Quantity</td>
<td>Condition</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------</td>
<td>---------------</td>
</tr>
<tr>
<td>Bench</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Restrooms (men and women)</td>
<td>1</td>
<td>Fair/Poor</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

### 6.6.25.2 STRENGTHS OF THE PARK
- Gazebo is constructed with aesthetic architecture and is frequently used for special events
- Park is well positioned along the Animas River Trail in close proximity to the downtown area and is included in the greenway
- Turf is in good condition
- Interpretive signage is well designed, constructed, and placed
- Underpass of Animas River Trail under Main Avenue is located at this park
- Irrigation is linked to central control system

### 6.6.25.3 CHALLENGES OF THE PARK
- Unique construction of the gazebo increases the difficulty of the repairs. Repair is needed with roof
- Restrooms are heavily vandalized
- Water service in restrooms is undersized

### 6.6.25.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Repairs to gazebo
- Upgrade restroom
6.6.26 RYLER PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>111 Ryler Drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>0.06 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Mini park</td>
</tr>
</tbody>
</table>

6.6.26.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playground</td>
<td>1</td>
<td>Good</td>
</tr>
</tbody>
</table>

6.6.26.2 STRENGTHS OF THE PARK
- Park is located in a new residential development
- Park was provided by the private developer of the residential area

6.6.26.3 CHALLENGES OF THE PARK
- General maintenance of the park is difficult due to site conditions and grading
- Developer installed high voltage electric transformer box in rear of park near play area
- Poor maintenance of areas the local HOA is responsible for
- General aesthetics of the park are poor

6.6.26.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Investment by local residents for aesthetic improvements
### 6.6.27 SANTA RITA PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>149 South Camino del Rio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>14.49 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Linear park</td>
</tr>
</tbody>
</table>

#### 6.6.27.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playground</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Pavilion</td>
<td>7</td>
<td>Excellent</td>
</tr>
<tr>
<td>Picnic table</td>
<td>14</td>
<td>Good</td>
</tr>
<tr>
<td>Overlook bench</td>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Horseshoe pit</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Rose garden</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Rectangular, multipurpose turf areas</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Sand volleyball court</td>
<td>2</td>
<td>Fair/Poor</td>
</tr>
<tr>
<td>Basketball court</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>multiple</td>
<td>Good</td>
</tr>
<tr>
<td>Whitewater park</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>River access site</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Restroom (men and women)</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Paved parking &amp; dirt overflow lot</td>
<td>131 cars</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

#### 6.6.27.2 STRENGTHS OF THE PARK
- Park is heavily used by the community
- Park amenities support diverse usage

\[\text{\textsuperscript{V} Includes high-shed built for historic train that is currently un-used for the intended purpose.}\]
• Park is integral element of the interface between City parks and the Animas River Trail
• Park is located along the Animas River and is included in the greenway
• Irrigation system is linked to central control and is well functioning
• Turf is generally in good condition

6.6.27.3 CHALLENGES OF THE PARK
• Playground equipment is un-shaded
• Parking capacity is marginally adequate
• High-shed originally designed to cover historic train is not being used for its intended purpose
• Sand volleyball courts feature poor site design creating drainage issues; sand is poor quality

6.6.27.4 POTENTIAL OPPORTUNITIES FOR THE PARK
• Shade shelters for playground.
• Upgraded sand volleyball courts
• Upgraded whitewater park amenities
• Volunteer support for maintenance

6.6.28 SCHNEIDER PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>950 Roosa Ave./1300 Roosa Ave.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>6.93 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Linear park</td>
</tr>
</tbody>
</table>

6.6.28.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skate park</td>
<td>1</td>
<td>Excellent</td>
</tr>
<tr>
<td>Swing set</td>
<td>2</td>
<td>Excellent</td>
</tr>
<tr>
<td>Picnic table</td>
<td>5</td>
<td>Good</td>
</tr>
<tr>
<td>Overlook bench</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Spur trail (from upper park)</td>
<td>.1 mile</td>
<td>Excellent</td>
</tr>
<tr>
<td>Restroom (men and women)</td>
<td>1</td>
<td>Fair/Poor</td>
</tr>
<tr>
<td>River access site</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>------------------</td>
<td>---</td>
<td>------</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Paved parking area</td>
<td>2 (28 cars)</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

### 6.6.28.2 STRENGTHS OF THE PARK
- Park is heavily used by the community
- Park is integral element of the interface between city parks and the Animas River Trail
- Amenities support diverse usage
- Irrigation is well functioning
- Turf is generally in good condition

### 6.6.28.3 CHALLENGES OF THE PARK
- Irrigation system is disconnected between upper and lower parks
- Park requires substantial maintenance effort for heavily littering and vandalism
- Park is popular for the homeless population

### 6.6.28.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Link irrigation system of upper and lower parks
- Update restrooms
6.6.29  VILES PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>245 East Park Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>0.82 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Mini park</td>
</tr>
</tbody>
</table>

6.6.29.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slide equipment</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Picnic tables</td>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.29.2 STRENGTHS OF THE PARK
- Park is well shaded with mature trees
- Turf is generally in good condition
- Park is heavily used by nearby Catholic School and residents for picnicking

6.6.29.3 CHALLENGES OF THE PARK
- Irrigation system is old and deteriorated
- Irrigation system is not linked to central control system

6.6.29.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Upgrade irrigation system
- Additional picnic tables
6.6.30 WHITEWATER PARK

Location | 109 Camino del Rio  
Size (acreage) | 7.4 acres (includes river)  
Predominant Usage | Linear park  

6.6.30.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overlook bench</td>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>Animas River Trail segment</td>
<td>Length of park</td>
<td>Excellent</td>
</tr>
<tr>
<td>Spectator bleachers</td>
<td>2</td>
<td>Good/Fair</td>
</tr>
<tr>
<td>Judges stand</td>
<td>1</td>
<td>Good/Fair</td>
</tr>
<tr>
<td>Whitewater gate system</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>River access site</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.6.30.2 STRENGTHS OF THE PARK
- Park is heavily used by the community
- Park amenities support unique and diverse usage
- Park is integral element of the interface between city parks and the Animas River Trail
- Park is located along the Animas River and is included in the greenway
- Volunteers support maintenance of whitewater park amenities

6.6.30.3 CHALLENGES OF THE PARK
- Parking capacity is marginally adequate
- Whitewater features require updating and stabilizing in the river
- Bleachers and spectator area can improve with limited landscaping and repair

6.6.30.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Upgrade whitewater park amenities
- Additional volunteer support for maintenance
6.7 HARD SURFACE TRAILS

The existing conditions of the Animas River Trail (ART) were assessed, a hard surface trail system that currently spans over five miles along the Animas River from the north end of Durango to south of town, with numerous spurs and connection trails throughout. There are an additional 4.2 miles of trail expansion currently planned for the ART. The description that follows is intended to be a basic overview of existing conditions of this system.

6.7.1 ANIMAS RIVER TRAIL (ART)

<table>
<thead>
<tr>
<th>Location</th>
<th>Various</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (mileage)</td>
<td>6.25 miles</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Trails</td>
</tr>
</tbody>
</table>

6.7.1.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hard surface trails</td>
<td>6.25 miles</td>
<td>Excellent/Good/Fair</td>
</tr>
</tbody>
</table>

6.7.1.2 STRENGTHS OF THE ART

- Successful trail project throughout the City
- ART creates connectivity between parks, open spaces, and major City amenities
- ART is an innovative trail project strongly supported by the community
- ART design allows for diverse usage
- ART access points are well located

6.7.1.3 CHALLENGES OF THE ART

- Segments with asphalt surfaces are in need of patching and resurfacing in many areas
- Concrete surfaced segments are wider (10 feet) and more updated; asphalt surfaced segments are more narrow (eight feet) and in need of repair.
6.7.1.4 POTENTIAL OPPORTUNITIES FOR THE ART

- Continue expansion of the ART both north and south of town
- Resurfacing and widening of older segments
- Additional interpretive and information signage

6.8 OPEN SPACE (TRAILHEADS ONLY)

Five (5) open space sites specific to access points and trailheads were assessed. The descriptions that follow are intended to be a basic overview of existing conditions and equipment / facility inventory at each of these sites.

6.8.1 BIRKET OPEN SPACE

<table>
<thead>
<tr>
<th>Location</th>
<th>400 Birket Drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>15.56 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Trails / Open space</td>
</tr>
</tbody>
</table>

6.8.1.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural surface trails</td>
<td>2,350 LF</td>
<td>Good/Fair/Poor</td>
</tr>
</tbody>
</table>

6.8.1.2 STRENGTHS OF THE PARK

- Successful open space project in close proximity to the City
- Park adjoins Dalla Mountain Park
- Park provides connectivity between Dalla Mountain Park and Animas Mountain

6.8.1.3 CHALLENGES OF THE PARK

- Erosion and drainage control efforts are needed around road bed
- Parking is extremely limited
- Limited sense of arrival at entry point

6.8.1.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Upgrade parking and trailhead area with improved interpretive amenities
- Improved erosion and drainage control measures
- Way-finding signage
6.8.2 DALLA MOUNTAIN PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>3234 Junction Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>177.8 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Trails / Open space</td>
</tr>
</tbody>
</table>

6.8.2.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural surface trails</td>
<td>4.7 miles</td>
<td>Good/Fair/Poor</td>
</tr>
<tr>
<td>Rock climbing / bouldering area</td>
<td>varies</td>
<td>Good/Fair</td>
</tr>
</tbody>
</table>

6.8.2.2 STRENGTHS OF THE PARK

- Close proximity to the City
- Substantial trail mileage transects the tract
- Park features rock climbing / bouldering area
- Park was acquired with assistance from grant funding (Great Outdoors Colorado Grant Program)

6.8.2.3 CHALLENGES OF THE PARK

- Erosion and drainage control efforts are needed around road bed
- Parking is limited
- Limited sense of arrival at entry point
- Fire mitigation efforts are substantial

6.8.2.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Upgrade parking and trailhead area with improved interpretive amenities
- Maintain enforcement and regulation of “renegade” and social trail building
- Improved erosion and drainage control measures
- Way-finding signage
6.8.3 OVEREND MOUNTAIN PARK

<table>
<thead>
<tr>
<th>Location</th>
<th>1391 Avenida del Sol</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>301.61 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Trails / Open space</td>
</tr>
</tbody>
</table>

6.8.3.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural surface trails</td>
<td>12.1 miles</td>
<td>Good/Fair/Poor</td>
</tr>
</tbody>
</table>

6.8.3.2 STRENGTHS OF THE PARK
- Successful open space project in close proximity to the City
- Substantial trail mileage transects the tract

6.8.3.3 CHALLENGES OF THE PARK
- Erosion and drainage control efforts are needed
- Parking is extremely limited
- Limited sense of arrival at any entry point
- Grade of approach and entry to park is severe at several entry points
- Control of “renegade” trail building is difficult
- Park is popular among the homeless population

6.8.3.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Upgrade parking and trailhead areas with improved way-finding signage
- Improved enforcement and regulation of “renegade” and social trail building
- Improved erosion and drainage control measures
6.8.4 LIONS DEN

<table>
<thead>
<tr>
<th>Location</th>
<th>2401 Rim Drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>10.5 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Community park/open space</td>
</tr>
</tbody>
</table>

6.8.4.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group pavilion (rock house)</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Picnic table</td>
<td>4</td>
<td>Fair/Poor</td>
</tr>
<tr>
<td>Restroom</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Natural surface trail</td>
<td>0.5 mile</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Good</td>
</tr>
</tbody>
</table>

6.8.4.2 STRENGTHS OF THE PARK

- Park features rustic rock pavilion and overlook of the City of Durango
- Park is popular for special events

6.8.4.3 CHALLENGES OF THE PARK

- Vandalism and littering is problematic for the park
- Park is frequently an unauthorized “party” place for young people

6.8.4.4 POTENTIAL OPPORTUNITIES FOR THE PARK

- Interpretive signage
- Upgrade tables
- Site security
6.8.5 SKYRIDGE OPEN SPACE

<table>
<thead>
<tr>
<th>Location</th>
<th>36 Ophir Drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>183.85 acres</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Trails / Open space</td>
</tr>
</tbody>
</table>

6.8.5.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural surface trails</td>
<td>Unknown</td>
<td>Good/Fair/Poor</td>
</tr>
</tbody>
</table>

6.8.5.2 STRENGTHS OF THE PARK
- Successful open space project in close proximity to the City
- Park adjoins numerous residential areas
- Park provides opportunities for diverse trail activities

6.8.5.3 CHALLENGES OF THE PARK
- No access points are clearly marked or signed
- All access points are located within residential areas that provide on-street parking
- There is limited signage regarding usage rules and regulations, trail conditions, or interpretive messaging

6.8.5.4 POTENTIAL OPPORTUNITIES FOR THE PARK
- Upgrade parking and trailhead areas with improved interpretive amenities
- Access point signage and clear demarcation

6.9 INDOOR RECREATION FACILITIES

There are currently three (3) indoor facilities within the System that were assessed for the Master Plan. These include:

- Durango Community Recreation Center
- Mason Center
- Ice Rink Pavilion at Chapman Hill

* Includes Durango Community Recreation Center and Mason Center. The ice rink pavilion was included in the assessment of Chapman Hill.
The assessment summaries for these facilities are included below, with the exception of the ice rink pavilion which is addressed in the assessment for Chapman Hill noted previously in this Plan.

### 6.9.1 DURANGO COMMUNITY RECREATION CENTER

<table>
<thead>
<tr>
<th>Location</th>
<th>2700 Main Avenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>6.83 acres / 71,557 sq. feet</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Community recreation center</td>
</tr>
</tbody>
</table>

#### 6.9.1.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Major Amenity</th>
<th>Sub-amenities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry and reception area</td>
<td>Entry area, reception desk, control point</td>
</tr>
<tr>
<td>Youth area</td>
<td>Game tables, television, desk space</td>
</tr>
<tr>
<td>Café and vending</td>
<td>Café seating area and vending machines</td>
</tr>
<tr>
<td>Babysitting room</td>
<td>Indoor babysitting facility with outdoor play area</td>
</tr>
<tr>
<td>Meeting rooms</td>
<td>Four medium rooms, with three that can be enlarged</td>
</tr>
<tr>
<td>Administration</td>
<td>Office suite and conference room</td>
</tr>
<tr>
<td>Locker rooms</td>
<td>Men’s, women’s, and family locker rooms</td>
</tr>
<tr>
<td>Restrooms</td>
<td>Multiple restrooms throughout facility</td>
</tr>
<tr>
<td>Climbing wall</td>
<td>Indoor wall with manual and auto belay systems</td>
</tr>
<tr>
<td>Gymnasium</td>
<td>Multi-purpose gym with space for multiple sport courts</td>
</tr>
<tr>
<td>Racquetball courts</td>
<td>Two racquetball courts</td>
</tr>
<tr>
<td>Aquatics area</td>
<td>Lap pool, leisure pool, spa, aquatic play equipment, slide, outdoor sprayscape</td>
</tr>
</tbody>
</table>
## Durango Community Recreation Center (continued)

<table>
<thead>
<tr>
<th>Major Amenity</th>
<th>Sub-amenities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness area</td>
<td>Free weights, exercise machines</td>
</tr>
<tr>
<td>Aerobics gym</td>
<td>Wood floor, dance bars, mirrors</td>
</tr>
<tr>
<td>Indoor track</td>
<td>1/13&lt;sup&gt;th&lt;/sup&gt; mile indoor track overlooking gymnasiums</td>
</tr>
<tr>
<td>Support and storage</td>
<td>Utility and storage closets, mechanical areas, maintenance areas</td>
</tr>
<tr>
<td>Paved parking lot</td>
<td>214 spaces</td>
</tr>
<tr>
<td>Outdoor amphitheater</td>
<td>350 person seating capacity, w/ removable shade fabric</td>
</tr>
<tr>
<td>Playground</td>
<td>Large playground equipment</td>
</tr>
</tbody>
</table>

### 6.9.1.2 STRENGTHS OF THE FACILITY
- Facility is heavily used by diverse segments of the community
- Facility is well located in the City
- Facility amenities support the recreation needs of the community

### 6.9.1.3 CHALLENGES OF THE FACILITY
- Size of multiple amenities of the facility are under capacity of current demand and needs:
  - Fitness area – exercise equipment area has become cramped
  - Aerobics gym – too small to meet current demands
  - Family locker room – too small to meet current peak demands
  - Maintenance and storage areas – too small to meet current needs
  - HVAC unit of entry area
- Upgraded amenities would improve usage and customer experience:
  - Ventilation in aquatic area mechanical room is inadequate
  - Membership control point at reception desk can be improved
  - Remodel the youth area to include more technology components
  - Sprayscape maintenance presents substantial challenges
  - Spinning room is needed
  - Refreshed pool play equipment is needed
- Utilities supporting the concession-operated café are not sufficient
6.9.1.4 POTENTIAL OPPORTUNITIES FOR THE FACILITY

- Expand and upgrade amenities to support evolving and growing usage
- Expand and upgrade utilities as needed to improve operational efficiency
- Shade shelters for outdoor playground

6.9.2 MASON CENTER

<table>
<thead>
<tr>
<th>Location</th>
<th>301 East 12th Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acreage)</td>
<td>3.12 acres / 11,517 sq. feet</td>
</tr>
<tr>
<td>Predominant Usage</td>
<td>Community / neighborhood park and gymnastic center</td>
</tr>
</tbody>
</table>

6.9.2.1 ASSET INVENTORY

<table>
<thead>
<tr>
<th>Park Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mason Center Gymnastics Building</td>
<td>1</td>
<td>Poor</td>
</tr>
<tr>
<td>Playground</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Swing set</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Picnic table</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Tennis court</td>
<td>2</td>
<td>Excellent</td>
</tr>
<tr>
<td>Grass turf area</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Handicap accessibility</td>
<td>n/a</td>
<td>Excellent</td>
</tr>
<tr>
<td>Paved parking area</td>
<td>27 cars</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

6.9.2.2 STRENGTHS OF THE FACILITY

- Park amenities support diverse usage
- Facility is heavily used by gymnastic programs and instruction
- Irrigation is linked to central control system

6.9.2.3 CHALLENGES OF THE FACILITY

- Size of gymnasium and classrooms are inadequate to support reliable use for gymnastic programs and instruction
- Facility is old and deteriorated
- Facility conditions require significant annual maintenance to sustain safe usage

6.9.2.4 POTENTIAL OPPORTUNITIES FOR THE FACILITY
6.10 ADDITIONAL SITES

There are numerous additional sites for which the Durango Parks and Recreation Department maintenance staff has responsibility for site maintenance and upkeep. These include:

- Pinegrey Building
- Riverside Medical Building
- River City Hall/Fire Station
- City Welcome Sign (Hwy 550 / 160 Intersection)
- Historic 3rd Avenue parkway medians
- Triangle area on West Park Avenue & West Second Avenue
- Three Springs open space and park sites
- Greenmount Cemetery
- Service Center
- Communications Center
- Police Station
- City Hall
- City Car Parks
- Old Library site
- Animas River Trail
- Goeglein Gulch Trail
- SkyRidge Trail
- 5th Street Trail
- Rock Ridge Trail
- Lewis Mountain Lane drainage swale

The Durango Parks and Recreation Department is responsible for the landscaping and maintenance of many aspects of the sites and facilities listed above. These sites, especially the sites associated with the Three Springs development, add a substantial burden to the labor and budget resources of the maintenance division of the Department. In particular, the following issues are the most predominant:

- The Three Springs development project park acquisitions will significantly alter the existing balance between resources and demands on the Department maintenance
team. The addition of these responsibilities threatens the ability of the existing park maintenance team to sustain high quality facilities elsewhere in the community.

- The maintenance yard and office complex located at Greenmount Cemetery is inadequate and undersized for the needs of the maintenance team. In addition, vegetative screening is needed to separate the maintenance facilities from the burial areas of the cemetery.
CHAPTER SEVEN - RECREATION PLAN

Integral to the development of the Master Plan, an assessment of the City of Durango Parks and Recreation Department’s program offerings was completed. The Recreation Program Assessment offers an in-depth perspective of the recreation program offerings and helps to identify the strengths, weaknesses and opportunities in the program offerings. The Assessment also assists in identifying core programs, program gaps within the community, and future program offerings for residents.

Assessment findings were based on household survey results, public input comments, program assessment forms, discussions, and interviews with the recreation staff. In addition, marketing materials were reviewed. The PROS Team completed a program assessment focus group with staff and reviewed the existing strengths, weaknesses, opportunities, and threats. The Recreation staff, in conjunction with the PROS team, selected the core programs to be evaluated and entered the data into a PROS matrix. This Plan addresses the program offerings from a macro-perspective. It identifies system-wide key issues and presents recommendations for these issues, while also offering recommendations to elevate the core programs to the next level.

The content of this section is organized as follows:

- Program Assessment and Overview
- Lifecycle Analysis
- Age Segment Analysis
- Core Program Identification
- Recreation Programming Standards, Customer Requirements and Measures
- Program Findings and Recommendations
- Pricing and Cost Recovery
- Strategic Partnerships
- Service System Review
- Marketing Approaches
- Website Review

7.1 PROGRAM ASSESSMENT AND OVERVIEW

During the public input process, community members expressed positive comments about the program offerings by the City of Durango Parks and Recreation Department. Most frequently, residents mentioned the variety of offerings and the significant number of programs for youth. Program registrations have grown every year, which is an encouraging sign. The Department has excellent brand recognition in program areas such as gymnastics, hockey, figure skating, soccer, volleyball, softball, Gametime, and special events.

The most significant challenge facing the Department is its ability to accommodate the demand for programs. The Mason Center has significant limitations to its ability to meet the needs of its users. The Community Recreation Center is well used, but is constrained with
what it offers, based on space restrictions. Many residents mentioned the need for additional fitness and wellness opportunities.

During the last four years, program registrations have shown an extremely significant level of growth as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Recreation Center</th>
<th>Recreation Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>5,617</td>
<td>23,172</td>
</tr>
<tr>
<td>2006</td>
<td>5,950</td>
<td>29,831</td>
</tr>
<tr>
<td>2007</td>
<td>6,141</td>
<td>29,131</td>
</tr>
<tr>
<td>2008</td>
<td>5,918</td>
<td>29,915</td>
</tr>
</tbody>
</table>

This represents an approximate 5% increase for Recreation Center programs and a 22% increase for the Recreation Division. As evidenced by these numbers, the most significant challenge facing the Department is the ability to accommodate the ever increasing demand for recreation program services.

According to the Leisure Vision household survey, household participation rates are 42% which compare favorably to a Leisure Vision benchmark of 30%. However, best-in-class systems have program participation rates of over 50%. The 50% participation rate may be difficult to achieve, unless new programming space is identified.

### 7.2 LIFECYCLE ANALYSIS

The program assessment included a lifecycle analysis by staff. This assessment helps to determine if the Department needs to develop newer and innovative programs, retrench programs that have been declining, or continue the current mix of lifecycle stages. This assessment was not based on quantitative data, but on staff’s opinions of how their programs were categorized according to the following criteria. The listing of the areas also includes the distribution of current programs in the specific lifecycle categories programs:

- Introduction stage 2%
- Take off stage 27%
- Growth stage 34%
- Mature stage 32%
- Saturation stage 5%
- Decline stage 2%

The PROS team recommends a distribution of 60% of programs in the introduction, take off and growth stages. For Durango Parks and Recreation, the percentage is 63%, which is an excellent distribution of newer and older programs. The specific area worth watching is the mature area as it is a fairly significant percentage, and programs can easily fall into saturation and decline. Staff should complete a lifecycle review on an annual basis and ensure the percentage distribution closely aligns with how programs are currently performing.
7.3 Age Segment Analysis

The core programs were categorized according to age segments covering the continuum of ages from preschool to adults over 65 years. The age distribution percentage was as follows:

- Preschool - 10%
- Kindergarten through fifth grade - 20%
- Sixth through eighth grade - 20%
- Ninth through twelfth grade - 15%
- Ages 18-24 - 10%
- Ages 25-44 - 10%
- Ages 45-66 - 10%
- Age 65+ - 6%

This distribution reflects programs skewed toward younger aged youth, which is typical of parks and recreation agencies. Half of the core programs are geared toward youth, from preschool through senior high school. However, given the continuation of an aging population, there is room to grow programs for older adults, ages 55-64 and 65+. In the year 2000, residents aged 55 or over represented 16% of the population. This percentage will increase to 25% by 2023, which is a significant percentage increase. The young adult age segment of 18-24 will also maintain a robust percentage of the population. According to recreation trends, this is an age segment that should be targeted for growth in outdoor and extreme sport activities.

7.4 Core Program Identification

The ability to align program offerings to community need is of vital importance in successfully delivering recreation services. At the same time, it is also important to deliver recreation programs with a consistent level of quality, which results in consistent customer experiences. The PROS team advocates developing core programs. In assessing the categorization of core programs, many criteria are considered and a partial list is provided below:

- Has been provided for a long period of time
- Is offered 3-4 sessions per year
- Has wide demographic appeal
- Includes 5% or more of recreation budget
- Includes a tiered level of skill development
- Requires full-time staff to manage the program area
- Has strong social value
- Demands high level of customer interface
• Has high partnering capability
• Facilities are designed to support the program

Core programs, by definition, meet at least the majority of these criteria. The establishment of core programs helps to provide a focus for program offerings. This focus, in turn, creates a sense of discipline for quality control of these program areas and helps to reduce variation of service for the program participants.

During a programming discussion with staff, the following list of programs was identified as core program areas:

• Youth Aquatics Programs
• Gymnastics Programs
• Gametime/Daycare Programs
• Youth Specialty Programs
• Youth Sports Programs
• Adult Specialty Programs
• Adult Sports Programs
• Special Events

It is somewhat difficult to recommend additional core program areas, given the space constraints and the existing demands for programs. However, based on survey data, it is clear that additional core program areas need to be considered in the future, including general fitness and wellness activities, for both adults and youths. Adult fitness and wellness programs were rated as being most important to households in the household survey. With the growing interest in combating childhood obesity, opportunities may exist for partnering with the school district to promote healthy lifestyles. Examples exist throughout the country of park and recreation agencies taking a leading role in promoting youth fitness and wellness activities.

Sixty year plus programs could also be included as a future core program area given the aging population. Life skill classes had the lowest level of need being met in the household survey. This program area had a relatively high level of importance to Durango households. In order to grow this program successfully, it is recommended to have the senior age groups differentiated between younger and older groups. Recreation needs for 60 year olds are generally substantially different than the needs of 80 year olds. Some systems nationwide have developed targeted marketing toward the older audience with its own brand and image. This includes a separate program guide for the older audience. Given the interest in active programs, Durango should concentrate on active programs for seniors, with life skills and more passive activities as well.

The other programming area to develop is the nature/environmental program area. With all the focus and attention on sustainability throughout the United States, demand for programs such as home energy conservation, green household practices, community gardening, and green design will grow. Currently, nature programming and environmental
stewardship are not included in the Department’s program inventory. Partnership opportunities with other local recreation agencies and non-profit groups may exist.

In addition, Durango can market its services within the ‘No Child Left Inside’ campaign, which is a national effort to highlight the importance of environmental education. As part of the Federal Government’s Stimulus Funds for Education, funds may be available for the development and implementation of environmental literacy plans, and for model environmental education programs. Parks and Recreation agencies can develop partnerships with school districts across the state to accomplish this.

Adventure programming also shows evidence of increasing growth. This includes activities such as kayaking, canoeing, climbing, and mountain biking. These activities fulfill a significant household need, but also contribute to economic benefits to the City through increased tourism.

Existing programs should generally continue. There is a need for continued expansion of preschool, before and after school programs, and summer camps, as these program areas had significant unmet needs in the household survey.

As part of the Master Plan process, the PROS team prepared a priority needs assessment of facilities and programs based on community survey data, community input, and consultant evaluation. Based on all of the analysis, the PROS team recommended core programs include the following:

- Fitness and Wellness Programs
- Gymnastics Programs
- Gametime/Daycare Programs
- Youth Specialty Programs
- Youth Sports Programs
- Adult Specialty Programs
- Adult Sports Programs
- Community/Special Events Programs

This reflects the addition of fitness and wellness activities to the core program area. It does not suggest an absence of existing fitness and wellness programs, but more of a need to have a core focus and importance to the program area.

As mentioned previously, older adult, adventure recreation, and nature related programs may also grow into core programs in the future.

Along with tracking participant interest and participation in various programs, another important attribute to investigate further is to examine reasons why people do not participate in City of Durango Parks and Recreation programs. According to the household survey, 58% of households did not participate in a recreation program during the last year. Focus groups could also assist in finding out more about the root cause of lack of program participation.
7.5 PROGRAM STANDARDS/MEASURES/CUSTOMER REQUIREMENTS

Currently, the Department operates with a variety of program standards throughout all recreation program areas. Within the Recreation Center procedural manual, standards exist for service, telephone procedures, custodial cleaning, uniforms, safety, and handling customer concerns. The manual is an excellent tool to assist with high quality service delivery. Many of these standards should apply consistently to all programs. Examples of these include:

- Instructional quality standards, such as instructor toolkits
- Internal communication standards for part-time and seasonal staff, such as instructors
- Class minimums and maximums
- Staff uniforms
- Signage
- Telephone answering

Staff should also identify customer requirements for core program areas. Again, this is important to emphasize with staff that directly interface with customers. Customer requirements relate to those service and product attributes that are most important to a customer. A core program area should include a listing of approximately five key customer requirements. For example, in a youth gymnastics program, key requirements could include:

- Overall safety of the program
- Instructional quality
- Convenience and ease of registration
- Cost of the program
- Skill development opportunities

Key requirements should be identified by customers and can be included as part of an importance/performance matrix. This determines how important a requirement is and how the Department is performing. Key requirements should also be reinforced in the training process. Additionally, when developing surveys or program evaluations, the survey questions should relate to the key requirements.

In reviewing the program assessment information, there are limited numbers of performance measures used throughout the system to gauge performance. Current measurements include tracking number of participants, surveys, and revenue and expense associated with programs. This information is tracked monthly, quarterly, and annually, in the Annual Report. A robust measurement system generally includes a more comprehensive set of measures, including:

- Customer retention
• Customer satisfaction toward the registration system
• Cost recovery rates by core program area
• Household percentage of program participation
• Percent of programs in introduction and growth stage
• Market penetration by age group
• Program distribution by age group

7.6 PROGRAM SPECIFIC FINDINGS AND RECOMMENDATIONS

7.6.1 ADULT SOCCER LEAGUE
This program area is targeted toward young adults and adults, ages 18-44. Secondary markets exist for high school and middle aged adults of 45-64 years of age. The program area is in the mature lifecycle. The only similar provider for this activity is in Bayfield, which is 21 miles away. The size of the program has been relatively flat with the number of teams remaining somewhat consistent, between 33 and 39 teams. The program experiences a customer satisfaction rate of 87%, which is an excellent percentage.

Staff currently does a variety of marketing efforts for the program, including the use of the program guide, web site, flyers, email, newspaper, radio, and pre-programmed messages. A newsletter may also be a popular addition. Furthermore, the use of social networking sites, such as MySpace and Facebook should be considered in the future, as there will be growing interest in creating social networking opportunities for people interested in connecting with others that have a similar interest.

7.6.2 ADULT SOFTBALL
The primary and secondary market areas appeal to the same age segments as adult soccer. Adult softball includes both men’s, women’s and coed leagues. The similar providers are the Sun Ute Community Center, which is 25 miles away and Bayfield Sports Park, which is 21 miles away. Both of these providers charge much less for team registration than Durango. This is a result of Durango Parks and Recreation having to pay the lease with Fort Lewis College for the use of fields. However, given the geographical distance from other similar providers, this ultimately does not affect registration numbers to any great extent. There are no program cancellations due to lack of registrations. The program could accommodate more teams. The program has an 87% customer satisfaction rate, which is a good rate.

Promotional efforts include the same approaches as adult soccer. Program evaluations and surveys are typically used to determine customer satisfaction. The number of teams has been relatively stable, from 106 teams in 2005 to 106 teams in 2008 with 1,590 participants. In addition, the Department should consider a text messaging service for rainout information for participants through text messages by cell phone or PDAs.

7.6.3 GAMETIME AFTER SCHOOL
Gametime After School programs are offered for elementary and middle school youths, with a primary market focus of elementary aged children. The similar providers include the Boys
and Girls Club, which is located next door, and the 9-R School District which offers an after-school program in seven schools. The Boys and Girls Club offers a lower price for its programs. From a marketing perspective, it is important to differentiate services from similar providers through value propositions. This becomes more important as the program area has been designated as a mature program area. The program area did have a drop-off in number of registrations between 2006 and 2008 from 3,620 to 2,882 registrants, which is a drop of about 20%. Registrant numbers should be closely monitored.

The program enjoys a 97% satisfaction level, which speaks to the quality of the program. The Parks and Recreation Department offers a scholarship program and partners with the Department of Human Services. The scholarship program exists for all other programs as well. As for program promotions, the program area desires to expand marketing approaches through email blasts, public service announcements, and newsletters.

### 7.6.4 Gametime Summer

Gametime Summer is priced similarly to its single similar provider, the Boys and Girls Club’s summer program. Similar to Gametime After School, the Gametime Summer program is in the mature lifecycle. This program area also has a 97% satisfaction rate, which is excellent. Both Gametime and Gametime Summer programs have excellent brand and image in the community.

Fourteen and fifteen year old former participants are used as program volunteers. This program area also uses an extensive number of partners; seven public partners and two non-profit partners.

### 7.6.5 Recreational Gymnastics

The Recreational Gymnastics program also has a strong brand and image in Durango. The primary market of the program is geared toward preschool and elementary aged children. Middle and high school students are a secondary market. Program participation has shown consistency with 1,657 participants in 2005, 1,569 in 2006, 1,729 in 2007, and 1,761 in 2008.

The program area has a nice lifecycle distribution, between introductory and take off classes with mature and saturated programs. Customer satisfaction is 90%. This program’s greatest challenge is the limitations of the program due to constraints of the Mason Center. Strategically, the Department needs to identify how to best offer sufficiently sized space for this program.

Gymnastics is a program area that is showing growth nationwide due to the Beijing 2008 Olympics and USA Gymnastics’ success. With sufficiently sized space, Durango could also offer more programs and host competitions. From a marketing perspective, the program area would like to add email blasts and a newsletter to help promote the program.

### 7.6.6 Gymnastics Team

This program area comprises competitive gymnastics and is targeted primarily to elementary school aged children and, secondarily, to middle school students. This program area is a specialized area, rather than a core program area. Similar to recreational
gymnastics, this program area would like to expand its marketing efforts by adding email blasts and newsletters.

7.6.7 ADULT HOCKEY LEAGUES
This is a core program area that has a primary age segment market of 25-44 and 45-64 year olds. The secondary markets are for age segments of 18-24 and the 65+ market. There are no similar providers for this activity. Its growth is restricted only by the ice time limits, as a result of all of the competing demands for ice time in a seasonal rink.

This is a program area that has experienced tremendous growth in the last four years, from 385 participants in 2005 to 1,039 participants in 2008, which is a 170 percent increase.

This program area does not track many measures of performance, aside from registration and revenue and expense numbers. This should expand to include customer satisfaction information. As for marketing of the program, this area would like to add direct mail, email blasts, and newsletters.

7.6.8 LEARN TO SKATE
This program area is geared for youth aged 3-17, although the primary age group is the 6-10 age group. This is another program area having excellent brand and image. There are no similar providers to this program area. During the last four years, the program has remained consistent in registration numbers from 2,039 participants in 2005 to 2,044 participants in 2008.

100% customer satisfaction exists for this program area. Program evaluations and surveys are used to measure satisfaction. This program area would also like to add direct mail, email blasts and newsletters to its promotional mix.

