

Town of Crested Butte Parks and Recreation Regional Master Plan



CRESTED BUTTE
Parks & Recreation

April 2010



GREENWAYS
INCORPORATED

Landscape Architecture
Multi-Objective Trail Planning
Open Space Planning

Acknowledgements

A project of this importance cannot be successfully completed without the support and participation of the entire community. There were a few individuals and organizations the project team would like to acknowledge in appreciation for their added efforts in assisting to make this plan both relevant and robust for the Town of Crested Butte and the Upper East River Valley region.

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Crested Butte Skateboard Alliance	Crested Butte Mountain Resort
Town of Crested Butte Parks and Recreation Department	Wally Piconne – GOCO Program

Town of Crested Butte Statistics

Total Population (2009)[∇] – 1,560

2009 Median Age	31.5 years
2000 Households [♦]	692
2000 Average Household Size [♦]	2.21
2009 Households [♦]	761
2009 Average Household Size [♦]	2.20
2000 Families [♦]	254
2000 Average Family Size [♦]	2.69
2009 Families [♦]	295
2009 Average Family Size [♦]	2.68
2009 Median Household Income [♦]	\$56,265
Per Capita Income [♦]	
2000	\$26,789
2009	\$35,958
2014	\$37,234

[∇]This statistic has been provided by the annual Town Census conducted by Town staff.

[♦]These statistics have been provided by databases of Environmental Services Research Institute (ESRI).





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History and Overview

Crested Butte, Colorado

In 2010, the Town of Crested Butte, Colorado, will have enjoyed a tradition of excellence for 130 years. Founded in 1880, Crested Butte has successfully evolved from a traditional western mining town, to a renowned destination with a distinct flair for adventure. The Town has never shaken its roots, however, still demonstrating the tenacity and enduring work ethic of its historic residents. While there are so many things that are different today in Crested Butte, the character of its people has remained unchanged.

Beginning in the 1970's, the Town has steadily taken a progressive commitment to enhancing quality of life attributes and healthy lifestyles as supported by a successful parks and recreation department. Currently the department provides a myriad of programs and services tailored to meet the recreational needs of residents in the town and surrounding region. Additionally, a quality system of parks, trails, and open spaces has been acquired and developed over time that compliments the recreation opportunities available to residents. This regional master plan has been completed with the design and intent to further support the professionalism, performance, and best practices of the Crested Butte Parks and Recreation Department moving forward into the next decade in contributing to the quality of life of the community.

Previous Plans and Planning

There has been extensive planning related to this regional master plan completed by the Town of Crested Butte and neighboring communities within the last 10 years. The backbone of all planning for the Town is the *Crested Butte Land Use Plan* completed in 1996, and updated most recently in 2007. More focused on parks and recreation in the Town, the *Crested Butte Arts and Recreation Master Plan* was completed in 2005, by Elk Mountain Design Collaborative LLC, which worked to facilitate an integrated approach to parks, recreation, and the arts in the Town. This regional master plan addresses and builds upon a number of the recommendations from these reports as noted in reference citations.

Since 2005, the *Ice Arena Feasibility Study* was completed by the Town of Crested Butte in 2007 to evaluate the preliminary design implications and capital costs associated with the new development of an ice arena with multi-purpose spaces in a phased approach. Similarly, in 2008 the Town of Mt. Crested Butte completed an *Aquatic Center Feasibility Study* to explore the market support, capital costs, and operational costs of an aquatic recreation center near the Crested Butte Mountain Resort facilities. Findings and recommendations from each of these plans are also referenced in this regional master plan, and properly documented throughout.

Call to Action

A prevailing sentiment the PROS Consulting Team found among the community throughout the development of this regional master plan is that while people are pleased with the approach of sufficient planning to support major decision making, they are ready for action. There is one issue in particular that the Town has struggled with over the last 20 years – improving the existing hockey facilities – and residents seem anxious for resolution. As a result, this regional master plan seeks to bring forward realistic, relevant, and actionable recommendations for the Town, as well as the neighboring communities, that still reflect the ambition and innovation the community is capable of.



Historic photo courtesy of Colorado Historic Society

Executive Summary

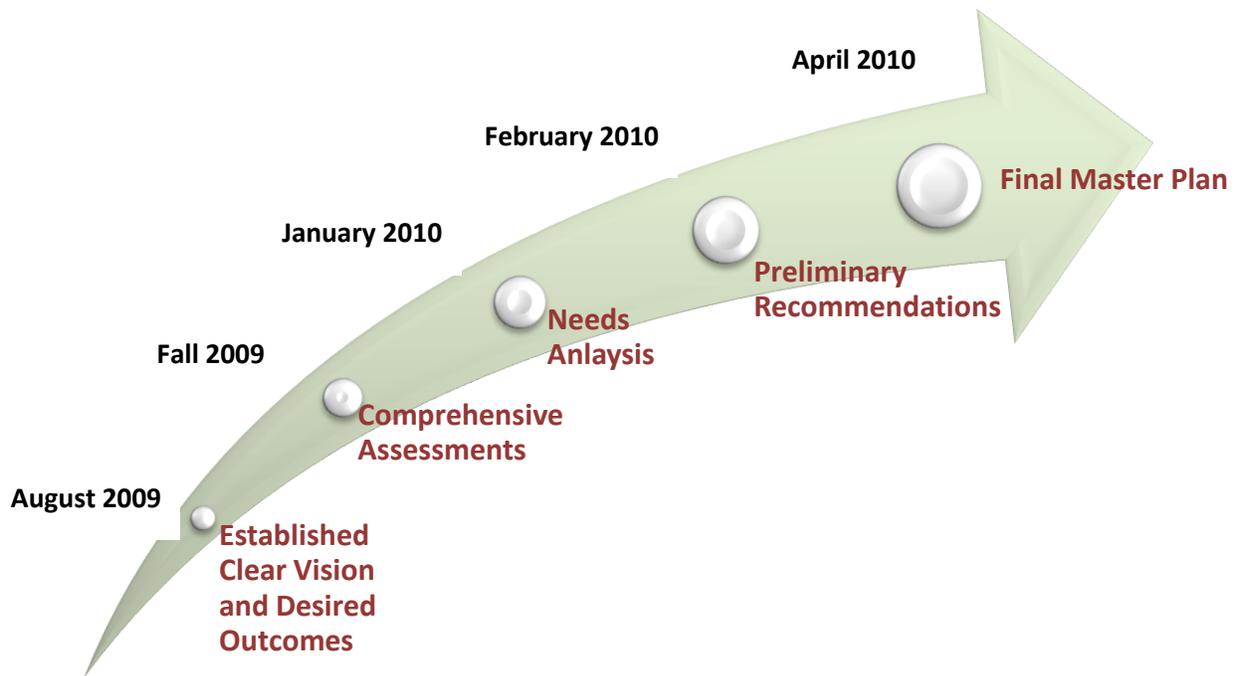
In July 2009, PROS Consulting LLC was contracted to develop a *Parks and Recreation Regional Master Plan* for the Town of Crested Butte. This project begins with a thorough assessment of parks and facilities, recreation programs, trails, and open space within the region of Crested Butte, Mt. Crested Butte, and Crested Butte South. **From these findings the PROS Consulting Team (“Consultant Team”),** including Greenways Inc. and ETC / Leisure Vision, performed a detailed needs analysis that includes ample public and stakeholder input.

This master plan is the culmination of reviews, analyses, and findings from assessments of the Town of Crested Butte Parks and Recreation System (“System”), an extensive and multi-faceted public input process, iterative presentations and briefings with the Town Council and Town staff, and invaluable feedback from the community on important values, themes, and priorities.

The recommendations contained herein reflect industry best practices from around the United States and the State of Colorado and adhere to the unique identity and values of Gunnison County and communities of the Upper East River Valley. These recommendations build upon the current success and strengths of the System, and seek opportunities to overcome constraints inhibiting future growth and development. Most importantly, these recommendations strive to responsibly meet the relevant parks and recreation needs of current and future residents of the region, as well as its visitors.

Process of the Plan

This *Parks and Recreation Regional Master Plan* completed for the Town of Crested Butte following an iterative process of data collection, public input, on-the-ground study and assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. This is illustrated in the process diagram below.



Key Recommendations

The key recommendations below represent the prevailing priorities and opportunities for the Town of Crested Butte for the next 10 years as discerned in the regional master plan process. Additional recommendations are detailed in the sections of this report that follow.

PURSUE A REGIONAL APPROACH TO MEET COMMUNITY NEEDS

The Town of Crested Butte provides a high quality system of parks and recreation programs to both residents of the Town and the surrounding region. There are a number of parks in the system including, but not limited to Big Mine Park, Rainbow Park, Town Park, Gothic Field, the former (and new) Tommy Villanueva Field, and the dirt jump area that are heavily utilized by residents in the region. This was substantiated in the community attitude and interest survey conducted among households of the Upper East River Valley. Ninety-seven percent (97%) of residents in the region, not including residents of the Town, indicated they used Crested Butte parks during the last 12 months, with the highest level of usage being between 21 and 50 visits during that time period.



Recreation programs organized and delivered by the Town of Crested Butte Parks and Recreation **Department (“Department”)** also feature heavy participation of residents in the region. To demonstrate this, 66% of registered participants in the 2009 youth hockey programs were residents that lived outside of the Town limits. On average, residents of the region represent between 30-50% of all program participants on the whole.

The community interest and attitude survey conducted among households of the Upper East River Valley found that while the Town performs well at meeting the parks and recreation needs of the regional community, the largest areas of community needs not being met are those that involve the development and operation of large facilities not currently found in this study area. Specifically, the largest areas of unmet needs and subsequent interest for development among both residents of the Town and the region were:

1. Swimming facilities
2. Indoor recreation center
3. Improved hockey facilities

The facilities needed to meet at least the swimming and indoor recreation needs traditionally feature substantial capital investment and operational support. The most feasible approach to developing and operating these facilities successfully and sustainably would require regional support and participation. These financial and organizational requirements would outpace the resources of the Town if operating alone.

This master plan includes strategies for the Town of Crested Butte that address the most prudent course of action to make a regional approach to the development and operation of large, future facilities materialize and thrive.

IMPROVE BIG MINE PARK HOCKEY FACILITIES

One of the most pressing issues in parks and recreation that the Town has struggled with over the last 20 years is the continued advancement of demands placed on the hockey facilities at Big Mine Park that exceed the optimal functionality of these assets. At the time the ice rink was initially developed, it was a success shared by residents and leaders of the Town and has been among the most widely treasured public facilities in Crested Butte. The Consultant Team learned throughout the public input process that moving from debate to action on improving the functionality of existing hockey facilities is a prevailing priority.

The major challenges of the current hockey facilities are:

1. The lack of a cover over the rink creates substantial increased maintenance requirements for both snow removal and maintaining the ice under the intense winter sunlight. Additionally, the lack of a cover prevents scheduling usage of the facility during the daytime and times of inclement weather.
2. The warming hut / Nordic Center facilities are too small to support optimal usage for hockey teams, especially for any tournaments or multi-game events. Often hockey games or events are occurring during prime Nordic activities as well, creating even more demand for these limited facilities during peak usage times.
3. Parking and site circulation at Big Mine Park is insufficient to support demand during peak usage periods. The park is closely bordered by residential properties that inhibit the capacity and size of the support amenities such as parking.



While there is still tremendous interest in the development of a new and enclosed ice rink, the magnitude of investment required for construction and operation of such a facility is beyond the sole means of the Town. The Consultant Team learned that the majority of frequent users of this facility would prefer a commitment to improve the rink and support amenities at Big Mine Park over waiting for a possible future new facility that could only materialize by coordinated regional action.

SEEK BALANCE IN THE SYSTEM

The Department and Town leadership is to be commended for developing and maintaining a high quality parks and recreation system that is so widely appreciated and accessed by members of the greater Crested Butte community. There are, however, two areas where it is recommended to improve the balance of the approach to meet community needs, as seen in the diversity of programs and facilities. These two areas are:

1. Traditional and non-traditional recreation opportunities
2. Seasonal recreation opportunities

Currently there are a wealth of programs and opportunities that serve traditional sport interests in the community. These include, but are not limited to basketball, dodge ball, flag football, gymnastics, ice skating, little league, soccer, softball, tennis, and hockey. These programs and services are supported by the majority of facilities and infrastructure in the System, and obviously represent the highest levels of participation. There are a few examples of non-traditional recreation programs such as skate boarding that are supported by such facilities as the Skate Park, disc golf course, climbing boulder, and dirt jump area. It is recommended in this master plan that an area of focus in the next 10 years include improving the balance of traditional and non-traditional recreational opportunities in the system with increasing the diversity of programs, events, and services in non-traditional sports. This could be supported by strengthening partnerships with alternative providers of non-traditional recreation programs in the area.

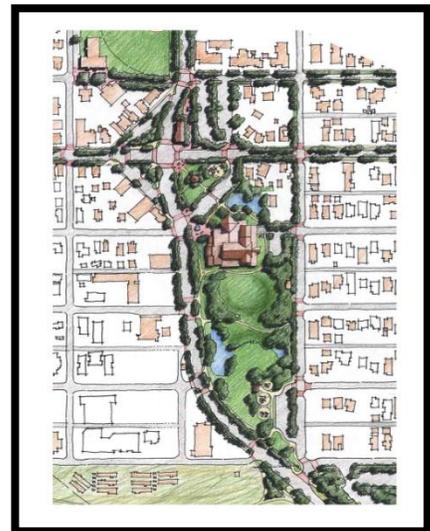
The Consultant Team observed that the greatest season for diversity and depth in the number of recreational opportunities available through the Town was clearly late Spring, Summer, and early Fall. If residents are not interested in hockey, ice skating, or Nordic activities, then there are few public recreational opportunities available to residents as provided by the Department and/or its partnerships from November through March. The leading un-met needs found in the community attitude and interest survey completed with the project also were related to having more diverse public recreational opportunities on a year-round basis. It is recommended that programs and partnerships be examined and expanded to improve the diversity of recreational opportunities available from the Town during the winter months.

MASTER PLAN BIG MINE PARK AND TOWN PARK

Recent planning regarding park and recreation sites and facilities in the Town of Crested Butte have included alternative master plan diagrams and concept sketches for both Big Mine Park and Town Park. While these plans feature a high degree of technical quality and vision, they are centered on the premise that current uses of these parks would be dramatically different from today. These plans assume that large facilities that support hockey will be constructed at an alternative location from Big Mine Park, and that a large cultural arts and performance center would be constructed at Town Park.

Given the fiscal realities that neither of these developments appear financially plausible for the Town to pursue on their own within the next 10 years, it is highly recommended that both of these sites have a master plan completed that reflects the continuation and enhancement of current uses, as well as the expansion of any partnered facilities on either property. These master plans could lead to a significantly improved optimization of the limited spaces and diversity of usage each of these parks experience.

Figures from top: Recommended master plan of Town Park and recommended master plan of Big Mine Park as developed in the Crested Butte Arts and Recreation Master Plan (2005)



REMAIN A HIGH PRIORITY QUALITY OF LIFE ATTRIBUTE

The parks and recreation facilities and services provided by the Town of Crested Butte are a highly valued quality of life attribute for residents of the Town and the Upper East River Valley. This is seen in the accessibility and distribution of park facilities, the connectivity of trails and pedestrian by-ways to and throughout Town, the quality of parks and their facilities, and the quality of programs and services provided. It is critical that as the Town and regional populations grow, the parks and recreation system stay in pace with the growing and changing recreation needs of residents.

The predominant areas of focus recommended for the Town to address in the next 10 years to maintain or improve the current level and quality of service include, but are not limited to:

1. Improving, upgrading, and/or enhancing aging facilities and infrastructure
2. Continue development of trails and connectivity to and throughout Town
3. Continue to support the preservation of open space in the region and in Town
4. Develop additional parks and facilities in new residential areas that may arise
5. Continue current standards of maintenance and care for facilities, infrastructure, and grounds

This master plan includes recommended strategies and action plans to support these priorities to maintain the positioning and quality of services provided by the Department for the next decade.

Report Organization

This *Parks and Recreation Regional Master Plan* completed for the Town of Crested Butte is organized into the following major sections:

1. **Summary of Comprehensive Assessments** – Key findings from the comprehensive review of sites, facilities, infrastructure, programs, services, management practices, and the financial condition of the Crested Butte Parks and Recreation Department.
2. **Summary of Needs Analysis** – Key findings from the organizational and facility needs analysis that were derived from the comprehensive assessments, multi-variate analyses on operations and service market data, and substantial public input.
3. **Public Input Summary** - Synthesizes the public input findings from the interviews, focus groups, public forums, and household survey to develop a framework for establishing future improvement strategies
4. **Regional Impact Analysis** – Key findings from review of level of participation and subsequent impacts from the participation and use of Crested Butte parks and recreation sites, facilities, programs, and services by residents of the Upper East River Valley.
5. **Strategic Implementation Plan** – Recommended tactics and strategies aligned with two complimentary strategic alternatives: (a) Town of Crested Butte core priorities, and (b) regional strategies and priorities. This plan includes four major sub-reports:
 - a. **Strategic Implementation Guidelines**
 - b. **Funding and Revenue Strategies**
 - c. **Capital Development Plan**
 - d. **Implementation and Action Plan**

Crested Butte Parks and Recreation Department Vision Statement

The vision of the Crested Butte Parks and Recreation Department is to be the premier regional parks and recreation service provider in the Colorado high country while enhancing the quality of life for residents and adding value to regional visitors' experiences.

Crested Butte Parks and Recreation Department Mission Statement

The mission of the Crested Butte Parks and Recreation Department is to provide a variety of high quality and year-round recreational amenities for the residents of Crested Butte and neighboring communities along with visitors to the Upper East River Valley. Our values include access for all, regardless of ability or income; the promotion of healthy lifestyles for youth and adults; responsible stewardship of public lands and public funding; enhancement and support of regional economic vitality; and fair play and sportsmanship at all levels.

Crested Butte Parks and Recreation Department Goals

The goals of the Crested Butte Parks and Recreation Department are as follows:

1. Provide safe park space and recreation programs for youth and adults.
2. Meet the parks and recreational needs of our growing and dynamic community.
3. Enhance and support current amenities while looking toward future needs.
4. Advocate for sufficient recreational amenities and no loss of recreational amenities during times of growth and or annexation.
5. Develop and manage park space with respect for the natural environment.

Crested Butte Parks and Recreation Department Objectives

The objectives required to reach our goals are as follows:

1. Meet and exceed safety standards set forth by parks and recreation industry, pertinent sports leagues and known best practices.
2. Remain in touch with community needs and trends in recreational programming while remaining responsible to fiscal realities.
3. Continue to apply long term vision to short term needs. Not every eventuality can be anticipated, but a well planned parks and recreation program will best serve the community.
4. Participate in community planning meetings to be aware of parks and recreation opportunities and challenges associated with future development.
5. Monitor environmental risks and mitigate those risks through appropriate irrigation, weed control and use of native plants where appropriate. Current and future park space should complement and enhance existing natural setting.

Summary of Recommendations

The tables below and on the following page provide a comprehensive list of recommendations that follow within this regional master plan in greater detail.

Recommended Organizational Strategies	Town Focus	Regional Approach
Improve seasonal balance of program offerings	X	X
Improve balance of traditional and non-traditional sports and activities as the primary focus of programs	X	X
Maintain existing programs and services that are popular among residents	X	X
Develop and trial new programs that will expand the age appeal of parks and recreation services	X	X
Develop and trial new programs that will diversify the offerings of the Department	X	X
Develop and trial new programs that will engage whole families in recreational experiences	X	X
Take the lead in materializing a regional facilities district or an appropriate organization that can that support the development / enhancement of regional assets	X	X
Maintain a strong role in the implementation of a regional approach to support the operating costs of appropriate regional assets	X	X
Work to develop a local non-profit organization independent from the Town of Crested Butte, but dedicated as a support organization to leverage funding and support for System priorities and needs	X	X
Develop and maintain pricing, fee, and funding structures to address total costs of services and cost recovery goals specific to each program area and facility, as well as facility needs to maintain high quality assets	X	X
Maintain community access to recreation programs and facilities by keeping reasonable and diverse opportunities for free programs and facility use, including a scholarship fund to support costs of service for under-served populations	X	X

Recommended Facility / Asset Strategies	Town Focus	Regional Approach
Design and develop an indoor recreation center		X
Design and develop multi-seasonal swimming facilities		X
Improve existing hockey facilities	X	X
Develop an “official” dirt-jump / BMX area	X	X
Develop a perimeter trail around the Town of Crested Butte	X	
Develop additional trail connections and trailheads	X	X
Develop a campground on existing Town property	X	X
Acquire additional open space	X	X
Develop additional park amenities in current facilities	X	X
Complete master plans for Big Mine Park and Town Park, including accommodating Center for the Arts expansion at Town Park	X	X
Continue to maintain existing facilities and amenities reflective of high quality industry and community standards	X	
Complete a master plan for a “Sports Campus” at the Crested Butte Community School site, to incorporate existing and potential future facilities	X	X

These recommendations are provided in greater detail throughout this regional master plan report. Specific areas of the report that feature additional and detailed recommendations include:

- Public Input Summary – Community Values Model
- Strategic Implementation Guidelines
- Funding and Revenue Strategies
- Capital Development Plan
- Implementation and Action Plan



Summary of Comprehensive Assessment

Comprehensive Assessment Objectives

The objectives of the assessments performed by the Consultant Team are to provide the foundation on which relevant and realistic recommendations can be made in the *Parks and Recreation Regional Master Plan*. These objectives are:

- Identify existing operational circumstances
- Identify potential areas for improvement
- Inform *Needs Analysis*, and *Master Plan*
- Provide defensibility for future recommendations and actions

The contents of this *Comprehensive Assessment* are a basic description of existing conditions, known constraints, observed best practices, and areas for improvement. There are no recommendations contained within this report regarding strategies or solutions to issues.

Key Assessment Findings

PARKS AND FACILITIES ARE GENERALLY IN GOOD CONDITION

The PROS Team performed on-site assessments of nine (9) parks and facilities within the Town of Crested Butte (ToCB) that are managed or overseen in some capacity by the Crested Butte Parks and Recreation Department (“Department”). The majority of facilities and assets were found to be in good working condition, while only a few seem to be distressed by heavy use and weather. 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, maintenance of decorative landscaping and planters throughout the Town, **maintenance of the Town’s welcome sign**, and increased usage impacts on outdoor recreation facilities. Examples of increased seasonal requirements in the winter include extensive snow removal responsibilities at the hockey rink and throughout the **Town’s sidewalks**, and incidental internal and external structural repairs.

It was clearly observed that the maintenance staff of the Department are very productive in maintaining the sites and structures of the Town’s **park system**. **While there are not adequate financial resources** consistently available to attend to numerous site and facility needs as detailed within this report, the maintenance staff performs well with the resources they are given to work with. There are 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 examples of the latter are the facilities at Big Mine Park and Town Park.

DESIGN LIMITATIONS TO OPTIMAL FACILITY USAGE

There are multiple facilities in the Town's park system where design limitations inhibit optimal use. The leading examples of this are Big Mine Park and the Pitsker Field of Town Park. Big Mine Park is a popular facility located in southwest corner of Town that is home to the Nordic Center, a disc golf course, outdoor hockey rink, sledding hill, and skateboard park. The design of this park has evolved over time, but places limitations on optimal use of the individual amenities. The prevailing design issues at Big Mine Park include, but are not limited to:

1. Insufficient winter parking and poorly labeled summer parking at times blocks the first fairway of the disc golf course
2. Insufficient screening of the park for residences on the north side
3. Poor topography for the disc golf course
4. Nordic Center is not large enough nor properly configured to support the multiple uses it serves
5. Lack of a cover and upgraded infrastructure at the hockey rink

As mentioned, other facilities that are leading examples of design limitations are in Town Park:

1. Insufficient distance in the Pitsker outfield to allow the use of standard adult bats
2. Insufficient screening of the park amenities from the main highway through town
3. Bathrooms are not heated and are not open during early spring and late fall while there are still many park users.

Overall, the purpose of this *Master Plan* includes exploring options that can address some, if not all, of these design limitations in the enhancement of existing facilities and any potential new developments that are recommended.

SPACE IS LIMITED

One of the key constraints facing the Department and the Town on the whole is the limited space to either expand existing assets or development of new assets in order to better meet public needs. Over 90% of the town is contained within 78 square town blocks. Much of the land outside of this footprint is either topographically undesirable for development, environmentally sensitive, owned by private land owners and is expensive, is open space or wetlands, or is national forest, thereby limiting the Town's opportunities for adding to the existing inventory of facilities and assets. In addition to the growth restrictions of the Town, but still within the theme of space limitations is the reality that there is also limited indoor space available in which to facilitate or host indoor recreation programs, especially during the winter months.

This issue has become more challenging lately when there are stakeholder organizations in the community that are closely tied to the economic success and social identity of the Town, that have facilities on Town parklands, and are looking for space to expand onto their current footprint. While the Town and its leadership are supportive of appropriate expansion, the encroachment onto Town parkland and subsequent displacement of existing park amenities is a more complex issue due to the lack of space available for the Town to enhance facilities and services. As a result, the recommendations of the *Master Plan* will be more successful in exploring the adaptive reuse of existing facilities and lands, in context with limited acquisition of new properties when it is relevant and within the means of the Town.

EXISTING PROGRAMS ARE POPULAR AND SUCCESSFUL

Most of the current programs offered and provided by Crested Butte Parks and Recreation are targeted at traditional and league sports, and feature substantial participation. The most popular programs that are either organized or supported by the Department are youth ice hockey, youth soccer, adult softball, and youth baseball. **These programs have become a cornerstone of the Department's services** and all operate between 130-140% cost recovery to the Town. In other words, all direct program costs are paid for with the revenues generated from participant fees and charges.

The PROS Team observed throughout the assessments and in interviewing focus groups and community leadership that the residents of Crested Butte and surrounding region are clearly “leisure literate.” This refers to the dedication to recreation and healthy lifestyles that is prevalent among the people and culture of the Town. For this reason, it is critical that future programs continue to engage residents and users in ways that fit their interests and needs, and reflect a balanced approach of different styles of recreation and leisure activities.

PROGRAM AND FACILITY IMBALANCE

The needs analysis that follows the comprehensive assessments investigates the degree to which specific park and recreational needs of residents are being met. In advance of those findings, however, the PROS Team observed while conducting these assessments there exists an imbalance of programs and services favoring traditional sports and traditional sport venues. Additionally, there is an imbalance of programs available that serve the public during the summer months, with comparably less programs available in the winter.

