



LONE TREE, COLORADO

Parks, Trails and Recreation Master Plan

OCTOBER 2007

A cooperative effort between the City of Lone Tree and
the South Suburban Park and Recreation District

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Acknowledgements

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Foreword

Dear City of Lone Tree Residents,

The City of Lone Tree is fortunate to have a variety of high quality parks, recreation and leisure opportunities provided by the South Suburban Park and Recreation District. Community members as well as staff members continually seek to improve and increase available programs and facilities. A formal Master Plan gives framework and suggested priority lists for the future direction of the City's parks, trails and recreation facilities and services as well acknowledges our current level of service and the opinions and desires of citizens on recreational and park activities.

The City of Lone Tree's Citizen's Recreation Advisory Committee and the staff of both the City of Lone Tree and the South Suburban Park and Recreation District worked with the well respected firm, Greenplay LLC, to help develop this Parks, Trails and Recreation Master Plan. This comprehensive look at the parks, facilities, recreational programs and services will give the city a vision for the future. The process has included input to our collective leadership from citizens, recreational partners, staff, and stakeholders. The work began in May 2007 and the document was citizen opinion generated, based on an extensive public involvement process which began with a statistically valid survey conducted in 2006 within the city limits of Lone Tree. This plan will be a useful tool for both the South Suburban Park and Recreation District and the City of Lone Tree as the City grows and matures.

During the development of the plan we conducted public input sessions, reviewed current park assets, assessed the data collected, and considered the trends and demographics of the community. The Master Plan takes into account national standards for parks and couples them with the abilities of the South Suburban Park and Recreation District and the desires of Lone Tree residents. For example, one theme that has been constant in the process is connectivity, which provides alternate access to motorized vehicles by way of interconnected trails throughout Lone Tree. This is a theme that provides many benefits to the majority of our citizens. As the concern for childhood obesity increases nationwide, Lone Tree can become a model for prevention through keeping our children and adults active. Walking, biking and running trails provide access to our facilities and events as well as access to the Entertainment and Business District. As the trails are developed further, children can go to school, athletic events, or to the library.

The document is fully supported by the Lone Tree City Council, the South Suburban Park and Recreation District Board of Directors, the Citizen's Recreation Advisory Committee, and the staff and management of the both the City and the District. We hope you take the time to look at the data contained in the plan and consider the recommendations that are in fact backed by the information we have gathered. We are looking forward to the implementation of this plan.

Michelle Kivela and Dave Lorenz, Co-Project Managers

I. Executive Summary

The City of Lone Tree and the South Suburban Park and Recreation District are continually striving to keep up with the rapid growth as well as the high expectations and desires of the Lone Tree community. The current facilities are heavily used and most programs have high participation rates. Athletic fields are also in great demand. All organizations supplying leisure and recreation programs have numerous positive impacts including encouraging healthy lifestyles, promoting social well-being, providing opportunities and facilities for enjoyment, and enhancing the quality of life.

This **Parks, Trails and Recreation Master Plan** endeavors to provide a guiding mechanism for continuing to meet existing and future community needs, and expand the positive impacts of this portion of the City of Lone Tree's and South Suburban's services. The strength of this report stems from the extensive research, community involvement, analysis of needs, and public review that form the basis for the recommendations it contains. The recommendations of this Plan are designed to create goals cultivating:

- Focus on consistently meeting and exceeding citizen expectations;
- Use of innovative ideas and methods to successfully meet challenges posed by budgetary, facility and staffing limitations;
- A system that benefits residents by increasing services to all age groups and providing diverse opportunities;
- A service agency that sees itself as a viable partner in providing community services;
- A stewardship approach to providing high-quality facilities, existing and future, through judicious use of public funds;
- Cooperation and partnerships among the City of Lone Tree, South Suburban Park and Recreation District, public schools, non-profit organizations and the private sector in providing recreational services and facilities; and
- A proactive planning process guided by community needs and executable strategies; and a process for reviewing and updating this document annually.

Ultimately, this plan is designed to serve as a decision-making tool for the City of Lone Tree and the South Suburban Park and Recreation District complete with the action strategies needed to carry out the Parks, Trails and Recreation Master Plan recommendations.

This plan is intended to be a 5-year Plan with a long range vision. The Action Themes Implementation **Table 18** which is in the Recommendation section of this document details the recommendations and indicates timing based on the start of implementation:

- Immediate: within one-year
- Short-Term: within one-two years
- Long-term: within five to twenty years
- Ongoing

This Parks, Trails and Recreation Master Plan was created to:

- Provide both a vision for parks, recreation, trails and open space, and an action plan for implementing this vision;
- Coordinate the results of public involvement process with the citizen survey to determine the needs of residents;
- Provide a comprehensive review of the existing inventory of land, recreation facilities, programs, services and opportunities;
- Research and develop recommendations for all aspects of the City of Lone Tree’s recreational service areas, including staffing needs, operation and maintenance funding needs, and recreational programming needs;
- Identify key focus areas for improvement, develop a strategic set of goals, objectives, and actions for the immediate future, short term goals within 1-2 years, and long term goals within the next 5-20 years;
- Identify land needs for future parks and open space acquisition;
- Identify priorities, costs and funding mechanisms for improvements, expansions, further study, and conceptual capital projects;
- Develop recommendations to fund improvements.

The Plan is intended to be updated every 5 years.

Findings and Analysis were compiled through a detailed process involving:

- Public meetings, focus groups, stakeholder meetings and staff input;
- A previously conducted statistically-valid survey;
- Analysis of demographics, trends and administrative benchmarking of similar or neighboring Colorado cities and communities;
- A complete inventory of all parks, open space, facilities, programs, services, partners and alternative providers;
- SWOT analysis and GRASP® Analysis of current and future Levels of Service for the parks, facilities and the components contained within them.

Key Elements

The following were identified as the most important areas for consideration:

- Maintain Current Level of Service (LOS) throughout the Park System
- Community Connectivity
- Aquatics Improvements and Additions
- Tennis Improvements
- Additional Athletic Fields
- Park Improvements
- Feasibility Studies and Planning
- Capital and Operational Funding
- Additional Staffing

Table 1 shows the themed recommendations and implementation impacts including annual financial allocations, one time costs for planning documents and feasibility studies, and other costs as yet to be determined including land acquisition costs and staffing costs among others.

Table 1: Total Considerations for All Recommendations:

Recommendations	Implementation Impacts
#1 - Excellence and Core Services	Staff time; annual allocations per year for capital projects TBD over next 5-20 years plus land costs; ongoing maintenance allocations
#2 – Improve LOS	Staff time; one time costs for planning and study documents; annual allocations per year for capital projects TBD plus land costs; annual allocations for staffing costs

II. Past, Present and Future – The Context

A. Project Vision and Purpose

Project Vision

The City of Lone Tree and the South Suburban Park and Recreation District cooperatively sought to hire consultants to prepare a Parks, Trails and Recreation Master Plan for the City of Lone Tree service area. This is the first Parks, Trails and Recreation Master Plan for the City. The plan provides both a vision for parks, recreation, trails and open space, and an action plan for implementing this vision. The plan considers current residents and future growth areas. It is comprehensive in that it involves implementation of a public involvement process through a direct mail-out citizen invitation for participation to a random 1/3 of the households. This direct citizen input is correlated with the previous statistically valid citizen's interest survey to determine and prioritize planning and development of future recreational and park property amenities. The Master Plan also includes research and development of recommendations for all aspects of the City of Lone Tree's recreational service area including need for capital projects, land acquisition and available opportunities and constraints, staffing, operation and maintenance funding and recreational programming needs.

Project Purpose

The purpose of the Parks, Trails and Recreation Master Plan is to provide a framework for decision-making over a multi-year planning period. The Master Plan serves as a guide for parks and recreation services, facilities, planning and development. In addition to documenting existing facilities, trails, programs and parks, the plan also addresses community values, growth, future needs, and priorities, creating a clear direction for staff, advisory and elected officials for the improvement of the park system, open space, golf course, trails, recreation facilities and programs that serve the City of Lone Tree.

A specific focus of the plan is to address the cooperative relationship between the City of Lone Tree and the South Suburban Park and Recreation District, defining the desired level of service and what it will take to provide this service.

B. History and Current Status

History

The City of Lone Tree is a community located on the northern border of Douglas County, and directly adjacent to Arapahoe County. It is in what is called the 'south metro' area of Denver, and is a suburb of Denver, Colorado. With its small-town friendliness, the City of Lone Tree is also a thriving and growing community with a strong retail economic base. Rapid and steady growth is expected to continue which is placing an increased demand for quality of life services.

Incorporated in 1995, the City of Lone Tree had a population of roughly 3,000 residents. Today, the 2007 population estimate has grown to approximately 10,000 and the City of Lone Tree is listed as one of Colorado's fastest growing cities.

Current Status

Lone Tree's blue skies, beautiful surroundings, excellent recreational opportunities and flourishing economic community are the first things many people notice about the City. Biking and outdoor recreation enthusiasts relocate to the City of Lone Tree for the fabulous location, great facilities and spectacular events hosted here annually. The City's motto, "It's a great day to be in Lone Tree," encompasses the overall sense of pride community residents share with the City and with one another. Residents and visitors of all ages enjoy a diverse range of activities and facilities including the Lone Tree Summer Concert Series and the Lone Tree Library, an extensive trail network and first-rate shopping.

Parks, trails, open space and recreation opportunities, facilities, programs and services are managed and provided by the South Suburban Park and Recreation District. This special district serves not only the City of Lone Tree, but several other cities and communities as well. The South Suburban District is a quasi-municipal corporation and a political subdivision of the State of Colorado, formed in 1959 pursuant to state law, for the purpose of providing recreational facilities and services for District residents. In 1959, approximately 45,000 people lived in the District. In 2005, the population totaled nearly 140,000 residents. The 57-square-mile District includes Bow Mar, Columbine Valley, Littleton, Lone Tree, Sheridan, the western half of the City of Centennial, portions of unincorporated Douglas County (including Wild Cat Ridge and Acres Green), and unincorporated Arapahoe County west of I-25 and a small area in Jefferson County.

In addition, the City of Lone Tree has several private neighborhoods which, through independent Home Owner Associations (HOA's), provide for some, if not most, of the park and recreation needs within each private neighborhood area.

C. Methodology of this Planning Process

Project Team

The consultants, consisting of GreenPlay, LLC as the lead along with Design Concepts and Geowest as the GRASP® Level of Service Analysis Team, worked closely with the City's Deputy City Manager, and the District's Executive Director. They also worked and communicated closely with the Lone Tree City Council, the Recreation Advisory Committee, the South Suburban Park and Recreation District Board of Directors and both agencies' staff. The project team also worked closely with THK Associates, Inc., the planning firm hired independently by the City to work on a comprehensive trail plan in coordination with the Transportation Advisory Board.

The Approach to the Scope of Work

The planning process included developing a comprehensive inventory of parks, facilities and services; an analysis of potential future service needs using innovative and successful methodologies addressing growth, a prioritized list of capital, operations and maintenance recommendations based on the citizen's input, needs assessment, gap analysis and available resources; implementation strategies; and the identification of critical relationships with surrounding communities, Douglas County and the school district as well as other potential partners within the community.

The plan helped create consensus on philosophies for resource allocation, revenue generation and cost recovery. This plan includes recommendations and an action plan that will be helpful and implementable, in addition to addressing the following specific items detailed below:

- Public Involvement Process
- Demographic and Trends Analysis
- Administrative Benchmarking
- Inventory and Level of Service Analysis

Public Involvement Process

An in-depth, efficient, open, and citizen-focused community process was created to assure policy makers, staff, user groups, associations, and other stakeholders that they were provided an opportunity to participate in the development of this plan, including:

- An orientation meeting with the project staff
- Several public group meetings with citizen representatives that included, but was not limited to, those persons associated with existing programs and activities, members of organized sports leagues, and any other groups or associations identified by City/District staff or through a publicly advertised notification process
- An additional public involvement meeting to provide broad-based community input where the findings were presented
- Meetings or interviews with stakeholders to provide opportunity for discussion and address pertinent issues
- Project team meetings/conference calls, monthly reports to review tasks status
- Public hearings and/or presentations with the City Council and District Board to present the draft and final Parks, Trails and Recreation Master Plan

A statistically-valid survey provided reliable information from the residents of the community to establish a baseline for setting realistic and achievable goals in the Parks, Trails and Recreation Master Plan. This method provided statistically valid information, not only from the users, but from non-users who are also taxpayers and voters. Based on the population of the City of Lone Tree, National Research Center, Inc. administered a survey in August 2006 by mail to 3,750 households in the City of Lone Tree. One thousand and sixty-six households responded resulting in a response rate of 30%. The survey results were weighted and the margin of error was +/- 3%.

Demographic and Trends Analysis

The constituency of the City of Lone Tree was identified through a demographic analysis and market profile. Information was compiled from previous planning efforts including the City of Lone Tree's efforts, the U.S. Census Bureau, and other national and local sources. The analysis used approved methods to evaluate current and future users of recreation facilities, programs and services.

Administrative Benchmarking

The South Suburban Park and Recreation District is a nationally recognized Gold Medal Award winner. Foothills Park and Recreation District was selected for benchmarking as they too are a Gold Medal Award winning special district that serves multiple communities.

There aren't many Colorado cities in the population classification of under 20,000 that are comparable or who have won the prestigious Gold Medal Award presented each year at the National Park and Recreation Association's Annual Congress. Therefore, the neighboring communities of Greenwood Village, Highlands Ranch (Metro District), Parker and Castle Rock, along with similar communities like Golden and Fort Collins (a Gold Medal Award winner) were also selected.

Administrative benchmarking included the number and type of facilities, miles of trails, acres of parks, and the number of lit and unlit fields. It also included questions regarding operating and revenue budgets, number of full time equivalents, mil levy, sales tax revenues and mandatory fees.

Inventory and Level of Service Analysis

A comprehensive inventory and assessment of facilities and services, including parks, recreation, trails, open space and special use facilities, was developed to determine current conditions, use patterns, environmental issues and economic impacts. In addition, services provided by other agencies that may impact the City of Lone Tree were also included.

Traditional Level Of Service (LOS), often called the **NRPA** (National Recreation and Parks Association) standards method, is typically based on providing X number of acres or X number of facilities per 1,000 population (or "*capacity analysis*"). This methodology was developed in the 1970's and 80's, and the methodology is not accurate for the majority of public agency usage. Even most NRPA officials are now calling this standards methodology "obsolete."

In order to create a way to standardize that is accurate, implementable, can be benchmarked, and is unique to a community, we have adapted these practices to a slightly different approach using a "*composite values analysis*." The *composite values analysis* methodology GreenPlay uses is proprietary and is called the **Geo-Referenced Amenities Standards Program (GRASP®)**. This methodology builds on the traditional capacity analysis, but can track not only the quantity (or capacity), but quality of components of an entire parks, recreation, and/or open space system.

Timeline

The six month project was awarded on May 9, 2007 with a completion date of November 15, 2007.

D. Organizational Overview

City/District Relationship for the Provision of Services

The South Suburban District is an organization, independent of the City of Lone Tree, that has the responsibility to provide local and regional park and recreation service to the residents of the City of Lone Tree who in turn are assessed a mil levy in exchange for that service. The District provides Lone Tree residents with an array of facilities, activities and events throughout the year. In addition, as the City of Lone Tree is included in the larger District, City residents can use all the District facilities, programs and services at the District

resident rate. The City of Lone Tree provides additional service in the City through a designated staff member who organizes special events and the summer concert series.

The City of Lone Tree and South Suburban have worked cooperatively to accelerate projects within the Lone Tree municipal boundary through additional funding approved and designated by the City. In addition, the two organizations have worked jointly to pursue grant funding for projects.

The City and South Suburban are working jointly to complete this master planning effort in order to provide a vision and framework for the future provision and funding of facilities and services.

The City of Lone Tree Governance and Organization

The City of Lone Tree was incorporated in November 1995 and became a Colorado Home Rule City on May 5, 1998. It operates under a Council-Manager form of government where Council sets the city policy and the Manager is responsible for city operations.

The Council is comprised of a Mayor and four Council members who are each elected to a four-year term. Council members for each of the two districts serve staggered terms so that one district representative is elected every two years. The Mayor is an at-large member of Council representing the entire City. Although Council is elected by district, each member is responsive to all areas of the City.

Departments in the City of Lone Tree's comprehensive services plan include Building, Administration, Community Development, Finance, Public Works, Police and Municipal Court. Currently, all city department functions except for Administration, Police and Municipal Court are provided through contracts with independent consultants.

The Council appoints a variety of citizen advisory boards and commissions to focus on special areas of concern and serve as advisory bodies to the City Council on matters affecting the City of Lone Tree. The Commissions include:

- Planning Commission
- Arts Commission
- Board of Adjustment
- Board of Appeals
- Transportation Advisory Committee
- Recreation Advisory Committee
- Audit Committee

Every member of each Board and/or Commission is appointed by Council to serve a term dictated by City Ordinance and/or Resolution.

The City of Lone Tree established the Citizens' Recreation Advisory Committee (CRAC) in 2006 to promote the City's recreation opportunities and services, and to develop recommendations to improve recreation opportunities and services. This seven member

committee has two alternates. The Recreation Advisory Committee was involved in the development of the Parks, Trails and Recreation Master Plan.

South Suburban District Governance and Organization

South Suburban Parks and Recreation is a quasi-municipal corporation and a political subdivision of the State of Colorado, formed in 1959 pursuant to state law, for the purpose of providing recreational facilities and services for District residents.

In 1959, approximately 45,000 people lived in the District. In 2005, the population totaled nearly 140,000 residents. The 57-square-mile District includes Bow Mar, Columbine Valley, Littleton, Lone Tree, Sheridan, the western half of the City of Centennial, portions of unincorporated Douglas County (including Wild Cat Ridge and Acres Green), and unincorporated Arapahoe County west of I-25 and a small area in Jefferson County. Anyone who rents or owns property in the South Suburban District is a District resident.

The South Suburban Park and Recreation District's mission is:

"To contribute to the full and meaningful lives of our residents by providing a variety of leisure services as well as improving the quality of life through stewardship of the environment, parks, trails and open space."

E. Related Planning Efforts and Integration

This Parks, Trails and Recreation Master Plan is intended to provide relative and current information which will support the update to the City of Lone Tree's Comprehensive Plan and the South Suburban Parks and Recreation Strategic Plan. It also provides a framework for decision-making, project prioritization and resource allocation.

This is the first Parks, Trails and Recreation Master Plan prepared for the City of Lone Tree and South Suburban Park and Recreation District.

The following documents were used as background information and supporting studies:

- City of Lone Tree Comprehensive Plan, March 2007
- City of Lone Tree Parks, Trails and Open Space Improvements Plan
- City of Lone Tree - 2007 Budget
- City of Lone Tree - Resident Survey, 2006
- City of Lone Tree Recreation Advisory Committee Long Range Recreation Plan
- RidgeGate West Village Park, Open Space, Trails Master Plan, 2005
- Schweiger Ranch Master Plan, 2006
- South Suburban Park and Recreation District - Aquatic Master Plan, 2005
- South Suburban Park and Recreation District - Gold Medal 2020 Strategic Plan, April 1999
- South Suburban Park and Recreation District - 2007 Amended Budget

III. What We Want – Our Community and Identified Needs

A. Community Profile and Population Projections

Community Profile

This analysis uses estimates and projections from ESRI Business Information Solutions. ESRI offers a more current look at Census data by calculating current year estimates, as well as five year projections for population and breakdowns. Regional population estimates and projections have also been provided by the Denver Regional Council of Governments, www.drcog.org, and are broken down into Transportation Analysis Zones (TAZ). Additionally, population projections and development estimates for the RidgeGate development were provided by the City of Lone Tree.

Service Area and Population

The primary service area for this analysis is the City of Lone Tree, Douglas County, the State of Colorado, and the U.S. According to DRCOG, the estimated 2006 population for the City of Lone Tree is 10,041. ESRI, provides a less specific look at the growth indicators for Lone Tree, estimating the 2007 population at 5,049, however, they provide a demographic breakdown of the population for age groupings, income, etc., that is used in this analysis. ESRI estimates the populations of Douglas County at 267,640, the State of Colorado at 4,883,413 and the United States at 306,348,230.

Population, Age Ranges, and Family Information

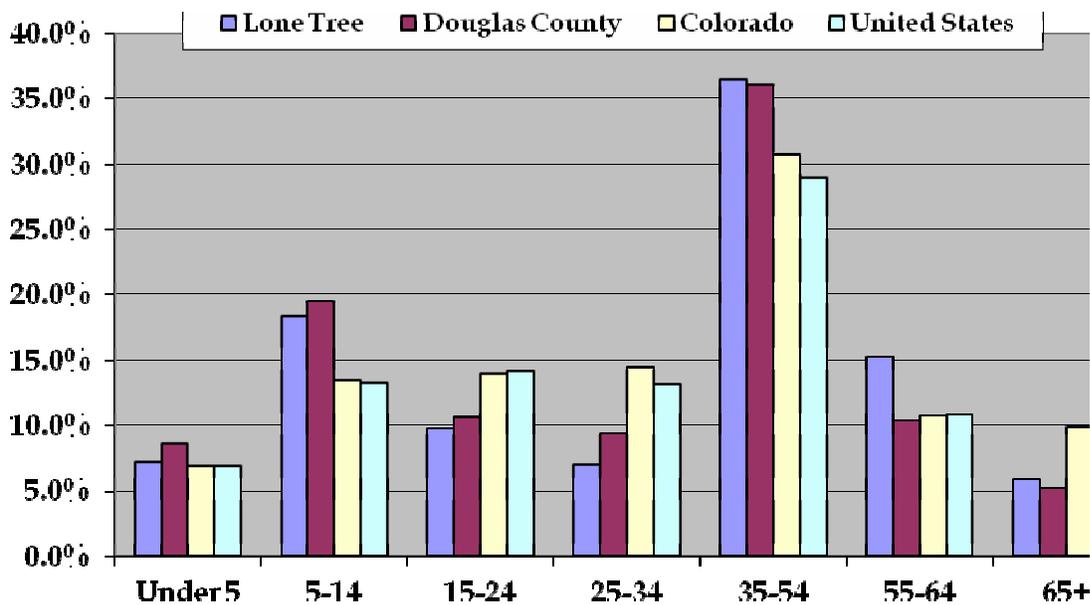
Age Distribution

The following age breakdown is used to separate the population into age sensitive user groups and to retain the ability to adjust to future age sensitive trends. The most current percent of population distribution by age for the City of Lone Tree, Douglas County, Colorado, and the U.S. is provided by ESRI and is shown in **Figure 1**.

- Under 5 years: This group represents users of preschool and tot programs and facilities, and as trails and open space users, are often in strollers. These individuals are the future participants in youth activities.
- 5 to 14 years: This group represents current youth program participants.
- 15 to 24 years: This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.
- 25 to 34 years: This group represents involvement in adult programming with characteristics of beginning long-term relationships and establishing families.
- 35 to 54 years: This group represents users of a wide range of adult programming and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.
- 55 to 64 years: This group represents users of older adult programming exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren.

- 65 years plus: Nationally, this group will be increasing dramatically. Current population projections suggest that this group will grow almost 70% in the next 13 years. Programming for this group should positively impact the health of older adults through networking, training and technical assistance, and fundraising. Recreation centers, senior centers, and senior programs can be a significant link in the health care system. This group generally also ranges from very healthy, active seniors to more physically inactive seniors.

Figure 1: 2007 Percent of Population Breakdowns by Age- City of Lone Tree, Douglas County, Colorado, U. S.



Source: ESRI Business Information Solutions

Population Comparisons

Compared to Douglas County, the City of Lone Tree has a significantly older population. The percentage of persons over the age of 34 in the City of Lone Tree is 6% higher than in Douglas County. Compared to the State, the percentage of persons over the age of 34 is 6.4% higher. The City has a slightly higher population under five and a significantly higher population ages five to 14 than the State. The State, however, has higher population in the 15 to 34 age range and much lower populations in the 35 to 64 age range. In the over 65 category, Colorado is significantly higher than the City of Lone Tree. Percentages for the age breakdown in the U.S. are similar to those for Colorado except with a slightly lower population in the 35 to 54 category than the State and a higher population of persons 65 and older. The largest population group in the City is aged 35 to 54 years (36.6%), followed by the 5 to 14 age group (18.3%). The median age for the City of Lone Tree is 40, for Douglas County is 35.9, for Colorado is 35.8, and for the U.S. is 36.7.

Gender (2007)

According to ESRI Business Solutions, the 2007 population estimate for the City of Lone Tree is 48.9% male and 51.1% female. For Douglas County the estimates are 49.8% male and

50.2% female. Colorado estimates are 50.3% male and 49.7% female. The United States estimates 49.2% male and 50.8% female.

Race and Ethnicity (2007)

Statistics gathered from ESRI Business Solutions provide the race and ethnicity breakdown for the City of Lone Tree, Douglas County, Colorado and the U.S. As shown in **Table 2**, the race with the largest population is White for all three regions. The white alone population in the City is 18.1% higher than that of the United States, and 9.7% higher than the State of Colorado. Compared to Douglas County, it is less than one percentage point lower. The second largest population is Asian or Pacific Islander Alone in the City of Lone Tree and Douglas County. The second largest race population in Colorado is Some Other Race Alone, and in the United States is African American Alone. The African American Alone population in the City is 11.5% lower than the U.S. and 2.7% lower than Colorado. The Hispanic/Latino Origin population in the City of Lone Tree is 0.5% lower than Douglas County, 14% lower than Colorado, and 9.4% lower than the United States.

Table 2: Race/Ethnicity Comparisons for 2007

Race	Lone Tree	Douglas County	Colorado	United States
White Alone	90.8%	91.7%	81.1%	72.7%
African American Alone	1.1%	1.0%	3.8%	12.6%
American Indian Alone	0.2%	0.4%	1.0%	0.9%
Asian or Pacific Islander Alone	4.5%	3.2%	2.8%	4.5%
Some Other Race Alone	1.7%	1.7%	8.2%	6.5%
Two or More Races	1.7%	2.0%	3.0%	2.8%
Total	100%	100%	100%	100%
Ethnicity	Lone Tree	Douglas County	Colorado	United States
Hispanic/Latino Origin (Any Race)*	5.6%	6.1%	19.6%	15.0%

Source: ESRI Business Information Solutions

*Persons of Hispanic Origin may be of any race. This number reflects the percentage of the total population.

Education

The population of the City of Lone Tree has a higher education level than the County, State, and U.S. According to ESRI Business Information Solutions, the City has higher percentages of residents with Bachelor’s or Master’s degrees, or more advanced, compared with the County (12.8% higher), State (31.9% higher), and the U.S (40.2% higher). Overall, 89.1% of the population of the City has had some education beyond high school, and 69.2% have earned some type of degree. The education level attainment is shown in Table 3.

Table 3: Educational Attainment – 25 Years and Older (2000)

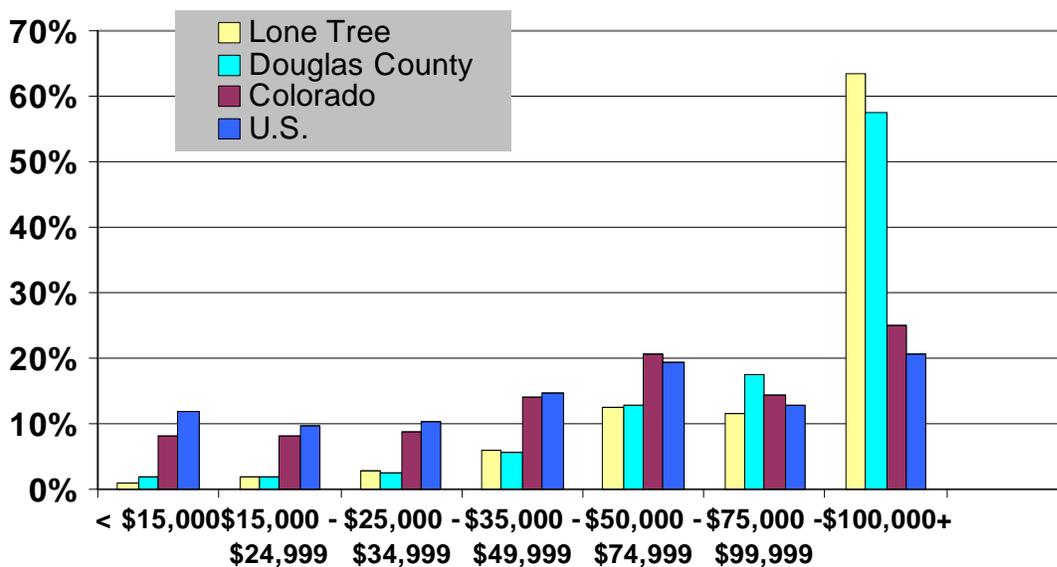
Level of Education Attained	Lone Tree	Douglas County	Colorado	U.S.
Less than 9 th Grade	0.5%	0.6%	4.8%	7.5%
9 th -12 th Grade, No Diploma	0.9%	2.5%	8.2%	12.1%
High School Graduate	9.5%	13.1%	23.2%	28.6%
Some College, No Diploma	19.9%	24.5%	24.0%	21.0%
Associate Degree	4.6%	7.4%	7.0%	6.3%
Bachelor's Degree	42.9%	36.5%	21.6%	15.5%
Master's/Prof/Doctorate	21.7%	15.3%	11.1%	8.9%

Source: ESRI Business Information Solutions

Household Income

According to ESRI Business Information Solutions, the estimated 2007 median household income for the City of Lone Tree is \$124,759 and per capita income is \$63,249. Both per capita and the median household figures are significantly higher than County, State, and U.S. figures. The median household income for Douglas County is \$111,256 and per capita income is \$49,976. The median household income for Colorado is \$60,976, for the U.S. is \$53,154, and per capita income is \$31,684 and \$27,916, respectively. **Figure 2** shows percent of households by income.