7.6.9 MAGICAL AFTERNOONS
This is a preschool program, offered during nine months of the year. There are no similar providers for this program. This program area has experienced a drop in registration from 178 participants in 2005 to 39 participants in 2008 and is in the mature lifecycle. It may be worthwhile to reposition the program to draw more participants. In the 2008 Summer/Fall cycle, the program is offered just on Tuesday afternoons. A suggestion would be to complete a focus group of parents currently enrolled in the program to see if different times, length of time, or multiple days of the week are worth considering, if space is available. Lost customer research may also offer suggestions for changes and improvements.

7.6.10 SWIM LESSONS
The swim lesson program is a core program geared toward preschool and elementary school aged children, families and a secondary market geared toward middle school students. The Durango Sports Club, five minutes away, and the Sun Ute Community Recreation Center, forty minutes away, are similar providers for this program. According to the lifecycle information provided by staff, preschool levels 1,2,3 are in the take off stage, youth levels 1,2,3 are in the growth stage, and youth levels 4,5,6 are in the mature stage.
This is another program area that has experienced some registration decline over the last four years. There were 911 registrants in 2005 and 731 in 2008, which is a 20 percent drop. It may be beneficial to cross promote the Magical Afternoon program with the Swim Lesson program as a way of building registration in both areas. Based on the lifecycle distribution, it is suggested that retention participation rates are tracked. Knowing these rates will help determine what types of customer loyalty ideas can be implemented in order to build retention.

The program area has a 97% customer satisfaction rate, which is an extremely good performance. Program evaluations, surveys, and comment cards are used to measure satisfaction. The teaching staff is Red Cross certified, and volunteers are used as water safety aids. This program area would like to add email, newsletters and in-house promotions to its promotional mix.

### 7.6.11 TRAIL SERIES

This is a fast growing program that includes races for hikers/runners on three trail systems. According to the household survey results, this is a significantly important program area and one poised for growth, as long as staffing is sufficient to generate more program growth. The primary age groups are 18-24, 25-44, 45-64, and 65+. The secondary market is geared toward elementary and middle school youth. There are three similar providers for this program area: Durango Motorless Transit, Fort Lewis College, and Three Springs. According to the lifecycle breakdown, the Mountain Park Classic and Town Series are in the take off stage, and the Mother’s Day Telegraph and Animas Mountain Mug Run are in the growth stage.

Participation rates in this program area have grown from 76 in 2005 to 275 in 2008, which is a 261% increase. Currently, there are no measures for customer satisfaction and retention, which are measures that should be tracked in the future.

There are volunteers involved in the program, including Durango High School Cross Country, First National Bank and members of the community. Taqueria is a corporate sponsor. This program area would like to add email blasts, paid advertisements, and newsletters to its promotional mix.

Additionally, the Department should continue to offer youth triathlons. This is a program area that is growing regionally and nationally. Youth triathlon activities are the fastest growing market segment of the triathlon market and fits well within the Durango program mix.

### 7.6.12 YOUTH BASKETBALL

This is a program area geared toward elementary aged youth, grades one through six. There is one similar provider for this program, the Four Corners Youth Basketball program. This is a competitive travel league, which has a different focus than Durango’s basketball program. The Youth Basketball program promotes healthy lifestyles by playing sports. Its emphasis is on fun and skill development, not competition.
This program area is designated as a program in decline. Participant numbers have been dropping from 478 in 2005 to 368 in 2008, which is a 23% decline. The Department should conduct lost customer research to determine the root cause of the decline.

Youth basketball uses the 9-R School District gymnasium and is charged $9.00/hour for its use. Four Corners Materials provides $3,500 for youth jerseys.

The program area would like to add email blasts and newsletters to its repertoire of promotional efforts. The program area completes surveys, program evaluations, and on-site surveys to measure customer satisfaction. The current customer satisfaction measurement is 100%.

### 7.6.13 SENIORS
This program area could grow as well from the creation of branding targeted toward older populations, complete with a tag line and logo. As mentioned earlier, rather than identifying older populations as one market, it is important to differentiate between “active adult” and senior programs. Some organizations such as Ft. Collins, Colorado Arlington Heights, Illinois, and Arlington, Texas have separate marketing pieces and brochures targeted to this growing market.

### 7.6.14 SUGGESTIONS FOR FUTURE PROGRAMS
Program growth areas could include adventure sports and extreme sports market. As nationwide trends have shown, this is a fast growing market and is poised for even greater growth in the times to come. Other opportunities include the senior market for softball, volleyball and other activities.

There may be ancillary cross-marketing opportunities in combination with other programs such as youth yoga, nutrition, personal fitness training, etc. Given the success of the various sports leagues, it would also be beneficial to promote the different leagues and tournaments on a system-wide scale.

Keeping in mind the high number of youth events, email blasts and web promotions through MySpace/Facebook profiles is an important option to consider. The teen population is a difficult age segment to target for programs. One idea for connecting with these youth is to offer volunteer opportunities for sustainability initiatives. Younger generations have increased awareness and willingness to volunteer in environmental stewardship and sustainability initiatives.

Special populations should have more importance in the program inventory. The need for more attention to special populations occurred during the public input process. In addition, there were a significant percentage of households who felt there is unmet need for this program area. A specific needs assessment process for people with special needs may be a starting point for program expansion. Special populations generally attract partners and corporate sponsors. A separate foundation may be helpful as well in increasing funding sources.
7.7 PRICING AND COST RECOVERY

There are no non-resident fees due to an agreement with La Plata County for the use of the Fairgrounds for the Recreation Center. During the community input phase of the Master Plan, there was some sentiment for having non-resident fees. This should be researched further. One way of doing this is by providing ‘resident discounts’ instead of non-resident fees. This also creates a positive sentiment in the local users’ minds as they see value for their tax payer money.

The senior age is 60 for reduced fees at the Recreation Center and Chapman Hill. Youth also receive reduced fees for these same facilities.

The Recreation Division overall has a cost recovery goal of 80%. For the last six years the Recreation Center has had an average cost recovery of 82% of direct costs. This cost recovery percentage exceeds the normal cost recovery of Colorado indoor recreation centers.

Recreation Division programs have increased their cost recovery from 60% in 2002 to 81% in 2007 and 78% in 2008, which is excellent performance. It may be helpful to have identified cost recovery rates for core program areas in order to establish accountability for financial performance, as well as serve as an indicator of more individual performance. Currently no revenue policy is in place. A policy assists staff in the establishment of fees that are appropriate to each program and service, and provides a framework for pricing. In the absence of a revenue policy, staff tends to use competitive pricing as the sole pricing criterion.

Parks and Recreation currently follows a 70/30 contractual split when the contractor works in City facilities and PROS recommends that it should be closer to 60/40.

7.8 STRATEGIC PARTNERSHIPS

Scholarships have grown from $7,368 in 2003 to $21,987 in 2008, which is approximately a 200% increase. The County contributes equally to the provision of scholarships. There may be opportunity to grow these numbers even more with the addition of corporate donations, or a dollar check-off for program registrations.

The corporate support area should be an area of emphasis for the Department. This area suggests room for growth. The framework for a strategic development of corporate support includes developing and implementing sustainable strategies for increasing revenue from public-private partnerships. Some park and recreation agencies have a full-time staff person dedicated toward this area of responsibility. While Durango may not be a large enough Department to staff this with a full-time person, there should be at least part-time or contractual hours dedicated to this area.

7.9 SERVICE SYSTEM REVIEW

The relationship between the service delivery process and program revenues is of critical importance. Understanding this important dynamic, PROS Consulting, LLC reviewed the service system and has recommendations to build on the service framework that already
exists in the Department. As noted in the community needs assessment survey, Parks and Recreation currently experiences a high level of customer satisfaction. Therefore, this section is intended to move the agency to a higher level of sophistication in its service approaches.

It is important for Durango Parks and Recreation to develop an overall system in which all program areas consistently apply similar service standards. A systems approach could be strengthened. This is first and foremost in working on continuously improving overall service excellence. One method to achieve this is to reinforce established standards for customer satisfaction. This can be accomplished through a cross functional ‘voice of the customer’ team. A cross functional team’s role is to be responsible for the overall service system of the Department.

ISO 9000:2001 (International Standards Organization that develops standards for various industries worldwide) includes four important components in developing an overall excellent customer satisfaction system. These four components include:

- Top management commitment
- On-going needs assessment of customers
- Overall customer satisfaction system
- Overall customer dissatisfaction system

Top management commitment is demonstrated by allocating resources to continuously improving services, such as technology, registration system improvements, staffing to support excellent service, development of overall service training, and recognizing staff for excellent service. Furthermore, top management should be connected to data regarding customer satisfaction. This can be achieved by including customer feedback as a regular discussion item in staff meetings.

The needs assessment, as part of the Master Plan, is a good starting point in determining customer needs. This formalized approach should be completed every five to seven years. In the interim years, it is helpful to undertake less formal approaches in determining customer needs by core program areas through program evaluations, consumer advisory panels, lost customer research, and focus groups. Good service systems identify future customer needs as well as current needs. This should be a future goal of the Department.

As for customer satisfaction, it is suggested to have a system-wide approach to measuring satisfaction. Currently, most program staff complete satisfaction surveys and program evaluations on an annual basis. Most satisfaction rates range from the middle 80’s to upper 90’s percentile of satisfaction. The target should be to grow that number to 90%. It is also worth tracking highly satisfied customers, rather than all merely satisfied customers. Highly satisfied customers or “apostles” have a much greater propensity toward repurchasing and advocating services. A rate of over 50% of highly satisfied customers is desired.

In addition to surveys and program evaluations, some program areas use on-site surveys or comment cards as other methods of determining customer satisfaction. Systems for measuring satisfaction should be consistent across all program areas. There should also be a standardized process in place to ensure follow-up on data provided from survey and program evaluation results. Many times organizations do a good job capturing information,
but there is no effort to close the loop in analyzing, responding to customer about improvements being made, and verifying the improvements have a positive effect on program registrations.

Customer satisfaction rates should be included as part of a performance measurement system. Results should be shared with City Management, Councilors, boards and commissions, staff, and the public. Results should be posted on the web and used as part of testimonials to promote programs. It is important to ensure that the evaluation criteria match the key customer requirements that should be established for each program area.

One additional suggestion for enhancing the customer satisfaction process is to use the American Customer Satisfaction Index (ACSI) score criteria, developed at the University of Michigan. Their customer satisfaction index includes three overall satisfaction scores:

- How satisfied are customers with the Department?
- How likely is the customer to repurchase?
- How likely is it that the customer will refer the service to a friend?

The averages of all three percentages are then combined into one overall score. These questions should be included on all surveys and program evaluations. Survey questions need to correlate with the most important customer requirements. No standardized process exists for determining customer requirements. The most effective method to determine important customer requirements is through interviews/focus groups with customers. Staff input into the process is valuable as well; particularly staff who interface with customers on a regular basis.

Good satisfaction measurement systems include performing additional methods beyond surveying and program evaluations. It is suggested that the Department look at a variety of methods in measuring satisfaction as well as formalizing processes mentioned above. This includes focus groups, lost customer research, transactional surveys, mystery shopping, customer interviews, and trailer calling. Transactional surveys are on-the-spot surveys, completed at the time of the service. These are particularly useful at special event activities.

Mystery shopping involves hiring objective users of services to “shop” Durango parks and recreation services. Mystery shopping firms exist, or another less expensive option is to use trained volunteers. The shoppers report back to management about the quality of their experience. Trailer calling involves contacting program participants after the first couple of weeks of classes are held. This provides just-in-time feedback in the event any adjustments are needed to the program. This feedback is provided to the instructor, and adjustments can be made immediately to improve the program.

The last component of excellent standards for customer satisfaction is the development of a system-wide approach to handling customer dissatisfaction. Standards do exist for handling complaints and concerns. A database tracking all of the inquiries or comments about needed improvements should be created. This information should be reviewed on a quarterly basis by the senior management team. Consistent suggestions for improvements or dissatisfaction areas should become a focus for the following year’s strategic objectives.

In addition, the Department should consider ways to build customer loyalty. Knowing how loyal customers are is an extremely important indicator of success. There should be a...
process that identifies how to reward frequent and loyal customers. The goal should be to increase the percentage of existing customers that participate in more than one program a year. This can be accomplished by developing a “frequent flyer” type of program that awards points for recreation purchases, or developing partnerships with nearby retailers and giving frequent guest gift cards. Additionally, 69% of program participants learn about programs and activities through their friends and neighbors, which is a healthy percentage. Encouraging discounts by bringing a friend may be another means of increasing participation.

The final area of consideration is to develop an audit system to verify that specifications are being met by staff. The audit system could be performed by secret shoppers or staff members who do not have direct responsibility for an audited area. Audits can be as simple as a listing on a check list of important service requirements.

### 7.10 MARKETING APPROACHES

This section reviews the marketing approaches of the City of Durango Parks and Recreation Department. Included in this analysis is a review of the program guide and other marketing approaches, branding and image, Web site review, corporate support, and public relations.

The program guide is mailed twice a year to the RecTrac data base. Printed brochures in the Summer/Fall 2008 guide included a total of 9,800 guides and 7,049 mailed to households in the database. One barrier to participation in programs may result from households not receiving the program guide as a result of not being a current participant. Since newspaper readership is so high, it is important to publish notices of upcoming program sessions in newspapers and directing residents to the Web site.

There are several examples of park and recreation agencies across the United States that have found success in marketing programs through the use of ‘stimulus’ packaging of programs and services. There may be opportunity to cross market and bundle program and facility offerings in more affordable ways to help those who are experiencing financial problems in the current economic challenging times.

Currently, the Department spends about 1.3% of its Recreation operating budget on marketing. The Durango Community Recreation Center spends less than 1% of its budget on marketing. This is below the general recommendation of the PROS Team, in which 4% of the operating budget should be dedicated toward marketing. This is based on a national inventory of best-in-class providers of recreation services. However, it should be noted that most of Durango’s programs are full. Increased marketing may only result in an even higher percentage of customers not being able to be accommodated due to lack of space. However, it may be possible to manage program scheduling to offer some in - demand programs in non-prime time slots as well for those who are flexible and can make the shift. As a way to incentivize them, those non-prime time programs could be offered at a cheaper rate.

Marketing can also help with overall brand and image of the Department by creating visibility and leadership in important areas of emphasis, such as sustainability practices, emphasis on improving community fitness and wellness, and helping to combat childhood obesity.
Marketing needs to move from being reactive and random in its approaches to developing a more strategic focus. Marketing should align itself with the Master Plan. In addition, marketing becomes more strategic and less reactive as a result of developing an overall marketing plan. This plan should include major strategic themes for marketing support in the future. Individual core program and facility business plans should also exist, in alignment with a marketing plan.

7.11 WEBSITE REVIEW

The following section of the Plan is a brief summary of the Website, its strengths and weaknesses, and opportunities for improvement. On the home page, there are benefits listed, which is good practice.

The information on the Website is easy to navigate and follow. On the home page, it is easy to find the information desired. It is now common practice to have the program guide included in the Website and allow for customer convenience in registering on-line. Durango Parks and Recreation Department has a good on-line registration process in place. The link on the City’s home page for people looking to register for recreation programs is a good idea. The suggestion for improvement includes more frequent updates, providing more visually dynamic information, and including more information on the web, particularly agency information.

Users could also be asked to send pictures from their time at the parks, programs and facilities and there could be a monthly or a quarterly contest for best picture. This would also build advocacy, encourage greater click throughs on the Website and make it a more interactive site.

The staff listing and email contacts for the Department are good. There are many agencies that make it difficult to find contact information. Durango makes it easy to find staff, making the organization more transparent.

It is easy to find the facilities, parks, and recreation program listing on the home page of the Parks and Recreation Website. Consideration should be given to developing virtual tours of the facilities, which would make the site more dynamic. An example is the ability of a potential rental customer to be able to view rooms available for reservations. This may result in increased revenues. Eventually room reservations should be accommodated online.

The 2001 Parks, Open Space and Trails Master Plan was hard to find on the City’s Web site. The current Master Plan document should have a link on the home page. Other agency information would be beneficial to have linked on the home page, including budget information, results of customer satisfaction, and the Annual Report.

The listing of current events each year is important to have. Parks and recreation agencies frequently receive requests for calendar of events. Durango Parks and Recreation recognized this as a need and is probably well received by the residents.

It may also be helpful to include a brief educational review of maintenance practices on the website. Residents have an interest in knowing the environmental practices the Department uses. Having information on the web may better inform users of the significant demands and challenges the parks staff face in their daily tasks.
Party service opportunities are listed according to facility locations. Many agencies centralize this service as it usually is a service area with high demands from the public. Rather than having parties listed under facility headings, there may be some benefit in having a party page.

A process should be put into place to constantly assess the Website, as this is the first introduction of the agency to many potential customers. An assessment should include a review of the following items:

- Content
- Maintainability
- Accessibility
- Customer usage
- Internal support

A Website assessment should be completed at least annually. The assessment should include external customer feedback. In addition, it is helpful to have recreation program staff review the site and provide suggestions in areas of improvement, based on their use of the site and suggestions they hear from customers.
CHAPTER EIGHT - STANDARDS, EQUITY MAPPING & GREENPRINTING

8.1 FACILITY STANDARDS

Facility Standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. Facility Standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by American Sports Data as it applies to activities that occur in the United States and the Durango area, community and stakeholder input, findings from the prioritized needs assessment report and general observations by PROS. This information allowed standards to be customized to the City of Durango (Figure 15).

Based on 168.7 acres of current park land and a population of 15,632, the standard for park acres is 15.5 acres per 1,000 persons. The recommended 2009 standard is 15.5 acres per 1,000, which means that the City currently needs 74 acres of park land. Also, in light of the City’s population growth over the next 10 years there is an anticipated need for 110 total acres of park land.

These facility standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the population of Durango, gaps and surpluses in park and facility/amenity types are revealed.

The purpose of establishing level of service standards for parks and recreation facilities is to ensure adequate provision of facilities and equal opportunity for residents. Although measuring equal opportunity will never be an exact science, five measures can help provide a reasonable assessment: (1) Amount of park land in acreage; (2) Distance or travel time to access; (3) Capacity of facilities; (4) Quality of experience; (5) Availability of programs and activities.

The standards used for the Master Plan are based upon the amount of acreage of park land, miles of trails or number of recreational amenities. The distance or travel time is an important measure of service. The City of Durango standards for distance are as follows:

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Size</th>
<th>Service Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini</td>
<td>Less than 1 acre</td>
<td>¼ mile radius</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>1 to 10 acres</td>
<td>½ mile radius</td>
</tr>
<tr>
<td>Community</td>
<td>10 to 100 acres</td>
<td>2 mile radius</td>
</tr>
<tr>
<td>District</td>
<td>More than 100 acres</td>
<td>5 mile radius</td>
</tr>
</tbody>
</table>

The Facility/Amenity Standards Matrix is a graphical representation of the data presented in the Service Area Analysis.
## City of Durango Facility Standards

### Table 15 - City of Durango Facility/Amenity Standards

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Current 2009 Inventory (Discounted)</th>
<th>Current 2019 Facility Standards</th>
<th>2009 Facility Standards</th>
<th>2019 Facility Standards</th>
<th>Additional Facilities</th>
<th>Additional Facilities</th>
<th>Additional Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Durango</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inventory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Schools / La Plata County</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inventory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Origional)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Combined</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>_meet Standard/Need Exists</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Amenities Needed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Park Type</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mini Parks</td>
<td>2.61</td>
<td>0.17 acres per 1,000</td>
<td>0.50 acres per 1,000</td>
<td>Need Exists: 5</td>
<td>Acre(s) Need Exists: 6</td>
<td>Acre(s) Need Exists: 5</td>
</tr>
<tr>
<td></td>
<td>Neighborhood Parks</td>
<td>38.92</td>
<td>2.49 acres per 1,000</td>
<td>3.00 acres per 1,000</td>
<td>Need Exists: 8</td>
<td>Acre(s) Need Exists: 15</td>
<td>Acre(s) Need Exists: 15</td>
</tr>
<tr>
<td></td>
<td>Community Parks</td>
<td>25.78</td>
<td>1.65 acres per 1,000</td>
<td>5.00 acres per 1,000</td>
<td>Need Exists: 52</td>
<td>Acre(s) Need Exists: 64</td>
<td>Acre(s) Need Exists: 64</td>
</tr>
<tr>
<td></td>
<td>Open Space Natural Areas</td>
<td>1,510.61</td>
<td>96.64 acres per 1,000</td>
<td>n/a acres per 1,000</td>
<td>Acre(s) Need Exists: 6</td>
<td>Acre(s) Need Exists: 6</td>
<td>Acre(s) Need Exists: 6</td>
</tr>
<tr>
<td></td>
<td>Special Use Areas</td>
<td>44.41</td>
<td>2.84 acres per 1,000</td>
<td>n/a acres per 1,000</td>
<td>Acre(s) Need Exists: 2</td>
<td>Acre(s) Need Exists: 2</td>
<td>Acre(s) Need Exists: 2</td>
</tr>
<tr>
<td></td>
<td>OUTDOOR AMENITIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Playground</td>
<td>17.00</td>
<td>6.00 acres per 1,000</td>
<td>20.00 acres per 1,000</td>
<td>Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
</tr>
<tr>
<td></td>
<td>Picnic Pavilion/Shelter</td>
<td>14.00</td>
<td>4.00 acres per 1,000</td>
<td>16.00 acres per 1,000</td>
<td>Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
</tr>
<tr>
<td></td>
<td>Skate Park</td>
<td>1.00</td>
<td>1.00 acres per 1,000</td>
<td>1.00 acres per 1,000</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
</tr>
<tr>
<td></td>
<td>Baseball 300 ft. -</td>
<td>300 ft.</td>
<td>4.00 acres per 1,000</td>
<td>4.00 acres per 1,000</td>
<td>Need Exists: 3</td>
<td>Field(s) Need Exists: 3</td>
<td>Field(s) Need Exists: 3</td>
</tr>
<tr>
<td></td>
<td>Softball Adult -</td>
<td>0.75</td>
<td>3.00 acres per 1,000</td>
<td>0.75 acres per 1,000</td>
<td>Need Exists: 2</td>
<td>Field(s) Need Exists: 2</td>
<td>Field(s) Need Exists: 2</td>
</tr>
<tr>
<td></td>
<td>Softball Youth -</td>
<td>-</td>
<td>-</td>
<td>1.00 acres per 1,000</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
</tr>
<tr>
<td></td>
<td>Multi-Purpose Fields</td>
<td>2.00</td>
<td>5.00 acres per 1,000</td>
<td>3.25 acres per 1,000</td>
<td>Field(s) Need Exists: 5</td>
<td>Field(s) Need Exists: 5</td>
<td>Field(s) Need Exists: 5</td>
</tr>
<tr>
<td></td>
<td>Outdoor Basketball Courts</td>
<td>2.00</td>
<td>4.00 acres per 1,000</td>
<td>3.00 acres per 1,000</td>
<td>Need Exists: 3</td>
<td>Field(s) Need Exists: 3</td>
<td>Field(s) Need Exists: 3</td>
</tr>
<tr>
<td></td>
<td>Tennis Courts</td>
<td>4.00</td>
<td>6.00 acres per 1,000</td>
<td>2.00 acres per 1,000</td>
<td>Field(s) Need Exists: 2</td>
<td>Field(s) Need Exists: 2</td>
<td>Field(s) Need Exists: 2</td>
</tr>
<tr>
<td></td>
<td>Trails (all surface miles)</td>
<td>94.89</td>
<td>6.07 miles per 1,000</td>
<td>2.00 miles per 1,000</td>
<td>Meets Standard: 60</td>
<td>Mile(s) Meets Standard: 60</td>
<td>Mile(s) Meets Standard: 60</td>
</tr>
<tr>
<td></td>
<td>Off Leash Area</td>
<td>1.00</td>
<td>1.00 acres per 1,000</td>
<td>1.00 acres per 1,000</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
</tr>
<tr>
<td></td>
<td>Outdoor Pool</td>
<td>-</td>
<td>-</td>
<td>1.00 acres per 1,000</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
<td>Field(s) Need Exists: 1</td>
</tr>
<tr>
<td></td>
<td>Aquatic Center/Indoor Pool (Square Feet)</td>
<td>21,493</td>
<td>1.37 SF per person</td>
<td>0.50 SF per person</td>
<td>Meets Standard: 70</td>
<td>Square Feet Meets Standard: 70</td>
<td>Square Feet Meets Standard: 70</td>
</tr>
<tr>
<td></td>
<td>Recreation/Community Center Space (Square Feet)</td>
<td>65,191</td>
<td>4,472</td>
<td>18,096</td>
<td>66,803</td>
<td>0.39 SF per person</td>
<td>22.00 SF per person</td>
</tr>
</tbody>
</table>

**Estimated Population - 2009** | 15,632  
**Estimated Population - 2019** | 17,964

**Notes:**
- Schools / County playgrounds, picnic pavilions and outdoor basketball courts discounted by 50% based on actual time available to the community.
- School / County playfields, picnic pavilions and outdoor basketball courts discounted by 50% based on actual time available to the community.
8.2 EQUITY MAPPING/SERVICE AREA ANALYSIS

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

As outlined in the previous Standards section of the Master Plan, it was noted that schools and La Plata County facilities used by the City are discounted by an amount reflecting the actual percentage of time the public can use the facilities. For example, school playgrounds are discounted 50% as they are only available 50% of the time. These percentage discounts of either 50 or 75% are noted throughout the following section.

Figures 16-35 show the service area maps that were developed for each of the following major assets:

- Neighborhood Parks
- Recreation/Community Centers
- Community Parks
- Linear Parks
- Playgrounds
- Picnic Pavilions/Shelters
- Baseball Fields – 300 ft.
- Baseball Fields – 200 ft.
- Youth Softball Fields
- Adult Softball Fields
- Youth Soccer Fields
- Regulation Soccer Fields
- Skate Parks
- Tennis Courts
- Trails (All Surfaces)
- Indoor Pools
- Basketball Courts
- Off-Leash Areas
- Multipurpose Fields
Mini Parks

The source for the population used for standard development is the estimated 2009 population and projected 2019 populations as reported by Environmental Systems Research Institute, Inc. (ESRI). Estimated population for 2009 is 15,632; 2019 population is projected at 17,964. Projected 2019 service areas were compared for each asset mapped. The shaded areas in the Equity Maps indicate the service level i.e. the population being served by that park type/amenity as outlined in the Facility/Amenity Standards in Section 8.1.

8.2.1 NEIGHBORHOOD PARKS SERVICE AREA

Figure 16 demonstrates the locations of the neighborhood parks in the Durango service area and the associated population densities. The City has a total of 38.92 acres of neighborhood parks. This correlates to a current service level of 2.18 acres per 1,000 people. This map shows the recommended service level of 3.0 acres per 1,000 people. The City does not meet the recommended standard. To meet the 2009 recommended standard, the City will need to add 13.00 acres of neighborhood parks and 7.00 additional acres to serve the projected 2019 population, for a cumulative total of 20.00 additional acres. Currently there is a need for service in the central and southern regions of the City.

8.2.2 RECREATION/COMMUNITY CENTERS SERVICE AREA

Figure 17 demonstrates the locations of the community centers in the Durango service area and the associated population densities. The City has 99,853 community center square feet. This correlates to a current service level of 6.39 square feet per person. This map shows the recommended service level of 2.0 square feet per person. The City currently meets the recommended standard and will continue to do so to serve the projected 2019 population. While the recommended standard is met according to square footage amount, there is a need for service in the southernmost region of the City.

8.2.3 COMMUNITY PARKS SERVICE AREA

Figure 18 demonstrates the location of community parks in the Durango service area and the associated population densities. The City has 25.78 acres of community parks. This correlates to a current service level for community parks of 1.65 acres per 1,000 people. This map shows the recommended service level of 5.00 acres per 1,000 people. The City does not meet the recommended standard. To meet the current standard, the City needs to add 52.00 acres of community parks. To meet the standards for the projected 2019 population an additional 12.00 acres will need to be added for a total of 64.00 additional acres of community parks. Currently there is a need for service in the northeast and northwest regions of the City.

8.2.4 LINEAR PARKS

Figure 19 demonstrates the location of linear parks in the Durango service area and the associated population densities. The City has 105.36 acres of linear parks. This correlates to a current service level for linear parks of 6.7 acres per 1,000 people. This map shows the recommended service level of 7.00 acres per 1,000 people. The City does not meet the recommended standard or the projected need for 2019. To meet the current
recommended standards an additional 5.00 acres are needed. To meet the projected 2019 population an additional 16.00 acres will need to be added for a total of 21.00 additional acres of linear parks. Currently there is a need for service in the majority of the City, mainly in the eastern and southern regions.

### 8.2.5 PLAYGROUND SERVICE AREA

Figure 20 demonstrates the location of playgrounds in the Durango service area and the associated population densities. The City has 17 playground structures with Schools/La Plata County contributing a 50% Discounted Inventory of three structures for a total of 20 playgrounds. This correlates to a current service level for playgrounds of one structure per 782 people. This map shows the recommended service level of one structure per 1,000 people. The City meets the recommended standard and the projected need for 2019. While the recommended standard is met, there is a need for additional service in the southern regions of the City, based on the number of playgrounds located in the northern regions of the City.

### 8.2.6 PICNIC PAVILIONS / SHELTERS (100-199) SERVICE AREA

Figure 21 demonstrates the location of pavilion/shelters in the Durango service area and the associated population densities. The City has 14 pavilion/shelter structures with Schools/La Plata County contributing a 50% Discounted Inventory of two shelters for a total of 16 shelters. This correlates to a current service level for shelters of one structure per 977 people. This map shows the recommended service level of one structure per 1,000 people. The City meets the recommended standard but will need to add two shelters to meet the projected 2019 population. There is currently a need for shelters in the majority of the City as the existing shelters are predominantly located in the north central region of the City, with no coverage in the south central and south eastern part of the City.

### 8.2.7 300 FT. BASEBALL FIELDS SERVICE AREA

Figure 22 demonstrates the location of 300 ft. baseball fields in the Durango service area and the associated population densities. The City has no 300 ft. baseball fields with Schools/La Plata County contributing a 75% Discounted Inventory of one field for a total of one 300 ft. baseball field. This correlates to a current service level for 300 ft. baseball fields of one field per 15,632 people. This map shows the recommended service level of one field per 4,000 people. The City does not meet the recommended standard. To meet the 2009 recommended standard and to serve the projected 2019 population, the City will need to add three fields. Currently there is a need for additional service in the majority of the City as the only field is in the north central region.

### 8.2.8 200 FT. BASEBALL FIELDS SERVICE AREA

Figure 23 demonstrates the location of 200 ft. baseball fields in the Durango service area and the associated population densities. The City has one 200 ft. baseball field, with Schools/La Plata County contributing a 75% Discounted Inventory of .5 fields for a total of 1.5 fields. This correlates to a current service level for 200 ft. baseball fields of one field per 10,421 people. This map shows the recommended service level of one field per 5,000 people. The City does not meet the current recommended standard. To meet the 2009...
recommended standard and to serve the projected 2019 population, the City will need to add two fields. Currently there is a need for additional service in the majority of the City as the only field is in the north central region.

8.2.9 YOUTH SOFTBALL FIELDS SERVICE AREA

Figure 24 demonstrates the location of youth softball fields in the Durango service area and the associated population densities. The City has no youth softball fields. This map shows the recommended service level of one field per 7,500 people. The City does not meet the recommended standard. To meet the 2009 recommended standard and to serve the projected 2019 population, the City will need to add two fields. Currently there is a need for additional service all over the City.

8.2.10 ADULT SOFTBALL FIELDS SERVICE AREA

Figure 25 demonstrates the location of adult softball fields in the Durango service area and the associated population densities. The City has no adult softball fields with Schools/La Plata County contributing a 75% Discounted Inventory of 0.75 fields for a total of 0.75 fields. This correlates to a current service level for adult softball fields of one field per 20,843 people. This map shows the recommended service level of one field per 5,000 people. The City does not meet the recommended standard. To meet the 2009 recommended standard the City will need to add two fields. To serve the projected 2019 population, the City will need to add one additional adult softball field for a total of three additional fields. Currently, there is a need for additional throughout the entire City as the only one seems to be in the north central region of the City.

8.2.11 YOUTH SOCCER FIELDS SERVICE AREA

Figure 26 demonstrates the location of youth soccer fields in the Durango service area and the associated population densities. The City has one youth soccer field. This correlates to a current service level for youth soccer fields of one field per 15,632 people. This map shows the recommended service level of one field per 7,500 people. The City does not meet the recommended standard. To meet the 2009 recommended standard and to serve the projected 2019 population, the City will need to add one field. Currently there is a need for additional service in the majority of the City as the only field is in the center of the City.

8.2.12 REGULATION SOCCER FIELDS SERVICE AREA

Figure 27 demonstrates the location of adult soccer fields in the Durango service area and the associated population densities. The City has no adult soccer fields with Schools/La Plata County contributing a 75% Discounted Inventory resulting in 0.75 fields for a total of 0.75 regulation soccer fields. This correlates to a current service level for regulation soccer fields of one field per 20,843 people. This map shows the recommended service level of one field per 4,000 people. The City does not meet the recommended standard. To meet the standards for the 2009 population, the City needs to add three fields. To meet the standards for the projected 2019 population, the City needs to add an additional one field for a total of four fields. Currently there is a need for additional service in the majority of the City as the only fields are in the central part of the City.
8.2.13 SKATEPARKS SERVICE AREA

Figure 28 demonstrates the location of skateparks in the Durango service area and the associated population densities. The City has one skatepark. This correlates to a current service level for skateparks of one park per 15,632 people. This map shows the recommended service level of one park per 20,000 people. The City does meet the recommended standards and the recommended standards for 2019.

8.2.14 TENNIS COURTS SERVICE AREA

Figure 29 demonstrates the location of tennis courts in the Durango service area and the associated population densities. The City has four tennis courts with Schools/La Plata County contributing a 75% Discounted Inventory resulting in two courts for a total of six courts. This correlates to a current service level for tennis courts of one court per 2,605 people. This map shows the recommended service level of one court per 2,000 people. The City does not currently meet the recommended standard. To meet the standards the City will need to add two courts. To meet the standards for the projected 2019 population an additional one court will need to be added for a total of three courts. Currently there is a need for additional service in the southern, northwest and central regions of the City.

8.2.15 TRAILS

Figure 30 demonstrates the location of trails in the Durango service area and the associated population densities. The City has 94.89 miles of trails. This correlates to a current service level for trails of 6.07 miles per 1,000 people. The recommended service level is 2.00 miles per 1,000 people. The City meets the recommended standard. There is currently a need for trails in the central region of the City.

8.2.16 INDOOR POOLS SERVICE AREA

Figure 31 demonstrates the location of indoor pools in the Durango service area and the associated population densities. The City has 21,493 square feet of indoor pools. This correlates to a current service level for indoor pool of 1.37 square feet per person. This map shows the recommended service level of 0.50 square feet per person. The City currently meets the recommended standard. While the recommended standard is being met, according to location there is a need for service in the southern and central regions of the City.

8.2.17 BASKETBALL COURTS SERVICE AREA

Figure 32 demonstrates the location of outdoor basketball courts in the Durango service area and the associated population densities. The City has two outdoor basketball courts with the Schools/La Plata contributing a 50% Discounted Inventory, resulting in one outdoor basketball court for a total of three courts. This correlates to a current service level for outdoor basketball courts of one court per 5,211 people. This map shows the recommended service level of one court per 4,000 people. The City does not meet the recommended standard. To meet the current standards and the standards for the 2019 population, the City needs to add one outdoor basketball court. There is currently a need for service in the majority of the City as the existing basketball courts are in the center of the City.
8.2.18 OFF LEASH AREAS SERVICE AREA

Figure 33 demonstrates the location of off leash parks in the Durango service area and the associated population densities. The City has one off leash (dog) park. This correlates to a current service level for off leash parks of one per 15,632 people. This map shows the recommended service level of one per 20,000 people. The City meets the current and projected recommended standards. There is no need for service as the entire City is well covered.