The “vibe” of Crested Butte clearly includes the interests and pursuit of non-traditional sports, including adventure sports, and yet this element of recreation is largely underrepresented in the facilities and programs of the Department. Specific examples of this include the issue that only four amenities or facilities within the **Town's park and recreation** system are closely aligned with non-traditional sports – the faux climbing boulder in Rainbow Park, the dirt jump/BMX area, and the Skate Park and disc golf course at Big Mine Park. Only one of these facilities is fully managed and maintained by the Town and resources of the Department. The dirt jump/BMX area is allowed to exist on Town property that is not designated parkland, but is used as such until the intended use of that land comes to fruition. The Skate Park was built on Town property at Big Mine Park, and was constructed and is maintained in partnership with local users.

The predominant focus of programs and facilities that are actively managed and maintained by the Department are in support of traditional sports and traditional sport venues. While some non-traditional programs are offered by other entities, there is ample opportunity for the Town to partner to further expand these options to be available to all users. Examples of these include, but are not limited to the programs of the Nordic Center, West Elk Soo Bahk Do, Crested Butte School of Dance, Crested Butte Mountain Resort Mt. Sports Team, Crested Butte South – ice skating lessons, and the Town of Mt. Crested Butte summer adventure camp. Some of these examples are in partnership with the Town of Crested Butte currently.

Park Classifications

The Town of Crested Butte Parks and Recreation Department manages a system of parks and facilities that serves both the residents of the town, as well as those in the region of the Upper East River Valley. This system is comprised of nine parks, a total of 28.62 acres, numerous park amenities and structures, and 3,600 square feet of indoor recreation spaces.

CRESTED BUTTE PARK CLASSIFICATIONS

A park classification system must incorporate key characteristics or descriptive factors of each site including the intent and/or mission of sites, predominant types of site usage, and appropriate performance measures unique to each category of park classification. Proper integration of a robust park classification system that utilize these criteria to organize and distinguish the diverse purposes served by town parks will help to guide the Department in the years to come as a key component of this *Crested Butte Parks and Recreation Regional Master Plan*.

These classifications are used to determine equity of distribution of parks and facilities throughout the Town supporting accessibility by residents. In addition, these standards can support the definition of a high quality park system by addressing current and emerging recreation trends and public need. The following factors are utilized to distinguish town parks and recreation sites:

1. Park Size – defines the relative size of the park in acres, including ratio of land to per capita population.
2. Accessibility – details the prevailing mode of accessibility to the park or site.
3. Service Area – details the service area of the park as defined by its size and amenities.
4. Maintenance standards - details the required / expected standard of maintenance required at the park dependent upon usage levels and degree of facility development.
5. Amenities – Describes the level of facility and/or amenity development that is present.
6. Performance – Establishes performance expectations of the park as reflected in annual operational cost recovery (revenue generation), and annual occupancy of major facilities within the park.

Using these criteria, the Crested Butte system has been classified into the four categories described below. Each of these park area categories provides a different type of environment and public use, and also has distinctive maintenance and habitat management goals and requirements.

1. Pocket / Neighborhood Parks
2. Recreation Parks
3. Regional Parks
4. Greenways

The descriptions that follow provide greater detail in the distinguishing qualities of each of the four major park classifications listed above. These points of distinction are reflective of industry best-practices and adopted to improve the organization and management of parks with diverse amenities, aspects and performance measures. This information is pertinent when addressed in the facility needs discussed in the later sections of this report.

POCKET / NEIGHBORHOOD PARKS

Pocket / neighborhood parks are intended to be easily accessible by adjacent neighborhoods and should focus on meeting neighborhood recreational needs, as well as preserving small open spaces in residential or commercial areas. Pocket / neighborhood parks are smaller than regional parks and are designed typically for residents who live within a 0.5 to one mile radius. Pocket / neighborhood parks, which provide recreational opportunities for the entire family, often contain landscaped areas, benches, picnic tables, playgrounds, and small turf areas. Passive recreation activities are predominant at pocket / neighborhood parks.

Pocket / neighborhood parks generally range from 0.01 to 1 acres depending on the community and the area.

Length of stay: 30 minutes to one hour experience

Amenities: Basic amenities for picnicking and for play. Limited or no parking and restrooms are common, with occasional pavilions/shelters.

Revenue producing facilities: None

Programming: 100% percent passive

Signage: Limited signage throughout the park

Landscaping: Limited landscaping throughout the park

Parking: Little to no parking

Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; loop trail connectivity; safety design meets established standards.

RECREATION PARKS

Recreation parks are intended to be accessible to multiple neighborhoods and beyond, and meet a broader base of community recreational needs, as well as preserving unique landscapes and open spaces. Recreation parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three mile radius. When possible, the park may be developed adjacent to a school. Recreation parks often contain facilities for specific recreational purposes: athletic fields, tennis courts, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turf and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at recreation parks.

Recreation parks generally range from 1 to 10 acres depending on the community and available space. Recreation parks serve a larger area – radius of 1 to 3 miles- and contain more recreation amenities than a neighborhood park.

Length of stay: Two to three hour experience

Amenities: A signature facility (i.e., trails, sports fields, large shelters/pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, sports courts, water feature); public restrooms, ample parking, security lighting, and ball field lighting are possible support features

Revenue producing facilities: Limited

Programming: 65% percent active; 35% passive

Signage: Limited signage throughout the park

Landscaping: Limited landscaping throughout the park

Parking: Sufficient to support optimal usage

Other: Recreation parks can include unique amenities or facilities that may draw users from a larger service area (i.e., skateparks, BMX area, etc.)

REGIONAL PARKS

A regional park typically serves multiple communities, residents within a town or city, or even across multiple counties. Depending on activities and amenities with a regional park, users may travel as many as 20 miles or 30 minutes for a visit. Regional parks usually include both the basic elements of a neighborhood park, combined with amenities similar to a recreation park. In addition, regional parks can feature specialized facilities including, but not limited to swimming pools, recreation centers, and special event venues. Regional parks range in size from 5 to 50 acres, and usually feature compartmentalized zones that offer specialized features such as an substantial sport facilities or complex, art and cultural center, amphitheater, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development by enhancing the economic vitality and identity of the entire region.

Length of stay: Two hours to all day experience

Amenities: Multiple signature facilities (i.e. athletic fields, outdoor recreation/extreme sports amenities, sports complexes, regional playground, reservable picnic shelters, recreation center, pool, gardens, trails, specialty facilities); public restrooms, concessions, ample parking, and special event site.

Revenue producing facilities: No less than two; park designed to produce revenue to assist in off-setting operational costs

Programming: 50% active; 50% passive

Signage: Strong signage throughout the park including entrance, wayfinding, and interpretive

Landscaping: Strong focal entrances and landscaping throughout the park, flora native to the site should be considered, except for where required for turf sports fields

Parking: Sufficient for all amenities; capable of supporting a special event with a regional draw

Other: Regional parks are generally the epicenter of many recreation programs and community events, and frequently draw visitors / users from a regional service area. These facilities are often considered major economic and social assets in a community.

GREENWAYS

Greenways are linear, simple recreational areas which are usually complimentary to a regional trail system and to another greenway. These areas can include diverse recreational opportunities that are managed by the Town such as multi-use trails (pedestrian, mountain biking, equestrian), rock climbing venues, or fishing areas along creeks or rivers. Dependent upon the quality and availability of aquatic resources, limited and unmanned swimming areas can also be a part of greenways. Traditionally, greenways serve both a conservation and interpretive purpose for habitat preservation and responsible recreation.

Length of stay: Two hour to four hour experience

Amenities: Multi-use trails, appropriate adventure recreation venues dependent on the relevant natural features

Revenue producing facilities: None

Signage: Strong signage throughout including entrance, regulatory, and wayfinding/directional

Landscaping: Limited landscaping at entrances and only flora native to the site should be considered

Parking: Limited; capable of supporting use of the site and connected trail system

Other: Designs should support pedestrian activity and multi-use trail systems; linked to major trails systems

A table detailing the classification of Crested Butte parks based upon these four categories of site and facility types is provided below.

Pocket / Neighborhood Parks
Hendson Park
Three Ladies Park
Totem Pole Park
Recreation Parks
Gothic Field
Tommy Villanueva Field
Regional Parks
Big Mine Park
Rainbow Park
Town Park
Greenways
Eighth Street Greenway
Multiple trails within and connecting to the Town

Park and Facility Standards

The standards analysis is a review of the inventory of parks and major park assets in relation to the total population of the study area. There are multiple approaches to what standards are appropriate for each community, thereby making it a complex analysis to establish relevant standards for the Town of Crested Butte. Additionally, this master plan is a project that intends to review the impact of residents throughout the Upper East River Valley.

In order to establish an appropriate set of standards for Crested Butte Parks and Recreation Department, the Consultant Team reviewed current standards for existing parks and recreation sites and amenities, and projected future needs based upon population growth to maintain these standards.

The household survey results indicate that the majority of Crested Butte residents and those within the Upper East River Valley believe that parks and recreation play an important role in the community. Based upon all aspects of public input conducted in this project, the Consultant Team also gleaned that **the overall perception of current standards are that ‘no less should be done’ to meet the parks and recreation needs and maintain the quality of life for residents of the region.** Understanding projected population growth by 2014 and 2020 the area could experience, current standards were established and evaluated to determine the prevailing needs that may arise in the next five to ten years.

Facility Standards Category	Current Standards		
Pocket/Neighborhood Parks (Acres)	1.04	Acres per	1,000
Recreation Parks (Acres)	6.06	Acres per	1,000
Regional Parks (Acres)	8.17	Acres per	1,000
Greenways (Acres)	3.08	Acres per	1,000
Total Park Acreage	18.35	Acres per	1,000

Facility Standards Category	Current Standards		
Natural surface trails (mileage)	-	per	1,000
Improved surface trails (mileage)	0.45	per	1,000
Diamond Ball Fields	1.80	per	1,000
Rectangle Sports Fields	1.20	per	1,000
Basketball/Tennis/Sport Courts	2.39	per	1,000
Volleyball Courts	0.60	per	1,000
Hockey Rink	0.60	per	1,000
Nordic Ski Center	0.60	per	1,000
Sledding Area	0.60	per	1,000
Pavilions / Shelters	1.80	per	1,000
Picnic Areas	4.79	per	1,000
Playgrounds	3.59	per	1,000
Climbing Boulder	0.60	per	1,000
Skatepark	1.80	per	1,000
Disc golf course	0.60	per	1,000
Restrooms	1.20	per	1,000
Amphitheater	0.60	per	1,000
Natural aquatic access area	0.60	per	1,000
Swimming Pool	-	per	1,000

The standards are based on the total inventory of Crested Butte parks and major recreation amenities as seen in the tables below.

Facility Standards Category	Big Mine Park	Gothic Field	Henderson Park	Rainbow Park	Three Ladies Park	Tommy Villanueva Field	Totem Pole Park	Town Park	Town Ranch Event Park	Kapushion Annexation Trail Greenway	Eighth Street Greenbelt	Totals
Pocket/Neighborhood Parks (Acres)			0.03		0.20		0.38		1.01			1.62
Recreation Parks (Acres)		1.61				2.30						3.91
Regional Parks (Acres)	5.54			4.29				8.45				18.28
Greenways (Acres)										2.53	2.28	4.81
Total Park Acreage	5.54	1.61	0.03	4.29	0.20	2.30	0.38	8.45	1.01	2.53	2.28	28.62

Facility Standards Category	Big Mine Park	Gothic Field	Henderson Park	Rainbow Park	Three Ladies Park	Tommy Villanueva Field	Totem Pole Park	Town Park	Town Ranch Event Park	Kapushion Annexation Trail Greenway	Eighth Street Greenbelt	Totals
Natural surface trails (mileage)												0.00
Improved surface trails (mileage)											0.75	0.75
Diamond Ball Fields		1.00				1.00		1.00				3.00
Rectangle Sports Fields				1.00				1.00				2.00
Basketball/Tennis/Sport Courts								4.00				4.00
Volleyball Courts								1.00				1.00
Hockey Rink	1.00											1.00
Nordic Ski Center	1.00											1.00
Sledding Area	1.00											1.00
Pavilions / Shelters				1.00	1.00			1.00				3.00
Picnic Areas	1.00		1.00	1.00	1.00		1.00	3.00				8.00
Playgrounds			1.00	2.00	1.00			2.00				6.00
Climbing Boulder				1.00								1.00
Skatepark	1.00							2.00				3.00
Disc golf course	1.00											1.00
Restrooms				1.00				1.00				2.00
Amphitheater								1.00				1.00
Natural aquatic access area							1.00					1.00
Swimming Pool												0.00

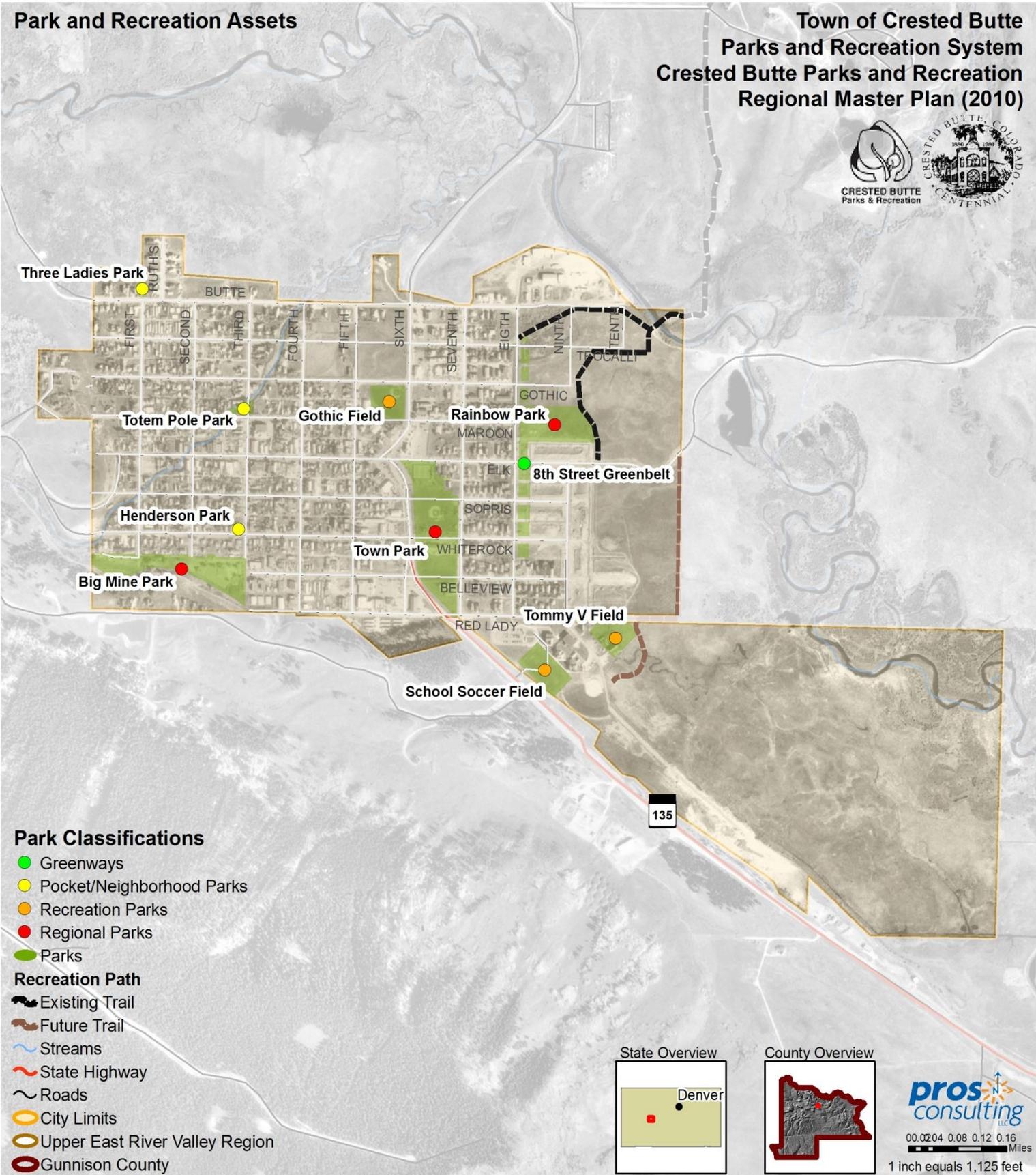
These park and facility standards should be utilized in tandem with the policies and codes of the Crested Butte *Land Use Plan* to support the necessary expansion of the parks and recreation system as the population of the Town grows. These standards should be applied to new developments in Crested Butte for purposes of defining the required investment in park and recreation amenities and/or acreages that will support the current level of service once new developments are built out and fully occupied.

Maps of park and recreation facilities within the Town of Crested Butte, as well as park and recreation assets in the Upper East River Valley are provided on the following pages.



Park and Recreation Assets

**Town of Crested Butte
Parks and Recreation System
Crested Butte Parks and Recreation
Regional Master Plan (2010)**



Park Classifications

- Greenways
- Pocket/Neighborhood Parks
- Recreation Parks
- Regional Parks
- Parks

Recreation Path

- Existing Trail
- Future Trail
- Streams
- State Highway
- Roads
- City Limits
- Upper East River Valley Region
- Gunnison County



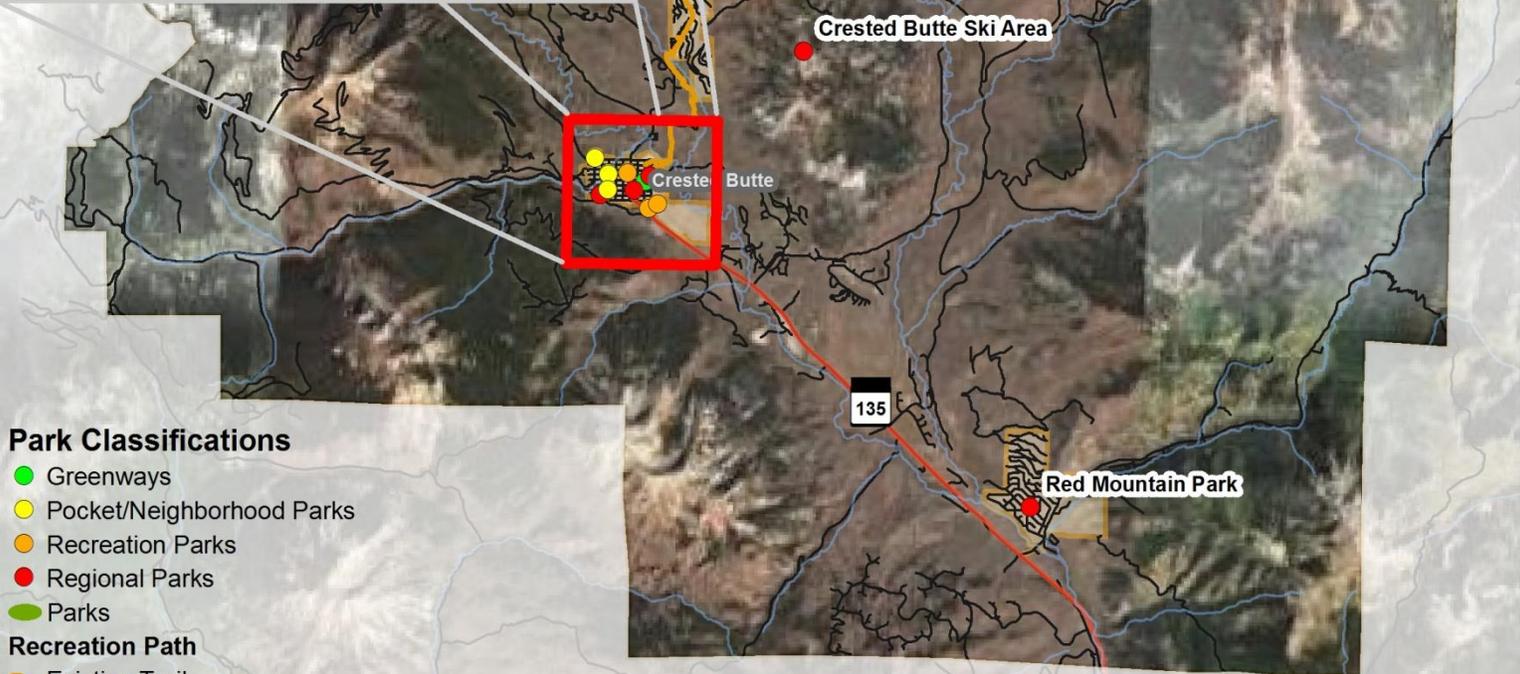


**Upper East River Valley
Park and Recreation Assets**

**Town of Crested Butte
Parks and Recreation System
Crested Butte Parks and Recreation
Regional Master Plan (2010)**



Town of Crested Butte Detail Area

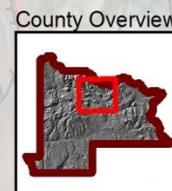
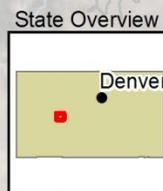


Park Classifications

- Greenways
- Pocket/Neighborhood Parks
- Recreation Parks
- Regional Parks
- Parks

Recreation Path

- Existing Trail
- Future Trail
- Streams
- State Highway
- Roads
- City Limits
- Upper East River Valley Region
- Gunnison County



pros consulting
L.L.C.

0 0.25 0.5 1 1.5 2 Miles

1 inch equals 12,500 feet



Summary of Needs Analysis

Needs Analysis Objectives

The objectives of the needs analysis are to utilize the data of the comprehensive assessment and overlay findings from relevant trends analyses, public input, industry best practices and realistic capital and operational expectations in order to build to recommendations that have positive legacy for the Town of Crested Butte. Specifically, these objectives are:

- Identify the current met / unmet parks and recreation needs of the Town and regional residents
- Identify the prevailing interests and trends that facilities and programs should address
- Identify the prevailing facility and maintenance needs of the existing assets
- Establish a framework for priorities in the *Master Plan*

Key Needs Analysis Findings

RESIDENT RELATIONS

To be a resident in the greater Town of Crested Butte region demands respect for the beauty of your natural surroundings, an appreciation for arts and culture, the recognition of the value of healthy lifestyles, and acceptance of the prominence of diverse recreational sports and activities. This strong dedication to ideals is what creates resonance to the identity of what it means to be a resident of Crested Butte. These ideals, however, sometimes come into conflict with pragmatic solutions to expand the optimal usage of park and recreation facilities in the Town. Specifically, the Town and the residents of the Upper East River Valley have been unsuccessful in reaching a decision or a consensus on a number of issues that affect the ability of the Department to meet public needs and interests. These issues include:

1. Lack of consensus on reasonable actions to be taken to improve the quality of facilities supporting ice hockey and ice skating
2. Lack of consensus on reasonable actions to be taken to lengthen the time ball fields can be used for play (field lighting)
3. Lack of consensus of use of public land in Town, including the expansion of the Center of the Arts into park space
4. Lack of consensus on the role of the Department in supporting stakeholder organizations
5. Lack of a regional approach to managing growth and expansion in parks and recreation facilities and services for residents of the Upper East River Valley

While these resident relation issues create barriers for the Department to achieve easier solutions to real challenges, they create opportunities for the Town to explore new and innovative approaches to meet public needs. It is critical this *Master Plan* project solicit viable and reliable public input from all segments of the regional population in order to represent diverse, but constructive perspectives.

REGIONAL USE AND PARTICIPATION

A *Regional Impact Analysis* was performed to substantiate the degree to which nearby residents that live outside the Town of Crested Butte impact the Town's park and recreation facilities and programs. The results of this analysis are intended to provide a more clear definition of how the needs of regional residents can be addressed in context with those of Town residents. These results were developed through a series of methods including:

- Review of program participation
- Observation of facilities, programs and special events
- Results from the household survey

The first step to conducting a relevant needs analysis encompassing a region that includes both the Town of Crested Butte and residents within the Upper East River Valley is to establish a clear distinction of the service area for the Department. This is the area in which members of the community are served by the facilities and services of Crested Butte Parks and Recreation, with a distinction between primary and secondary service areas.

The primary service area encompasses the Town of Crested Butte – residents that live within the Town's boundaries. The secondary service area includes residents that live outside of the Town limits, but within the Upper East River Valley which is typically within a 15-minute drive of the Town center. These residents are often contributing to the funding of public services in Crested Butte through sales taxes paid on goods sold within the Town, many own or work at businesses in Town, and these residents also tend to be a populous group of users of the Department's facilities and programs. Residents beyond 15 minutes are considered outside the primary and secondary service areas of the Department, even though on occasion they may utilize Crested Butte parks and recreation amenities.

The summary results of this *Regional Impact Analysis* are based on a multi-variate analysis of both qualitative and quantitative data described above, and include the following key findings:

1. Town of Crested Butte parks and recreation facilities and programs are heavily used by residents outside the town limits, with an estimated 30%-50% of total impact of the system being derived from usage by residents within a 15-minute drive of town.
2. New swimming facilities, an indoor recreation center, and improved hockey rink appear to be the top three unmet needs for residents in the region.
3. Residents within the region are supportive of a regional approach to raise capital funding to support regional park and recreation needs.

SEASONAL BALANCE

It is evident from extensive public input and assessment of Crested Butte's parks and recreation system that there are seasonal recreation needs currently un-met in the community or the region. This is largely attributed to the lack of sufficient facilities to support recreation in the winter season, beyond ice skating, hockey, and the sledding hill. The primary finding in this analysis is that three types of facilities rank the highest for not meeting the current needs of residents. Two of these three facilities currently do not exist in the Town of Crested Butte, while the third facility need involves the enhancement of an existing asset. The statistically valid household survey conducted with this project polled residents in the Upper East River Valley, differentiating for location of residence, captured results that supported these findings. The top three facility needs are listed in the table below, with corresponding estimated number of households in the Crested Butte Area whose needs are only being 50% met or less.



Facility Need	Estimated Households Whose Needs Are Only Being 50% Met or Less
1. Swimming pool	1,029
2. Indoor recreation center	987
3. Improved hockey rink	596

IMPROVED HOCKEY FACILITIES

Currently the hockey facilities in the Town of Crested Butte feature tremendous character and are endeared by many residents. These facilities also feature functional challenges that inhibit optimal use, frustrate active user groups and prevent growth of related programs. Based upon a review of the operational and maintenance requirements of the existing hockey facilities and thorough public input, it is evident that improving the facilities to include the following enhancements at a minimum are justified for further consideration:

1. Rink and seating cover
2. Team and player support facilities
3. Parking and circulation flow improvements

In the household survey of regional residents, 36% of residents in the Upper East River Valley report improving the hockey facilities was among their top four un-met needs. This ranks third highest among all reported un-met needs.