Figure 2: Households by Income – Lone Tree, Douglas County, Colorado, U.S.



Source: ESRI Business Information Solutions

The highest percentage of households and the majority of the population of the City of Lone Tree earn more than \$100,000 annually (63.3%), this is 6% higher than the County, 38.6% higher than the State, and 42.6% higher than the U.S. ESRI projects that by 2012 the percent

of households earning more than \$100,000 annually in the City will rise from 63.3% to 70.1%, with 31.8% of the population making over \$200,000 a year.

Household Size and Units

The 2007 average household size in the City of Lone Tree is 2.59 persons, lower than the County average of 2.87 persons per household. For Colorado the average household size is 2.54 and in the U.S. is the same as Lone Tree at 2.59 persons. **Table 4** shows that the City of Lone Tree has higher percentages of owner occupied housing units than both the State (22.4% more) and the U.S. (23.6% more). The City also has significantly lower percentages of renter occupied housing compared to the State (14.5% lower) and the U.S. (16.9% lower).

Table 4: Housing Units (2007)

Housing Units	Lone Tree	Douglas County	Colorado	U.S.
Owner Occupied Housing Units	84.9%	84.9%	62.5%	61.3%
Renter Occupied Housing Units	11.9%	10.6%	26.4%	28.8%
Vacant Housing Units	3.2%	4.6%	11.1%	9.9%

Source: ESRI Business Information Solutions

The City of Lone Tree is expecting a large increase in housing, population, and commercial space with the development of RidgeGate, a residential and commercial development undergoing construction now. The development will add approximately 12,000 residential units and 18 million square feet of commercial space to Lone Tree. The development is estimated to add 36,000 residents over the next 50 years.

Employment

According to 2007 figures, 97.4% of the 16 years and older population in the labor force is civilian employed in the City of Lone Tree, in Douglas County 96.4% are civilian employed, in the State the figure is 94.3%, and in the U.S. 93.4% (ESRI Business Information Solutions). According to 2007 estimates of the employed work force in the City of Lone Tree, approximately 90.7% are engaged in white collar professions such as management, business, financial and sales, and the balance of the work force is engaged in service (5.8%) and blue collar (3.5%) professions. Compared with County percentages, the City has 10.1% higher percent of people engaged in white collar professions and 7.1% lower percentage of people engaged in blue collar professions. Compared with State and U.S. percentages, the City is 27.3% higher in the white collar professions category than Colorado, and 30.5% higher than the U.S.

Additional Information

Health and Obesity

The United Health Foundation has ranked Colorado 16th in its 2006 State Health Rankings. It was 17th in 2005. The State's biggest strengths include:

- Lower prevalence of obesity when compared with most states, with 16.7% of the population considered as obese. However, consistent with the national trends of increasing obesity rates, Colorado went from an obesity rate of 6.9% in 1990 to 16.7% in 2007. This increasing obesity rate in Colorado should therefore be considered a challenge more than a strength
- Low rate of cancer deaths
- Few poor physical health days per month
- Low rate of deaths from cardiovascular disease

Some of the challenges the State faces include:

- Limited access to adequate prenatal care
- High rate of uninsured population
- Low per capita public health spending

Source: <http://www.unitedhealthfoundation.org/ahr2006/states/Washington.html>

Population Forecast

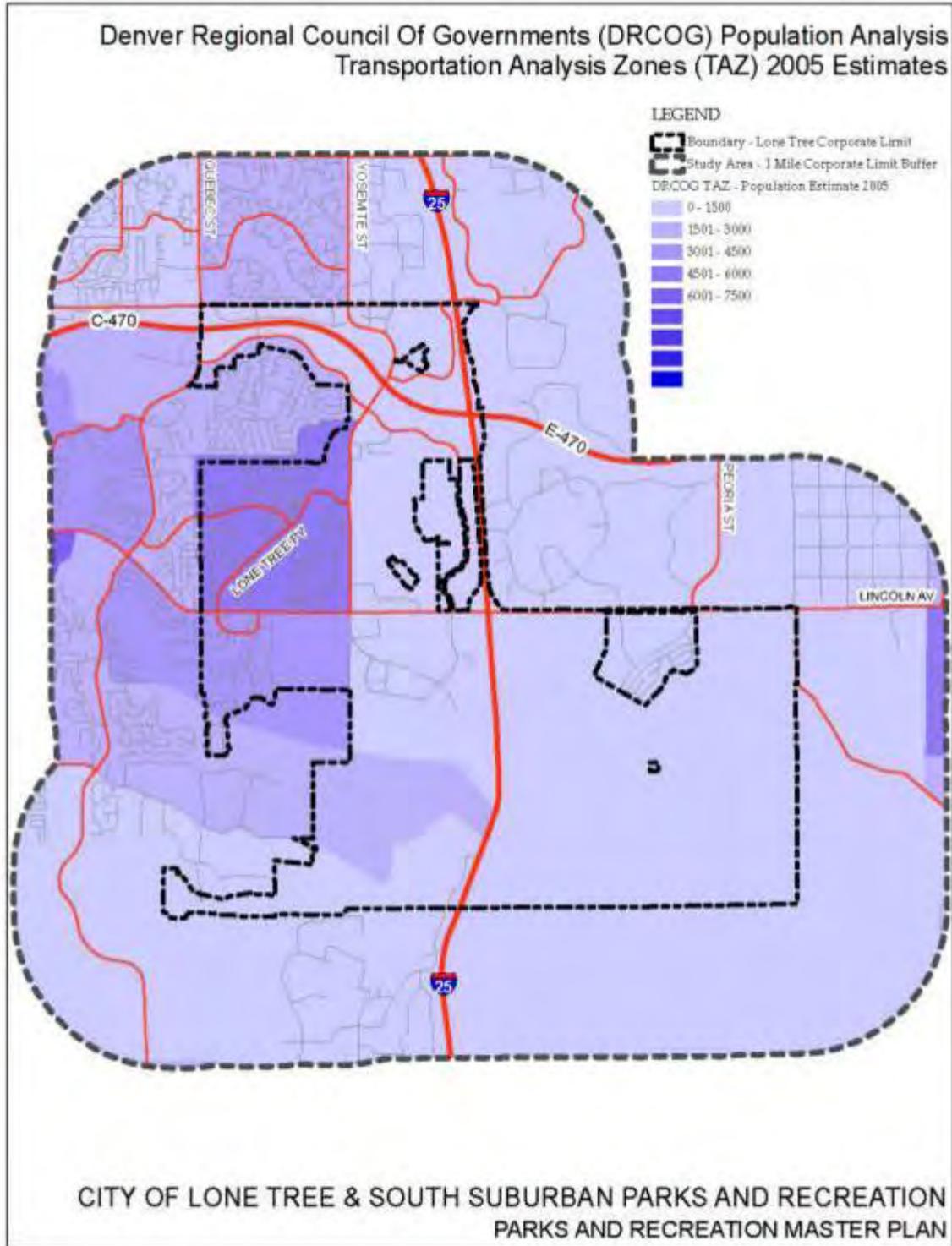
Population estimates by Transportation Analysis Zones (TAZ)

Denver Regional Council of Governments (DRCOG) breaks down the areas in and around the City of Lone Tree into zones known as TAZ. The following figures include a map showing the various zones that comprise Lone Tree and its surrounding areas (**Figure 3**) and maps showing raw population estimates by zone for 2005, 2015, 2020, and 2030, provided by DRCOG. Table 5 shows population and household estimates for 2005 as well as projections for 2015, 2020, and 2030, for the zones within the Lone Tree Corporate Boundary. **Figure 4, Figure 5, Figure 6, and Figure 7** maps the population estimates for the study area.

Table 5: Population and Household by Zones Including the City of Lone Tree Corporate Boundary for years 2005, 2015, 2020, 2030

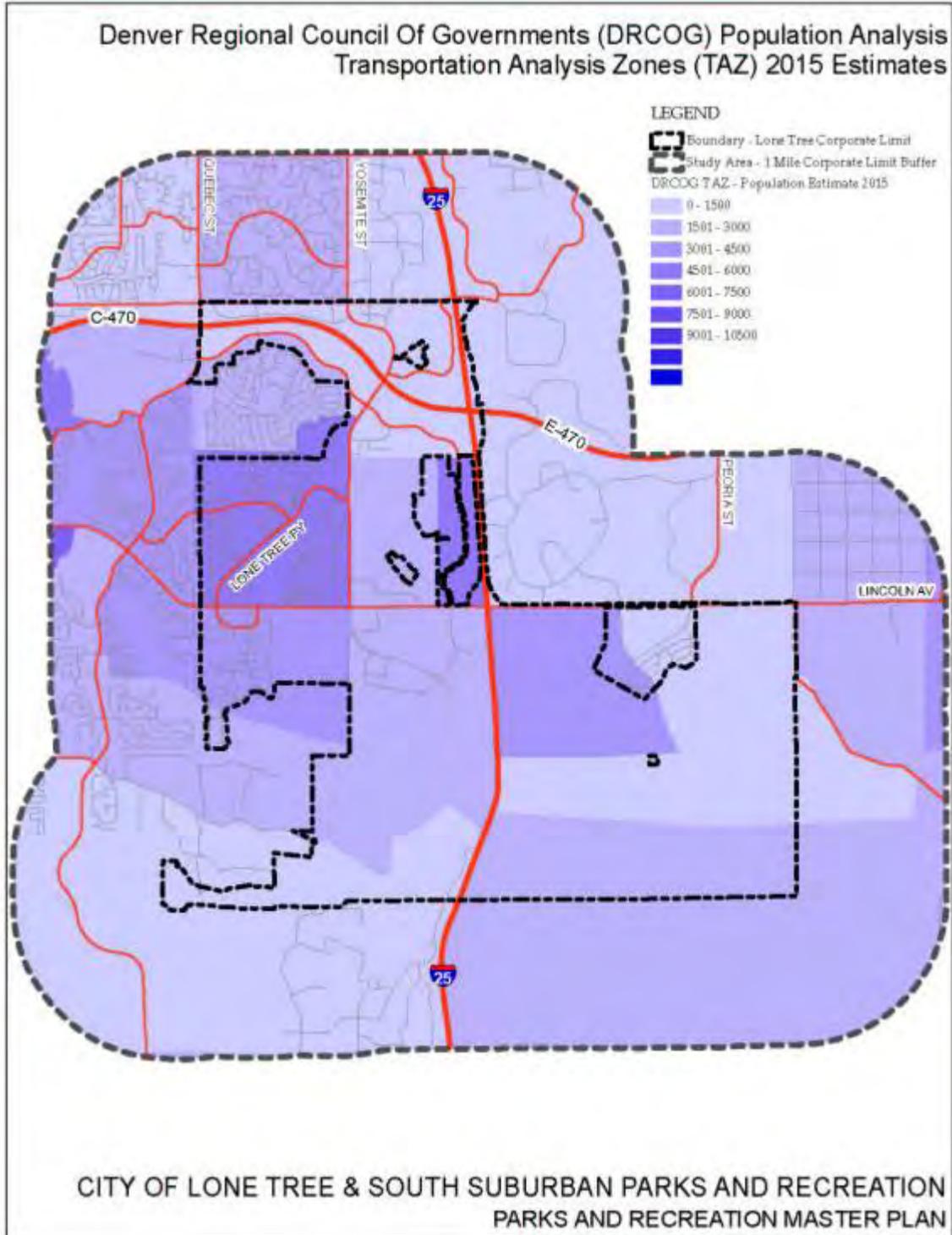
TAZ ID number	2005 Households	2005 Population	2015 Households	2015 Population	2020 Households	2020 Population	2030 Households	2030 Population
60401	0	0	41	42	64	65	116	116
60402	86	240	86	234	86	233	86	229
60403	230	646	254	696	267	729	297	797
60404	59	157	91	236	110	285	151	384
60406	1,780	5,065	1,938	5,382	2,030	5,619	2,230	6,068
60407	522	1,468	627	1,721	688	1,882	820	2,205
60408	215	632	1,702	4,883	2,567	7,341	4,448	12,503
60409	123	347	620	1,707	909	2,494	1,538	4,148
60410	1,261	3,591	1,428	3,969	1,525	4,224	1,737	4,730
60524	83	237	1,130	3,148	1,738	4,827	3,062	8,359
60525	84	251	350	1,021	504	1,465	840	2,400
60530	28	84	302	884	461	1,345	808	2,317
60531	19	55	264	746	406	1,143	715	1,979

Figure 4: TAZ Map with 2005 Population Estimates of Study Area



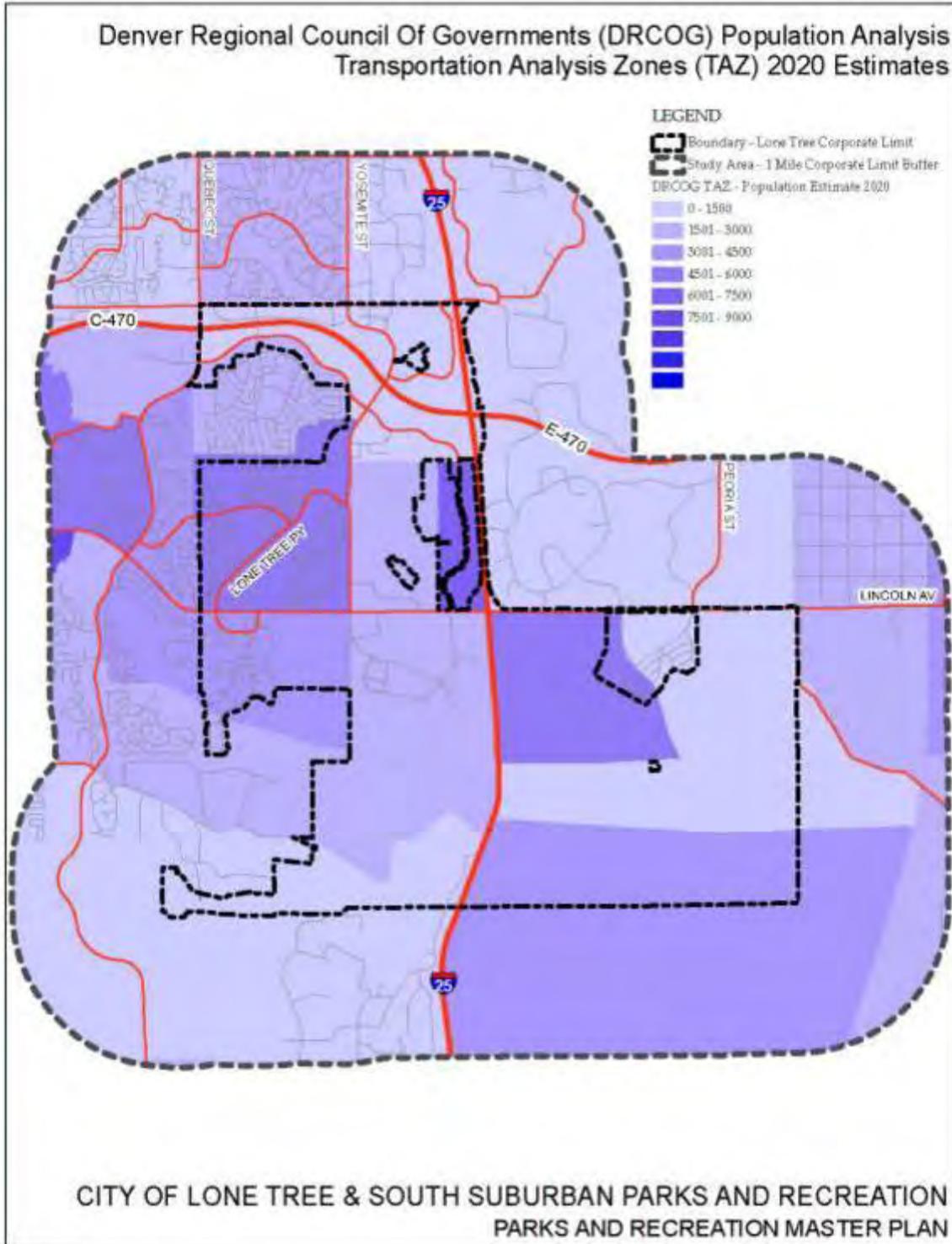
Source: Denver Regional Council of Governments, www.drcog.org

Figure 5: TAZ Map with 2015 Population Estimates of Study Area



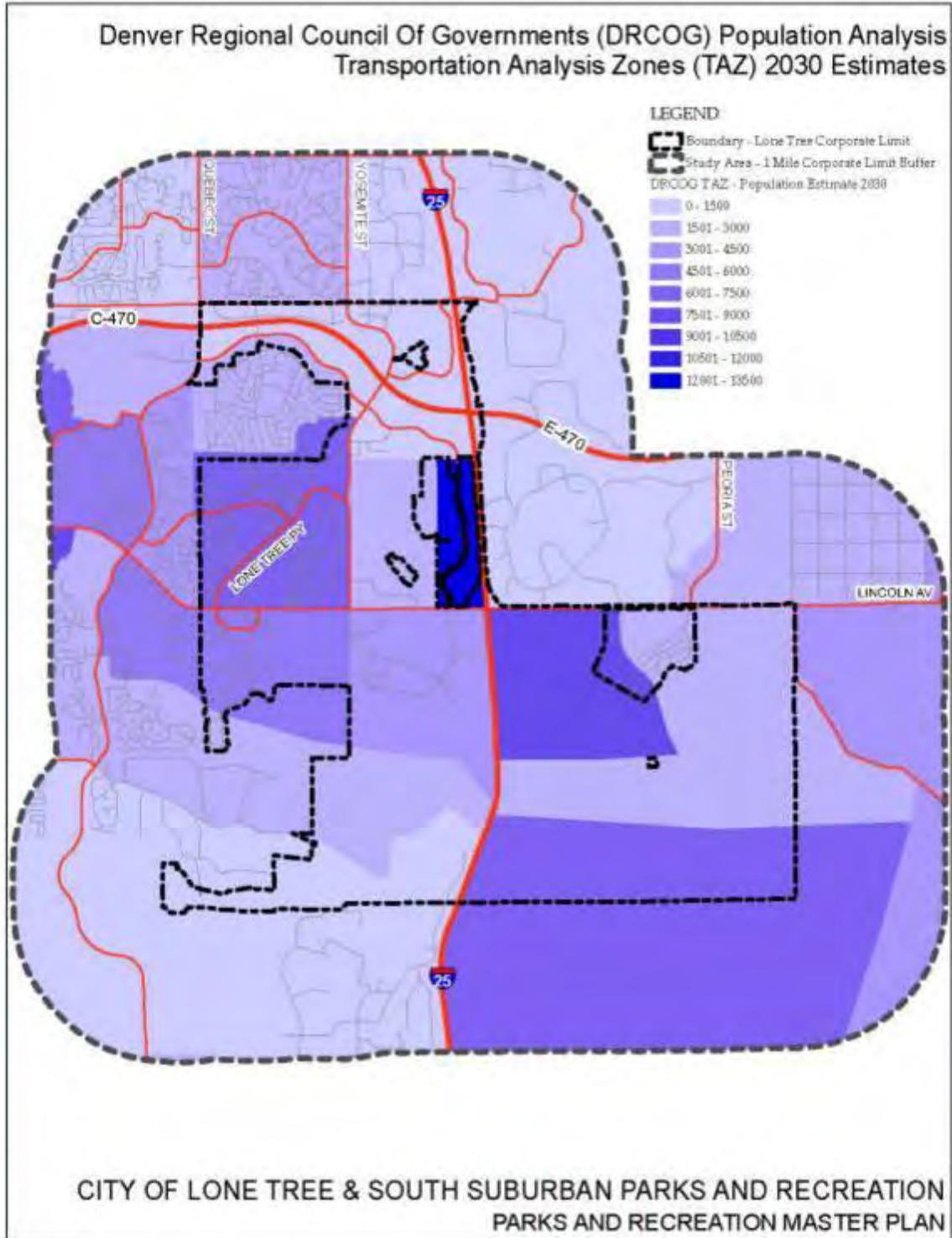
Source: Denver Regional Council of Governments, www.drcog.org

Figure 6: TAZ Map with 2020 Population Estimates of Study Area



Source: Denver Regional Council of Governments, www.drcog.org

Figure 7: TAZ Map with 2030 Population Estimates of Study Area



Source: Denver Regional Council of Governments, www.drcog.org

Population Estimates by DRCOG

Denver Regional Council of Governments (DRCOG) estimated the 2006 population for the City of Lone Tree was 10,041 with the estimated number of households totaling 3,668. Estimates are as of January 1st each year with 2006 being the latest available statistics reported.

Population Estimates by CML

According to the City, a recent correspondence from the Colorado Municipal League (CML) shows the City of Lone Tree's population as 8,752.

Population Estimates by the City of Lone Tree and the Community Development Department

The Community Development Department reviewed data provided to the City of Lone Tree by TST Inc. of Denver regarding the estimated population as of January 1, 2007. This spreadsheet identifies all subdivisions currently within the City boundaries and uses multipliers for the Denver Metro area by the US Census Bureau for occupancy rates and average household size to estimate current population numbers. The following developments were built after the 2000 Census and have population estimates of:

Crest Apartments	687
The Enclave	333
Heritage Hills	1,420
Lincoln Square Lofts	240
Carriage Club	1,337
Centennial Ridge	383
Heritage Estates (35 homes not built then)	35
Totaling (to be added to ESRI's estimates)	4,435

For the purposes of this study, we will use the ESRI estimates coupled with the population estimates for the new development since the 2000 Census which ESRI does not account for, along with the new RidgeGate population estimates.

Population Estimate for RidgeGate Development

The new RidgeGate development will have a profound effect on the future population. Projections supplied by RidgeGate estimate that by 2022, with the addition of the new development, the population will more than double. **Table 6** shows information on the additional population growth from the RidgeGate development over the next fifteen years.

Table 6: Additional Population Growth due to RidgeGate Development Over 15 Years

	2007	2012	2017	2022
Population	650	7,500	12,000	18,000
Homes	N/A	2,500	4,000	6,000
Commercial Space	N/A	5 million sq. ft.	8 million sq. ft.	10 million sq. ft.

Source: City of Lone Tree

Population Forecast Summary – All Sources

Although we can never know the future with certainty, it is helpful to make assumptions about it for economic reasons. ESRI provides population estimates for 2007 and projections for 2012 based off the 2000 U.S. Census. The population for the City of Lone Tree is projected by ESRI to be 5,707 by 2012.

ESRI is not able to account for newly planned developments, like RidgeGate, and new growth that has occurred since the 2000 Census data was obtained when making population projections but it is still useful to use their projections to get an idea of the rate of growth that is occurring naturally in the given community. These projections plus the estimated population growth of RidgeGate and what is estimated from the new development that has occurred since the 2000 Census should help to give us a clearer picture of what the City of Lone Tree will look like in the next five years. **Table 7** shows the City of Lone Tree at 2000 Census, the City of Lone Tree plus recent growth and RidgeGate development, Douglas County, Colorado, and the U.S. population growth comparisons for 2000, 2007, and 2012.

Table 7: Population Projections- the City of Lone Tree, Douglas County, Colorado and the United States

	2000	2007	2012	% Growth 2000-2007	% Growth 2007-2012
Lone Tree	4,873	5,049	5,707	3.5%	11.5%
Lone Tree plus development since 2000 Census (4,435)	N/A	9,484	10,142	N/A	7%
Lone Tree plus development since 2000 Census (4,435) and RidgeGate (650)	N/A	10,134	17,642	N/A	74.1%
Douglas County	175,766	276,640	360,913	36.5%	23.3%
Colorado	4,301,261	4,883,413	5,299,740	11.9%	7.9%
United States	281,421,906	306,348,230	325,526,398	8.1%	5.9%

Source: ESRI Business Information Solutions and City of Lone Tree

Market Profile and Summary of Demographics

This market profile is based upon information from ESRI, DRCOG as well as information from the City of Lone Tree.

- According to 2007 figures, 10,134 is the population estimate of the City of Lone Tree plus additional development since the 2000 Census and current RidgeGate residents
- The median age for the City of Lone Tree is 40, with the largest age cohort being 35 to 54 years at 36.6% of total population
- 48.9% of the population is male and 51.1% is female
- The majority of citizens are white, with 90.8% in 2007

- The City of Lone Tree has higher percentages of residents with Bachelor's (42.9%) or Master's degrees (21.7%) compared with the County, State and the U.S. with 89.1% of the population having had some education beyond high school, and 69.2% having earned some type of degree
- Approximately 90.7% are engaged in white collar professions such as management, business, financial and sales, and the balance of the work force is engaged in service (5.8%) and blue collar (3.5%) professions
- The median household income is \$124,759 and per capita income is \$63,249
- Average household size is 2.59 persons
- In 2007, 84.9% of housing units are owner occupied, 11.9% are renter occupied, and 3.2% are vacant. Owner occupied units are the same as for Douglas County and constitute a much greater percentage than both the Colorado and the national rates, at 62.5% and 61.3% respectively

B. Community and Stakeholder Input

Users and Stakeholders

During June 8-16, 2007, several meetings were conducted with members of the public, various stakeholders, concert-goers, City of Lone Tree City Council, South Suburban Park and Recreation District Board, agency department heads, staff and members from the City of Lone Tree Recreation Advisory Committee. In addition, emails and various correspondences were reviewed. Staff interviews and subsequent follow up telephone conference calls were conducted with other stakeholders. The following public groups were engaged in the process:

- Concert-goers at Sweetwater Park
- Service organizations
- Sports associations
- Program and facility users
- Adjacent communities such as Highlands Ranch Metropolitan District, Highlands Ranch Community Association, Town of Parker, Town of Castle Rock, and Douglas County

Public Meeting Results

The next step was to incorporate the information gained through the public process with the needs assessment and the results from the 2006 citizen opinion/satisfaction survey results. This allowed the testing of what was heard from the users against the citizens of the City of Lone Tree as an entire community, hearing from both the users and the non-users.

Three public meetings, along with over a dozen emails and a poll for program and facility priorities at a summer concert resulted in reaching another 138 users. The focus group results were summarized for the project and were shared with the City of Lone Tree, the South Suburban Park and Recreation District and the Recreation Advisory Committee. Key themes included:

Facility Improvements/New

- Aquatics - improve Cook Creek Pool and add more outdoor aquatics
- La Quinta Park - finish development
- Sweetwater Park - improvements
- Expand recreation center
- Add tennis courts
- Trails - paved and soft connections

Program Improvements/New

- Aquatics - more programs and opportunities
- Traditional sports - City youth practicing in the City of Lone Tree on their fields as priority
- Non-traditional sports - skateboarding, in-line hockey, climbing
- Arts and cultural programs
- Age-based activities

Stakeholder Input - Youth Sports Associations

A questionnaire was distributed to the youth sports associations serving the resident of the City of Lone Tree. In general, many of the sport associations that provided input on the athletic field needs in the City of Lone Tree **did not express a concern** about a lack of fields, condition of fields, waiting lists or turning Lone Tree youth away.

Statistically-Valid Survey

The City of Lone Tree conducted a Resident Survey during August 2006. The results were compared against the needs assessment, inventory, level of services analysis and public input process conducted as part of the Parks, Trails and Recreation Master Plan Study to set priorities for the future development of facilities, programs and services in the community. The complete survey results Executive Summary can be found in **Appendix A**.

Key Public Input Findings

Key values in the community include:

- Excellence - high level of service expectations
- Multi-generational programming
- Healthy active living
- Cooperative use of schools

Key issues facing the City of Lone Tree and the South Suburban Park and Recreation District include:

- Growth
- Maintaining a sense of individual community
- Maintaining what exists
- Lack of facilities - particularly fields and aquatics spaces
- Local control and awareness

Public perception is that the South Suburban Park and Recreation District's strengths include:

- Quality and variety of the facilities
- Management's commitment to excellence
- Park maintenance
- Variety of activities

The following top priorities were identified as the result of analyzing all the public input:

- Funding
- Land acquisition and open space
- Local control
- Trails
- Town Center/Recreation Complex
- Outdoor pool
- Additional multi-generational programs
- Multi-purpose fields
- Maintain what we have and complete current projects

C. Current Trends

Aging

Colorado Trends

Colorado has the seventh fastest growing aging population in the U.S. In the year 2010, there will be more than 770,000 seniors age 60 and over in Colorado. From the years 2000 - 2010, the numbers of these seniors will increase 39%. Currently, there are about 600 Coloradans 100 years old or older. In 2010, there will be approximately 700 Coloradans 100 years or older.

A survey prepared for the Denver Regional Council of Governments and conducted by the National Research Center, Inc. assessed the needs and strengths of older adults in the Denver metro area. Random samplings of populations 60 years and older throughout the area were surveyed. The survey report breaks down its finding by county. Some of the results for Douglas County follow:

- Physical health was cited as the most problematic category for respondents, with 33% saying that their physical health had been at least a "minor" problem in the previous 12-month period.
- The majority of respondents (91%) said that they engaged in moderate physical activity at least one day per week. Overall, respondents exercised an average of 4.3 days per week.
- Ninety-seven percent of respondents rated their overall quality of life as "very good" or "good."
- At least 9 in 10 respondents reported spending one hour or more visiting with family members in person or on the phone, visiting with friends in person or on the phone or doing housework or home maintenance.
- Eighteen percent of respondents reported spending an hour or more each week participating in senior center activities.

- Douglas County ranked highest for overall quality of life compared to other nearby counties (89 out of 100) followed by Broomfield (85), Gilpin (84), and Clear Creek (84).