8.2.19 MULTIPURPOSE FIELDS SERVICE AREA

Figure 34 demonstrates the location of multipurpose fields in the Durango service area. The City has two multipurpose fields with the Schools/La Plata County contributing a 75% Discounted Inventory of 1.25 fields for a total of 3.25 multipurpose fields. This correlates to a current service level for multipurpose fields of one field per 4,810 people. This map shows the recommended service level of one field per 2,000 people. The City does not meet the current recommended standards. In order to meet the current recommended standard, the City will need to add five additional fields. To meet the projected 2019 needs, the City will need to add an additional field for a total of six additional fields. Currently a need exists in the majority of the city as the current fields are in the north central region of the City.

8.2.20 MINI PARKS SERVICE AREA

Figure 35 demonstrates the location of mini parks in the Durango service area and the associated population densities. The City has 2.61 acres of mini parks. This correlates to a current service level for mini parks of .26 acres per 1,000 people. This map shows the recommended service level of .50 acres per 1,000 people. The City does not meet the recommended standard. To meet the standard, the City needs to add four acres of mini parks and to meet the projected 2019 standards, an additional one acre for a total of five acres of mini parks. There is currently a need for service in the majority of the City as the existing parks are in the north central region of the City.
Figure 16 - Neighborhood Park Service Area
Figure 17 - Recreation/Community Center Service Area

Standards, Equity Mapping & Greenprinting - 168
Figure 18 - Community Park Service Area

Standards, Equity Mapping & Greenprinting - 169
Figure 19 - Linear Park Service Area
Figure 20 - Playground Service Area
Figure 21 - Picnic Pavilion/Shelter Service Area

Standards, Equity Mapping & Greenprinting - 172
Baseball 300 Feet Service Area
Recommended Standard of 1 Field per 5,000 Residents

Figure 22 - Baseball 300 Feet Service Area
Figure 23 - Baseball 200 Feet Service Area
Softball Youth Service Area
Recommended Standard of 1 Field per 7,500 Residents

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

Figure 24 - Softball Youth Service Area
Figure 25 - Softball Adult Service Area
Figure 26 - Soccer Youth Service Area
Figure 27 - Soccer Regulation Service Area

Standards, Equity Mapping & Greenprinting - 178
Figure 28 - Skate Park Service Area
Figure 29 - Tennis Court Service Area

Standards, Equity Mapping & Greenprinting - 180
Figure 30 - Trails (All Surfaces) Service Area
Indoor Pool Service Area
Recommended Standard of 0.5 Square Feet per Resident

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

Figure 31 - Indoor Pool Service Area
Figure 32 - Outdoor Basketball Court Service Area
Figure 33 - Off-Leash Service Area

Standards, Equity Mapping & Greenprinting - 184
Mini Park Service Area
Recommended Standard of 0.5 Acres per 1,000 Residents

Figure 35 - Mini Parks Service Area

Standards, Equity Mapping & Greenprinting - 186
8.3 GREENPRINTING

8.3.1 GREENPRINTING PROCESS

Greenprinting is a Geographic Information System (GIS) tool that can be used for informed decision making and public support in relation to open space, preservation and resource conservation. The process can graphically depict areas within the City’s jurisdictional and comprehensive plan boundaries that display potentially high value resources that should be considered for protection. Greenprinting can be a dynamic process, one which a community can adjust and refine, over time, as new data becomes available and as changing community priorities dictate.

The PROS team undertook a greenprint analysis of the City’s planning area based on available existing GIS data for the categories identified in Figure 36. The base data used as the foundation of this exercise includes Aerial Photography, Roads, Parks, Structures, Jurisdictional Boundaries, Comprehensive Plan Boundaries, and Public Entity Ownership (see Figure 37). Cadastral parcel information from the County was also applied as an overlay layer, to collect the data analyzed from each of the greenprinting categories.

Each parcel may have a total score of one for each of the categories, regardless of subcategory scoring within the category. For example, in the category Public Safety flood hazards and 30 percent slopes were analyzed. Parcels with defined flood hazards would score one total point. However, if a parcel also has 30 percent slope and a defined flood hazard, the cumulative score would remain one, which is representative of the presence of a public safety concern.

8.3.1.1 WETLANDS

Due to the ecological benefit of wetlands, the PROS team was asked to review wetlands for inclusion into the greenprinting process. However, no wetlands are defined within either the Jurisdictional or Comprehensive Plan Boundaries according to the National Wetland Inventory. Wetlands were not reviewed further.
8.3.1.2 PUBLIC SAFETY

Public safety areas are those identified natural areas that pose hazards to human life and are regulated under federal, state and/or local laws. For mapping purposes (see Figure 38), floodplain datasets from the Federal Emergency Management Association (FEMA) were applied within the jurisdictional and comprehensive plan boundaries. Flood hazard areas are those that can be expected to flood occasionally. For the purposes of greenprinting, the PROS team utilized one-hundred year floodplains, both studied and unstudied, being areas defined as a one percent or greater per year chance of occurrence, and studied floodways. Also analyzed in the Public Safety category were the Thirty Percent Slopes from the La Plata County. Slopes at thirty percent or greater are typically considered unsafe for human development even with reinforcement and are generally restricted to natural or open areas.

These areas are represented on the map (Figure 39) as a purple shade, being slightly transparent within the comprehensive plan boundary and vastly transparent in the areas outside of the comprehensive plan boundary. These areas were applied to the county parcel data demonstrating those cadastral units with the presence of flood hazards. Each parcel with the presence of a flood hazard was assigned a value of 1 for the category and highlighted in red (Figure 40).
Figure 39 - Flood Hazards
Figure 40 - Parcels with Flood Hazards
8.3.1.3 HYDROLOGY

Hydrology areas are those that represent the movement, distribution and quality of water, which is paramount not only to preservation, conservation and open space but the quality of life in Durango as well. Analyzed in this category are hydrology polygons and river corridors provided by the city (see Figure 41). Hydrology polygons were buffered or expanded 100 feet to include fringe or sensitive areas around the hydrology units.

These areas are represented on the map (Figure 42) as a purple shade, being slightly transparent within the comprehensive plan boundary and vastly transparent in the areas outside of the comprehensive plan boundary. These areas were applied to the county parcel data demonstrating those cadastral units with the presence of hydrology. Each parcel with the presence of a hydrology was assigned a value of 1 for the category and highlighted in red (Figure 43).
Figure 42 - Hydrology
Figure 43 - Parcels with Hydrology
8.3.1.4 EASEMENTS

Conservation easements were utilized by the PROS team to describe areas planned for current and future preservation, conservation and open space. Categories analyzed include wildlife, open space, agricultural, scenic, nature education and watershed easements (see Figure 44).

These areas are represented on the map (Figure 45) as a purple shade, being slightly transparent within the comprehensive plan boundary and vastly transparent in the areas outside of the comprehensive plan boundary. These areas were applied to the county parcel data demonstrating those cadastral units with the presence of conservation easements. Each parcel with the presence of an easement was assigned a value of 1 for the category and highlighted in red (Figure 46).
Figure 45 - Conservation Easement Layers
Figure 46 - Parcels with Conservation Easement Layers
8.3.1.5 RESOURCE/HABITAT PROTECTION AREAS

The PROS team analyzed eight layers for the resource and habitat protection areas focusing on wildlife, landmarks and viewsheds (see Figure 47). For wildlife, elk and deer corridors, concentration and winter ranges were charted. Landmarks included general important features of the community as well as historic features and mountain backdrops/viewpoints included in those areas. The later layers were buffered to 100 feet to promote preservation, conservation or open space values to adjacent parcels.

These areas are represented on the map (Figure 48) as a purple shade, being slightly transparent within the comprehensive plan boundary and vastly transparent in the areas outside of the comprehensive plan boundary. These areas were applied to the county parcel data demonstrating those cadastral units with the presence of resource or habitat protection areas. Each parcel with the presence of a protection area was assigned a value of 1 for the category and highlighted in red (Figure 49).
Figure 48 - Resource/Habitat Layers
Figure 49 - Parcels with Resource/Habitat Layers

Note: Publicly owned data provided by City of Durango.
8.3.1.6 TRANSPORTATION: EXISTING TRAILS AND BIKE ROUTES

The PROS team reviewed numerous layers within the transportation category and it was determined that the most pertinent to the greenprinting process were those directly associated with outdoor activity, or being areas with an opportunity for preservation, conservation or open space. Existing bike routes and trails were included in this stage of the process (see Figure 50). Future trails and bike routes were evaluated but not included.

These areas are represented on the map (Figure 51) as a purple shade, being slightly transparent within the comprehensive plan boundary and vastly transparent in the areas outside of the comprehensive plan boundary. These areas were applied to the county parcel data demonstrating those cadastral units with the presence of transportation areas. Each parcel with the presence of a transportation area was assigned a value of 1 for the category and highlighted in red (Figure 52).
Figure 51- Transportation Layers
Figure 52 - Parcels with Transportation Layers
8.3.1.7 FUTURE ZONING, PLANS AND DISTRICTS

Layers reviewed and analyzed in the category include the Agricultural, Open Space and Vacant classifications of the Future Land use plan, the Downtown Overlay Zone and the Historic Overlay Zone as areas with public and jurisdictional support for protection (see Figure 53).

These areas are represented on the map (Figure 54) as a purple shade, being slightly transparent within the comprehensive plan boundary and vastly transparent in the areas outside of the comprehensive plan boundary. These areas were applied to the county parcel data demonstrating those cadastral units with the presence of resource or future zoning or overlay areas. Each parcel with the presence of a future zoning or overlay area was assigned a value of 1 for the category and highlighted in red (Figure 55).
Figure 55 - Parcels with Zoning/District Layers
8.3.1.8 CULMINATION OF SCORING

All of the categories were scored the values for each of the categories and placed on a map (see Figure 56). Nearly every area of Durango scored on some level of the analysis; however there are clear areas and groupings that score consistently high. By stripping away the lower half of the scores, being values 0 through 3, a better picture of the greenprint higher-value lands identified through this exercise becomes apparent (see Figure 57). On this map, the orange values represent those parcels scoring a value of 4, with the burnt orange values of 5 and the red values of 6, being the highest possible. By the very nature of Durango, most of the map is still covered in a higher score. This is not unusual for western cities surrounded by public lands, of which partnerships could be formed between the city and the county, state of federal government. However, by identifying which parcels are already under public ownership, the greenprint develops a picture of the high value private lands of interest for preservation, conservation or open space (see Figure 58). The primary pockets are those areas to the north of the city and into the north portions of the comprehensive plan boundary, to the east in the comprehensive plan boundary, and the southern portion of the city spilling over into the comprehensive plan boundary. This is even more apparent when the parcels with a greenprint score of 4 are removed (see Figure 59). There are additional non-contiguous areas of a high greenprint score which have an equal preservation value.
Figure 56 - Overall Greenprinting Score
Figure 58 - High Value Greenprinting Score with Public Properties Identified
Figure 59 - Higher Value Greenprinting Score with Public Properties Identified
CHAPTER NINE - PRIORITY NEEDS ASSESSMENT

The purpose of the Facility and Program Needs Assessment is to provide a prioritized list of facility/amenity needs and recreation program needs for the residents of the City of Durango. The Needs Assessment evaluates both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked 568 City of Durango residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in Focus Group meetings, Key Leader Interviews, and Public Forums.

The information in the Facility and Program Needs Assessment is supplemented with the recommended Level of Service Standards and Equity Mapping to develop the strategic recommendations to identify the facilities/amenities and programs of highest priority for the community. These priorities will play a vital role in dictating the sequence and extent of implementation of the projects identified in the Master Plan.

A weighted scoring system was used to determine the priorities for parks and recreation facilities/amenities and recreation programs. For instance, as noted below, a weighted value of 2 for the unmet desires means that out of a total of 100%, a value of 20% would be attributed to unmet desires or support identified in the survey.

This scoring system considers the following:

- Community Survey
- Unmet desires for facilities and recreation programs – This is used as a factor from the total number of households mentioning whether they have a need for a facility/program and the extent to which their desires for facilities and recreation programs have been met. Survey participants were asked to identify their desire for or support of 28 different facilities and 26 recreation programs. Weighted value of 2.
- Importance ranking for facilities – This is used as a factor of the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs. Weighted value of 4.
- Consultant and Steering Committee Evaluation
- Factor derived from the consultant and steering committee’s evaluation of program and facility priority based on survey results, demographics, trends and overall community input. Weighted value of 4.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (1), Medium Priority (2), and Low Priority (3).

The combined total of the weighted scores for Community Unmet Needs, Community Importance and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined. Figure 59 and Figure 60 below depict the Facility/Amenity and Recreation Program Priority Rankings for the City of Durango.
Since this is a community-wide survey, it is obvious that amenities that benefit the widest demographic cross-sections of the community would tend to be ranked higher than those that serve a niche market. It is, therefore, typical in such assessments nationwide that broad categories, such as trails or neighborhood parks, tend to rank higher than individual facilities or programs.

### 9.1 FACILITY/AMENITY PRIORITY RANKINGS

**Figure 60** shows that natural surface trails for hiking and biking, hard surface trails for bike and pedestrian and neighborhood parks were the top three facilities/amenities. These were followed by indoor fitness and exercise facilities, river recreation and ski and snowboarding areas.

<table>
<thead>
<tr>
<th>City of Durango Facility/Amenity Priority Rankings</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural surface trails for hiking &amp; biking</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hard surface trails for bike &amp; pedestrian</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood parks</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indoor fitness &amp; exercise facilities</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>River recreation</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ski &amp; snowboarding areas</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Off-leash dog parks</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soccer/football/multipurpose fields</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor aquatic centers</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sledding areas</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross country skiing areas</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fishing areas</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Picnicking areas &amp; shelters</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indoor aquatic recreation centers</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baseball and softball fields</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community gardens</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor tennis courts</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Playgrounds</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor basketball courts</td>
<td>19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indoor ice rink</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indoor gymnastics space</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boating &amp; sailing areas</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor amphitheaters</td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frisbee golf</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Golf courses</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BMX/bicycle park</td>
<td>26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equestrian trails</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skate park</td>
<td>28</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Figure 60 - Facility/Amenity Priority Rankings**
9.2 PROGRAM NEEDS ASSESSMENT

Figure 61 identifies Adult Fitness and Wellness Programs, Before and After School programs and Youth/Teen Sports programs as the three core program areas that merited the highest priority.

<table>
<thead>
<tr>
<th>City of Durango Program Needs Assessment</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult fitness and wellness programs</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before and after school programs</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth/teen sports programs</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preschool programs</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Events</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Learn to Swim programs</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth/teen fitness and wellness programs</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nature and wildlife interpretive programs</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biking events</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lifeskill Classes</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth/teen summer camp programs</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>60 years plus programs</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kayaking / paddling sports</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gymnastics programs</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult swim programs</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth/teen art, dance, performing arts</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs for people with disabilities</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult art, dance, performing arts</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult sports programs</td>
<td>19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ski &amp; snowboarding programs</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ice skating and Hockey</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water fitness programs</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tennis lessons, clinics and leagues</td>
<td>23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Running events</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Golf programs</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martial arts programs</td>
<td>26</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 61 - Program Needs Assessment
CHAPTER TEN - PARK AND FACILITY DEVELOPMENT PLAN

10.1 CAPITAL IMPROVEMENT PLAN 2010-2019

The Capital Improvement Plan includes three listings of future capital needs. The first table shows the Department’s existing Capital Improvements 2010-2019, modified to integrate the findings of the Master Plan. The total amount of estimated expenditures in the Parks and Recreation Department Capital Improvement Plan is $168,420,918. This listing shows the name of the project, the funding source, and the level of priority. The second table shows the items from the existing Capital Improvement Plan, designated as high priority, and having available estimated funding for the projects. The total amount available for the high priority projects is $58,593,918. The third table was developed from this Master Plan process. These items are based on standards, on-going reinvestment in the existing infrastructure, and a listing of new facilities referenced in the Parks, Open Space, Trails and Recreation Plan recommendations.

Specifically, the Master Plan Capital Plan shows several needed amenities, as listed throughout other sections of the Plan. The standards, included in a spreadsheet in Chapter Eight, include typical amenities such as picnic shelters, playgrounds, and basketball courts. The projected need and number of amenities are listed in the third table below. In addition, a listing of on-going reinvestment of parks and facilities is also included in the Plan, which demonstrates the Department’s commitment to addressing infrastructure requirements.

These individual items are assigned a priority of high, medium, or low based on the community input process and existing deficits of items included in the standards.

The actual costs to develop some of the amenities will depend on the economy of scale in the design of a park or facility. For example, the unit cost of tennis courts will be less if the needed three courts are built as one complex, rather than three individual courts. The costs for baseball and softball fields assume irrigation, laser grading, lights, fencing, bleachers and players’ dugouts.

In addition to the listing, operating impacts have been determined from the Maintenance Management Plan included in Appendix D as follows:

- Park Maintenance for general neighborhood and community parks requires approximately 44 labor hours /acre per year. Average hourly wage for park maintenance employees is $17.21 per hour. This includes both full-time and part-time staff, calculated according to the ratio of full-time hours to part-time hours. Therefore, each additional park acre of a neighborhood and community park will require $1,000 in labor dollars annually. This figure includes both salaries and estimated benefits.

- Each mile of trail requires 334 annual hours of maintenance. Therefore, each additional mile will result in $7,587 in additional labor dollars.

- Each additional acre of open space requires an estimated $44/acre per year.

- Athletic field maintenance was not included in the Maintenance Management Plan. According to the PROS benchmark data, average costs to maintain a youth athletic field is approximately $8,000 per acre. Regulation sized fields require approximately
$12,000 per acre. This depends on the configuration and number of fields in one complex. Obviously per unit field maintenance costs decrease as the number of fields increase per site.

- For indoor facility maintenance, the labor estimate is .19 hours per year for each square foot of additional space.

## 10.1.1 PARKS, OPEN SPACE, TRAILS AND RECREATION MASTER PLAN CAPITAL IMPROVEMENT PLAN 2010-2019

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Year Implemented</th>
<th>Funding Source</th>
<th>Estimated Total Cost</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SMART 160 East Trail Construct SMART 160 East Trail</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$8,400,000</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td>SMART 160 West Trail Construct SMART 160 West Trail</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$10,000,000</td>
<td>High</td>
</tr>
<tr>
<td>3</td>
<td>Natural Lands Preservation Acquisition of natural lands</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$14,500,000</td>
<td>High</td>
</tr>
<tr>
<td>4</td>
<td>POST Planning &amp; Maintenance Planning, design &amp; maintenance</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,924,418</td>
<td>High</td>
</tr>
<tr>
<td>5</td>
<td>Parks, Trails &amp; Rec Facilities Improvements Upgrade playground equipment, aging infrastructure, etc.</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,000,000</td>
<td>High</td>
</tr>
<tr>
<td>6</td>
<td>FLC Softball Fields Upgrade restroom and lights</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,092,000</td>
<td>High</td>
</tr>
<tr>
<td>7</td>
<td>Multi Use Fields Construct new multi use fields</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$3,600,000</td>
<td>High</td>
</tr>
<tr>
<td>8</td>
<td>Durango Boating Park Develop boating park for RICO</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,100,000</td>
<td>High</td>
</tr>
<tr>
<td>9</td>
<td>Community Park Multi use fields in Three Springs</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$24,400,000</td>
<td>High</td>
</tr>
<tr>
<td>10</td>
<td>Cundiff Park Develop neighborhood park</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$2,400,000</td>
<td>High</td>
</tr>
<tr>
<td>11</td>
<td>BMX at ALP Develop BMX track at ALP site</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,045,000</td>
<td>High</td>
</tr>
<tr>
<td>12</td>
<td>Holly Park Develop neighborhood park</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$600,000</td>
<td>High</td>
</tr>
<tr>
<td>13</td>
<td>Santa Rita to Goeglein Trail Construct trail from Santa Rita Park to Goeglein Trail</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$3,000,000</td>
<td>Medium</td>
</tr>
<tr>
<td>14</td>
<td>Hillcrest Trail Construct trail around Golf Course</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,300,000</td>
<td>Medium</td>
</tr>
<tr>
<td>15</td>
<td>Santa Rita Park Volleyball Courts Upgrade sand volleyball courts</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$100,000</td>
<td>Medium</td>
</tr>
<tr>
<td>16</td>
<td>33rd Street River Access Improve 33rd Street River Access</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$350,000</td>
<td>Medium</td>
</tr>
<tr>
<td>17</td>
<td>Chapman Ski Hill Upgrade lifts, lighting and parking</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,450,000</td>
<td>Medium</td>
</tr>
<tr>
<td>18</td>
<td>FLC Tennis Courts Remove &amp; replace tennis courts</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$350,000</td>
<td>Medium</td>
</tr>
<tr>
<td>19</td>
<td>Year round ice rink Year round ice rink, second ice rink</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$10,000,000</td>
<td>Low</td>
</tr>
<tr>
<td>20</td>
<td>CBD Park Plaza Develop new park in the CBD</td>
<td>2005</td>
<td>1/4 Cent Tax</td>
<td>$1,560,000</td>
<td>Low</td>
</tr>
</tbody>
</table>

**SUBTOTAL** | | | | **$88,171,418** | |

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Year Implemented</th>
<th>Funding Source</th>
<th>Estimated Total Cost</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>32nd Street Ped/Bike Bridge ART Bike/Ped Improvements at 32nd Street</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$300,000</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td>Memorial Park Trail Construct ART 20th St. to 32nd St.</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$550,000</td>
<td>High</td>
</tr>
<tr>
<td>3</td>
<td>32nd Street to Iron Horse Trail Construct ART north to Iron Horse</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$3,000,000</td>
<td>High</td>
</tr>
<tr>
<td>4</td>
<td>ART Greenway Acquisition Acquire greenway Animas River Trail</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$6,250,000</td>
<td>High</td>
</tr>
<tr>
<td>5</td>
<td>ART Rebuild Rebuild sections of Animas River Trail</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$5,055,000</td>
<td>High</td>
</tr>
<tr>
<td>6</td>
<td>Camino del Rio At-grade crossing Camino at-grade crossing at 12th St.</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$200,000</td>
<td>High</td>
</tr>
<tr>
<td>7</td>
<td>Whitewater Park Trail Rebuild and realign trail for boating park</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$1,100,000</td>
<td>High</td>
</tr>
<tr>
<td>8</td>
<td>32nd Street Underpass ART Underpass at 32nd Street</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$1,000,000</td>
<td>High</td>
</tr>
<tr>
<td>9</td>
<td>Camino del Rio Underpass Underpass to link ART to downtown</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$3,000,000</td>
<td>Medium</td>
</tr>
<tr>
<td>10</td>
<td>Escalante Crossing across Hwy 160 ART connect to SMART 160 trail</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$3,200,000</td>
<td>Medium</td>
</tr>
<tr>
<td>11</td>
<td>Junction Creek to CRC Trail Trail under Main Ave. to Rec Center</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$3,200,000</td>
<td>Low</td>
</tr>
<tr>
<td>12</td>
<td>4th Street to Whitewater Park Bridge over Hwy 550/160</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$3,000,000</td>
<td>Low</td>
</tr>
<tr>
<td>13</td>
<td>CBD Park Trail Construct CBD Park trail</td>
<td>1999</td>
<td>1/2 Cent Tax</td>
<td>$900,000</td>
<td>Low</td>
</tr>
</tbody>
</table>

**SUBTOTAL** | | | | **$30,661,000** | |

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Funding Source</th>
<th>Estimated Total Cost</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cemetery Office/Shop Upgrade Park office &amp; shop at cemetery</td>
<td>General Fund</td>
<td>$1,350,000</td>
<td>High</td>
</tr>
<tr>
<td>2</td>
<td>Recreation Center Third Gym Relocate gymnastics to Rec Center</td>
<td>General Fund</td>
<td>$1,300,000</td>
<td>Medium</td>
</tr>
<tr>
<td>3</td>
<td>Cemetery Roads Overlay Overlay roads at Cemetery</td>
<td>General Fund</td>
<td>$150,000</td>
<td>Low</td>
</tr>
<tr>
<td>4</td>
<td>Grandview Recreation Center New Recreation Center in Grandview</td>
<td>General Fund</td>
<td>$45,000,000</td>
<td>Low</td>
</tr>
</tbody>
</table>

**SUBTOTAL** | | | | **$48,438,500** | |

**GRAND TOTAL** | | | | **$167,270,918** | |
### 2005 Open Space, Parks & Trails Fund High Priority Projects Implementation Plan (2010 - 2020)

<table>
<thead>
<tr>
<th>Project</th>
<th>Short Term (1-3 years)</th>
<th>Mid Term (4-7 years)</th>
<th>Long Term (8-10 years)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMART 160 East Trail</td>
<td>$ 200,000</td>
<td>$ 200,000</td>
<td>-</td>
<td>$ 400,000</td>
</tr>
<tr>
<td>CDOT 4th Lane Trail</td>
<td>400,000</td>
<td>-</td>
<td>-</td>
<td>400,000</td>
</tr>
<tr>
<td>Phased Construction</td>
<td>-</td>
<td>1,100,000</td>
<td>2,600,000</td>
<td>3,700,000</td>
</tr>
<tr>
<td>SMART 160 West Trail</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Easements &amp; Preliminary Design</td>
<td>100,000</td>
<td>200,000</td>
<td>-</td>
<td>300,000</td>
</tr>
<tr>
<td>Phased Construction</td>
<td>-</td>
<td>-</td>
<td>500,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Natural Lands Preservation</td>
<td>5,700,000</td>
<td>4,800,000</td>
<td>4,000,000</td>
<td>14,500,000</td>
</tr>
<tr>
<td>POST Planning &amp; Maintenance</td>
<td>482,333</td>
<td>763,395</td>
<td>678,690</td>
<td>1,924,418</td>
</tr>
<tr>
<td>Parks, Trails &amp; Rec Facilities Improvements</td>
<td>300,000</td>
<td>400,000</td>
<td>300,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td>FLC Softball restrooms</td>
<td>600,000</td>
<td>-</td>
<td>-</td>
<td>600,000</td>
</tr>
<tr>
<td>Multi-use Fields Construction</td>
<td>3,600,000</td>
<td>-</td>
<td>-</td>
<td>3,600,000</td>
</tr>
<tr>
<td>Durango Boating Park</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
<td>1,100,000</td>
</tr>
<tr>
<td>Cundiff Park Development</td>
<td>-</td>
<td>2,400,000</td>
<td>-</td>
<td>2,400,000</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>12,482,333</strong></td>
<td><strong>9,863,395</strong></td>
<td><strong>8,078,690</strong></td>
<td><strong>30,424,418</strong></td>
</tr>
</tbody>
</table>

### 1999 Recreation Complex/Trails Fund High Priority Projects Implementation Plan (2010 - 2020)

<table>
<thead>
<tr>
<th>Project</th>
<th>Short Term (1-3 years)</th>
<th>Mid Term (4-7 years)</th>
<th>Long Term (8-10 years)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>32nd Street Ped/Bike Bridge Improvements</td>
<td>300,000</td>
<td>-</td>
<td>-</td>
<td>300,000</td>
</tr>
<tr>
<td>Memorial Park Trail Construction</td>
<td>556,000</td>
<td>-</td>
<td>-</td>
<td>556,000</td>
</tr>
<tr>
<td>32nd Street to Iron Horse Trail</td>
<td>1,000,000</td>
<td>2,000,000</td>
<td>-</td>
<td>3,000,000</td>
</tr>
<tr>
<td>ART Greenway Acquisition</td>
<td>1,300,000</td>
<td>1,300,000</td>
<td>3,650,000</td>
<td>6,250,000</td>
</tr>
<tr>
<td>ART Rebuild</td>
<td>1,220,000</td>
<td>1,660,000</td>
<td>2,175,000</td>
<td>5,055,000</td>
</tr>
<tr>
<td>Camino del Río At-Grade Crossing</td>
<td>200,000</td>
<td>-</td>
<td>-</td>
<td>200,000</td>
</tr>
<tr>
<td>Camino del Río Underpass</td>
<td>-</td>
<td>3,000,000</td>
<td>-</td>
<td>3,000,000</td>
</tr>
<tr>
<td>Whitewater Park Trail</td>
<td>1,100,000</td>
<td>-</td>
<td>-</td>
<td>1,100,000</td>
</tr>
<tr>
<td>4th St. to Whitewater Park</td>
<td>-</td>
<td>-</td>
<td>3,000,000</td>
<td>3,000,000</td>
</tr>
<tr>
<td>ART connect to SMART 160</td>
<td>200,000</td>
<td>3,000,000</td>
<td>-</td>
<td>3,200,000</td>
</tr>
<tr>
<td>32nd Street Underpass</td>
<td>-</td>
<td>-</td>
<td>1,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>5,876,000</strong></td>
<td><strong>10,960,000</strong></td>
<td><strong>9,825,000</strong></td>
<td><strong>26,661,000</strong></td>
</tr>
</tbody>
</table>

### General Fund High Priority Projects Implementation Plan (2010 - 2020)

<table>
<thead>
<tr>
<th>Project</th>
<th>Short Term (1-3 years)</th>
<th>Mid Term (4-7 years)</th>
<th>Long Term (8-10 years)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Office/Shop Upgrade</td>
<td>-</td>
<td>1,258,500</td>
<td>-</td>
<td>1,258,500</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td><strong>-</strong></td>
<td><strong>1,258,500</strong></td>
<td><strong>-</strong></td>
<td><strong>1,258,500</strong></td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

| Project                                           | **$ 18,358,333**       | **$ 22,081,895**    | **$ 17,903,690**      | **$ 58,343,918** |

Figure 63 - High Priority Funding


<table>
<thead>
<tr>
<th>Quantity</th>
<th>Unit of Measure</th>
<th>Estimated Cost per Unit</th>
<th>Estimated Total Cost</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Neighborhood Park Acreage</td>
<td>20 acre/s</td>
<td>$200,000</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>2</td>
<td>Community Park Acreage</td>
<td>64 acre/s</td>
<td>$200,000</td>
<td>$12,800,000</td>
</tr>
<tr>
<td>3</td>
<td>Linear Park Acreage (Greenway)</td>
<td>21 acre/s</td>
<td>$200,000</td>
<td>$4,200,000</td>
</tr>
<tr>
<td>4</td>
<td>Youth soccer fields</td>
<td>1 field/s</td>
<td>$200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>5</td>
<td>Regulation sized soccer fields</td>
<td>4 field/s</td>
<td>$200,000</td>
<td>800,000</td>
</tr>
<tr>
<td>6</td>
<td>Multi purpose fields</td>
<td>6 field/s</td>
<td>$200,000</td>
<td>1,200,000</td>
</tr>
<tr>
<td>7</td>
<td>Outdoor Pool</td>
<td>1 pool/s</td>
<td>$5,000,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td>8</td>
<td>Picnic Pavilions</td>
<td>2 pavilion/s</td>
<td>$125,000</td>
<td>250,000</td>
</tr>
<tr>
<td>9</td>
<td>200 ft. baseball fields</td>
<td>2 field/s</td>
<td>$225,000</td>
<td>450,000</td>
</tr>
<tr>
<td>10</td>
<td>300 ft. baseball fields</td>
<td>3 field/s</td>
<td>$225,000</td>
<td>675,000</td>
</tr>
<tr>
<td>11</td>
<td>Adult softball fields</td>
<td>3 field/s</td>
<td>$225,000</td>
<td>675,000</td>
</tr>
<tr>
<td>12</td>
<td>Youth softball fields</td>
<td>2 field/s</td>
<td>$225,000</td>
<td>450,000</td>
</tr>
<tr>
<td>13</td>
<td>Tennis courts</td>
<td>3 court/s</td>
<td>$75,000</td>
<td>225,000</td>
</tr>
<tr>
<td>14</td>
<td>Mini Park Acreage</td>
<td>5 acre/s</td>
<td>$200,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>15</td>
<td>Outdoor basketball court</td>
<td>1 court/s</td>
<td>$75,000</td>
<td>75,000</td>
</tr>
<tr>
<td>16</td>
<td>System-wide infrastructure replacement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>buildings</td>
<td></td>
<td></td>
<td></td>
<td>$100,000/yr.</td>
</tr>
<tr>
<td>parks</td>
<td></td>
<td></td>
<td></td>
<td>$100,000/yr.</td>
</tr>
</tbody>
</table>

**TOTAL CIP COST** | $34,000,000

Figure 64 - Master Plan CIP
The City has dedicated funding for the development of parks, trails and recreation facilities and the preservation of open space. Over the next ten years, the Capital Improvement Plan includes the following distribution of four primary funding sources: (1) 2005 Open Space, Parks and Trails Fund; (2) 1999 Recreation Complex/Trails Fund; (3) General Fund; and (4) Grants. The revenue estimates include grant funding based upon historical averages estimated at $3,700,000 over the next 10 years. Revenue estimates for the City sales and use tax is estimated at 0% with a gradual increase up to 5% growth rate during this planning period. City sales tax revenue estimates are adjusted annually based upon actual conditions in the economy. There are an estimated $55,393,918 high priority capital improvement projects to be funded over the next 10 years. Additionally, the 1999 Recreation Complex/Trails Fund is also estimated to finance approximately $12,699,676 in debt service and operational subsidy for the Community Recreation Center. Below is an illustration of the distribution of the funding sources for the development of parks, trails and recreation facilities and the preservation of open space.
What is clear from this analysis is that the known revenue streams anticipated over the next 10 years will not be adequate to complete all desired and required park, open space, trail, and recreational facilities improvements. Each year during the annual budget process, the Capital Improvement Program is evaluated by City staff, Parks and Recreation Advisory Board, Natural Lands Preservation Advisory Board and City Council. Based upon available funding, high priority projects are selected to be implemented each year. In the future, the City will need to determine whether certain projects will not be pursued or look for additional funding in order to accomplish its goals. The utilization of grants and partnerships will help defray some of the direct costs to develop facilities. Use of development regulations, developer dedications, impacts fees and other regulatory tools should be considered as a critical element of the comprehensive development plan to ensure this Plan can be implemented to its fullest extent. The City will need to continue to require dedication and/or development through the Planning and Community Development project review process.
CHAPTER ELEVEN - MASTER PLAN IMPLEMENTATION

The following section details recommendations based on the review of all of the data relating to the Parks, Open Space, Trails, and Recreation Master Plan, in support of the overall mission and vision of the City of Durango. The mission and vision statements:

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

The vision is to promote and establish Durango as a leading community with a focus on health, wellness, vitality, safe access to amenities and an exceptional quality lifestyle.

It is the intent of this Master Plan to ensure the elements of the mission and vision shape the strategic recommendations. As part of the strategic recommendations, the remaining section of the Plan details Strategic Themes, Strategic Objectives, and Strategic Initiatives and Measures. This will create the framework for decision-making during the next ten years, 2010 to 2019.

Strategic Themes are broad based descriptions of major areas included in the recommendations. The Themes include:

- **Trails**: Connecting People to Places
- **Open Space**: Preserve and Care for Special Places
- **Parks**: Provide Quality Areas for Community Gatherings and Activities
- **Recreation**: Provide Quality and Diverse Recreation Programs
- **Facilities**: Provide Quality Facilities for Recreation Activities
- **Organizational**: Strategic Use of Resources

The Themes provide the over-arching focus for the Plan’s implementation. The Themes are supported by Strategic Objectives. In addition to Themes and Objectives, a list of Measures is included in support of the Objectives. The Themes, Objectives, Measures and Targets are shown on the following Strategy Map (Figure 66). The measures reflect organizational performance and also indicate success in the achievement of Master Plan strategies.
The following section reviews the Strategic Themes, Strategic Objectives, and the Strategic Initiatives. Initiatives are listed as short term, midterm, and long term or ongoing. The following time sequence is used to designate completion of Initiatives.

- Short term Initiatives are scheduled for completion within the time period: January 2010 to December 2012
- Midterm Initiatives are scheduled for completion within the time period: January 2013 to December 2015
- Long term Initiatives are scheduled for completion within the time period: January 2016 to December 2019
- Ongoing Initiatives are repeated continuously throughout the ten year time period
In addition, City staff members responsible for the completion of each of the Initiatives are listed as well.