RECREATIONAL BALANCE

Related to the seasonal imbalance of facilities and programs, there is also a recreational imbalance that presents un-met needs in the community. Most of the programs of the Department have a traditional sport focus of programs directed at utilizing park facilities. While there are a few non-traditional sport facilities (i.e., Skate Park, disc golf course, climbing boulder, dirt jump area), programmatic focus and resources dedicated to these areas are limited. Additionally, the dirt jump area serves a non-traditional recreation need in the community, but is not an official Town park or site. The household survey indicated that 15.3% of residents favor developing new adventure sport / outdoor recreation facilities, ranking sixth highest among all reported un-met needs.



Prioritized Facility and Program Needs

These needs were identified by the Consultant Team based upon industry best practices and our experience in the field, and were derived from the findings of the following previous analyses:

- Comprehensive site, facility, and program assessments
- Extensive public input
- Interviews with leadership and staff of the Town of Crested Butte and the Parks and Recreation Department
- Demographics and trends analysis
- Regional impact analysis
- Park classifications and facility standards analysis

Each need has been identified and aligned with a priority category of high, moderate, or low to support future decision making regarding project sequencing, investment of public resources, and meeting community expectations. **The priority assignment for each need is not a measure of importance.** Rather, these recommended priorities are a result of both qualitative and quantitative analyses to create and maintain an appropriate balance of focus for the operations of the Department over the next 10 years.

PRIORITIZED FACILITY NEEDS

Facility Need	Priority Assignment
Develop new swimming amenities	High
Develop new indoor recreation facilities	High
Improve the existing hockey facilities	High
Maintain existing recreation facilities	High
Develop new trails and greenways	High
Maintain existing trails and greenways	Moderate
Develop new adventure / outdoor rec venues	Moderate
Maintain existing picnic areas, shelters, and pavilions	Moderate
Maintain existing wildlife habitats and viewing areas	Moderate
Develop new outdoor recreation facilities	Moderate
Develop new picnic areas, shelters, and pavilions	Low
Develop new playgrounds	Low
Develop new wildlife habitats and viewing areas	Low
Develop new fishing amenities	Low

PRIORITIZED PROGRAM NEEDS

Program Need	Priority Assignment
Improve seasonal imbalance of program offerings	High
Improve balance of traditional and non-traditional sports and activities as the primary focus of programs	High
Maintain existing programs and services that are popular among residents	High
Develop and trial new programs that will expand the age appeal of parks and recreation services	Moderate
Develop and trial new programs that will diversify the offerings of the Department	Moderate
Develop and trial new programs that will engage whole families in recreational experiences	Moderate





Public Input Summary

An extensive public input process was utilized in this *Parks and Recreation Regional Master Plan* project to ascertain the dynamic blend of relevant interests and needs of residents of the Town of Crested Butte and those that live within the Upper East River Valley. This process featured both a qualitative and quantitative approach, including the following elements:

1. Public meetings: September 1, 2009; and February 10, 2010
2. Leadership interviews (10)
3. Focus groups (8)
4. Statistically valid household survey (408)
5. Student survey at Crested Butte Community School (grades 5 – 12)

The culmination of these public input methodologies is a unique snapshot of the prevailing issues relevant to parks and recreation in the Town of Crested Butte in late 2009 and early 2010. While issues will change and evolve as time passes, these issues are understood to be relevant to the overall vision for Crested Butte and a critical building block in this needs analysis.

Qualitative Input – Public Meetings, Interviews and Focus Groups

The predominant qualitative public input collected by the Consultant Team throughout this process was through the public meeting, leadership interviews and focus group sessions. The first public meeting was well attended by nearly 50 people attending. While many topics were discussed regarding the priorities and needs of residents in recreation facilities, recreation programs, and trails and open space, the prominent issues identified at the meeting were:

- Need for resolution on the hockey rink regarding facility conditions and usability
- Need for resolution with the Center for the Arts regarding land usage at Town Park
- New development being planned and discussed and its impact on current resources
- Popularity of existing programs
- Appreciation and standards for maintaining the character of natural surroundings, view sheds, and man-made structures

Following the public meeting on September 1, 2009, the Consultant Team conducted 10 interviews of community leaders and stakeholders. The interviews detailed in the table below were facilitated in the months of September 2009 through January 2010.

Interview	Organization / Position	Interview	Organization / Position
Alan Bernholtz	Mayor (former)	Chris Behan	Crested Butte South POA Director
Leah Williams	Mayor	Richard Bond	Chamber of Commerce
Wally Piccone	GOCO Program	Kay Peterson-Cook	County Trails Commission
Susan Parker	Town Manager	Joe Fitzpatrick	Mt. Crested Butte Town Manager
Dave McGuire	County Met Rec District	Bob Picarro	Crested Butte Community School

The focus groups were identified and organized with assistance from the Department to provide a representative review of the diverse interests, user groups, and needs in the community. The focus group sessions detailed in the table below were conducted in the months of September and October 2009.

Focus Group	Focus Group
Arts Alliance	Trails
Nordic Council	Traditional Sports
Non-traditional Sports	Feet First (in-town pedestrian interests)
Ice skating and ice sports	Town of Crested Butte Staff

The vast findings from each of these public input opportunities were collected and organized into a matrix of six overarching community values:

1. Public Mandates
2. Standards
3. Programs
4. Finances
5. Pricing
6. Partnerships

This exercise is called the Community Values Model™, a process that PROS Consulting has pioneered to capture the diversity of community needs into a useful format to support the development of recommendations. The *Community Values Model* that follows does not include specific statements made by members of the public, but rather summarizes the key elements captured from public input defining **the community’s expectations and needs for the Department.**

COMMUNITY VALUES MODEL

The Consultant Team synthesized the public input findings from the interviews, focus groups, and first public workshop to develop a framework for establishing future recommendations and strategies for the Town of Crested Butte. The *Community Values Model* on the following pages represents strategies that are derived from the detailed findings of the community input process associated with this *Parks and Recreation Regional Master Plan*. This strategy matrix will be applied to the political, environmental and funding climate in which the Department operates to create a realistic action plan moving forward. Additionally, these strategies can be used to validate the vision and mission of Crested Butte Parks and Recreation.





	Community Value 1: Public Mandates	Community Value 2: Standards
	Upgrade, enhance and maintain park and recreation facilities that support the unique identities of the Crested Butte residents while maintaining strong connectivity to promote community interaction, healthy lifestyles, and recreational enjoyment.	Establish a high level of quality through the implementation of consistent standards for development, design, operations, and maintenance of park and recreation facilities that provides high quality services, safety, and cleanliness.
Strategy	Maintain existing park infrastructure to modern standards, including accessibility, sustainability, and efficient and optimal use of all park properties and recreation facilities.	Maintain park and recreation facility maintenance, management, and development standards for Crested Butte Parks and Recreation Department assets.
Strategy	Protect and progressively manage trails, open space and natural areas.	Create balance and accessibility through programs and facilities that mirror the diversity of interests in the community.
Strategy	Perform thorough and consistent maintenance of park and recreation facilities, including the trail system.	Implement design and development standards that preserve the character of Crested Butte parks, as well as meet the public mandate of controlled future development.
Strategy	Connect parks to the community through access points, facilities and amenities that are aligned with public need and interests, and connections between parks.	Maintain park inventory and facility standards in order to remain proactive with resident population growth in the immediate region.
Strategy	Maintain strong collaboration between the parks and recreation department and the independent organizations and lease holders operating on parklands or in facilities as integrated components to the quality of life attributes of the community.	Maintain conservation standards to guide the management of sites and facilities within the park system.

	Community Value 3: Programs	Community Value 4: Finances
	Provide balance and consistency in the delivery of programs and services by meeting the needs of the diverse community and their interests through programs, incorporating values of healthy lifestyles, natural and cultural resource appreciation, and outdoor recreation.	Manage park and recreation facilities and programs that generate revenue at established cost recovery goals to off-set operational costs while considering affordability, customer need and demand, value of services received, and leveraging of resources.
Strategy	Develop and implement program standards as it applies to core programs and services including health and wellness, natural and cultural resource stewardship, and outdoor recreation.	Create revenue and pricing policies that encourages users to invest in facilities supporting their interests based on the level of exclusivity they receive above a general taxpayer.
Strategy	Create a functional and productive year-round program calendar, including use of facilities through special events.	Design and operate recreation spaces to create value that users are willing to pay for sufficiently to off-set operating costs.
Strategy	Develop a youth recreation program plan that includes focus in experiences of both traditional and non-traditional sports and recreation.	Develop a working partnership with a non-profit organization that can reliably leverage private sector support for capital projects and programs.
Strategy	Develop an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years.	Design facilities and facility operations to produce revenue to offset operating costs.
Strategy	Develop appropriate recreation programs for people with disabilities.	Appropriately promote and market programs and facilities to increase usage and participation that will enhance revenue capacity of the parks and facilities.
Strategy	Increase programs targeted towards family recreation services to increase families participating together.	Explore and work to develop a reliable funding source to support potential rising operational costs of the parks and recreation system, as well as to support the cost of enhancements and new facilities.
Strategy	Coordinate programs and services between all operators at the parks to enhance visitor opportunities.	



	Community Value 5: Pricing	Community Value 6: Partnerships
	Develop a system of tiered pricing that is based on total costs of service, level of service, cost recovery goals, characteristics of the users and user groups, and a sustainable approach to managing programs and facilities	Maximize resources through equitable partnerships to leverage facilities, trails, and open space development opportunities and achieve efficient and effective operations.
Strategy	Maintain pricing and fee structures to address total costs of services and cost recovery goals specific to each program area and facility.	Develop public/public, public/not-for-profit, and public/profit partnership policies, including potential partnerships with neighboring communities for maintaining park facilities and services.
Strategy	Maintain pricing and fee structures to address wear and tear of facilities as a result of use.	Strengthen the partnerships and collaborations between existing operators at the park through regular coordination meetings and initiatives.
Strategy	Establish criteria to determine appropriate pricing and fees to support flexibility for differentiating fees for different types of users or user groups.	Develop appropriate partnerships with youth service organizations and schools for youth programs.
Strategy	Develop recreation programs that represent a tiered level of service with varied and appropriate pricing.	Improve the terms of any inconsistent partnership agreements with existing partners utilizing park facilities for private functions.
Strategy	Maintain community access to recreation programs and facilities by keeping reasonable and diverse opportunities for free programs and facility use.	Develop a sustainable partnership with an appropriate non-profit organization to leverage private sector funding to support select capital projects and programs.
Strategy	Scholarship fund available for all programs to ensure that the public is never excluded due to price or cost to participate.	

Quantitative Input – Statistically Valid Household Survey

The Town of Crested Butte conducted a Community Attitude and Interest Survey during the fall of 2009 to establish priorities for the future development of parks and recreation facilities, programs and services in the Upper East River Valley. The survey was designed by the Consultant Team in concert with Town staff to obtain statistically valid results from households throughout the Town of Crested Butte area. The survey was administered by a combination of mail and phone to a random sample of residents living within the town limits and within the Upper East River Valley.

Leisure Vision worked extensively with Town of Crested Butte 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.

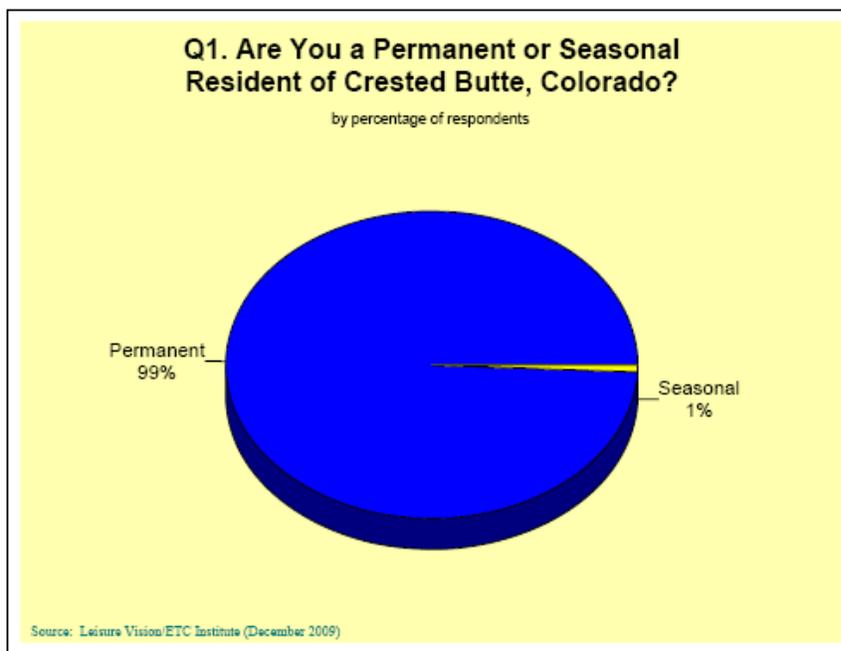
Leisure Vision mailed surveys to a random sample of 1,200 households throughout the Town of Crested Butte area. Approximately three days after the surveys were mailed, households that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about 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 200 completed surveys from households in the Town of Crested Butte area. This goal was far exceeded, with a total of 408 surveys having been completed. The results of the random sample of 408 households have a 95% level of confidence with a precision of at least +/- 4.9%.

RESPONDENT DEMOGRAPHICS

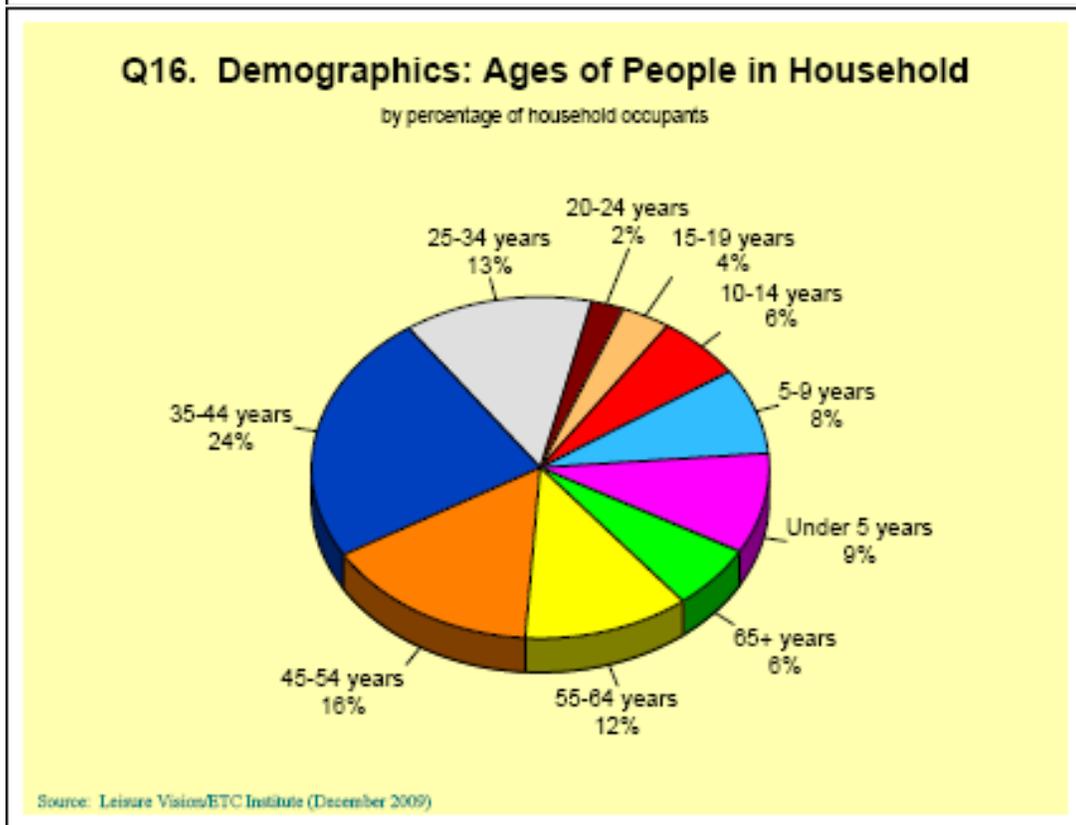
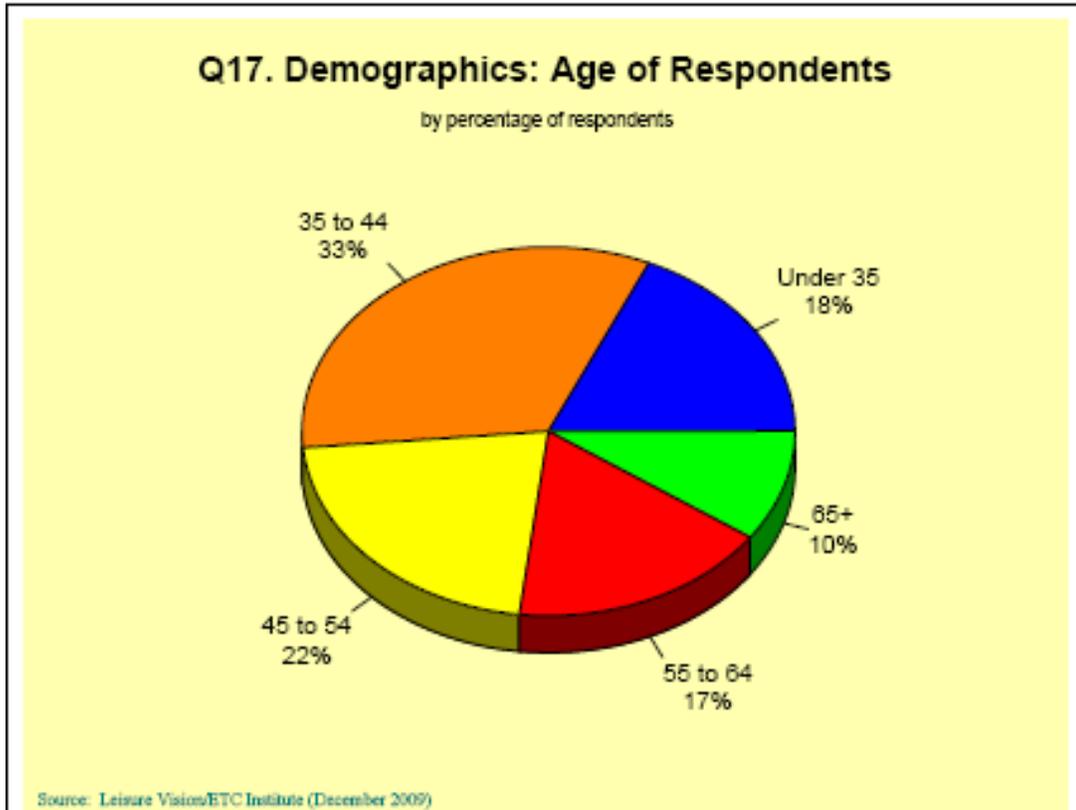
In order to verify the validity of the survey results as being a representative sample, as well as to identify any preference or response characteristics distinguished by demographic differences, the Consultant Team collected demographic data on all respondents. Based on this data, the Consultant Team certifies that the survey does in fact provide a representative sample, and that no demographic findings were out of the ordinary. Below is a summary of the demographic characteristics of respondents.

RESIDENCY





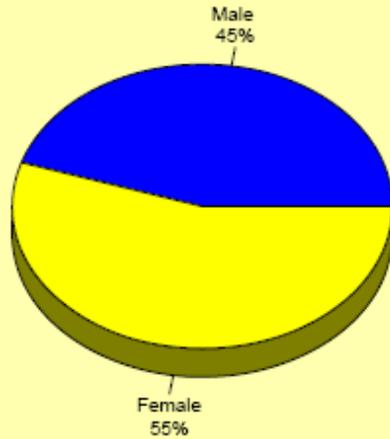
AGE OF RESPONDENTS AND MEMBERS OF HOUSEHOLD



GENDER, HOUSEHOLD INCOME, AND ETHNICITY

Q18. Demographics: Gender

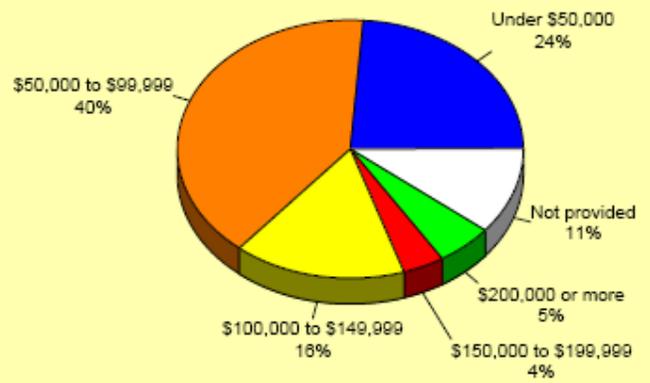
by percentage of respondents



Source: Leisure Vision/ETC Institute (December 2009)

Q19. Demographics: Household Income

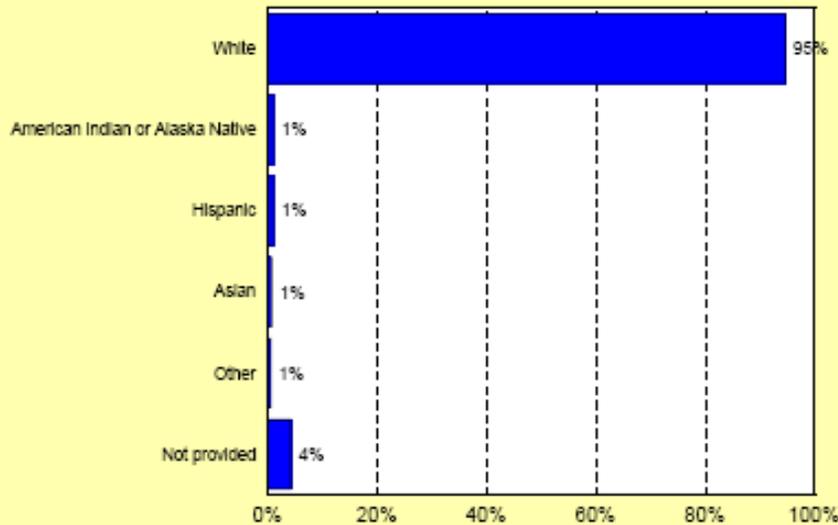
by percentage of respondents



Source: Leisure Vision/ETC Institute (December 2009)

Q20. Demographics: Race/Ethnicity

by percentage of respondents (multiple choices could be made)



Source: Leisure Vision/ETC Institute (December 2009)

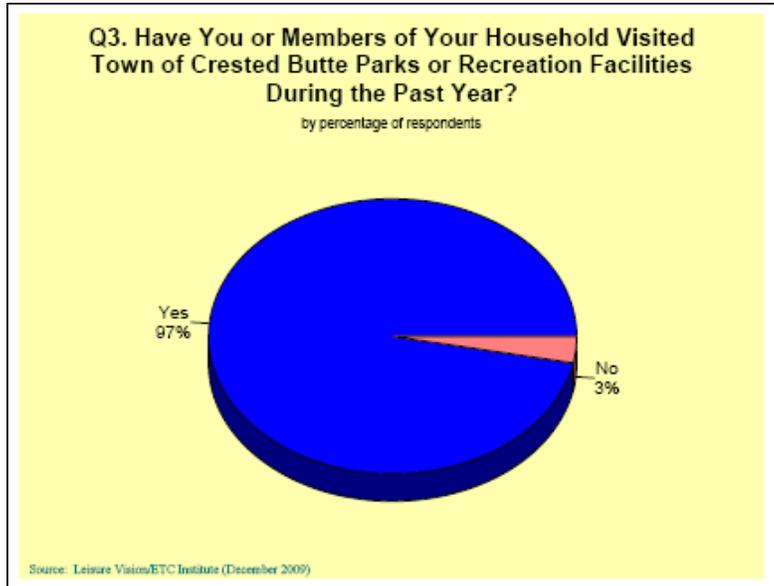


KEY FINDINGS

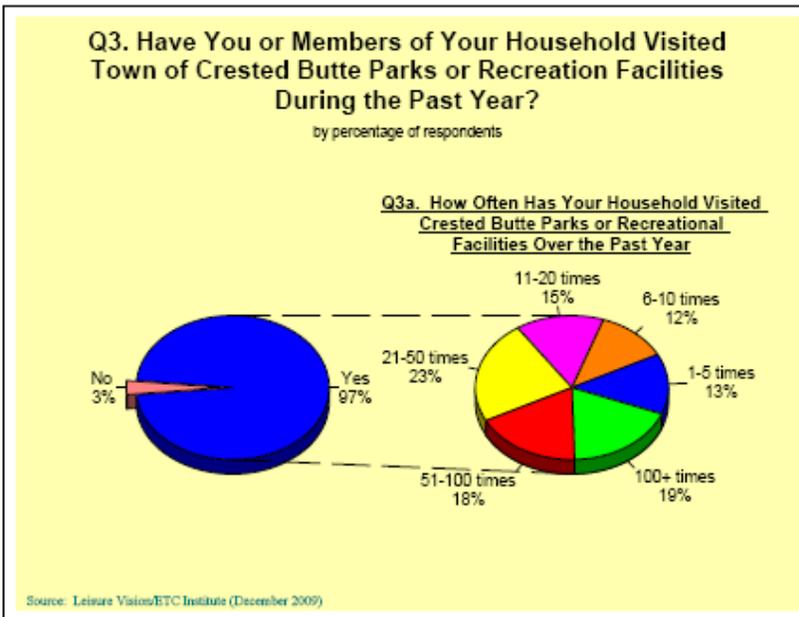
The following key findings summarize the cumulative, regional data collected from the household survey. Additional detailed findings will be provided in a separate community survey summary report.

TOWN OF CRESTED BUTTE PARKS ARE HEAVILY USED

Typically in a survey of this nature conducted by the Consultant Team, approximately 60% of survey respondents indicate they visit parks or recreation facilities within the last year. The Crested Butte Area household survey yielded a significantly higher percentage of residents who report having visited parks and recreation facilities, with 97% indicating they have done so in the past year. This is illustrated in the graph to the right.



In addition to a large portion of the population reporting recent visits to parks and recreation facilities in Crested Butte, respondents indicate a high rate of usage as well. The graph below illustrates that only 13% of the population report visiting only one to five times over the last year, and 12% report visiting between six and ten times.