National Trends

The following are trends related to the aging population in the United States:

- America is aging and it is estimated that by 2010, the median age will be 37 years, and by 2030 the median age will be 39 years. (The current estimated median age for Lone Tree is 40).
- The current life expectancy at birth in the United States is 77.9 years.
- There is a growing body of evidence that indicates that aging has more to do with lifestyles and health behaviors than genetics.
- Seniors control more than 70% of the disposable income and have more than \$1.6 trillion in spending power, according to Packaged Facts, a division of MarketResearch.com, which publishes market intelligence on several consumer industries.
- Seniors also are the fastest growing segment of health club memberships, according to the International Health, Racquet and Sportsclub Association (IHRSA).
- The top three sports activities for persons 65 years and older in 2004 were: exercise walking, exercising with equipment, and swimming. (NSGA)

Baby Boomers are made up of adults born between 1946 and 1964. This generation makes up approximately 25% of the total population in the United States. The following are trends of this generation:

- According to International, Health, Racquet and Sportsclub Association data for 2003, 91% of Boomers feel the need to take measures to ensure their future health.
- Boomers claim 37.6% of all health club memberships.
- Eighty percent of Boomers in a study by the American Association of Retired Persons believe they will continue to work either full- or part-time into their retirement years.

Income

National Trends

- Americans spend more than \$300 billion on recreation annually.
- Young adults with annual household incomes of more than \$50,000 are more inclined than the total population to engage in frequent outdoor activity.
- More than 50% of those with incomes over \$75,000 visit historic sites. (2007 *Statistical Abstract*)
- The greater the household income, the more likely that members started a new recreational activity in the last year, and patronized public parks and recreation services.
- Frequency of outdoor activity appears to increase as household income increases. The most socially and politically active group in the United States is also the most recreationally active.

Athletic Recreation

Colorado Trends

Colorado's largest interest areas in terms of Sports and Recreation are: hiking/backpacking 83%, mountain climbing 85%, camping and mountain biking 76%, rafting 73%, hunting 72%, fishing 66% and walking/strolling 61%.

National Trends

The National Sporting Goods Association Survey on sports participation found the top ten activities ranked by total participation included many outdoor activities that are consistent with the Colorado Trends mentioned above. The top five activities are: walking, swimming, bicycle riding, hiking, and fishing. Additionally, the following active, organized, or skill development activities still remain popular: field sports, skateboarding and inline skating, golf, aerobic exercise and working out, yoga, Tai Chi, Pilates, and Martial Arts. Additional sports and athletic trends include:

- Overall participation in amateur softball has been declining since 2000. The number of adult Amateur Softball Association teams decreased 3% between 2004 and 2005. (2007 Statistical Abstract)
- Overall participation in Lacrosse has doubled between 2000 and 2005. (SGMA)
- Among the team sports tackle football and soccer experienced the largest increases in participation between 1995 and 2005. At the same time a decline in softball and volleyball participation occurred. (NSGA)

Golf

The following Colorado golf trends are taken from the *Colorado Mountain Towns Trends Report* and are the result two studies conducted by Colorado State University and THK Associates in 2002 and 2004:

- The number of rounds of golf being played in Colorado is declining while the number of courses continues to increase.
- Capital expenditures at Colorado courses have shifted to irrigation investments in recent years, in large part due to the drought conditions. This shift is away from clubhouse and building investments.
- Residents played more than 80% of all rounds played in Colorado.
- Annual operating costs for the majority of the public courses surveyed were between \$500,000 and \$1,000,000 per year while private courses (clubs & resorts) reported operating expenses of between \$2,000,000 and \$3,000,000 per year.
- The study estimates that golf course revenues were more than \$500 million in 2002, of which approximately 34% of the revenues are from greens fees and 24% from dues (private courses).

Aquatics

According to the National Sporting Goods Association, swimming ranked second in terms of participation in 2005. Outdoor pools in Colorado are only open for approximately three months out of the year. There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like "spray pads" are becoming increasingly popular as well. Some recent statistics regarding swimming include:

- Swimming experienced the third largest increase in participation (8.5%) from 2004 to 2005, after weightlifting (35.4%) and working out at a club (9.2%). (NSGA)

- Swimming was the second most participated in activity, after exercise walking, with 58 million participants in 2005. (NSGA)

Youth Sports

- According to the Sporting Goods Manufacturers Association (SGMA), six of the 15 most popular activities for children are team sports.
- Participation in out-of-school activities and programs offer support for youth and working families; and benefit the youth socially, emotionally, and academically. (*trendSCAN*)
- According to the International Health, Racquet & Sportsclub Association, health clubs could play a key role in providing the missing fitness and exercise in students' lives. Organized, after-school activities, club sports, and programs targeted to school-age children in communities around the country could fill the fitness void that is growing wider in United States schools.
- The number of youth participants in amateur softball increased 6.7% between 2004 and 2005. The number of youth Amateur Softball Association teams increased 6.25% for the same time period. (Statistical Abstract 2007)
- Specific offerings for kid's fitness are slowly increasing in health and fitness facilities. (*IDEA*)
- In 2005 the top three activities that youth ages 12 to 17 years old participated in are: basketball, bicycle riding, and fishing. (NSGA)
- For youth seven to 11 years of age, bicycle riding has the highest number of participants. The fastest growing activity by change in participation rate is skateboarding (219%), followed by snowboarding (91%) between 1995 and 2005. (NSGA)

Nature and the Environment

National Trends

In April, 2007 the NRPA sent out a survey to member agencies in order to learn more about the programs and facilities that public park and recreation agencies provide to connect children and their families with nature. A summary of the results follow:

- Sixty-eight percent of public park and recreation agencies offer nature-based programming and 61% have nature-based facilities. More than 30% of public agencies offer no nature programming, and slightly less than 40% have no nature-based facilities.
- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- Of the agencies that do not currently offer nature-based programming, 90% indicated that they want to in the future. Additional staff and funding were again the most important resources these agencies would need going forward.
- The most common facilities include: nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.

- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

Trails and Specialty Parks

National Trends

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home, according to a 2002 survey of recent homebuyers by the National Association of Home Builders and National Association of Realtors. (*Pack & Schunuel*)
- Two of the emerging specialty parks include skate parks and dog parks. (van der Smissen et al.)
- The Sporting Goods Manufacturers Association estimates there are about 1,000 skateboard parks in the United States.

Facilities

National Trends

Regarding Recreation Facilities, the following national trends are relevant to the City of Lone Tree. The current national trend is toward a “one-stop” facility to serve all ages. Large, multipurpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Amenities that are becoming “typical” as opposed to alternative include:

- Multi-purpose, large regional centers (65,000 to 125,000+ sq. ft.) for all ages/abilities with all amenities in one place. This design saves on staff costs, encourages retention and participation, and saves on operating expenses due to economies of scale.
- Leisure and therapeutic pools
- Interactive game rooms
- Nature centers/outdoor recreation and education centers
- Regional playground for all ages of youth
- In-line hockey and skate parks
- Partnerships with private providers or other government agencies
- Indoor walking tracks
- Themed décor

Amenities that are still considered “alternative” but increasing in popularity:

- Climbing walls
- BMX tracks and Indoor Soccer
- Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent BCA survey indicated that 52% of the recreation-industry survey respondents indicated they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.

Recreation and Park Administration

National Trends

- Level of subsidy for programs is lessening and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Agencies are hiring consultants for master planning, feasibility, and strategic/policy plans.
- Recreation programmers and administrators are being involved at the beginning of the planning process.
- Information technology allows for tracking and reporting.
- Pricing is often done by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.
- Organization is structured away from specific geographic units into agency-wide sections for athletics, youth/teen sports, seniors, facilities, parks, planning, etc.

Master Planning Process

National Trends

Most parks and recreation master planning and other long-range planning processes consider a 20 year, or longer, horizon to assure an adequate vision to move from existing conditions to a desired future. However, the plan itself is most often written for a five year period requiring a major update at that time interval. In this age of information, mobility, and ever changing advancements in technology, it is impossible with any acceptable degree of reliability to predict demographics, interests, and how technology will change the way we live work and play, much beyond the five year timeframe. The five year timeframe also coincides with a typical timeframe for an agency’s Capital Improvement Program (CIP).

Most parks and recreation master planning and other long-range planning processes rely on the mission and vision statements developed as a result of the development of the plan and its public process to guide and drive the facilities, programs and operation of the organization.

Traditional master planning efforts relied heavily on national level of service standards for the provision of parks and facilities (number of acres or number of facilities/1000 population). Due to unique circumstances in most communities (including, but not limited to, things such as climate, other providers, exposure to trends, demographics, etc.), today’s master planning efforts rely much less on pre-determined standards, and much more on fresh citizen input. This input is often gathered through community surveys that reach current users, as well as non-users of park and recreation systems, supplemented by community open houses, focus groups and stakeholder interviews.

Early master planning efforts did a good job identifying the initial one-time costs associated with capital improvements. Today’s master plans consider the ongoing operating costs and potential revenue generation of equal importance. In addition, plans are identifying traditional and alternative funding sources for projects.

IV. What We Have Now – An Analysis of Public Programs and Spaces

A. Community Recreation Programming

Community Events

The City of Lone Tree sponsors the following special events intended for Lone Tree residents:

- Summer Concert Series
- Independence Day Celebration
- Firecracker 5K Run
- Lone Tree Symphony
- Colorado Stage
- Photography/ Arts Exhibitions
- Arbor Day Celebration Event
- Dog Days
- Passport to Culture (in conjunction with the SSPRD)

Recreation Programs

South Suburban Park and Recreation District offers a variety of programs at several locations throughout the district. The citizens of the City of Lone Tree can use any of these facilities, programs or services offered throughout the District at District resident rates.

- Aquatics
- Athletics
- Camps
- Child Care
- Computer Classes
- Cultural Arts and Enrichment
- Family Programs
- Fitness and Wellness
- Golf
- Gymnastics
- Ice Skating
- Nature and Environment
- Outdoor Recreation
- Preschool
- Racquetball/Handball/Wallyball
- Rec and Roc
- 5K and 10K Run
- Senior Programs
- Skiing and Snowboarding
- Special Events
- Teen Programs
- Tennis

Youth Sports Non-Club Level Recreational Programs

SSPRD serves the introductory, instructional and recreational non-club level athletic needs of the City of Lone Tree's school age children offering the following sports: flag football, basketball, lacrosse, volleyball, inline hockey, after school sports, sport camps, t-ball and baseball, and sports dome soccer and lacrosse. Rough estimates identify 536 participants from the City of Lone Tree with a total of 929 from the City of Lone Tree combined with the 80124 zip code area. Not everyone lists the City of Lone Tree as the address and the City does not have an "exclusive" zip code, so the 80124 zip code may include others from outside the City's legal limits.

According to the SSPRD Field Assignments and Permits Policy and Procedures (*see Appendix B for the entire SSPRD POLICY AND PROCEDURES FOR FIELD ASSIGNMENTS AND PERMITS document*), all SSPRD fields are permitted to SSPRD programs and activities first. Then fields are permitted to "recognized" Organized Youth Sports Groups (OYSG). Recognized OYSG pay player fees approved annually by the SSPRD Board of Directors. These fees are paid on a per player/per season basis and are established in an effort to recover a degree of the costs of maintaining the fields incurred by these users who have exclusive use of public property during the permit period. These fees will be charged for each individual who practices or plays games on SSPRD fields, [regardless of the location].

Perspective D in **Appendix C** is intended to show how youth sports in Lone Tree are served by multi-purpose playing fields.

OYSG which may or may not serve the City of Lone Tree residents, as indicated, include:

- AYL Panthers
- AYL Warriors
- Cherry Creek Youth Sports
- Creek Indians Boys Lacrosse
- Colorado Storm Soccer Association (CSS)
- Dry Creek Baseball
- Littleton Soccer
- Panthers Lacrosse
- Real Colorado Soccer Club
- South Metro Sports

Organized Youth Sports Groups (Club Level Associations and Providers)

The following youth non-profit sports associations and organizations serve the recreational and competitive club-level athletic needs of the City of Lone Tree's school age children as indicated.

- **AYL Panthers - serving 25 Lone Tree boys and girls** for recreational and competitive club-level sports: football, baseball, basketball, lacrosse, volleyball and softball. According to the club, 2% of the 1,070 participants are City of Lone Tree residents. Sixteen percent of their program is recreational club-level. The club has wait list but does not indicate the reasoning. The current condition of the fields is good and is somewhat meeting the organization's needs. The AYL Panthers feel that

“with more families moving to Lone Tree, there is a great need for ballfields for the children to play on.”

- **AYL Warriors - serving 400 Lone Tree boys and girls** for recreational and competitive club-level sports: tackle football, baseball and girls softball. According to the club, 28% of the 1422 participants are City of Lone Tree residents. Seventy-six percent of their program is recreational club-level. The club has waiting lists but there are “not enough to fill a completed team in each age group and there are not enough practice/game fields.” The current condition of the fields is good and is mostly meeting the organization’s needs. The Warriors would like for the SSPRD schedule of field permitting to align better with the same dates and range of the AYL’s schedule for games and season.
- **Cherry Creek Youth Sports - serving more than 20 Lone Tree boys and girls** for recreational and competitive club-level sports: baseball, basketball, football, softball, volleyball and cheerleading. According to the club, less than 2% of their 1,033 participants are the City of Lone Tree residents. Just under half of their program is recreational club-level. The club has waiting lists primarily due to the number of available coaches and number of fields but they feel that the fields are in excellent condition and are mostly meeting the organization’s needs. They feel that SSPRD is accessible and easy to work with.
 - The Club indicates that there is more need for gym time during the basketball and volleyball seasons than there are gyms and that they are in the local schools with increasing demands for space along with school and recreational teams. The Club feels that the gym in the Lone Tree Recreation Center is excellent although they have difficulty getting practice time there with open gym.
 - The Club feels that the quality and number of allotted football fields is very good and they think that Lone Tree will need to add an appropriate amount to keep up. They feel that many children are enrolling in Cherry Creek Schools and that is why the number of children in their program is growing.
 - Also according to the Club, “for baseball fields:
 - “1) the amount of time allotted for practices in SSPR[D] calculations is in line with recreation programs. Competitive teams need more practice time. This need forces club sports in the SSPR[D] territory to charge more than our competitor clubs so that we can rent the additional fields necessary. Typically, a competitive team (AA and above) needs three hours of practice per week. The current availability of fields is driving our costs up.”
 - “2) The quality of the material, drainage and grading on our baseball fields is substantially different that that of the [one] in Douglas County. In particular, the teams from Parker and Castle Rock complained in our league survey last year about our field (particularly infield) quality. They would prefer to play at home. The exception to this is the quality of the [David A.] Lorenz and the Cornerstone fields. They are in-line with the competition. We need more of this caliber field within SSPR[D]. Lone Tree would be a good start.”

- “3) The size of our competitive programs in baseball is growing. This is noticeable in the 11 to 14 old age groups. There is a need for more quality baseball fields that can handle 80 foot base lengths. The majority of our fields are much more suited for the 6-10 year olds and softball. The usage pressure is on the larger fields.”
- **Colorado Storm Soccer Association (Cherry Creek Soccer Association) - serving 30-50 Lone Tree (30 in 80124) boys and girls** for recreational, competitive and special needs club-level soccer. According to the club, less than 1% of their 5,980 participants are the City of Lone Tree residents. Sixty-eight percent of their program is recreational club-level. The club does not have waiting lists and they don’t use the Lone Tree fields. They feel that SSPRD does an excellent job managing their facilities; that they try very hard to accommodate the needs of all their users as equitably as possible. SSPRD does “a terrific job of maintaining their facilities in top shape for the users in their district.”
- **Creek Indians Boys Lacrosse - serving 6 Lone Tree boys** for recreational club-level boys lacrosse. According to the club, 1% of their 443 participants are the City of Lone Tree residents. The fields in the City of Lone Tree are not used by Creek Indians Boys Lacrosse.
- **Dry Creek Baseball** - chose not to participate. According to SSPRD, Dry Creek Baseball reported to them that six of their players who registered for Little League lived in Lone Tree this past summer.
- **Littleton Soccer - serving no Lone Tree boys and girls** for recreational, competitive and special needs club-level soccer (although according to SSPRD they reported ten players this spring.) According to the club, 0% of their 3,617 participants are the City of Lone Tree residents. Seventy-nine percent of their program is recreational club-level. The organization does not have anyone on waiting lists and the current fields are completely meeting their organization’s needs. The club asked “has the District developed a plan to bring more fields online as the player participation levels increase in Lone Tree?”
- **Panthers Lacrosse - serving 19 Lone Tree boys and girls** for recreational and competitive club-level lacrosse. According to the club, 3% of their 564 participants are the City of Lone Tree residents. Sixty-three percent of their program is recreational club-level. The SSPRD fields and those in the City of Lone Tree are not used by Panthers Lacrosse.
- **Real Colorado Soccer Club - serving over 650 Lone Tree boys and girls** for recreational, competitive and special needs soccer leagues and camps. According to the club, almost 11.5% of their 5,800 participants are the City of Lone Tree residents. Just over 80% of their program is recreational club-level. Last year the club turned away 400 kids throughout their service area due to lack of field space but they feel that the fields are in fair condition and are mostly meeting their organization’s needs. They feel that SSPRD is doing the best they can with what they have. To better meet their needs, they would like goals with nets for the various age groups they serve.
- **South Metro Sports** - chose not to participate.

The youth sports associations serve 1,150-1,170 Lone Tree children representing roughly six percent of their total 20,073 participants, and use some District-owned fields throughout the

District for practice and to play games. It doesn't appear that children from the City of Lone Tree are turned away from playing their desired sports. None of the clubs indicated a concern regarding where the practices or games are being played or a lack of field space relevant to the number of Lone Tree residents in the City of Lone Tree, however some indicated a concern about addressing future growth.

South Suburban Park and Recreation District Youth Sport Programs

SSPRD serves 536 Lone Tree adults, boys and girls for recreational, competitive and special needs sports and athletics programs. Currently, two percent of the 25,869 participants are City of Lone Tree residents. Almost 70% of their program is recreational club-level and over 64% is youth programming. Typically SSPRD has 5-10 children on waiting lists from throughout the District for larger programs. Adults vary from sport to sport but in softball, volleyball and basketball they seldom turn anyone away. In indoor soccer they do see some teams wait listed, but rarely. The capacity of field or gym space is the primary reason there is a waiting list.

SSPRD sports and athletics programs consist of:

- Adult: lacrosse, basketball, volleyball, flag football, dodgeball, ice hockey, indoor hockey, tennis, swimming, BMX, 5K, 10K, skiing, golf lessons and racquetball.
- Youth: lacrosse, basketball, volleyball, flag football, field hockey, sport camps, inline hockey, ice hockey, karate, indoor soccer, soccer, tennis, swimming, BMX, fast pitch, T-ball, baseball, slow pitch softball, track, 5K, 10K, kids triathlon, skiing, golf lessons, gymnastics, racquetball, skateboarding and afterschool sports program.

According to the District, the fields and gyms are somewhat meeting their needs. There are not many fields in the City, and the gym is currently at capacity at the recreation center. Space at the schools is difficult to program because of not being able to obtain agreements to use the gymnasiums. Gyms at the schools are allocated on a first come, first served basis by the School District.

The Eagle Ridge School in the City of Lone Tree is working on a joint use agreement with SSPRD. Currently the skinned baseball field is rented to outside groups by Douglas County School District main office. The field is in fair condition and needs some upgrades and attention and is maintained by the School District. The school also has a small skinned field suitable for young players. SSPRD ran an afterschool sports program there this past spring.

SSPRD owns the park property adjacent to the new Lone Tree Elementary School which has a large multi-purpose field and a baseball field, playground and shelter. Through a joint use agreement with Douglas County Schools the school has use of the fields during the school day. SSPRD is responsible for programming and maintaining the entire site.

The Fairways field is in good condition and the other small fields are in good condition. The Lone Tree Recreation Center has a gym which is in excellent condition and is used to capacity by SSPRD with programs and drop-in use.

Other Youth Sports Providers

These organizations are not considered recognized “Organized Youth Sports Groups” within the SSPRD and may or may not be serving the residents of the City of Lone Tree, as indicated.

- **Highlands Ranch Metro District - serving 250 Lone Tree adults, boys and girls** for recreational, competitive and special needs sports and athletics programs. The District runs youth lacrosse, flag football, T-ball, baseball, softball, sport camps, and adult softball, flag football, tennis and outdoor education programs. According to the District, 2% of their 11,545 participants are the City of Lone Tree residents. Ninety-nine percent of their program is recreational club-level. The District does have waiting lists but only for youth summer baseball due to many that do not meet their registration deadlines. The Highlands Ranch Metro District does not use SSPRD or City of Lone Tree fields.
- **Highlands Ranch Soccer Association - serving 300 Lone Tree boys and girls** for recreational club-level soccer programs for children 3 ½ to 8 ½ years old. According to the club, 30% of their 1,000 participants are the City of Lone Tree residents. The club has waiting lists due to field space and the fields are not meeting their needs. The club does not use SSPRD or City of Lone Tree fields and comments that “grass field space is too scarce.”
- Little League of America is represented in the City of Lone Tree by Dry Creek Baseball as an affiliate that is an “OYSG” for SSPRD. According to the District Dry Creek Baseball reported that six players came from Lone Tree this past summer.

The Wahoos Summer Swim Team

Cook Creek Wahoos

The Wahoos are the summer swim club run by SSPRD which practices at the Cook Creek Pool. Currently there are 173 children enrolled in the program with 112 (or 65%) residing in the City of Lone Tree. The remaining participants come from surrounding areas which fall outside the City limits. The swim club does not have a waiting list and many more children could enroll in the seasonal club.

- Acres Green 14
- Castle Rock 4
- Highlands Ranch 14
- **Lone Tree 112**
- Parker 32
- Other 6

Volunteer Programs

Be A VolunTeen

Middle school youth ages 12-15 have summer fun and gain valuable work experience by volunteering! VolunTeens receive an exclusive t-shirt, a South Suburban ID Card and CPR training. A limited number of VolunTeen positions are available in the areas of Gymnastics, Tennis, Aquatics, Recreation Facilities, Cultural Arts, Nature and Outdoor Programs.

Participant's schedule is determined by the program's needs. All VolunTeens must attend a mandatory orientation held in early summer. Aquatic VolunTeens must have completed the South Suburban Jr. Lifeguard Course.

Scholarship Program

South Suburban's Board of Directors believes that District residents should have access to recreation services regardless of their ability to pay. In light of this belief, the Scholarship program was initiated. All scholarship petitioners must have a current district photo ID card and must complete an application form at least three weeks in advance of the program's start date stating reasons why the assistance is needed and provide details about their financial situation. Some classes are not eligible for scholarships. Requests are confidentially reviewed. The amount of the award may be based on the direct costs for the class and/or other explanatory factors. Scholarships may be granted for programs, league fees or facility admission and passes.

B. Indoor and Outdoor Recreation Facilities

The Lone Tree Recreation Center

The 54,000 square foot Lone Tree Recreation Center is owned and operated by the South Suburban Park and Recreation District (SSPRD). The center was built in 2003 and opened in 2004 in order to meet the growing indoor recreation needs of the City of Lone Tree and other SSPRD residents. The center is a modern facility with amenities that include:

- Leisure Pool (403 capacity, lap lanes, water slide, lazy river, zero depth entry, and hot tub)
- Fitness/Cardio Area
- Gymnasium (high school size court, 2 recreation size cross courts, volleyball)
- Walk/Jog Track (12 laps/mile)
- Aerobics/Dance Room
- Racquetball Courts - 2
- Childcare (center visitor use only)
- Party room
- 4 - Community/ Activity Rooms (1 with a small stage)
- Kitchen (serving)
- Supporting amenities (lobby, family locker rooms, men's and women's locker rooms, administration space - 4 offices)

The center sits on a good sized piece of property and is master planned to expand community spaces to the north and aquatics to the south of the building. Additionally the City is planning the construction of a community park directly east of the center.

The center is highly used by the community with:

- 2006 annual admissions of over 114,000;
- non-district annual admission over 26%;
- an average of well over 300 admissions per day;
- over 31,000 daily passes sold in 2006;

- non-district daily passes slightly over 50%
- an average of fourteen bookings a week for the party room; and
- a wide variety of programming opportunities with 40,000 - 50,000 visitors per year for programs and events.

The Lone Tree Recreation Center Fitness offers land, cycling, walk-n-tone, yoga, aqua fitness, SilverSneakers®, women's karate, adult karate, tiny tigers and youth karate classes. Of the 4,415 spaces available every month, on the average the classes were at 24% capacity in 2005, 38% capacity in 2006, and are at almost 42% capacity year to date.

The facility appears to be under-sized and with the popularity of this facility the heavy use creates challenges including:

- Overcrowded fitness/cardio area during peak use times
- Overcrowding of pool deck during peak use times
- Waiting lists for Club Lone Tree (licensed for only 28 at a time)
- Administration spaces that are too small for the staffing capacity

The Cook Creek Outdoor Pool

The Cook Creek Outdoor Pool was built in 1982 and represents the traditional rectangular community pools of the time. The pool is owned and operated by SSPRD. Amenities include:

- 6 Lane x 25 Yard Lap Pool (diving board, small water slide)
- Shade Shelter (3)
- Baby Pool (with one new spray feature)
- Picnic Shelter (12' x 20' approximately)
- Locker Rooms/Bathhouse
- Turf Areas
- Tennis Courts (2)

The pool is open from Memorial Day to Labor Day and receives moderate use during this time, averaging 60 visits per day in 2006 or 10 users per operating hour. The District continues to make improvements to the facilities that include the new butterfly spray feature in the baby pool, the slide in the main pool, the picnic shelter and new turf. However the locker/restrooms are small and do not provide an adequate space for pool patrons.

The parking lot is shared with the Lone Tree Public Library. When both the library is open and the pool is holding a special event (i.e. swim meet) available parking is limited. This is especially true for the weekend.

The pool served over 5,500 admissions during the 2006 season with almost 6% non-district resident use. The pool is also home to the Wahoo's youth swim team that has 172 competitors, of which 112 are Lone Tree Residents.

Recreation Center and Cook Creek Pool Admission Fees

Effective August 1, 2005, a 4% City of Lone Tree Admissions Tax was added to the price of daily admission, as well as passes, for the fees listed below for use of SSPRD facilities within the City of Lone Tree. This causes some consternation among Lone Tree center users who as a result will often purchase their pass at another facility outside the City boundaries to avoid the tax and then use the facilities in the City of Lone Tree.

Drop-in daily admission and passes include pool*, gym*, weight room, track, 1 hour of racquetball, indoor cycling and drop-in fitness classes. The fee does not include specialty classes such as Pilates, yoga, martial arts, weight training or swim lessons. Fees are the same for Cook Creek Pool with some variation in passes.

**Open gym, pool, or lap swim times vary.*

A South Suburban ID card is required for passes and punch cards and users must present valid District ID card to qualify for Resident Rates as applicable. ID Card Fee: \$4 (new) \$3 (renewal).

Towel Rental is \$1 each (with ID card) and are complimentary to monthly, 3-month, annual and punch card holders. Locks are available for sale at the LTRC Pro Shop.

Daily Admission	District	Non-District
Youth (2-17)	\$4.00	\$5.25
Adult (18-64)	\$5.25	\$7.25
Senior (65+)	\$4.25	\$5.50
Family (Immediate)	\$14.00	\$19.00

Monthly Passes	District	Non-District
Youth (2-17)	\$37.00	\$49.00
Adult (18-64)	\$51.00	\$68.00
Senior (65+)	\$38.00	\$51.00
Family (Immediate)	\$97.00	\$129.00

3-Month Passes	District	Non-District
Youth (2-17)	\$101.00	\$135.00
Adult (18-64)	\$142.00	\$189.00
Senior (65+)	\$104.00	\$139.00
Family (Immediate)	\$262.00	\$349.00

Annual Passes	District	Non-District
Youth (2-17)	\$294.00	\$392.00
Adult (18-64)	\$447.00	\$596.00
Senior (65+)	\$304.00	\$405.00
Family (Immediate)	\$839.00	\$1,119.00

15-Punch Passes	District	Non-District
Youth (2-17)	\$40.00	\$53.00
Adult (18-64)	\$57.00	\$76.00
Senior (65+)	\$45.00	\$60.00

30-Punch Passes	District	Non-District
Youth (2-17)	\$74.00	\$99.00
Adult (18-64)	\$105.00	\$140.00
Senior (65+)	\$79.00	\$105.00

Other Services

- Gift Cards
- Individuals with Disabilities
- Park Rentals
- Facility Rentals
- Volunteer Programs

The Lone Tree Golf Course and Hotel

The Lone Tree Golf Course was purchased in 1991 by SSPRD. This unique facility not only sports an 18-hole championship gold course but also has a hotel and banquet facilities, rare amenities in the realm of public recreation. Primary amenities of this facility include:

- Hotel Rooms (15)
- Banquet Rooms (2) - (150 person capacity and 80 person capacity)
- Meeting Rooms (4) - (Various sizes and capacities)
- Commercial Kitchen
- Administration Space - (7 offices)
- Pro Shop
- Locker Rooms
- Tennis Courts (4)
- 18 Hole Golf Course
- Driving Range
- Practice Area

The facility receives a large amount of conference and banquet use along with hosting numerous golf tournaments annually. In 2006 the golf course had approximately 35,000 rounds, up from an average of 32,000 from 2001 to 2004. Trackable revenues from City of Lone Tree residents account for approximately 19% of the overall budget (not including food and beverage sales.) Fees for golf are as follows:

18 Holes - Weekday

\$40.00 - Resident

\$56.00 - Non Resident

\$31.00 - Senior Resident

18 Holes - Weekend

\$43.00 - Resident

\$61.00 - Non Resident

9 Holes - Weekday

\$22.00 - Resident

\$29.00 - Non Resident

\$19.00 - Senior Resident

9 Holes - Weekend

\$25.00 - Resident

\$32.00 - Non Resident

Senior, twilight and guest fee also apply.