11.1.1 ORGANIZATIONAL: STRATEGIC USE OF RESOURCES

11.1.1.1 DEVELOP SUSTAINABLE PRACTICES
- 11.1.1.1.1 Develop and approve an environmental and sustainability policy that outlines the Department’s commitment to sustainable practices
  
  **Short term** Parks and Recreation Director, Sustainable Services Coordinator
- 11.1.1.1.2 Complete a sustainability audit and develop an action plan with recommendations and timelines for improvement
  
  **Short term** Parks and Cemetery Manager
- 11.1.1.1.3 Develop a smart growth approach to planning with all cities in La Plata County
  
  **Mid term** City Manager, Parks and Recreation Director, Planning and Community Development Director and Bayfield and Ignacio town officials
- 11.1.1.1.4 Exercise leadership through the Southwest Colorado Council of Governments to ensure a regional approach to planning
  
  **Mid term** City Manager, Parks and Recreation Director, Planning and Community Development Director and Council of Government officials
- 11.1.1.1.5 Develop relationships with youth, consistent with the La Plata County Children, Youth and Family Master Plan, to promote interest in helping the City with parks and recreation initiatives
  
  **Mid term** Recreation Manager
- 11.1.1.1.6 Recognize the recreation potential of Lake Nighthorse and encourage other agencies to develop future facilities to meet the community’s needs
  
  **Long term** Parks and Recreation Director, Parks, Open Space and Trails Development Manager

11.1.1.2 STRENGTHEN OPERATIONS
- 11.1.1.2.1 Develop and implement an organizational performance measurement system, including specific measures such as cost recovery, customer satisfaction percentages, workload, and facility capacity measurements. The measures are included in the Strategy Map.
  
  **Short term** Parks and Recreation Director
11.1.1.2.2 Expand communication practices with the public to include use of the web, surveys, focus groups and the local media

*Short term* Parks and Recreation Director

11.1.1.3 CONTINUE SUSTAINABLE AND DEDICATED FUNDING SOURCES

11.1.1.3.1 Develop a plan to continue dedicated funding sources through dedicated sales tax funding

*Short term* City Manager, Parks and Recreation Director, and Parks, Open Space and Trails Development Manager

11.1.1.3.2 Develop a revenue policy to guide the Department in cost recovery goals, desired financial performance of programs and facilities, and pricing of services

*Short term* Parks and Recreation Director, Finance Director

11.1.1.3.3 Develop a long term financial plan to assess the Department’s ability to sustain new park, open space, trails and recreation facilities and amenities

*Short term* Parks and Recreation Director, Finance Director, Parks, Open Space and Trails Development Manager

11.1.1.3.4 Revise public amenity (parks, trails, open space) dedication and impact fee requirements for new development

*Short term* Parks and Recreation Director, Parks, Open Space, and Trails Development Manager, Finance Director, Planning and Community Development Director

11.1.1.3.5 Complete an economic impact study to determine the financial impact of the Department on the local economy in regards to property values, sales tax revenues, tourism dollars, and sports tournaments

*Long term* Parks and Recreation Director, Finance Director and Planning and Community Development Director

11.1.2 TRAILS: CONNECTING PEOPLE TO PLACES

11.1.2.1 COMPLETE TRAILS PLAN GOALS

11.1.2.1.1 Complete the Animas River Trail as the north-south spine of the hard surface trail system

*Short to Mid term* Parks, Open Space and Trails Development Manager and Specialist

11.1.2.1.2 Reconstruct substandard sections of the Animas River Trail

*Short to Mid term* Parks, Open Space and Trails Development Manager and Specialist, Parks and Cemetery Manager

Master Plan Implementation - 224
• 11.1.2.1.3 Continue planning for separated-grade trail crossings of US Highway 550/160, Camino del Rio and North Main Avenue

  \textit{Mid term} Parks, Open Space and Trails Development Manager

• 11.1.2.1.4 Develop the SMART 160 Trail as the east-west hard surface trail spine through the City

  \textit{Long term} Parks, Open Space and Trails Development Manager

• 11.1.2.1.5 Continue working with Trails 2000 to develop and maintain the natural surface trail system in the community

  \textit{On going} Parks, Open Space and Trails Development Manager

\section*{11.1.2.2 CONTINUE CONNECTIVITY AND TRAIL DEVELOPMENT EFFORTS}

• 11.1.2.2.1 Revise the 5 and 15 Year Capital Improvements Plan to reflect trail priorities established in the Plan

  \textit{Short term} Parks and Recreation Director and Parks, Open Space and Trails Development Manager

• 11.1.2.2.2 Establish and adopt trailhead design standards

  \textit{Short term} Parks, Open Space and Trails Development Manager

• 11.1.2.2.3 Develop safe multi-generational opportunities for the use of trails

  \textit{Long term} Parks, Open Space and Trails Development Manager

• 11.1.2.2.4 Continue to modify and expand on-street bike and pedestrian facilities and linkages to the off-street trail system to provide a network of core urban trails that connect people to places

  \textit{On going} Parks, Open Space and Trails Development Manager, Multi-Modal Coordinator

• 11.1.2.2.5 Expand the trail system as opportunities occur to new and existing developments

  \textit{On going} Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director

• 11.1.2.2.6 Encourage La Plata County to recognize the City’s Trails Master Plan by incorporating trail connectivity and multi-modal transportation in the County Comprehensive Plan

  \textit{On going} Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director, Multi-Modal Coordinator

• 11.1.2.2.7 Enhance partnerships with Colorado Department of Transportation, Bureau of Land Management, the Forest Service, private landowners, La Plata County, Fort Lewis College, Tri-State, La Plata

\vspace{1cm}

\textit{Master Plan Implementation} - 225
Electric, and Trails 2000 to ensure connectivity and a regional approach to trail development

On going  City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Multi-Modal Coordinator

- 11.1.2.2.8 Prioritize and secure trail easements needed for planned trails and to fill missing links on both the hard and natural surface trail system

On going  Parks, Open Space and Trails Development Manager, Planning and Community Development Director

11.1.3 OPEN SPACE: PRESERVE AND CARE FOR SPECIAL PLACES

11.1.3.1 CONTINUE PROTECTION OF OPEN SPACE LAND

- 11.1.3.1.1 Consider placing open space lands having separated and viable mineral rights into conservation easements as an additional control measure over possible surface disturbance associated with potential future mineral extraction activities

Short term  Parks, Open Space and Trails Development Manager

- 11.1.3.1.2 Evaluate other strategies to minimize surface disturbance associated with potential future mineral extraction activities

Short term  Parks, Open Space and Trails Development Manager

- 11.1.3.1.3 Evaluate all undeveloped City-owned parcels to determine purpose of ownership and whether they should be designated as open space

Short term  Parks, Open Space and Trails Development Manager

- 11.1.3.1.4 Preservation of natural lands in the Animas River Greenway, ridgeline properties, and Horse Gulch should be the City’s highest priority

On going  City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director

- 11.1.3.1.5 Continue to preserve land that protects the mountain backdrop and viewsheds surrounding Durango

On going  City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director

- 11.1.3.1.6 Other preservation opportunities should be prioritized based on preservation value, threat of loss and available resources

On going  City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director
11.1.3.2 FURTHER DEVELOP BEST MANAGEMENT PRACTICES

- **11.1.3.2.1** Develop a regional approach to better manage open space lands with Ft. Lewis College, open space conservancies, La Plata County, Bureau of Land Management, Forest Service, Colorado Division of Wildlife, Durango Fire and Rescue Authority, Bureau of Reclamation and private land owners

  *Short term*  City Manager, Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Planning and Community Development Director

- **11.1.3.2.2** Continue to refine stewardship activities and establish Best Management Practices (BMPs) for the parks, trails, open space and recreation facilities

  *Short Term*  Parks and Recreation Director, Parks and Cemetery Manager, Recreation Manager, Parks, Open Space and Trails Development Manager

- **11.1.3.2.3** Establish and implement a healthy forest management plan

  *Mid term*  Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager

- **11.1.3.2.4** Continue to enhance volunteer opportunities within the open space system

  *On going*  Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Parks and Cemetery Manager

- **11.1.3.2.5** Management practices should include addressing potential human impacts to wildlife in open space and appropriate education on living with wildlife

  *On going*  Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Parks and Cemetery Manager

11.1.4 PARKS: PROVIDE QUALITY AREAS FOR COMMUNITY GATHERINGS AND ACTIVITIES

11.1.4.1 IMPROVE PARK AMENITIES

- **11.1.4.1.1** Complete improvements to enhance access to the off leash area

  *Short term*  Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist

- **11.1.4.1.2** Integrate animal resistant trash containers and recycling in the park system

  *Short term*  Parks and Cemetery Manager, Sustainable Services Coordinator
11.1.4.1.3 Upgrade river put-ins and stabilize river banks

*Short term* Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist

11.1.4.1.4 Address design issues at parks that impede efficient maintenance in a phased approach as outlined in the Maintenance Management Plan

*On going* Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist

11.1.4.1.5 Evaluate adding amenities to existing parks and develop new parks with a variety of amenities such as playgrounds, ball fields and picnic shelters, in one location

*On going* Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist

11.1.4.2 ENSURE EXCELLENT PARK MAINTENANCE PRACTICES

11.1.4.2.1 Develop Best Management Practices to reduce the use of pesticides and herbicides

*Short term* Parks and Cemetery Manager, City Engineer

11.1.4.2.2 Develop a long term capital repair and replacement schedule for parks and park amenities through tracking assets, their condition, and their lifecycle

*Short term* Parks and Cemetery Manager

11.1.4.2.3 Develop a future staffing plan to correlate with a growing number of parks and facilities

*Short term* Parks and Recreation Director, Parks and Cemetery Manager

11.1.4.2.4 Develop an Animas River Management Plan to address the impact of high recreational use of the river in collaboration with La Plata County

*Short term* Parks and Recreation Director, Parks, Open Space and Trails Development Manager

11.1.4.2.5 Include a maintenance practice educational section on the Web site in order to inform residents of the Department’s commitment to sustainable park maintenance practices

*Mid term* Parks and Cemetery Manager

11.1.4.2.6 Develop an urban forest management plan

*Mid term* Parks and Cemetery Manager
• 11.1.4.2.7 Evaluate and update policies for naming park facilities and gift giving, such as memorial benches and trees
  
  **Mid term** Parks and Recreation Director, Parks, Open Space and trails Development Manager, Parks and Cemetery Manager

• 11.1.4.2.8 Continue to enhance volunteer opportunities within the parks system
  
  **On going** Parks and Cemetery Manager

• 11.1.4.2.9 Develop a priority maintenance list and expand the use of maintenance standards, including items such as mowing height and frequency, litter control, and graffiti removal
  
  **On going** Parks and Cemetery Manager

• 11.1.4.2.10 Develop chemical free parks through an “Adopt a Park” program with volunteers taking responsibility for manual caretaking of weeds
  
  **On going** Parks and Cemetery Manager

• 11.1.4.2.11 Utilize Best Management Practices to improve natural areas and increase biodiversity by including native landscaping, rain gardens, and bio swales when developing parks and facilities
  
  **On going** Parks and Cemetery Manager, Parks, Open Space and Trails Development Manager and Specialist, City Engineer

---

11.1.4.3 CONTINUE TO ACQUIRE AND IMPROVE PARK LAND

• 11.1.4.3.1 Acquire additional parkland according to the standards by 2019 (5 acres mini parks, 20 acres neighborhood parks, 64 acres community parks and 21 acres linear parks)
  
  **On-going** Parks and Recreation Director, Parks, Open Space and Trails Development Manager

• 11.1.4.3.2 Update parks and facilities to address changing needs of the community
  
  **On-going** Parks and Recreation Director, Parks, Open Space and Trails Development Manager, Parks and Cemetery Manager

• 11.1.4.3.3 In consideration of overall priorities for park projects, remain flexible and allow for opportunities and adjustments based on changing conditions
  
  **On going** Parks and Recreation Director
11.1.5 RECREATION: PROVIDE QUALITY AND DIVERSE RECREATION PROGRAMS

11.1.5.1 BUILD ON PROGRAM QUALITY

- 11.1.5.1.1 Use recreation standards to ensure consistency in program offerings
  
  **Short term** Recreation Manager

- 11.1.5.1.2 Complete a needs assessment survey within five to seven years
  
  **Mid term** Recreation Manager

- 11.1.5.1.3 Formalize customer feedback to measure overall satisfaction, repurchase intent, and referral rates through all program evaluations and surveys
  
  **Mid term** Recreation Manager

- 11.1.5.1.4 Complete an access review process every two years to solicit customer feedback regarding attitudes and satisfaction levels toward registration system, telephone access, Web site ease of use, program guide layout and distribution, and staff quality of service
  
  **On going** Recreation Manager

- 11.1.5.1.5 Complete a program lifecycle and age segment review every two years to ensure an appropriate percentage of programs are in the introduction, take off, and growth stages of the lifecycle and to be consistent with the demographics of the City
  
  **On going** Recreation Manager

- 11.1.5.1.6 Develop a systematic process to measure customer satisfaction including program evaluations, focus groups, transactional surveys, mystery shopping, and customer defect research
  
  **On going** Recreation Manager

11.1.5.2 OFFER PROGRAMS ACCORDING TO CUSTOMER NEEDS OR DESIRES

- 11.1.5.2.1 Identify alternative program spaces to assist with current demand of programs
  
  **Short term** Recreation Manager

- 11.1.5.2.2 Expand upon the City employee wellness program
  
  **Short term** Recreation Manager

- 11.1.5.2.3 Promote employee wellness programs to other organizations in the community
  
  **Short term** Recreation Manager
• 11.1.5.2.4 Expand scholarship availability and ensure access to programs for all, including those lacking the ability to pay
  
  Short term  Recreation Manager

• 11.1.5.2.5 Expand program offerings for people with disabilities
  
  Short term  Recreation Manager

• 11.1.5.2.6 Develop an overall Departmental marketing plan with strategies and timelines
  
  Mid term  Recreation Manager

• 11.1.5.2.7 Increase household participation in recreation programming to 50% or more through identification of potential customer barriers to participation
  
  Mid term  Recreation Manager

• 11.1.5.2.8 Expand active adult and senior programming to coincide with aging population trends in Durango
  
  Mid term  Recreation Manager

• 11.1.5.2.9 Expand high priority programs, as listed on the Needs Assessment, including adult fitness and wellness, before and after school programs, youth/teen sports programs, preschool programs, special events, youth learn to swim, youth/teen fitness and wellness, and nature and wildlife interpretive programs
  
  On going  Recreation Manager

• 11.1.5.2.10 Collaborate with other community groups and promote partnerships to enhance recreation program offerings
  
  On going  Recreation Manager

11.1.5.3 DEVELOP BRAND AND IMAGE FOR CORE PROGRAMS

• 11.1.5.3.1 Develop a process to strengthen partnerships including an annual review of existing partnerships and identification of new partners, including a process to identify the level of partner satisfaction toward working with the Department
  
  Mid term  Recreation Manager

• 11.1.5.3.2 Develop customer requirements and brand and image for core program areas
  
  Long term  Recreation Manager

• 11.1.5.3.3 Dedicate staff resources toward acquiring alternative revenues such as grants, corporate support, and more use of volunteers and interns
  
  On going  Recreation Manager
11.1.6 FACILITIES: PROVIDE QUALITY FACILITIES FOR RECREATION ACTIVITIES

11.1.6.1 DEVELOP FACILITIES ACCORDING TO COMMUNITY NEEDS

- 11.1.6.1.1 Develop a business plan for the Recreation Center to determine the feasibility of adding space to accommodate fitness needs, family locker room expansion, maintenance and storage space, youth area upgrades and service desk improvements
  
  Short term  Parks and Recreation Director, Recreation Manager, Finance Director

- 11.1.6.1.2 Develop a plan to renovate or relocate the gymnastics program from the Mason Center
  
  Short term  Parks and Recreation Director, Recreation Manager, General Services Director

- 11.1.6.1.3 Refurbish Chapman Hill, including increased parking capability, re-grading the bottom of the ski hill, repair/replace maintenance storage building, and upgrade rope tow ski lift; embrace bicycling activities such as a natural-surface trail system trailhead, jump park, and other activities to increase summertime utilization of facility
  
  Mid term  Parks and Cemetery Manager, Parks, Open Space and Trails Specialist, Parks and Recreation Director, Planning and Community Development Director, City Engineer

- 11.1.6.1.4 Renovate or replace maintenance shop and offices at Greenmount Cemetery
  
  Mid term  Parks and Cemetery Manager, Planning and Community Development Director

- 11.1.6.1.5 Develop a long term capital maintenance schedule for ongoing replacement of items such as roofing, parking lot repaving, heating and air conditioning systems, etc.
  
  Mid term  Parks and Cemetery Manager, Recreation Manager

11.1.6.2 DEVELOP SPACE AND FACILITIES ACCORDING TO STANDARDS

- 11.1.6.2.1 Research the feasibility of adding a climbing facility at an indoor location, including a return on investment analysis to determine its projected financial performance and determination of resident interest
  
  Mid term  Recreation Manager

- 11.1.6.2.2 Develop best practices in energy efficiency of recreational buildings by conducting an audit of existing facilities and implementing energy efficiency improvements
  
  Mid term  Parks and Cemetery Manager, Recreation Manager
11.2 IMPLEMENTATION GUIDELINES

In order to successfully deploy the Parks, Open Space, Trails and Recreation Master Plan, the following steps should occur:

- All employees should receive a copy of the plan or electronic access to the Plan.

- Regular reporting of the Plan’s progress should be completed. Break the Plan into separate fiscal years and report one year at a time. At the beginning of each year, assign a staff member or a staff team to be responsible for regularly updating each initiative. Each initiative for the year should include a list of tactics that support the goal’s completion. It is the project leader’s responsibility to report on his/her goal, included in a monthly or quarterly report. A suggestion is to input each year’s data on a spreadsheet that lists the Themes, Objectives and Initiatives, start date and completion date, and which staff person is responsible for the Initiative’s completion.

- At the end of the year, each Initiative should have an annual update.

- Update major stakeholders on the Plan’s implementation and results on an annual basis.

- Have staff meetings on a quarterly or semi-annual basis to review the Plan’s progress and results.

- Report the Plan’s progress to the Advisory Boards on a quarterly basis.

- The performance appraisal process should reflect the completion of the Master Plan goals as an evaluation criterion.

- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the
inventory of measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to the decision making.

- After completion of the first year of the Master Plan, targets should be initiated for the measurement system.

- There should be an annual just-in-time review of the next year’s Initiatives to determine if priorities have changed. This can be included at an annual retreat in which successive years’ Initiatives are discussed as part of the annual budget process. Initiatives should tie into the budget process.

- It is good practice to have visual evidence of the progress being made in the strategic initiatives. Post a chart of each year’s initiatives on office walls in administrative areas with a check-off column, designating completion.

- For good government transparency, the Plan should be posted on the Website and regular discussions at board meetings.

- After each year of the Plan, the staff and board should review the Plan process and re-tool any parts of the process that need improvement.

- Throughout the year, the staff should develop a “parking lot” for new ideas and priorities that are generated and need to be incorporated in successive years. This is simply an organized way of maintaining a list of future ideas.
CHAPTER TWELVE - CONCLUSION

It is within the spirit of the Parks, Open Space, Trails and Recreation Plan that the elements contained within the mission and vision are deployed throughout the 10 year period of the Plan. While the recommendations include approximately 83 initiatives to be completed in the next ten years, several major focus areas were identified including:

- Sustainable Practices
- Meeting Program Demand
- Increasing Park Maintenance Staffing to Correlate with Continued Facility and Park Growth
- Continued Trail Development
- Continued Emphasis on the Protection and Acquisition of Open Space
- Park and Facility Development and Financial Sustainability

The Durango Parks and Recreation Department contributes to healthy lifestyles, community development and the conservation of natural lands. The staff of Durango Parks and Recreation strives for excellence to make a difference in the community with important quality of life services and work diligently in making the Department’s mission and vision come to life. The Plan’s intent is to continue this legacy and to build greater strength in the service delivery system as a result of having engaged the public in the development of the Plan and reviewing all elements of the operation, based on best in class practices. This also ensures alignment among future actions, resource allocation, and resident need. The Plan positions the Department for an exciting future and provides opportunities for resident engagement in future endeavors and participation in successful programs, activities, and recreation opportunities.
Appendix A

Community Attitude & Interest Survey
Overview of the Methodology

The City of Durango conducted a Community Attitude and Interest Survey during the winter and spring of 2009 to establish priorities for the future development of parks, trails, recreation facilities and programs and the preservation of open space in the community. The survey was designed to obtain statistically valid results from households throughout the City of Durango. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Durango officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 1,650 households throughout the City of Durango. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 325 completed surveys. This goal was far exceeded, with a total of 568 surveys having been completed. The results of the random sample of 568 households have a 95% level of confidence with a precision of at least +/-4.1%.

The following pages summarize major survey findings:
Parks, Open Space, Trails, and Recreation Master Plan
Community Attitude and Interest Survey

Participation in City Recreation Activities

From a list of 22 options, respondents were asked to indicate all of the City of Durango recreation activities their household has participated in over the past 12 months. The following summarizes key findings:

- Eighty-nine percent (89%) of households have used walking, hiking, and biking trails over the past 12 months, and 88% have used the Animas River Trail. The other most frequently used City recreation activities include: community recreation center (74%), natural surface trails (67%), hard surface trails (64%), and natural open space areas (57%).

<table>
<thead>
<tr>
<th>Activity</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking, hiking, and biking trails</td>
<td>89%</td>
</tr>
<tr>
<td>Animas River Trail</td>
<td>88%</td>
</tr>
<tr>
<td>Community Recreation Center</td>
<td>74%</td>
</tr>
<tr>
<td>Natural surface trails</td>
<td>67%</td>
</tr>
<tr>
<td>Hard surface trails</td>
<td>64%</td>
</tr>
<tr>
<td>Natural open space areas</td>
<td>57%</td>
</tr>
<tr>
<td>Boating on the river</td>
<td>44%</td>
</tr>
<tr>
<td>Picnicking areas</td>
<td>39%</td>
</tr>
<tr>
<td>Playgrounds</td>
<td>37%</td>
</tr>
<tr>
<td>Cross-country skiing</td>
<td>35%</td>
</tr>
<tr>
<td>Golf course</td>
<td>30%</td>
</tr>
<tr>
<td>Multipurpose/Soccer fields</td>
<td>28%</td>
</tr>
<tr>
<td>Chapman Hill Ice Rink</td>
<td>27%</td>
</tr>
<tr>
<td>Fishing on the river</td>
<td>27%</td>
</tr>
<tr>
<td>Mason Center</td>
<td>21%</td>
</tr>
<tr>
<td>Tennis courts</td>
<td>21%</td>
</tr>
<tr>
<td>Chapman Hill Ski/Sledding Area</td>
<td>18%</td>
</tr>
<tr>
<td>Baseball and softball fields</td>
<td>17%</td>
</tr>
<tr>
<td>Skate Park</td>
<td>13%</td>
</tr>
<tr>
<td>Amphitheaters</td>
<td>12%</td>
</tr>
<tr>
<td>Bicycle BMX track</td>
<td>11%</td>
</tr>
<tr>
<td>Outdoor basketball courts</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>None - we don't use any recreation activities</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
Use of Parks, Open Space, Trails, Recreation Facilities and Programs

Respondents were asked to indicate how often their household has used City of Durango parks, open space, trails, recreation facilities, or recreation programs during the past year. The following summarizes key findings:

- Eighty-eight percent (88%) of households have used trails during the past year, and 84% have used parks during the past year. Seventy-nine percent (79%) of households have used recreation facilities during the past year, 69% have used open space, and 42% have used recreation programs.
Quality of Parks, Open Space, Trails, Recreation Facilities and Programs

Respondent households that have used City of Durango parks, open space, trails, recreation facilities, or recreation programs during the past year were asked to rate the physical condition/quality of the parks, open space, trails, recreation facilities or recreation programs they have used. The following summarizes key findings:

- Parks, open space, trails, recreation facilities and recreation programs each had between 89% - 95% of respondent households rate their physical condition/quality as either excellent or good.

Q3a. How Respondents Rate the Condition of the City of Durango Parks, Open Space, Trails, Recreation Facilities, or Recreation Programs They’ve Used During the Past Year

![Bar Chart]

Source: Leisure Vision/ETC Institute (April 2009)
Open Space Opportunities Valued/Desired

From a list of 14 open space opportunities, respondents were asked to indicate all of the ones their household values or desires. The following summarizes key findings:

- The open space opportunities that the highest percentage of households value or desire include: river and stream corridors (90%), trails for hiking and biking (88%), wildlife habitats with trails (77%), picnic facilities (73%), and view sheds/scenic vistas (70%).

Q4. Open Space Opportunities That Respondent Households Value or Desire
by percentage of respondents (multiple choices could be made)

River and stream corridors 90%
Trails for hiking and biking 88%
Wildlife habitats with trails 77%
Picnic facilities 73%
View sheds/scenic vistas 70%
Community buffer from development 68%
Wetlands 63%
Accessible trails for those in wheel chairs 62%
Wildlife habitats without public access 62%
Nature trails and interpretive centers 61%
Dog exercise areas 55%
Agriculture Land 52%
Campgrounds 51%
Equestrian trails 21%

Source: Leisure Vision/ETC Institute (April 2009)
How Well Open Space Opportunities Meet Households’ Values/Desires

From a list of 14 open space opportunities, respondent households that value or desire open space opportunities were asked to indicate how well their values/desires are being met. The following summarizes key findings:

- The open space opportunities that meet the values/desires of the highest percentage of households includes: trails for hiking and biking, river and stream corridors, picnic facilities, and wildlife habitats with trails.

### Q4a. How Well Open Space Opportunities Meet Households’ Values or Desires

<table>
<thead>
<tr>
<th>Open Space Opportunity</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trails for hiking and biking</td>
<td>16%</td>
<td>31%</td>
<td>36%</td>
<td>45%</td>
<td>45%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>River and stream corridors</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Picnic facilities</td>
<td>21%</td>
<td>26%</td>
<td>32%</td>
<td>42%</td>
<td>42%</td>
<td>18%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Wildlife habitats with trails</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>6%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Campgrounds</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Accessible trails for those in wheelchairs</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Dog exercise areas</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Wildlife habitats without public access</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>View sheds/scenic vistas</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Agriculture land</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Nature trails and interpretive centers</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Equestrian trails</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Wetlands</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Community buffer from development</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
Most Important Open Space Opportunities

From a list of 14 open space opportunities, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the open space opportunities that are most important to respondent households are: trails for hiking and biking (73%), river and stream corridors (69%), and wildlife habitats with trails (44%).

![Bar chart showing the most important open space opportunities]
Preserving Areas of Land and Greenways for Open Space

From a list of seven areas of land and greenways, respondents were asked to rate their level of agreement with each area being preserved for open space. The following summarizes key findings:

- There are four areas that over 50% of respondents strongly agree should be preserved for open space: Ridgeline property within and around Durango (65%), Animas River greenway north of town (62%), Horse Gulch (56%), and Animas River greenway south of town (53%).

<table>
<thead>
<tr>
<th>Area</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animas River greenway north of town</td>
<td>62%</td>
<td>24%</td>
<td>8%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Ridgeline property within and around Durango</td>
<td>65%</td>
<td>17%</td>
<td>11%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Animas River greenway south of town</td>
<td>53%</td>
<td>28%</td>
<td>12%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Horse Gulch</td>
<td>56%</td>
<td>19%</td>
<td>17%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Agricultural lands</td>
<td>31%</td>
<td>26%</td>
<td>31%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Land west of downtown Durango along Highway 160</td>
<td>29%</td>
<td>26%</td>
<td>30%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Land east of Grandview &amp; along Highways 160 &amp; 172</td>
<td>21%</td>
<td>21%</td>
<td>38%</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Leisure Vision ETC Institute (April 2009)
**Most Important Areas to Preserve as Open Space**

From a list of seven areas of land and greenways, respondents were asked to select the three areas that are most important for the City to preserve as open space. The following summarizes key findings:

- Based on the sum of their top three choices, the areas that respondents feel are most important to preserve as open space include: Animas River greenway north of town (69%), Ridgeline property within and around Durango (62%), Animas River greenway south of town (46%), and Horse Gulch (43%). It should also be noted that Ridgeline property within and around Durango had the highest percentage of respondents select it as their first choice as the area they feel is more important for the City to preserve as open space.

![Bar Chart](image-url)
**Open Space Preservation Efforts**

Respondents were asked if they felt the City of Durango open space preservation efforts should include lands located outside of its comprehensive planning areas. The following summarizes key findings:

- Fifty-eight percent (58%) of respondents feel the City of Durango open space preservation efforts should include lands located outside of its comprehensive planning areas.

**Q8. Should the City of Durango Open Space Preservation Efforts Include Lands Located Outside of its Comprehensive Planning Areas?**

- Yes: 58%
- No: 38%
- Not provided: 4%

*Source: Leisure Vision/ETC Institute (April 2009)*
Ways Respondents Learn About City Recreation Programs and Activities

From a list of 11 options, respondents were asked to indicate all the ways they learn about City of Durango recreation programs and activities. The following summarizes key findings:

- The most frequently mentioned ways respondents learn about City recreation programs and activities include: newspaper articles (76%), City of Durango Activities Guide (73%), and from friends and neighbors (69%).

### Q9. Ways Respondents Learn About City of Durango Parks and Recreation Department Programs and Activities

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspaper articles</td>
<td>76%</td>
</tr>
<tr>
<td>City of Durango Activities Guide</td>
<td>73%</td>
</tr>
<tr>
<td>From friends and neighbors</td>
<td>69%</td>
</tr>
<tr>
<td>Newspaper advertisements</td>
<td>38%</td>
</tr>
<tr>
<td>Radio</td>
<td>33%</td>
</tr>
<tr>
<td>Parks and Recreation Website</td>
<td>32%</td>
</tr>
<tr>
<td>Flyers in mail</td>
<td>29%</td>
</tr>
<tr>
<td>Television</td>
<td>15%</td>
</tr>
<tr>
<td>School flyers/newsletter</td>
<td>13%</td>
</tr>
<tr>
<td>Event Website or organizational E-list</td>
<td>10%</td>
</tr>
<tr>
<td>Conservations with City staff</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
Parks and Recreation Facilities That Households Support or Desire

From a list of 28 parks and recreation facilities, respondents were asked to indicate all of the ones their household supports or has a desire for. The following summarizes key findings:

- The parks and recreation facilities that the highest percentage of households support or desire include: neighborhood parks (89%), bike and pedestrian hard surface trails (87%), hiking and biking natural surface trails (85%), indoor fitness and exercise facilities (80%), and indoor recreation centers with aquatic areas (77%).

Q10. Parks and Recreation Facilities That Respondent Households Support or Have a Desire for
by percentage of respondents (multiple choices could be made)

Source: Leisure Vision/ETC Institute (April 2009)
How Well Parks and Recreation Facilities Meet Households’ Level of Value/Support

From a list of 28 parks and recreation facilities, respondent households that value or support parks and recreation facilities were asked to indicate how well their value/support is being met. The following summarizes key findings:

- The parks and recreation facilities that meet the value/support of the highest percentage of households include: indoor recreation centers with aquatic areas, indoor fitness and exercise facilities, skate park, golf courses, and playgrounds.

Q10a. How Well Parks and Recreation Facilities Meet Households’ Level of Value or Support

by percentage of respondent households that have a need for facilities

Source: Leisure Vision/ETC Institute (April 2009)
**Most Important Parks and Recreation Facilities**

From a list of 28 parks and recreation facilities, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the parks and recreation facilities that are most important to respondent households are: hiking and biking natural surface trails (53%), bike and pedestrian hard surface trails (44%), neighborhood parks (28%), indoor fitness and exercise facilities (21%), and indoor recreation centers with aquatic centers (21%).

![Bar chart showing the most important parks and recreation facilities](chart_image)

**Q11. Parks and Recreation Facilities That Are Most Important to Respondent Households**

<table>
<thead>
<tr>
<th>Facility</th>
<th>1st Most Important</th>
<th>2nd Most Important</th>
<th>3rd Most Important</th>
<th>4th Most Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiking and biking natural surface trails</td>
<td>53%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bike and pedestrian hard surface trails</td>
<td></td>
<td>44%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neighborhood parks</td>
<td></td>
<td></td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Indoor fitness and exercise facilities</td>
<td></td>
<td></td>
<td></td>
<td>21%</td>
</tr>
<tr>
<td>Indoor recreation centers with aquatic areas</td>
<td></td>
<td></td>
<td></td>
<td>21%</td>
</tr>
<tr>
<td>Soccer/Football/Multipurpose fields</td>
<td></td>
<td></td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Off-leash dog parks</td>
<td></td>
<td></td>
<td></td>
<td>15%</td>
</tr>
<tr>
<td>River Recreation (fishing &amp; boating)</td>
<td></td>
<td></td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td>Fishing areas</td>
<td></td>
<td></td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td>Community gardens</td>
<td></td>
<td></td>
<td></td>
<td>12%</td>
</tr>
<tr>
<td>Cross country skiing areas</td>
<td></td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Playgrounds</td>
<td></td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Picnicking areas and shelters</td>
<td></td>
<td></td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Golf courses</td>
<td></td>
<td></td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Baseball and softball fields</td>
<td></td>
<td></td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Ski and Snowboarding Areas</td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>Indoor ice rink</td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>Outdoor tennis courts</td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>Outdoor aquatic centers</td>
<td></td>
<td></td>
<td></td>
<td>7%</td>
</tr>
<tr>
<td>Boating and sailing areas</td>
<td></td>
<td></td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td>Outdoor Amphitheaters</td>
<td></td>
<td></td>
<td></td>
<td>4%</td>
</tr>
<tr>
<td>Frisbee Golf</td>
<td></td>
<td></td>
<td></td>
<td>4%</td>
</tr>
<tr>
<td>Indoor gymnastics space</td>
<td></td>
<td></td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>Skate park</td>
<td></td>
<td></td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>Sledding areas</td>
<td></td>
<td></td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>Outdoor basketball courts</td>
<td></td>
<td></td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>BMX/Bicycle Park</td>
<td></td>
<td></td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Equestrian trails</td>
<td></td>
<td></td>
<td></td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
Recreation Programs That Households Support or Desire

From a list of 26 recreation programs, respondents were asked to indicate all of the ones their household supports or has a desire for. The following summarizes key findings:

- The recreation programs that the highest percentage of households support or desire include: adult fitness and wellness programs (72%), special events/festivals (66%), Youth Learn to Swim programs (64%), youth/teen sports programs (64%), and nature and wildlife interpretive programs (62%).