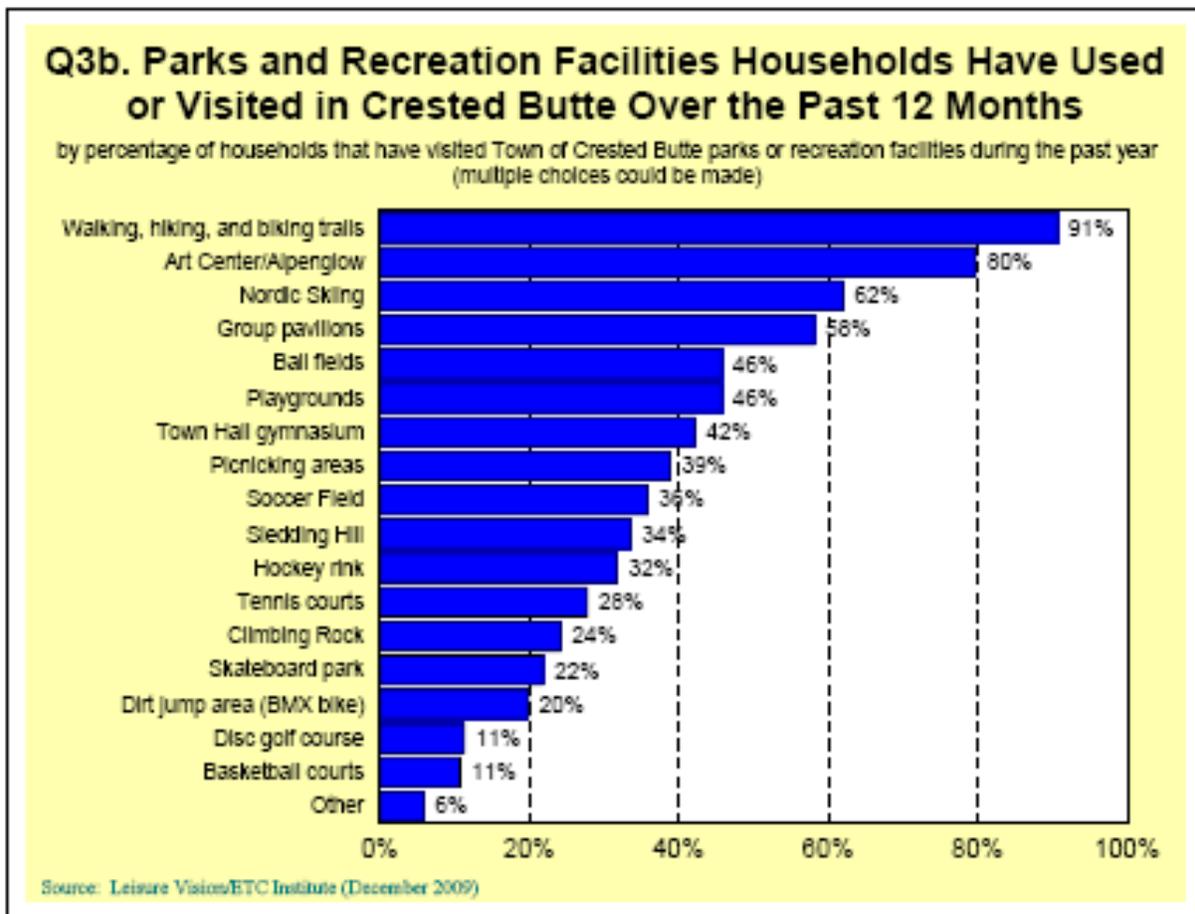


Combined this represents that only 25% of respondents would be considered typical users of Crested Butte Parks and Recreation. Contrastingly, approximately 75% of respondents indicate they are extremely frequent users of parks and recreation facilities, visiting a minimum of 11 times over the last year. The second largest respondent group (19%) was those that reported they used parks and recreation facilities 100+ times in the past year. This is illustrated in the graph to the left.

TRAILS AND SPECIAL EVENTS ARE MAJOR ASSETS TO THE PARK SYSTEM

Respondents were asked to rank which parks and recreation facilities they visited and/or used most often in the past year. Insight into predominant facility usage supports understanding some of the prevailing trends for facility preferences at parks and recreation facilities. While use of sites and facilities was well distributed throughout the system, clearly trails and special events held at the Arts Center ranked the highest for total usage. The top 10 facilities that were indicated to be the most frequently used are detailed in the table below, along with the percentage of respondents that indicated these facilities. Graphs illustrating predominant facility usage are provided beneath the table and on the following page.

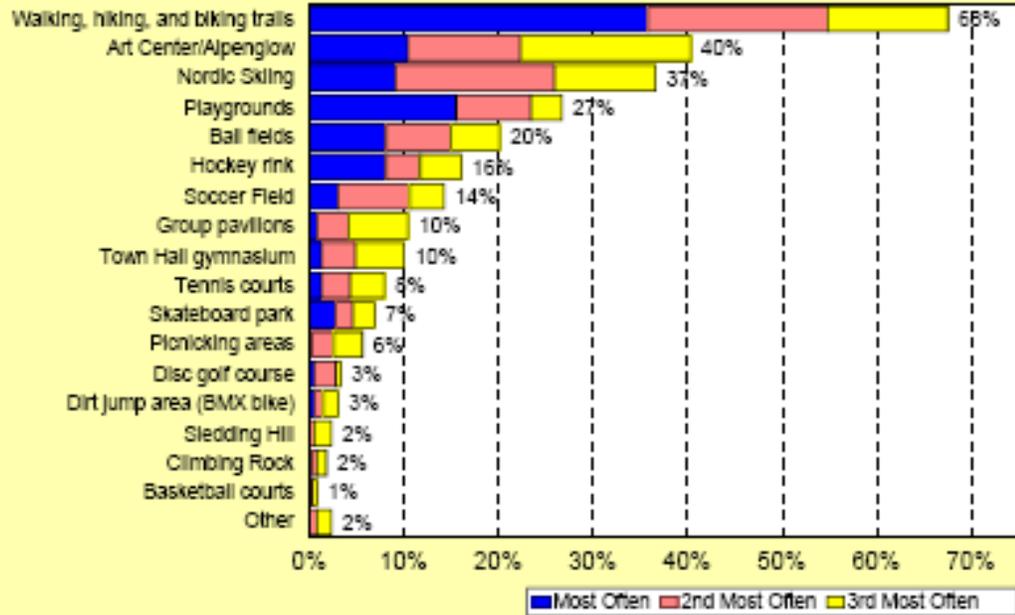
Facility	% Responses	Facility	% Responses
1. Walking, hiking, biking trails	91%	6. Playgrounds	46%
2. Arts Center / Alpenglow	80%	7. Town Hall gymnasium	42%
3. Nordic skiing	62%	8. Picnicking areas	39%
4. Group pavilions	58%	9. Soccer fields	36%
5. Ball fields	46%	10. Sledding hill	34%





Q3c. Parks and Recreation Facilities Households Visit Most Often

by percentage of households that have visited Town of Crested Butte parks or recreation facilities during the past year
(sum of top 3 choices)



Source: Leisure Vision/ETC Institute (December 2009)

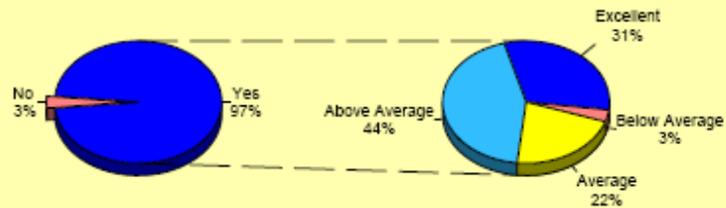
CURRENT PARK AND RECREATION FACILITY EXPERIENCES ARE GENERALLY GOOD QUALITY

The household survey polled residents on their opinion of the quality of experiences provided at Crested Butte parks and recreation facilities. A substantial majority, 75%, of respondents rated their experience as either above average or excellent. Of this group, 31% of those surveyed reported their experience as excellent. The graph below illustrates this finding.

Q3. Have You or Members of Your Household Visited Town of Crested Butte Parks or Recreation Facilities During the Past Year?

by percentage of respondents

Q3d. How Would You Rate the Overall Quality of All Your Experiences at Crested Butte Parks and Recreation Facilities?



Source: Leisure Vision/ETC Institute (December 2009)

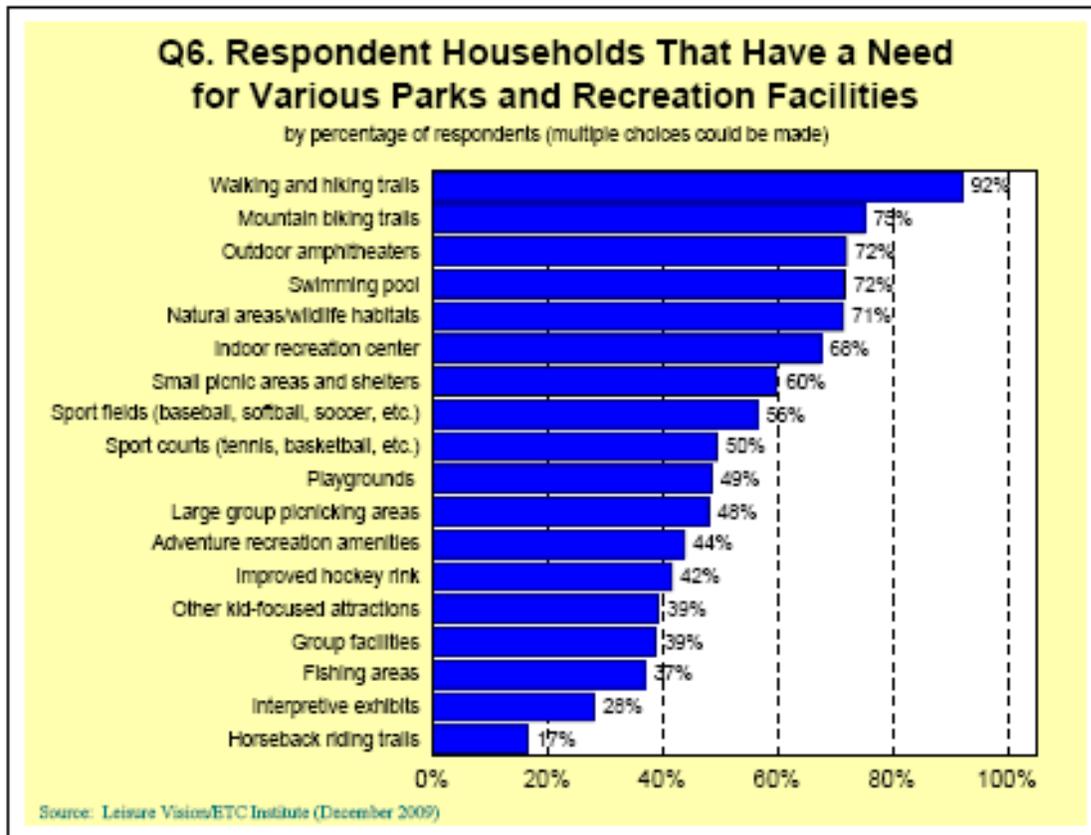
RESPONDENTS INDICATE NEEDS THAT INVOLVE NEW DEVELOPMENT

The survey instrument included a question (Question 6) that allowed for detailed analysis to be applied for determining a measure of need for various park and recreation facilities / amenities. This analysis yielded results that indicate respondents reported many needs that would involve enhancement or expansion of current facilities, as well as possible development of new sites and facilities within the system. These findings should not be mistaken for Consultant Team recommendations, but are a report of how survey respondents indicated their parks and recreation needs were prioritized.

Those surveyed were asked to rate how well their current needs were being met by 18 different types of park facilities and amenities in the Town of Crested Butte. There are multiple graphs that follow detailing these results, but the primary finding in this analysis is that three types of facilities rank the highest for not meeting the current needs of residents. Two of these three facilities currently do not exist in the region serviced by the Town of Crested Butte, while the third facility need involves enhancement of an existing asset. These facilities are listed in the table below, with corresponding estimated number of households in the Crested Butte Area whose needs are only being 50% met or less.

Facility Need	Estimated Households Whose Needs Are Only Being 50% Met or Less
1. Swimming pool	1,029
2. Indoor recreation center	987
3. Improved hockey rink	596

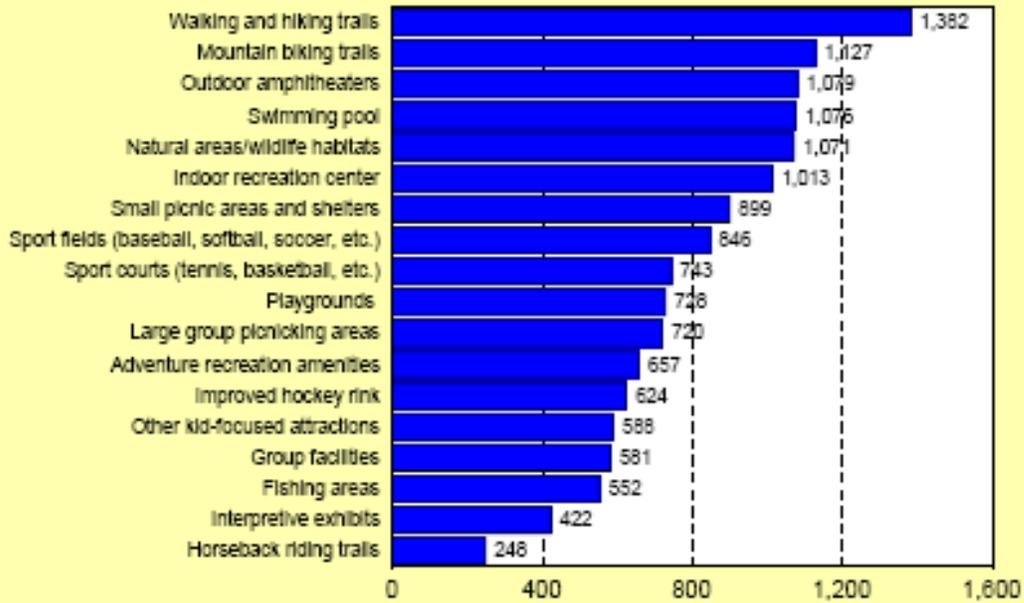
There are additional details in these needs findings that are illustrated in the graphs below and on the following pages.





Q6a. Estimated Number of Households in the Crested Butte Area That Have a Need for Various Parks and Recreation Facilities

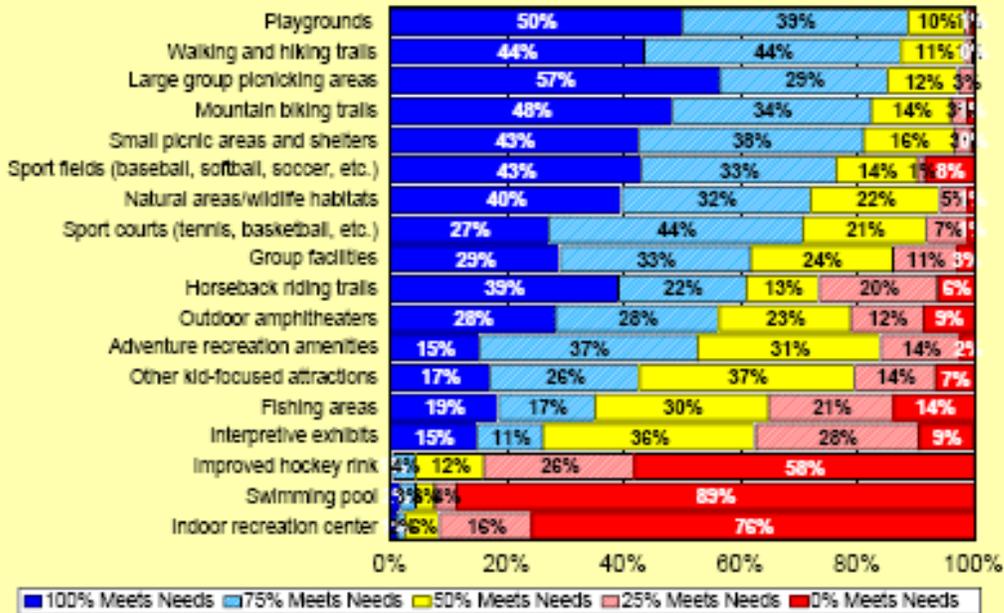
by number of households based on 1,500 households in the Crested Butte area



Source: Leisure Vision/ETC Institute (December 2009)

Q6b. How Well Parks & Recreation Facilities for the Crested Butte Parks & Recreation Dept. Meet the Needs of Households

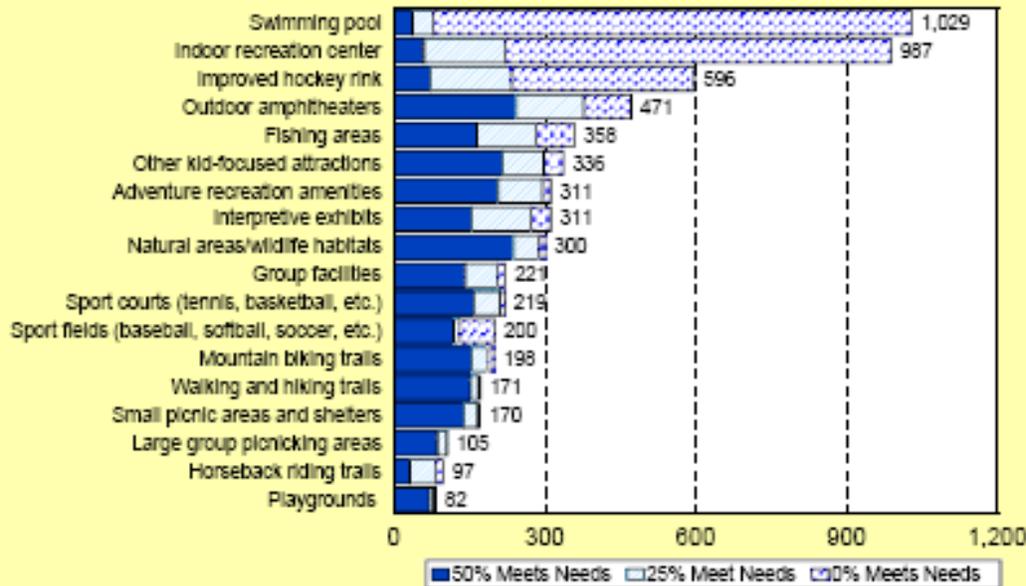
by percentage of respondent households that have a need for parks/facilities



Source: Leisure Vision/ETC Institute (December 2009)

Q6c. Estimated Number of Households in the Crested Butte Area Whose Needs for Parks and Recreation Facilities Are Only Being 50% Met or Less

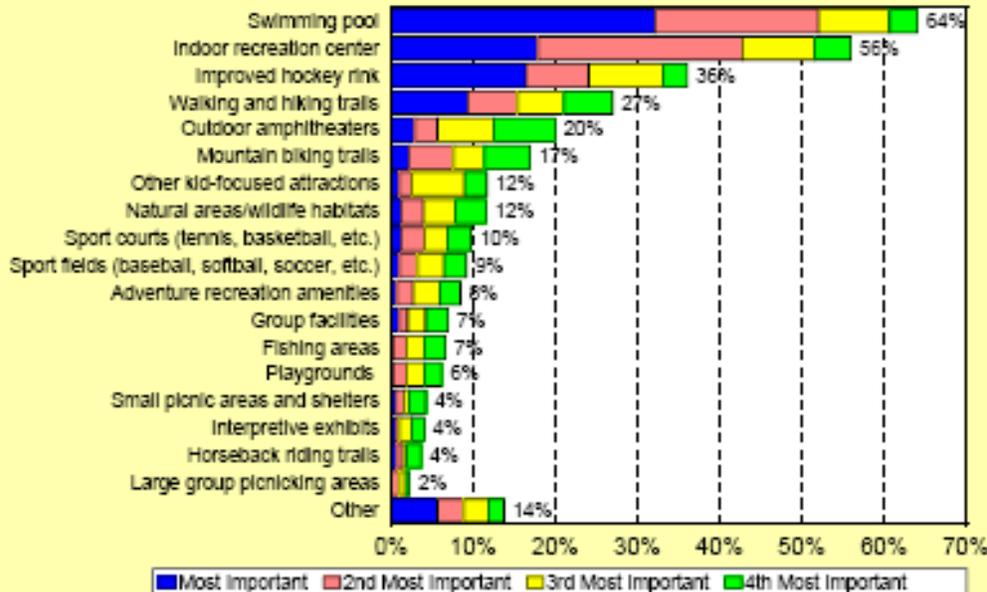
by number of households based on 1,500 households in the Crested Butte area



Source: Leisure Vision/ETC Institute (December 2009)

Q7. Parks and Recreation Facilities That Are Most Important to Be Developed in Crested Butte

by percentage of respondents who selected the item as one of their top four choices

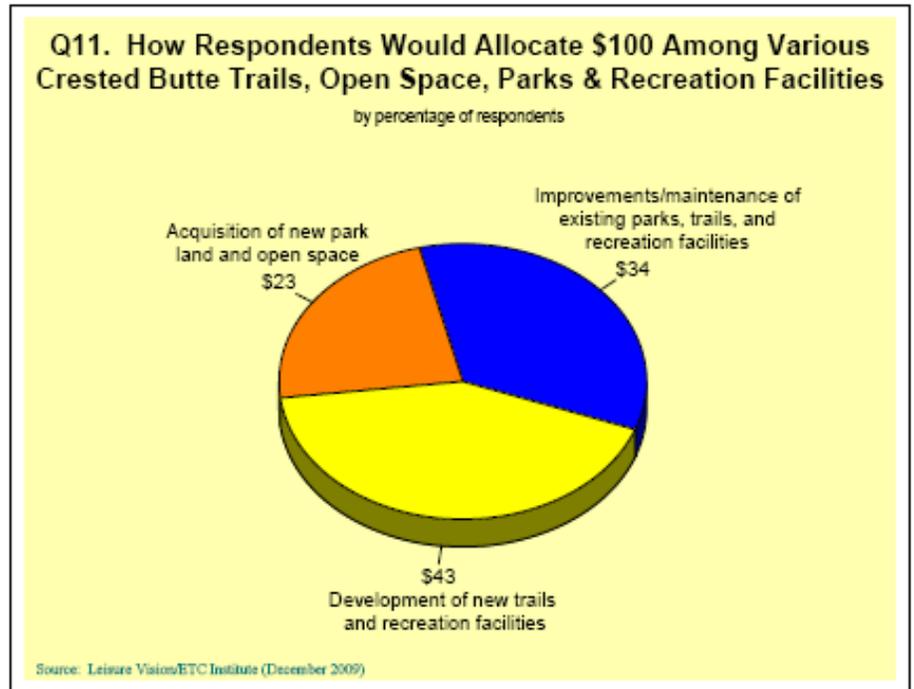


Source: Leisure Vision/ETC Institute (December 2009)

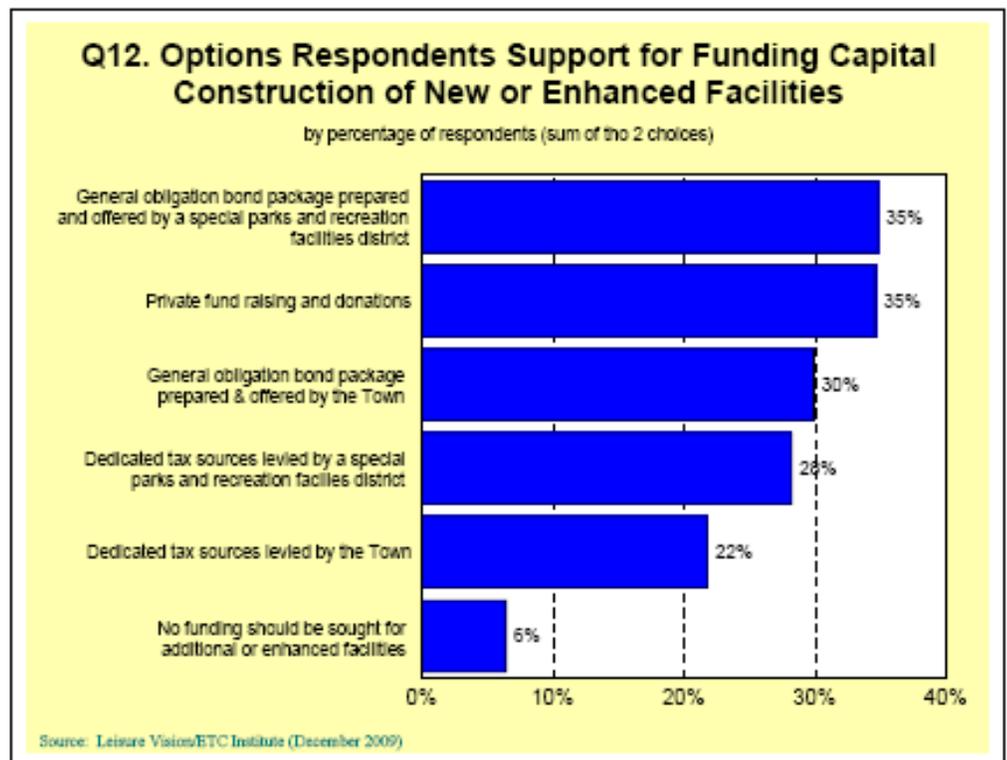


RESPONDENTS PREFER A REGIONAL APPROACH TO DEVELOPMENT

The results of the household survey indicate that residents in the Crested Butte Area prefer the development of new trails and recreation facilities to be a priority over improvements and maintenance of existing parks, trails, and recreation facilities. This is an unusual finding for the Consultant Team who generally observe park systems with facilities and infrastructure in dire need of repair to remain in working order, which is typically reflected in survey respondent preferences. The fact that Crested Butte parks and recreation facilities are in generally good to excellent condition overall creates an opportunity for residents to feel comfortable expressing a preference for appropriate new development. This finding also indicates the substantial nature of perceived unmet needs in the community. This finding is illustrated in the graph to the right.



When asked how required funding for capital construction for new or enhanced facilities should be obtained, respondents clearly preferred a regional approach to that which could be accomplished by the Town of Crested Butte acting alone. An interesting note is the additional preference for private fund raising and donations to support capital project costs. These results are detailed in the graph to the right.



Student Survey

In January 2010, Crested Butte Parks and Recreation Department staff worked with leadership of the Crested Butte Community School to facilitate a survey of student interests among grades 5-12 relevant to parks and recreation facilities and services. These surveys differed slightly based upon grades 5-8 and 9-12, with minor increased complexity among the survey instrument administered to older youth. A general breakdown of student responses is provided below. Detailed response data is provided in the separate survey report that includes the detailed data from the community household survey as well.

Students Surveyed	No. of students (<i>n</i>)
Grades 5 – 8	118
Grades 9 – 12	92
Total	210

STUDENT SURVEY – GRADES 5-8

Students in grades 5-8 that participated in the survey project reflected the following demographic characteristics.