Golf programming is limited to lessons, junior golf programs and men's and women's golf clubs. Programming for the tennis courts are under control of the recreation division of South Suburban Park and Recreation District.

The Other South Suburban Park and Recreation Facilities

The following facilities are also available for use by the citizens of Lone Tree at District resident rates because these citizens are in the SSPRD service boundaries. The address and approximate distance (according to www.mapsgoogle.com) from the Lone Tree Administration offices at 9220 Kimmer Drive are also included.

South Suburban Parks and Recreation Administrative Offices

6631 S. University Blvd. in Centennial - 7 ½ miles

Recreation/Community Centers and Indoor Pools

Douglas H Buck Community Center (2004 W. Powers Ave. in Littleton) - 13 miles

Goodson Recreation Center (6315 S University Blvd. in Centennial) - 8 miles

Sheridan Recreation Center (3325 W Oxford Ave. in Denver) - 15 miles

Outdoor Pools

Ben Franklin Outdoor Pool (1600 E Panama in Centennial) - 8 miles

Harlow Outdoor Pool (5151 S Lowell Blvd. in Littleton) - 15 miles

Holly Outdoor Pool (6651 S Krameria Way in Centennial) - 5 miles

Special Purpose Facilities

South Suburban Ice Arena (6580 S Vine St. in Centennial) - 7 ½ miles

Family Sports Center (6901 S Peoria St. in Centennial) - 5 ½ miles

(Golf Course, Miniature Golf, Ice Center, Sports Dome)

Hudson Gardens (6115 South Santa Fe Dr. in Littleton) - 12 miles

Carson Nature Center (3000 W Carson Dr. in Littleton) - 10 ½ miles

Cornerstone Skate Park (SE corner of Belleview & Windermere) - 14 miles

Sheridan Skate Park (3325 W Oxford Ave. in Denver) - 15 miles

David A Lorenz Regional Park (8560 S. Colorado Blvd. in Douglas County) - 4 miles

(Athletic Fields, Disc Golf Course, Dog Off Leash Area, BMX Track)

Littleton Golf and Tennis Club (5800 S Federal Blvd. in Littleton) - 13 miles
South Suburban Golf Course (7900 S Colorado Blvd. in Centennial) - 4 ½ miles
Colorado Journey/Batting Cages (5150 S. Windermere in Littleton) - 14 miles
Holly Tennis Center (6651 S Krameria Way in Centennial) - 5 miles
In-Line Hockey Rink at Cornerstone Park - 14 miles
In-Line Hockey Rink at Newton Middle School - 5 miles

Douglas County School District Partnership

Currently the SSPRD utilizes athletic fields at three Douglas County elementary school sites. Those schools are:

- Eagle Ridge Elementary School Park (currently pending final approval)
- Acres Green Elementary School
- Wildcat Mountain Elementary School

Use of the athletic fields is made possible by a Joint Use Agreement between the School District and SSPRD. Primarily SSPRD has first right to schedule the sites after normal school hours and during school breaks provided that the use has been coordinated with the School District. In exchange for the use of the fields the SSPRD will reimburse the School District for mowing and maintaining the fields. The School District provides the water for the fields.

SSPRD owns the park property adjacent to the new Lone Tree Elementary School which has a large multi-purpose field and a baseball field, playground and shelter. Through a joint use agreement with Douglas County Schools the school has use of the fields during the school day. SSPRD is responsible for programming and maintaining the entire site.

Alternative Providers of Various Recreation Services

While some alternative and complementary services exist within the service area, specifically within the private homeowner association managed communities, regional forecasted population growth, the demand for indoor aquatics and recreation facilities and the obesity epidemic demonstrate a continued need for all public, private and non-profit venues. Often, existing providers are operating at or near capacity during peak operating hours.

A general overview of the services provided by these facilities is listed subsequently. This information is relevant in defining the facility and program components of a parks, trails and recreation master plan. It also provides awareness of the alternative providers and their distinct differences, insight regarding the market opportunities in an area, how new facilities could provide services in an underserved market, and how partnerships and open communication with various agencies could help limit duplication of services.

Creating synergy based on expanded program offerings, and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. However, while competition provides choice for the consumer it will be important for an agency to track program

offerings at other facilities. This will help reduce potential duplication and/or saturation of program offerings and identify where deficiencies are occurring in the market.

The facilities listed on the following pages offer a wide variety of indoor fitness, aquatics and recreation programming.

Alternative Providers, Public, Private and Non-Profit

The following is a list of alternative recreation, fitness and exercise, and golf. Specific information was obtained through the consultant's site tours and stakeholder interviews, DexOnline, the telephone yellow pages and various websites.

Entertainment and Leisure

Brunswick Bowling
AMC Movie Theater
Indoor Skydiving

Exercise, Fitness and Gyms

Lady Fitness
Butterfly Life
Curves
Snap Fitness

Golf

None found

Instructional

National Ballet of Denver

Partnerships Opportunities with the City of Lone Tree- Non-Profit and Profit Organizations for Health, Wellness and Fitness Programs

Other current and potential partners may include:

Hospitals - Sky Ridge
Neighboring Jurisdictions: Centennial, Castle Rock, Parker, Greenwood Village, Highlands Ranch, Littleton, Aurora, SE Denver

C. Current Level of Service - The GRASP® Analysis

Lone Tree Context

Lone Tree lies within Douglas County, just south of the County line. It is in the southern part of the Denver Metropolitan Area, along the I-25 Corridor. The C-470 highway runs through Lone Tree's northern edge. To the north of Lone Tree are the cities of Centennial and Greenwood Village. To the west is the unincorporated community of Highlands Ranch, and to the east are several unincorporated subdivisions within Douglas County, and beyond that is the Town of Parker. To the south, separated by undeveloped open lands, is the community of Castle Pines, and beyond that is the Town of Castle Rock.

The community of Acres Green is almost entirely surrounded by Lone Tree in the northern section of the city.

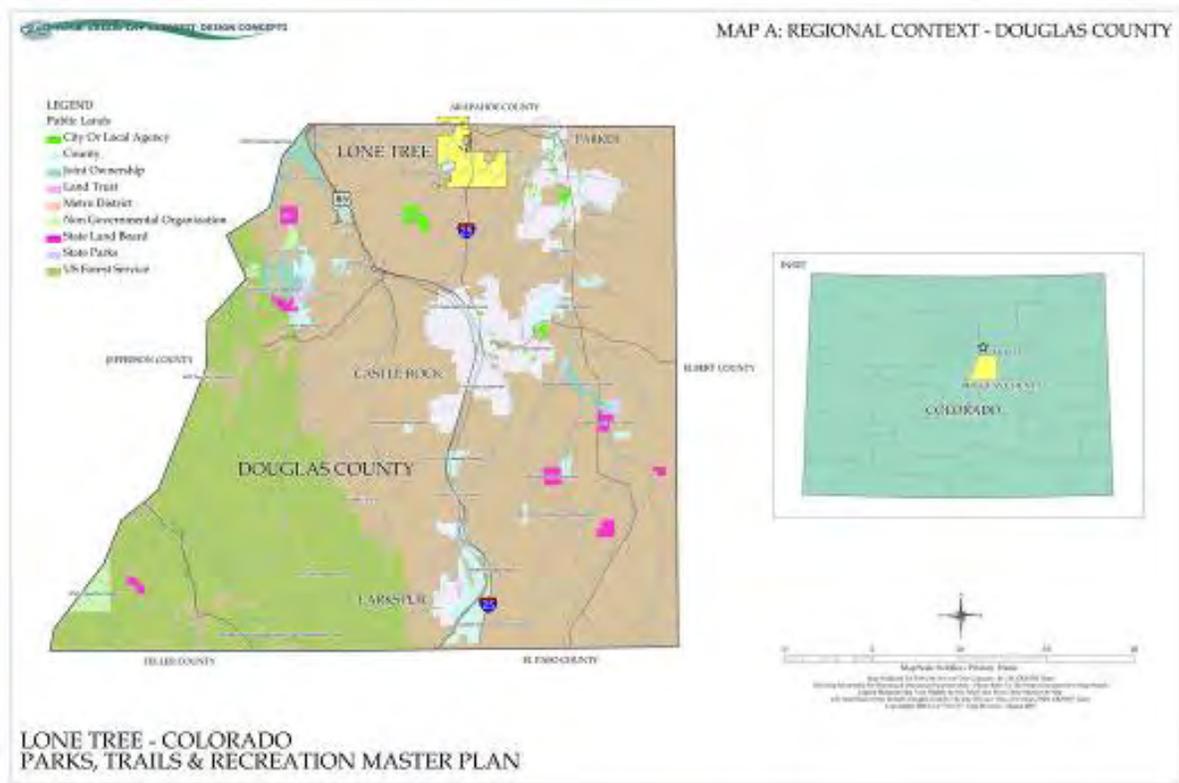
Lone Tree has significant commercial development in its northern-most section. This area will serve as the southern terminus of the regional light-rail system in the near future, which is likely to bring additional high-density housing and mixed-use development with it.

There is a major medical center in the south-central part of the city. For the most part the remainder of Lone Tree is primarily residential, with housing types ranging from apartments to large single-family homes.

While a large portion of Lone Tree lies east of I-25, the vast majority of its current population lives west of the highway. Development of the eastern section is expected to occur over the next 20 years or so. See **Figure 8** for a regional context.

Douglas County School District serves Lone Tree, and has two elementary schools within the city limits.

Figure 8: GRASP® Map A: Regional Context



Existing Infrastructure

The City is working to develop its first City-owned park (10 acres) east of the Lone Tree Recreation Center. The South Suburban Park and Recreation District provides Lone Tree with additional parks and recreation services. Other park land and amenities are being developed through a negotiated agreement with Coventry through the RidgeGate

development. Rampart Range Metro District will be responsible for and will have ownership of these parcels and associated development. The Rampart Range Metropolitan District provides other city infrastructure needs at this time and could be a parks and recreation provider in the future.

Major Parks

Lone Tree currently has one large, multi-functional community parks at Lone Tree Elementary School owned by SSPRD. In addition, there are two other parks within a mile of Lone Tree that are owned by other agencies: Highland Heritage Park (Douglas County) on Lincoln Avenue, and Willow Creek Park (South Suburban) to the northwest.

Other Parks

Neighborhood parks are well-distributed throughout the developed portions of Lone Tree.

Trails

While Lone Tree has a number of trails within parks and open space areas, connectivity between these areas is lacking.

Natural Areas

Preserved natural areas occur throughout Lone Tree, both along the primary drainages and on the bluffs that form the south edge of the City. This open space is owned by a variety of agencies, including South Suburban, and Douglas County as well as Coventry (RidgeGate development). The open space offers a range of natural landscapes from wetlands to uplands. Trails are found within these areas, although trail connections between the different open space areas are somewhat lacking, as described earlier.

Schools

Eagle Ridge School provides fields for sports as well as courts and playgrounds. A pending agreement between the School District and South Suburban will allow for South Suburban programming of Eagle Ridge Elementary School's multi-purpose field for organized sports groups.

Inventory of Existing Components Process and Method

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

A detailed inventory of these components was conducted in Lone Tree. For the purpose of this master plan, the inventory focused on components at parks and indoor recreational facilities that are maintained for public use by the City of Lone Tree, SSPRD and the plans for the RidgeGate development. The inventory located and catalogued all of the components and evaluated each one as to how well it was serving its intended function

within the system. This information was used to analyze the *Levels of Service* provided by the system, which will be explained in more detail later in this section.

Figure 9: Map A: System



Map A: System

The map in **Figure 9** shows where the existing elements of the parks, recreation, trails and open space system are located. In addition, schools and landmarks are shown for reference, as well as barriers to pedestrian access.

The inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and the city's Geographic Information System (GIS). Components identified in the aerial photo were given GIS points and names.

Next, field visits were conducted by the consulting team and by city staff to confirm the preliminary data and collect additional information.

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

NRPA Standards

LOS is typically defined in parks and recreation master plans as the capacity of system components and facilities to meet the needs of the public. The traditional means of measuring Levels of Service (LOS), often called the NRPA (National Recreation and Parks Association) **Standards** method, was typically based on providing X number of facilities or acres per 1,000 population (or "capacity"). This methodology was developed in the 1970s and 80s and it is now recognized as not accurate for the majority of public agencies because each community has different demographics, physical conditions and market conditions that make national standards inappropriate. Even NRPA officials are now calling this standards methodology "obsolete."

Classification Schemes

Another traditional approach to planning that has been avoided in this inventory is the classification of parks into categories such as "Neighborhood Parks" and "Community Parks". In fact, Lone Tree has no true "Community Parks" in the traditional sense. It does, however have some of the features normally found in community parks, such as athletic fields and sports courts, scattered in parks and on school sites. Parks in Lone Tree, as in many municipalities, serve on both levels, and do not always fall neatly into one category or another. For this reason, the GRASP® process assigns both a neighborhood and a community value to each individual component within a park, without regard to the "classification" of that park. See **Appendix D** for a detailed history of Level of Service (LOS).

information was collected:

- Component type
- Component location
- Evaluation of component condition - record of comfort and convenience features
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

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

B = Below Expectations (1)

M = Meets Expectations (2)

E = Exceeds Expectations (3)

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

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

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

Information collected during the site visit was then compiled and corrections and comparisons made to GIS. Following the comparisons and compilation, the inventory was sent to the City staff for corrections and comments.

The compiled simplified inventory data for the 1 mile service radius outside the City of Lone Tree's corporate boundaries with detailed ownership can be found in **Appendix E** and in **Appendix F** for the GRASP® Inventory Maps.

GRASP® Perspectives Analysis

Several methods have been employed to analyze the current system in relation to the needs of the community. This relationship is often referred to as Level of Service or LOS and each method used in this analysis provides a different look at the community and addresses different aspects of the system. These tools allow for analysis of the inventory, location, distribution and access to the components of the parks and recreation system. When the results of each analysis are considered together as a group, a full view of the system and the LOS that is provided to each resident is created upon which recommendations can be formed.

This plan incorporates an enhanced approach using the **Geo-Referenced Amenities Standards Program (GRASP®)**. This methodology builds on traditional community

standards based on capacity, but can track not only the *quantity*, but also *quality* and *distribution* of amenities or components.

GRASP® methodology applies to individual components, such as basketball courts, as well as to overall facilities such as neighborhood and community parks. It replaces the traditional classification of park sites with a classification of the individual components within parks and open space according to their *functions*, to create a component-based system. By thinking of the *components* within the parks, trails, and recreational facility system as an integrated whole that provides a service to residents, it is possible to measure and quantify the net level of service provided.

Process

In the inventory stage of the plan, each of various components found within the park and recreation system were evaluated for quality and condition, and assigned a *component score*. The geographic location of each component was also recorded. The quantity of each component is recorded as well, providing a look at capacity.

Comfort, convenience, and ambience characteristics that are part of the context and setting of a component were also evaluated and recorded in the inventory as a *modifier value*. These comfort and convenience features are items such as drinking fountains, seating, and shade. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component. In GRASP® terminology these are referred to as *modifiers*. In addition the overall park setting was considered. The quality of the users' experience is also enhanced by a pleasant setting and good design. Components within a park that is well-designed and maintained in good condition offer a higher level of service than ones in a park that nobody wants to visit. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer. This evaluation was recorded as the *design and ambience score*.

Using GRASP® methodology, a **Base Score** is calculated for each component using the following formula:

$$\text{Component Score} \times \text{Modifier Value} \times \text{Design and Ambience Score} = \text{Base Score}$$

By combining the base scores of each component it is possible to measure the service provided by the entire park system from a variety of perspectives and for any given location. This was done, and the results are presented in a series of maps (*Perspectives* in GRASP® terminology) and tables that make up the GRASP® analysis of the study area.

GRASP® Level of Service Perspectives show how well the community is served by any given set of components by using maps to graphically display the GRASP® values, and with quantified measurement spreadsheets (as presented in the Summary Tables, Community Components GRASP® Scores & Population Ratios, and the Capacities LOS Chart). This quantification system provides a benchmark against which a community can determine how well it is doing providing services in relation to the community's goals, presently and over time.

The GRASP® enabled dataset is “living” digital data. Lone Tree is encouraged to maintain and update this valuable resource, so that further analyses may be performed in the future to measure progress in maintaining and enhancing levels of service for the community.

GRASP® Perspectives

Maps that show GRASP® analysis results are called Perspectives. (Maps that do not show GRASP® data are referred to simply as “maps” or “resource maps.”) To generate a Perspective, each inventoried component is assigned a service value, or GRASP® score, and a service area, (or *buffer*), based on a radius from the component. Components were scored two ways, first for their value to the surrounding neighborhood, and second for their value to the entire city (communitywide score). For example, a small tot-lot in a pocket park might have a high value to the immediate neighborhood and a low value to someone who lives across town. For the GRASP® mapping, only the neighborhood scores are used. The community scores are used to determine community levels of service for key components, which will be discussed in a later section.

The buffer is the distance from which getting to the component can be accomplished within a reasonable time frame. One mile buffers have been placed around each component and shaded according to the component’s GRASP® score. This represents a distance from which convenient access to the component can be achieved by normal means such as driving or bicycling. In addition, a one-third mile buffer has been plotted for each component. The one-third mile buffer shows the distance that a resident can reasonably walk in 10 minutes. Scores are doubled within the 1/3 mile buffer to reflect the added accessibility of walking, since almost anyone can reach the location on their own by walking, even if they don’t drive or ride a bicycle.

When service areas with their scores for multiple components are plotted on a Perspective, a picture emerges that represents the cumulative service provided by that set of components upon the geographic area. Where service areas for multiple components overlap, a darker shade results from the overlap. Darker shades indicate locations that are “served” by a combination of more components and/or higher quality ones. In other words, darker shades indicate a higher level of service. The shades all have numeric values associated with them, which means that for any given location on a GRASP® Perspective, there is a numeric GRASP® Level of Service score for that location and that particular set of components.

The Perspectives can be used to determine levels of service throughout the community from a variety of viewpoints. Perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area or display facilities that accommodate specific programming.

In the completed Perspectives, it is not necessary for all parts of the community to score equally in the analyses. The desired level of service for any particular location will depend on the type of service being analyzed and the characteristics of the particular location. Commercial, institutional and industrial areas might reasonably be expected to have lower levels of service for parks and recreation opportunities than residential areas. Levels of

service for retail services in high-density residential areas might be different than those for lower-density areas.

The Perspectives can be used to determine if current levels of service are appropriate in a given location. If so, then plans can be developed that provide similar levels of service to new neighborhoods. Conversely, if it is determined that different levels of service are desired, planning efforts can help achieve the desired LOS.

Reading the GRASP® Perspectives

Each Perspective shows the cumulative levels of service across the study area when the buffers for a particular set of components are plotted together. As stated before, **where there are darker shades, the level of service is higher** for that particular Perspective. It is important to note that the shade overlaying any given point on the map represents the cumulative value offered by the surrounding park system to an individual situated in that specific location, rather than the service being provided by components at that location to the areas around it.

The **larger scale map** in each of the Perspectives shows the GRASP® buffers with an infinite tone range that portrays the nuances of service that is being provided to the community. At this scale it is easier to see the differences in services provided by parks and individual components. The complete Perspective series is set to the same tone scale so the different Perspectives can be compared side-by-side.

The **inset map** for each perspective shows which parts of the study area fall above or below a certain GRASP® score in that perspective. For each perspective, a GRASP® score has been determined that represents the *minimum* level of service that should be provided to a typical residence. A description of this scoring method can be found in **Appendix G**. In the inset, you can see clearly what areas fall above or below the target score. Different score breaks were used on the inset maps so that each set of components is being evaluated based on what the residential targets are for each Perspectives. For this reason, these maps cannot be compared but are specific to each perspective.

By reviewing the Perspectives, it is possible to see where higher and lower levels of service are being provided from a given set of components. Decisions can then be made regarding the appropriateness of the levels of service and whether or not to change the system in some way to alter levels of service in various locations.

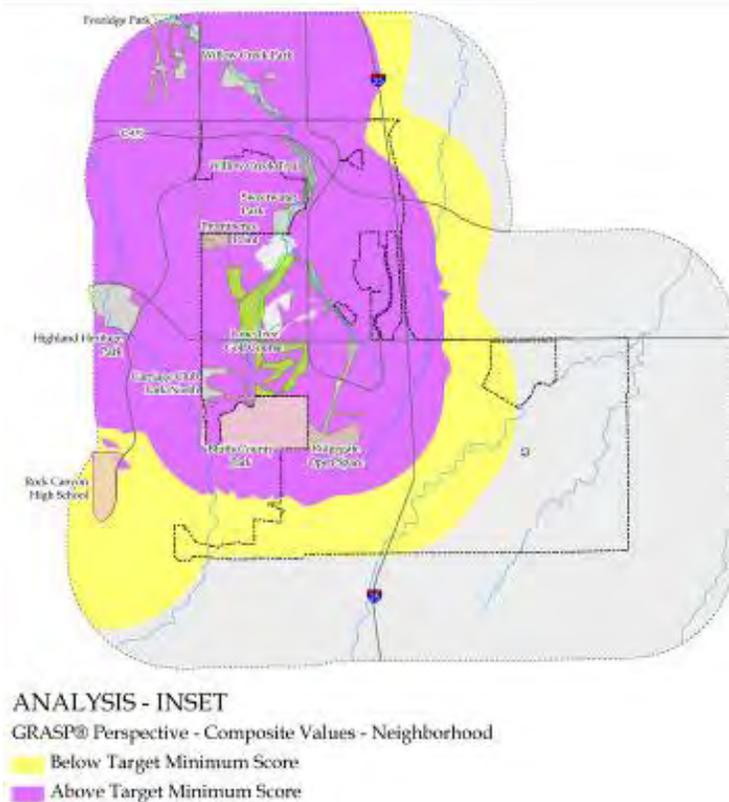
GRASP® Perspectives Descriptions

When analyzing the Perspectives associated with this study it is important to consider the development patterns in the city. Lone Tree is still growing, with much potential growth yet to come, particularly in the area east of I-25. This newer area will be primarily served through the RidgeGate development. It is assumed that as the area grows the level of service will grow with it. The complete series of maps and GRASP® Perspectives can be found in **Appendix F**.

GRASP® Perspective A - Neighborhood Access to All Components

The Perspective shown in **Figure 10** utilizes all components within the dataset to give a picture of how the system is serving the overall parks and recreation needs of Lone Tree. Each component is given both a 1/3 mile radius and a one mile radius. The Neighborhood Score from the inventory has been used, along with the modifiers identified for each site, to derive GRASP® scores for each of the components as described before. This score is then applied to the buffers.

Figure 10: GRASP® Perspective A - Neighborhood Access to All Components



Perspective A shows that service is concentrated in the central part of Lone Tree around the Lone Tree Golf Course. It also shows that all of Lone Tree west of I-25 currently has at least some service, meaning that all residents west of I-25 have reasonable access to some type of park or trail component. East of I-25 is mostly undeveloped, so the fact that there is no service there is acceptable. Overall, Lone Tree’s level of service for neighborhood access is very good because parks and recreational services are concentrated in areas where the majority of Lone Tree’s population resides. Analysis of *Perspective A* provides the following information regarding how much of Lone Tree is being

served by the park system according to the parameters of this Perspective. Although the study area extends a mile beyond Lone Tree, the tables presented below reflect only the area *within the corporate limits* of Lone Tree.

Table 8: Perspective A - Neighborhood Access to All Components

Overall Statistics	
Total Acres	6,117.0
Acres with LOS	4,639.0
Percent of Total with LOS	75.8%
Average LOS per Acre Served	281.6

While **Table 8** shows that 75.8% of Lone Tree’s incorporated area has service, in fact virtually 100% of the residential area is served, because the un-served area is undeveloped. It will be important for Lone Tree to have a park and recreation strategy that extends service as the population grows. This may include applying a set of design standards for all parks developed in conjunction with new neighborhoods. Consideration should be given to location and frequency of all new parks, trails, open space, and other facilities.

Using bracketed scores to identify areas that are below, meeting, or above residential targets (as described in **Appendix G - GRASP® Scoring Methodology and Process**) results in a Perspective that looks like the one shown above. A summary table has been prepared, **Table 9** that shows the GRASP® scores as they are below residential targets, are meeting residential targets and provides further analysis of the LOS.

Table 9: Current Level of Service in Acres and Percentages

Acres with No Service	1,477.7
Acres Below Target Minimum Score	1,324.7
Acres Above Target Minimum Score	3,314.2
Percent of Area with No Service	24.2%
Percent of Area Below Target Minimum Score	21.7%
Percent of Area Above Target Minimum Score	54.2%

Another set of figures which look directly at the areas *with service* in Lone Tree (i.e. the 76% of Lone Tree with service) produces the following information:

Table 10: Percentages of Areas with Service That Are Meeting Residential Target

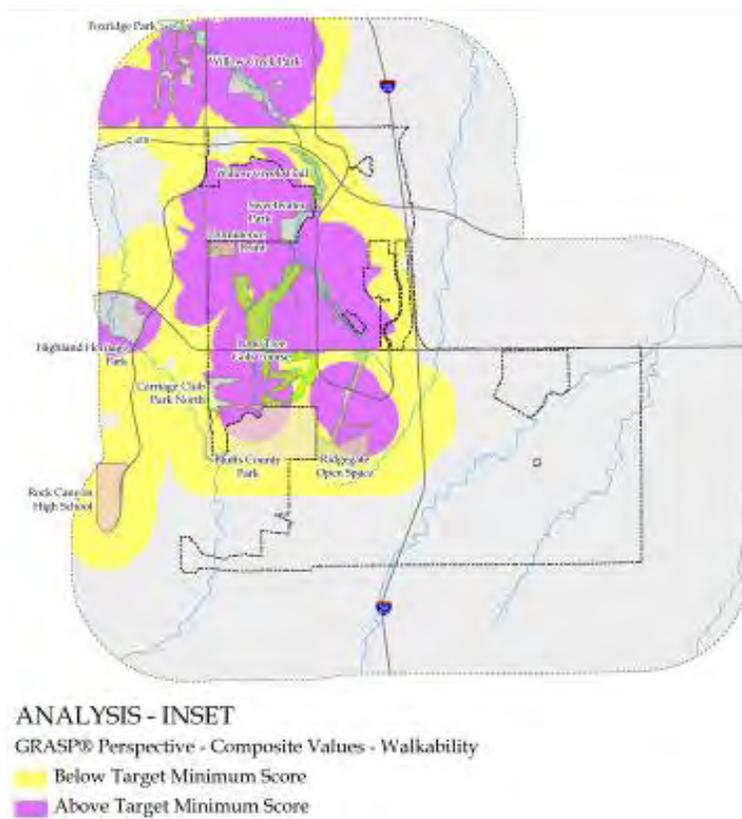
% of Served Area Below Target Minimum Score	28.6%
% of Served Area Above Target Minimum Score	71.4%

Of the area within Lone Tree that currently has service, (which is virtually all of the residential area within the city), 28.6% falls below the target minimum score for residential areas. However, looking at the map, it can be seen that virtually all of the area that falls below the target score is undeveloped. Essentially 100% of the developed area is covered by service at or above the target minimum. However, meeting the minimum target is not the same as achieving an *optimal* score. There is no standard for optimal scores, but looking at the average score per served acre can provide some insight. In Lone Tree, this score 281.6 points. In other communities around the country, this score varies from below 100 points to above 200, placing Lone Tree at the upper end of this benchmark.

GRASP® Perspective B - Walkable Access to All Components

The **Figure 11** of *Perspective B* shows the level of service provided to the community at a walkable level. All components are shown and each has a 1/3 mile buffer which equates to about a 10 minute walk. These buffers have been truncated at the primary barriers, such as Lincoln Avenue and C-470. Scores within the buffers are equal to the base score for the components, calculated as described in **Appendix G**, and doubled to reflect the walkable access, as was done on Perspective A. In a sense, this is Perspective A with the one-mile buffers removed.

Figure 11: GRASP® Perspective B - Walkable Access to All Components



As should be expected, the levels of service shown on this Perspective are lower than those on Perspective A. However, service is still favorable within most of the developed parts of the city.

What this means is that for the most part, residents of Lone Tree have the opportunity to walk to some combination of park and recreation components that equate to a minimum target score for LOS.

However, it does not necessarily mean that residents have walkable access to *all* types of park and recreation components, or that any individual resident has access to the particular components that they prefer. This analysis

is simply a guide that indicates that Lone Tree is a fairly “walkable” community as far as neighborhood parks and recreation facilities are concerned. See **Table 11** for a summary of the level of service of walkable access to all components.