Q12. Recreation Programs That Respondent Households Support or Have a Desire for

<table>
<thead>
<tr>
<th>Recreation Programs</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult fitness and wellness programs</td>
<td>72%</td>
</tr>
<tr>
<td>Special events/festivals</td>
<td>66%</td>
</tr>
<tr>
<td>Youth Learn to Swim programs</td>
<td>64%</td>
</tr>
<tr>
<td>Youth/teen sports programs</td>
<td>64%</td>
</tr>
<tr>
<td>Nature and wildlife interpretive programs</td>
<td>62%</td>
</tr>
<tr>
<td>Biking events</td>
<td>61%</td>
</tr>
<tr>
<td>Before and after school programs</td>
<td>61%</td>
</tr>
<tr>
<td>Programs for people with disabilities</td>
<td>60%</td>
</tr>
<tr>
<td>Youth/teen fitness and wellness programs</td>
<td>60%</td>
</tr>
<tr>
<td>60 Years plus programs</td>
<td>59%</td>
</tr>
<tr>
<td>Youth/teen art, dance, performing arts</td>
<td>58%</td>
</tr>
<tr>
<td>Life skills classes, i.e., cooking, computers, etc.</td>
<td>56%</td>
</tr>
<tr>
<td>Youth/teen summer camp programs</td>
<td>56%</td>
</tr>
<tr>
<td>Adult art, dance, performing arts</td>
<td>56%</td>
</tr>
<tr>
<td>Adult sports programs</td>
<td>55%</td>
</tr>
<tr>
<td>Kayaking/Paddling Sports</td>
<td>55%</td>
</tr>
<tr>
<td>Running events (including triathlons)</td>
<td>55%</td>
</tr>
<tr>
<td>Ice-skating and hockey</td>
<td>54%</td>
</tr>
<tr>
<td>Water fitness programs</td>
<td>54%</td>
</tr>
<tr>
<td>Ski and Snowboarding programs</td>
<td>53%</td>
</tr>
<tr>
<td>Pre-school programs</td>
<td>53%</td>
</tr>
<tr>
<td>Adult art, dance, performing arts</td>
<td>53%</td>
</tr>
<tr>
<td>Adult swim programs</td>
<td>51%</td>
</tr>
<tr>
<td>Gymnastics programs</td>
<td>49%</td>
</tr>
<tr>
<td>Martial arts programs</td>
<td>47%</td>
</tr>
<tr>
<td>Tennis lessons, clinics and leagues</td>
<td>44%</td>
</tr>
<tr>
<td>Golf programs, i.e., lessons, tournaments, etc.</td>
<td>43%</td>
</tr>
<tr>
<td>Nature and wildlife interpretive programs</td>
<td>41%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
How Well Recreation Programs Meet Households’ Level of Value/Support

From a list of 26 recreation programs, respondent households that value or support recreation programs were asked to indicate how well their value/support is being met. The following summarizes key findings:

- The recreation programs that meet the value/support of the highest percentage of households include: biking events, running events, water fitness programs, adult fitness and wellness programs, and adult sports programs.

---

Q12a. How Well Recreation Programs Meet Households’ Level of Value or Support

(by percentage of respondent households that have a need for facilities)

- Biking events: 38% meet values/support, 35% meet 75%, 20% meet 50%, 19% meet 25%
- Running events (including triathlons): 38% meet values/support, 32% meet 75%, 20% meet 50%, 19% meet 25%
- Water fitness programs: 40% meet values/support, 31% meet 75%, 25% meet 50%, 20% meet 25%
- Adult fitness and wellness programs: 38% meet values/support, 31% meet 75%, 22% meet 50%, 20% meet 25%
- Adult sports programs: 26% meet values/support, 25% meet 75%, 22% meet 50%, 19% meet 25%
- Youth Learn to Swim programs: 39% meet values/support, 28% meet 75%, 21% meet 50%, 14% meet 25%
- Ice-skating and hockey: 39% meet values/support, 27% meet 75%, 20% meet 50%, 13% meet 25%
- Kayaking/Paddling Sports: 33% meet values/support, 33% meet 75%, 22% meet 50%, 13% meet 25%
- Adult swim programs: 38% meet values/support, 27% meet 75%, 20% meet 50%, 15% meet 25%
- Special events/festivals: 20% meet values/support, 33% meet 75%, 25% meet 50%, 19% meet 25%
- Ski and Snowboarding programs: 20% meet values/support, 31% meet 75%, 25% meet 50%, 10% meet 25%
- Youth/teen sports programs: 26% meet values/support, 32% meet 75%, 28% meet 50%, 18% meet 25%
- 60 Years plus programs: 30% meet values/support, 28% meet 75%, 30% meet 50%, 18% meet 25%
- Golf programs, i.e., lessons, tournaments, etc.: 30% meet values/support, 26% meet 75%, 32% meet 50%, 19% meet 25%
- Adult art, dance, performing arts: 25% meet values/support, 30% meet 75%, 28% meet 50%, 12% meet 25%
- Martial arts programs: 20% meet values/support, 28% meet 75%, 25% meet 50%, 18% meet 25%
- Nature and wildlife interpretive programs: 25% meet values/support, 31% meet 75%, 28% meet 50%, 18% meet 25%
- Gymnastics programs: 35% meet values/support, 24% meet 75%, 30% meet 50%, 18% meet 25%
- Tennis lessons, clinics and leagues: 23% meet values/support, 27% meet 75%, 32% meet 50%, 15% meet 25%
- Youth/teen fitness and wellness programs: 25% meet values/support, 25% meet 75%, 32% meet 50%, 15% meet 25%
- Pre-school programs: 27% meet values/support, 22% meet 75%, 34% meet 50%, 16% meet 25%
- Before and after school programs: 22% meet values/support, 27% meet 75%, 32% meet 50%, 15% meet 25%
- Programs for people with disabilities: 22% meet values/support, 25% meet 75%, 35% meet 50%, 14% meet 25%
- Youth/teen summer camp programs: 22% meet values/support, 25% meet 75%, 35% meet 50%, 14% meet 25%
- Youth/teen art, dance, performing arts: 24% meet values/support, 23% meet 75%, 37% meet 50%, 12% meet 25%
- Life skill classes, i.e., cooking, computers, etc.: 24% meet values/support, 23% meet 75%, 33% meet 50%, 16% meet 25%

Source: Leisure Vision/ETC Institute (April 2009)
Most Important Recreation Programs

From a list of 26 recreation programs, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the recreation programs that are most important to respondent households are: adult fitness and wellness programs (31%), special events/festivals (22%), before and after school programs (18%), youth/teen sports programs (16%), biking events (16%), and Youth Learn to Swim programs (16%).
Level of Support for Actions to Improve the Parks, Recreation and Hard Surface Trails System

From a list of 13 actions the City of Durango could take to improve the parks, recreation and hard surface trails system, respondents were asked to rate their level of support for each one. The following summarizes key findings:

- There are three actions that over 50% of respondents are either very or somewhat supportive of: fix-up/repair older park buildings/shelters/playgrounds/trails (61%), develop an interconnected hard surface trails network beyond Animas River (60%), and purchase land for parks, recreational facilities and trails (53%).

### Q14. Support for Various Actions the City of Durango Could Take to Improve the Parks, Recreation and Hard Surface Trails System

<table>
<thead>
<tr>
<th>Action</th>
<th>Very Supportive</th>
<th>Somewhat Supportive</th>
<th>Not Sure</th>
<th>Not Supportive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fix-up/repair older park buildings/shelters/trails</td>
<td>61%</td>
<td>29%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>Develop hard surface trails beyond Animas River</td>
<td>60%</td>
<td>18%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Purchase land for parks, rec facilities &amp; trails</td>
<td>53%</td>
<td>24%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>Upgrade river put-ins and stabilize river banks</td>
<td>41%</td>
<td>29%</td>
<td>21%</td>
<td>9%</td>
</tr>
<tr>
<td>Upgrade existing indoor recreation centers</td>
<td>35%</td>
<td>32%</td>
<td>21%</td>
<td>13%</td>
</tr>
<tr>
<td>Develop new neighborhood parks</td>
<td>28%</td>
<td>34%</td>
<td>24%</td>
<td>14%</td>
</tr>
<tr>
<td>Develop community park in Three Springs</td>
<td>26%</td>
<td>26%</td>
<td>28%</td>
<td>21%</td>
</tr>
<tr>
<td>Upgrade Chapman Hill Ski and Snowboard facilities</td>
<td>23%</td>
<td>25%</td>
<td>28%</td>
<td>25%</td>
</tr>
<tr>
<td>Develop new outdoor swimming pool</td>
<td>28%</td>
<td>17%</td>
<td>25%</td>
<td>31%</td>
</tr>
<tr>
<td>Develop new off-leash dog parks</td>
<td>23%</td>
<td>17%</td>
<td>23%</td>
<td>37%</td>
</tr>
<tr>
<td>Develop an expanded indoor gymnastics area</td>
<td>13%</td>
<td>22%</td>
<td>36%</td>
<td>29%</td>
</tr>
<tr>
<td>Develop new BMX/Bicycle park</td>
<td>9%</td>
<td>21%</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Develop a new year-round indoor ice-rink</td>
<td>15%</td>
<td>14%</td>
<td>32%</td>
<td>39%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
Actions Respondents Are Most Willing to Fund with City Tax Dollars

From a list of 13 actions the City of Durango could take to improve the parks, recreation and hard surface trails system, respondents were asked to select the three actions they would be most willing to fund with their City tax dollars. The following summarizes key findings:

- Based on the sum of their top three choices, the actions that respondents are most willing to fund with their City tax dollars are: develop an interconnected hard surface trails network beyond Animas River (46%), purchase land for parks, recreation facilities and trails (45%), and fix-up/repair older park buildings/shelters/playgrounds/trails (42%). It should also be noted that purchase land for parks, recreation facilities and trails had the highest percentage of respondents select it as their first choice as the action they are most willing to fund with their City tax dollars.

Q15. Actions Respondents Would Be Most Willing to Fund with City Tax Dollars

by percentage of respondents who selected the item as one of their top three choices

Source: Leisure Vision/ETC Institute (April 2009)
Developer Requirements Regarding Parks, Trails & Recreation Facilities

Respondents were asked if they think developers should be required to build parks, trails, and recreational facilities as part of a new subdivision. The following summarizes key findings:

- Over three-fourths (77%) of respondents think developers should be required to build parks, trails, and recreational facilities as part of a new subdivision. Nineteen percent (19%) of respondents do not feel developers should be required to build parks, trails, and recreational facilities as part of a new subdivision, and 4% did not provide a response.

Q16. Should Developers Be Required to Build Parks, Trails and Recreational Facilities as Part of a New Subdivision?

by percentage of respondents

- Yes 77%
- No 19%
- Not provided 4%

Source: Leisure Vision/ETC Institute (April 2009)
Level of Support for Actions to Improve the Open Space and Natural Surface Trails System

From a list of six actions the City of Durango could take to improve the open space and natural surface trails system, respondents were asked to rate their level of support for each one. The following summarizes key findings:

- There are three actions that over 50% of respondents are either very or somewhat supportive of: purchase land to preserve open space (54%), expand the natural surface trails network (52%), and purchase land with natural surface hiking and biking trails (51%).

![Support for Various Actions Chart]

Source: Leisure Vision/ETC Institute (April 2009)
Actions Respondents Are Most Willing to Fund with City Tax Dollars

From a list of six actions the City of Durango could take to improve the open space and natural surface trails system, respondents were asked to select the three actions they would be most willing to fund with their City tax dollars. The following summarizes key findings:

- Based on the sum of their top three choices, the actions that respondents are most willing to fund with their City tax dollars are: purchase land to preserve open space (53%), expand the natural surface trails network (52%), and purchase land with natural surface hiking and biking trails (46%). It should also be noted that purchase land to preserve open space had the highest percentage of respondents select it as their first choice as the action they are most willing to fund with their City tax dollars.

![Chart showing the actions respondents are most willing to fund with City tax dollars]
Demographics

Q1. Demographics: Ages of People in Household
by percentage of household occupants

- 20-24 years: 4%
- 15-19 years: 7%
- 10-14 years: 6%
- 5-9 years: 7%
- Under 5 years: 6%
- 45-54 years: 20%
- 35-44 years: 18%
- 25-34 years: 8%
- 65+ years: 10%
- 55-64 years: 14%

Source: Leisure Vision/ETC Institute (April 2009)

Q19. Demographics: Age of Respondents
by percentage of respondents

- 35-44 years: 24%
- Under 35 years: 10%
- 45-54 years: 27%
- 65+ years: 16%
- 55-64 years: 23%
- 5-9 years: 7%
- 10-14 years: 6%
- 15-19 years: 7%
- Under 5 years: 6%

Source: Leisure Vision/ETC Institute (April 2009)
Demographics

Q20. Demographics: Gender
by percentage of respondents

Male 52%
Female 48%

Source: Leisure Vision ETC Institute (April 2009)

Q22. Demographics: Number of Years Lived in City of Durango
by percentage of respondents

6 to 10 years 14%
11 to 15 years 11%
5 years or less 19%
16 to 20 years 19%
31+ years 13%
21 to 30 years 24%

Source: Leisure Vision ETC Institute (April 2009)
Q23. Demographics: Number of Years Lived in La Plata County

by percentage of respondents

- 31+ years: 25%
- 21 to 30 years: 20%
- 16 to 20 years: 12%
- 11 to 15 years: 15%
- 5 years or less: 13%
- 6 to 10 years: 16%

Source: Leisure Vision/ETC Institute (April 2000)
Appendix A

Community Attitude & Interest Survey
Overview of the Methodology

The City of Durango conducted a Community Attitude and Interest Survey during the winter and spring of 2009 to establish priorities for the future development of parks, trails, recreation facilities and programs and the preservation of open space in the community. The survey was designed to obtain statistically valid results from households throughout the City of Durango. The survey was administered by a combination of mail and phone.

Leisure Vision worked extensively with City of Durango officials, as well as members of the PROS Consulting project team in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Leisure Vision mailed surveys to a random sample of 1,650 households throughout the City of Durango. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, Leisure Vision began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 325 completed surveys. This goal was far exceeded, with a total of 568 surveys having been completed. The results of the random sample of 568 households have a 95% level of confidence with a precision of at least +/-4.1%.

The following pages summarize major survey findings:
Participation in City Recreation Activities

From a list of 22 options, respondents were asked to indicate all of the City of Durango recreation activities their household has participated in over the past 12 months. The following summarizes key findings:

- Eighty-nine percent (89%) of households have used walking, hiking, and biking trails over the past 12 months, and 88% have used the Animas River Trail. The other most frequently used City recreation activities include: community recreation center (74%), natural surface trails (67%), hard surface trails (64%), and natural open space areas (57%).

Q2. City of Durango Recreation Activities That Households Have Participated in or Visited Over the Past 12 Months

Source: Leisure Vision/ETC Institute (April 2009)
Use of Parks, Open Space, Trails, Recreation Facilities and Programs

Respondents were asked to indicate how often their household has used City of Durango parks, open space, trails, recreation facilities, or recreation programs during the past year. The following summarizes key findings:

- Eighty-eight percent (88%) of households have used trails during the past year, and 84% have used parks during the past year. Seventy-nine percent (79%) of households have used recreation facilities during the past year, 69% have used open space, and 42% have used recreation programs.
Quality of Parks, Open Space, Trails, Recreation Facilities and Programs

Respondent households that have used City of Durango parks, open space, trails, recreation facilities, or recreation programs during the past year were asked to rate the physical condition/quality of the parks, open space, trails, recreation facilities or recreation programs they have used. The following summarizes key findings:

- Parks, open space, trails, recreation facilities and recreation programs each had between 89% - 95% of respondent households rate their physical condition/quality as either excellent or good.

![Diagram showing the percentage of respondents rating the condition of various City of Durango facilities as excellent, good, fair, or poor.]

Source: Leisure Vision/ETC Institute (April 2009)
Open Space Opportunities Valued/Desired

From a list of 14 open space opportunities, respondents were asked to indicate all of the ones their household values or desires. The following summarizes key findings:

- The open space opportunities that the highest percentage of households value or desire include: river and stream corridors (90%), trails for hiking and biking (88%), wildlife habitats with trails (77%), picnic facilities (73%), and view sheds/scenic vistas (70%).

Q4. Open Space Opportunities That Respondent Households Value or Desire

by percentage of respondents (multiple choices could be made)

River and stream corridors 90%
Trails for hiking and biking 88%
Wildlife habitats with trails 77%
Picnic facilities 73%
View sheds/scenic vistas 70%
Community buffer from development 68%
Wetlands 63%
Accessible trails for those in wheel chairs 62%
Wildlife habitats without public access 62%
Nature trails and interpretive centers 61%
Dog exercise areas 55%
Agriculture Land 52%
Campgrounds 51%
Equestrian trails 21%
How Well Open Space Opportunities Meet Households’ Values/Desires

From a list of 14 open space opportunities, respondent households that value or desire open space opportunities were asked to indicate how well their values/desires are being met. The following summarizes key findings:

- The open space opportunities that meet the values/desires of the highest percentage of households includes: trails for hiking and biking, river and stream corridors, picnic facilities, and wildlife habitats with trails.

### Q4a. How Well Open Space Opportunities Meet Households' Values or Desires

<table>
<thead>
<tr>
<th>Open Space Opportunity</th>
<th>100% Meets Values/Desire</th>
<th>75% Meets Values/Desire</th>
<th>50% Meets Values/Desire</th>
<th>25% Meets Values/Desire</th>
<th>0% Meets Values/Desire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trails for hiking and biking</td>
<td>36%</td>
<td>45%</td>
<td>16%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>River and stream corridors</td>
<td>29%</td>
<td>47%</td>
<td>21%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Picnic facilities</td>
<td>32%</td>
<td>42%</td>
<td>18%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Wildlife habitats with trails</td>
<td>25%</td>
<td>41%</td>
<td>24%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Campgrounds</td>
<td>19%</td>
<td>37%</td>
<td>26%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>Accessible trails for those in wheel chairs</td>
<td>23%</td>
<td>33%</td>
<td>29%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Dog exercise areas</td>
<td>28%</td>
<td>25%</td>
<td>27%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Wildlife habitats without public access</td>
<td>21%</td>
<td>32%</td>
<td>26%</td>
<td>16%</td>
<td>5%</td>
</tr>
<tr>
<td>View sheds/scenic vistas</td>
<td>20%</td>
<td>32%</td>
<td>30%</td>
<td>14%</td>
<td>4%</td>
</tr>
<tr>
<td>Agriculture Land</td>
<td>21%</td>
<td>29%</td>
<td>30%</td>
<td>16%</td>
<td>4%</td>
</tr>
<tr>
<td>Nature trails and interpretive centers</td>
<td>15%</td>
<td>35%</td>
<td>35%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Equestrian trails</td>
<td>26%</td>
<td>20%</td>
<td>25%</td>
<td>23%</td>
<td>6%</td>
</tr>
<tr>
<td>Wetlands</td>
<td>18%</td>
<td>28%</td>
<td>38%</td>
<td>16%</td>
<td>3%</td>
</tr>
<tr>
<td>Community buffer from development</td>
<td>7%</td>
<td>17%</td>
<td>39%</td>
<td>31%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
Most Important Open Space Opportunities

From a list of 14 open space opportunities, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the open space opportunities that are most important to respondent households are: trails for hiking and biking (73%), river and stream corridors (69%), and wildlife habitats with trails (44%).

![Bar chart showing the most important open space opportunities](chart.png)

Source: Leisure Vision/IFC Institute (April 2009)
Preserving Areas of Land and Greenways for Open Space

From a list of seven areas of land and greenways, respondents were asked to rate their level of agreement with each area being preserved for open space. The following summarizes key findings:

- There are four the areas that over 50% of respondents strongly agree should be preserved for open space: Ridgeline property within and around Durango (65%), Animas River greenway north of town (62%), Horse Gulch (56%), and Animas River greenway south of town (53%).

### Q6. Level of Agreement with Various Areas of Land and Greenways Being Preserved as Open Space Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animas River greenway north of town</td>
<td>62%</td>
<td>24%</td>
<td>8%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Ridgeline property within and around Durango</td>
<td>65%</td>
<td>17%</td>
<td>11%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Animas River greenway south of town</td>
<td>53%</td>
<td>28%</td>
<td>12%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Horse Gulch</td>
<td>56%</td>
<td>19%</td>
<td>17%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Agricultural lands</td>
<td>31%</td>
<td>26%</td>
<td>31%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Land west of downtown Durango along Highway 160</td>
<td>29%</td>
<td>26%</td>
<td>30%</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td>Land east of Grandview &amp; along Highways 160 &amp; 172</td>
<td>21%</td>
<td>21%</td>
<td>38%</td>
<td>12%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision ETC Institute (April 2009)
**Most Important Areas to Preserve as Open Space**

From a list of seven areas of land and greenways, respondents were asked to select the three areas that are most important for the City to preserve as open space. The following summarizes key findings:

- Based on the sum of their top three choices, the areas that respondents feel are most important to preserve as open space include: Animas River greenway north of town (69%), Ridgeline property within and around Durango (62%), Animas River greenway south of town (46%), and Horse Gulch (43%). It should also be noted that Ridgeline property within and around Durango had the highest percentage of respondents select it as their first choice as the area they feel is more important for the City to preserve as open space.

![Bar chart showing the most important areas to preserve as open space](chart.png)

Source: Leisure Vision/ETC Institute (April 2009)
Open Space Preservation Efforts

Respondents were asked if they felt the City of Durango open space preservation efforts should include lands located outside of its comprehensive planning areas. The following summarizes key findings:

- Fifty-eight percent (58%) of respondents feel the City of Durango open space preservation efforts should include lands located outside of its comprehensive planning areas.

Q8. Should the City of Durango Open Space Preservation Efforts Include Lands Located Outside of its Comprehensive Planning Areas?

by percentage of respondents

- Yes 58%
- No 38%
- Not provided 4%

Source: Leisure Vision/ETC Institute (April 2009)
Ways Respondents Learn About City Recreation Programs and Activities

From a list of 11 options, respondents were asked to indicate all the ways they learn about City of Durango recreation programs and activities. The following summarizes key findings:

- The most frequently mentioned ways respondents learn about City recreation programs and activities include: newspaper articles (76%), City of Durango Activities Guide (73%), and from friends and neighbors (69%).

![Bar chart showing ways respondents learn about City of Durango parks and recreation programs and activities](chart.png)

Source: Leisure Vision/ETC Institute (April 2009)

Appendix A - 12
Parks and Recreation Facilities That Households Support or Desire

From a list of 28 parks and recreation facilities, respondents were asked to indicate all of the ones their household supports or has a desire for. The following summarizes key findings:

- The parks and recreation facilities that the highest percentage of households support or desire include: neighborhood parks (89%), bike and pedestrian hard surface trails (87%), hiking and biking natural surface trails (85%), indoor fitness and exercise facilities (80%), and indoor recreation centers with aquatic areas (77%).

Q10. Parks and Recreation Facilities That Respondent Households Support or Have a Desire for

by percentage of respondents (multiple choices could be made)

- Neighborhood parks 89%
- Bike and pedestrian hard surface trails 87%
- Hiking and biking natural surface trails 85%
- Indoor fitness and exercise facilities 80%
- Indoor recreation centers with aquatic areas 77%
- Playgrounds 73%
- Picnicking areas and shelters 72%
- Cross country skiing areas 71%
- River Recreation (fishing & boating) 70%
- Soccer/Football/Multipurpose fields 69%
- Sledding areas 65%
- Outdoor tennis courts 61%
- Community gardens 61%
- Indoor ice rink 61%
- Baseball and softball fields 59%
- Off-leash dog parks 58%
- Fishing areas 58%
- Ski and Snowboarding Areas 58%
- Outdoor basketball courts 54%
- Golf courses 51%
- Skate park 50%
- BMX/Bicycle Park 49%
- Outdoor Amphitheaters 49%
- Indoor gymnastics space 48%
- Outdoor aquatic centers 48%
- Boating and sailing areas 46%
- Frisbee Golf 43%
- Equestrian trails 24%

Source: Leisure Vision/ETC Institute (April 2009)
How Well Parks and Recreation Facilities Meet Households’ Level of Value/Support

From a list of 28 parks and recreation facilities, respondent households that value or support parks and recreation facilities were asked to indicate how well their value/support is being met. The following summarizes key findings:

- The parks and recreation facilities that meet the value/support of the highest percentage of households include: indoor recreation centers with aquatic areas, indoor fitness and exercise facilities, skate park, golf courses, and playgrounds.

Q10a. How Well Parks and Recreation Facilities Meet Households' Level of Value or Support

by percentage of respondent households that have a need for facilities

Source: Leisure Vision/ETC Institute (April 2009)
Most Important Parks and Recreation Facilities

From a list of 28 parks and recreation facilities, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the parks and recreation facilities that are most important to respondent households are: hiking and biking natural surface trails (53%), bike and pedestrian hard surface trails (44%), neighborhood parks (28%), indoor fitness and exercise facilities (21%), and indoor recreation centers with aquatic centers (21%).

Source: Leisure Vision/ETC Institute (April 2009)
Recreation Programs That Households Support or Desire

From a list of 26 recreation programs, respondents were asked to indicate all of the ones their household supports or has a desire for. The following summarizes key findings:

- The recreation programs that the highest percentage of households support or desire include: adult fitness and wellness programs (72%), special events/festivals (66%), Youth Learn to Swim programs (64%), youth/teen sports programs (64%), and nature and wildlife interpretive programs (62%).

---

Q12. Recreation Programs That Respondent Households Support or Have a Desire for

<table>
<thead>
<tr>
<th>Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult fitness and wellness programs</td>
<td>72%</td>
</tr>
<tr>
<td>Special events/festivals</td>
<td>66%</td>
</tr>
<tr>
<td>Youth Learn to Swim programs</td>
<td>64%</td>
</tr>
<tr>
<td>Youth/teen sports programs</td>
<td>64%</td>
</tr>
<tr>
<td>Nature and wildlife interpretive programs</td>
<td>62%</td>
</tr>
<tr>
<td>Biking events</td>
<td>61%</td>
</tr>
<tr>
<td>Before and after school programs</td>
<td>61%</td>
</tr>
<tr>
<td>Programs for people with disabilities</td>
<td>60%</td>
</tr>
<tr>
<td>Youth/teen fitness and wellness programs</td>
<td>60%</td>
</tr>
<tr>
<td>60 Years plus programs</td>
<td>59%</td>
</tr>
<tr>
<td>Youth/teen art, dance, performing arts</td>
<td>58%</td>
</tr>
<tr>
<td>Life skill classes, i.e., cooking, computers, etc.</td>
<td>56%</td>
</tr>
<tr>
<td>Adult sports programs</td>
<td>56%</td>
</tr>
<tr>
<td>Kayaking/Paddling Sports</td>
<td>55%</td>
</tr>
<tr>
<td>Running events (including triathlions)</td>
<td>55%</td>
</tr>
<tr>
<td>Ice-skating and hockey</td>
<td>54%</td>
</tr>
<tr>
<td>Water fitness programs</td>
<td>54%</td>
</tr>
<tr>
<td>Ski and Snowboarding programs</td>
<td>53%</td>
</tr>
<tr>
<td>Pre-school programs</td>
<td>53%</td>
</tr>
<tr>
<td>Adult art, dance, performing arts</td>
<td>51%</td>
</tr>
<tr>
<td>Adult swim programs</td>
<td>49%</td>
</tr>
<tr>
<td>Gymnastics programs</td>
<td>47%</td>
</tr>
<tr>
<td>Martial arts programs</td>
<td>44%</td>
</tr>
<tr>
<td>Tennis lessons, clinics and leagues</td>
<td>43%</td>
</tr>
<tr>
<td>Golf programs, i.e., lessons, tournaments, etc.</td>
<td>41%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
How Well Recreation Programs Meet Households’ Level of Value/Support

From a list of 26 recreation programs, respondent households that value or support recreation programs were asked to indicate how well their value/support is being met. The following summarizes key findings:

- The recreation programs that meet the value/support of the highest percentage of households include: biking events, running events, water fitness programs, adult fitness and wellness programs, and adult sports programs.

![Image of bar chart showing how well recreation programs meet households' level of value/support.](chart.png)

Source: Leisure Vision/ETC Institute (April 2009)
Most Important Recreation Programs

From a list of 26 recreation programs, respondents were asked to select the four that are most important to their household. The following summarizes key findings:

- Based on the sum of their top four choices, the recreation programs that are most important to respondent households are: adult fitness and wellness programs (31%), special events/festivals (22%), before and after school programs (18%), youth/teen sports programs (16%), biking events (16%), and Youth Learn to Swim programs (16%).

![Chart showing the most important recreation programs with percentages for each category.]

Source: Leisure Vision/ETC Institute (April 2009)
Level of Support for Actions to Improve the Parks, Recreation and Hard Surface Trails System

From a list of 13 actions the City of Durango could take to improve the parks, recreation and hard surface trails system, respondents were asked to rate their level of support for each one. The following summarizes key findings:

- There are three actions that over 50% of respondents are either very or somewhat supportive of: fix-up/repair older park buildings/shelters/playgrounds/trails (61%), develop an interconnected hard surface trails network beyond Animas River (60%), and purchase land for parks, recreational facilities and trails (53%).

<table>
<thead>
<tr>
<th>Q14. Support for Various Actions the City of Durango Could Take to Improve the Parks, Recreation and Hard Surface Trails System</th>
</tr>
</thead>
<tbody>
<tr>
<td>by percentage of respondents</td>
</tr>
<tr>
<td>Fix-up/repair older park buildings/shelters/trails</td>
</tr>
<tr>
<td>Develop hard surface trails beyond Animas River</td>
</tr>
<tr>
<td>Purchase land for parks, rec facilities &amp; trails</td>
</tr>
<tr>
<td>Upgrade river put-ins and stabilize river banks</td>
</tr>
<tr>
<td>Upgrade existing indoor recreation centers</td>
</tr>
<tr>
<td>Develop new neighborhood parks</td>
</tr>
<tr>
<td>Develop community park in Three Springs</td>
</tr>
<tr>
<td>Upgrade Chapman Hill Ski and Snowboard facilities</td>
</tr>
<tr>
<td>Develop new outdoor swimming pool</td>
</tr>
<tr>
<td>Develop new off-leash dog parks</td>
</tr>
<tr>
<td>Develop an expanded indoor gymnastics area</td>
</tr>
<tr>
<td>Develop new BMX/Bicycle park</td>
</tr>
<tr>
<td>Develop a new year-round indoor ice-rink</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
Actions Respondents Are Most Willing to Fund with City Tax Dollars

From a list of 13 actions the City of Durango could take to improve the parks, recreation and hard surface trails system, respondents were asked to select the three actions they would be most willing to fund with their City tax dollars. The following summarizes key findings:

- Based on the sum of their top three choices, the actions that respondents are most willing to fund with their City tax dollars are: develop an interconnected hard surface trails network beyond Animas River (46%), purchase land for parks, recreation facilities and trails (45%), and fix-up/repair older park buildings/shelters/playgrounds/trails (42%). It should also be noted that purchase land for parks, recreation facilities and trails had the highest percentage of respondents select it as their first choice as the action they are most willing to fund with their City tax dollars.

![Bar Chart: Q15. Actions Respondents Would Be Most Willing to Fund with City Tax Dollars](chart.png)

Source: Leisure Vision/ETC Institute (April 2009)
Developer Requirements Regarding Parks, Trails & Recreation Facilities

Respondents were asked if they think developers should be required to build parks, trails, and recreational facilities as part of a new subdivision. The following summarizes key findings:

- Over three-fourths (77%) of respondents think developers should be required to build parks, trails, and recreational facilities as part of a new subdivision. Nineteen percent (19%) of respondents do not feel developers should be required to build parks, trails, and recreational facilities as part of a new subdivision, and 4% did not provide a response.

Q16. Should Developers Be Required to Build Parks, Trails and Recreational Facilities as Part of a New Subdivision?

![Pie chart showing 77% yes, 19% no, and 4% not provided.]

Source: Leisure Vision/ETC Institute (April 2009)
Level of Support for Actions to Improve the Open Space and Natural Surface Trails System

From a list of six actions the City of Durango could take to improve the open space and natural surface trails system, respondents were asked to rate their level of support for each one. The following summarizes key findings:

- There are three actions that over 50% of respondents are either very or somewhat supportive of: purchase land to preserve open space (54%), expand the natural surface trails network (52%), and purchase land with natural surface hiking and biking trails (51%).

### Q17. Support for Various Actions the City of Durango Could Take to Improve the Open Space and Natural Surface Trail System

<table>
<thead>
<tr>
<th>Action</th>
<th>Very Supportive</th>
<th>Somewhat Supportive</th>
<th>Not Sure</th>
<th>Not Supportive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand the natural surface trails network</td>
<td>52%</td>
<td>28%</td>
<td>13%</td>
<td>8%</td>
</tr>
<tr>
<td>Purchase land to preserve open space</td>
<td>54%</td>
<td>21%</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Purchase land with natural surface hiking trails</td>
<td>51%</td>
<td>23%</td>
<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td>Use greenways to develop trails</td>
<td>45%</td>
<td>26%</td>
<td>20%</td>
<td>7%</td>
</tr>
<tr>
<td>Purchase land for wildlife habitat</td>
<td>36%</td>
<td>23%</td>
<td>19%</td>
<td>22%</td>
</tr>
<tr>
<td>Develop interpretive nature trails &amp; nature center</td>
<td>21%</td>
<td>27%</td>
<td>32%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Source: Leisure Vision/ETC Institute (April 2009)
**Actions Respondents Are Most Willing to Fund with City Tax Dollars**

From a list of six actions the City of Durango could take to improve the open space and natural surface trails system, respondents were asked to select the three actions they would be most willing to fund with their City tax dollars. The following summarizes key findings:

- Based on the sum of their top three choices, the actions that respondents are most willing to fund with their City tax dollars are: purchase land to preserve open space (53%), expand the natural surface trails network (52%), and purchase land with natural surface hiking and biking trails (46%). It should also be noted that purchase land to preserve open space had the highest percentage of respondents select it as their first choice as the action they are most willing to fund with their City tax dollars.

![Chart showing the percentages of respondents' choices](chart.png)

*Source: Leisure Vision/ETC Institute (April 2009)*

Appendix A - 23
Demographics

Q1. Demographics: Ages of People in Household
by percentage of household occupants

- 20-24 years: 4%
- 25-34 years: 8%
- 35-44 years: 18%
- 45-54 years: 20%
- 55-64 years: 14%
- 65+ years: 10%
- Under 5 years: 6%
- 5-9 years: 7%
- 10-14 years: 6%
- 15-19 years: 7%

Source: Leisure Vision/ETC Institute (April 2009)

Q19. Demographics: Age of Respondents
by percentage of respondents

- 35-44 years: 24%
- 55-64 years: 23%
- 65+ years: 16%
- Under 35 years: 10%
- 45-54 years: 27%
- Under 5 years: 6%

Source: Leisure Vision/ETC Institute (April 2009)
Q20. Demographics: Gender
by percentage of respondents

- Male: 52%
- Female: 48%

Source: Leisure Vision/ETC Institute (April 2009)

Q22. Demographics: Number of Years Lived in City of Durango
by percentage of respondents

- 6 to 10 years: 14%
- 11 to 15 years: 11%
- 5 years or less: 19%
- 16 to 20 years: 19%
- 31+ years: 13%
- 21 to 30 years: 24%

Source: Leisure Vision/ETC Institute (April 2009)

Demographics

Appendix A - 25
Q23. Demographics: Number of Years Lived in La Plata County

by percentage of respondents

- 31+ years: 25%
- 21 to 30 years: 20%
- 16 to 20 years: 12%
- 11 to 15 years: 15%
- 5 years or less: 13%
- 6 to 10 years: 16%

Source: Leisure Vision/ETC Institute (April 2006)
Appendix B

Demographics and Trends Analysis
Section 1 – Demographic Analysis

The Demographic Analysis provides an understanding of the population of the City of Durango. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and spending power of the residents through household income statistics.

1.1 Summary

Durango was founded in 1880 by the Denver and Rio Grande Railroad, when they extended their line from Durango to Silverton in order to haul precious metals from high country mines. A flourishing adventure, arts and entertainment culture that includes Ski Resorts, Casinos, Archeological Sites, Museums, Hot Springs, Hunting, Rock Climbing, Canoeing and Kayaking further reinforce the image of Durango as a destination offering something for everyone.

The Durango & Silverton Narrow Gauge Railroad, in proximity to Mesa Verde National Park and the picturesque topography serve as the key attractions to potential residents and hundreds of tourists year round.

That these attributes have succeeded in drawing more people to Durango can be attested to by the continued population growth in the City. From 2000 to 2008, the City population has grown by 10.9%. This translates into a population increase of about 1,710. Projecting ahead, the City’s growth rate is expected to continue, though, at a slightly decreasing rate. The projected population in 2023 is expected to be approximately 19,094.

The City of Durango population by major age segment demonstrates a significant proportion of youth and early working age professionals (ages 18-34). Currently two out of five individuals (41%) fall within this age segment, and this is expected to stay relatively consistent through 2023. The next highest growing age segment is expected to be the active adult population (55+) that is projected to comprise 25% of the total population in the next fifteen years.