AGE

Total	118	100.0%
9 years		0.0%
10 years	19	16.1%
11 years	34	28.8%
12 years	33	28.0%
13 years	22	18.6%
14 years	10	8.5%

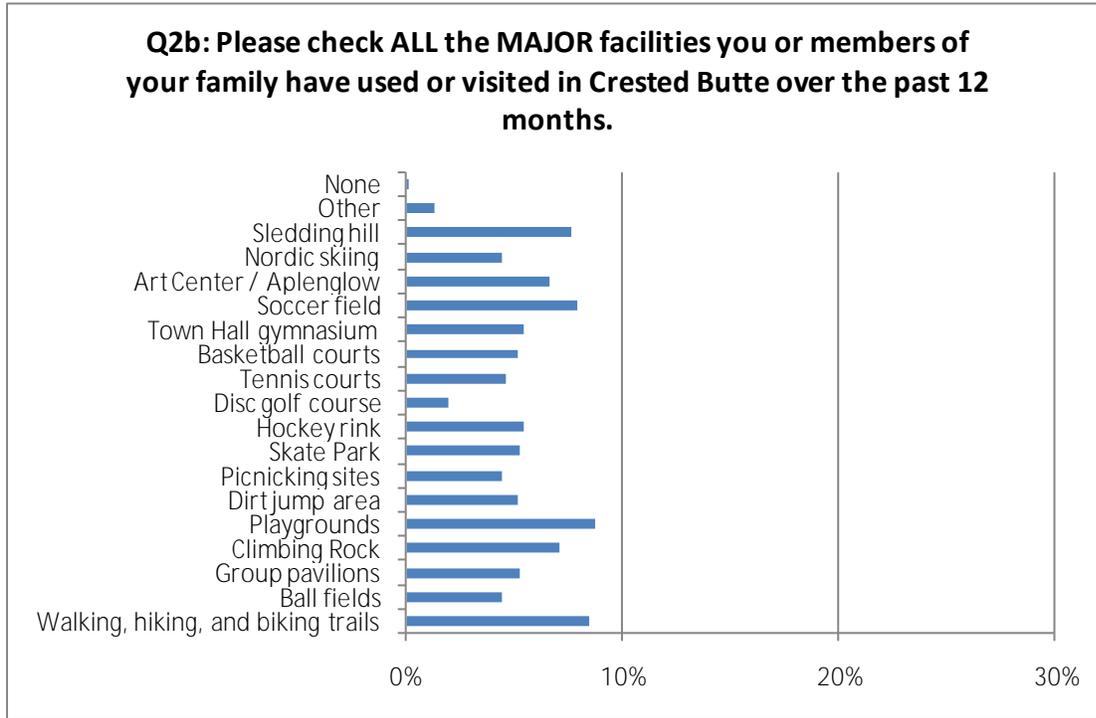
GRADE

Total	118	100.0%
5th	36	30.5%
6th	38	32.2%
7th	21	17.8%
8th	23	19.5%

GENDER

Total	118	100.0%
Male	61	51.7%
Female	57	48.3%

FACILITY USAGE



DEVELOPMENT PRIORITIES

The top three preferences for new development in Crested Butte park and recreation assets are highlighted in yellow in the table below. These results closely mirror those of the community household survey.

Total	604	100.0%
Trails	39	6.5%
Ball fields	18	3.0%
Pavilions / picnic shelters	28	4.6%
Climbing Rock	41	6.8%
Playgrounds	24	4.0%
Dirt jump area	37	6.1%
Skate Park	40	6.6%
Hockey rink	57	9.4%
Disc golf course	11	1.8%
Tennis courts	22	3.6%
Basketball courts	37	6.1%
Soccer field	42	7.0%
Nordic ski center	19	3.1%
Sledding hill	27	4.5%
Gymnasium	55	9.1%
Pool	107	17.7%

STUDENT SURVEYS – GRADES 9-12

Students in grades 9-12 that participated in the survey project reflected the following demographic characteristics.

AGE

Total	83	100.0%
14 years	12	14.5%
15 years	17	20.5%
16 years	27	32.5%
17 years	21	25.3%
18 years	6	7.2%

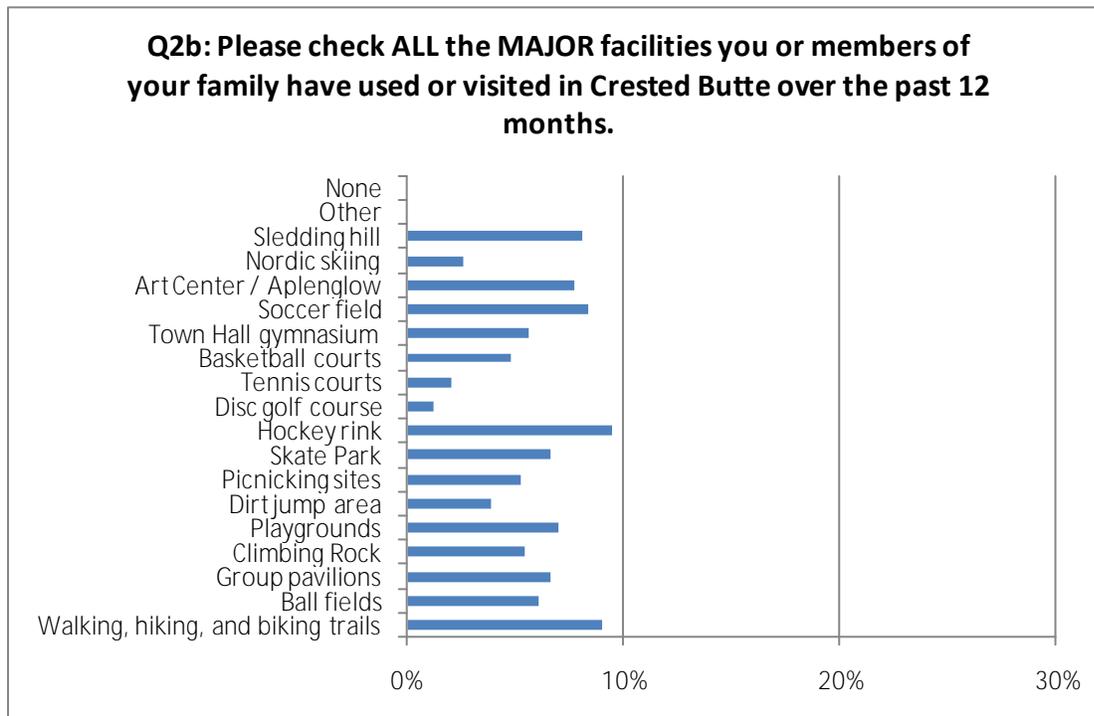
GRADE

Total	92	100.0%
9 th	25	27.2%
10 th	22	23.9%
11 th	26	28.3%
12 th	19	20.7%

GENDER

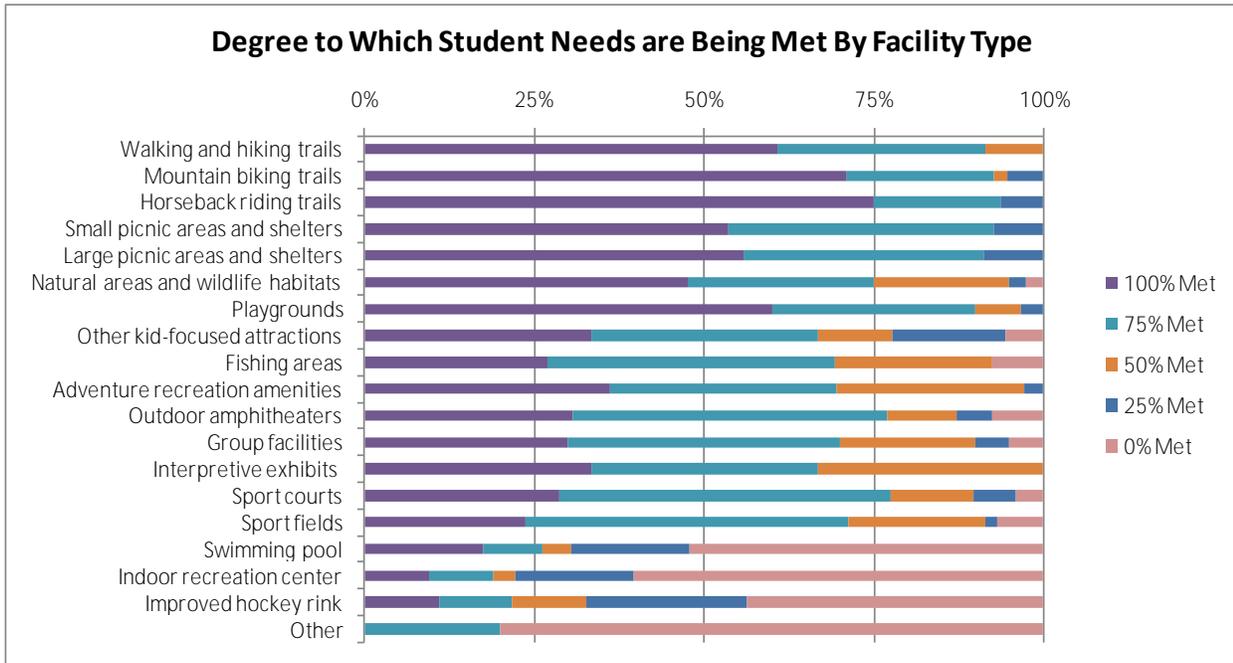
Total	80	100.0%
Male	35	43.8%
Female	45	56.3%

FACILITY USAGE



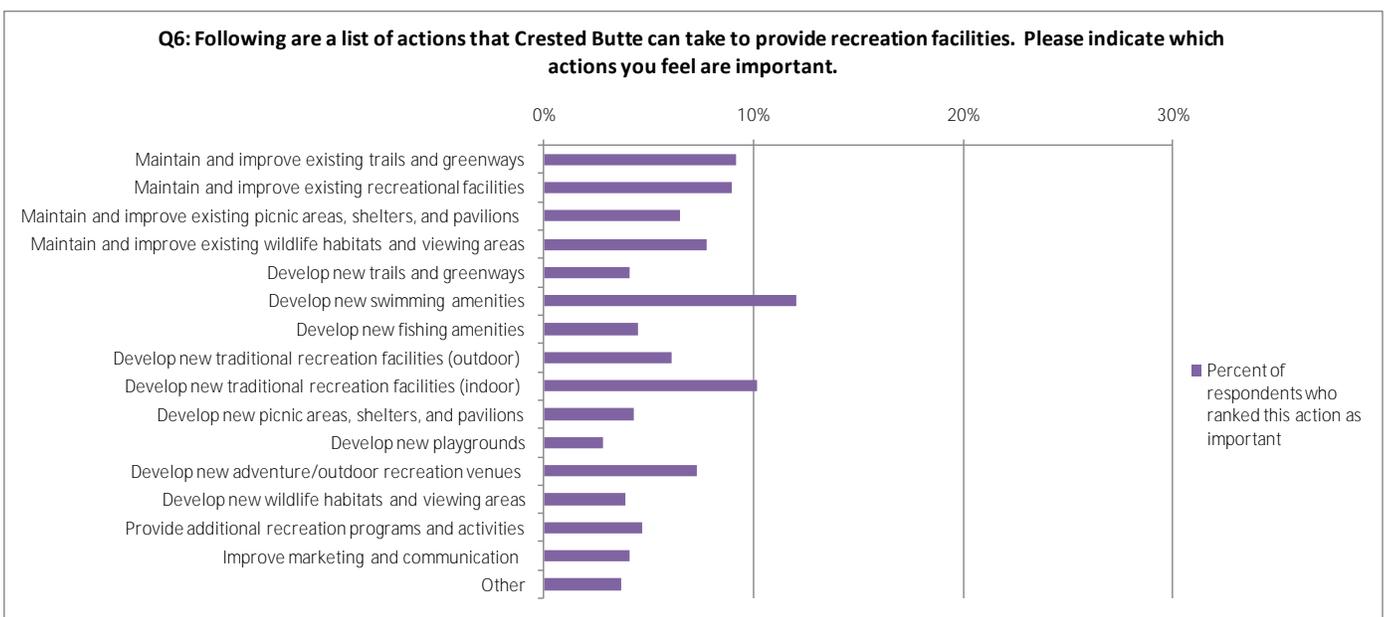
DEGREE TO WHICH NEEDS ARE BEING MET

Similar to the community household survey, students in grades 9-12 indicated the greatest areas of unmet needs in the area of an improved hockey rink, indoor recreation space, and swimming facilities.



DEVELOPMENT PRIORITIES

The top preferences for new development in Crested Butte park and recreation assets are highlighted in the table below. These results closely mirror those of the community household survey.





Regional Impact Analysis

This *Regional Impact Analysis* was performed to substantiate the degree to which nearby residents that live outside the Town of Crested Butte impact the Town's park and recreation facilities and programs. The results of this analysis are intended to provide a more clear definition of how the needs of regional residents can be addressed in context with those of Town residents. These results were developed through a series of methods including:

- Review of program participation
- Observation of facilities, programs and special events
- Results from the household survey

Service Area Distinction

The first step to conducting a relevant needs analysis encompassing a region that includes both the Town of Crested Butte and residents within the Upper East River Valley (which typically is within a 15-minute drive of Town center) is to establish a clear distinction of the service area for the Department. This is the area in which members of the community are served by the facilities and services of Crested Butte Parks and Recreation, with a distinction between primary and secondary service areas.

The primary service area encompasses the Town of Crested Butte – **residents that live within the Town's** boundaries. The secondary service area includes residents that live outside of the Town limits, but within the Upper East River Valley. These residents are often contributing to the funding of public services in Crested Butte through sales taxes paid on goods and services within the Town, many own or work in businesses in town, and these residents also tend to be a more populous group of users of the Department's facilities and programs. Residents beyond 15 minutes are considered outside the primary and secondary service areas of the Department, even though on occasion they may utilize Crested Butte parks and recreation amenities.

PRIMARY SERVICE AREA DESCRIPTION

The primary service area of the parks and recreation department of the Town of Crested Butte are residents within the town boundaries. This includes an estimated 1,671 residents in 2009, including an estimated 761 households. The vast majority of residents are between the ages of 20 and 54 years, with the largest age segment being residents aged 25 – 34. The median age is 31.5 years, and the per capita income for the Town was \$26,789.

The area of the Town of Crested Butte is approximately 0.8 square miles, a relatively small area of densely organized residential and commercial properties that support a town whose population grows substantially beyond the number of residents from the influx of visitors at any given time during the peak tourism seasons. It is estimated between 75,000 to 150,000 out of area visitors come to Crested Butte and the surrounding region each year, some for extended and seasonal stay.

SECONDARY SERVICE AREA DESCRIPTION

The secondary service area of the Town of Crested Butte Parks and Recreation Department are residents that live outside the town limits, but within a 15-minute drive of town. This area is estimated to include approximately 2,300 residents, with an estimated 739 households. The specific demographics of this region as differentiated from the area within the Town limits is currently unavailable, but are assumed to closely resemble that of Crested Butte and Gunnison County. The only market profile characteristic that may be unique in this region is a higher average household size given that many of the houses are larger, single family homes.

This secondary service area includes all residents within 15-minute drive of Crested Butte, with the majority of these residents being concentrated in the Town of Mt. Crested Butte and the Crested Butte South residential community.

Program Participation

It is difficult to ascertain with the data available at the time of this analysis an exact proportion of participants in Crested Butte recreation programs that live outside the town limits, but within a 15-minute drive. Based upon interviews with focus groups, key leaders, public meeting comments, and program participation numbers, it is estimated that participation in recreation programs organized and facilitated by the Town of Crested Butte from residents in the secondary service area consistently fluctuates between 30-50% of total program participation. This proportion is dynamic, influenced by numerous social and economic factors, and can show higher or lower participation trends varied by type of program.

An example of a program that is popular among both residents of the primary and secondary service areas is youth hockey. The table below details a breakdown of hockey participants based upon whether they are residents of Crested Butte or residents of the Upper East River Valley and live outside the Town. In this case, the majority of participants are from the secondary service area.

Crested Butte Junior Hockey League 2008-2009 Season					
Team	Ages	Numbers	In Town	Out of Town	Unknown
Mini-Mites	5-6 yrs	21	11	9	1
Mites	7-8 yrs	31	13	18	
Squirts	9-10 yrs	23	7	15	1
Peewee	11-12 yrs	14	4	9	1
Bantam	13-14 yrs	16	2	14	
Midgets	15-18 yrs	14	3	9	2
Girls	7-14 yrs	27	4	23	
Total		146	44	97	5
% of total			30%	66%	3%

Facility, Program and Special Event Observations

The Consultant Team observed facilities and programs managed by the Department, and special events organized by the Arts Center but conducted on Town parklands to notice factors that indicate participation by residents from either the primary or secondary service areas. These observations are highly subjective, but founded in standard assumptions that can help to identify the predominant users of the Town's park and recreation amenities.

FACILITY OBSERVATIONS

The inventory of park amenities and assets at each of the Town’s parks indicated that the following sites are more heavily used by residents of the primary service area:

1. Henderson Park
2. Three Ladies Park
3. Totem Pole Park
4. Eighth Street Greenbelt

These observations were deduced by the majority of access to these areas appearing to be users on foot or bicycles, albeit most of these sites do feature limited parking nearby. Also, the size and types of amenities within these sites do not feature appeal as a regional asset, but are more appropriate as neighborhood or pocket parks.

The following sites appear to be more heavily used by a blend from both the primary and secondary service areas:

1. Big Mine Park
2. Gothic Field
3. Rainbow Park
4. Tommy Villanueva Field
5. Town Park
6. Indoor Recreation Spaces (Town Hall Gymnasium, Fitness Room, and Community Room)
7. Dirt Jump Area[∇]

These observations were deduced by the majority of these sites including amenities that hosted organized programs, leagues, and special events that draw participants from both the primary and secondary service areas. These parks and sites feature group facilities, playgrounds, and support amenities that enable residents from within a 15-minute drive to have a supported and optimal experience, as well as fairly easy access. Finally, these parks and sites include many specialized amenities that cater to unique interests such as Nordic skiing, the Skateboard Park, and classroom spaces.

PROGRAM AND SPECIAL EVENT OBSERVATIONS

The limited number of programs and special events were observed by the Consultant Team during the course of performing assessments in this project. The following key observations were made:

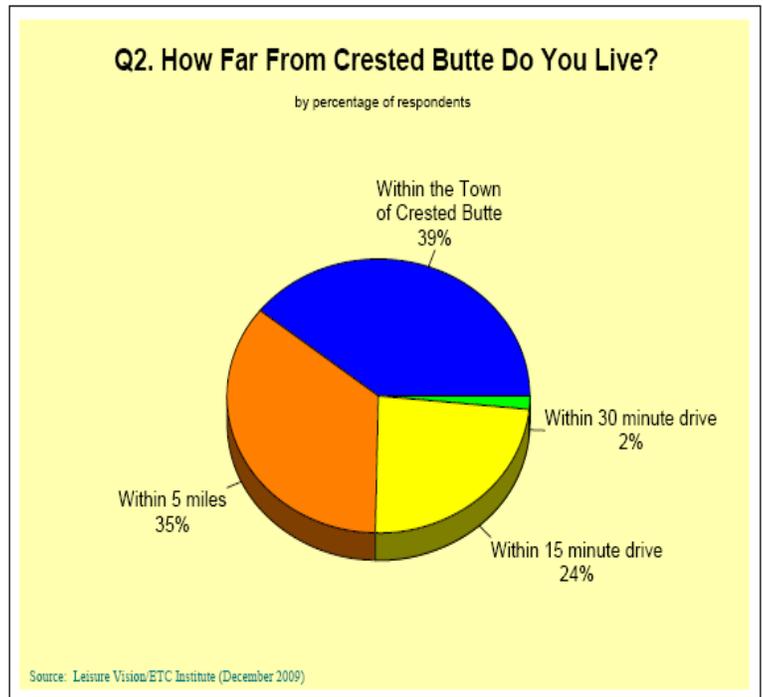
- League sports programs frequently involve numerous participants from both the primary and secondary service areas.
- Large special events held on parklands, particularly those organized by the Center for the Arts and recreation events such as tournaments and competitions are widely popular among residents of both the primary and secondary service areas.
- Indoor recreation programs such as martial arts, dance, and gymnastics feature varied participation levels from residents in both the primary and secondary service areas, but typically are specialized and appeal to residents within a 15-minute drive.

[∇] This area is not officially a Town of Crested Butte park, but perceived as such by many of the users and residents.

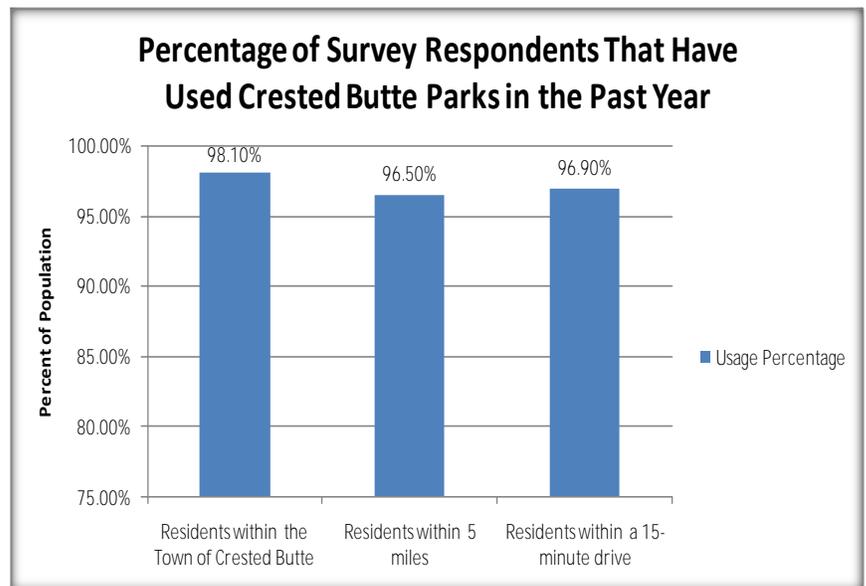
Survey Results

The household survey conducted in this project was a randomly selected sample of 408 respondents within the primary and secondary service areas. Survey results were cross-tabulated to identify where respondents lived in order to distinguish any variance in needs and preferences. The following results have been summarized from the household survey cross-tabulation analysis.

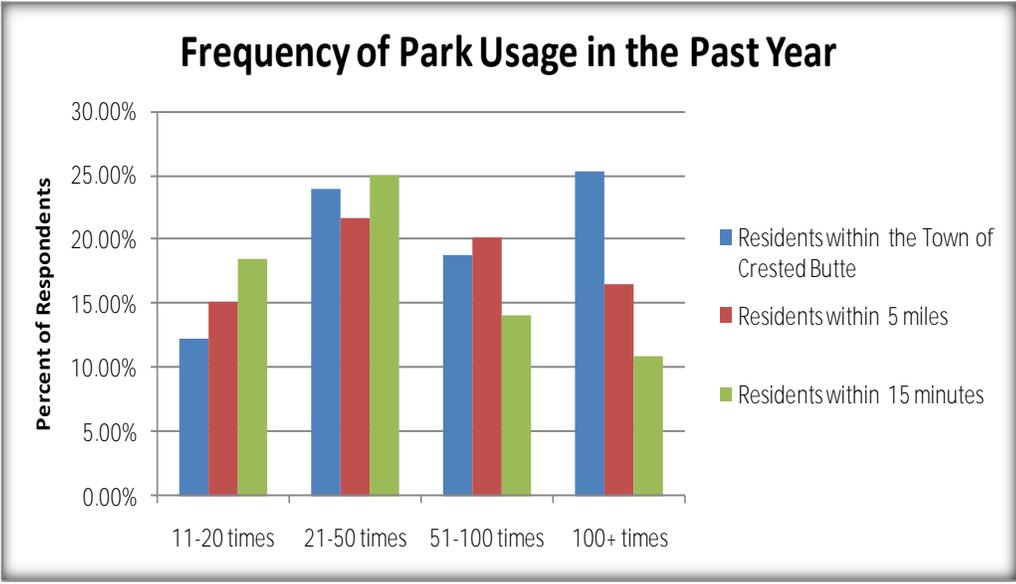
- Thirty-nine percent (39%) of survey respondents live within the Town of Crested Butte (primary service area), and 61% live within the secondary service area. The actual estimated proportion of residents in the Town of Crested Butte to the total population of the study area is 41%. Therefore, the distribution of respondents closely resembles the population distribution within the study area.



- Park visitation by residents of both the primary and secondary service areas is exceptionally high, with nearly 97% of respondents reporting they have used Crested Butte parks within the past year.



- Frequency of park usage by residents of both the primary and secondary service areas is also exceptionally high, with the highest number of respondents that live within the Town of Crested Butte indicated they visited town parks over 100 times in the past years. The highest number of respondents from the secondary service area reported they visited Crested Butte parks between 21 and 50 times in the past year.



- A table detailing each type of recreation facility in Crested Butte and the percentage of respondents that reported their usage of these facilities in the past year is provided below and on the following page. The top five facilities for each category of respondent are highlighted in yellow, and facilities ranking numbers six through 10 for each category are highlighted in orange.

Percentage of Respondents that Report Usage of Facilities in the Past Year			
Facility	Residents within the Town of Crested Butte	Residents within 5 miles	Residents within 15 minutes
Walking / hiking / biking trails	95.5%	88.5%	86.0%
Ball fields	50.3%	46.0%	37.6%
Group pavilions	58.0%	58.3%	61.3%
Climbing rock	27.4%	20.9%	23.7%
Playgrounds	47.1%	39.6%	52.7%
Dirt jump area	24.8%	17.3%	16.1%
Picnicking areas	42.0%	38.8%	34.4%

Percentage of Respondents that Report Usage of Facilities in the Past Year (cont'd)			
Facility	Residents within the Town of Crested Butte	Residents within 5 miles	Residents within 15 minutes
Skateboard park	26.8%	15.1%	24.7%
Hockey rink	28.0%	28.8%	41.9%
Disc golf course	18.5%	7.2%	5.4%
Tennis courts	31.8%	28.8%	19.4%
Basketball courts	11.5%	12.2%	7.5%
Town Hall gymnasium	38.2%	42.4%	49.5%
Soccer field	34.4%	33.8%	43.0%
Art Center / Alpenglow	80.3%	77.7%	83.9%
Nordic skiing	70.1%	55.4%	59.1%
Sledding hill	30.6%	33.8%	39.8%

- Respondents were asked to rank their top choice for what type of park or recreation facilities they feel is most important to be developed in Crested Butte. A table detailing how respondents answered based upon where they live is provided on the following page. The interesting findings in these results are that:
 - Considerably more respondents from within 15 minutes of town preferred a swimming pool as their top choice for new recreation development than did residents within the town or within 5 miles of town.
 - Considerably more respondents from within the town preferred an indoor recreation center as their top choice for new recreation development than did residents within 5 miles or 15 minutes of town.
 - Considerably more respondents from within 15 minutes of town preferred an improved hockey rink as their top choice for new recreation development than did residents within the town or within 5 miles of town.