Table 11: GRASP® Perspective B - Walkable Access to All Components

Overall Statistics	
Total Acres	6,117.0
Acres with LOS	2,990.5
Percent of Total with LOS	48.9%
Average LOS per Acre Served	94.0

Table 12: Current Level of Service in Acres and Percentages

Acres with No Service	3,126.3
Acres Below Target Minimum Score	1,319.2
Acres Above Target Minimum Score	1,671.3
Percent of Area with No Service	51.1%
Percent of Area Below Target Minimum Score	21.6%
Percent of Area Above Target Minimum Score	27.3%

Table 13: Percentages of Areas with Service That Are Meeting Residential Target

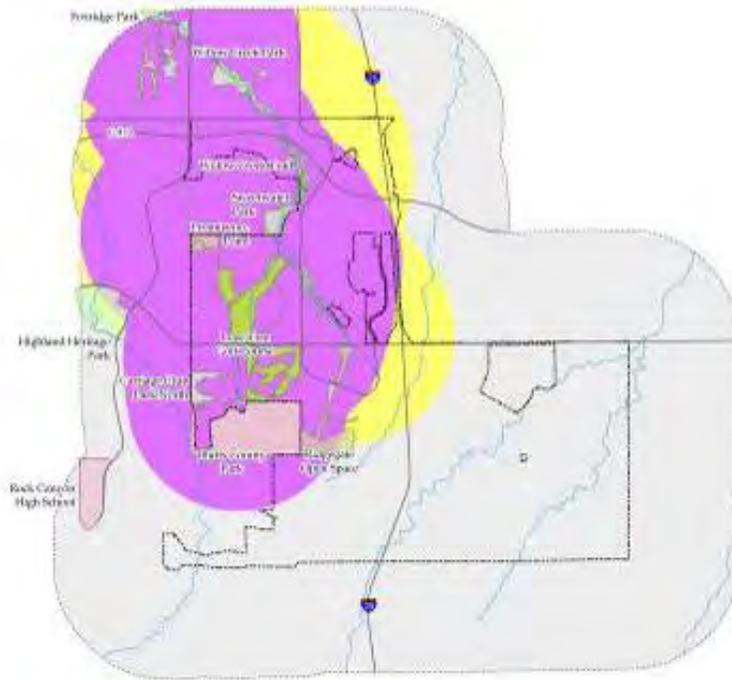
% of Served Area Below Target Minimum Score	44.1%
% of Served Area Above Target Minimum Score	55.9%

The summary table above shows that almost 49% of Lone Tree has at least some LOS (GRASP® score greater than zero) within walking distance of home. While the figures state that 51.1% of the city’s geographic area lacks walkable LOS it is important to note that most of this area is undeveloped and has no residents. This indicates that where there is service in established neighborhoods, Lone Tree is doing well in providing an overall LOS for residents within walking distance of homes. The areas with lower service tend to include commercial and non-residential uses. Consideration should be given to improving the walkability of these areas for parks and recreation, for the benefit of workers, shoppers, and other users who might enjoy a healthy break for some fresh air and exercise during the day.

It is important to note that while this analysis accounts for major barriers to walking, such as busy streets, it *does not* account for the existence or condition of sidewalks and other facilities for walking. The importance of this Perspective is to show where the occurrence of components within walking distance is greatest in Lone Tree. These are places where assuring good sidewalks, trails, street crossings and other pedestrian amenities can have the most benefit in terms of encouraging people to walk because there are more things to walk to.

GRASP® Perspective C - Neighborhood Access to Trails

Figure 12: GRASP® Perspective C - Neighborhood Access to Trails



The **Figure 12** perspective shows the access that residents of Lone Tree have to recreational trails. It shows that Lone Tree has a fair quantity and distribution of recreational trails within its parks and greenways. It shows that most residents have access to trails at a level that meets the minimum target.

Table 14 shows the neighborhood access to trails.

ANALYSIS - INSET
 GRASP® Perspective - Trails
 Below Target Minimum Score
 Above Target Minimum Score

Table 14: GRASP® Perspective C - Neighborhood Access to Trails

Overall Statistics	
Total Acres	6,117.0
Acres with LOS	3,041.9
Percent of Total with LOS	49.7%
Average LOS per Acre Served	60.5

Table 15: Current Level of Service in Acres and Percentages

Acres with No Service	3,074.9
Acres Below Target Minimum Score	544.2
Acres Above Target Minimum Score	2,497.7
Percent of Area with No Service	50.3%
Percent of Area Below Target Minimum Score	8.9%
Percent of Area Above Target Minimum Score	40.8%

Table 16: Percentages of Areas with Service That Are Meeting Residential Target

% of Served Area Below Target Minimum Score	17.9%
% of Served Area Above Target Minimum Score	82.1%

As in the other perspectives, for the most part the developed residential areas in Lone Tree have service that meets or exceeds the target minimum score. The average score of 60.5% per served acre is also higher than most communities have measured with the GRASP® method.

However, this perspective does not measure the *connectivity* of the trail system. Connectivity is critical to the success of a trail system. In Lone Tree, connectivity suffers from a lack of safe crossings at significant barriers, including Lincoln Avenue, I-25, and C-470. Also, trails are lacking in the commercial areas of the city.

GRASP® Perspective D - Access to Sports Fields

Perspective D in **Appendix C** is intended to show how Lone Tree is served by multi-purpose playing fields. For this perspective the study area has been expanded to reach five miles beyond Lone Tree’s city limits. The perspective is a bit different from the other perspectives. It uses GRASP® scores for fields that lie within the city limits of Lone Tree and one mile beyond, but for those outside this area, no scores have been assigned.

The resulting analysis shows that the highest levels of service are found in the central part of Lone Tree, on both sides of Lincoln, particularly near the recreation center. It also shows that essentially all of the developed part of Lone Tree lies within the service area of at least one field. By “service area” it is meant a reasonable drive, but not necessarily an easy walk. While this may be acceptable for many communities, it is possible that Lone Tree could choose to increase their LOS and try to provide a field within walking distance of as many homes as possible.

D. Communitywide Level of Service (LOS)

The GRASP® Perspectives show how service is distributed within the community. For some components, location is less important than having an adequate quantity or capacity at an expected level of quality. Because GRASP® scores are a blend of quantity and quality they can be used to create numerical indices for LOS that account for both characteristics. **Table 17** shows these indices for key components in Lone Tree. Definitions for these key facilities are found in **Appendix H**.

Table 17: Community Components GRASP® Scores and Population Ratios

	Current Population	10,134 *Projected for 2007	Projected Population	17,642 *Projected for 2012
	Total GRASP® score per component type	GRASP® score per 1000 population (GRASP® Index)	Total GRASP® score needed at projected population	Additional GRASP® score needed
Ballfield	9.60	0.95	16.70	7.10
Basketball	14.40	1.42	25.06	10.66
Dog Park	0	0.0	0	0.0
Multi-Use Fields	9.60	0.95	16.70	7.10
Group Picnic Shelters	7.20	0.71	12.53	5.33
Playground-local	26.40	2.60	45.94	19.54
Playground-destination	10.80	1.06	18.79	7.99
Spray Park	0	0	0	0
Skate Park	0	0	0	0
Tennis Courts	27.20	2.68	47.33	20.13
TOTAL	105.20	10.38	183.05	77.85

The first part of the *Community Components GRASP® Scores and Population Ratios Table* shows the total GRASP® scores for that component when all of the components in the dataset are included. During the inventory process, two sets of scores were assigned to each component, a Neighborhood score and a community-wide score. The community-wide scores are used to create this table.

The second column in the table shows the index that results when the GRASP® score is divided by the current population of Lone Tree, in thousands. This is the GRASP® Index for that component. The third column in the table shows the total GRASP® score that must exist

to achieve the same GRASP® Index at the projected population, and the fourth column shows the additional number of GRASP® points needed to achieve that score.

This information can be used to plan for future improvements to the parks and recreation infrastructure to accommodate growth. Because GRASP® scores are a blend of quantity and quality it is possible to increase them by either adding components or improving the quality of existing ones. In most case, a combination of the two will be recommended. Used in conjunction with the *Capacities Table* in **Appendix I** the best combination of quantity and quality can be determined for planning purposes. The GRASP® Indices also allow the community to benchmark its combined LOS for quality and quantity of service over time and measure its progress.

Capacities LOS Findings

For some components, the quantity needed is proportional to the population that will be served by that component. This is a fairly easy calculation when components are programmed for use. The programming determines how many people will be using the facilities over a period of time. Sports fields and courts fall into this category. For other components, the ratio of components to the population may vary, depending upon the size or capacity of the component and the participation levels within the community for the activity served by the component. Skate parks and group picnic facilities fall into this category.

The *Capacities LOS table* represents the Capacity LOS for Lone Tree. This table closely resembles a traditional LOS analysis and shows how the quantities of certain park and recreation components compare to population. For each component, the table shows the current quantity of that component on a “per-1000 persons” basis (referred to as the Capacity LOS) and the pro-rata number of persons in the community represented by each component. This kind of analysis can be used to show the capacity of the current inventory – in other words, how many people are potentially being served by park components.

The table lists only the quantities of each component found within Lone Tree’s city limits. This is so that an accurate per-population ratio can be determined, since accurate data on the population in the entire study area was not available. However, it should be noted that as the main provider for Lone Tree, South Suburban Park and Recreation District has components within the study area that lie outside of Lone Tree’s city limits yet are intended to serve Lone Tree’s residents as well as those in the remaining study area. This makes it difficult to use per-population standards for Lone Tree, which is why this table should be used as only one tool in setting goals and recommendations for capital improvements.

For comparison purposes, the table also includes standards identified by South Suburban Park and Recreation District in their “Gold Medal 2020” plan. That plan does not list standards for all of the components shown in the Capacities LOS Table. Keep in mind, also, the limitations of this table as explained in the preceding paragraph. SSPRD’s standards are intended to be applied District-wide, not over a selected area of the District.

The table also includes some components that do not currently exist in Lone Tree. These are capacity-based components that are typically found in other communities. They are included to suggest that Lone Tree should consider adding some or all of these components.

It is important to note that this table is simply one tool that is used to make final recommendations and establish budgets. The numbers of facilities shown on this table may differ from the final recommendations. One reason for this is that some components may be added to existing parks, or may be an expansion or upgrade of existing facilities, while others may require the purchase of additional land. In some cases, the prescribed additional components may be provided by partner agencies or other entities to the satisfaction of the City, and therefore there may be little or no cost to the City.

Using both the Capacities LOS and the GRASP® Indices, recommendations can be made that assure that the appropriate blend of quantity and quality will be maintained within the parks and recreation system over time.

V. How We Manage – Analysis of Influence, Oversight and Financing

A. Economic Development

People move to the City of Lone Tree for the quality of life and proximity to and ease of commute to work.

The importance of parks and recreation as a factor in providing for a high quality of life is vital in the City of Lone Tree’s economic development. With the incredible growth in the community and influx of younger families moving to the area, the parks, trails and recreation facilities, programs and services fulfill a vital regional need and expectation.

The City of Lone Tree relies on retail sales to fuel the economic engine while parks, trails and recreation acts as a catalyst for attracting local businesses and contribute to their sustainability. It’s the services that enhance and supplement the resident experience, as well as provide quality of life expectations for the citizens and attract additional commercial businesses which contribute to the fiscal health of the City of Lone Tree through sales tax. Attractions, such as the Lone Tree Golf Course and the Recreation Center, parks and programs, and large special events help sustain the entertainment industry whose sales tax revenue is typically dedicated to promotion of the city.

A Place at the Table

Parks, trails and recreation facilities, programs and services are the vivid descriptor of the community’s vision. They paint the picture of a strong municipal economy, provide opportunities for healthy partnerships in the provision of services, and express the government’s commitment to the quality of life for all its citizens.

Parks provide the necessary buffer from traffic, noise, and overcrowding. They preserve natural resources and protect a community from uncontrolled development. The facilities, programs and services provide a balance necessary for a sustainable community and an outlet to celebrate and explore diversity.

The value of the parks, trails and recreation facilities, programs and services must be recognized as a partner in the prevention, health and environment movement. It is a critical player in the solution to transportation issues. It provides life long learning, leisure and wellness opportunities, employment and volunteer opportunities, and is the “green infrastructure” of a city. These services are an investment in the vitality and quality of a community.

B. Planning and Design

The primary planning issues facing the City of Lone Tree in relation to parks and recreation are how to assure that needs are met now and in the future, as the City of Lone Tree grows and changes. Expansion of the City of Lone Tree to the east provides both opportunities and challenges. The opportunities include the chance to start with a “blank slate” and create a framework for parks and recreation that will create a livable, walkable community

that supports and encourages healthy living and a high quality of life. The challenges include integrating this with the City of Lone Tree's development patterns that support gated communities and private amenities in combination with public ones. Maintaining the proper balance between providing an appropriate basic level of service to all of the public while accommodating the needs and desires of private communities will be important. In addition, finding land for large park uses such as a sports complex will be another challenge. This needs to be done proactively, to assure that such land is available when needed.

C. Financial Findings

The residents of the City of Lone Tree are served by the South Suburban Park and Recreation District for the majority of its parks and recreation services. The City provides for special events and has supplemented the District's efforts by contributing funding directly to capital projects in order to achieve a higher level of service for its residents and/or to speed up the timing of the projects.

South Suburban Park and Recreation District

South Suburban provides local and regional park, recreation, open space and trails services for nearly 140,000 residents living in Lone Tree, Littleton, Bow Mar, Columbine Valley, Sheridan, western Centennial and portions of unincorporated Arapahoe and Douglas counties. Sources of funding for the District's 2007, \$54 million budget, which did not require an increase in taxes from the previous year, roughly includes:

- 38% from property and specific ownership taxes,
- 53% from fees and charges, and
- 9% from sources such as Colorado Lottery proceeds, grants and donations.

A resident with a home valued at \$300,000 pays \$167 in annual property taxes, or 45 cents a day, to the District.

Funding is used in the following manner:

- Property and specific ownership taxes are used primarily for maintaining 3,500 acres of parkland and open space and nearly 90 miles of trails, as well as to subsidize recreation centers and outdoor swimming pools.
- The special 1 mill property tax approved by voters in 2000 can only be used for purchasing open space and parkland and improving trails.
- Colorado Lottery funds and other grants, such as the Arapahoe County Open Space Sales Tax Program, along with various donations are earmarked mostly for capital improvement projects.
- Funding is also reserved for paying back voter-approved General Obligation bonds, used over the years to build new facilities such as the Buck and Lone Tree recreation centers, a number of playgrounds, and several more athletic fields. In 2006, some General Obligation bonds were refinanced at a lower interest rate actually slightly decreasing the District's property tax rate as a percentage of each taxed property's assessed value.

In its 2007 Amended Budget Report, the SSPRD reports that it is in sound fiscal health, with sufficient funds to meet priority demands, including rising utility costs at facilities, increasing gas costs for maintenance vehicles and increasing healthcare costs for employees, and with the ability to maintain assets in reasonably sound condition. Most of the 2000 GO Bonds have been spent, with only a few projects carried over to 2007, leaving only limited funds available to spend on new projects. Most available capital funds are recommended to be spent on “maintaining what we have” projects. The 1-mill levy earmarked for park and open space acquisition and trail development is being utilized as promised to the voters. There is a need to continue with the strategy of increasing fees and charges yearly, where program/facility costs have gone up and where market conditions allow.

The SSPRD utilizes enterprise funds for recreation programs and facilities. The SSPRD charges fees to help cover the cost of operating facilities such as golf courses, recreation centers and thousands of fitness, sports and cultural classes and programs because, according to the TABOR initiative, it can only legally transfer a maximum of 10% of property tax revenue over to help finance facilities and programs. The operations of the recreation centers and outdoor pools are subsidized from other sources of revenue, including property taxes, helping to keep fees reasonable.

Except for property tax collections, the District is not able to isolate and identify all the revenues collected and expenditures made specific to the residents of the City of Lone Tree. Its focus is on an equitable level of service throughout its service area providing appropriate local parks, facilities and programs to neighborhoods and communities, supplemented by regional facilities such as golf courses, indoor recreation centers, indoor ice arenas and ball field complexes.

The SSPRD’s major capital projects in 2006/2007 for facilities in Lone Tree include:

- Cook Creek Pool resurfacing, replacement of shade shelter, diving board and picnic tables
- New well and new golf carts for Lone Tree Golf Course, along with some furniture and equipment
- Completion of the trail connection from Lone Tree Parkway to Rattlesnake Drive (joint City/SSPRD project)
- LaQuinta Park renovations and trail connection
- Development of playfields, shelter, playground and trails at the new Lone Tree elementary school
- Improvements in Willow Creek Trail from Maximus to C 470 (joint City/SSPRD project)
- Resurfacing of existing trail in Sweetwater Park
- Improvement to Lone Tree tennis courts (joint City/SSPRD project)
- Completion of the Carriage Club Trail (joint City/SSPRD project)
- Resurfacing of Terra Ridge Trail (joint City/SSPRD project)

Lone Tree Residents will also benefit from the purchase of several pieces of heavy equipment needed for the ongoing maintenance of parks and facilities as part of the fleet management program. The 2007 budget provides for several large mowers, utility trailers, pickup trucks, and a Zamboni for ice rink resurfacing at the Family Sports Center.

The City of Lone Tree

Sales tax is major source of revenue for the City of Lone Tree providing for approximately 75% of its revenues. The Park Meadows Mall annexation in January 2007 will serve to bolster these revenues with taxes projected to increase by 50-60%. The City is in a very fortunate strong fiscally sound financial position with that trend anticipated to increase. The City of Lone Tree does not collect dedicated tax funding for parks and recreation. Fees and charges and grants and donations for parks and recreation are all administered through South Suburban.

A partnership/ sponsorship approach brought the City and South Suburban together through a capital contribution from the City of \$1.5 million paid over two years to enhance and name the Lone Tree Recreation Center. Another partnership brought the City together with South Suburban and Douglas County with the purchase of the Taos open space property. Future partnerships, that have had some discussion, could address a tunnel at Wildcat Trail and involve the City, South Suburban, Highlands Ranch and Douglas County, or other tunnels for transportation and recreation purposes which would also draw interest from the Park Meadows Metropolitan District.

The City receives Lottery funds annually on a per capita basis. These funds are not used every year, but are often held to accumulate. In the past they have been used toward open space acquisitions or conservation. In 2008 these funds have been allocated to the development of the Lone Tree Community Park.

The City has a park land dedication ordinance with a proposed change in the works. The current and proposed ordinances are based on a service level of 15 acres per 1000 population and are calculated at 0.045 acres dwelling unit (based on an occupancy factor of 3.0 people per household). The proposed regulations would no longer distinguish between local and regional park types; rather, actual park requirements would be dictated by the nature of the development and needs within service area. Fees in lieu of land dedication, if land is deemed not needed by the City, is based on market rate. Partial credit may be granted for the provision of pools and other amenities (even if they are private), vest pocket parks, and playground areas, and are negotiated with approval of the site plan for subdivision. The City has no park development impact fees.

The RidgeGate development has a negotiated agreement with the City including a dedication of community park land next to the Lone Tree Recreation Center as well as a significant amount of open space, and some fees in lieu of dedication. They have satisfied their community wide requirements through their Planned Development by meeting the City's goals for a more densified urban development with larger areas of preserved open space (drainage areas, linear parks and trails, bluffs within the development). In consideration of these other dedications, as development occurs, they will be required to dedicate 5 acres per 1000 population, or cash-in-lieu, with occupancy calculated by type of dwelling unit and price per acre of \$75,000.

Outside of the timeframe for this study, there is a long term plan within RidgeGate for a town center on the east side of RidgeGate. This part of the development is within the City of Lone Tree, but not within the boundaries of the South Suburban District. There is a new

linear park north of the Lone Tree Recreation Center in the development. There is a desire by RidgeGate developers for this to be upscaled from the more typical park design to be used as a marketing tool and community amenity, including such things as significant picnic areas, climbing wall, and water feature, etc. This particular area is to be served by the Rampart Range Metro District for some of its infrastructure requirements.

It is evident that many residents of Lone Tree desire a higher level of service than South Suburban is able to deliver while maintaining equity throughout the District. In 2005 the City of Lone Tree began a \$250,000 match against South Suburban funding as part of a five year plan to move Lone Tree capital improvements forward. The City created a Recreation Advisory Committee in June of 2006 to advise the City on recreation opportunities and needs within the community. In 2007, in addition to the \$250,000 match against South Suburban funds, the City allocated an additional \$275,000 to bring its total to \$525,000, but no definitive plan was in place so a portion of the allocation was put toward this master planning effort. Although some limited approvals for spending have been made for this master plan, some special events, Willow Creek Trail enhancements, and other trail resurfacing, frustration is evident regarding the lack of consensus and readiness for funding other projects. Some fear has been expressed by committee members that they will lose the funding if they don't spend it.

The City has a special emphasis on parks and recreation at this time in response to community members.

D. Administrative Benchmarking

Limits of Comparative Data and Analysis

Benchmarking is an important tool that allows the comparison of certain attributes of the City's management of public spaces (parks, recreation, aquatics, and related services) with other similar communities. For this Plan, benchmarking data was collected from comparable agencies including: the Town of Castle Rock, the Town of Golden, the City of Fort Collins, Greenwood Village City, Highlands Ranch and Foothills Park and Recreation District. The primary service provider for Lone Tree is South Suburban Park and Recreation District.

It is very difficult to find exact comparable communities because each has its own unique identity, its own way of conducting business and differences in what populations they serve. It is important to keep in mind that while most park and recreation departments primarily serve residents of the agency, many also serve a large portion of non-residents.

Additionally, organizations typically don't break down the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize budget information and it is sometimes difficult to assess whether or not the past year's expenses are typical for the community. This being said, the benchmarking information presented here should be used as a catalyst for the City of Lone Tree to continue to research best practices for more specific areas when they are needed.

Benchmarking Data Sought

The communities were chosen primarily due to the perceived similarities and geographic proximity to the City of Lone Tree. Requested benchmarking data (see **Appendix J**) includes:

- Population
- Prior year actual expenses, and prior year revenues for the entire department
- Current budget, prior year actual expenses, and prior year revenues for aquatics, parks, and recreation departments
- Mil levy, sales tax, and mandatory HOAC dedications
- Agency accreditation and NRPA Gold medal awards
- Square footage of managed indoor space
- Number of recreation/community centers
- Total number, type, and amenities of pools
- Total acres of developed park land
- Total overall miles of trails, miles of trails by type
- Number of tennis courts, playgrounds, softball/baseball fields, and multiuse fields (including number of lighted/unlighted fields)
- Number of golf courses, number of holes, and total rounds per year

Additionally, benchmarking data looks to weigh pertinent data along with comparing against a “per thousand” population calculation in some cases. The South Suburban Park and Recreation District is responsible for park and recreation services in the City of Lone Tree. To effectively benchmark against the respondent communities, it was necessary to make a few general assumptions related to the level of service provided by South Suburban to the City of Lone Tree:

- South Suburban gives equitable service to all residents and communities that it serves.
- South Suburban allocates equitable funding to all residents and communities that it serves.
- South Suburban develops park lands equitably among the residents and communities that it serves.

These assumptions make it possible to compare various levels of service at a per 1,000 persons rate.

Items of Note:

- **Median Income.** The median income for the City of Lone Tree is \$96,308 from the 2000 census (data is not available for 2006 estimates) which ranks lower than Greenwood Village, but higher than all the rest of the Cities and Towns.
- **Cost recovery. Although there are very distinct differences in recreation programs,** South Suburban has the second highest overall cost recovery (113% for its enterprise funds), after Highlands Ranch (128% through mandatory fees). Greenwood Village has the lowest overall cost recovery at 8% (relatively small program offering.)

- **Expenses per 1,000 persons.** South Suburban has the second highest expenses per 1,000 persons at \$273,289. Golden has the highest expenses per 1,000 persons at \$398,068 and Fort Collins has the lowest at \$113,693.
- **Prior year parks expenditure per developed acre.** South Suburban has the second lowest parks expenditure per developed acre at \$7,453. Foothills has the lowest expenditure at \$4,117, and Parker has the highest at \$8,532.
- **Developed acres per 1,000 persons.** South Suburban ranks fourth in developed acres per 1,000 person service population (8.61 acres). Greenwood Village has the largest number of acres per 1,000 persons at 16.67 and Highlands Ranch has the lowest at 2.14 acres.
- **Managed indoor space.** South Suburban has the highest square footage of managed indoor space per 1,000 persons at 4,291 square feet, followed by Highlands Ranch with 4,173 square feet. Greenwood Village ranks last with only 154 square feet of managed indoor space per 1,000 persons.
- **Swimming pools per 1,000 persons.** South Suburban ranks second to last for number of swimming pools per 1,000 persons (0.06). Golden has the highest number of pools per 1,000 persons at 0.22 pools, Fort Collins has the lowest number at 0.03 pools.
 - **Therapy pools.** South Suburban and Foothills were the only two agencies that reported having a therapy pool.
 - **Spraygrounds.** South Suburban was one of three agencies who had spraygrounds/spraypad. Golden and Parker also have spraygrounds and Foothills has a spraypad at one of their outdoor pools.
- **Trails.** South Suburban ranks fourth for miles of trails per 1,000 persons at 0.55. Castle Rock had the most miles of trails per 1,000 persons at 4 miles. Foothills has the lowest miles of trails per 1,000 at 0.34 miles. The City of Lone Tree has 5.08 total miles of trails within the corporate boundary which equates to 0.508 miles per 1,000 population.
 - **Off-street hard surface trails.** South Suburban ranks second to last for miles of off-street hard surface trails per 1,000 persons at 0.28 miles. Fort Collins has the lowest miles of off-street hard surface trails at 0.24 miles of trails per 1,000 persons. Castle Rock has the highest at 3.64 miles of hard surface off-street trails per 1,000 persons.
- **Tennis courts.** South Suburban has the highest number of outdoor tennis courts per 1,000 persons at 0.41 courts. Castle Rock has the lowest at 0.08 courts per 1,000 persons.
- **Playgrounds.** South Suburban ranked fourth for playgrounds per 1,000 persons at 0.39 playgrounds. Greenwood Village has the most playgrounds per 1,000 at 0.45, Highlands Ranch has the lowest at 0.18 playgrounds per 1,000 persons.
- **Designated baseball/softball fields.** South Suburban has the second highest number of designated baseball/softball fields per 1,000 persons at 0.70 fields, after Greenwood Village at 0.72 fields. Castle Rock has the lowest at 0.39 fields per 1,000 persons.
- **Multiuse fields.** South Suburban has the highest number of multiuse game fields per 1,000 persons at 0.79 fields. Castle Rock has the lowest at 0.16 fields per 1,000.

Please refer to **Appendix J** for the complete Administrative Benchmarking table.

E. Service Delivery Models and Funding Potentials

The City of Lone Tree/SSPRD uses many options for funding community services including traditional funding mechanisms such as taxes and alternative funding such as grants.

Park and Recreation Capital Development:

In the past, SSPRD has successfully used General Funds and Lottery Funds and passed bond initiatives (the last of which was in 2000), to fund capital development projects for the entire district. The City of Lone Tree has used Lottery Funds, land dedication requirements, development impact fees and general funds for park and recreation capital improvements and developments to supplement the efforts of South Suburban.

Park and Recreation Operations and Maintenance:

SSPRD has provided funding and staff resources for the majority of facilities and services that serve the Lone Tree community. The District is the recipient of fees and charges associated with use of the facilities. The City of Lone Tree has also funded staffing resource for special events and the concert series.

Service Delivery Models

With a perception of a service level demand from residents higher than that provided by South Suburban, several service delivery models could be considered. As there are many complex issues involved, it is important to understand the desires of the majority of the residents of the City, particularly regarding their interest and willingness to pay for a higher service level. It is also critical to acknowledge the funding necessary for capital costs, ongoing operations and maintenance costs and eventual life-cycle replacement costs. Strategies, ranging from the City bolstering the resources of South Suburban for the Lone Tree community to the consideration of Lone Tree becoming its own parks and recreation provider have been suggested. However, the funding of any resolution would have to be determined. Regardless of who ultimately provides park and recreation development, City of Lone Tree officials, in conjunction South Suburban District officials as the current providers for Lone Tree, should determine criteria for minimum service levels for sites, designs, and amenities, so as to assure sustainability into the future.

Traditional Funding Methods

Taxes: The City of Lone Tree does not have a dedicated tax or special taxing district to fund park and recreation infrastructure improvements. South Suburban Park and Recreation District is a special taxing district that operates within the City of Lone Tree boundaries. The City of Lone Tree is funded primarily through sales taxes. The SSPRD is primarily funded through property taxes and user fees. The City of Lone Tree and South Suburban has a matching funds agreement whereby each annually contribute for development of capital projects. The City also provides additional funds for special projects and events on an annual basis.

Recreation Sub-District

SSPRD has the authority to create a sub-district funded by property tax dollars to fund services and development at a higher service level. A sub-district could be created to serve the Lone Tree area.

Bonded Indebtedness

The City of Lone Tree/SSPRD could fund the prioritized Capital Improvement Projects (CIP) recommendations through bonding, or borrowing, against tax funding, pursuing alternative funding where applicable, and using the Master Plan for the basis of requesting future debt service funding.

Land Dedication or Fees In-Lieu Charges

The City of Lone Tree has park land dedication requirements that state that all residential subdivisions of land, with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee, or a combination of the two. In cases where the provision of land is not in the best interest of the park system, an “in-lieu fee program” is established that would provide a cash option to developers. This mechanism should be used to secure the minimum amount of land required to meet the desired level of service for park land to serve the population of the development project.

Development Impact Fees

Development impact fees are one-time charges imposed on development projects to cover capital costs for public facilities needed to serve those new developments and the additional residents, employees, and visitors they bring to the community.

Alternative Funding Methods

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation and new construction and operating budgets for the parks, recreation and trails service area. This report does not represent any particular funding strategy over another. The economic conditions within the City of Lone Tree or the SSPRD vary with time and the City of Lone Tree/SSPRD should explore the best means of achieving its goals towards the provision of the parks and recreation programs, trails and the facilities on an ongoing basis.

Philanthropic:

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

The time commitment to initiate a philanthropic campaign can be significant. Current City of Lone Tree/SSPRD resources that could be dedicated to such a venture are limited. If this option is deemed possible by City of Lone Tree/SSPRD decision-makers, it is recommended that the City of Lone Tree and SSPRD outsource most of this task to a non-profit or private agency experienced in seeking funding of this type.