The City of Durango is primarily homogeneous with a small minority of American Indian and people describing themselves as Some Other Race. In 2000, over eighty-five percent (86.8%) of the City is classified as white only, accounting for approximately 12,090 total persons. The next largest single race is American Indian (5.51%; 767 persons).

The gender composition is marginally in favor of males (51%) and this trend is projected to remain constant over the years.

Currently, there are an estimated 6,298 households in the City of Durango with an average household size of 2.26 persons. The income characteristics are similar to national averages and marginally below those for the State of Colorado. However, future projections do exhibit positive growth trends with the service area median household income poised to grow from $48,529 in 2008 to $79,808 by 2023. This represents more than a 100% increase from the 2000 median income ($34,916). The per capita income too is expected to increase significantly from $19,353 in 2000 to $44,001 in 2023.
1.2 Methodology

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2008, and reflect actual numbers as reported in the 2000 Census and demographic projections for 2008 and 2013 as estimated by ESRI; straight line linear regression was utilized for projected 2018 and 2023 demographics. The City of Durango was utilized as the demographic analysis boundary (Figure 1).

1.3 Demographic Profile and Analysis

Population

The City of Durango has grown at a moderate pace over the last several years. From 2000 to 2008, the population has grown by 10.9%. This translates into a population increase of about 1,710. Projecting ahead, the City’s growth rate is expected to increase at a slightly decreasing rate from 2008 to 2023 when the population is expected to be 19,094. The growth rate is expected to be 7.5% from 2008 to 2013, 6% from 2013 to 2018 and 5.9% from 2013 to 2018.

Based on the projections, the City is expected to have approximately 7,897 households by 2023.
Age Segment

The City of Durango population by major age segment demonstrates primarily a huge proportion of youth and early working age professionals (ages 18-34). Currently, over 40% of the population falls within this age segment and this is expected to stay relatively consistent through 2023. There is also some evidence of an aging trend in the population (see Figure 2). This is similar to nationwide trends that point to a growth pattern in the 55+ age group as a result of increased life expectancies and the baby boomer population entering that age group.

As Figure 2 demonstrates, in 2000, the 55+ population comprised 16% of the population and it is projected to make up almost 25% of the population by 2023. Essentially by 2023, one out of four residents will be over the age of 55.

![City of Durango, Population by Age Segments](Image)

This population composition will require the City to provide a wide variety of recreational, health and wellness, adventure sports, educational and entertainment options focused on family activities, youth, and active adult programming. These could include programs that will place a heavy emphasis on community-wide special events, performing arts, therapeutic recreation programs, life skill programs, family activities such as biking, walking, and swimming, and general entertainment and leisure activities, among others.
Gender

The gender distribution for the City of Durango is slightly skewed towards the male population, which accounts for approximately 51% of the population in 2000 (Figure 3). This distribution is projected to remain constant throughout the next five, ten, and fifteen year study periods.

National recreational trends indicate that Americans participate in a sport or recreational activity of some kind at a relatively high rate (65%). Female participation rates, however, are slightly lower than their male counterparts – 61% of women participate at least once per year in a sport or recreational activity compared to a 69% participation rate of men. According to recreational trends research performed in the industry over the past twenty years, the top ten recreational activities for women are currently:

- Walking
- Aerobics
- General exercising
- Biking
- Jogging
- Basketball
- Lifting weights
- Golf
- Swimming
- Tennis

The top ten recreational activities for men are:

- Golf
- Basketball
- Walking
- Jogging
- Biking
- Lifting weights
Football  Fishing  
Hiking  Hunting  

While men and women share a desire for six of the top ten recreational activities listed above, men claim to participate in their favorite activities more often than women in any ninety-day span. With more women not only comprising a larger portion of the general populace during the mature stages of the lifecycle, but also participating in recreational activities further into adulthood, a relatively new market has appeared over the last two decades.

This mature female demographic is opting for fewer team oriented activities which dominate the female youth recreational environment, instead shifting more towards a diverse selection of individual participant activities, as evident in the top ten recreational activities mentioned above.

**Race and Ethnicity**

The City of Durango is primarily homogeneous with a small minority of American Indian and people listing themselves as Some Other Race (not including Black Only, Pacific Islander or Asian). In 2000, over eighty-five percent (86.8%) of the service area was classified as white only, accounting for approximately 12,090 total persons. The next largest single race was American Indian (5.51%; 767 persons), as shown in Figure 4.

Projecting ahead, the City is expected to see some increase in diversity. The White alone population is projected to decrease to 82% by 2023 while the Some Other Race population will increase to 6.5% overtaking the American Indian population which is projected to be 6.1% by 2023.

Persons of any race in combination and classified as being of Hispanic or Latino origin accounted for about 10.3% of the population in 2000 and they are projected to increase to 16.1% by 2023.
National Participation Trends by Race/Ethnicity

The white population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the white populace has an affinity for outdoor non-traditional sports, many of which are offered in great variety in Durango.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever greater contact with white middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic group to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics.

The Asian population is a very different yet distinct ethnic group compared with the three main groups in the U.S. – white, black, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports, and outdoor and water based activities.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to each race/ethnic group.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is less likely to participate while more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as white alone in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

- Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year);
- Recreational Walking – 37.0% participation rate;
- Recreational Bicycling – 20.6% participation rate;
- Bowling – 20.4% participation rate;
• Treadmill Exercise – 19.1% participation rate;

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the white population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the white population is more likely to participate in than the general public.

The top five recreational activities for the Asian populace in regards to participation percentages are:

• Recreational Walking – 33.3% participation rate;
• Recreational Swimming – 31.9% participation rate;
• Running/Jogging – 21.6% participation rate;
• Bowling – 20.5% participation rate;
• Treadmill Exercise – 20.3% participation rate;

The Asian populace participates in multiple recreational activities at greater rate than the general population with lacrosse being the activity boasting the greatest index of 615. Squash (Index of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asian’s are more than twice as likely to participate in than the general public.

The five most popular and most participated in activities for those of Hispanic descent are:

• Recreational Swimming – 33.2% participation rate;
• Recreational Walking – 31.2% participation rate;
• Recreational Bicycling – 19.7% participation rate;
• Bowling – 18.5% participation rate;
• Running/Jogging – 18.0% participation rate;

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.
Households and Income

Currently, there are an estimated 6,298 households in the City of Durango with an average household size of 2.26 persons.

The City’s median household income is currently at $48,529 and is projected to increase significantly to $79,808 by 2023 (see Figure 5). This represents more than a 100% increase from the 2000 median income ($34,916). The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is expected to increase significantly from $19,353 in 2000 to $44,001 in 2023.

Additionally, as the Comparative Income Characteristics in Figure 6 demonstrate, the City of Durango is comparable to national averages and is marginally lower than the income figures for the State of Colorado.

Durango’s median household income ($48,529) is similar to the national average ($48,451) while Colorado’s median household income is $54,262.

These marginally below average income characteristics combined with the tough current economic conditions put greater emphasis on the City to provide affordable and quality recreational offerings that cater to the diverse age groups and varying segments in the community.

![City of Durango, Household Income Characteristics](image1)

![Comparative Income Characteristics](image2)
Section 2 – National and Colorado Participation

The data for this analysis is obtained from the American Sports Data (ASD) 2007 – 2008 SUPERSTUDY®. The SUPERSTUDY® is an annual syndicated tracking study which presents a comprehensive overview of sports participation in the United States based on responses obtained from over 15,000 statistically valid surveys nationwide. The study identifies and analyzes general patterns, trends, and relationships within a full range of 103 sports and activities. Participation trends for some key sports and recreation activities popular in the Denver MSA and the State of Colorado are presented. The index of participation indicates the popularity of that activity in comparison to a national index of 100.

The following tables demonstrate the notable participation trends for a variety of recreation activity areas within the State of Colorado and the Denver Metropolitan Statistical Area (MSA). While these trends may not be identical to the Durango area, it would be safe to assume that the general popularity of most of these activities would be reflected.

Figure 7 demonstrates the participation trends by Fitness Activities. As can be seen, a large percentage of participants within the Colorado area fall within the Denver MSA. Fitness bicycling, pilates training and stationary cycling are among the most popular fitness activities, which is unsurprising considering Colorado’s reputation as being among the fittest states in the country.

<table>
<thead>
<tr>
<th>Fitness Activities</th>
<th>Total U.S. (000)</th>
<th>Colorado (000)</th>
<th>Denver MSA (000)</th>
<th>CO Participants / 100 people</th>
<th>Denver MSA Participants / 100 people</th>
<th>CO Index</th>
<th>Denver MSA Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness Bicycling</td>
<td>10601</td>
<td>323</td>
<td>232</td>
<td>7.6</td>
<td>8.1</td>
<td>192</td>
<td>205</td>
</tr>
<tr>
<td>Pilates Training</td>
<td>10232</td>
<td>265</td>
<td>230</td>
<td>6.2</td>
<td>8.1</td>
<td>163</td>
<td>211</td>
</tr>
<tr>
<td>Stationary Cycling (NET)</td>
<td>29859</td>
<td>596</td>
<td>464</td>
<td>14</td>
<td>16.2</td>
<td>126</td>
<td>146</td>
</tr>
</tbody>
</table>

Figure 7 – Fitness Activities Participation Trends

Figure 8 shows the trends for Team Sports and all but baseball have high participation rates in the State and the MSA. Baseball participation rates seem to be very high within the state but are below average within the Denver MSA. Given the year-round programming ability of the sport, indoor soccer seems to be a popular sport within the region. However, from a participation index standpoint, volleyball ranks among the highest. It is also interesting to note that though softball as a whole ranks very high, the participation rate is primarily driven by regular softball and not fastpitch. In fact, fastpitch softball has among the lowest participation rates of any sport in the region (Colorado Index – 24; Denver MSA Index – 14).

<table>
<thead>
<tr>
<th>Team Sports</th>
<th>Total U.S. (000)</th>
<th>Colorado (000)</th>
<th>Denver MSA (000)</th>
<th>CO Participants / 100 people</th>
<th>Denver MSA Participants / 100 people</th>
<th>CO Index</th>
<th>Denver MSA Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volleyball (NET)</td>
<td>19793</td>
<td>597</td>
<td>506</td>
<td>14.1</td>
<td>17.7</td>
<td>190</td>
<td>239</td>
</tr>
<tr>
<td>Softball (NET)</td>
<td>15224</td>
<td>456</td>
<td>344</td>
<td>10.7</td>
<td>12</td>
<td>189</td>
<td>253</td>
</tr>
<tr>
<td>Baseball</td>
<td>9162</td>
<td>263</td>
<td>64</td>
<td>6.2</td>
<td>2.2</td>
<td>181</td>
<td>65</td>
</tr>
<tr>
<td>Football</td>
<td>18211</td>
<td>479</td>
<td>88</td>
<td>11.3</td>
<td>3.1</td>
<td>166</td>
<td>132</td>
</tr>
<tr>
<td>Lacrosse</td>
<td>1590</td>
<td>37</td>
<td>37</td>
<td>0.9</td>
<td>1.3</td>
<td>147</td>
<td>219</td>
</tr>
<tr>
<td>Soccer (Indoor)</td>
<td>4819</td>
<td>99</td>
<td>81</td>
<td>2.3</td>
<td>2.8</td>
<td>130</td>
<td>158</td>
</tr>
</tbody>
</table>

Figure 8 - Participation Trends Team Sports

Appendix B - 9
Figure 9 shows the participation trends for racquet / personal contact sports and skating sports. Tennis and skateboarding both seem to be popular participation activities in the region. However, club / team wrestling seems to be preferred less in the Denver MSA as compared to the Colorado region.

<table>
<thead>
<tr>
<th>Racquet / Personal Contact Sports</th>
<th>Total U.S. (000)</th>
<th>Colorado (000)</th>
<th>Denver MSA (000)</th>
<th>CO Participants / 100 people</th>
<th>Denver MSA Participants / 100 people</th>
<th>CO Index</th>
<th>Denver MSA Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wrestling (Club / Team)</td>
<td>2362</td>
<td>123</td>
<td>13</td>
<td>2.9</td>
<td>0.4</td>
<td>327</td>
<td>51</td>
</tr>
<tr>
<td>Tennis</td>
<td>18201</td>
<td>371</td>
<td>290</td>
<td>8.7</td>
<td>10.1</td>
<td>128</td>
<td>149</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skating Sports</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Skateboarding</td>
<td>11470</td>
<td>244</td>
<td>131</td>
<td>5.7</td>
<td>4.6</td>
<td>134</td>
<td>107</td>
</tr>
</tbody>
</table>

Figure 9 - Participation Trends Racquet / Personal Contact Sports and Skating Sports

Trends for Other Recreational Activities as well as Outdoor Activities are shown in Figure 10. It comes as no surprise that a variety of hiking, bicycling and camping activities figure high on the list of activities in this region. The culture of fitness coupled with adventure, topographic diversity and a love for the outdoors are prime reasons for the high participation indices for these activities.

Mountain biking and rafting in particular have significantly higher participation rates, though, in terms of participants / 100 people, recreational bicycling, hiking and camping are more pervasive with over 25% of the total population partaking in those activities.

<table>
<thead>
<tr>
<th>Other Recreational Activities / Outdoors</th>
<th>Total U.S. (000)</th>
<th>Colorado (000)</th>
<th>Denver MSA (000)</th>
<th>CO Participants / 100 people</th>
<th>Denver MSA Participants / 100 people</th>
<th>CO Index</th>
<th>Denver MSA Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bicycling (BMX)</td>
<td>2554</td>
<td>87</td>
<td>52</td>
<td>2</td>
<td>1.8</td>
<td>215</td>
<td>190</td>
</tr>
<tr>
<td>Bicycling (Recreational)</td>
<td>48979</td>
<td>1044</td>
<td>664</td>
<td>24.6</td>
<td>23.2</td>
<td>134</td>
<td>127</td>
</tr>
<tr>
<td>Mountain Biking</td>
<td>5760</td>
<td>404</td>
<td>275</td>
<td>9.5</td>
<td>9.6</td>
<td>441</td>
<td>448</td>
</tr>
<tr>
<td>Mountain / Rock Climbing</td>
<td>2225</td>
<td>65</td>
<td>50</td>
<td>1.5</td>
<td>1.8</td>
<td>185</td>
<td>211</td>
</tr>
<tr>
<td>Hiking (NET)</td>
<td>38596</td>
<td>1096</td>
<td>752</td>
<td>25.8</td>
<td>26.3</td>
<td>179</td>
<td>182</td>
</tr>
<tr>
<td>Camping (Recreational Vehicle)</td>
<td>18430</td>
<td>508</td>
<td>340</td>
<td>11.9</td>
<td>11.9</td>
<td>174</td>
<td>172</td>
</tr>
<tr>
<td>Camping (NET)</td>
<td>48412</td>
<td>1128</td>
<td>721</td>
<td>26.5</td>
<td>25.2</td>
<td>147</td>
<td>139</td>
</tr>
<tr>
<td>Rafting</td>
<td>4781</td>
<td>200</td>
<td>111</td>
<td>4.7</td>
<td>3.9</td>
<td>264</td>
<td>218</td>
</tr>
<tr>
<td>Fishing</td>
<td>5819</td>
<td>147</td>
<td>84</td>
<td>3.5</td>
<td>2.9</td>
<td>160</td>
<td>136</td>
</tr>
</tbody>
</table>

Figure 10 - Participation Trends Other Recreational Activities and Outdoors
It goes without saying that the state perceived as the ‘Snow Capital’ of the country would boast high participation rates for Snow Sports. The participation trends for snow sports shown in Figure 11 bear ample testimony to that fact. Downhill or Cross Country Skiing, Snowboarding, and Snowshoeing have a high participation index. Even Scuba Diving (a water sport) is extremely popular.

<table>
<thead>
<tr>
<th>Snow Sports</th>
<th>Total U.S. (000)</th>
<th>Colorado (000)</th>
<th>Denver MSA (000)</th>
<th>CO Participants / 100 people</th>
<th>Denver MSA Participants / 100 people</th>
<th>CO Index</th>
<th>Denver MSA Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skiing (Downhill)</td>
<td>10822</td>
<td>768</td>
<td>625</td>
<td>18.1</td>
<td>21.8</td>
<td>447</td>
<td>540</td>
</tr>
<tr>
<td>Skiing (Cross-Country)</td>
<td>2305</td>
<td>104</td>
<td>57</td>
<td>2.5</td>
<td>2</td>
<td>285</td>
<td>230</td>
</tr>
<tr>
<td>Snowboarding</td>
<td>7076</td>
<td>449</td>
<td>262</td>
<td>10.6</td>
<td>9.2</td>
<td>400</td>
<td>347</td>
</tr>
<tr>
<td>Snowshoeing</td>
<td>2683</td>
<td>158</td>
<td>131</td>
<td>3.7</td>
<td>4.6</td>
<td>370</td>
<td>457</td>
</tr>
<tr>
<td>Scuba Diving</td>
<td>2763</td>
<td>84</td>
<td>59</td>
<td>2</td>
<td>2.1</td>
<td>191</td>
<td>200</td>
</tr>
</tbody>
</table>

Figure 11 - Participation Trends Snow Sports

Other notable mentions particularly for the Denver MSA include Elliptical Motion Trainer and Upright Bike (Spinning) that have indices of 193 and 155 respectively. Overall, the Colorado region and the Denver MSA have a resident base that has an affinity for sports and recreation - be it fitness activities, team or snow sports or outdoor recreation activities. These naturally translate into high participation trends across the region and it is important to ensure adequate programming opportunities to meet the need of this growing participant base.
2.4 Conclusion

The City of Durango’s population is generally active in a variety of outdoor recreational activities including bicycling, hiking, camping, rafting/kayaking and fishing. Participation in organized adult and youth team sports has remained strong over the past 10 years, with hockey and lacrosse being emerging sports. Individual activities including swimming, skiing and fitness programs have a high participation rate in the City of Durango.

Based upon the Demographics and Trends Analysis, there is every indication that the active lifestyle commonly found in Durango will continue in the foreseeable future.
Appendix C

Land Conservation & Protection Strategies
LAND CONSERVATION AND PROTECTION STRATEGIES

The following land conservation and protection strategies have been and can be used by the City of Durango to protect, conserve and steward open space resources.

1. Regulatory Mechanisms

The following is a list of regulatory strategies that have been used throughout the United States to preserve open space. There are many benefits to using regulations to protect and preserve open space, most importantly in that these typically have low cost to the overall community tax payer, instead of relying on development to shoulder the primary burden of cost. So long as a community has done adequate advance planning to determine what areas should be preserved or protected within a proposed development site, this can be a very effective method. However, there can also be inherent disadvantages to preserving open space through regulatory mechanisms. First, regulations normally apply when the land development process begins. Unless the advance planning has occurred, the adverse impacts of land clearing, road building and other development activities (including fragmenting habitat) can result in resource loss, essentially making open space ‘protection through regulation’ an after the fact exercise. Another disadvantage is that regulations are subject to change. Just as a governing body can adopt stricter regulations, a future governing body could relax or not enforce those rules.

In order for the City of Durango to utilize many of the following regulatory mechanisms, a pro-active annexation policy would be required as significant open space preservation opportunities do not exist within the City’s current jurisdiction. If the City were to extend its annexation boundary, new opportunities for open space conservation and preservation would become available and the following tools would have greater value and merit.

Development Impact Fee: Impact fees are also known as exactions. In its simplest form, the developer is charged an easy to calculate fee. A formula may be created to decide the cost that development will impose on the community. The formula can account for the area of land affected, the number of units built, the expected market value of those units, the distance from the fire and police stations, costs of building roads, and the expected population growth resulting from the construction. The exaction can come in forms other than money. The developer can be required to provide streets, sewers, streetlights, parks, trails or other infrastructure or amenities. The developer might also be required not to develop some portion of the land. In some cases, such as in Durango, developers of new subdivisions are required to build some proportional number of affordable homes.

Benefits: A “pay-as-you-grow” program that really has been proven to help cities keep pace with rapid land development.

Drawbacks: Can be difficult to implement, as it must meet Supreme Court rulings on “essential nexus,” fair and equitable implementation. They can also be politically challenging because impact fees are generally not favored by the development community.

Hillside/Steep Slope Protection Ordinance: The City of Durango has developed an interim Hillside Protection Ordinance to protect steep slopes surrounding Durango. Protection is achieved through the subdivision design, site design, and structure design processes to reduce impact during the land development process. The ordinance applies to land with slopes 20% and greater. All development...
activity in this area is subject to the provisions of the ordinance. Design objectives stress the need to limit the visual and environmental impact on the site. The Hillside Protection Ordinance is likely to be replaced in 2010 by the Sensitive Lands Ordinance currently under development.

Benefits: Protects the City’s scenic mountain backdrop from development and landscape degradation. Includes substantial design development provisions to minimize aesthetic impact.

Drawbacks: Allows development to occur. Applies to slopes 20% or greater.

Transfer of Development Rights: In some cases, a local government may want to steer development toward areas where it is more appropriate and easier to serve. Generally, the intent is to steer development away from rural areas, agricultural preservation zones, and environmentally sensitive areas and guide it towards existing cities and towns. Transferable Development Rights (TDR) programs are one way to do that. In a voluntary TDR program, the city or county would designate certain parts of its territory as “sending zones” and other areas as “receiving zones.” Landowners in the sending zones can sell their rights to develop houses or commercial uses to other landowners in the receiving zones, or to a third party who will eventually buy land in the receiving zone. Or, landowners in the receiving zone can buy additional development rights from someone in the selling zone.

Benefits: Potentially an effective growth management tool. Resources can be protected without huge capital expenditures. Large tracts of protected land can be created in “sending” areas. Model programs: Montgomery County, Maryland and City of Austin, TX. Local Example: Boulder County, Colorado; Boulder County Land Use Department.

Drawbacks: Complicated program to establish and administer. This will require a level of City-County coordination and cooperation on land use that does not currently exist. Also, since La Plata County is not currently zoned, there is a functional problem in implementing this tool in terms of calculating potential development yield to send to receiving areas. This tool also has high administrative overhead; requires professional staff assigned to the program. Across the country there has been landowner resistance to downzoning in “sending” or higher densities in “receiving” areas. Requires state enabling legislation.

Cluster Development: Cluster development allows land developers to develop in a compact form, shifting scattered density from across the development tract to a smaller portion of the site, thereby preserving open space within the same tract that would be developed.

Benefits: Allows for flexibility in design to protect natural resource areas located on the parcel. Creates a more compact development, reducing construction and infrastructure costs, as well as long term maintenance costs. Example: Twin Buttes.

Drawbacks: If not implemented correctly, protected lands are often scattered and non-contiguous, or low value. Requires significant advanced planning to ensure appropriate long-term management.

Mandatory Land Dedication: The City of Durango requires residential developers to dedicate a portion of subdivided property (10.5 acres per 1,000 persons with the conversion factor being 3.2 persons per dwelling unit) or a pay fee for parkland or open space. Given the limited space available within the existing City limits, and the lack of comprehensive plan map showing proposed future park sites, developers typically opt for paying a fee-in lieu rather than a dedication of land meeting this standard.
For properties proposing annexation into the City, the dedication ratio is often greatly exceeded through the negotiated annexation process.

**Benefits**: Park and open space land is protected at little cost to the public.

**Drawbacks**: Applies only to residential subdivision and Planned Developments (PDs). Limited effectiveness in preserving large tracts or corridors.

**Performance Zoning**: Zoning categories are based on permissible impacts to natural or historic resources, instead of a list of permitted uses. Requires impact assessment of proposed development projects.

**Benefits**: The local land use plan directs the location of development to resource-compatible areas. Provides flexibility in types and designs of projects – many uses may be permitted in a single zone.

**Drawbacks**: Effectiveness is based on knowledge of resources and the effects of impacts. Requires a detailed land use plan and staff to administer the program.

**Density Bonus**: Provides additional density to developers in exchange for preserving designated resource lands. Technique usually applied to cluster developments and transfer of development rights programs. [Please note: This strategy will require revision of the City’s current zoning system in order to be implemented. These revisions are planned for 2010.]

**Benefits**: Encourages sensitive site design to protect resources. Helps maintain open space and rural character, particularly for residential developments on the urban fringe.

**Drawbacks**: Requires careful infrastructure planning to prevent sprawl and ‘leapfrog’ development. Conservation value limited if high number of units permitted.

**Conservation Overlay Zoning**: Additional or stricter development standards and criteria are established to protect particular features of an existing zone, such as historic districts, landscape features, scenic views, agricultural areas, or watersheds. The City of Durango has in place a River Corridor Overlay Zone for the Animas River Corridor (RCOZ).

**Benefits**: Standards and criteria are developed to meet needs of specific resources within the zoning district. Effective in protecting specific resources from development pressures.

**Drawbacks**: Standards must be defined clearly to ensure that open space or other landscapes can be protected. Zoning regulations can be changed. Does not address resource preservation outside the zoning district. Not often used for open space.

2. **Acquisition of Open Space**

Acquisition and management of resource lands can be combined with regulatory measures to broaden the effectiveness of a preservation program. For preserving open spaces and their functions, acquisition is the strongest and surest means of protection. Acquisition methods can be divided into two strategic categories: those methods where landowners retain ownership of the land and preserve a resource
through an easement or other mutual agreement, and those methods involving a transfer of title from the owner to a local government, land trust, or other conservation organization.

**Purchase of Development Rights (PDR):** The owner’s rights to develop a parcel of land are sold to the local government or to a land trust. Most PDR programs are voluntary and offer a viable financial option to interested landowners.

*Benefits:* A proven technique for local communities with strong support to acquire lands for preservation. Owners who sell development rights receive an income and continue to use their land while retaining all other right Property taxes should be reduced.

*Drawbacks:* Purchasing development rights can be expensive. Funding may not meet demand for easement purchases. Voluntary program means some resource areas may be lost.

**Purchase of Rights and Other Easements:** In addition to purchasing development rights, other rights, such as the right to timber or extract minerals, could also be purchased. Other ‘customized’ easements could be developed as needed depending upon the resource in question.

*Benefits:* For protection of scenic viewshed or forested buffer. Less expensive than fee-simple acquisition or PDR. Provides desired income to owner while keeping resource intact.

*Drawbacks:* Mineral rights or timber rights management issues must be resolved.

**Conservation Easement:** A legal agreement between a landowner and a qualified conservation organization or government agency to voluntary restrict the use and development of the property. Easement grantee would hold a partial interest or some specified right in a parcel of land. A conservation, historic preservation, open space, or scenic easement is designed to protect a specific sensitive natural, historic, or cultural resource. An easement may be in effect for a specified period of time but is usually perpetual.

*Benefits:* Can be effective in preserving open space if it meets mutual goals of landowner and agency. Easement provisions are tailored to needs of landowner and site preservation goals. Landowner retains ownership and use of the land. Potential property, income, and estate tax benefits for donation or bargain sale of an easement. Easements run with the land, despite changes in ownership. Reduces costs for site protection when easements are acquired at less than fair market value for the protected area.

*Drawbacks:* Less protection than outright acquisition. Easement purchases may be costly. Terms must be carefully and clearly outlined. Management intensive: easements must be monitored and enforced; easement holder must work closely with landowners. Easement holder must possess technical expertise and financial wherewithal to monitor and enforce easement. Easement restrictions may limit property resale opportunities. Tax benefits may not be sufficient motivation for landowner to donate or sell easement.

**Lease:** An agreement between an agency and landowner to rent the land in order to protect and manage a sensitive resource.
Benefits: Low cost approach to site protection. Landowner receives income and retains control of property. An alternative for preservation minded landowners not ready to commit to sale of easement. Restrictions can be included in the lease to direct the activities of the conservation agency on the land.

Drawbacks: Short-term protection strategy. Leases are not permanent.

Fee Simple Acquisition: Usually the sale of land at full market value. Ownership and responsibilities are transferred completely to the buyer.

Benefits: The most straight forward acquisition method. Provides agency with full control over property.


Bargain Sale: Land is purchased at less than fair market value. The difference between the bargain sale price and the land’s fair market value becomes a donation.

Benefits: Reduced acquisition costs. Seller may qualify for tax benefits for charitable donation. May offset capital gains.

Drawbacks: Difficult and time-consuming to negotiate. May still be costly to acquire land.

Installment Sale: A percentage of purchase price is deferred and paid over successive years.

Benefits: Possible capital gains tax advantages for seller.

Drawbacks: Complicates budgeting and financing of acquisitions.

Right of First Refusal: Agreement giving conservation agency the option to match an offer and acquire the property if the landowner is approached by another buyer.

Benefits: Agency can gain extra time to acquire funds for purchase.

Drawbacks: Resource may be lost if offer can’t be matched by conservation agency. Some landowners are unwilling to enter into this kind of binding agreement.

Undivided Interest: Several parties share ownership in a parcel of land, with each owner’s interest extending over the entire parcel.

Benefits: Changes to property cannot be made unless all owners agree.

Drawbacks: Property management can be complicated.

Acquisition & Saleback or Leaseback: Agency or private organization acquires land, places protective restrictions or covenants on all or a portion of the land, then resells or leases unneeded portion of the land.
Benefits: Proceeds from sale or lease can offset acquisition costs. Preservation only occurs on portion of property with conservation values. Land may be more attractive to future buyer due to lower sale price resulting from restrictions or reduction in parcel size. Management responsibilities assumed by new owner or tenant.

Drawbacks: Complicated procedure. Owner retains responsibility for the land but may have less control over the property. Leases may not be suitable on some protected lands.

3. Donation of Open Space

Outright Donation: Owner grants full title and ownership to local government or conservation agency.

Benefits: Resources acquired at very low costs to the agency. Donor may qualify for income tax deductions, estate tax relief, and property tax breaks.

Drawbacks: Landowner loses potential income from sale of land. Receiving agency must accept responsibility and long-term costs of land management. Stewardship endowments may make donation cost prohibitive for landowner.

Donation via Bequest: Land is donated to a conservation agency at the owner’s death through a will.

Benefits: Reduces estate taxes and may benefit heirs with reduced inheritance taxes. Allows owner to retain full use and control over land while alive; ensure its protection after death.

Drawbacks: No income tax deduction for donation of land through a will. Requires careful estate planning by the landowner.

Donation with Reserved Life Estate: Owner retains rights to use all or part of the donated land for his or her remaining lifetime and the lifetimes of designated family members.

Benefits: Allows owner to continue living on and using the property during his or her lifetime while ensuring the land’s protection. Allows designation of family members to remain on land.

Drawbacks: Tax benefits may be limited; some types of open space may not qualify. May delay transfer of title to the conservation agency for a long period of time.

4 Management Agreements for Open Space

Intergovernmental Agreements/Partnership: Federal, state, and local agencies form joint partnerships to own and/or manage land. City of Durango has management agreement with BLM for recreational uses, trailheads, and winter closures on Animas Mountain.

Benefits: Sharing the responsibilities and costs of acquisition and management can protect larger or more expensive properties. Can foster intergovernmental cooperation to preserve open space.
**Drawbacks:** Partners must agree on management strategies in order to reduce potential for conflict. Agency budgets and acquisition criteria may restrict partnerships. Slower response time: acquisition opportunities may be lost due to agency procedures. May remove land from tax base.

**Agency Transfer:** Government transfers excess land to another agency that can assume resource protection and management responsibilities.

**Benefits:** Resource protection and management with little additional expenditures.

**Drawbacks:** Excess property may not be suitable for resource protection. Obtaining fair market value for the property may be agency’s priority. Long term maintenance costs shift to local government.

**Land Exchange:** Land may be exchanged for another parcel that is more desirable for resource protection.

**Benefits:** Lower acquisition costs. Scattered properties can be exchanged for a single, larger parcel.

**Drawbacks:** Complicated process; not widely known and rarely used. Subject to IRS regulations. Property owners must be willing to participate, and properties must be of equal value.

**Nonprofit Acquisition and Conveyance to Public Agency:** Nonprofit organization (such as land trust) buys a parcel of land and resells it to a local government or other public agency.

**Benefits:** Nonprofits can often move more quickly to purchase and hold land until the public agency is able to buy it. Could reduce acquisition costs for public agency.

**Drawbacks:** Local government must be willing to purchase land and assume management responsibilities.

**Joint Venture Partnership:** Strategy used by public agencies and private organizations to accomplish projects serving mutual goals. For example, some government grant programs could be matched with both private contributions and public funds.

**Benefits:** Partners share benefits, responsibilities, and costs of acquisition and management. Creates a coalition of support for protecting diverse resources. Brings diverse sources of knowledge and expertise to solve resource protection issues.

**Drawbacks:** More complicated property management and decision making. Conflicts in acquisition criteria and funding priorities must be resolved.

**Management Agreement:** Agreement between landowner and conservation agency to manage property to achieve resource conservation goals.

**Benefits:** Owner may be eligible for direct payments, cost-share assistance, or other technical assistance from the agency. Management plan is developed based on owner’s preservation aims.

**Drawbacks:** Mutual agreement is more easily terminated than a lease. Agreements are not permanent.
**Mutual Covenants:** Agreement between adjoining landowners to control future land uses through mutually agreed upon restrictions.

**Benefits:** Permanent: covenants can be enforced by any of the landowners or future landowners of the involved properties. Significant incentive to comply with restrictions, since all parties are aware of use controls. Can reduce property taxes.

**Drawbacks:** Loss in market value from mutual covenants does not qualify as a charitable deduction for income tax purposes.

**Funding**
The following funding has been and can be used to support the Durango Open Space program.

1. **City of Durango Funding Sources**
The 2001 Open Space Master Plan recommended that the City create a “dependable and ongoing funding source” for open space conservation. The City has accomplished this through a sales and use tax strategy.

**Dedicated Sales Tax Funding**
Two separate sales tax measures were approved by the citizens of Durango that can be used in acquiring, constructing and maintaining parks, open space and trail projects. They Include:

1) **Recreation Complex/Trails Fund:** In 1999, City residents approved a one-half of one percent sales and use tax (one-half penny of every dollar spent) to support construction of the Community Recreation Center and completion of the Animas River Trail. The resolution enacting the approved ballot measure, in part, reads “after construction (of the Community Recreation Center) has been completed, any tax revenues generated in excess of amounts required to make annual payments on the debt may be used for the operation and maintenance of the Community Recreation Center and for the development and construction of the Animas River Trail, including adjacent greenway areas.”

2) **Parks, Open Space and Trails Fund:** In 2005 City residents approved a second ballot measure to provide one-quarter penny of every dollar spent to be used to “finance the preservation, acquisition, and maintenance of natural lands including but not limited to, land to preserve water quality in rivers and streams, wildlife habitat, land for hiking and biking, and the creation and maintenance of parks and trails...”

Expenditure of any money from these funds is restricted to the uses specifically identified in the ballots measures approved by City residents and cannot be used for other purposes without a new ballot measure. In 2008, these two funding sources, combined, generated an estimated $5,597,388. Of this total $5,000,800 was budgeted for acquisition, development and maintenance of park, open space, and trail projects in the community.

**Other Local Funding**
The City of Durango may want to examine other local resources for accomplishing open space conservation. The City of Durango has established and utilized an Enrichment Fund to acquire land and provide capital for parks, open space and trails development. Another funding tool could be to establish
a Parks, Open Space and Trails Trust Fund that would build a principal balance and use an annual income stream to offset operations and management funding requirements.

Trust Fund
City of Durango could work to establish a Parks, Open Space and Trails Trust Fund. This Trust Fund would be a dedicated source of funding that supports the operation and management of portions of the green infrastructure system. The City could work with a private financial institution to set up an investment account or work with a local foundation to establish the endowment. Contributions to the fund would be solicited from parks, open space and trail advocates, businesses, civic groups, and other foundations. The goal would be to establish a capital account that would earn interest and use the interest monies to support the green infrastructure maintenance and operations. Special events could be held whose sole purpose is to raise capital money for the Trust Fund. A Trust Fund can also be used in the acquisition of high-priority properties that may be lost if not acquired by private sector initiative.