In the table on the following page, the top five facilities for each category of respondent are highlighted in yellow.



Percentage of Respondents that Rank This Facility as their Top Choice for Development			
Facility	Residents within the Town of Crested Butte	Residents within 5 miles	Residents within 15 minutes
Walking / hiking trails	10.0%	9.0%	7.2%
Mountain biking trails	3.1%	1.4%	2.1%
Horseback riding trails	0.6%	1.4%	0.0%
Small picnic areas and shelters	0.6%	0.7%	0.0%
Natural areas / wildlife habitat	0.0%	1.4%	3.1%
Playgrounds	0.0%	0.7%	0.0%
Other kid-focused attractions	0.0%	2.8%	0.0%
Fishing areas	0.0%	0.7%	0.0%
Adventure recreation amenities	1.3%	0.0%	1.0%
Outdoor amphitheaters	3.8%	3.5%	1.0%
Group facilities	1.3%	1.4%	0.0%
Interpretive exhibits	0.0%	1.4%	0.0%
Sport courts	0.6%	1.4%	1.0%
Sport fields	0.6%	2.1%	0.0%
Swimming pool	29.4%	28.5%	41.2%
Indoor recreation center	22.5%	16.7%	13.4%
Improved hockey rink	13.1%	16.7%	21.6%
None chosen	5.0%	6.3%	4.1%

- Respondents were asked a series of questions regarding their preferences for either “increasing funding”, “maintain the same funding”, “decrease funding”, or “not sure” for a number of proposed priorities in the parks and recreation system. Similar to the respondent development preferences, the interesting findings in these results are that:
 - Considerably more respondents from within 15 minutes of town preferred new swimming amenities as their top choice for supporting increased funding initiatives than did residents within the town or within 5 miles of town.
 - Considerably more respondents from within the town preferred an indoor recreation center as their top choice for supporting increased funding initiatives than did residents within 5 miles or 15 minutes of town.

A table detailing how respondents answered based upon where they live is provided below. The top three choices for each category of respondent are highlighted in yellow.

Percentage of Respondents that Rank This Initiative as one of their Top Four Choices for Increasing Funding			
Initiative	Residents within the Town of Crested Butte	Residents within 5 miles	Residents within 15 minutes
Maintain existing trails and greenways	23.8%	15.3%	21.6%
Maintain existing recreation facilities	19.4%	19.4%	24.7%
Maintain existing picnic areas, shelters, and pavilions	3.1%	5.6%	4.1%
Maintain existing wildlife habitats and viewing areas	3.1%	5.6%	4.1%
Develop new trails and greenways	34.4%	22.9%	24.7%
Develop new swimming amenities	61.3%	58.3%	69.1%
Develop new fishing amenities	9.4%	7.6%	9.3%
Develop new OUTDOOR recreation facilities	15.6%	15.3%	16.5%
Develop new INDOOR recreation facilities	49.4%	50.0%	56.7%
Develop new picnic areas, shelters, and pavilions	2.5%	4.9%	5.2%
Develop new playgrounds	5.0%	7.6%	5.2%
Develop new adventure / outdoor rec venues	18.8%	16.7%	10.3%
Develop new wildlife habitats and viewing areas	8.8%	6.3%	8.2%
Additional rec activities and programs	10.0%	12.5%	6.2%
Marketing and communication	8.8%	6.3%	8.2%
None chosen	10.0%	12.5%	6.2%



- The survey included a question that asked respondents if additional funding for capital construction of new or enhanced facilities were required, from a list of choices what were their preferences on how these costs would be supported. These results indicated that residents of both the primary and secondary service areas are acceptant of new and additional public finance options to support park and recreation needs. These results also indicated that a regional approach to funding support was preferred.

A table detailing the preferences of respondents on funding mechanisms to support future capital costs is provided below. The top three choices in each category of respondent are highlighted in yellow.

Percentage of Respondents that Rank This as a Preferred Funding Mechanism			
Funding Approach	Residents within the Town of Crested Butte	Residents within 5 miles	Residents within 15 minutes
Bond package by Crested Butte	34.4%	32.6%	20.6%
Bond package by a special parks and recreation district	33.1%	35.4%	36.1%
Tax sources levied by Crested Butte	21.3%	22.9%	18.6%
Taxes levied by a special parks and recreation district	26.3%	27.8%	30.9%
Private fund raising and donations	39.4%	32.6%	30.9%
No additional funding	5.0%	6.9%	8.2%
No response	13.8%	11.8%	15.5%

Conclusion

A timely and appropriate example regional opportunity is to utilize the 17 acres of land owned by Crested Butte, Mt. Crested Butte, Gunnison County, CBMR and the City of Gunnison located on Brush Creek Road at the intersection with SH 135. Regional discussions on the desired usage of this land are divided between interests for affordable housing and the Gunnison Valley Rural Transportation Authority (RTA). The RTA would like to have a park-n-ride parking lot on this site. Affordable housing proponents would like to have affordable housing on this site. Because it is centrally located in the valley, it may also be appropriate for a recreation facility.

The summary results of the regional analysis are:

- Town of Crested Butte parks and recreation facilities and programs are heavily used by residents outside the town limits, with an estimated 30%-50% of total impact of the system being derived from usage by residents within a 15-minute drive of town.
- New swimming facilities, an indoor recreation center, and improved hockey rink appear to be the top three unmet needs for residents in the region.
- Residents within the region are supportive of a regional approach to raise capital funding to support regional park and recreation needs.



Strategic Implementation Guidelines

This *Parks and Recreation Regional Master Plan* completed for the Town of Crested Butte strives to establish a clear vision and course of action for the Department to follow in the next 10 years. As noted in earlier sections of this report, there were multiple layers of assessments and various needs analyses performed over the period of seven months (August 2009 – February 2010) that involved substantial public input and participation. This process supported the Town, its elected leadership and staff, and the Consultant Team in developing realistic, yet ambitious and actionable recommendations for the Department to manage forward in the next decade.

The final three sections of this master plan contain the recommended strategies and tactics for the continued success and advancement of the Crested Butte Parks and Recreation Department. These recommendations are aligned with the guidelines established herein, ensuring the relevance and justification of each. Following these *Strategic Implementation Guidelines*, there are three major sections of this report aligned with:

- 1. Funding and Revenue Strategies**
- 2. Capital Development Plan**
- 3. Implementation and Action Plan**

These reports feature numerous recommended tactics and strategies for the Town and Department to maintain a high quality system of parks and recreation sites and services, as well as to evolve with the community in meeting relevant public need.

Two Strategic Directions – Town Focus and Regional Approach

Early in this project it became evident that the Town is at a crossroads and this master plan will need to address two strategic directions – pursuing a “town only” focus, and/or pursuing a “regional” focus that encompasses the Upper East River Valley. While there are certainly differences of priorities and opportunities within each of these approaches, the Consultant Team does not see these two directions as mutually exclusive. In other words, it is recommended that the Town pursue both strategic directions cooperatively in the next 10 years, to the best of their ability. Throughout this section of the regional master plan recommendations will be distinguished as supporting either or both of these strategic directions.

TOWN OF CRESTED BUTTE FOCUS

The primary intent and focus of this strategic implementation plan is directed at addressing the needs and priorities of residents of the Town of Crested Butte. This project is managed, contracted, and funded by the Town, thereby establishing this primary objective. There are identified actions that can sustain, and potentially improve the sites, facilities and programs that serve the residents of Crested Butte that will be distinguished in this report. There is also a limited financial capacity of the Town that inhibits the pursuit of larger initiatives such as the development and operation of large facilities that may be more appropriate as regional assets.

REGIONAL APPROACH

The secondary objective of this strategic implementation plan is to clearly define the regional needs and priorities that have the greatest potential of being achieved in the next 10 years, as well as the recommended strategies that support these actions. While this is not an endeavor the Town of Crested Butte can succeed alone in, it is recommended that the greatest probability of success is in the premise that the Town takes a leadership role in coordinating and supporting participation of the appropriate regional entities and organizations in a collaborative strategy. The needs analysis performed in this project found that the greatest unmet needs indicated by residents of both the Town of Crested Butte and the Upper East River Valley go beyond the financial capacity of the Town if working alone and will require regional cooperation.

Objectives of Master Plan Recommendations

The recommendations that follow in this strategic implementation plan are designed to achieve the following objectives in the next 10 years.

1. Improve the balance and diversity of parks, facilities, and recreational programs available to residents of the Town of Crested Butte and of the Upper East River Valley.
2. Maintain and enhance the current quality and level of service of public park and recreation opportunities available to the residents of the Town of Crested Butte and the Upper East River Valley.
3. Support the economic vitality, rural character, and quality of life of Crested Butte and surrounding communities.
4. Establish appropriate funding and revenue opportunities that support facilities and programs that meet the needs of residents of the Town of Crested Butte, and residents of the Upper East River Valley.
5. Support community consensus on prudent actions taken by the Town of Crested Butte in maintaining and enhancing a high quality parks and recreation system.

Organizational Recommendations

The organizational recommendations of this master plan are comprised of strategies and tactics that support the programs, services, and functionality of the Department. These recommended strategies have been assembled in both areas of strategic focus – those most appropriate for the Town of Crested Butte, and those applicable to a regional approach.

A matrix of the eight primary organizational recommendations is provided on the following page, and details their relevance to each strategic direction. As seen in this table, all of the recommended strategies have relevance and are applicable to achieving both Town and regional priorities, and maintaining the role of the Department as a regional asset. For example, improving the seasonal balance of program offerings is a strategy that has specific implications and benefits for residents of the Town, while also improving the level of service available to regional residents.

Most of these recommendations can be pursued and obtained with the existing facilities and assets of the System. A few of the recommended organizational strategies, however, would be best implemented in the regional approach with the development of additional facilities that will require regional funding support. Finally, the two recommended strategies for the Town to pursue a leadership role in





developing and maintaining a regional approach serve the residents of the Town in the likelihood of new facilities that will provide additional recreational opportunities in the community.

Specific descriptions and details of each recommendation are provided in the *Implementation and Action Plan* section of this report.

Recommended Organizational Strategies	Town Focus	Regional Approach
Improve seasonal balance of program offerings	X	X
Improve balance of traditional and non-traditional sports and activities as the primary focus of programs	X	X
Maintain existing programs and services that are popular among residents	X	X
Develop and trial new programs that will expand the age appeal of parks and recreation services	X	X
Develop and trial new programs that will diversify the offerings of the Department	X	X
Develop and trial new programs that will engage whole families in recreational experiences	X	X
Take the lead in materializing a regional facilities district or an appropriate organization that can that support the development / enhancement of regional assets	X	X
Maintain a strong role in the implementation of a regional approach to support the operating costs of appropriate regional assets	X	X
Work to develop a local non-profit organization independent from the Town of Crested Butte, but dedicated as a support organization to leverage funding and support for System priorities and needs	X	X
Develop and maintain pricing, fee, and funding structures to address total costs of services and cost recovery goals specific to each program area and facility, as well as facility needs to maintain high quality assets	X	X
Maintain community access to recreation programs and facilities by keeping reasonable and diverse opportunities for free programs and facility use, including a scholarship fund to support costs of service for under-served populations	X	X

Facility / Asset Recommendations

The facility and asset recommendations of this master plan were developed from the “triangulated” findings of the comprehensive assessments and needs analysis conducted in this project. As with the organizational recommendations, there is considerable overlap in relevance between a Town focus and a regional approach with many of the strategies. There are a few examples of recommended strategies, however, that are only suggested in a regional approach.

The facility and asset recommendations are detailed in the matrix below. Specific descriptions and details of each recommendation are provided in the *Implementation and Action Plan* section of this report.

Recommended Facility / Asset Strategies	Town Focus	Regional Approach
Design and develop an indoor recreation center		X
Design and develop multi-seasonal swimming facilities		X
Improve existing hockey facilities	X	X
Develop an “official” dirt-jump / BMX area	X	X
Develop a perimeter trail around the Town of Crested Butte	X	
Develop additional trail connections and trailheads	X	X
Develop a campground on existing Town property	X	X
Acquire additional open space	X	X
Develop additional park amenities in current facilities	X	X
Complete master plans for Big Mine Park and Town Park, including accommodating Center for the Arts expansion at Town Park	X	X
Continue to maintain existing facilities and amenities reflective of high quality industry and community standards	X	
Complete a master plan for a “Sports Campus” at the Crested Butte Community School site, to incorporate existing and potential future facilities	X	X

Funding and Revenues Strategies

The pursuit of the capital repair, replacement, and new development projects outlined within this *Parks and Recreation Regional Master Plan* may require additional funding available for the Town and specifically the Department. It is understood that there will be little opportunity to expand funding available to the Department from the **Town's** General Fund for enhanced operations and facility maintenance, as this account of public funds currently operates at full capacity and runs the risk of being over extended with additional demands. The success of the Department to achieve the priorities and needs detailed herein will therefore likely depend upon enhanced and alternative forms of funding support.

This *Funding and Revenue Strategies* section of the master plan report identifies options and recommendations for both capital project finance and operational funding. This is not intended to be an exhaustive review of alternatives, but provides tangible and proven funding and finance methods applicable to the unique circumstances of Crested Butte and reflective of national best practices. These recommendations are organized into various areas of focus, as well as by strategic direction (i.e. Town focus and regional approach).

Capital Funding Support

There are three predominant areas that will require additional capital funding support based upon the recommendations herein:

1. Capital repair and replacement of existing facilities and infrastructure, including upgrades that expand capacity and/or revenue generation opportunities of the Crested Butte Parks and Recreation Department.
2. New acquisition and/or capital development projects including the development of additional parks as the community grows, or a regional approach to facility development and operation.
3. Expanded operational requirements necessary to support the additional facility and program needs of the community as per the recommendations of this report.

TOWN FOCUS

The Consultant Team acknowledges there are limited funding options available to the Town per restrictions placed on public jurisdictions in Colorado regarding the use of public monies. It is anticipated there can potentially be significant demand for capital funding to support the Town and regional needs in the next 10 years. The table on the following page details the anticipated potential capital funding needs based upon the strategic area of focus as defined in the *Strategic Implementation Guidelines*.

Recommended Capital Projects – Town Focus Strategic Direction	Potential Capital Funding Need[▽]
Improve existing hockey facilities	\$850,000 - \$1,500,000
Develop “official” dirt-jump / BMX area	\$10,000 - \$50,000
Develop a perimeter trail around the Town of Crested Butte	\$500,000 - \$1,200,000
Develop additional trail connections and trailheads	\$25,000 - \$150,000
Develop a campground on existing Town property	\$75,000 - \$500,000
Acquire additional open space	TBD
Develop additional park amenities in current facilities	\$50,000 - \$250,000
Complete master plans for Big Mine Park and Town Park, including accommodating Center for the Arts expansion at Town Park	\$75,000 - \$150,000
Continue to maintain existing facilities and amenities reflective of high quality industry and community standards	\$150,000 - \$500,000
Complete a master plan for a “Sports Campus” at the Crested Butte Community School site, to incorporate existing and potential future	\$25,000 - \$50,000
TOTAL Potential Capital Need – Town Focus[▽]	\$1,760,000 - \$4,350,000

The potential capital funding needs of the Town-focused strategies and recommendations detailed above range from \$1,760,000 to \$4,350,000 over the next 10 years. This is based upon industry experience, current trends, and reliable assumptions researched by the Consultant Team. The potential capital funding options detailed in this report reflect the greatest likelihood of success in supporting the funding needs of the Town of Crested Butte.

[▽] These potential capital funding needs vary based upon unique development, design criteria, and quality and diversity of amenities within each of the suggested capital projects. These ranges are also provided because there is significant cost elasticity in many of these types of projects, and because the limited resources of this master plan project inhibited further detailed scoping completed around any of these specific recommendations.



DEDICATED SALES TAX INITIATIVE

One potential source of capital funding to support select parks and recreation projects in the Town of Crested Butte is a dedicated sales tax initiative. This policy and program could be directed at funding capital projects that involve the development of new or enhancement of existing park and recreation facilities within the Town, not including capital repair or replacement projects. A nominal sales tax increase dedicated to these purposes could be levied by the Town based upon specific projects until a targeted total amount of funds are raised. These types of funding programs have worked exceptionally well in many communities throughout the United States. Suggested projects that would fit the potential eligibility criteria of this funding program could include, but not be limited to:

1. Improvement to hockey facilities at Big Mine Park
2. Development of a dirt-jump / BMX area
3. Development of a perimeter trail around the Town of Crested Butte
4. Completion of the Rec Path, and connection established with the 8th Street Greenway
5. Development of a campground on existing Town property

GENERAL OBLIGATION BOND PACKAGE

The Consultant Team recommends another capital funding program in that the Town of Crested Butte assembles a general obligation bond package for voter approval to address specific projects. It is proposed this package be assembled utilizing sales tax to service the debt. Based upon the limited bonding capacity of the Town at roughly \$2,000,000, only projects that have the potential of either producing direct revenues to support operating costs and/or those with broad appeal and community impact are recommended for consideration to receive potential bond funding. These projects include:

1. Improvement to hockey facilities at Big Mine Park
2. Development of a perimeter trail around the Town of Crested Butte
3. Development of a campground on existing Town property

LOCAL PARTNER FUNDRAISING

The Consultant Team recommends that select projects require funding matches from local partners, organizations, and/or stakeholders to support development costs. New park initiatives could require as much as a 50% funding match from a local partner that is invested in the long-term operations and success of these facilities and assets. This could include public-private partnerships involving a private developer/operator for certain sites. The specific projects in which this is recommended to be considered for are detailed in the table below and on the following page.

Potential Capital Project	Potential Partner(s)	Potential Terms
Improve hockey facilities at Big Mine Park	East River Skating Association	Recruitment of private donations to off-set development costs, or to support furniture, fixtures, and equipment (FF&E). This group could also pursue resources to support an ongoing maintenance fund.

Develop dirt-jump / BMX area	Private donors	Private donations to support development costs can potentially be linked to naming or advertising rights at the facility.
Develop a perimeter trail	Private donations	Private donations can be accepted similar to a “brick paver” campaign to support development costs of the trail.
Develop a campground	Private investment	A potential developer / operator could be sought to support development costs and operational responsibilities as detailed in a ground lease.

GRANT FUNDING

The Consultant Team recommends that the Town of Crested Butte pursue grant funding from federal and state agencies, as well as private funding organizations to support park development as a sustainable initiative towards community and economic development, and rural initiatives. Based upon the recommended capital projects, known grant sources, and current economic conditions, the Town of Crested Butte could potentially obtain between \$250,000 and \$1,000,000 in grant funding from various sources to support park and trail development. The success of these efforts, however, will fully depend on the ability of elected and staff leadership to establish and maintain productive dialogue with elected officials at the state and federal level regarding the importance of park development as a form of community development in Crested Butte. Potential recommended capital projects that may be suitable for grant funding include, but are not limited to:

- Improvement of hockey facilities
- Development of a dirt-jump / BMX area
- Development of a perimeter trail around the Town of Crested Butte
- Development of additional trailheads and connections
- Development of a campground on existing Town property
- Acquisition of open space
- Development of additional amenities in existing parks
- Master plans for Big Mine Park and Town Park

Potential federal and state grants that may apply to the recommended capital projects of this master plan are explained briefly below.

Economic Development Administration (EDA), U.S. Department of Commerce

EDA supports economic development initiatives in traditionally impoverished areas or areas that have suffered from substantial economic set-backs in recent times. EDA provides matching grants up to several million dollars for capital projects, including parks and recreation. Eligibility criteria for EDA funding include job creation, tax base growth, and strengthening of local economies from out-of-area visitor spending.



Community Development Block Grants (CDBG)

CDBG funds can be pursued as matching grant opportunities supporting capital projects that have a community development component. Typically, eligibility for CDBG funds is calculated solely on job creation, equating to \$10,000 for every job created as a result of the funded project and maintained for an established period of time.

USDA Rural Business Enterprise Grants (RBEG)

The RBEG program of USDA is a matching grant program supporting the development of rural business in local economies. These funds can be used for either capital or minor capital projects, including furniture, fixtures, and equipment. Generally, RBEG grants are between \$10,000 and \$150,000, but can go up to \$250,000 with exceptional circumstances. Eligibility for RBEG funding requires a complex relationship between the grant applicant and the end user of the funds; grant applicants cannot use the funds but must channel them to a rural business or enterprise. It is common that the applicant is a local government or other public entity, and the end user is a small for-profit or non-profit entity.

Great Outdoor Colorado Grants (GOCO)

In 1992, the Great Outdoor Colorado Trust Fund was established by the voters of Colorado to receive 50% of the annual lottery proceeds in order to fund projects that will preserve, protect, and enhance the **State's wildlife, parks, rivers, trails, and open spaces. The remaining 50% of State lottery proceeds is shared between the Conservation Trust Fund and Colorado State Parks.** GOCO grants are aligned within the following areas of focus:

- Open Space
- Local Government (park improvements)
- Planning
- Trails

All communities in Colorado have varying needs for these types of places and GOCO funds help make them possible. Cities, counties and park and recreation districts are eligible for GOCO grants to acquire, expand and improve local parks, outdoor recreation facilities and environmental education facilities. The Town of Crested Butte has previously had meaningful local projects supported by GOCO funding, including this regional master plan.

Gunnison County Metropolitan Recreation District (GC Met Rec District)

The Gunnison County Metropolitan Recreation District (“GC Met Rec District”) was established in 1978 for all of Gunnison County, and includes a sub-district that encompasses the Upper East River Valley. This special district awards capital grants to recreation projects in the County that qualify. Recent grant projects include the ice rink and recreation center in Gunnison. GC Met Rec District typically awards grants for projects **that meet the criteria of benefiting District residents’ quality of life and positively impacting arts, culture, recreation, parks, trails and historical preservation.** Grant awards have varied from \$1,000 to \$125,000 since 2001.

Trail Grants

The Colorado State Recreational Trails Grant Program funds projects for large recreational trail grants, small recreational trail grants, trail planning, and trail support grants. This program is a partnership among Colorado State Parks, Great Outdoors Colorado (GOCO), the Colorado Lottery, the federal Recreational Trails Program (RTP), and the Land and Water Conservation Fund (LWCF). The Colorado State Trails Committee is responsible for the review process for the trail grant applications and makes recommendations to the Colorado State Parks Board and GOCO Board regarding funding for grants. This process may change every year when grant categories and policies are updated.

Recreational Trails Program (RTP) funds are administered by the Federal Highway Administration from federal fuel tax. Each state receives an apportionment each year and provides grants for recreational trail projects. For FY2006 states shared in \$60 million, increasing to \$85 million by FY2009.

Colorado Department of Local Affairs

The Department of Local Affairs (DOLA) provides assistance and guidance to local governments to support funding and financial requirements of community projects. The Local Government Financial Assistance section manages a number of grant and loan programs within DOLA specifically designed to address public facility and service needs. Through coordination and outreach with the department's field offices, grant and loan resources are distributed on both a formula and discretionary basis depending upon applicable state statutory provisions, federal requirements and/or program guidelines. The section oversees application, contract and payment distribution processes, develops partnerships with federal funding agency providers and conducts training sessions for local government grantees in project administration activities.

CONCERTED COORDINATION WITH LOCAL, STATE AND FEDERAL LEADERSHIP

There are critical actions required to successfully position the Department as a community and economic development asset, and pursue public funding beyond Town resources. A concerted effort of all layers of public leadership in Crested Butte is necessary. Success will likely require the following:

1. Engage County and local leadership in advocating Departmental priorities and needs and community and economic development initiatives.
2. Leverage County and local leader relationships with State of Colorado elected officials and cabinet leadership to recognize and support the benefits of Crested Butte being closely tied to community and economic development opportunities.
3. Leverage County, local, and State leader relationships with the appropriate members of the U.S. House of Representatives and the U.S. Senate from Colorado to open a dialogue with federal funding sources.
4. Establish a working relationship with key contacts at federal funding sources by presenting clear projects, their anticipated benefits, and their funding requirements in alignment with the **Department's vision and mission, and the strategic priorities of the Town of Crested Butte.**
5. Maintain dialogue and communication with local liaisons of U.S. elected officials to keep their offices engaged in pressuring federal funding sources to prioritize Crested Butte projects for potential support.

These suggested actions have proven to be successful for local initiatives to receive substantial federal and state funding.



REGIONAL APPROACH

A regional approach as defined within the *Strategic Implementation Guidelines* section of this master plan is recommended to be pursued for purposes of developing large regional park and recreation facilities. These are recommendations that have been developed based upon findings from the needs analysis performed in this project, including the household survey conducted throughout the Upper East River Valley. These findings indicated relevant unmet needs of the community that could only be reasonably addressed through funding and finance means beyond that of the Town of Crested Butte.

Recommended Capital Projects – Regional Approach Strategic Direction	Potential Capital Funding Need[∇]
Develop multi-seasonal swimming facilities	\$5,000,000 - \$8,000,000
Develop an indoor recreation / multi-purpose center	\$2,500,000 - \$5,000,000
Develop new hockey facilities	\$3,500,000 - \$5,500,000
Develop additional trail connections and trailheads	TBD
Acquire additional open space	TBD
TOTAL Potential Capital Need – Regional Approach[∇]	\$11,000,000 - \$18,500,000

SPECIAL DISTRICT

Special districts have been extremely successful throughout the United States for local political jurisdictions to generate additional revenues from property taxes to support select public functions including parks. The PROS Team recommends that the Town of Crested Butte collaborate with other local governmental jurisdictions within the Upper East River Valley to establish a special district that can issue bonds and levy a mill tax for purposes of funding capital costs and ongoing operational and maintenance requirements of large, regional recreational facilities.

[∇] These potential capital funding needs vary based upon unique development, design criteria, and quality and diversity of amenities within each of the suggested capital projects. These ranges are also provided because there is significant cost elasticity in many of these types of projects, and because the limited resources of this master plan project inhibited further detailed scoping completed around any of these specific recommendations.

The Gunnison County Metropolitan Recreation District (“GC Met Rec District”) was established in 1978 for all of Gunnison County, and includes a sub-district that encompasses the Upper East River Valley. This sub-district, as a component of the GC Met Rec District, can be utilized as this special district for purposes of raising capital and operational funding for large regional facilities. Although members of the Board of Directors of the GC Met Rec District have indicated in February 2010 that they would be open to serving this purpose for the Crested Butte region, they are not interested in involving the district in the operational responsibilities of any facilities. The Town of Crested Butte, the Town of Mt. Crested Butte, and Crested Butte South Property Owner’s Association can coordinate the appropriate operational responsibilities through intergovernmental agreements in order to properly utilize tax revenues generated to support these purposes by the GC Met Rec District.