To manage a volunteer program, typically an agency dedicates a staff member to oversee the program for the entire City Department or District. This staff member could then work closely with Human Resources as volunteers are another source of staffing a program, facility or event. Relevant methods are presented as follows:

Friends Associations: These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and its special interest.

Volunteers/In-Kind Services: This revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the City of Lone Tree or SSPRD's cost in providing the service plus it builds advocacy for the system.

Grants:

Grants are used primarily as a way to supplement or match funding already received. For example, grants can be used for program purposes, planning, design, and seed money. Due to their infrequent nature, grants are normally looked at as a way to fund a specific venture and should not be used as a continuous source of funding.

Private Grant and Philanthropic Agencies

The foundations and charitable organizations listed in **Appendix K** appear to generally fit with the City of Lone Tree and SSPRD's potential park and recreation partnership opportunities, programming and services. A more thorough investigation and further research is necessary to assure mutually compatible interests and current status of available funding.

Corporate Sponsorship

The City of Lone Tree does not currently solicit this revenue funding source itself however, SSPRD does. The City of Lone Tree and SSPRD also both work with agencies that pursue and use this type of funding.

Naming Rights

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

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time the sponsor retains the "rights" to have the building named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by professionals so as to ensure a proper agreement that benefits all agents in the contractual obligation and provides remedies to change or cancel the arrangements at any time during the agreement period.

The City of Lone Tree engaged in an agreement with SSPRD to name the current recreation center the “Lone Tree Recreation Center” in exchange for a financial contribution by the City toward the construction of the facility.

Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on park and recreation related items such as in the program guides, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people. The current sign code should be reviewed for conflicts and necessary revisions.

Other Fees and Charges:

Recreation Service Fee

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

Capital Improvement Fees

These fees are on top of the set user rate for accessing facilities such as golf, recreation centers and pools, to support capital improvements that benefit the user of the facility.

Contractual Services:

Private Concessionaires

Contracts can be developed with private businesses to provide and operate desirable recreational activities financed, constructed, and operated by the private sector or non-profit organization with additional compensation paid to the City of Lone Tree/SSPRD.

Concession Management

Concession management is the retail sales or rental of soft goods, hard goods, or consumable items. The City of Lone Tree/SSPRD can either contract for the service or receive a percentage of the gross sales or the net revenue dollars from the profits after expenses are paid.

Cell Towers and Wi-Fi

Cell towers attached to existing or new light poles in game field complexes are another source of revenue the City of Lone Tree/SSPRD could seek in helping support the system.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. Wi-Fi, or Wireless Fidelity, allows individuals to connect to the Internet without wires, similar to cell phone technology. Wi-Fi enabled computers send and receive data indoors and out - anywhere within the range of a base station. The connection and data transfer time is several times faster than the fastest cable modem

connection. In California the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within their service area. They are connecting 85 state parks with SBC Communications. For more information contact California State Parks at www.parks.ca.gov.

Permitting:

Permits (Special Use Permits)

These special permits allow individuals to use specific park property for financial gain. The City of Lone Tree/SSPRD would either receive a set amount of money or a percentage of the gross service that is being provided.

Catering Permits and Services

This is a license to allow caterers to work in the park system on a permit basis with a set fee or percentage of food sales returning to the City of Lone Tree/SSPRD. Also many cities have their own catering service and receive a percentage of dollars from the sale of food.

Partnerships:

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

Financial and Funding Opportunities

Potential Tax Initiative: There has been some activity within the community to pursue a sales tax initiative through the City and to also consider other funding sources to generate new funding for both a cultural center and recreation projects. The City has committed to bringing an issue before the voters in May of 2008.

Grants: Although seeking of philanthropic dollars to augment funding for the development of future facilities would be a large task, seeking grants to fund programs, to act as seed money, or to provide matching funds is a good investment. Many communities have had success in seeking grants for programs and community quality of life.

The City of Lone Tree is pursuing GOCO grant funding to implement the development of the Community Park adjacent to the Lone Tree Recreation Center.

Key Opportunity: It is recommended that the City of Lone Tree and SSPRD evaluate what types of grant programs would best match the opportunities to be provided by future facilities and seek funds either internally or through an associated non-profit.

Grants should not be a priority goal when seeking dollars to initially develop facilities. Most grants that could contribute substantial dollars towards parks and recreation ventures are normally tied to land acquisition and preservation ventures (GOCO, Colorado Lottery proceeds, EPA, Land Water Conservation Fund, Trust for Public Lands, etc.).

VI. Great Things to Come

A. Themes

The following themes for the Parks, Recreation and Trails Master Plan emerged during this process:

- Excellence and Core Services
- Increased Level of Service

B. Excellence and Core Services

The following core parks and recreation facilities and services were identified by the Recreation Advisory Committee as essential to provide, at a minimum, to residents of the City of Lone Tree. These were found to be consistent with community input.

- Parks with comfort and convenience features
- Trails, to include soft pedestrian and paved bike trails, and commuter lanes on streets
- Recreation programs following the Douglas County School District track or traditional school schedule. One quarter of the children are out of school for several weeks at a time depending on their track schedule
- After school K-3rd grade youth recreational ball sports and practice venues similar to Challenger or Redstone Parks
- Aquatics facilities that are a walkable or bikable distance from residences
- Tennis - a five-court complex with seating and other comfort and convenience features
- Golf

C. Increased Level of Service – Opportunities for Improvements

The consultant team has prepared the following list of recommended study and funding areas reflective of our initial findings, public input, discussions with the Recreation Advisory Committee, preliminary analysis and best practices. It is based on an understanding that the City of Lone Tree feels that the current level of service (LOS) should increase.

Research thus far has highlighted an issue that there is a desire from the Citizens of Lone Tree for a higher LOS for specific elements of its parks and recreation offerings than is currently provided by SSPRD throughout its entire district. It's possible to create this higher LOS through the use of funds from the City of Lone Tree, or potentially other sources, in order to attain the desire higher LOS. The following preliminary recommendations are made without specifically addressing the funding issue at this time.

VIII. Implementation and Action Plans

The City of Lone Tree and the South Suburban Park and Recreation District (SSPRD) are doing many things well related to providing quality community services, parks and recreation opportunities to the community. The City of Lone Tree should target the specific interest areas and unmet needs identified in the public process through the survey results to reach the desired level of service for its citizens. Discussion with SSPRD will help determine how to increase the level of service for parks, trails, fields, facilities, programs and services to the desired levels.

The primary challenge in the coming years will be to meet the desired level of service throughout the community in the immediate future while adjusting to any population growth; increased demand for programming and facilities; and changing economics and demographics. The Action Themes Implementation in **Table 18** summarizes the Master Plan recommendations and is followed by the narrative of each of the recommendations.

Action Theme One - Excellence and Core Services

Recommendation 1.1 – Maintain Current LOS throughout the Park System

In general, the citizens of the City of Lone Tree are somewhat satisfied with the existing levels of service provided to them, although it is evident from the public input process that residents would like specific facilities located within the corporate boundaries of the City. The recommendation, as a minimum, is that levels of service should be maintained at current ratios as the population grows. **Appendix I** shows how the quantities of key components may need to be increased to assure that levels of service remain consistent. However, the table is intended only as a guide. As demographics, trends, and other factors change, it may not be necessary or desirable to maintain the exact ratios for each component as shown on the table. While the mix of components and the ratios of each may change, the net levels of service provided to the community from all types of facilities should be maintained as population grows. The GRASP® analysis is useful for this purpose and can be reviewed and consulted as necessary to assure that this is happening.

In order to maintain current LOS as population grows to the year 2012, it is recommended that the following components be added in the new growth area:

- Neighborhood Park Land
- Land to accommodate Ballfields and Tennis Courts
- One (1) Ball Field
- Four (4) Basketball Courts
- Two (2) Multi-Purpose Fields
- Seven (7) Tennis Courts

As development occurs it is likely that some of these tennis courts will be provided privately through HOA's. Based on current ratios it is likely there will be a need for least four of the seven to be public courts. A fifth court might be desirable if the tennis trend warrants a tournament facility.

These facilities should be located in new parks to be constructed as part of the new developments that bring population growth, using any of a variety of mechanisms that could be employed. These should include the land dedication and impact fees for development in gated and un-gated neighborhoods for typical park development (playgrounds, picnic areas, open grass turf, basketball courts, and trails), and also accommodate community level facilities such as athletic fields and skateboard parks. The City of Lone Tree has the authorization to require land dedication and impact fees, and it is common for a city to work with the local park and recreation service providers (in this case, the two Districts) on an agreement for ownership or lease and responsibility for ongoing operations and maintenance. If the City is unable to require or gain land and development fees to cover the full capital cost of providing the services, other City and or District capital funding would be required.

Community level facilities such as athletic fields, skateparks, tennis courts and pools can be accommodated through new facilities and/or improvements or renovations to existing facilities as these are not typically provided in every neighborhood. Funding for these types of facilities could require new or accelerated sources.

The LOS should be monitored as population grows to assure that these mechanisms are maintaining current ratios. Ongoing maintenance, as well as the completion of what has already been promised are desired and expected by the community in order to meet and maintain current and expected levels of satisfaction.

Recommendation 1.2 - Fund Ongoing Maintenance and Operations

The increase in LOS for capital improvements to meet the desire of Lone Tree residents is also an increase in the LOS for the ongoing operations and maintenance for those facilities needs to be considered and funded as such annually.

As these improvements are not an increase to the existing level of service, but are necessary to add to the inventory in order to maintain the existing level of service, it is appropriate for SSPRD, in its service area, to provide the operations and maintenance funding these as part of its facilities inventory to keep up with growth, though taxes generated from the new residents. On the east side of I 25, it appears appropriate for the Rampart Range Metropolitan District to hold the responsibility for operating and maintaining new facilities. In either case it will require ownership of the facilities by each District, or a long term agreement between the City and each District.

Action Theme Two - Improve LOS

Research thus far has highlighted an issue that there is a desire from the Citizens of Lone Tree for a higher LOS for specific elements of its parks and recreation offerings than is currently provided by SSPRD throughout its entire district. It's possible to create this higher LOS through the use of funds from the City of Lone Tree, or the potential of creating a sub district within SSPRD for the Lone Tree area, in order to attain the desire higher LOS. Improving the overall LOS for the City of Lone Tree includes feasibility studies and future recommendations based on the Capacities Chart, GRASP® analysis, survey results and public input.

While some of the recommended amenities are directly related to population growth and can be funded through land dedication and impact fees, as discussed above, others are not and should be done as special projects. These may be constructed later in the 5-year timeframe, or even beyond. Feasibility studies could be done immediately for these special projects (short-term timeframe), while implementation is likely to occur towards the latter part of the timeframe, or even beyond the timeframe of the plan.

Recommendation 2.1 - Aquatics Plan Completion

Construct, in accordance with the SSPRD master plan for the Lone Tree Recreation Center, an additional outdoor leisure pool or sprayground, as possible, outside the current indoor aquatics amenities at that site. The construction and operations costs associated with the scope of the expansion as well as an indoor/outdoor deck expansion of the current indoor pool needs to be funded through typical SSPRD funding mechanisms, with the potential to be accelerated through City of Lone Tree funding sources.

Recommendation 2.2 - Aquatics Feasibility Study

Conduct a feasibility study to determine if improvements could be made at the Cook Creek Park to create a more club-like atmosphere. The study should consider the possibility of:

- Renovating or replacing the entire pool
- Renovating the bathhouse
- Adding a sprayground and/or leisure pool amenities
- Relocating tennis courts and repurposing that area for pool amenities
- Relocation of the library to allow for the re-purposing of that space to additional parking for the seasonal pool, and adding a large shelter with permanent gas grills.

The study should determine the construction and operations costs associated with the scope of the expansion.

Recommendation 2.3 - Athletic Fields Additions

The City should also assure in its negotiations with developers that adequate land is dedicated to accommodate field needs for the future population of the City

The City is pursuing the development of the community park site east of the Lone Tree Recreation Center to include a large multi-purpose field and a baseball/softball field. This would serve to increase the level of service to existing residents while providing athletic fields within the City of Lone Tree municipal boundaries. The City of Lone Tree is anticipating funding the first phase of the development with the assistance of a GOCO grant, the second phase is unfunded at this time.

The second multi-purpose field would be required in the new growth area east of I 25 and would be anticipated to be funded through land dedication and impact fees. In order to maintain the new increased level of service for athletic fields, addition ballfields (1-2) and multi-purpose fields (3) would be required in the new growth area east of I 25. It is likely that a new school would be required to service the population which would bring with it the opportunity for partnerships. And it would also be anticipated that other funding would be available through land dedication and impact fees as that development comes on line.

The Master Plan analyzed where multi-purpose and baseball/softball fields were located within a 5 mile radius of the City of Lone Tree and contributing to the current level of service. There are 86 locations within the 5 mile radius that have various fields. These locations include SSPRD and Highland Ranch Metro District, the Town of Parker, Homeowner Associations, Douglas and Arapahoe County properties, schools, and private business and churches. These facilities are available through normal scheduling processes, which includes fees, for use to a wide array of potential users, including the residents of Lone Tree.

Please refer to **Appendix C** for the GRASP® Perspective D: Access to All Fields to see the field locations within the 5 mile service radius.

In 2002, Douglas County created a master plan for its 202 acre Wildcat Regional Park site that is in close proximity to south edge of the City of Lone Tree. The park is a regional park with multiple ball fields and multipurpose fields among other park amenities including basketball court, playground areas, dog park, etc. It is likely that some of the fields will be lighted and some will be synthetic turf, both increasing the capacity of each field. It is a finding of this master plan that the City of Lone Tree lacks the land necessary to fully support the level of service it desires, particularly for large scale amenities such as playing fields within its corporate boundaries. At this time, we are aware of potential interest on the part of the Highlands Ranch Metropolitan District and Castle Pines North Metropolitan District to engage in discussions in order to pursue a partnership with the City of Lone Tree and Douglas County to fund and implement the Wildcat Regional Park Master Plan. It is recommended that the City engage in this conversation and seriously consider the potential of becoming a partner in such an endeavor.

Recommendation 2.4 - Community Connectivity - fund trail connections outlined in the THK study which benefit the recreational trails system

The coordination of all planning efforts within the region, and especially within the City of Lone Tree, for the development of additional trails to provide connectivity are desired and expected by the community to meet and maintain current and expected levels of satisfaction. This was one of the highest priorities for the City of Lone Tree as identified through the survey results, needs assessment and GRASP® analysis.

Opportunities to assure that newly developing parts of the City of Lone Tree have connected greenspace should not be overlooked. One opportunity that has not been fulfilled in the built-out parts of the City of Lone Tree has been the provision for a looped recreational trail. As development expands into new areas, consideration should be given to creating a network of greenways and trails that connect neighborhoods and parks to one another. This is especially important to consider when private communities could potentially conflict with this goal.

The City and SSPRD should fund trail connections outlined in the THK study which benefit the recreational trails system. This includes the tunnels or underpass connections (most cost effective and safest). These crossings and connections should be made with the goals of:

- Providing continuous, safe and enjoyable routes from the north end of Lone Tree to the south, and east-side to west-side

- Creating a series of loops of various lengths with one being a major perimeter trail
- Creating non-vehicular connectivity to existing and proposed parks and recreation activities and facilities

Adding loop walks in existing parks wherever feasible is a recommendation that could be done immediately. Existing parks should be considered on a case by case basis as funds are available. Look for opportunities around detention ponds or unfinished trails connections. See **Appendix L** for GRASP® Map C - Recommendations.

Recommendation 2.5 – Provide Park Improvements such as Restrooms and Other Comfort and Convenience Features

Providing new parks within the built-out areas of the City of Lone Tree is difficult, so it is important that existing parks provide the maximum benefits to serve the needs of the community. This means that facilities within existing parks should be well-maintained and kept updated to serve the most current needs. Needs may change as demographics change, so remodeling or re-purposing existing facilities should be a consideration over time.

Some improvements could include additional trees for shade, benches and picnic tables for seating, etc. These are fairly inexpensive improvements whose need becomes apparent over time as use patterns are identified in existing parks.

A more significant desire of the citizens of Lone Tree is to provide permanent year round restrooms in its parks. It is not typical of park and recreation entities to provide permanent restroom facilities except in areas of very high use with amenities that regularly attract users for long periods of time such as athletic complexes. These facilities have supervision on site and the ability to clean as needed. The expense of this type of facility in lower use areas, including getting the utility infrastructure to the site has been a deterrent, but the most significant challenge is the ability to monitor and control undesirable uses and vandalism. Many facilities, in other than high use, supervised situations, have resulted in locking up the facilities for a majority of the time or closing them altogether.

It is recommended that the City of Lone Tree follow through on its intention to upgrade the portable toilets currently provided at the Lone Tree Elementary School site to permanent restrooms. It is anticipated, with utilities infrastructure substantially in place that the cost will be \$150,000 for construction and \$6,000 annually to clean and service the restroom on a pre-determined schedule. It is further recommended that the City evaluate provision of service over the next year to determine if it is meeting its goals, prior to consideration of any other sites. Other, less expensive improvements such as semi-permanent enclosures for seasonal portable units or upgraded units may address some of the concerns raised. The City should also study the use patterns of lesser used sites during this time to help determine the need. Other sites are likely to be more costly (\$200,000) for capital construction due to lack of utility infrastructure and would incur incremental cost for ongoing maintenance.

Recommendation 2.6 - Skatepark Consideration

As new areas develop, the City should negotiate with the developers to set aside land for this purpose. The City could also negotiate with Coventry (RidgeGate) for consideration to include this amenity in its master plan for the development on the east side of I-25.

There are no skateparks within the study area of the City of Lone Tree and the 1 mile buffer. At this time, the desire has been expressed to locate this amenity on the west side of I-25 to serve the existing population.

It has been our experience that providing a substandard facility either in size or type of amenities in an area where more substantial facilities are within a reasonable driving or public transit distance will result in under-use of the substandard facility. The City must be able to secure the land and be willing to provide a facility that meets today's expectation for a skatepark to warrant this type of expenditure to address the desires of the teen and young adult market.

It may be possible to provide a very small area in a park with other amenities to target a very young audience of participants who are gaining their first experience at skateboarding.

Recommendation 2.7 - Increase Recreation Staffing

The City should fund an additional position (Recreation Coordinator) to work for the SSPRD to focus on localized programming which would be an increase in the level of service for programming efforts.

This can be done initially with a one year contract to assure that mutual goals are met. The goals for this position include:

- Communication with the Organized Youth Sports Groups (OYSG) to identify, track and schedule (if possible) through the OYSG, the Lone Tree youth so they can play together on Lone Tree teams
- Encourage the OYSG to schedule these predominately Lone Tree teams for priority use on Lone Tree fields for practice (and games as possible.)
- Educate, promote and market the positive environmental impacts of a walkable community and the health-related benefits of an active lifestyle
- Coordinate and manage the Lone Tree focused programming opportunities, intramural opportunities and the afterschool programs located within the City boundaries or those serving Lone Tree youth
- Manage the 5K race and coordinate additional events and other City focused activities along with current staff.

Funding the position for this purpose through SSPRD alleviates the concern of the position could be redirected to other non-recreation related activities or pulled in too many directions (which is perceived to have happened with the City's current recreation position.) The position would coordinate with the current Lone Tree staff and would require dual reporting.

Recommendation 2.8 - Tennis Complex Development

Renovate the existing 4 tennis courts at the Lone Tree Golf Course site to post-tension concrete and add a minimum of one additional court to allow for tournament play. Also to be considered are spectator seating, the addition of a large shelter with permanent gas grills and a potential sprayground, as well as renovation or replacement of the existing indoor structure to service the tennis complex amenity with restrooms and vending based on the construction and operations costs associated with the scope of the expansion.

Action Plans – What Happens Next

The City of Lone Tree and SSPRD are continually striving to keep up with the expectations and needs of the community. The current facilities are heavily used, athletic fields are also in great demand, and most programs have high participation rates. All organizations supplying leisure and recreation programs have numerous positive impacts including encouraging healthy lifestyles, promoting social well-being, providing opportunities and facilities for enjoyment, and enhancing the quality of life.

This **Parks, Trails and Recreation Master Plan** endeavors to provide a guiding mechanism for continuing to meet existing and future community needs, and expand the positive impacts of this portion of the City of Lone Tree’s services. The strength of this report stems from the extensive research, community involvement, analysis of needs, and public review that form the basis for the recommendations it contains. The recommendations of this Plan are designed to create goals cultivating:

- Focus on consistently meeting and exceeding citizen expectations;
- Use of innovative ideas and methods to successfully meet challenges posed by budgetary, facility and staffing limitations;
- A system that benefits residents by increasing services to all age groups and providing diverse opportunities;
- A service agency that sees itself as a viable partner in providing community services;
- A stewardship approach to providing high-quality facilities, existing and future, through judicious use of public funds;
- Cooperation and partnerships among the City of Lone Tree, SSPRD, Douglas County Public Schools, other non-profit organizations and the private sector in providing recreational services and facilities;
- A proactive planning process guided by community needs and executable strategies; and a process for reviewing and updating this document annually.

Ultimately, this plan is designed to serve as a decision-making tool for the City of Lone Tree and SSPRD. Action Strategies are needed to carry out the Parks, Trails and Recreation Master Plan recommendations. The following chart has been developed which summarizes the recommendations including actions, funding where appropriate, and timing.

Timing

This plan is intended to be a 5-year Plan with a long range vision. The following **Action Themes Implementation Table 13** indicates timing based on the start of implementation:

- Immediate: immediately or within one-year
- Short-Term: within one-two years

- Long-term: within five to twenty years
- Ongoing

Master Plan Action Themes Implementation

The Capacities LOS in **Appendix I** provides an analysis of the current ratios of key components to population for the City of Lone Tree. This allows projections to be made for adding future components as the population grows. By comparing the existing quantity of each component to the current population, ratios are generated that can then be used to calculate the number of new components needed to maintain these same ratios as the City of Lone Tree grows.

The results provide an estimate of the number of each component that should be added to meet the needs of the City of Lone Tree’s population in the year 2012. The costs for providing these facilities have been incorporated into the City of Lone Tree/SSPRD Parks, Trails and Recreation Master Plan Action Themes Implementation **Table 18** which shows the estimated timing and costs for the capital improvements recommended within this plan. These have been broken down by the *Immediate, Short-Term, and Long-Term* categories described previously.

The City of Lone Tree should pursue dedicated capital tax funding as well as grant funds as soon as possible, and concurrently with or immediately after the establishment of a 501 (c) 3 foundation. The Capital Improvement Project (CIP) costs shown in the Action Themes Implementation Table are in current dollars, and will need to be adjusted for inflation.

Table 18: City of Lone Tree/SSPRF Parks, Trails and Recreation Master Plan Action Themes Implementation Schedule

Recommendations	Timing	Financial Responsibility	Financial Impact and Potential Funding Sources
<i>Action Theme One – Excellence and Core Services</i>			
Recommendation 1.1 – Maintain Current LOS throughout the Park System	Short Term Long Term	SSPRD, Coventry, RRMD, depending on location of facilities	\$300,000 - 400,000 per year for development over 5 years (which includes infrastructure and other support facilities) plus land costs

Recommendations	Timing	Financial Responsibility	Financial Impact and Potential Funding Sources
Recommendation 1.2 - Fund Ongoing Maintenance and Operations	As new facilities come on line	SSPRD and RRMD	SSPRD within its boundaries using taxes generated from new growth; RRMD within its boundaries using taxes generated from new growth
<i>Action Theme Two -Improve LOS</i>			
Recommendation 2.1 - Aquatics Plan Completion	Short Term	SSPRD (possible joint funding with the City of Lone Tree to accelerate)	\$75,000 - \$200,000 for design; \$1M to \$2M for capital development (according to the SSPRD Aquatics Master Plan dated 6/3/2005)
Recommendation 2.2 - Aquatics Feasibility Study	Immediate (study) Short Term (capital)	City of Lone Tree (study) City of Lone Tree and /or SSPRD through sub district approach	\$25,000 - \$40,000 Capital TBD

Recommendations	Timing	Financial Responsibility	Financial Impact and Potential Funding Sources
Recommendation 2.3 - Athletic Fields Additions	Short Term (Community Park)	City of Lone Tree (has \$1 M for 2 fields)	\$2.1 M total development plus operations and maintenance costs TBD
	Long Term (new development)	City of Lone Tree in cooperation with the District	\$400,000 per field for new field
	(Engage in discussion with Douglas County, et al regarding Wildcat Regional Park)	City of Lone Tree	Wildcat Partnership - fund up to \$1.5M within the next 2-4 years
Recommendation 2.4 - Community Connectivity - Implement the THK Plan recommendations related to recreational use goals	Immediate (finish study) Short and Long Term (capital)	City of Lone Tree (study) SSPRD for recreational use in its boundaries , Lone Tree to accelerate if desired	costs to be determined by THK study
Recommendation 2.5 - Park Improvements	Immediate (annual allocation) Short and Long Term (capital)	City of Lone Tree for restrooms for additional general park improvements	up to \$200,000 per restroom capital costs; \$6,000 annual costs; plus \$2,000 to \$10,000 per year for general park improvements
Recommendation 2.6 - Skatepark Consideration	Long Term	City of Lone Tree and RRMD	\$200,00-300,000 for pre-fabricate up to \$300,00 to 400,000 for in ground permanent

Recommendations	Timing	Financial Responsibility	Financial Impact and Potential Funding Sources
Recommendation 2.7 - Increase Recreation Staffing	Immediate	City of Lone Tree	\$40,000 - \$45,000 plus 30% benefits funded by the City
Recommendation 2.8 - Tennis Complex Development	Immediate (design) Short Term (capital)	SSPRD (design) City of Lone Tree in cooperation with the District (capital)	capital costs for 6 post tension courts \$750,000

List of Appendices

Appendix A: 2006 City of Lone Tree Survey Results Executive Summary

Appendix B: SSPRD Field Use Policy and Procedures

Appendix C: GRASP® Perspective D - Field Locations

Appendix D: GRASP® History

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Appendix H: Components Master List Outdoor

Appendix I: Capacities LOS Chart

Appendix J: Administrative Benchmarking Compiled Table

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Appendix L: GRASP® Map C - Recommendations

Appendix A: 2006 City of Lone Tree Survey Results Executive Summary

Executive Summary

Survey Background and Purpose

- The City of Lone Tree contracted with National Research Center, Inc. (NRC) to conduct a community-wide resident survey. The Lone Tree Resident Survey provides residents the opportunity to rate the quality of life in the city, community amenities, service delivery and their satisfaction with local government, including an emphasis on parks and recreation. This is the first survey of Lone Tree residents.

Methods

- The survey was administered by mail in August 2006 to all households (approximately 3,750) within the city limits of Lone Tree. Of the 3,591 eligible households, 1,066 completed the survey, providing a response rate of 30%. The survey instrument itself appears in Appendix F: Survey Instrument.
- Survey results were weighted so that respondent age, gender and tenure (rent versus own) were represented in the proportions reflective of the entire city. The margin of error is plus or minus three percentage points around any given percentage point, and plus or minus two points around average ratings on a 100-point scale.

Living in Lone Tree

- Overall, residents of Lone Tree spoke highly of their quality of life.
 - On average, residents rated each aspect of quality of life as “good” or better.
- Respondents felt that the majority of characteristics of their community were, on average, between “fair” and “good.”
 - The overall appearance and overall image/reputation were both evaluated positively and thought to be of high importance.
 - Generally, ease of bus travel, preservation of community history and higher educational opportunities were reported to be of lower quality and importance.
- The most frequently reported issues facing the City in the next five years were growth and traffic.
- Most respondents agreed with each of five positive statements regarding the City of Lone Tree, expressing trust in the City government.

General City Services

- Overall, residents rated the quality of general city services favorably.
 - The services that received the highest ratings of “good” or better were police services, crime prevention, garbage collection, traffic enforcement, snow removal and economic development. Police services and crime prevention were reported as the most important services.
 - Land use, planning and zoning and code enforcement were the lowest rated services but still rated between “fair” and “good.”

Parks and Recreation

Parks and Recreation Services

- Quality and importance ratings for parks and recreation services provided by special districts varied but all received quality ratings at or above “fair” on the 100-point scale.
 - The most positively rated services were the Lone Tree Recreation Center, the Lone Tree Golf Course, appearance of recreation centers/facilities and the Lone Tree Library. The Lone Tree Library was reported to be the most important parks and recreation service.
 - Outdoor pools, athletic fields and tennis courts were the lowest rated parks and recreation services.

User Satisfaction

- Generally, a majority of households reported never using most facilities or participating in most activities but of those who had used a service at least once in the past 12 months, they were “mostly satisfied” with or “neutral” toward most services.
 - Households reported most often participating in individual activities and using recreation centers. Adult swimming lessons and gymnastics programs were never used by almost all respondents.
 - Lone Tree residents felt “mostly satisfied” with or “neutral” toward adult golf programs, Summer Concert Series and Colorado Symphony Orchestra performances.

Needs, Projected Use and Potential Projects

- Respondents anticipated being most likely to participate in special one-day events and adult cultural arts.
- Most parks and recreation facilities and programs were reported to be “completely” or “somewhat” meeting the needs of a majority of Lone Tree residents. The two services that were said to be meeting residents’ need the most were the Lone Tree Recreation Center and programs and activities provided in Lone Tree.
- The majority of respondents said that getting exercise was the most important factor to them in choosing a recreational program. Transportation and “other” reasons were the listed as the least important.
- Overall, a majority of residents supported each of the potential recreational facilities. The Multi-use Performing Arts Center/Cultural Arts Center received the least amount of support (80%). Respondents were less willing to pay a tax increase for each of the potential facilities. Residents were willing to pay an increase of \$20 or more per year for additional walking trails and bike trails than for athletic fields, with the majority preferring another method for securing bonds other than a sales or property tax. About half of residents felt that too little money was currently being spent on most parks and recreation development.
- While residents reported that preservation of community history was of lower quality and lower importance, about three-quarters were in support of restoring and preserving Schweigher Ranch.
- “Outdoor pools” were included in a number of questions. Pools were critiqued by residents (in response to quality and need-related questions) and most residents were in support of a new outdoor pool facility, though only half of respondents were willing to pay a tax increase for a new facility.