A trust fund example is the Mountains-to-Sound Greenway Legacy Fund in the state of Washington. The Mountains-to-Sound Greenway Legacy Fund is an endowment fund managed by The Seattle Foundation. Its purpose is the protection of the Mountains-to-Sound Greenway, for the public good, in perpetuity. It will be used to support restoration, enhancement, education and advocacy programs of the Mountains-to-Sound Greenway Trust.

2. State of Colorado Funding Sources
The State of Colorado has been a good partner of the City of Durango in pursuing open space conservation, preservation and protection projects. The City has successfully worked through the Great Outdoors Colorado program to garner matching funds. However, other matching grant programs exist that the City should also consider as a future funding source. The following is a list of additional funding sources that are being reviewed to determine their applicability for the open space program.

- Conservation Trust Fund (CTF)
- Colorado Division of Parks and Outdoor Recreation (State Parks)
- Conservation Easement Tax Credit
- Colorado Council on the Arts
- Colorado Tourism Office — Marketing Matching Grant Program
- State Historical Fund
- Tourism Cares
- Colorado Brownfields Foundation
- Colorado Division of Wildlife
- Department of Local Affairs — Energy and Mineral Impact Assistance
- Department of Local Affairs — Heritage Grants Through the Smart Growth Initiative

3. Federal Funding Sources
Most federal programs provide block grants directly to states through funding formulas. For example, if a Colorado community wants funding to support a transportation initiative, they would contact a Colorado agency and not a Federal agency to obtain a grant. Despite the fact that it is rare for a local community to obtain a funding grant directly from a federal agency, it is relevant to list the current status of federal programs and the amount of funding that is available to the City of Durango through these programs. The following is a list of federal funding sources that are being examined for possible application to the open space program.
• Land and Water Conservation Fund (LWCF)
• Environmental Protection Agency (EPA)
• Community Block Development Grant Program (HUD-CBDG)
• Economic Development Administration
• Farm Service Administration
• National Trust for Historic Preservation
• National Endowment for the Arts
• National Endowment For The Humanities
• Preserve America
• Small Business Administration
• USDA Community Facilities Grant Program
• USDA Rural Development Co-Operative Service Grants
• USDA Farm and Ranch Lands Protection Program
• U.S. Fish & Wildlife Service

4. Private Foundations/Philanthropic Sources
Private foundations and philanthropic organizations are also known to support open space conservation. The following are a few that have been identified in Colorado as having supported local government open space programs.

• El Pomar Foundation
• Save America’s Treasures
• W. K. Kellogg Foundation

* * * * *
Appendix D

Maintenance Management Plan
Parks, Open Space, Trails, and Recreation Master Plan

Maintenance Management Plan

April 23, 2009

Presented By:
# Table of Contents

**Executive Summary** ........................................................................................................................................... 3  
  - Purpose of the Maintenance Management Plan ................................................................................. 3  
  - Findings from Previous Reports ........................................................................................................... 3  
  - Key Recommendations ......................................................................................................................... 4  

**Recommended Best Practices** ....................................................................................................................... 5  

**Site and Facility Design Issues** .................................................................................................................. 6  
  - Specific Design Issues at Existing Parks ............................................................................................. 6  

**Regular Maintenance Requirements** .......................................................................................................... 8  
  - Objectives of Parks and Recreation Department Maintenance .......................................................... 8  
  - Current Regular Maintenance Resource Requirements ...................................................................... 9  
  - Projecting Future Requirements ........................................................................................................... 22  

**Capital Repair and Replacement** .................................................................................................................. 25  
  - Park Maintenance ................................................................................................................................... 25  
  - Trail Maintenance .................................................................................................................................. 26  
  - Open Space Maintenance ...................................................................................................................... 26  
  - Facility Maintenance .............................................................................................................................. 26  
  - Cemetery ............................................................................................................................................... 27  
  - Forestry .................................................................................................................................................. 28  
  - City-wide Responsibilities ...................................................................................................................... 28  

**Recommended Efficiency Standards** .......................................................................................................... 29  
  - PROS Maintenance Standards ............................................................................................................. 29  
  - Work Priorities for Levels of Service .................................................................................................... 34  

---

*Appendix D – 2*
Executive Summary

This Maintenance Management Plan has been prepared as a component of the Parks, Open Space, Trails, and Recreation Master Plan project, and contains recommendations that were developed following intensive review of the current site and asset maintenance responsibilities of the City of Durango Parks and Recreation Department. These existing circumstances were coupled with industry best practices provided by PROS Consulting LLC as derived from our experience nationally. The resulting recommendations were generated in order to support the strategic decisions of the City for maintaining high quality parks, open space, trails, and recreation assets into the future.

Purpose of the Maintenance Management Plan

The purpose of the Maintenance Management Plan is to clearly define the requirements and actions of the City of Durango Parks and Recreation Department (“Department”) for maintaining high quality parks, open spaces, trails, and recreation sites and assets over the next 10 years. This includes consideration of existing conditions of the current inventory, as well as additional sites and assets that are being considered within the next five years.

The Maintenance Management Plan is intended to enable the Department and the City to improve the identification, justification, and prioritization of maintenance requirements for park and recreation sites and assets. This is achieved by establishing a clear quantification of resources necessary to maintain the current system as high-quality, accounting for aging facilities that continually deteriorate from use, as well as incorporating sites and assets being considered for addition to the City of Durango Parks and Recreation System (“System”) in the upcoming years.

Findings from Previous Reports

In October 2008, the PROS Team performed a cursory assessment of the sites and facilities within the Durango Parks and Recreation Department System (“System”) including, but not limited to parks, trails, structures, and the recreation center. These assessments establish an accurate understanding and ‘snapshot’ of the existing conditions of sites and facilities within the System, and support the foundation, or reference point, from which specific strategies and recommendations are framed within this report.

There were four (4) key findings that PROS deduced from performing the site and facility assessments:

1. Parks and Facilities are Generally Well Maintained
2. Insufficient Labor and Budget Resources
3. Usage Demands Outpace Available Facility Supply
4. Durango Excels at Park Connectivity

Of these, the first two findings are central to the maintenance efforts of the Department and have strongly influenced the recommendations contained within this report. Specifically, the key recommendations that follow were developed from the context that parks and facilities are currently maintained in a high quality manner, but insufficient labor and budget resources will inhibit maintaining current standards with the sites being considered for acquisition or development.
Key Recommendations

The key recommendations detailed below were derived from the analysis and research contained within this report associated with the Parks, Open Space, Trails, and Recreation Master Plan.

Address Design Issues

There are a number of sites and facilities within the System featuring design issues that increase the associated maintenance requirements. Specific examples of this include cases of inadequate irrigation systems or utilities, facility design issues, adaptive use of older structures, site access, and site grading. The design issues identified do not appear to be the fault of any party, but rather the result of evolved circumstances. It is critical to properly scope these issues and work to address them over a phased time period in order to improve the overall quality of sites and facilities, as well as improve the efficiency of regular maintenance requirements.

Standardize Regular Maintenance Requirements

Over the years, the regular maintenance requirements of the System have become fairly normalized and can be quantified in order to estimate additional maintenance requirements of new acquisition or development. Developing maintenance resource requirement standards that align with core goals of the Department for maintaining sites and facilities of the System should strengthen the capability of the Department to obtain necessary resources from the City to perform these functions. It will also support accurate projections of resources required for sites or facilities under consideration for acquisition and/or development. While not all standardized projections for regular maintenance requirements of sites and facilities are provided in this executive summary, examples of the types of functions recommended to standardize include:

- Established standards for maintenance of different types of sites and facilities
- Labor requirements per type of site including seasonal fluctuations and contracted services
- Material and supply requirements per type of site
- Equipment requirements
- Utilities and miscellaneous expenses

Plan for Capital Repair and Replacement

An area that many public park and recreation agencies fail to plan adequately for is capital repair and replacement requirements of their major assets. As a result, many entities struggle with large accumulations of deferred maintenance and facility deterioration that threatens the integrity of the services they provide. Best practices observed and promoted by PROS Consulting in projects throughout the United States is to standardize the calculation of capital repair and replacement necessary to maintain the integrity of facilities and assets. This is commonly calculated as a phased approach to raising funds to support major capital needs. This approach could fluctuate based upon the financial conditions at the time, but can be used as a tool to determine a responsible annual investment into maintaining high quality sites and facilities within the System.
Recommended Best Practices

In the process of completing over 600 projects throughout the United States and abroad, the PROS Team has developed a set of best management practices for park and recreation agencies. Several of these are related directly or indirectly to maintenance responsibilities. These 10 recommended best management practices are provided below for consideration at the City of Durango.

Best practice agencies integrate sustainability approaches within maintenance management practices. This includes energy conservation, use of alternative fuels and hybrid or electric vehicles, LEED design principles, use of solar and wind power, planting trees, reducing staff driving time, recycling, and the reduction of chemicals in general park maintenance duties. The recommended best practices described below can be integrated into the Durango Parks and Recreation Department management priorities and supported by City leadership for purposes of preserving the quality and integrity of facilities, structures, and assets throughout the System.

1. Park maintenance personnel in best management systems maintain 12 to 14 acres per person of managed park space. This can be a combination of public employees and contract employees.

2. Best managed park and recreation systems have a maintenance work order system in place to track the cost of maintenance, utilities, supplies, equipment and employee time for parks and recreation facilities based on set standards. The work order system also manages asset lifecycles for all replacement schedules to keep parks and facilities up to the level they need to so the public will enjoy them for a long period of time.

3. Best practice agencies have an equipment replacement program established and funded to keep equipment tied to employee productivity and supporting the efficiency goals of the agency.

4. Best practice agencies outsource their maintenance operations at no less than 20% of their total labor with the remaining resources dedicated to continuity in case a contract is discontinued the agency can step in and continue operations with limited impact on the users.

5. Best management agencies have maintenance management plans in place to keep control of maintenance costs and efficiency. These plans are updated every five years.

6. Best practice agencies have established design standards for parks and recreation facilities based on the outcomes that they want to achieve and based on the dollars to develop and the return on investment from users to support operational costs if any. These standards apply to neighborhood parks, community parks and all recreational facilities an agency has under its management and control.

7. Best practice agencies spend 4-6% of the estimated value of their total assets less land values maintaining what they already own to keep them well positioned in the minds of residents.

8. Best practice agencies have maintenance and program standards that support design standards to operate as efficiently as possible while supporting the customer service requirements of the program or facility.

9. Best practice agencies seek out bond funds to support capital costs every five years to keep the bond issue low with the high value of return to taxpayers based on the time-value of money. As parks and recreation facilities are developed and succeed, the community will support these bond issues if presented correctly and the improvements have wide-age segment appeal.

10. Best practice agencies have 35-40 funding sources including earned revenues that they use to support operational and capital costs to keep the agency as sustainable as possible.
Site and Facility Design Issues

“Design faults not only result in unplanned maintenance, but they also are expensive in terms of the lives of occupants and the cost of repairs.”

As noted in the Executive Summary, there are a number of sites and facilities within the System featuring design issues that increase the associated maintenance requirements. Not all design issues present at sites and facilities within the System are addressed within this aspect of the Maintenance Management Plan. Only those that directly or indirectly increase the maintenance requirements or decrease the efficiency of the maintenance team in performing necessary tasks are detailed.

Specific Design Issues at Existing Parks

Examples of specific design issues that contribute to growing maintenance requirements of the System are detailed in the tables below and on the following page. Level of need is a subjective indication of priority determined by PROS Consulting based upon input from stakeholders and community leaders, review of the maintenance practices of the Department, and interviews of Department leadership.

<table>
<thead>
<tr>
<th>Facility / Site</th>
<th>Issue</th>
<th>Level of Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>33rd Street River Access Site</td>
<td>Capacity is severely undersized to not meet usage demands</td>
<td>High</td>
</tr>
<tr>
<td>Chapman Hill (ski area)</td>
<td>Site configuration and asset design hinders site performance during periods of peak usage</td>
<td>High</td>
</tr>
<tr>
<td>Off-leash Dog Area</td>
<td>Parking and access is difficult to nonexistent</td>
<td>High</td>
</tr>
<tr>
<td>Animas River Trail</td>
<td>Aging asphalt surfacing on select segments of the trail are deteriorated and more difficult to maintain</td>
<td>High</td>
</tr>
<tr>
<td>Various open spaces</td>
<td>Access points inhibit site use due to limited parking, lack of marked trailheads, and grading</td>
<td>High</td>
</tr>
<tr>
<td>Mason Center</td>
<td>Older buildings are severely deteriorating and not well designed for current uses</td>
<td>High</td>
</tr>
<tr>
<td>Various parks</td>
<td>Irrigation system at various parks is undersized or has inefficient design</td>
<td>Moderate</td>
</tr>
<tr>
<td>Folsom Park</td>
<td>Design of water and wastewater supply to the restrooms inhibit usage periodically each year</td>
<td>Moderate</td>
</tr>
<tr>
<td>Memorial Park</td>
<td>Site frequently used for river access by private and commercial users, but not designed for it</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Facility / Site</th>
<th>Issue</th>
<th>Level of Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rotary Park</td>
<td>Vintage construction of pavilion inhibits repair to railings and roof support beams</td>
<td>Moderate</td>
</tr>
<tr>
<td>Santa Rita Park</td>
<td>Parking capacity, wastewater line alignment, and design of sand volleyball courts are problematic or impending challenges</td>
<td>Moderate</td>
</tr>
<tr>
<td>Durango Community Recreation Center</td>
<td>Limited capacity and design of storage and maintenance areas, climate control system in the entry vestibule, and pool equipment room ventilation contribute to increased maintenance requirements.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Maintenance yard / office</td>
<td>Limited size and capacity of maintenance yard, shop, and offices located at the cemetery inhibit increased efficiency of the maintenance staff</td>
<td>Moderate</td>
</tr>
<tr>
<td>Various parks</td>
<td>Select mini parks provided by private developers are not well designed to support optimal usage</td>
<td>Low</td>
</tr>
<tr>
<td>Historic 3rd Avenue medians</td>
<td>Traditional design of medians increases maintenance requirements</td>
<td>Low</td>
</tr>
</tbody>
</table>

Addressing design issues like these are generally costly, and in some cases require additional planning efforts. It can be easy to regard the extra maintenance requirements associated with these design shortcomings as an acceptable cost in relation to the cost associated with a major effort to improve the design issue. The PROS Team recommends the Department and City leadership review these design issues and strategically pursue a phased approach to funding and addressing those deemed critical. Most likely, the prevailing concern that will define the priorities for addressing these projects are those that relate directly to user experience. The cases where design implications are negatively impacting use and/or the user experience should be a priority to consider.
Regular Maintenance Requirements

"An ounce of prevention is worth a pound of cure."\(^V\)

The regular maintenance requirements of the Department are vast, and extend beyond the sites and assets they directly manage. This section of the Maintenance Management Plan addresses the total scope of the regular maintenance responsibilities of the Department, reviews the current resource requirements to meet these expectations, calculates unit-based quantification for most major resource requirements, and provides the method through which projections for future resource needs can be developed. Issues not addressed in the section are major capital repair and replacement actions that are beyond the preventative and responsive nature of regular maintenance.

Objectives of Parks and Recreation Department Maintenance

The objectives of Department’s maintenance efforts are expansive and organized into the six large categories detailed below. These objectives are not presented in any order of importance:

- Maintain and improve the sites, grounds, facilities, and structures of the City of Durango Parks and Recreation System to provide optimal and enjoyable use.
- Provide snow removal for all City trails, sidewalks, and parking lots in a timely manner, respectful of the needs of citizens.
- Provide landscaping and general maintenance for a multitude of City amenities, including but not limited to City landscaping beds/signage areas, historic medians, urban “pocket” open spaces, and select City buildings and structures.
- Provide general maintenance and burial services for the Greenmount Cemetery.
- Be responsive to maintenance needs of the City open space tracts including, but not limited to access points, trail repair, erosion control, trash removal, and fuels reduction.

Many of these objectives for the Department’s maintenance team go beyond the traditional responsibilities of parks and recreation employees, but provide an invaluable service to the community. The assessment performed by PROS Consulting reviewing the sites and facilities of the System yielded findings that the maintenance staff are extremely productive given their vast responsibilities and limited resources.

It is important for members of the community, Department management, and City leadership to project future resource requirements of additional sites and facilities across each of these objectives. These objectives represent the full scope of expectations the community has for the outcome of parks and recreation maintenance efforts.

---

\(^V\) Henry de Bracton, *De Legibus*, 1240.
Current Regular Maintenance Resource Requirements

The PROS Team collected data from the Department regarding the current resource requirements of the maintenance team and their responsibilities. These requirements are organized and reported in the following four categories:

1. Quantifying workload
2. Labor and contracted services requirements
3. Material and supply requirements
4. Equipment requirements
5. Utilities and miscellaneous

These requirements will be detailed in accordance with an objective quantification of maintenance responsibilities in such areas as acres, types of sites and facilities, miles of trails, etc. The sections that follow build the framework of quantifying maintenance resource requirements by unit, which can enable an accurate projection of future requirements with additional sites and assets in the System.

Quantifying Workload

The first step in developing standardized parameters to project regular maintenance requirements of the division is to quantify workload. There will remain many aspects of the maintenance division’s workload that is difficult to accurately quantify, but a conservative approach to doing so is utilized in this analysis in order to contribute to a useable outcome. The areas of maintenance workload that are evaluated are:

- Parks
- Trails
- Cemetery
- Forestry
- Open Space (including Wildland Fire Management)
- Indoor Facilities
- City-wide responsibilities

Park Maintenance

Park maintenance responsibilities include the regular mowing, landscaping, pruning, structure and infrastructure repair, utilities, and trail work associated with the 31 park sites within the system, and approximately 20 additional sites through the City of Durango that are detailed in the Site and Facility Assessment report submitted earlier in this project. This inventory represents a total of 221.91 acres of parkland, and numerous park amenities. These sites include:

- 33rd Street River Access Site
- Animas City Park
- Brookside Park
- Chapman Hill (ski area)
- Crestview Park
- Cundiff Park
- Dallabetta Park
- Easter Heights Park
- Fanto Park
- Hillcrest View Park
- Holly Park
- Iris Park
- Jenkins Ranch Park
- Lions Den
- Memorial Park (Phase 1)
- Memorial Park (Phase 2)
- Needham Elementary Park
- Off-leash (Dog) Area
- Riverfront Park
- Riverview Sports Complex
- Roosa Park
- Rotary Park
- Ryley Park
- Santa Rita Park
- Schneider Park
- Viles Park
- Whitewater Park
Based upon our review of the System and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **38% of annual labor resources to park maintenance responsibilities.**

**Trails Maintenance**

Within the scope of park maintenance responsibilities is hard surface trail maintenance. There are currently 11.7 miles of hard surface trails, largely as the Animas River Trail, within the system that are maintained by the Department, including surfacing repairs, erosion control, bridges, railings, embankments, and snow removal. It is estimated that hard surface trail maintenance accounts for **15% of the park maintenance workload area.**

**Cemetery**

Cemetery responsibilities include providing burial services, all mowing, pruning, and general maintenance of the Greenmount Cemetery. Based upon our review of the System and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **27% of annual labor resources to cemetery responsibilities.**

**Forestry**

Forestry responsibilities include the maintenance of the urban forest comprised of 7,441 trees in the City parks street right-of-ways. Based upon our review of the System and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **15% of annual labor resources to forestry responsibilities.**

**Open Space Maintenance**

Open Space responsibilities include the maintenance of natural lands and wildland forests. This inventory includes 1,159.61 acres of City open space lands. Maintenance includes the removal of noxious weeds and trash, and fuels reduction to minimize wildland fires. Based upon our review of the System and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **3% of annual labor resources to open space maintenance responsibilities.**

Earthen or natural surface trails in the City’s open space have historically been constructed and maintained by the volunteer organization, Trails 2000. This volunteer effort is significant and illustrates a meaningful partnership that effectively leverages the limited resources of the City. Open space maintenance includes wildland fire management which is discussed in greater detail in the section that follows on the following page.

---

'Hard surface trail maintenance is considered a portion of park maintenance responsibilities, but later will be quantified separately for purposes of estimating future maintenance resource needs.'
Wildland Fire Management

Wildfire is a natural and frequent event in southwest Colorado ponderosa pine forests, pinon–juniper woodlands and gambel oak mountain shrub lands. Historically, frequent, low intensity surface fires thinned trees, reduced the forest of accumulated fuels and maintained biodiversity. Aggressive fire control over the last century has created unnatural fuel accumulations and changed the structure and composition of native wildland vegetation; resulting in hazardous wildfire conditions. Further complicating this hazardous fuel condition and increasing the wildfire risk is the prolonged drought and climate change that the region has been experiencing.

Urban development and growth into the wildland areas, also called the wildland urban interface places communities and human development, as well as natural resources, at risk from wildfires. City of Durango Parks and Open Space lands are wildland urban interface zones. These Parks and Open Space lands contain typical southwest Colorado forests, woodlands and shrub lands with hazardous wildfire conditions. Selective thinning and prescribed fire can mimic these natural fires, mitigating the fire hazard and restoring forest health. Appropriate treatments can restore the lands natural ecological structure and processes while protecting the adjacent community, neighborhoods and other values at risk such as watershed, wildlife habitats and recreational infrastructure.

Facility Maintenance

Facility maintenance responsibilities are those involving the interior and exterior maintenance requirements of the Durango Community Recreation Center, the Mason Center, and Chapman Hill (ice rink) facilities. This includes all structural, utility, and general maintenance of these buildings, and also includes janitorial or cleaning responsibilities. There are a total of 116,674 square feet of enclosed facilities that are the focus of these efforts. Based upon our review of the System and interviews with Department staff, it is estimated that the maintenance division dedicates approximately 19% of annual labor resources to facility maintenance responsibilities.

City-wide Responsibilities

The Department has maintenance responsibilities that serve the City of Durango outside of the sites and facilities of parks and recreation. These city-wide responsibilities include mowing landscaping at City sites and landmarks, snow removal on city parking lots and sidewalks, and a diverse set of miscellaneous maintenance tasks the Department is accountable for. These services provided by the Department play a crucial role for the City, but require resources to support. Based upon our review of the System and interviews with Department staff, it is estimated that the maintenance division dedicates approximately 2% of annual labor resources to city-wide responsibilities.
Labor and Contracted Services Requirements

The labor resource requirements of the Department’s maintenance division are calculated based upon the following assumptions:

1. The current sites, facilities, and infrastructure are generally in good condition and reflect high quality parks and recreation assets.
2. The current staffing resources are sufficient for maintaining existing sites, facilities, and infrastructure within the System.
3. Additional sites, facilities, and infrastructure would require additional labor given the current work load of the existing staff.
4. Overtime worked by full time equivalent (FTE) employees is an indication of the magnitude of work load beyond the regular, current staffing levels to manage the division’s responsibilities.
5. Annual labor hours of contracted services to support park and/or facility maintenance requirements are not included in this analysis.

The regular labor requirements, not including overtime, of the Department’s parks maintenance division are detailed in the table below. This data indicates that over the last three years, it requires an average of 25,578 regular labor hours each year to meet current maintenance demands.

<table>
<thead>
<tr>
<th>Personnel</th>
<th>General Description</th>
<th>No. of Employees</th>
<th>2006 regular hours</th>
<th>2007 regular hours</th>
<th>2008 regular hours</th>
<th>Average Annual Regular Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full Time Equivalent (FTE)</strong></td>
<td>Full time maintenance employees responsible for site and grounds maintenance, utility repair and maintenance, facility and structural repair and maintenance, snow removal and other seasonal responsibilities, cemetary operations, and other duties as assigned.</td>
<td>8</td>
<td>16,640</td>
<td>16,640</td>
<td>16,640</td>
<td>16,640</td>
</tr>
<tr>
<td><strong>Part Time and/or Seasonal</strong></td>
<td>Part time and seasonal employees responsible to assist full time personnel in completion of all maintenance team responsibilities</td>
<td>8</td>
<td>8,134</td>
<td>9,794</td>
<td>8,886</td>
<td>8,938</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td>16</td>
<td>24,774</td>
<td>26,434</td>
<td>25,526</td>
<td>25,578</td>
</tr>
</tbody>
</table>

The tables below and on the following page detail the estimated overtime worked by FTE employees, as well as part time / seasonal personnel. As seen in these tables, the average annual overtime labor requirement of the maintenance division based on the average overtime pay rates noted below is 430 hours for FTE employees, and 8 hours for part time / seasonal personnel.

<table>
<thead>
<tr>
<th>FTE Overtime (OT)</th>
<th>Parks OT</th>
<th>Cemetery OT</th>
<th>Total OT</th>
<th>Avg OT Rate ($/hour)</th>
<th>Est. Total OT Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$5,365</td>
<td>$4,322</td>
<td>$9,687</td>
<td>$27</td>
<td>359</td>
</tr>
<tr>
<td>2007</td>
<td>$6,760</td>
<td>$4,045</td>
<td>$10,805</td>
<td>$27</td>
<td>400</td>
</tr>
<tr>
<td>2008</td>
<td>$9,427</td>
<td>$4,886</td>
<td>$14,313</td>
<td>$27</td>
<td>530</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>$7,184</strong></td>
<td><strong>$4,418</strong></td>
<td><strong>$11,602</strong></td>
<td><strong>$27</strong></td>
<td><strong>430</strong></td>
</tr>
</tbody>
</table>
Parks, Open Space, Trails, and Recreation Master Plan
Maintenance Management Plan

<table>
<thead>
<tr>
<th>Part Time Overtime (OT)</th>
<th>Parks OT</th>
<th>Cemetery OT</th>
<th>Total OT</th>
<th>Avg OT Rate ($/hour)</th>
<th>Est. Total OT Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$27</td>
<td>$0</td>
<td>$27</td>
<td>$19</td>
<td>1</td>
</tr>
<tr>
<td>2007</td>
<td>$150</td>
<td>$0</td>
<td>$150</td>
<td>$19</td>
<td>8</td>
</tr>
<tr>
<td>2008</td>
<td>$261</td>
<td>$0</td>
<td>$261</td>
<td>$19</td>
<td>14</td>
</tr>
<tr>
<td>Average</td>
<td>$146</td>
<td>$0</td>
<td>$146</td>
<td></td>
<td>8</td>
</tr>
</tbody>
</table>

The cost of labor salaries for parks, trails and cemetery services is depicted below for 2006 through 2008. These salaries do not include the cost of benefits, FICA, or Medicare coverage.

<table>
<thead>
<tr>
<th>Total Salary and Wage Requirements</th>
<th>FTE Parks</th>
<th>PT Parks</th>
<th>FTE Cemetery</th>
<th>PT Cemetery</th>
<th>Total Salaries and Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$264,008</td>
<td>$62,289</td>
<td>$70,428</td>
<td>$19,023</td>
<td>$415,748</td>
</tr>
<tr>
<td>2007</td>
<td>$271,453</td>
<td>$67,986</td>
<td>$73,506</td>
<td>$29,804</td>
<td>$442,749</td>
</tr>
<tr>
<td>2008</td>
<td>$284,780</td>
<td>$69,510</td>
<td>$75,999</td>
<td>$19,085</td>
<td>$449,374</td>
</tr>
<tr>
<td>Average</td>
<td>$273,414</td>
<td>$66,595</td>
<td>$73,311</td>
<td>$22,637</td>
<td>$435,957</td>
</tr>
</tbody>
</table>

The total labor hour resource requirement to meet current demand and aligned with the assumptions provided earlier in this section are detailed in the table below. This data indicates that the total estimated labor hour requirement to maintain existing park sites, facilities, and infrastructure in its current conditions is an average of 26,015 annual hours over the last three years.

<table>
<thead>
<tr>
<th>Total Labor Hour Requirement</th>
<th>FTE Regular</th>
<th>FTE OT</th>
<th>Part Time/Seas. Regular</th>
<th>Part Time/Seas. OT</th>
<th>Est. Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>16,640</td>
<td>359</td>
<td>8,134</td>
<td>1</td>
<td>25,134</td>
</tr>
<tr>
<td>2007</td>
<td>16,640</td>
<td>400</td>
<td>9,794</td>
<td>8</td>
<td>26,842</td>
</tr>
<tr>
<td>2008</td>
<td>16,640</td>
<td>530</td>
<td>8,886</td>
<td>14</td>
<td>26,070</td>
</tr>
<tr>
<td>Average</td>
<td>16,640</td>
<td>430</td>
<td>8,938</td>
<td>8</td>
<td>26,015</td>
</tr>
</tbody>
</table>

The labor requirement to maintain the indoor recreational facilities, including the Durango Community Recreation Center, Chapman Hill and the Mason Center includes a combination of full and part-time employees. The chart below depicts annual salaries and wages associated with labor for maintenance only of the indoor recreational facilities, not including labor costs for general operations. These salaries do not include the cost of benefits, FICA, or Medicare coverage.

<table>
<thead>
<tr>
<th>Total Salary and Wage Requirements</th>
<th>FTE Recreation Center</th>
<th>PT Recreation Center</th>
<th>FTE Chapman Hill</th>
<th>PT Chapman Hill</th>
<th>PT Mason Center</th>
<th>Total Salaries and Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$119,166</td>
<td>$82,890</td>
<td>$15,800</td>
<td>$8,500</td>
<td>$9,360</td>
<td>$235,716</td>
</tr>
<tr>
<td>2007</td>
<td>$145,664</td>
<td>$74,402</td>
<td>$16,000</td>
<td>$9,000</td>
<td>$9,507</td>
<td>$254,573</td>
</tr>
<tr>
<td>2008</td>
<td>$152,049</td>
<td>$85,895</td>
<td>$16,800</td>
<td>$9,370</td>
<td>$9,175</td>
<td>$273,289</td>
</tr>
<tr>
<td>Average</td>
<td>$138,960</td>
<td>$81,062</td>
<td>$16,200</td>
<td>$8,957</td>
<td>$9,347</td>
<td>$254,526</td>
</tr>
</tbody>
</table>
The data in the table below indicates that the total estimated labor hour requirement to maintain the indoor recreational facilities in current conditions is an average of 22,094 annual hours over the last three years.

<table>
<thead>
<tr>
<th>Total Labor Hour Requirement</th>
<th>FTE Regular</th>
<th>FTE OT</th>
<th>Part Time/Seas. Regular</th>
<th>Part Time/Seas. OT</th>
<th>Est. Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>12,511</td>
<td>13</td>
<td>9,647</td>
<td>25</td>
<td>22,196</td>
</tr>
<tr>
<td>2007</td>
<td>12,511</td>
<td>56</td>
<td>8,888</td>
<td>40</td>
<td>21,495</td>
</tr>
<tr>
<td>2008</td>
<td>12,511</td>
<td>33</td>
<td>10,020</td>
<td>26</td>
<td>22,590</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>12,511</strong></td>
<td><strong>34</strong></td>
<td><strong>9,518</strong></td>
<td><strong>30</strong></td>
<td><strong>22,094</strong></td>
</tr>
</tbody>
</table>

Applying estimated workload area requirements detailed previously to annual labor hours provides an estimate of labor hour requirements for each workload area. The table below demonstrates how these estimates are derived.

<table>
<thead>
<tr>
<th>Workload Area</th>
<th>Total Workload Annual Labor Hours</th>
<th>Estimated % of Total Workload</th>
<th>Est. Annual Labor Hour Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks Maintenance</td>
<td>26,015</td>
<td>38%</td>
<td>9,886</td>
</tr>
<tr>
<td>Trails Maintenance</td>
<td></td>
<td>15%</td>
<td>3,902</td>
</tr>
<tr>
<td>Cemetery Maintenance</td>
<td></td>
<td>27%</td>
<td>7,025</td>
</tr>
<tr>
<td>Forestry Maintenance</td>
<td></td>
<td>15%</td>
<td>3,902</td>
</tr>
<tr>
<td>Open Space Maintenance</td>
<td></td>
<td>3%</td>
<td>780</td>
</tr>
<tr>
<td>City-wide Responsibilities</td>
<td></td>
<td>2%</td>
<td>520</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>26,015</strong></td>
<td><strong>100%</strong></td>
<td><strong>26,016</strong></td>
</tr>
</tbody>
</table>

The following table illustrates the workload by facility for the annual labor requirement for Indoor recreational facilities.

<table>
<thead>
<tr>
<th>Workload Area</th>
<th>Estimated % of Total Workload</th>
<th>Estimated Annual Labor Hour Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation Center</td>
<td>84%</td>
<td>18,558</td>
</tr>
<tr>
<td>Chapman Hill</td>
<td>15%</td>
<td>3,314</td>
</tr>
<tr>
<td>Mason Center</td>
<td>1%</td>
<td>221</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>22,093</strong></td>
</tr>
</tbody>
</table>

As noted in the preceding tables, the labor hour requirements for each workload area can be estimated as a percentage of the total annual labor hour requirement of the maintenance division. These workload areas can be further quantified into units, such as park acres, trail mileage, facility square feet, and open space acres in order to standardize the labor requirement projections.

The detailed quantification of annual labor requirements within each workload area are provided on the following pages.
Park and Trail Maintenance Labor

The table below quantifies the estimated annual labor requirement by acre of park land and trails, including labor resources required to maintain the amenities of those parks. Hard surface trail maintenance is figured by trail mileage, and based on 15% of the park maintenance annual labor requirements.

<table>
<thead>
<tr>
<th>Workload Area</th>
<th>Total Workload Annual Labor Hours</th>
<th>Total Units</th>
<th>Unit Type</th>
<th>Est. Annual Labor Hour Requirement per unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park Maintenance</td>
<td>9,886</td>
<td>222.9</td>
<td>Acres</td>
<td>44</td>
</tr>
<tr>
<td>Trail Maintenance</td>
<td>3,902</td>
<td>11.7</td>
<td>Trail miles</td>
<td>334</td>
</tr>
</tbody>
</table>

This table demonstrates that current **park maintenance labor requirements are approximately 44 hours annually per acre**. Parks less than one acre in size are projected as requiring the labor equivalent of one acre. **Hard surface trail maintenance labor requirements are estimated to be 334 hours annually per mile of trail.** These trail maintenance requirements should not be divided any less than 0.5 miles, meaning any segment less than 0.5 miles is projected to require the labor equivalent of 0.5 miles.

**NOTE:** These estimates are additive in that a ten acre park that contains one mile of hard surface trail will require approximately 774 annual labor hours for regular maintenance ((44 hours x 10) + 334 hours).

Open Space Maintenance Labor

The table below quantifies the estimated annual labor requirement by acre of open space, including labor resources required to maintain the natural attributes of those open space areas.

<table>
<thead>
<tr>
<th>Workload Area</th>
<th>Total Workload Annual Labor Hours</th>
<th>Total Units</th>
<th>Unit Type</th>
<th>Est. Annual Labor Hour Requirement per unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Space Maintenance</td>
<td>780</td>
<td>921.5</td>
<td>Acres</td>
<td>0.846</td>
</tr>
</tbody>
</table>

This table demonstrates that current **open space maintenance labor requirements are approximately .846 hours annually per acre.** Open Space less than one acre in size are projected as requiring the labor equivalent of one acre.

It is estimated that approximately 3% of the total annual labor requirements of the maintenance division are dedicated to open space responsibilities. Therefore, the estimate that the annual regular maintenance on a 100-acre tract would be approximately 84.6 hours, or the equivalent of approximately 10.5, eight-hour days throughout the year.

Facility Maintenance Labor

The table on the following page quantified the estimated annual labor requirement by square foot of enclosed facility, generally including the labor resources required to maintain the amenities within those facilities. This is based upon facility maintenance labor requirements being approximately 19% of total annual labor requirements of the maintenance division.
This table demonstrates that current facility maintenance labor requirements are approximately 0.19 hours annually per square foot. It is important to note that this estimates the regular maintenance requirements associated with improved facilities within the System, including janitorial and cleaning at the Recreation Center but not at the Mason Center and Chapman Hill (janitorial services were contracted at these two facilities in the years 2006-2008), and it does not include major capital repair and replacement. This per square foot estimate of facility maintenance requirements would therefore estimate that the annual regular maintenance on a 10,000 square foot facility would be approximately 1,900 hours, or the equivalent of approximately 238, eight-hour days throughout the year.