CERTIFICATES OF PARTICIPATION

Certificates of Participation (COPs) can be sold under Colorado and federal law to lease-purchasers as a form of financing large, public capital projects. The region could selectively utilize this strategy to finance new construction, renovation and improvement projects. The COPs are recommended to be sold with an “AAA” rating based on obtaining bond insurance for the issue, provided that such an approach will result in the lowest net borrowing costs. The true interest cost for the COPs should be critically evaluated. With the issuance of these bonds, the County debt ratios should not exceed what is allowable by Colorado State law. As permitted by IRS regulations, interest could be paid to the certificate holders during construction and for up to three years from the date of the financing, and be capitalized as part of the financing. This approach provides a funding mechanism for making interest payments on the COPs until the project become operational and begins earning revenues.

GENERAL OBLIGATION BOND PACKAGE

The Consultant Team recommends another capital funding program in that the special district assembles a general obligation bond package for voter approval to address specific projects. It is proposed this package be assembled utilizing mill tax to service the debt. Based upon the limited bonding capacity of the region, only projects that have the potential of either producing direct revenues to support operating costs and/or those with broad appeal and community impact are recommended for consideration to receive potential bond funding. These projects include:

1. Develop multi-seasonal swimming facilities
2. Develop an indoor recreation / multi-purpose center
3. Develop new hockey facilities

Projected calculations of what a potential bond package for the region would cost residential and commercial property owners are provided in **Appendix A** of this report.

LOCAL PARTNER FUNDRAISING

The Consultant Team recommends that select projects require funding matches from local partners, organizations, and/or stakeholders to support development costs. New park initiatives could require as much as a 50% funding match from a local partner that is invested in the long-term operations and success of these facilities and assets. This could include public-private partnerships involving a private developer/operator for certain sites. The specific projects in which this is recommended to be considered for are detailed in the tables on the following pages.





Potential Capital Project	Potential Partner(s)	Potential Terms
Develop multi-seasonal swimming facilities	Private developer / operators	In-kind contributions including, but not limited to land and financial donations; potential developer / operator could be sought to support development costs and operational responsibilities as detailed in a ground lease.
	New local foundation or non-profit organization	A new local foundation or non-profit organization with the core priority to leverage private support for public recreation facilities.
Develop an indoor recreation / multi-purpose center	Private developer / operators	In-kind contributions including, but not limited to land and financial donations; potential developer / operator could be sought to support development costs and operational responsibilities as detailed in a ground lease.
	New local foundation or non-profit organization	A new local foundation or non-profit organization with the core priority to leverage private support for public recreation facilities.
Develop new hockey facilities	Private developer / operators	In-kind contributions including, but not limited to land and financial donations; potential developer / operator could be sought to support development costs and operational responsibilities as detailed in a ground lease.
	New local foundation or non-profit organization	A new local foundation or non-profit organization with the core priority to leverage private support for public recreation facilities.

Potential Capital Project	Potential Partner(s)	Potential Terms
Develop additional trail connections and trailheads	Private donations	Private donations can be accepted similar to “brick paver” campaigns to support development costs
Acquire additional open space	Private donations	Private donations can be accepted as open space, or as financial support for the pursuit of open space

GRANT FUNDING

The Consultant Team recommends that the region of the Upper East River Valley pursue grant funding from federal and state agencies, as well as private funding organizations to support park development as a sustainable initiative towards community and economic development, and rural initiatives. Based upon the recommended capital projects, known grant sources, and current economic conditions, the region could potentially obtain between \$250,000 and \$2,000,000 in grant funding from various sources to support park and trail development. The success of these efforts, however, will fully depend on the ability of elected and staff leadership to establish and maintain productive dialogue with elected officials at the state and federal level regarding the importance of park development as a form of community development in Crested Butte. Potential recommended capital projects that may be suitable for grant funding include, but are not limited to:

- Develop multi-seasonal swimming facilities
- Develop an indoor recreation / multi-purpose center
- Develop new hockey facilities
- Develop additional trail connections and trailheads
- Acquire additional open space
- Enhance existing parks and amenities

Potential federal and state grants that may apply to the recommended capital projects of this master plan are identified briefly below. Details of these grant programs were provided previously in this report:

- Economic Development Administration (EDA), U.S. Department of Commerce
- Community Development Block Grants
- USDA Rural Business Enterprise Grants
- GOCO Grants
- GC Met Rec District Grants
- Trail Grants
- DOLA Grants and Assistance



Operations Funding Support

Recommendations for enhanced and additional operations funding support are addressed in the following four areas of focus:

1. Fees and earned revenues
2. Partnership proceeds
3. Community support initiatives
4. Dedicated tax support

FEES AND EARNED REVENUES

Currently the programs provided by the Department operate at an average of 130%+ cost recovery through fees and earned revenues. It is critical that the Department continue this tradition, and price programs according to direct and indirect costs associated with making these experiences possible. These revenues can include, but not be limited to:

- Program and service fees
- Facility rental and/or usage fees
- Memberships

Not only should pricing for these fees be based on recovery of associated costs, but with the level of exclusivity and access (the benefits) the user receives from the service or experience provided. Pricing and fee policies and practices are central to producing more resources for the Department. The following recommendations should be considered and monitored over the next 10 years:

1. Develop a cost of service assessment for each amenity and program to determine its level of tax funding and/or revenue contribution.
2. Develop a pricing policy based on core and non-core services and based on its public merit and private value and benefit(s) received.
3. Price services based on multiple criteria potentially including, but not limited to benefit(s) received; level of exclusivity; prime-time and non-prime time basis; peak, shoulder, or off-season time; market place; age segment; and/or length of use.

PARTNERSHIP PROCEEDS

As noted in the previous pages, there are some facility recommendations that could involve private operators. Among the Town focus recommendations; this is most likely possible with a campground developed on existing Town property. In this case, or in any other future project that involves a private operator under contract with the Town of Crested Butte, the operational agreements should designate an appropriate and regular financial return to the Town. This return should be based on standard partnership policies and criteria, area(s) of focus, and specifically aligned to the unique circumstances of each agreement.

Regional recommendations that have the potential for private operator support include the multi-seasonal swimming facilities, an indoor recreation / multi-purpose center, and new hockey facilities. Private operators could be considered to focus on either whole facility management, or just

management of components within a facility such as a snack bar, café, or other similar amenities. Regional facility partnerships should be managed with the same values and standards as those with the Town of Crested Butte.

COMMUNITY SUPPORT INITIATIVES

The Consultant Team recommends the Town and/or region enact multiple community support initiatives to off-set operational costs for facilities, sites, and programs. This could include, but not be limited to:

- Standard sponsorships that include facility or asset sponsorships and/or program sponsorships (i.e. leagues, teams, events)
- Selective advertising at parks or facilities, or in related publications
- **“Adopt-a-park” type sponsorships of in-kind contributions**
- Organized volunteer program

DEDICATED TAX SUPPORT

In select cases, dedicated tax support for facility operations may be necessary to maintain high quality assets, programs, and accessibility for the community. This is predominantly so with large facilities such as swimming facilities, an indoor recreation center, and a new hockey facility. The traditional operating costs of these types of facilities are likely to be substantial enough that earned revenues from programs and facility usage would not sufficiently support them due to the relatively small local population. It is recommended that any large regional facilities have dedicated tax support for operations, either as a mill tax or as a sales tax. This tax could be levied by the special district with voter approval, and should be significant to support between 50% and 100% of projected operating costs.



Capital Development Plan

This *Capital Development Plan* section of the *Parks and Recreation Regional Master Plan* developed for the Town of Crested Butte is the culmination of facility and asset recommendations derived as priorities over the next 10 years. These recommended capital projects are aligned within the vision and mission of the Department, and have been preliminarily scoped based upon the findings of the assessments and needs analysis reports.

Capital Project Identification

This regional master plan included detailed and multi-faceted analyses into the current conditions of the Crested Butte parks and recreation system, the demographics and trends relevant to the residents of the Town and the Upper East River Valley, a statistically valid household survey of residents in the region, substantial public input and meetings, and additional need analysis methods. This process has yielded defensible recommendations for capital projects that can maintain and enhance the current quality of facilities and services available to residents of the Town and region, as well as work to better meet the needs of these residents.

It is possible that all recommended capital projects in this regional master plan can be completed in the next 10 years. Conditions may change from what has been projected which could cause a few projects to be postponed or rethought, but overall this *Capital Development Plan* should be utilized as a guideline for future development with flexibility to be altered and updated as needed.

Capital projects in this report are first organized based upon the strategic direction (Town focus and regional approach), and then categorized by type of project.

Capital Project Priority Assignment

Capital project prioritization for the next 10 years is an imperfect science that strives to be ambitious while also being realistic. The suggested prioritization of these capital projects was developed based upon a number of dynamic factors including, but not limited to:

1. Potential capital costs of the project
2. Potential operating costs of the facility or asset once completed
3. Current financial capacity of the Town of Crested Butte
4. Potential financial capacity of the Upper East River Valley
5. Current political and economic conditions of the local area

Previous sections of this master plan address specific funding and finance alternatives that can support these projects during both the development and operational phases. The final section of this master plan will organize these projects by their recommended priority status as a suggested Departmental action plan over the next decade.

Capital Development Principles

Development principles for parks include those that support the programming, planning, and design of facilities and assets to meet the needs of residents of the service area(s) and classifications within the overall parks and recreation system. The program for a site can include such elements as ball fields, nature centers, arenas, spray parks, shelters, restrooms, game courts, trails, natural resource stewardship demonstrations, open meadows, nature preserves, or interpretive areas. These types of amenities are categorized as lead or support components. The needs of the population of the park it is intended to serve should be considered and accommodated at each type of park. Every park regardless of type must have an established set of outcomes that includes operational and maintenance costs associated with the design outcomes.

Design driven to create an enriched visitor experience includes ease of use. This pertains to the ingress and egress as well as the circulation once the destination has been reached and participation has commenced. Three principles associated with the visitor experience can be summarized as follows:

- Sense of Arrival
 - Highway Signage
 - Gateway / Entrance(s)
 - Landscaping
 - View Shed
- Aesthetic and Functional Signage
 - Directional
 - Safety and Management
- Architecture and Use
 - Design with Natural Surroundings
 - Customer Flow
 - Mixed Use
 - Generates Satisfaction and Revenue

Most activities associated with recreation are designed around a desired length of experience. A blend of passive and active recreational opportunities extends the length of experience and increases the frequency of participation. This offering necessitates that the core resources and attractions be in sync with the demand of the market. Among the most popular recreational opportunities pursued by the American public since 1990 are:

- Socializing with family and friends
- Camping
- Multi-use trails (recreational and interpretive)
- Equestrian facilities
- Climbing walls / bouldering areas
- Orienteering / geo-caching
- Play areas
- Pavilions and picnic areas
- Cabins
- Skateboard / BMX parks
- Wildlife viewing blinds
- Interpretive gardens
- Sport equipment rental
- Visual and performing arts

Multiple attractions can be viewed as a subsidiary of the blend of passive and active opportunities. Strategically placed venues dictated by market demand provide for several zones or areas to host various programs. Multiple attractions also lend themselves to programming across the entire array of age segments.



Crested Butte Parks and Recreation Regional Master Plan

Town Focus Capital Development Plan

Capital Project	Preliminary Scope	Potential Capital Cost	Potential Operational Budget Impact	Priority Assignment
Improve existing hockey facilities at Big Mine Park	Rink cover; enlarged or additional team support facilities to not interfere as significantly with Nordic Center operations as status quo; seating area cover; parking area enhancements	\$850,000 - \$1,500,000	Substantial reduction of current annual maintenance; addition of \$10,000 annual costs with enlarged team support areas	High
Develop “official” dirt-jump / BMX area	Off-road bicycling short course that follows dirt-jump and track standards, and is suitable to host competitive BMX events; spectator area; possible location at Big Mine Park or “Avalanche Park”	\$10,000 - \$50,000	Additional \$5,000 annual costs for track and jump maintenance	High
Develop a campground on existing Town property	Entry and circulation road (paved or unpaved); primitive camping area requires level parking and tent sites with limited to no utilities; standard camping area requires level parking and tent sites, water and electricity in central bathhouse location; developed camping area requires level parking and tent sites, utilities at each site, possible long-term recreational vehicle capability; possible location at “Avalanche Park” [∇]	\$75,000 - \$500,000	Varies on level of development	High
Complete Master Plans for Big Mine and Town Parks, including accommodating Center for the Arts expansion at Town Park	Complete site master plans for Big Mine Park and Town Park to reflect enhancements of current usage and improved accessibility	\$75,000 - \$150,000	None	High
Complete Recreational Path	Complete paved connection to Eighth Street Greenway, and existing trail to Tommy Villanueva Field and Crested Butte Community School	\$200,000 - \$300,000	Varies on environmental conditions	Moderate
Complete a perimeter trail	Complete a perimeter trail around the Town of Crested Butte	\$500,000 - \$1,200,000	Additional \$10,000 annual costs for trail maintenance	Moderate
Maintenance of existing facilities and assets	Continue to maintain existing facilities and amenities to meet high quality industry and community standards; repair / upgrade surfacing of tennis courts at Town Park; address drainage issues at Rainbow Park; maintain diversity of amenities at Town Park with possible Art Center expansion; Upgrade of running track and soccer field at Crested Butte Community School	\$150,000 - \$500,000	None	Moderate
Develop additional trail connections and trailheads	Complete Nordic Trail crossing of Highway 135 and a 1 kilometer teaching trail near the Nordic Center; build a network of sidewalks that link residents to downtown; complete signage of all trails and trails map	\$35,000 - \$250,000	Additional \$5,000 - \$15,000 annual costs for trail maintenance	Low
Develop additional park amenities in current facilities	Update playground equipment at Henderson Park; heated restrooms at Three Ladies Park and Town Park; additional amenities as needed	\$50,000 - \$250,000	Additional \$5,000 annual costs for asset maintenance; reduction of seasonal portable restroom costs	Low
Acquire additional open space	Utilize local and county funding support, as well as developer requirements to acquire additional open space; support the work of the Crested Butte Land Trust and other appropriate stakeholders to protect critical open space resources that surround the community; work with landowners to set aside key parcels of open space that add to the protected lands of the open space system	TBD	Varies	Low

[∇] “Avalanche Park” is a Town-owned parcel of undeveloped parkland in which a potential campground concept has been discussed. Because of its undeveloped status and current lack of use, this parcel was not noted previously in the standards analysis nor in the map of facilities and assets.



CRESTED BUTTE
Parks & Recreation

Crested Butte Parks and Recreation Regional Master Plan

Regional Approach Capital Development Plan

Capital Project	Preliminary Scope	Potential Capital Cost	Potential Operational Budget Impact	Priority Assignment
Develop multi-seasonal swimming facilities	Enclosed and heated recreational swimming pool with limited additional amenities such as spray-scape, play structures, or lap pool; changing areas / locker rooms; storage and mechanical; limited administration space; parking and access infrastructure	\$5,000,000 - \$8,000,000	Additional \$650,000 - \$750,000 annual cost to operate, staff, and maintain facility	High
Develop indoor recreation / multi-purpose center	Indoor recreation space with limited specialization (i.e. gymnastics, fitness rooms, etc.); multi-purpose meeting or classrooms of variable sizes; limited administration space; parking and access infrastructure	\$2,500,000 - \$5,000,000	Additional \$150,000 - \$250,000 annual cost to operate, staff, and maintain facility	High
Develop new hockey facility [∇]	Enclosed and refrigerated rink (possible phased approach) including seating areas for spectators; team areas and locker rooms; storage and mechanical; limited administration space; parking and access infrastructure	\$3,500,000 - \$5,500,000	Additional \$350,000 - \$550,000 annual cost to operate, staff, and maintain facility	High
Develop additional trail connections and trailheads	Support the completion of Crested Butte to Gunnison Trail; complete signage of backcountry, wilderness and rural trails, and complete map of these trails	TBD	TBD	Moderate
Acquire additional open space	Continue implementation and collection of the ½ of 3% land excise tax for open space conservation and the 1% for Open Space Sales Tax Donation; support the work of the Crested Butte Land Trust to protect critical open space resources that surround the community; work with landowners to set aside key parcels of open space that build upon the protected lands already part of the open space system.	TBD	Varies	Moderate
Maintenance of existing facilities and assets	Continue to maintain existing facilities and amenities to meet high quality industry and community standards; repair / upgrade surfacing of tennis courts at Town Park; address drainage issues at Rainbow Park; maintain diversity of amenities at Town Park with possible Art Center expansion; Upgrade of running track and soccer field at Crested Butte Community School	\$150,000 - \$500,000	None	Moderate

[∇] A new hockey facility that is enclosed and refrigerated is recommended only as a regional asset based on results from the public input process and community survey results. The Consultant Team recommends that if improvements to the existing hockey rink at Big Mine Park are made and a regional approach is also successful, that the priority of developing a new and enclosed rink be pushed to either moderate or low. This would not remove the recommendation from the matrix above, but move it to a phased approach that may be more appropriate after several years.



Implementation and Action Plan

This *Parks and Recreation Regional Master Plan* contains multiple recommendations, strategies, and related action plans to achieve the most desired outcomes as defined in this report and to emulate the appropriate best practices that have been gleaned from best in class American park systems around the United States. These recommended strategies and action plans are organized into three major areas of focus:

- Core Programs and Services
- Facility and Asset Management
- Organization and Operations Management

Core Programs and Services

The consultant team formulated recommended core programs and services for Crested Butte Parks and Recreation Department based upon the following criteria and elements:

1. Existing programs and services
2. Interviews with key stakeholders and park user groups
3. Public feedback from workshops
4. Industry best practices and emerging trends
5. Natural and cultural resources priorities of the region

These core programs and services are organized into the three major categories – Health and Fitness, Natural and Cultural Resource Appreciation and Stewardship, and Responsible Outdoor Recreation. These programs are designed to achieve the following for Crested Butte:

- Improve the engagement and appeal of existing users
- Improve the appeal to out-of-area visitors
- Improve the framework in which operational partners can seek collaborative opportunities
- Create new and reliable sources of earned revenues

The following descriptions provide a detailed list of recommended programs and services to be considered by the Town.

HEALTH AND FITNESS PROGRAMS AND SERVICES

Develop programs that feature health and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to:

1. Guided and unguided fitness walks and runs on trails.
2. Fitness guides for trails that feature distance and speed = calories burned, scaled workouts via hiking and trail running, and suggested hiking training tips.
3. Adventure races or race series: trail running, mountain biking, or multi-sport.

4. Outdoor health challenge that feature unguided opportunities for visitors to earn prizes supported by private sector sponsors.
5. Skill builder workshops – these can be single or multi-day events that are focused on acquiring and/or mastering new skills in the outdoors. Examples include popular team sports, mountain biking, rock climbing, etc.

NATURAL AND CULTURAL RESOURCE APPRECIATION AND STEWARDSHIP PROGRAMS AND SERVICES

Develop programs that feature themes of natural and cultural resource appreciation and stewardship. Examples of programs include, but are not limited to:

1. Guided and unguided interpretive nature walks. Seasonal themes can help these programs stay **“fresh” all year.**
2. Cultural programming can include guided walks or demonstrations that highlight the legacy and history of Native American peoples of the area.
3. Seasonal bird watching and wildlife viewing – **build viewing areas around “blinds” that can used** at different seasons to view different birds and wildlife.
4. Historic and cultural demonstrations can be organized either annually or seasonally as educational programs, special events, or displays.
5. Stewardship workshops – provide single or multi-day workshops focused on techniques for resource stewardship by the average person or family.
6. Skill builder workshops can be developed that focus on bird, wildlife, or plant identification; and Native American or pioneer lifestyle skills.
7. Youth leadership programs – multi-day experiential learning programs designed for older youth that focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.
8. School and youth programs can be programs aligned to either state education requirements or merit requirements that focus on natural sciences, conservation, and historic and cultural studies.

RESPONSIBLE OUTDOOR RECREATION PROGRAMS AND SERVICES

Develop programs that feature responsible outdoor recreation themes. Examples of programs include, but are not limited to:

1. Skill builder outings and clinics focused on acquiring and/or mastering outdoor recreation skills including backpacking, mountain biking, rock climbing, rappelling, orienteering, camping, outdoor cooking, fishing, field sports, or horseback riding.
2. Innovative skill builder workshops that focus on subjects such as fly-tying, bow and arrow or atl-atl making, or geo caching.
3. Adventure races or race series: trail running, mountain biking, or multi-sport.
4. Adventure sport festivals that combine exposition or competitive outdoor recreation activities, vendors, and music/entertainment.

Programs and Services Strategies

The following strategies support the development and unification of programs and services throughout the Department, and are aligned with the recommended categories of core programs as identified above.

YEAR-ROUND PROGRAM PLAN

In order to strengthen existing uses and build new ones, the following key strategies are recommended for core programs and services. The recommendations that follow are provided as a framework through which the Department can organize and expand its programs and services that target specific user groups. The unique climate of Crested Butte requires a year-round program plan to adjust the scheduling of programs and events in the winter months because of the extreme cold temperatures and snow. The programs serving the target users recommended in this framework should reflect the core areas of focus identified above – Health and Fitness, Natural and Cultural Resource Appreciation and Stewardship, and Responsible Outdoor Recreation.

ACTIVE SENIORS PROGRAM PLAN

The goal of the active seniors program plan is to create experiences that engage active retirees and seniors to participate in programs and services in Crested Butte. This specifically is designed to be an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years. The following recommendations are a targeted framework for developing and delivering programs for active seniors.

1. Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited to wildlife viewing, fishing, health and wellness, and low-intensity action sports.
2. Identify key media outlets to promote and market programs and services uniquely designed for seniors provided in Crested Butte (i.e. magazines, websites, etc.)
3. Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

YOUTH SERVICES PARTNERSHIP PLAN

The goal of the youth services partnership plan is to establish relationships with key organizations serving youth in Gunnison County that create a captive and reliable market for Crested Butte programs and services. The following recommendations are a targeted framework for developing and delivering programs for youth service organizations.

1. Establish “working” partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Campfire Boys and Girls, Crested Butte Youth Council, and Gunnison County Substance Abuse Prevention Program for consistent and system programs in merit advancement, etc.
2. Establish “working” partnerships with schools to provide programs and services that are aligned with state education standards and evaluation criteria in math, science, reading, social studies, and language arts.
3. Plan programs serving youth service organizations a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

FAMILY PROGRAM PLAN

The goal of the family program plan is to create experiences that engage families to participate in programs and services. This specifically is designed to increase programs targeted towards family recreation services to increase families participating together. The following recommendations are a targeted framework for developing and delivering programs for families.

1. Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to wildlife viewing, fishing, hiking, mountain biking, horseback riding, golf, health and wellness, and action sports.
2. Identify key media outlets to promote and market programs and services uniquely designed for families provided in Crested Butte (i.e. magazines, websites, etc.)
3. Improve kid-focused attractions such as upgrading playgrounds and installation of additional interpretive play venues over the next five years.
4. Develop official adventure/extreme sport venues including dirt-jump / BMX / mountain biking skill course.
5. Plan programs serving families a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

ADAPTIVE PROGRAM PLAN

The goal of the adaptive program plan is to create experiences and opportunities that engage people with disabilities to participate in programs and services. The following recommendations are a targeted framework for developing and delivering programs for people with disabilities and special needs.

1. Work to ensure that all programs in the park including those not specifically designed for people with disabilities are as inclusive as possible, while remaining realistic for appropriate facilitation of each program.
2. Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to wildlife viewing, fishing, health and wellness, trail sports, and low-intensity action sports.
3. Identify key media outlets to promote and market programs and services uniquely designed for people with disabilities provided in Crested Butte (i.e. magazines, websites, etc.)
4. **Establish “working” partnerships with** organizations and associations that have membership that is primarily focused around people with disabilities and that share common values with the Town to provide programs and services that are aligned with the unique criteria and focus of each organization.
5. Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities.
6. Plan programs serving people with disabilities a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

SPECIAL EVENTS

It is important to utilize special events and competitions to re-vitalize the position of the park system in the local communities, re-energize the parks for new users, and introduce the Department among its peers within the State of Colorado. The following recommendations are a targeted framework for developing and delivering special events.

1. Cultivate new partnerships with community organizations to support and manage special events.
2. Manage special events to be aligned with allowable uses of the park and to properly manage impact on natural and cultural resources.
3. Create at least one event per year that centers on the history of the Town and the significance of the natural and cultural resources of the area.
4. Create at least one event per year that centers on art, entertainment, and music.
5. Create at least one event per year that is a cause-related program (i.e. fundraiser, health initiatives, cancer research, etc.).
6. Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

PROGRAMS AND SERVICES RECOMMENDATIONS

Crested Butte Parks and Recreation Department offers great opportunities for visitors to experience the natural splendor and adventure of Rocky Mountain landscapes, explore the unique history and culture of the people of the region, and live healthy lifestyles. The programs and services of the Department compliment the natural environment and facilities that are the venue for most experiences. It is critical that these programs and services are aligned with the interests and needs of the market served, and innovatively create experiences that leverage the park sites and amenities.

The following key recommendations are included in this section of the *Parks and Recreation Regional Master Plan*:

1. Develop and implement minimum program standards as it applies to core programs and services including establishing areas of focus that address health and wellness, natural and cultural resource stewardship, and social values.
2. Create a functional and productive year-round program calendar, including multiple special events.
3. Develop a youth services program partnership plan for youth service organizations throughout the region.
4. Develop an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years.
5. Develop appropriate recreation programs for people with disabilities park-wide.
6. Increase programs targeting family recreation services to increase families participating together.

7. Develop a diverse blend of special events that engage the local community and draw tourists to park facilities for single and multi-day uses.
8. Develop recreation programs that represent a tiered level of service with varied and appropriate pricing.
9. Energize the marketing and communications promoting the Crested Butte Parks and Recreation Department as a whole.



Program and Services Action Plan

DETERMINE CORE PROGRAMS AND SERVICES

GOAL

Classify programs and services based upon how central they are to the vision, mission, and strategic objectives of the Department. Align programs as both public services and reflective of responsible business management practices in order to assign appropriate and progressive performance expectations to each.