Survey Background

Survey Purpose

The City of Lone Tree contracted with National Research Center, Inc. (NRC) to conduct a community-wide resident survey. The Lone Tree Resident Survey serves as a consumer report card for Lone Tree by providing residents the opportunity to rate the quality of life in the city, as well as the community's amenities, service delivery and their satisfaction with local government. The survey also allowed respondents to rate the quality of parks and recreation facilities and programs in the city, and to indicate their preference for new or improved facilities and activities, as well as provide feedback on issues surrounding the possibility of building new recreational facilities. The survey permits residents to provide feedback to government on what is working well and what is not, and to communicate their priorities for community planning and resource allocation, in particular, for parks and recreation. This is the first survey of Lone Tree residents.

The focus on the quality of service delivery and the importance of services helps council, staff and the public to set priorities for budget decisions and lays the groundwork for tracking community opinions about the core responsibilities of Lone Tree City government, helping to assure maximum service quality over time.

This type of survey gets at the key services that local government controls to create a quality community. It is akin to private sector customer surveys that are used regularly by many corporations to monitor where there are weaknesses in product or service delivery before customers defect to competition or before other problems from dissatisfied customers arise.

Methods and Survey Administration

The survey was administered by mail in August 2006 to all households (approximately 3,750) within the city limits of Lone Tree. Households received two mailings; the first was a prenotification postcard announcing the upcoming survey and the second was the survey a week later. About 4% of the surveys were returned because they either had incorrect addresses or were received by vacant housing units. Of the 3,591 eligible households, 1,066 completed the survey, providing a response rate of 30%. See Appendix E: Survey Methodology for more detailed information.

Understanding the Results

Confidence Intervals

It is customary to describe the precision of estimates made from surveys by a "level of confidence" (or margin of error). The 95 percent confidence level for the survey is generally no greater than plus or minus three percentage points around any given percent reported for the entire sample (1,066 completed surveys). Where estimates are given for subgroups, they are less precise. Generally the 95% confidence interval is plus or minus five percentage points for samples of about 400 to 10 percentage points for samples as small as 100.

Putting Evaluations onto a 100-point Scale

Although responses to many of the evaluative or frequency questions were made on 4- or 5-point scales with one representing the best rating, the scales had different labels (e.g., "very satisfied," "excellent," "most important"). To make comparisons easier, many of the results in this summary are reported on a common scale where zero is the worst possible rating and 100 is the best possible rating. If everyone reported "excellent," then the result would be 100 on the 0 to 100 scale. If the average rating for quality of life was right in the middle of the scale (between "good"

and “fair”), then the result would be 50. The new scale can be thought of like the thermometer used to represent total giving to United Way. The higher the thermometer reading, the closer to the goal of 100 – in this case, the most positive response possible. The .95 confidence interval around a score on the 0 to 100 scale based on all respondents typically will be no greater than plus or minus two points on the 100-point scale.

“Don’t Know” Responses and Rounding

On many of the questions in the survey, respondents could answer, “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix B: Complete Frequencies to All Survey Questions. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select multiple responses. When the total exceeds 100% in a table for a multiple response question, it is because some respondents are counted in multiple categories. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

Appendix B: SSPRD Field Use Policy and Procedures

South Suburban Parks and Recreation District

POLICY AND PROCEDURES FOR FIELD ASSIGNMENTS AND PERMITS

I. Permit Priority Rating

Field permits will be issued with the following priority rating:

A. South Suburban programs and activities

B. **“Recognized”** Organized Youth Sports Groups (OYSG)

Note: Recognized OYSG pay player fees approved annually by the Board of Directors. These fees are paid on a per player/per season basis and are established in an effort to recover a degree of the costs of maintaining the fields incurred by these users who have exclusive use of public property during the permit period. These fees will be charged for each individual who practices or plays games on South Suburban fields.

- ◆ Arapahoe Youth League (spring and summer baseball, fall girls softball, fall tackle football), including the Cherry Creek Youth Sports, Warriors, Panthers, Patriots
- ◆ Colorado Storm Soccer Association (spring and fall soccer)
- ◆ Douglas County Soccer Association (spring and fall soccer)
- ◆ Littleton Soccer Club (spring and fall soccer)
- ◆ Dry Creek Baseball (summer baseball)
- ◆ South Metro Youth Sports (spring and summer baseball, fall tackle football)
- ◆ Panthers Youth Lacrosse (spring lacrosse)
- ◆ Creek Indians Youth Lacrosse (spring lacrosse)
- ◆ The above listed organizations are recognized only for their approved sport and season and are subject to listed procedures for if they wish to add activities.

C. Others

II. Allocation of Fields

- A. The District reserves the right to increase/decrease the number of fields assigned to an organization based upon enrollment changes, changing demographics, unavailability of fields due to maintenance or priority scheduling, abusive usage, failure to use assigned fields, and/or failure to pay fees and submit seasonal information on time, or due to new fields becoming available.
- B. The organizations that have the greatest need for fields based on the previous year’s ratio of teams per field may be assigned additional fields as they become available for usage.
- C. Due to maintenance factors, the design of fields, geographical location, boundary changes, or because of “new fields” becoming available or upgraded, organizations may be assigned some different fields from season to season and within current seasons.

The first priority in assigning will be to provide adequate fields to District resident teams for games. Second, the need for practice fields for District resident teams will be addressed.

III. Assigning and Scheduling New Fields

It is the District's policy that the use of new fields will be assigned according to the following priorities:

- A. South Suburban programs and activities
- B. New programs or activities that have demonstrated public support and are not currently allocated fields by South Suburban nor recognized as one of the OYSG's (for example, rugby, field hockey), and include District residents. It is the District's philosophy to offer a well balanced and diversified program of activities to the community.
- C. Recognized OYSG's that are in need of additional fields to meet their natural growth of expansion requirements
- D. Groups or organizations that want to provide or are providing an activity that is already being offered by one of the recognized groups, but that for one reason or another can't get or share fields with that organization

IV. Organization Requirements for Retaining "Recognized Status"

- A. On an annual basis, organizations attend a field user meeting for their respective season and keep on file with the District the following information:
 - 1. President, Vice President, Executive Director, if applicable; Field Coordinator; and a contact person for general registration, including name, title, address, home and work numbers and e-mail addresses

Note: It is recommended that each organization have some form of regularly attended voice mail system to receive contacts from staff and/or the general public.
 - 2. A copy of the organization's bylaws, a statement of the organization's philosophy, goals, age range(s) and skill levels the organization is offering (These are needed only once, or as changes are made in the program or requested by the District.)
- B. The organization is required annually to provide general liability insurance listing the District as additional insured. The limits of this coverage shall be up to those imposed by the State of Colorado. A copy of this policy must be on file with the District.
- C. The organization is required to pay all fees and charges within the due date specified or will be subject to a late fee. The organization must include documentation of the number of teams and players when final payment is made.
- D. It is required that organizations conduct background checks on all volunteer coaches within their Association at the expense of the Association.
- E. It is recommended that all coaches within the organization attend at least one coaches training clinic annually, to be provided by the Association.
- F. All team rosters are to be submitted by the due date specified by the District.
- G. Organizations are encouraged to demonstrate willingness to cooperate with the District staff and with each other when and if scheduling issues arise.
- H. Failure to follow these guidelines may result in revocation or suspension of recognized status.

V. Guidelines for “Recognizing” New OYSG for Field Permits

It is the Board’s intention, while recognizing the geographical boundaries of each organization, to not consider inherent territorial “rights” to any particular field. The District’s fields will be allocated based on overall needs of the recognized organizations and not exclusively for the use of the organizations within the geographical area. The District functions as a whole and all the recognized organizations will have equal opportunity to conduct their programs. Priority will be given to District teams and individuals.

The following factors will be considered as significant reasons to consider granting recognized status to a new OYSG. Failure to provide requested information or any falsification of information will be grounds for disqualification from consideration of recognized status request or grounds for revocation of provisional status.

- A. A current recognized OYSG is forced to split because of National or State Association bylaws
 - 1. That organization shall notify the Recreation Program & Facility Supervisor in writing, documenting the mandate to split.
 - 2. That organization must then provide the Recreation Program & Facility Supervisor with a written plan as to how the split will occur to include:
 - a. The numbers of teams and participants that will be affiliated with each of the two new organizations
 - b. A list of the facilities that each new organization will request based on the field inventory previously assigned to the original organization. Field utilization under this section is intended to be mutually agreed upon between the two new organizations. In the event no agreement is reached, then the District will assign the fields.
 - c. Neither of the two new organizations shall be allocated any additional facilities, unless and until need can be established.
 - 3. It will be required that the organization president successfully complete a criminal background check, completed by and paid for by SSPRD.
- B. A group of parents, community leaders, businesses, etc., request “recognition” of their youth organization. (New organizations should not assume that the District would provide facilities. New organizations should contact staff early regarding availability of facilities and/or eligibility for recognized status.)
 - 1. The new organization must provide written documentation demonstrating a need for the organization. The following criteria will be considered when reviewing new organization’s request for recognized status.
 - a. Isolated geographic location
 - b. Different activity (a sport that is not currently offered or cannot be offered by an existing organization)
 - c. Special circumstances or need
 - 2. If granted with provisional approval, the following items must be submitted within two months of start of season.
 - a. Rosters showing a minimum of 6 teams. Roster must be verifiable by District staff (names, addresses, phone numbers: proof of registration, etc.)
 - b. Each team shall consist of a minimum of 12 players.

3. The District will give the organization written notice of their approval or disapproval of recognized status.
 - a. Appeals may be made to the Manager of Recreation and Executive Director, in that order.

VI. Request for Permits

- A. The organization must submit a written field request. (See approximate dates below.)
- B. Season permits will be issued to organizations. The Recreation Program & Facility Supervisor will work only with the “field coordinator” of these organizations. It is the responsibility of the organization to schedule games and practices.
- C. Permanent dates/seasons have been established for the OYSG. This is necessary in order to discourage different seasonal sports from overlapping and causing field use conflict, to maintain control over when fields are used, and to systematically monitor field conditions based upon use.

Generally, the season dates will commence three weeks prior to the first scheduled games of the Spring Organized Youth Sports Groups and end in mid- to late-November, depending on user groups’ final games.

Season	Meeting Date	Permit Issue Date	Permit Effective Date	Length of season
Spring	January 1	February 1	3 weeks prior to first OYSG games – 2 nd week of May	Average 12 weeks
Summer	February 1	April 1	3 rd week of May – end of July	11 weeks
Fall	June 1	July 15	3 rd week of Aug – mid- to late-November	Average 13 weeks

VII. Field Closure Policy

South Suburban Parks and Recreation reserves the right to close any field due to poor field conditions. Organizations failing to honor any field closures are subject to fines (established to cover the cost of repairs) and/or revoking their Field Permits. It is the responsibility of the field user(s) to know the status of any given field to maintain safe and playable field conditions. The fields may not be used and activities must be cancelled when any of the following conditions exists.

- A. Water standing on the infields of ball fields or goal mouths/midfield of multipurpose fields
- B. 1/2 inch or more of moisture has fallen within the previous 24 hours, causing ground saturation
- C. Snow covers the field (Snow removal by user groups will not be permitted.)
- D. Where grass is sparse or field is worn badly and ground is saturated
- E. Frost is visible on the turf

- F. Turf can be displaced or dislodged from the ground
- G. Mud cakes or clings to shoes
- H. Steady rain is falling
- I. Dirt (infields) areas are muddy

VIII. General Hours of Operation

A. South Suburban District Fields

- 1. Mon-Fri 8 a.m.-Dark
- 2. Saturday & Sunday 8 a.m.-Dark

B. School fields are issued on a second priority status to user groups during the school year when school is in session. Permits generally are not available until the completion of school activities each day.

- 1. Elementary Schools 4 p.m.-Dark Mon-Fri
- 2. Middle Schools 4 p.m.-Dark Mon-Fri
- 3. All Schools 8 a.m.-Dark Sat & Sun, holidays, and when school is not in session

C. Lighted Fields

- 1. Lighted fields are scheduled up to 10 p.m. Additional utility fees are charged on an hourly basis for lighted fields.

IX. Special Tournament Requests

A. Organizations shall make written requests to conduct tournaments. The written request must be received a minimum of 30 days in advance of the dates requested and should include the following:

- 1. Dates and hours of usage and the fields requested
- 2. Additional portable toilet or portable toilet service
- 3. Additional structures, bleachers, tents, concessions, area fences
- 4. Additional maintenance: lines, heavy drag, mowing, etc.

B. Organizations are required to pay in full the hourly field rental fees and other related fees associated with the additional services required to conduct a tournament prior to the event being held.

C. The organization shall provide general liability insurance, listing the District as additional insured. The limits of this coverage shall be up to those imposed by the State of Colorado.

X. Field Maintenance for Recognized OYSG

A. The District will burn or paint lines on all fields.

B. The District will set goals on soccer fields and install a home plate and pitching rubber once per season on all baseball fields. Soccer nets and corner flags are not provided. Bases are not provided.

C. The District will provide general maintenance (cut and water grass). Infields are scheduled for dragging twice a week. Foul lines are marked by the District. It is the responsibility of each baseball/softball organization to line fields and set bases for all games.

XI. Matching Gifts Program

- A. Matching Gift applications are available in January. This is an opportunity for the OYSG to participate on a financial basis, for improvements to athletic facilities that may not be funded through the regular District budget process.

XII. Portable Toilets

- A. Units may be placed by the OYSG at its own expense. Written permission must be obtained from the Recreation Program & Facility Supervisor, if the unit is to be placed on District park property. Written permission from the school principal, if the unit is to be placed on school property. If the Athletics office is required to order any extra units, the OYSG will reimburse the District the direct cost.

XIII. Concessions

- A. The District must approve any concession sales in District parks.
 - 1. City permits are required in some locations.
 - 2. Concession permits will not be issued when the District is operating a concession operation.
 - 3. An appropriate non-refundable daily fee is required.

XIV. Field Rental Fees ("Non-Recognized" Groups) When Fields Are Available

- A. Fields are available at no charge on a first come, first served basis, when not scheduled by a permit and when the field is not posted "Closed."
- B. Hourly rates are charged for all permits issued to Non-Recognized groups and for activities conducted by recognized groups that are considered outside of the normal season of practices and games (for example: tryouts, clinics, camps, tournaments).
- C. Field permit fees guarantee a group reserved use of a field.
- D. Fees are approved annually.

XV. Lights

- A. Groups will not be permitted to set up portable lights without the written permission of the Recreation Program & Facility Supervisor.

AB JG/ds

Approved by District Board of Directors November 8, 2006

D. Shephard, minutes secretary

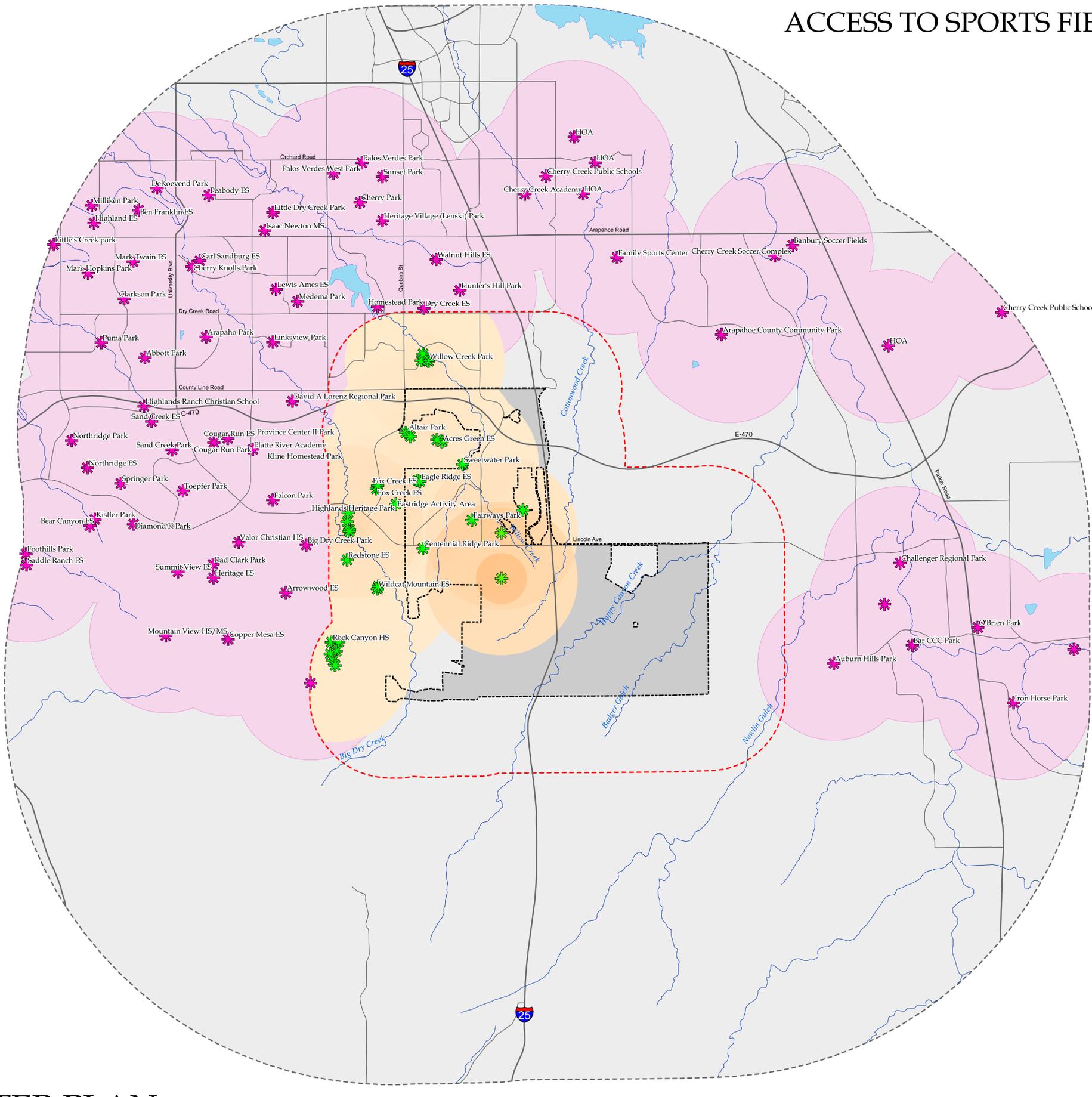
Appendix C: GRASP® Perspecitve D - Field Locations

LEGEND

- Boundary - City Limits
- Primary Study Area - Lone Tree Plus 1 Mile
- Secondary Study Area - Lone Tree Plus 5 Mile
- Sports Fields In Study Area - SSPRD & Other Providers
- Sports Field Locations Beyond Study Area - SSPRD & Other Providers
- GRASP® Perspective - Primary Study Area
- Less Access
- Greater Access
- Sports Fields Service Area - 1 Mile Buffer Radius

Sports Fields Location

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Abbott Park Acres Green ES Altair Park Arapaho Park Arapahoe County Community Park Arrowwood ES Auburn Hills Park Banbury Soccer Fields Bar CCC Park Bear Canyon ES Ben Franklin ES Big Dry Creek Park Carl Sandburg ES Centennial Ridge Park Challenger Regional Park Cherry Creek Academy Cherry Creek Public Schools (Multiple Locations) Cherry Creek Soccer Complex Cherry Knolls Park Cherry Park Clarkson Park Copper Mesa ES Cougar Run ES Cougar Run Park Dad Clark Park David A Lorenz Regional Park DeKoevend Park Diamond K Park Dry Creek ES Eagle Ridge ES Eagle Ridge ES Eastridge Activity Area Fairways Park Falcon Park Family Sports Center Foothills Park Fox Creek ES Fox Creek ES Heritage ES Heritage Village (Lenski) Park Highland ES | <ul style="list-style-type: none"> Highlands Heritage Park Highlands Ranch Christian School HOA (Multiple Locations) Homestead Park Hunter's Hill Park Iron Horse Park Isaac Newton MS Kistler Park Kline Homestead Park Lewis Ames ES Linksvew Park Little Dry Creek Park Little's Creek park Mark Hopkins Park Mark Twain ES Medema Park Milliken Park Mountain View HS/MS Northridge ES Northridge Park O'Brien Park Palos Verdes Park Palos Verdes West Park Peabody ES Platte River Academy Province Center II Park Puma Park Redstone ES Rock Canyon HS Saddle Ranch ES Sand Creek ES Sand Creek Park Springer Park Summit View ES Sunset Park Sweetwater Park Toefer Park Valor Christian HS Walnut Hills ES Wildcat Mountain ES Willow Creek Park |
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Appendix D: GRASP® History



GRASP® (Geo-Referenced Amenities Standards Program) *Composite-Values Level of Service Analysis Methodology*

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

Brief History of Level of Service Analysis

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

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

Commonly Referenced LOS Capacity “Standards”

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

Sources:

David N. Ammons, *Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards*, 2nd Ed., 2002

Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways Guidelines*, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for

which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For example:

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

GRASP®

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

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

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

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

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

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

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

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

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

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

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

Making Justifiable Decisions

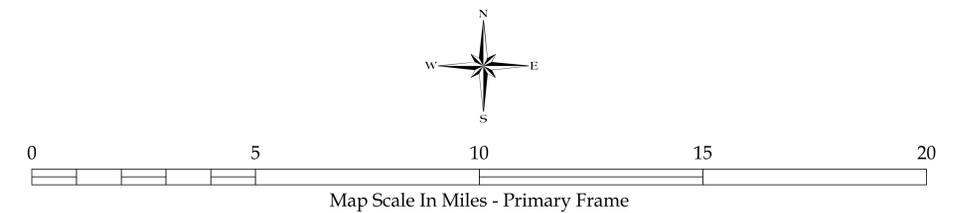
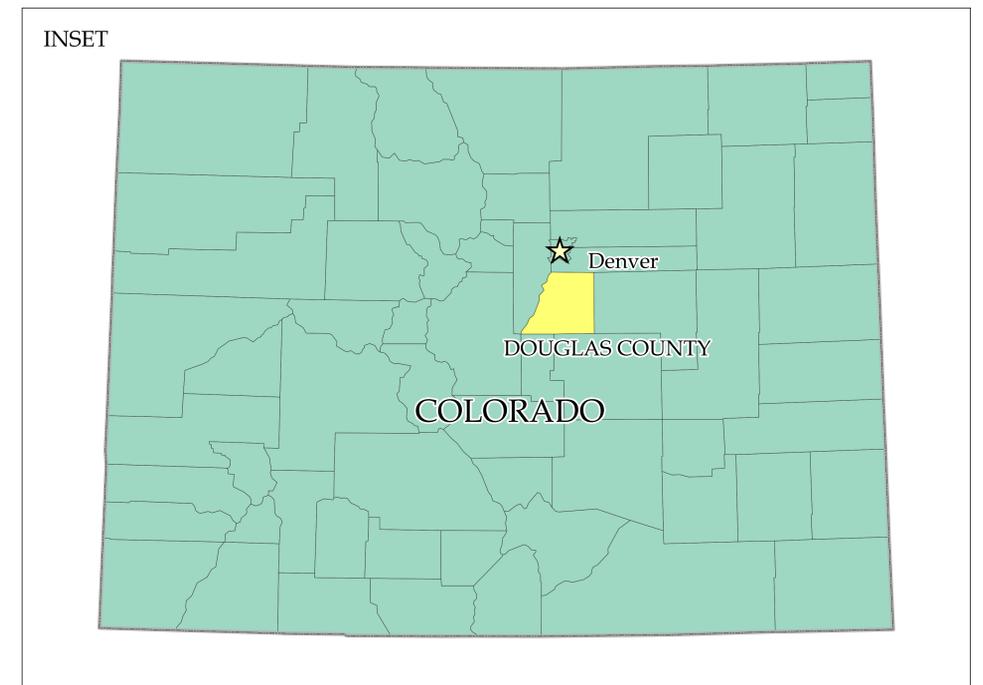
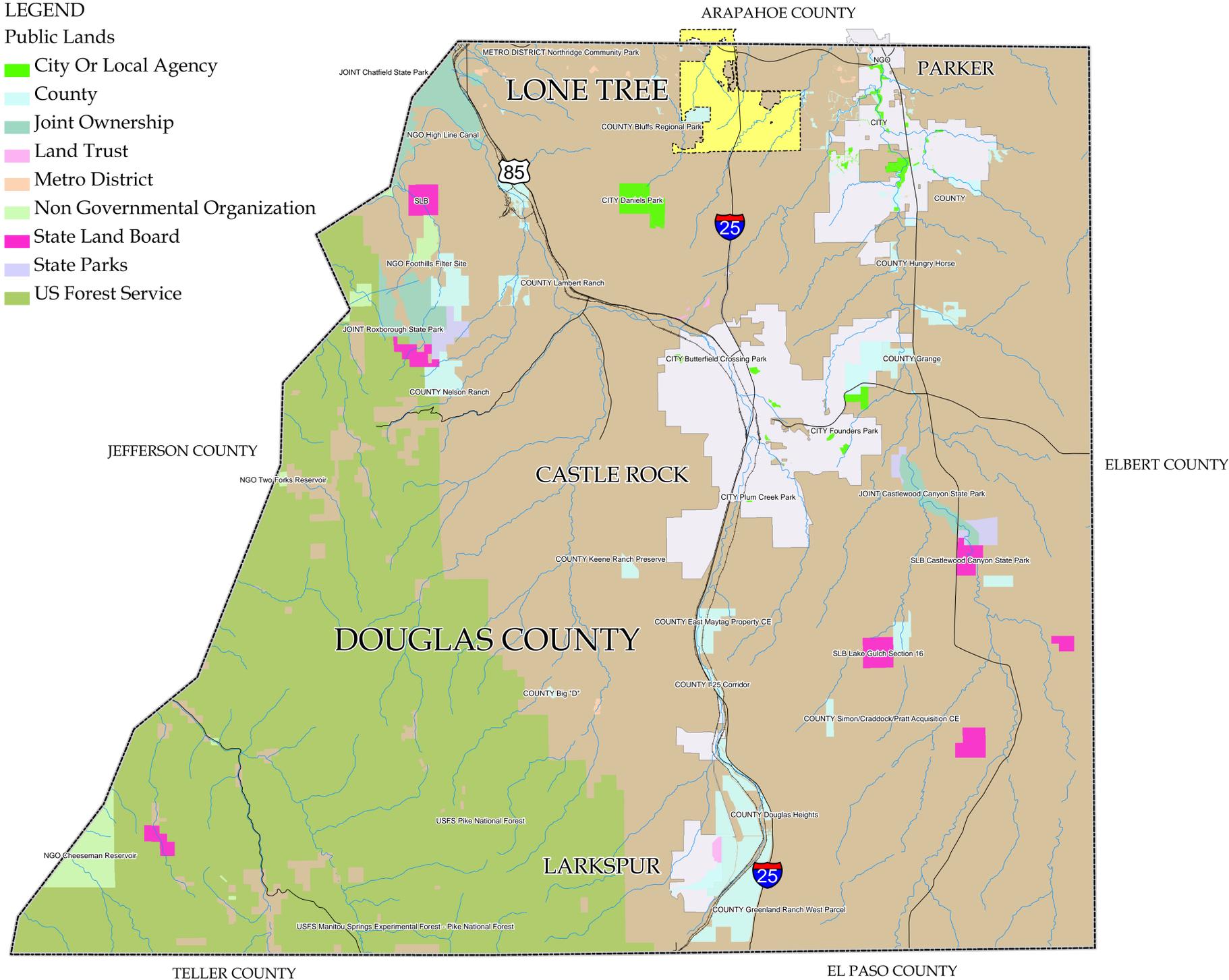
All of the data generated from the GRASP® evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement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