Cemetery Labor

The responsibilities of the maintenance division to support the needs of Greenmount Cemetery seems to be a constant over the last several years that can be easily accounted for each year in the calculation of total maintenance labor requirements. It is estimated that approximately 27% of the total annual labor requirements of the maintenance division are dedicated to cemetery responsibilities. Therefore, an estimated 7,025 annual labor hours are necessary to support these tasks.

Forestry Labor

The table below quantified the estimated annual labor requirement by tree in the urban forest, generally including the labor resources required to plant, prune, and remove trees in the parks and street right-of-ways. This is based upon forestry labor requirements being approximately 15% of total annual labor requirements of the maintenance division.

This table demonstrates that current forestry labor requirements are approximately 0.524 hours annually per tree. It is important to note that this estimates the regular maintenance requirements associated with general maintenance of the City’s urban forest, not including major capital repair and replacement projects. This per tree estimate of forestry requirements would therefore estimate that the annual regular maintenance on a 100-acre tract with 100 trees would be approximately 52.5 hours, or the equivalent of approximately 6.5, eight-hour days throughout the year.
City-wide Responsibilities Labor

City-wide responsibilities of the Department’s maintenance division vary widely and are therefore difficult to specifically quantify by a single unit. Currently, these responsibilities are dominated by the following tasks:

1. Snow removal on all city sidewalks and parking lots
2. Landscaping and outdoor maintenance of numerous city public spaces and landmarks
3. Miscellaneous facility maintenance as needed

It is estimated that approximately 2% of the total annual labor requirements of the maintenance division are dedicated to City-wide responsibilities. Therefore, an estimated 520 annual labor hours, or the equivalent of approximately 65, eight-hour days throughout the year, necessary to support these tasks.

It is important for City leadership to adequately account for and support the labor resources necessary to meet these expectations as potential new projects are considered that will involve the maintenance division of the Parks and Recreation Department. This requires a vigilant approach by the Department in tracking and projecting labor resource requirements associated with all city-wide responsibilities.

Contracted Services

As noted in the assumptions that preceded this labor requirement analysis, the labor hours of contracted services supporting any of these workload areas of the Department’s maintenance division were not included. Over the last three years the Department has invested an average of $211,818 each year in contracted services supporting park maintenance, facility maintenance, trail maintenance, open space maintenance, cemetery, forestry, and city-wide responsibilities. A table detailing these annual expenses and the overall annual average is provided below.

<table>
<thead>
<tr>
<th>Contract Service Area</th>
<th>2006 Expenses</th>
<th>2007 Expenses</th>
<th>2008 Expenses</th>
<th>Average Annual Contracted Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>$100,906</td>
<td>$104,869</td>
<td>$105,928</td>
<td>$103,901</td>
</tr>
<tr>
<td>Cemetery</td>
<td>$4,960</td>
<td>$7,741</td>
<td>$8,533</td>
<td>$7,078</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>$97,124</td>
<td>$108,675</td>
<td>$96,719</td>
<td>$100,839</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$202,990</strong></td>
<td><strong>$221,285</strong></td>
<td><strong>$211,180</strong></td>
<td><strong>$211,818</strong></td>
</tr>
</tbody>
</table>

These expenses include contracted labor that contributes to the current quality of the System and the assets of the Department. This represents approximately 24% of the average total labor budget for the last three years including payroll and all additive employment costs. A common best practice is to manage contracted services to represent approximately $1 for every $5 spent on labor. The Department meets this best practice of leveraging the maintenance workforce through outsourcing. It is critical that each new project consider contracted service opportunities that must be budgeted for and leverage the resources of the Department to maintain the sites and facilities it is responsible for.
Material and Supply Requirements

As with contracted services, material, supplies, and equipment requirements are difficult to quantify by unit of inventory like in the preceding labor resource analysis. This Maintenance Management Plan only strives to detail average annual material and supply requirements based upon related expenses in the operating budget of the last three years. A minor capital equipment inventory is also provided; each item accompanied by a general description of their working condition, as identified by key Department staff.

Material and supply expenses include the following expense categories:

- Office supplies
- Chemical and lab supplies
- Clothing and uniforms
- Fuel
- Forestry supplies
- Hand tools
- Other supplies

The total budget expenditures for these items are detailed in the table below for the last three years.

<table>
<thead>
<tr>
<th>Total Materials and Supplies</th>
<th>2006 Expenses</th>
<th>2007 Expenses</th>
<th>2008 Expenses</th>
<th>Average Annual Materials and Supplies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>$79,582</td>
<td>$84,351</td>
<td>$99,172</td>
<td>$87,702</td>
</tr>
<tr>
<td>Cemetery</td>
<td>$12,727</td>
<td>$12,736</td>
<td>$17,200</td>
<td>$14,221</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>$135,639</td>
<td>$140,904</td>
<td>$159,444</td>
<td>$145,329</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$227,948</strong></td>
<td><strong>$237,991</strong></td>
<td><strong>$275,816</strong></td>
<td><strong>$247,252</strong></td>
</tr>
</tbody>
</table>

As noted in the table above, total material and supply expenditures average approximately $247,252 each year over the last three years, with the 2008 expenditure being $275,816. Material and supply requirements are largely, albeit not wholly, aligned with labor resources. Therefore, this analysis compares material and supply expenditures to total labor hours. This provides a basis to predict minimally required increases in material and supply budgeting to support potential increases in labor resources. The table on the following page details these calculations.

<table>
<thead>
<tr>
<th>Workload Area Labor Requirements</th>
<th>Est. Annual Labor</th>
<th>Average Annual Materials and Supplies</th>
<th>Est. Materials and Supplies per Labor Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>18,990</td>
<td>$87,702</td>
<td>$4.62</td>
</tr>
<tr>
<td>Cemetery</td>
<td>7,025</td>
<td>$14,221</td>
<td>$2.02</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>22,094</td>
<td>$142,332</td>
<td>$6.44</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>48,109</strong></td>
<td><strong>$244,255</strong></td>
<td></td>
</tr>
</tbody>
</table>

These calculations are estimates that approximately $4.62 per labor hour is dedicated to park maintenance, trail maintenance, open space maintenance, forestry, and city-wide workload responsibilities is required for materials and supplies to support these efforts. Likewise, approximately $2.02 per labor hour is dedicated to cemetery workload responsibilities is required for materials and supplies. Approximately $6.44 per labor hour is dedicated to the indoor facility.
maintenance responsibilities for materials and supplies to support these efforts at the Recreation Center, Chapman Hill and the Mason Center. Additional materials and supplies beyond these projections will likely be required when considering additional sites and facilities on a circumstantial basis.

**Equipment Requirements**

Equipment requirements are difficult to project in a similar fashion, but should be accounted for with budgeting for repair and replacement costs, as well as any additional sites or facilities being considered. Equipment is generally regarding as a minor capital expense, up to $50,000 for full replacement value. Equipment deteriorates with heavy usage is typically more difficult to keep running as it ages. The table below and on the following page details the current equipment inventory, and its general condition.

<table>
<thead>
<tr>
<th>Equipment</th>
<th>General condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001 GMC 1T 4x4 w/ utility &amp; plow</td>
<td>good</td>
</tr>
<tr>
<td>2003 Ford F250 3/4T 4x2</td>
<td>good</td>
</tr>
<tr>
<td>2004 Chevy 3500 1T 4x4 w/utility &amp; plow</td>
<td>good</td>
</tr>
<tr>
<td>2005 Ford F250 3/4T 4x2</td>
<td>good</td>
</tr>
<tr>
<td>2006 GMC C2500 w/plow</td>
<td>good</td>
</tr>
<tr>
<td>1994 GMC K2500</td>
<td>fair</td>
</tr>
<tr>
<td>1999 GMC C2500 4x2 pick-up</td>
<td>good</td>
</tr>
<tr>
<td>2000 GMC 3/4T 4x4</td>
<td>fair</td>
</tr>
<tr>
<td>1996 IHC 10 yd w/plow</td>
<td>good</td>
</tr>
<tr>
<td>2007 IHC Bucket Truck</td>
<td>excellent</td>
</tr>
<tr>
<td>2000 GMC 4x2 1T w/dump</td>
<td>good</td>
</tr>
<tr>
<td>2007 Toro 3280D Tractor</td>
<td>fair mower; good snow blower</td>
</tr>
<tr>
<td>2005 John Deere 310G Backhoe Loader</td>
<td>good</td>
</tr>
<tr>
<td>Club Car Golf Cart</td>
<td>fair</td>
</tr>
<tr>
<td>2002 Bandit 250 Brush Chipper</td>
<td>good</td>
</tr>
<tr>
<td>2008 Bobcat S220 Loader/Backhoe</td>
<td>excellent</td>
</tr>
<tr>
<td>1994 Vermeer Stump Cutter</td>
<td>Good</td>
</tr>
<tr>
<td>2005 Bobcat 2000 Utility</td>
<td>good</td>
</tr>
<tr>
<td>2001 Zamboni 440 – Chapman Hill</td>
<td>fair</td>
</tr>
<tr>
<td>2007 John Deere X740 Tractor</td>
<td>good</td>
</tr>
<tr>
<td>2006 Toro 4100 D Wide Area Mower</td>
<td>fair, needs to be replaced</td>
</tr>
<tr>
<td>2003 John Deere X495 Tractor</td>
<td>good</td>
</tr>
<tr>
<td>2004 John Deere X495 Tractor</td>
<td>good</td>
</tr>
<tr>
<td>Equipment</td>
<td>General condition</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>1974 Thikol 2100C Snow Packmaster</td>
<td>Poor, needs to be replaced</td>
</tr>
<tr>
<td>2006 John Deere 4320 Tractor</td>
<td>good</td>
</tr>
<tr>
<td>2006 John Deere X740 Tractor</td>
<td>good</td>
</tr>
<tr>
<td>2008 Bobcat 5600 Toolcat</td>
<td>excellent</td>
</tr>
<tr>
<td>(5) Husky Chainsaws</td>
<td>(1) fair, (3) good, (1) excellent</td>
</tr>
<tr>
<td>(7) Shindaina Chainsaws</td>
<td>(6) good, (1) excellent</td>
</tr>
<tr>
<td>(1) Honda Weedeater</td>
<td>good</td>
</tr>
<tr>
<td>(2) Echo Weedeaters</td>
<td>(1) fair, (1) poor</td>
</tr>
<tr>
<td>(1) Partner Demosaw</td>
<td>fair</td>
</tr>
<tr>
<td>(1) Husky Leaf Blower</td>
<td>fair</td>
</tr>
<tr>
<td>(1) Stihl Leaf Blower</td>
<td>fair</td>
</tr>
<tr>
<td>(1) Power Pruner Ext. Chainsaw</td>
<td>poor</td>
</tr>
<tr>
<td>(1) Honda Snow Blower</td>
<td>good</td>
</tr>
<tr>
<td>(1) Wacker Plate Compactor</td>
<td>good</td>
</tr>
<tr>
<td>(1) Shindaina Power Pruner Gas Trimmer</td>
<td>good</td>
</tr>
<tr>
<td>(3) Honda Water Pumps 1”</td>
<td>(2) good, (1) fair</td>
</tr>
<tr>
<td>(1) Troy Built Rototiller</td>
<td>fair</td>
</tr>
<tr>
<td>(1) Honda Walk Behind Mower</td>
<td>good</td>
</tr>
<tr>
<td>(1) Propane Reddy Heater</td>
<td>excellent</td>
</tr>
<tr>
<td>(1) Miller Trail Blazer Portable Welder</td>
<td>excellent</td>
</tr>
<tr>
<td>Bobcat attachments</td>
<td>good</td>
</tr>
<tr>
<td>(1) Toro Arifiyer</td>
<td>fair</td>
</tr>
<tr>
<td>Ty-Crop MH 400 Top Dresser</td>
<td>good</td>
</tr>
<tr>
<td>Smithco Sweep Star V62</td>
<td>good</td>
</tr>
<tr>
<td>Lely Fertilizer Spreader</td>
<td>good</td>
</tr>
<tr>
<td>Jacobsen Sweeper/Thatcher</td>
<td>fair</td>
</tr>
<tr>
<td>Miller Trailblazer portable welder/generator</td>
<td>excellent</td>
</tr>
<tr>
<td>(6) Trailers in various sizes</td>
<td>Good</td>
</tr>
</tbody>
</table>
The average annual expense over the last three years for vehicle maintenance and rentals was $168,290. This expense is difficult to allocate by either unit of equipment or labor hour because of the large diversity of the inventory ranging from large vehicles to weed eaters. These costs will continue to be required for budgeting based with any current or new equipment additions. The costs over the last three years for maintaining the equipment, not including replacement costs of vehicles or large implements, are detailed in the expense table below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>$118,672</td>
<td>$123,978</td>
<td>$123,624</td>
<td>$122,091</td>
</tr>
<tr>
<td>Cemetery</td>
<td>$28,480</td>
<td>$31,707</td>
<td>$31,363</td>
<td>$30,517</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>$15,667</td>
<td>$15,435</td>
<td>$15,943</td>
<td>$15,682</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$162,819</strong></td>
<td><strong>$171,120</strong></td>
<td><strong>$170,930</strong></td>
<td><strong>$168,290</strong></td>
</tr>
</tbody>
</table>

**Utilities and Miscellaneous**

Utility and miscellaneous resource requirements that are supported in the maintenance division budget vary widely. These resource and budget requirements include the following, which are summarized in the table below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>$155,516</td>
<td>$152,898</td>
<td>$171,985</td>
<td>$160,133</td>
</tr>
<tr>
<td>Cemetery</td>
<td>$24,218</td>
<td>$64,605</td>
<td>$46,663</td>
<td>$45,162</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>$662,703</td>
<td>$677,088</td>
<td>$716,735</td>
<td>$685,509</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$842,437</strong></td>
<td><strong>$894,591</strong></td>
<td><strong>$935,383</strong></td>
<td><strong>$890,804</strong></td>
</tr>
</tbody>
</table>

Similar to equipment maintenance expenses, utilities and miscellaneous are difficult to accurate allocate by unit of park acres, facility square footage, labor hour, or equipment because of the diversity of expenses included and their variable circumstances. These expenses include:

- Dues and memberships
- Professional development
- Utilities
- Telephone
- General repair and maintenance expenses
- Other capital

The PROS Team recommends that all categorical expenses such as these by developed at the division level, related to total workload requirements, but not projected per unit. These expenses are necessary and prudent to support the success of the maintenance team in meeting their objectives, and should be considered when new resources or obligations are added to the Department.
Projecting Future Requirements

A common dilemma of Park and Recreation agencies around the United States is the inability to adequately resource the requirements to maintain the quality and integrity of sites, facilities, and major assets. This is particularly true in dynamic systems that are growing or evolving, which generally include the maintenance of an existing inventory of sites and facilities, concurrent with the acquisition and/or development of new assets.

Park and Recreation budgets are rarely sufficient to strictly adhere to industry best practices for asset protection and regular facility maintenance. This creates the need for prioritizing resources and maintenance projects. This usually results in growing inventories of deferred maintenance that become increasingly difficult to fully address over time.

A primary intent of the analyses within this *Maintenance Management Plan* is to establish standard parameters through which accurate resource projections can be developed and defended for the regular maintenance requirements of the System. The calculations of the previous section of this report provide the framework through which these projections can be made. The summaries below and on the following page review the results of these analyses and the methods recommended by the PROS Team for developing future estimates of maintenance resource requirements.

**Labor**

<table>
<thead>
<tr>
<th>Workload Area</th>
<th>Total Workload Annual Labor Hours</th>
<th>Total Units</th>
<th>Unit Type</th>
<th>Est. Annual Labor Hour Requirement per Single Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park Maintenance</td>
<td>9,886</td>
<td>222.9</td>
<td>Parks/grounds acres</td>
<td>44.35</td>
</tr>
<tr>
<td>Trail Maintenance</td>
<td>3,902</td>
<td>11.7</td>
<td>Trail miles</td>
<td>333.50</td>
</tr>
<tr>
<td>Cemetery Maintenance</td>
<td>7,025</td>
<td>39.8</td>
<td>Grounds acres</td>
<td>176.51</td>
</tr>
<tr>
<td>Forestry Maintenance</td>
<td>3,902</td>
<td>7,441.0</td>
<td>Trees</td>
<td>0.52</td>
</tr>
<tr>
<td>Open Space Maintenance</td>
<td>780</td>
<td>921.5</td>
<td>Open space acres</td>
<td>0.85</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>22,094</td>
<td>116,674.0</td>
<td>Facility square foot</td>
<td>0.19</td>
</tr>
</tbody>
</table>

In addition to these workload areas, the PROS Team identified an estimated 520 hours generally needed annually to support the city-wide responsibilities of the Department’s maintenance division. It is recommended that any addition to these workload areas be evaluated for projected increases in the annual labor hour requirements.

**Materials and Supplies**

<table>
<thead>
<tr>
<th>Workload Area Labor Requirements</th>
<th>Est. Annual Labor</th>
<th>Average Annual Materials and Supplies</th>
<th>Est. Materials and Supplies per Labor Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>18,990</td>
<td>$87,702</td>
<td>$4.62</td>
</tr>
<tr>
<td>Cemetery</td>
<td>7,025</td>
<td>$14,221</td>
<td>$2.02</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>22,094</td>
<td>$142,332</td>
<td>$6.44</td>
</tr>
<tr>
<td>TOTALS</td>
<td>48,109</td>
<td>$244,255</td>
<td></td>
</tr>
</tbody>
</table>
Additional materials and supplies beyond these projections will likely be required when considering additional sites and facilities on a circumstantial basis.

**Contracted Services**

It is recommended that contracted service projections be based on between 18% - 20% of the total labor budget, including payroll and all additive and related employment costs. This level of outsourcing supports both the productivity and quality management of the maintenance team. As a note, labor additives and employment costs are generally between 20%-22% of current payroll (including overtime) expenses based upon the operational budget from the last three years.

**Equipment Requirements**

Equipment requirements are presented as an average lump-sum based upon the current equipment inventory. It is recommended that any acquisition or developed facility be evaluated for it’s unique impact on equipment demands, and adequately budget for the expense of purchasing or leasing any additional equipment, and the related maintenance requirements.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>$118,672</td>
<td>$123,978</td>
<td>$123,624</td>
<td>$122,091</td>
</tr>
<tr>
<td>Cemetery</td>
<td>$28,480</td>
<td>$31,707</td>
<td>$31,363</td>
<td>$30,517</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>$15,667</td>
<td>$15,435</td>
<td>$15,943</td>
<td>$15,682</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$162,819</strong></td>
<td><strong>$171,120</strong></td>
<td><strong>$170,930</strong></td>
<td><strong>$168,290</strong></td>
</tr>
</tbody>
</table>

**Utilities and Miscellaneous**

Utilities and maintenance resource requirements are presented as an average lump-sum of a multitude of variable expenses. It is recommended that any acquisition or developed facility be evaluated for it’s unique impact on these expenses, and be adequately budgeted for.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks, Trails, Open Space, Forestry, City-wide</td>
<td>$155,516</td>
<td>$152,898</td>
<td>$171,985</td>
<td>$160,133</td>
</tr>
<tr>
<td>Cemetery</td>
<td>$24,218</td>
<td>$64,605</td>
<td>$46,663</td>
<td>$45,162</td>
</tr>
<tr>
<td>Indoor Recreation Facilities</td>
<td>$662,703</td>
<td>$677,088</td>
<td>$716,735</td>
<td>$685,509</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$842,437</strong></td>
<td><strong>$894,591</strong></td>
<td><strong>$935,383</strong></td>
<td><strong>$890,804</strong></td>
</tr>
</tbody>
</table>

**Sustainability Initiatives**

Nationwide, the parks and recreation industry is adopting green or sustainable practices in operations, particularly maintenance operations. The Sustainability Sites Initiative 2008 (SSI) issued a report on the guidelines and performance benchmarks for sustainable practices. The SSI was an interdisciplinary partnership led by the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center, and the United States Botanic Garden. This body of work focuses on fostering and transforming...
land development and maintenance practices. According to the Initiative, sustainability is defined as “the design, construction, operations, and maintenance practices that meet the needs of the present without compromising the ability of future generations to meet their own needs.”

Commitment to sustainable practices is of critical importance to the Durango Parks and Recreation Department. Included in the appendix of the report is a sustainability audit the Department can follow to assess its commitment to green practices in design, maintenance, facility operations, and recreation programming. As an overview, the maintenance management of the Department should develop an overall policy that guides the Department in green practices, including the reuse of materials, the reduction of waste, implementation of recycling at all parks and facilities, green design practices, energy conservation, and green purchasing practices. Many agencies have developed green teams that oversee the agency’s commitment to sustainable practices. A brief list of practices the Department can deploy for maintenance management includes:

- Utilizing green purchasing practices, such as the Environmental Protection Agency’s Environmentally Preferred Products program or greenseal.org or the U.S. Communities program, which is a nationwide procurement program that pools the purchasing power of public agencies to achieve bulk volume discounts
- Purchasing products from recycled and recyclable content
- Requiring vendors to use recycled materials
- Using the Green Building Council’s Leadership in Energy and Environmental Design (LEED) in future buildings
- Using prairie or woodland restoration or bio-swales to reduce maintenance costs, control erosion, and/or promote wildlife habitats
- Use of animal resistant trash containers, particularly for bears
- Use of fuel efficient hybrid-electric hybrid vehicles and equipment
- Use of alternative fuels
- Using alternative and/or biological pest control in place of traditional chemical solutions.
- Promoting the reduction in the use of fertilizers and pesticides in parks by means of utilizing drought and disease-resistant native plants species and eliminating mowing in some areas
- Promoting the use of integrated pest management to reduce the use of fertilizers and pesticides
- Developing an agency-wide recycling program for facilities, offices, and parks
- Designing landscaping around facilities that promote energy conservation through wind breaks, shading, and using drought-tolerant plants

Durango Parks and Recreation can become a leader in the parks and recreation industry and the community by developing a comprehensive sustainability program. As part of this, developing a communications plan for educating the Durango residents about the Department’s sustainable efforts will assist in accomplishing this leadership role.

Summary of Recommendations

The summary of these recommendations is that regular maintenance resource requirements have been quantified into parameters that meet the current standard for site and facility conditions. These parameters can serve the Department and the City to sufficiently plan for the budget and resources necessary to maintain the current quality of sites and facilities with a growing and evolving inventory. It is critical that assets be sufficiently maintained throughout their lifecycle to avoid problematic issues including, but not limited to asset failure, premature capital replacement, and the build-up of significant deferred maintenance.
Capital Repair and Replacement

“Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan.”

Among the most challenging budget woes of park and recreation agencies around the United States is having the support to adequately plan for major capital repair and replacement costs. Major capital repair and replacement planning is an inherited responsibility that comes with all equipment, vehicles, utilities and infrastructure, structures, facilities, major amenities, trails, and open spaces within the System. Generally major capital repair and replacement needs are distributed over a longer period of time, but they are costly and sometimes require unique planning efforts.

The scope of this Maintenance Management Plan does not include a detailed recommendation on the developing the long-term financial solution to managing major capital repair and replacement expenses. Rather, this report strives to identify the types of capital repair and replacement responsibilities that are inherent within the current City of Durango Parks and Recreation System to be used as a guide for maintaining current sites and facilities, and when planning new acquisitions or developments.

The sections that follow detail recommended capital repair and replacement requirements for each workload area, as defined previously in this report. These recommendations are based on a cursory knowledge of the facilities and infrastructure of the System, and should not be interpreted as comprehensive. Capital repair and replacement is defined as major maintenance requirements to repair or replace 50% or more of an asset, and/or cost over $10,000 as a single project.

Park Maintenance

Within the park maintenance area of work there are a diversity of assets that require capital repair and replacement. These assets are detailed in the table below.

<table>
<thead>
<tr>
<th>Asset</th>
<th>Description</th>
<th>Capital Repair / Replacement Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility infrastructure</td>
<td>Pipes, pumps, electric utilities, telephone utilities, water and wastewater utilities</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Structures</td>
<td>Picnic tables, playgrounds, shelters, pavilions, bridges, small buildings</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Roads and access</td>
<td>Roads, parking lots, sidewalks, trails</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Equipment</td>
<td>Vehicles, tractors, commercial mowers, large implements</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
</tbody>
</table>

Tom Landry, Head Coach - Dallas Cowboys (1960-1988)
Trail Maintenance
Within the trail maintenance area of work there are a diversity of assets that require capital repair and replacement. These assets are detailed in the table below.

<table>
<thead>
<tr>
<th>Asset</th>
<th>Description</th>
<th>Capital Repair / Replacement Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trail surfacing</td>
<td>Asphalt and/or concrete surfacing</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Railings</td>
<td>Edge railings</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Bridges</td>
<td>Pedestrian and/or vehicle bridges</td>
<td>15 – 30 years based upon individual asset requirements</td>
</tr>
</tbody>
</table>

Open Space Maintenance
Within the open space maintenance area of work there are a diversity of assets that require capital repair and replacement. These assets are detailed in the table below.

<table>
<thead>
<tr>
<th>Asset</th>
<th>Description</th>
<th>Capital Repair / Replacement Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fencing</td>
<td>Boundary or tract fencing</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Roads and access</td>
<td>Roads, parking areas, trails</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Equipment</td>
<td>Vehicles, tractors, commercial mowers, large implements</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
</tbody>
</table>

Facility Maintenance
Within the facility maintenance area of work there are a diversity of assets that require capital repair and replacement. These assets are detailed in the table on the following page.
<table>
<thead>
<tr>
<th>Asset</th>
<th>Description</th>
<th>Capital Repair / Replacement Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility infrastructure</td>
<td>Pipes, pumps, electric utilities, telephone utilities, water and wastewater utilities,</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Exterior</td>
<td>Roof, building skin, foundation, fencing</td>
<td>15 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Mechanical</td>
<td>HVAC, pool equipment, laundry machines, alarms</td>
<td>10 – 25 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Roads and access</td>
<td>Roads, parking lots, sidewalks, trails</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Equipment</td>
<td>Commercial cleaning equipment, pool accessories, large exercise equipment</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
</tbody>
</table>

**Cemetery**

Within the cemetery area of work there are a diversity of assets that require capital repair and replacement. These assets are detailed in the table below.

<table>
<thead>
<tr>
<th>Asset</th>
<th>Description</th>
<th>Capital Repair / Replacement Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility infrastructure</td>
<td>Pipes, pumps, electric utilities, telephone utilities, water and wastewater utilities,</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Facility Exteriors</td>
<td>Roof, building skin, foundation</td>
<td>15 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Mechanical</td>
<td>HVAC, alarms</td>
<td>10 – 25 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Roads and access</td>
<td>Roads, parking lots, sidewalks, trails, fencing</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Equipment</td>
<td>Vehicles, tractors, commercial mowers, large implements</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
</tbody>
</table>
Forestry

Within the forestry area of work there are is a diversity of assets that require capital repair and replacement. These assets are detailed in the table below.

<table>
<thead>
<tr>
<th>Asset</th>
<th>Description</th>
<th>Capital Repair / Replacement Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>Vehicles, tractors, large implements</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
</tbody>
</table>

City-wide Responsibilities

Within the city-wide responsibilities area of work there are is a diversity of assets that require capital repair and replacement. These assets are detailed in the table below.

<table>
<thead>
<tr>
<th>Asset</th>
<th>Description</th>
<th>Capital Repair / Replacement Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility infrastructure</td>
<td>Pipes, pumps, electric utilities, water and wastewater utilities,</td>
<td>10 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Exterior</td>
<td>Roof, building skin, foundation, fencing</td>
<td>15 – 30 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Mechanical</td>
<td>HVAC, pool equipment, laundry machines, alarms</td>
<td>10 – 25 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Roads and access</td>
<td>Roads, parking lots, sidewalks, trails</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
<tr>
<td>Equipment</td>
<td>Vehicles, tractors, commercial mowers, large implements</td>
<td>8 – 15 years based upon individual asset requirements</td>
</tr>
</tbody>
</table>

There are multiple occasions of overlapping assets between different areas of work as detailed above. Capital repair and replacement responsibilities were identified in each area with the assumption the Department will discern where overlap and redundancy can be avoided. This is predominantly the case with equipment repair and replacement.
**Recommended Efficiency Standards**

The standardized parameters provided in this *Maintenance Management Plan* are solely intended to serve as a basis for quantifying the workload and subsequent resource requirements of the Department in managing the quality of the current System. This process can yield results that support the efforts of the Department to sufficiently plan for future maintenance requirements of the System as assets age, and new sites or facilities are considered for acquisition and/or development.

These parameters only establish the first layer of productivity standards that manage the efficiency of the maintenance team. It is recommended that the Department retain an updated maintenance management plan every five years that would monitor and support the optimal productivity of the maintenance efforts. The recommended efficiency standards contained herein are intended to inspire the next generation of maintenance management plan for the Department to continue the standardization and efficient usage of site and facility maintenance resources.

From our extensive work with park and recreation agencies around the United States, the PROS Team has developed industry standards for maintenance efficiencies per tasks and annual frequencies by levels of services. These PROS Standards are based on NRPA data and include information regarding parks in the western states. PROS Standards consist of typical park and recreation maintenance tasks and are presented in three levels of service:

1. **Level 1** – Sports Playing Fields
2. **Level 2** - Developed Areas, Heavy Public Traffic, High Visitor Density
3. **Level 3** – Semi-developed Areas, Moderate Public Traffic and Visitor Density
4. **Level 4** – Undeveloped/Natural Areas, Moderate Public Traffic, Low Visitor Density

**PROS Maintenance Standards**

Quantitative standards are determined by multiplying the number of units to be maintained by the number of labor hours needed to complete the task once, by the frequency with which the unit needs to be maintained. The recommended standards and levels of effort should be adjusted for the region.

**Level 1 – Sports Playing Fields**

**Mowing and Detailing**

- Mow as needed to the maximum recommended height for the specific turf variety during growing season
- Edge sidewalks, borders, fences and other appropriate areas once weekly during the growing season
- Install sod or seed as needed and mow weekly at a minimum
- Weeds should cover no more than 5% of the grass surface
- Inspect thatch layer regularly and remove as needed
- Remove grass clippings
- Test soil as needed and apply fertilizer according to optimum plant requirements 2-3 times during growing season
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according threshold standards within 3 days
Landscape Maintenance

- Prune shrubs as necessary year-round
- Prune trees as necessary throughout the year
- Apply fertilizer to plant species once per year as needed according to their optimum requirements
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds and procedures within 3 days
- Place 4” of organic mulch around each tree within a minimum 18” ring
- Place 4” of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees that pose an immediate hazard upon discovery
- Remove or treat invasive plants within 5 days of discovery
- Replant trees and shrubs as necessary

Irrigation System Maintenance

- Inspect irrigation systems a minimum of once per month
- Initiate repairs to non-functioning systems within 24 hours of discovery during the dry season and within 10 days during the wet season
- Inspect and adjust and/or repair irrigation systems and microspray as necessary weekly during the dry season
- Modify systems as necessary to increase irrigation coverage or efficiency

Road, Trail and Parking Lot Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from roads, walks, lots and hard surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery
- Repair concrete walks, scenic view area, curbs and other surfaces as needed
- Repair asphalt trails, or soft surface trails, parking lots, roadways and other surfaces as needed

General Maintenance and Support Services

- Inspect fences, gates and other landscape structures at least once annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery.
- Water manually as necessary to establish new plantings
- Install and maintain automatic drip irrigation system to reforestation projects where feasible
- Prune shrubs and trees as necessary
- Weed by hand or mechanically as necessary
- Provide pest control as needed and as per IPM thresholds
- Plant and renovate areas as necessary
Level 2 – Developed Areas, Heavy Public Traffic, High Visitor Density

Mowing and Detailing
- Mow to the maximum recommended height for the specific turf variety at least once weekly during growing season
- Edge sidewalks, borders, fences and other appropriate areas once weekly during the growing season
- Install sod or seed as needed and mow weekly
- Weeds should cover no more than 10% of the grass surface
- Inspect thatch layer regularly and remove as needed
- Remove grass clippings only if coverage is unsightly or impacts health of the lawn
- Test soil as needed and apply fertilizer according to optimum plant requirements 1-2 times during growing season
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according threshold standards within 3 days

Landscape Maintenance
- Prune shrubs as necessary year-round
- Prune trees as necessary throughout the year
- Apply fertilizer to plant species once per year as needed according to their optimum requirements
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds and procedures within 3 days
- Place 4” of organic mulch around each tree within a minimum 18” ring
- Place 4” of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees that pose an immediate hazard upon discovery
- Remove or treat invasive plants twice annually
- Replant trees and shrubs as necessary

Irrigation System Maintenance
- Inspect irrigation systems a minimum of once per month
- Initiate repairs to non-functioning systems within 24 hours of discovery during the dry season and within 10 days during the wet season
- Inspect and adjust and/or repair irrigation systems and microspray as necessary weekly during the dry season
- Modify systems as necessary to increase irrigation coverage or efficiency
Road, Trail and Parking Lot Maintenance

- Remove debris and glass immediately as needed
- Remove sand, dirt, and organic debris from roads, walks, lots and hard surfaces as needed
- Remove trip hazards from pedestrian areas immediately upon discovery
- Repair concrete walks, scenic view area, curbs and other surfaces as needed
- Repair asphalt trails, or soft surface trails, parking lots, roadways and other surfaces as needed

General Maintenance and Support Services

- Inspect fences, gates and other landscape structures at least once annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery.
- Water manually as necessary to establish new plantings
- Install and maintain automatic drip irrigation system to reforestation projects where feasible
- Prune shrubs and trees as necessary
- Weed by hand or mechanically as necessary
- Provide pest control as needed and as per IPM thresholds
- Plant and renovate areas as necessary
- Complete playground and bridge inspections monthly

Level 3 – Semi-developed Areas, Moderate Public Traffic and Visitor Density

Mowing and Detailing

- Mow to maximum recommended height for the specific turf variety at least once every two weeks during growing season
- Edge sidewalks, borders, fences and other appropriate areas at least monthly during the growing season
- Install seed to maintain uniform turf coverage of 80%
- Weeds should cover no more than 25% of the grass surface
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according IPM threshold standards within 10 days

Landscape Maintenance

- Prune shrubs as necessary every two years September to January
- Prune trees as necessary throughout the year
- Apply fertilizer to plant species only if plant health dictates
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds within 10 days
- Place 4” of organic mulch around shrub beds to minimize weed growth
- Place 4” of organic mulch around each tree within a minimum 18” ring
- Remove or barricade hazardous limbs and plants immediately upon discovery. Remove barricaded hazards within 3 days consistent with procedures for bird nesting survey
- Remove or barricade hazardous trees immediately upon discovery. Remove barricaded hazards within 3 days consistent with procedures for bird nesting survey.
- Remove or treat noxious or invasive plants as needed
- Replant as trees and shrubs as necessary
Level 4 – Undeveloped/Natural Areas, Moderate Public Traffic, Low Visitor Density

Mowing and Detailing
- Areas should be left in a natural state. Unless legal requirements dictate, areas are not mowed, trimmed, fertilized, or irrigated.
- Weed control limited to legal requirements for eradication of noxious plants.
- Respond only for safety-related concerns or where addressed by agency policies.

Landscape Maintenance
- Respond only for safety-related concerns or where addressed by agency policies.
- Fuels reduction to prevent wildland fires.

Road, Trail and Parking Lot Maintenance
- Respond only for safety-related concerns.
Work Priorities for Levels of Service

The following are recommended work priorities by level:

Level 1, 2 & 3 Work Priorities

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Special request from the Director or designee determined to require immediate attention
- Priority 4: Emergency or routine work intended to improve services for visitors, or the general public.
- Priority 5: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 6: Emergency or routine work intended to improve the aesthetics or attractiveness of an area or facility.

Level 4 Work Priorities

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 4: Emergency or routine work intended to approve the aesthetics or attractiveness of an area or facility.