STRATEGY

Establish criteria for evaluating whether programs are core programs and services, value-added, or peripheral to the mission and objectives of the Department.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
<p>Establish criteria for what constitutes a core program or service based upon alignment with vision, mission, and core values of the agency. Criteria should distinguish whether programs are core, value-added, or peripheral to the objectives of the Department. The recommended framework for developing these criteria is to:</p> <ol style="list-style-type: none"> 1. Provide quality public services. 2. Operate in a business-like manner. 3. Evaluate the “accessibility and appeal” of programs to either the public at large, or more narrow interest groups. 	Primary	2010
<p>Classify core programs and services that will be central to achieving the vision, mission, and strategic objectives of the Department for the next five years.</p>	Primary	2010
<p>Establish performance measures that are tailored to each classification of program or service referenced above. Performance measures should include, but not be limited to participation data, market appeal, cost of service, revenue generation, and support of amenities and destinations within the park.</p>	Secondary	2010 - 2011
<p>Implement a performance measurement process for evaluating programs and services based upon the relevant performance expectations.</p>	Secondary	ONGOING

DEVELOP CONSISTENT PROGRAM STANDARDS

GOAL

Improve the consistency and diversity of programs provided by the Department either directly or through alternative providers.

STRATEGY

Develop and implement program standards as it applies to core programs and services including health and wellness, natural and cultural resource stewardship, and social values.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Establish key areas of focus for programs and services including health and wellness, natural and cultural resources appreciation and stewardship, and responsible outdoor recreation.	Primary	2010
Coordinate program planning workshops to design and develop programs for the park as a whole.	Primary	ONGOING
Establish minimum program facilitation standards (i.e. number and diversity of programs, targeted participation, pricing, etc.) for each aspect and area of the park system that balance the approach of programs and services, provided they meet the above stated criteria.	Secondary	2010 - 2011
Apply appropriate performance measures as determined by the core program and service criteria development to all classes of programs, and seasonally evaluate program performance.	Secondary	ONGOING

YEAR-ROUND PROGRAM PLAN

GOAL

Develop a strategic program plan each year that creates a balanced approach of diverse programs, takes advantage of different seasons of the year, and ultimately drives traffic to amenities and destinations within Town.

STRATEGY

Create functional and productive year-round programs, including enhancement of facilities and services targeting special events.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Establish a program schedule that takes into account market needs and interests, climate and environmental constraints, past participation rates, and Department priorities.	Primary	2010 - 2020
Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.	Primary	ONGOING
Develop programs that feature health and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to: <ol style="list-style-type: none"> 1. Fitness walks and runs on trails. 2. Fitness guides for trails that feature distance and speed = calories burned, scaled workouts via hiking and trail running, and suggested hiking training tips. 3. Adventure races or race series: trail running, mountain biking, or multi-sport. 4. Outdoor health challenge that feature unguided opportunities for visitors to earn prizes 5. Skill builder workshops – these can be single or multi-day events that are focused on acquiring and/or mastering new skills in the outdoors. Examples include popular team sports, mountain biking, rock climbing, etc. 	Primary	2011 - 2020

Task	Recommended Priority	Recommended Implementation Timeline
<p>Develop programs that feature themes of natural and cultural resource appreciation and stewardship. Examples of programs could include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Guided and unguided interpretive nature walks. Seasonal themes can help these programs stay “fresh” all year. 2. Cultural programming can include guided walks or demonstrations that highlight the legacy and history of Native American peoples of the area. 3. Seasonal bird watching and wildlife viewing – build viewing areas around “blinds” that can used at different seasons to view different birds and wildlife. 4. Historic and cultural demonstrations can be organized either annually or seasonally as educational programs, special events, or displays. 5. Stewardship workshops – provide single or multi-day workshops focused on techniques for resource stewardship by the average person or family. 6. Skill builder workshops can be developed that focus on bird, wildlife, or plant identification; and Native American or pioneer lifestyle skills. 7. Youth leadership programs – multi-day experiential learning programs designed for older youth that focus on leadership, participation, and problem solving in natural resource scarcity and conservation issues. 8. School and youth programs can be programs aligned to either state education requirements or merit requirements that focus on natural sciences, conservation, and historic and cultural studies. 	<p>Primary</p>	<p>2011 - 2020</p>





Task	Recommended Priority	Recommended Implementation Timeline
<p>Develop programs that feature responsible outdoor recreation themes. Examples of programs include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Skill builder outings and clinics focused on acquiring and/or mastering outdoor recreation skills including backpacking, mountain biking, rock climbing, rappelling, orienteering, camping, outdoor cooking, fishing, field sports, or horseback riding. 2. Innovative skill builder workshops that focuses on subjects such as fly-tying, bow and arrow or atI-atI making, or geo caching. 3. Adventure races or race series: trail running, mountain biking, or multi-sport. 4. Adventure sport festivals that combine exposition or competitive outdoor recreation activities, vendors, and music/entertainment. 	Secondary	2011 - 2020
<p>Align programs to different target age and ability segments so that experiences with a diversity of skill and intensity levels appeal to a broader market.</p>	Secondary	ONGOING

YOUTH SERVICE PARTNERSHIPS

GOAL

Establish partnerships with key organizations serving youth in Gunnison County that create a captive and reliable market for Crested Butte Parks and Recreation Department programs and services.

STRATEGY

Develop a youth services program partnership plan for youth service organizations throughout the region and state.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Plan programs serving youth service organizations a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.	Primary	ONGOING
Establish “working” partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Campfire Boys and Girls, Crested Butte Youth Council, Gunnison County Substance Abuse Prevention Program for consistent and system programs in merit advancement, etc.	Secondary	2010 - 2020
Establish “working” partnerships with schools to provide programs and services that are aligned with state education standards and evaluation criteria in math, science, reading, social studies, and language arts.	Secondary	2010 - 2020
Establish “working” partnerships with general youth groups to provide programs and services that are aligned with the unique criteria and focus of each organization.	Secondary	2010 - 2020

ACTIVE SENIORS PROGRAM PLAN

GOAL

Create experiences that engage active retirees and seniors to participate in programs and services.

STRATEGY

Develop an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.	Primary	ONGOING
Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited to wildlife viewing, fishing, health and wellness, and low-intensity action sports.	Primary	2011 – 2012
Identify key media outlets to promote and market programs and services uniquely designed for seniors (i.e. magazines, websites, etc.)	Secondary	2011 – 2020
Establish “working” partnerships with organizations and associations that have membership primarily focused around retirees and seniors to provide programs and services that are aligned with the unique criteria and focus of each organization.	Secondary	2011 – 2020

ADAPTIVE PROGRAMMING PLAN

GOAL

Create experiences and opportunities that engage people with disabilities to participate in programs and services.

STRATEGY

Develop appropriate recreation programs for people with disabilities.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Work to ensure that all programs including those not specifically designed for people with disabilities are as inclusive as possible, while remaining realistic for appropriate facilitation of each program.	Primary	ONGOING
Plan programs serving people with disabilities a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.	Primary	ONGOING
Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to wildlife viewing, fishing, health and wellness, trail sports, and low-intensity action sports.	Primary	2012 - 2013
Identify key media outlets to promote and market programs and services uniquely designed for people with disabilities (i.e. magazines, websites, etc.)	Secondary	2012 - 2020
Establish “working” partnerships with organizations and associations that have membership primarily focused around people with disabilities to provide programs and services that are aligned with the unique criteria and focus of each organization.	Secondary	2012 - 2020
Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities.	Secondary	2012 - 2020

FAMILY PROGRAMMING PLAN

GOAL

Create experiences that engage families to participate in programs and services.

STRATEGY

Increase programs targeted towards family recreation services to increase families participating together.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Plan programs serving families a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.	Primary	ONGOING
Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to wildlife viewing, fishing, hiking, mountain biking, horseback riding, health and wellness, and action sports.	Primary	2013 - 2014
Identify key media outlets to promote and market programs and services uniquely designed for families (i.e. magazines, websites, etc.)	Secondary	2013 – 2020
Improve kid-focused attractions such as upgrading playgrounds with shade structures and potential installation of an additional interpretive play venue over the next five years.	Secondary	2013 – 2020

SPECIAL EVENTS

GOAL

Utilize special events to create more awareness and use of Crested Butte parks and recreation facilities.

STRATEGY

Develop a diverse blend of special events that engage the local community and draw tourists to the park for single and multi-day uses.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Manage special events to be aligned with allowable uses of the park and to properly manage impact on natural and cultural resources.	Primary	ONGOING
Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.	Primary	ONGOING
Create at least one event per year that centers on the history of the Town and the significance of the natural and cultural resources of the area.	Secondary	2011 - 2020
Create at least one event per year that centers on arts, entertainment, and music.	Secondary	2011 - 2020
Create at least one event per year that is cause-related event (i.e. fundraiser, health initiatives, cancer research, etc.).	Secondary	2012 - 2020
Create at least one event per year that is a competitive format (i.e. trail run, triathlon, adventure race, etc.)	Secondary	2013 - 2020

MEETING COMMUNITY AND MARKET NEEDS

GOAL

Support the ability of the Department to meet the needs of the residents of the Town of Crested Butte and Upper East River Valley.

STRATEGY

Connect to the community through facilities and amenities that are aligned with public need and interests.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Maintain consistent research through post-hoc and intercept surveys with park users to obtain information on prevailing market needs and interests.	Primary	ONGOING
Develop kid-focused attractions that include one or more of the following amenity types: <ul style="list-style-type: none"> a. Updated playgrounds b. Adventure/extreme sport venues including dirt-jump / BMX /mountain biking skill area 	Primary	2011 - 2020
Identify/develop additional and improve existing trails throughout Town as needed that provide greater connectivity both to and among parks in Crested Butte.	Secondary	2011 - 2020

Facility and Asset Management Action Plan

Gaining the prestige of being renowned as a best-in-class parks and recreation department is heavily dependent on maintaining facilities and assets that are reflective of high quality design and standards of care. It is critical to utilize standardized criteria in which to evaluate the condition of facilities and assets, identify facility improvement needs, and prioritize capital need and related appropriation requests. In addition, it is important to have standard methods for conducting both minor and major repair projects, tracking asset lifecycles, and scheduling major capital replacement requirements.

The key recommendations provided by the Consultant Team regarding facility management include:

1. Upgrade existing park and recreation infrastructure as referenced previously in this report, including accessibility, sustainability, and efficient and optimal use of all park properties and recreation facilities.
2. Continue to perform thorough and consistent maintenance of parks and recreation facilities, and adopt customized park and recreation facility maintenance/management standards.
3. Enhance existing signature facilities that increase the image value and perception of the Department that will continue to energize a sense of pride and notoriety.
4. Develop facilities and recreation programs that engage diverse age segments, and balance accessibility through programs and facilities for more diverse types of users.

UPGRADE INFRASTRUCTURE

GOAL

Improve the condition of facilities and assets to reflect the standards of high quality parks and the community.

STRATEGY

Upgrade existing park and recreation infrastructure to modern standards, including accessibility, sustainability, and efficient and optimal use of all park properties and recreation facilities.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Rank each park amenity to its infrastructure appeal and use ability by each type of user to the parks system.	Primary	2012 – 2013
Establish where each amenity is in its lifecycle and establish a replacement schedule.	Primary	2012 – 2013
Develop a reliable funding source to update park infrastructure over the next ten years.	Secondary	2010 – 2015
Track facility and asset inventory and conditions in a user-friendly database that assist the municipalities to project major facility needs.	Secondary	ONGOING

CONSISTENT MAINTENANCE PRACTICES

GOAL

Continue to perform more thorough and consistent maintenance of parks and recreation facilities.

STRATEGY

Develop standardized maintenance practices, expectations, and training to support consistent management of facilities and assets.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Coordinate consistent minimum maintenance standards and frequency levels for each type of amenity based on established expectations of the visitors and to meet customer service requirements for well maintained parks.	Primary	2010 - 2011
Train staff on maintenance standards and frequency levels for care to meet the expectations of the visitors to the park system.	Primary	2010 - 2011
Upgrade the amenities that have the highest level of use first to keep them well positioned in the market place.	Primary	2010 - 2015
Seek the local residents and user groups to engage in "clean up, fix up" events and days at least twice each year to keep the parks in prime position to support a strong visitor base appeal. This can be a continuation of existing events.	Primary	ONGOING
Inspect maintenance standards on a weekly basis to achieve a 90% or greater compliance as it applies to customer satisfaction levels met.	Primary	ONGOING
Seek outside foundation support to fund improvements for the parks.	Secondary	2010 - 2015

ENHANCE SIGNATURE FACILITIES

GOAL

Enhance existing signature facilities that increase the image value and perception of the Department that will continue to energize a sense of pride and notoriety.

STRATEGY

Identify the key signature facilities in the park that have current or potential operating success where improvements can result in increases in targeted use and subsequent value. Identify the improvements that will have the greatest impact of the visitor experience.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Establish an overall theme and identity for regional parks with updated lighting, signage, and landscaping.	Primary	2011 - 2013
Establish key amenities that will drive people of all ages to regional parks to include quality experiences for each age segment.	Primary	2012 - 2013
Link all parks to feel as if they are interconnected versus stand alone amenities with a program plan to link them together by trails, signs, programs, events, view sheds, and amenities.	Primary	2010 - 2015
Establish management zones in the parks with different maintenance and operational standards for each zone based on the level of use it gets and what the Department is trying to get users to use in the parks.	Primary	2010 - 2011

DIVERSE AGE APPEAL

GOAL

Develop facilities and recreation programs that engage diverse age segments, and balance accessibility through programs and facilities for more diverse types of users.

STRATEGY

Establish prevailing age segments in which facilities, programs and services will be targeted toward. These age segments usually are:

- 2 to 5 years
- 6 to 8 years
- 9 to 12 years
- 13 to 15 years
- 16 to 18 years
- 19 to 25 years
- 26 to 35 years
- 36 to 55 years
- 56 to 75 years
- 75+ years

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Evaluate to ensure there are at least four amenities per age segment in the Crested Butte Parks and Recreation System.	Secondary	2010 - 2015
Evaluate and replace any underperforming facilities with new updated amenities and attractions in the parks.	Secondary	2010 - 2015
Seek outside funding for certain elements and amenities in the park such as playgrounds, shelters, adventure activity amenities, and natural and cultural resource rehabilitation.	Secondary	2010 - 2015
Track key amenity trends and match to underserved audiences.	Secondary	ONGONG
Track all amenity use to reach at least 60% of capacity on weekends and 30% on weekdays.	Secondary	ONGOING

Organization and Operations Management Action Plan

There are a number of recommendations in this report that are aligned with the vision and mission of Crested Butte Parks and Recreation Department becoming renowned as a great public park system. The recommendations pertaining to organization and operations management that are addressed in this section are:

1. Develop and implement a deliberate initiative to pursue regional collaboration for the development and operation of large regional facilities.
2. Maintain regular and formal communication between all operational peers in Gunnison County and the region regarding current issues, management objectives, and adopted strategies.
3. Develop a sustainable partnership with an appropriate non-profit organization to leverage private sector funding to support programs and services, promotions, and facility needs of the Department.

REGIONAL APPROACH

GOAL

Develop and implement a deliberate initiative to pursue regional collaboration for the development and operation of large regional facilities.

STRATEGY

Plan and organize a regional board or committee that supports the GC Met Rec District to generate public funding for capital and operational requirements for large regional facilities.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Establish a consistent area of focus for the GC Met Rec District (and sub-district) to address the requirements of potential bonding and tax levies to support regional facilities in the Upper East River Valley.	Primary	2010 – 2015
Clarify expectations of a formalized collaborative committee comprised of representatives from each of the major communities in the Upper East River Valley.	Primary	2010 - 2015
Schedule meetings of the collaborative management committee to be regular, with a minimum frequency of bi-monthly for the first year. Meeting frequency could be reduced to quarterly over time.	Primary	2010 - 2020



Task	Recommended Priority	Recommended Implementation Timeline
<p>Organize meetings of the collaborative management committee to address topics and outcomes in the following key areas:</p> <ul style="list-style-type: none"> a. Goals and priorities – clarify and update the goals and priorities of the collaborative management committee as needed to keep the committee productive and aligned with the vision/mission of the region b. Programs and services – coordinated planning and scheduling; interpretive planning and implementation; logistics support requirements c. Facilities and assets – facility and asset management issues; envisioned new facilities or assets under construction d. Marketing and promotion – coordinated marketing efforts including a possible collaborative website e. Infrastructure – utilities and supporting infrastructure that needs repair or replacement; coordinated repair and replacement schedules where relevant; new infrastructure requirements and initiatives f. Funding and fundraising – coordinated efforts for raising funds for programs, services, facilities, amenities, and/or infrastructure requirements to meet the strategic objectives of the regional facilities g. Other – additional issues that arise where collaborative awareness or support creates opportunities 	<p>Primary</p>	<p>ONGOING</p>
<p>Select leadership of the collaborative management committee should be elected from within the committee itself for a minimum of a one year term. Additional membership on the committee should be the result of committee consideration and approval.</p>	<p>Primary</p>	<p>ONGOING</p>

COLLABORATIVE COMMUNICATION

GOAL

Maintain regular and formal communication between all regional community entities regarding current issues, management objectives, and adopted strategies.

STRATEGY

Establish communication forums that enable Town staff and regional partners to stay engaged with coordinated issues.

ACTION PLAN

Task	Recommended Priority	Recommended Implementation Timeline
Implement regular communication regarding annual priorities from regional partners with performance monitoring each quarter reported mutually.	Primary	ONGOING
Audit the effectiveness of collaborative communication of the region's strategic goals and objectives.	Secondary	ONGOING

Conclusion

The residents of the Town of Crested Butte and the Upper East River Valley are extremely active and engaged as recreationalists and users of local parks. The existing assets and programs of Crested Butte Parks and Recreation Department are well loved and serve a substantial role enhancing quality of life in the community and surrounding region. These assets and programs are heavily used by residents of the Town and region, as well as out-of-area visitors.

It is critical that leadership in the Town and surrounding communities continue to work to make sure the current level and quality of service continues into the future as the communities grow and evolve, and existing assets age. In addition, there were numerous community needs identified in this process that go well beyond the financial means of any of the small communities working alone. The facilities that regional and Town residents indicated they were interested in would not only serve community recreational needs, but also would be major assets for community and economic development in the region. While there are many recommendations in this report, the most pivotal is to formally pursue and implement a regional approach for large facility development and operation. This will likely be the only feasible approach to making these types of facilities materialize and operate successfully.

A timely and appropriate example of the local communities within the Upper East River Valley working together with Gunnison County in a regional approach is to utilize the 17 acres of land owned by Crested Butte, Mt. Crested Butte, Gunnison County, CBMR and the City of Gunnison located on Brush Creek Road at the intersection with SH 135 to support these recommendations. Regional discussions on the desired usage of this land are divided between interests for affordable housing and the Gunnison Valley Rural Transportation Authority (RTA). The RTA would like to have a park-n-ride parking lot on this site. Affordable housing proponents would like to have affordable housing on this site. Because it is centrally located in the valley, it may also be appropriate for a recreation facility.

In conclusion, this *Parks and Recreation Regional Master Plan* completed for the Town of Crested Butte seeks to:

1. Improve the balance and diversity of parks, facilities, and recreational programs available to residents of the Town of Crested Butte and of the Upper East River Valley.
2. Maintain and enhance the current quality and level of service of public park and recreation opportunities available to the residents of the Town of Crested Butte and the Upper East River Valley.
3. Support the economic vitality, rural character, and quality of life of Crested Butte and surrounding communities.
4. Establish appropriate funding and revenue opportunities that support facilities and programs that meet the needs of residents of the Town of Crested Butte, and residents of the Upper East River Valley.
5. Support community consensus on prudent actions taken by the Town of Crested Butte in maintaining and enhancing a high quality parks and recreation system.



Appendix A: Regional Bonding Projections

These projections are based on the assumption of needing a \$15,000,000 bond financed for 20 years at 5.5% to support the development of large regional facilities. Projections of property owner costs are distinguished between residential and commercial properties.

Assumptions	\$15 million bond; 20 years at 5.5%
Annual revenue needed	\$1,255,189.95
District Assessed Value (2009)	\$457,645,590.00
Total mill	2.7427

Residential Properties

Residential Market Value	Tax	Total Mill	Calculated Assessment Rate
\$300,000.00	\$65.50	2.7427	7.960%
\$350,000.00	\$76.41	2.7427	7.960%
\$400,000.00	\$87.33	2.7427	7.960%
\$450,000.00	\$98.24	2.7427	7.960%
\$500,000.00	\$109.16	2.7427	7.960%
\$550,000.00	\$120.08	2.7427	7.960%
\$600,000.00	\$130.99	2.7427	7.960%
\$650,000.00	\$141.91	2.7427	7.960%
\$700,000.00	\$152.82	2.7427	7.960%
\$750,000.00	\$163.74	2.7427	7.960%
\$800,000.00	\$174.66	2.7427	7.960%
\$850,000.00	\$185.57	2.7427	7.960%
\$900,000.00	\$196.49	2.7427	7.960%
\$950,000.00	\$207.40	2.7427	7.960%
\$1,000,000.00	\$218.32	2.7427	7.960%
\$1,100,000.00	\$240.15	2.7427	7.960%
\$1,200,000.00	\$261.98	2.7427	7.960%
\$1,300,000.00	\$283.81	2.7427	7.960%
\$1,400,000.00	\$305.65	2.7427	7.960%

Commercial Properties

Vacant & Commercial Market Value	Tax	Total Mill	Calculated Assessment Rate
\$300,000.00	\$238.61	2.7427	29.000%
\$400,000.00	\$318.15	2.7427	29.000%
\$500,000.00	\$397.69	2.7427	29.000%
\$600,000.00	\$477.23	2.7427	29.000%
\$700,000.00	\$556.77	2.7427	29.000%
\$800,000.00	\$636.31	2.7427	29.000%
\$900,000.00	\$715.84	2.7427	29.000%
\$950,000.00	\$755.61	2.7427	29.000%
\$1,000,000.00	\$795.38	2.7427	29.000%
\$1,100,000.00	\$874.92	2.7427	29.000%
\$1,200,000.00	\$954.46	2.7427	29.000%
\$1,300,000.00	\$1,034.00	2.7427	29.000%
\$1,400,000.00	\$1,113.54	2.7427	29.000%
\$1,500,000.00	\$1,193.07	2.7427	29.000%
\$1,600,000.00	\$1,272.61	2.7427	29.000%
\$1,700,000.00	\$1,352.15	2.7427	29.000%
\$1,800,000.00	\$1,431.69	2.7427	29.000%
\$1,900,000.00	\$1,511.23	2.7427	29.000%
\$2,000,000.00	\$1,590.77	2.7427	29.000%
\$2,100,000.00	\$1,670.30	2.7427	29.000%
\$2,200,000.00	\$1,749.84	2.7427	29.000%
\$2,300,000.00	\$1,829.38	2.7427	29.000%
\$2,400,000.00	\$1,908.92	2.7427	29.000%
\$2,500,000.00	\$1,988.46	2.7427	29.000%



Appendix B: Recreation Center Operational Costs

Operational costs for recreation centers can vary widely depending on the type of facilities, assets, and amenities included in the center. The recommendations contained herein addressing a regional facility are envisioned to include the following amenities:

1. Entry vestibule and customer reception area
2. Enclosed swimming pool with limited amenities
3. Multi-purpose space and indoor recreation areas

Additional scoping and detailed design will dictate exactly what the facility should include and how that impacts operational costs. As a guideline, the Consultant Team has assembled basic categories of operational costs and a generalized order of magnitude in each to be prepared for. *These estimates are not intended to be final, and should only be taken as a template and guideline for future facility planning.*

Category of Operational Costs	General Order of Magnitude
Labor (seasonal and regular): <ul style="list-style-type: none"> • Facility Manager • Administration/Business Manager • Maintenance Manager • Maintenance Technicians • Seasonal Program Staff • Seasonal Facility Staff • Seasonal Customer Service Staff 	\$250,000 - \$500,000
Utilities <ul style="list-style-type: none"> • Electric / Gas • Telephone • Water • Wastewater 	\$100,000 - \$350,000
Contracted Services <ul style="list-style-type: none"> • Facility and asset maintenance • Catering and general services 	\$25,000 - \$100,000
Materials and Supplies <ul style="list-style-type: none"> • Programs • Maintenance • Customer service 	\$25,000 - \$100,000
Miscellaneous	\$10,000 - \$50,000
TOTAL	\$410,000 - \$1,100,000



C.F. & I. Tipple,
Crested Butte

Historic photo courtesy of Colorado Historic Society

Appendix C: Recommended Maintenance Standards

Crested Butte Parks and Recreation Department should consider developing the quantitative standards of the Zero-Based Budgeting (ZBB) process that precisely identifies the number of labor hours necessary to complete a maintenance task or function to the level described in the qualitative standards for the same task. Quantitative standards are determined by multiplying the number of units to be maintained by the number of man-hours needed to complete the task one time by the frequency with which the unit needs to be maintained. The general national industry descriptions are presented below. The recommended standards and levels of effort should be adjusted for the client's region.

The standards are the level of service/outcomes a Department is working towards. Actual labor requirements unique to each system should be determined based on these standards. It is really important that this be developed for each system, versus having a national standard or something of the like. Based on these standards, reasonable labor requirements are collected and evaluated. With a formulaic spreadsheet established for each task and each month/season, fairly accurate estimates for maintenance labor requirements each month of the year can be calculated. Some or many tasks will be seasonal and other tasks like snow removal to the standards list as well.

Level 1 – Developed Areas, Heavy Public Traffic, High Visitor Density

MOWING AND DETAILING

- Mow to the maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas
- Install sod as needed and mow
- Weeds should cover no more than 15% 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
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according threshold standards

LANDSCAPE MAINTENANCE

- Prune shrubs as necessary
- Shear formal shrubs during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds and procedures
- **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
- Replant trees and shrubs as necessary

IRRIGATION SYSTEM MAINTENANCE

- Inspect irrigation drip 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 drip emitters 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.
- Water manually as necessary to establish new plantings
- Install and maintain automatic drip irrigation system to reforestation projects
- 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 – Semi-developed Areas, Moderate Public Traffic and Visitor Density

MOWING AND DETAILING

- Mow to maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas during the growing season
- Install sod or seed to maintain uniform turf coverage of 80%
- Weeds should cover no more than 25% of the grass surface
- Apply fertilizer according to optimum plant requirements
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according IPM threshold standards

LANDSCAPE MAINTENANCE

- Prune shrubs as necessary
- Shear formal shrub hedges monthly during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Apply fertilizer to plant species only if plant health dictates
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds
- Place 4" of organic mulch around shrub beds to minimize weed growth

- Remove or barricade hazardous limbs and plants immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey
- Remove or barricade hazardous trees immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey.
- Remove or treat invasive plants
- Replant as trees and shrubs as necessary

Level 3 – 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

ROAD, TRAIL AND PARKING LOT MAINTENANCE

- Respond only for safety-related concerns

Work Priorities for Levels of Service

LEVEL 1 & 2 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 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: 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.

Appendix D: Suggested Trail Design Standards