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

Appendix E: GRASP® Table A Simplified Inventory

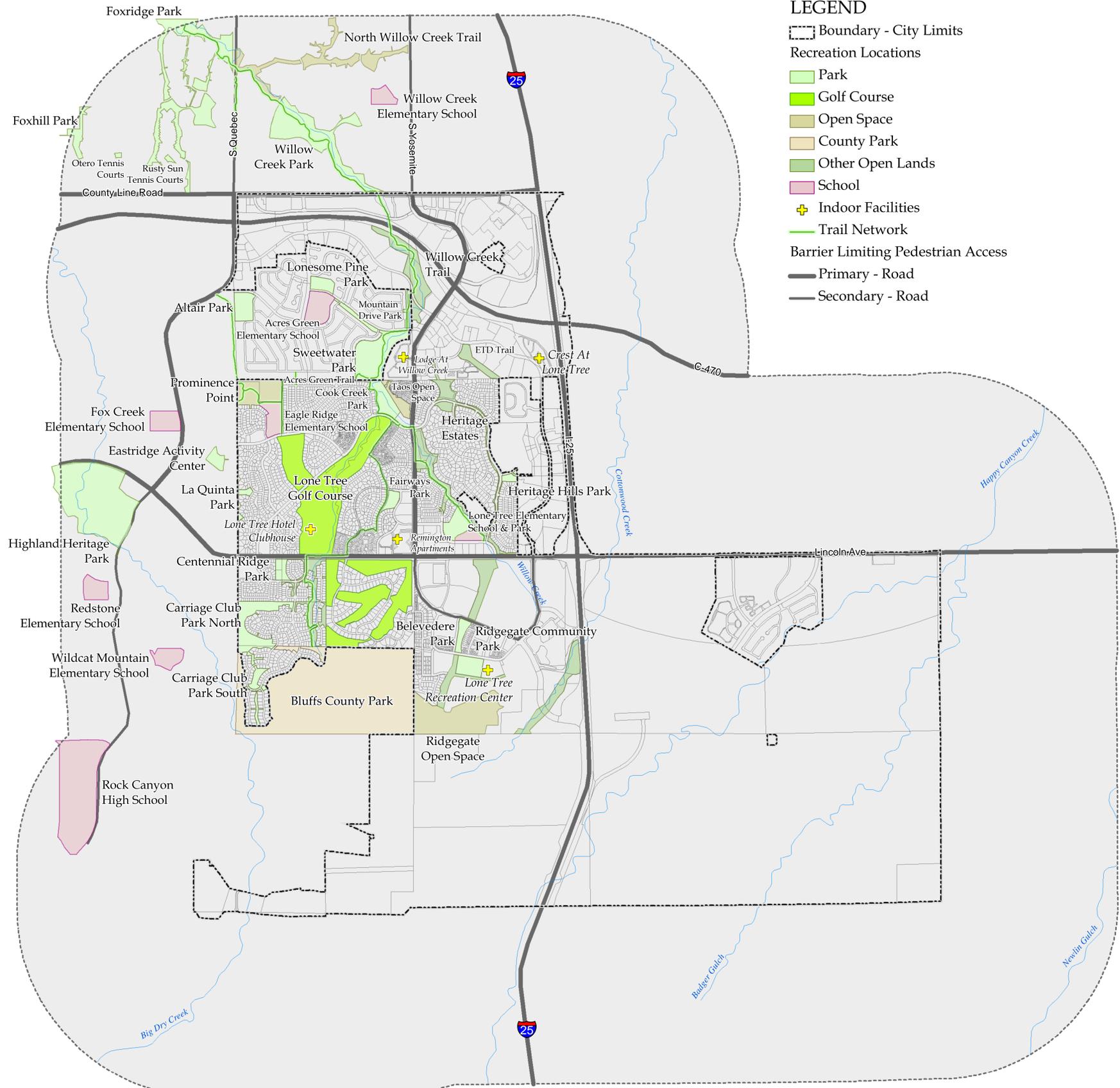
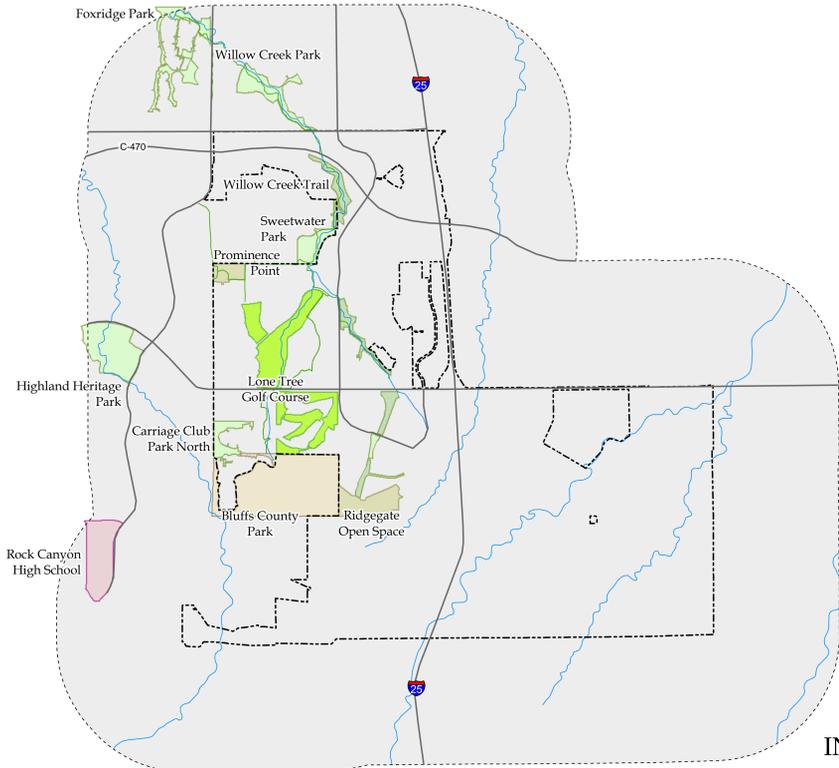
Appendix F: GRASP® Maps A-B and Perspectives A-C

- LEGEND**
- Public Lands
- City Or Local Agency
 - County
 - Joint Ownership
 - Land Trust
 - Metro District
 - Non Governmental Organization
 - State Land Board
 - State Parks
 - US Forest Service

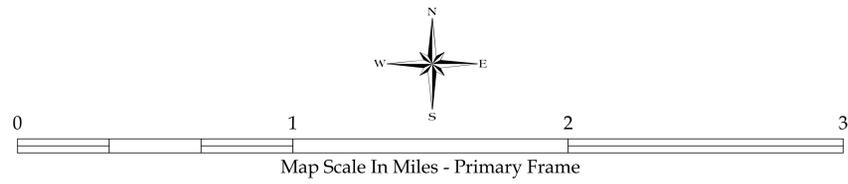


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LONE TREE - COLORADO PARKS, TRAILS & RECREATION MASTER PLAN

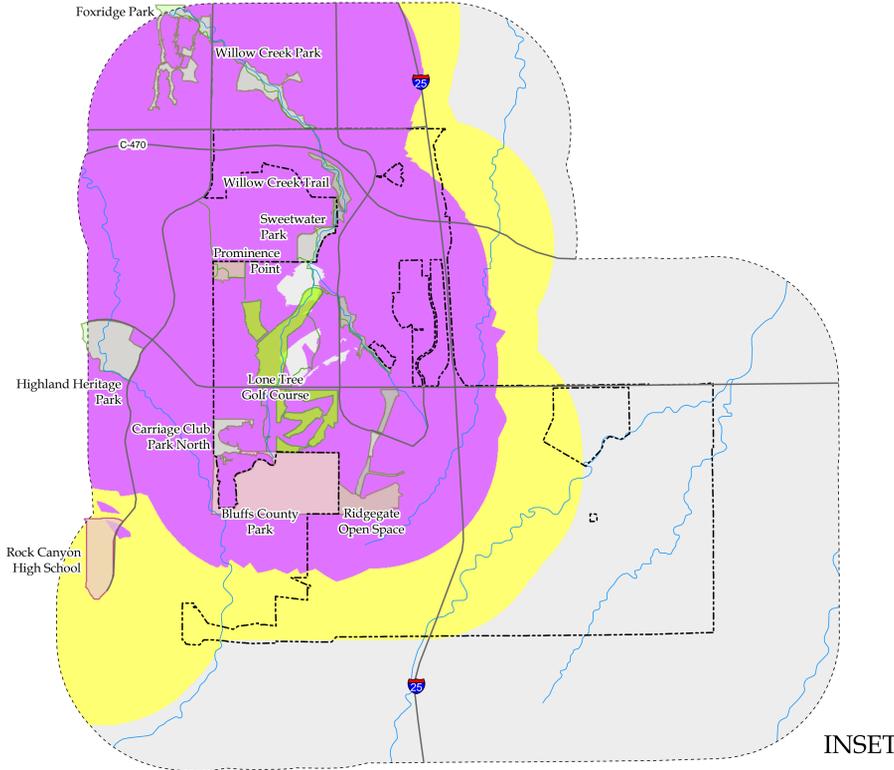


- LEGEND**
- Boundary - City Limits
 - Recreation Locations
 - Park
 - Golf Course
 - Open Space
 - County Park
 - Other Open Lands
 - School
 - Indoor Facilities
 - Trail Network
 - Barrier Limiting Pedestrian Access
 - Primary - Road
 - Secondary - Road



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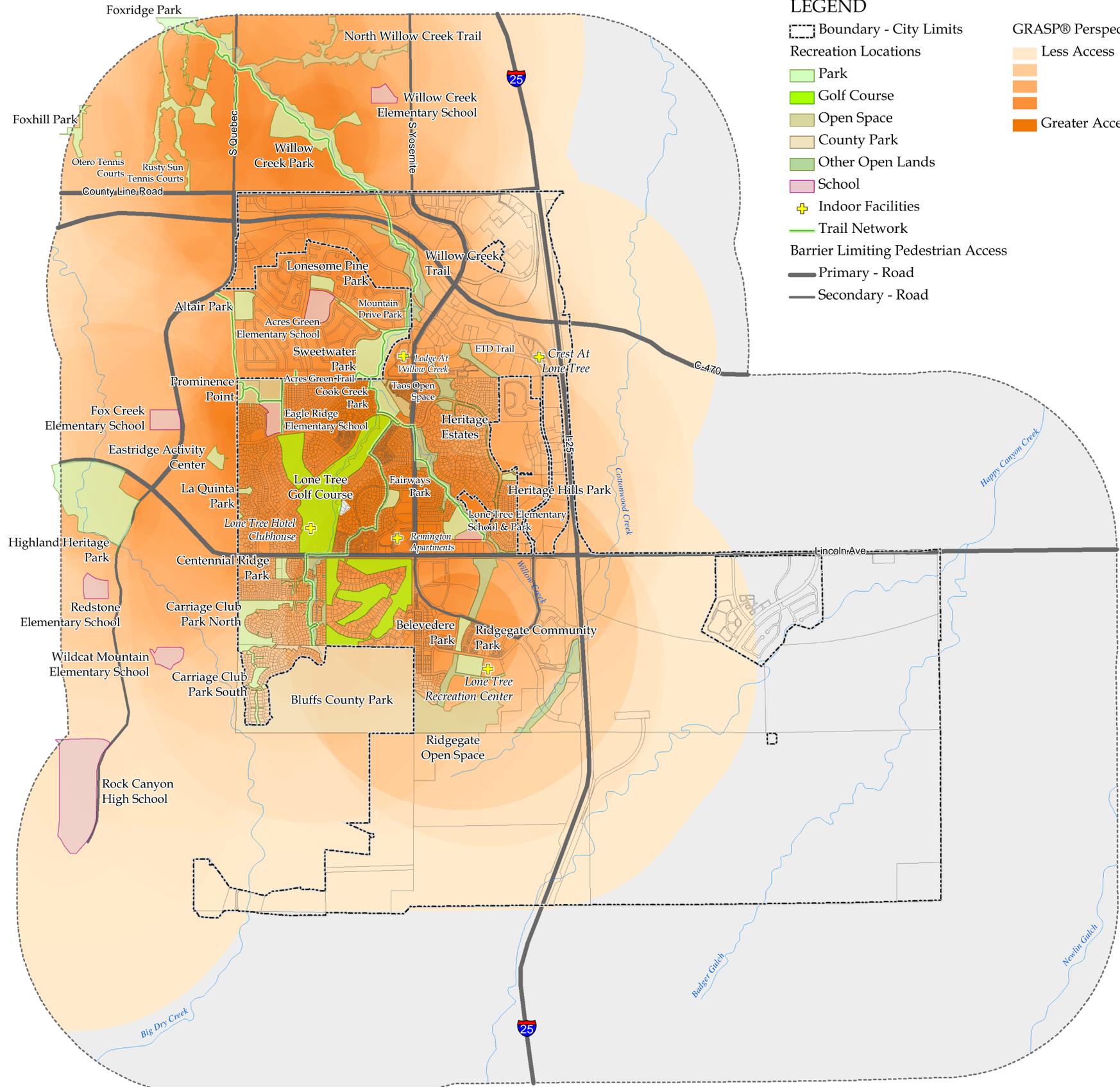


INSET

ANALYSIS - INSET

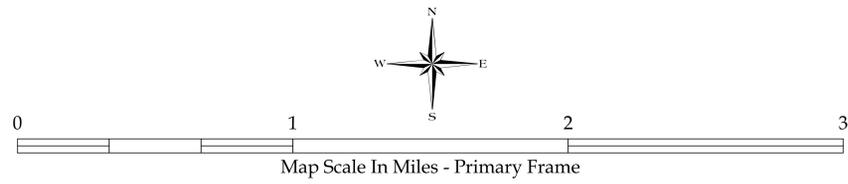
GRASP® Perspective - Composite Values - Neighborhood

- Below Target Minimum Score
- Above Target Minimum Score



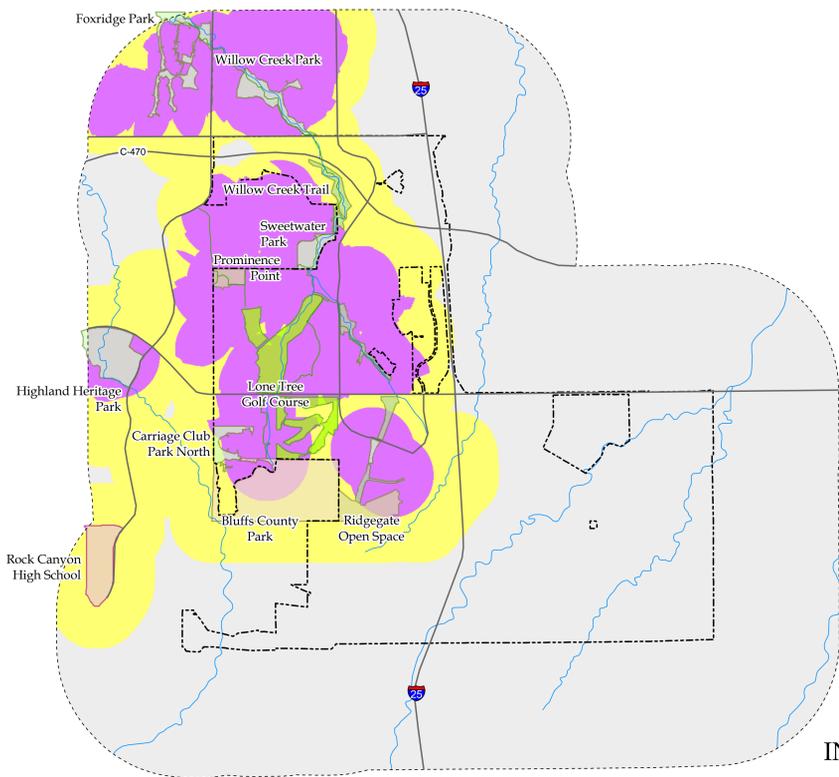
LEGEND

- Boundary - City Limits
- Recreation Locations
 - Park
 - Golf Course
 - Open Space
 - County Park
 - Other Open Lands
 - School
 - Indoor Facilities
 - Trail Network
- Barrier Limiting Pedestrian Access
 - Primary - Road
 - Secondary - Road
- GRASP® Perspective
 - Less Access
 - Greater Access



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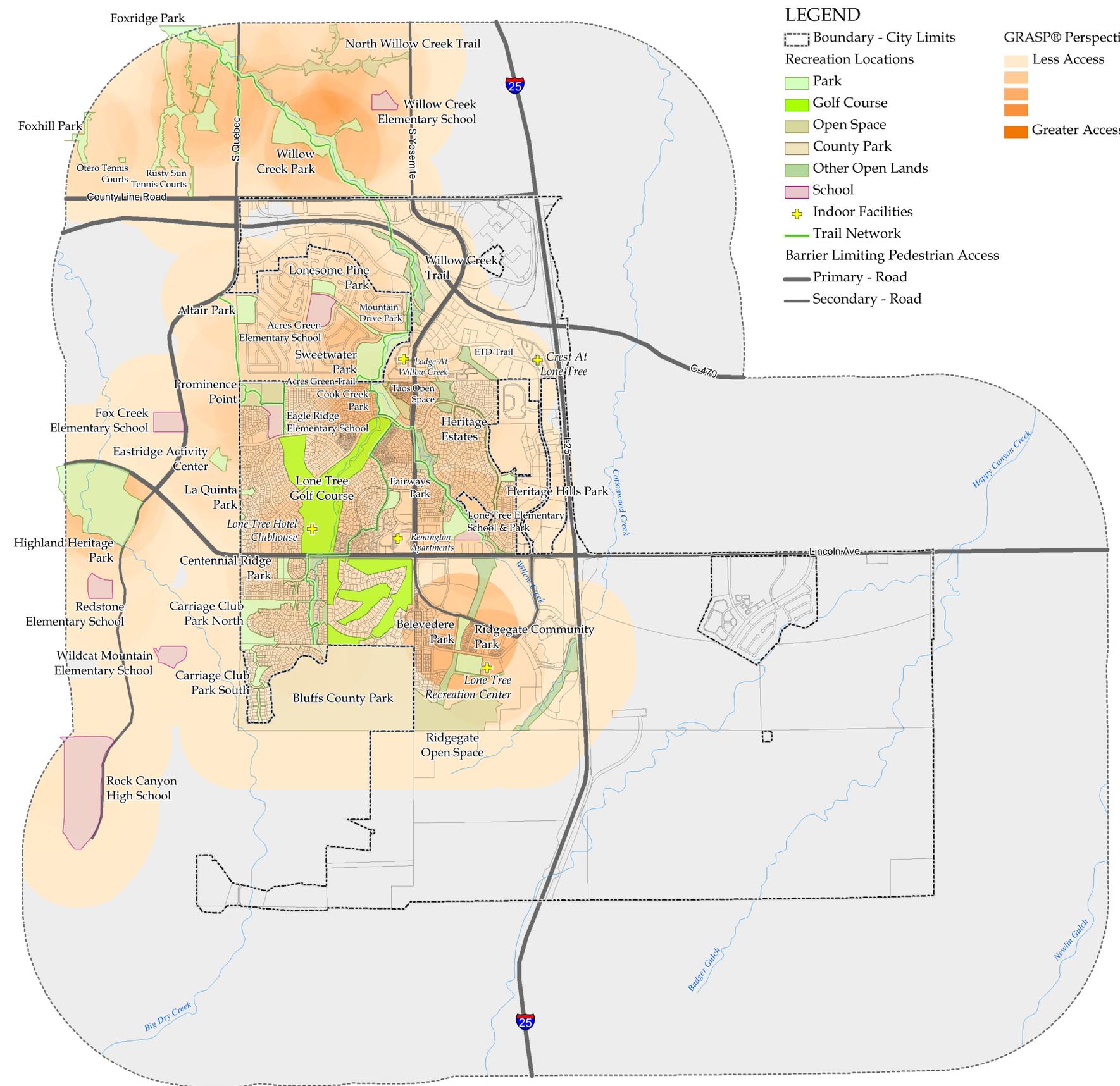
LONE TREE - COLORADO
PARKS, TRAILS & RECREATION MASTER PLAN



INSET

ANALYSIS - INSET

GRASP® Perspective - Composite Values - Walkability
 Below Target Minimum Score
 Above Target Minimum Score



LEGEND

Boundary - City Limits

Recreation Locations

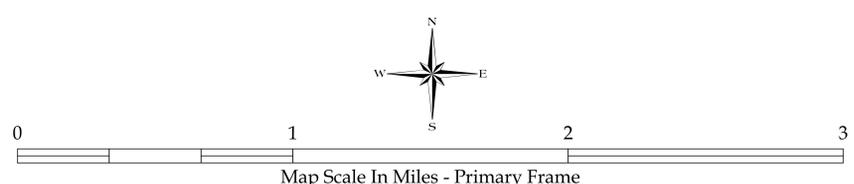
- Park
- Golf Course
- Open Space
- County Park
- Other Open Lands
- School
- Indoor Facilities
- Trail Network

Barrier Limiting Pedestrian Access

- Primary - Road
- Secondary - Road

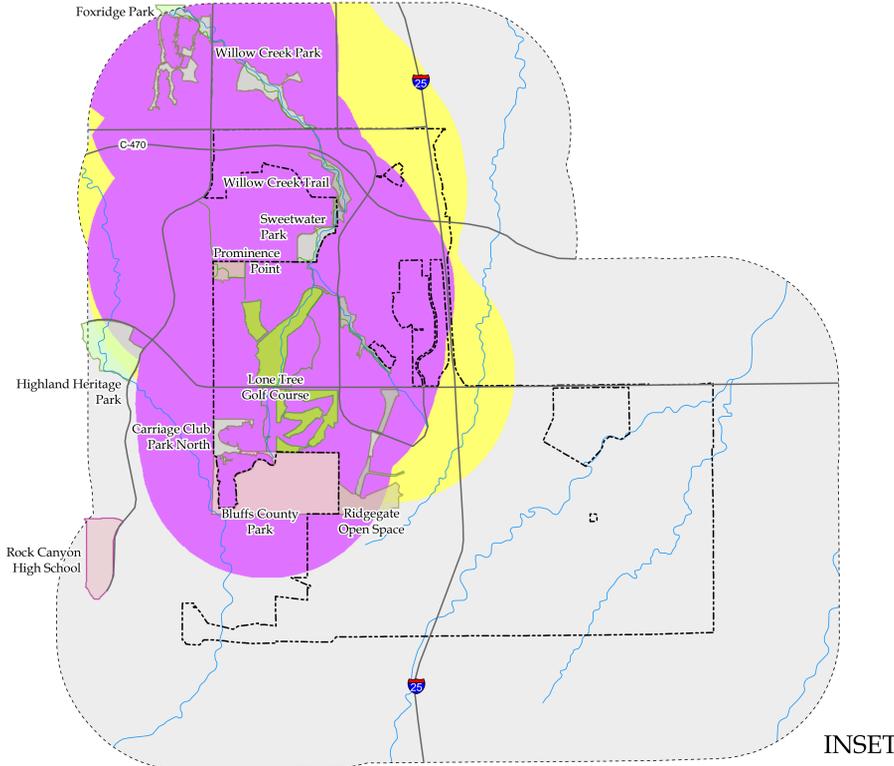
GRASP® Perspective

- Less Access
- Greater Access



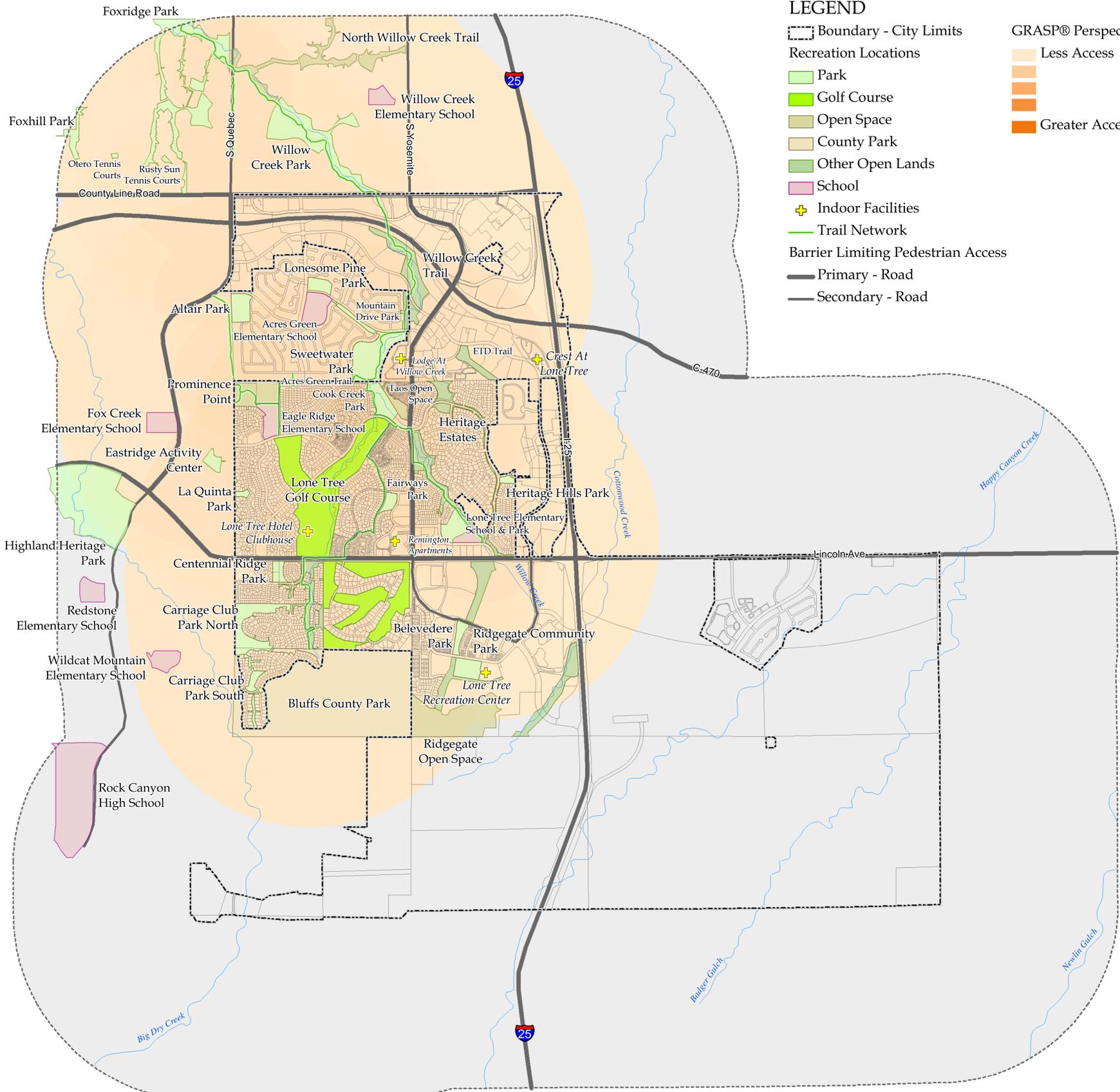
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PARKS, TRAILS & RECREATION MASTER PLAN



INSET

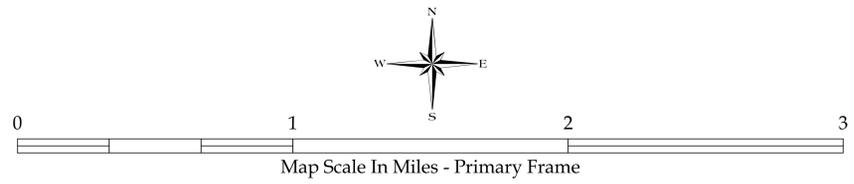
ANALYSIS - INSET
GRASP® Perspective - Trails
■ Below Target Minimum Score
■ Above Target Minimum Score



LEGEND

Boundary - City Limits
 Recreation Locations
 Park
 Golf Course
 Open Space
 County Park
 Other Open Lands
 School
 Indoor Facilities
 Trail Network
 Barrier Limiting Pedestrian Access
 Primary - Road
 Secondary - Road

GRASP® Perspective
 Less Access
 Greater Access



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Appendix G: GRASP® Scoring Methodology



INVENTORY DATA COLLECTION PROCESS

The inventory was completed in a series of steps.

1. The planning team first prepared a preliminary list of existing components using information provided from the City.
2. Next, field visits were conducted to confirm the preliminary data and collect the following information:
 - Component (room or space) type and approximate square footage
 - Evaluation of component condition
 - Evaluation of building setting and entry
 - Evaluation of office and storage spaces
 - Building and Site photos
 - General comments

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

*B = Below Expectations (1),
M = Meets Expectations (2,) and
E = Exceeds Expectations (3)*

Component Scoring

The approved inventory is the basis for the creation of values used in the GRASP® analysis. Each component received a functional score that is related to the quality, condition, and ability of the space to meet operational and programming needs.

The range of scores for each component is as follows:

- Below Expectations (BE) – Substandard amenity related to function. Issues downgrading a space may include size, furnishings, age, and accessibility.
- Meeting Expectations (ME) – Standard amenity related to function. May include appropriate size, furnishings, and accessibility.
- Exceeding Expectations (EE) – Above standard/premium amenity. May include: size larger than normal, furnishings being modern and new or fairly new, and no issues with accessibility.

Because the GRASP® analysis is based on numeric values, the above scores were assigned numeric values to serve as a GRASP® value for each amenity.

BE=1, ME=2, EE=3

Above and beyond the functional score that was assigned to each component, some elements serve as modifiers that increase the comfort, capacity, or convenience of the amenity. For the Oklahoma City Recreation and Senior Centers, the project team

determined that these elements include kitchens, and the aesthetics, quality and functionality of the building and its setting.

How Components are Scored:

For each occurrence of the components listed below, a score for that feature is placed in the appropriate column on the Facilities Score Sheet according to the following directions. If a feature is used for multiple functions, such as a softball field that is also used for T-Ball or youth soccer games, it is scored only once under the description that best fits the use that for which the feature is designed.

For each component, a score of two (2) points is assigned if it meets expectations for its intended purpose and meets the Basic Characteristics (refer to the Component Description list, **Appendix H**) described for that feature. The Basic Characteristics should all be present and in good repair to warrant the score of two.

If the component clearly exceeds the Basic Characteristics or is of exceptional quality, a score of three (3) is assigned.

If all of the Basic Characteristics are not present, or if they are present but are under-sized, in disrepair, or otherwise sub-standard, a score of one (1) is assigned for the feature.

If the feature exists but is not useable because it is unsafe, obsolete, or dysfunctional, it may be listed in the feature description, and assigned a score of zero (0).

The GRASP® analysis recognizes that value results from a combination of attributes. These include capacity or quantity, but can also include quality and accessibility. Quality itself is a combination of things, but essentially is based on the suitability of something for its intended purpose. For example, consider the value of an older-model luxury car to a brand-new economy model. Both cars may be suitable for the intended purpose of getting passengers to a destination, and they may have equal value, but the value is derived from different combinations of condition and features. The service value of components in the parks and recreation system works on similar principles.

An older model playground with lots of features, but in less-than-perfect condition may be equal in the value of service it provides to a new playground with fewer features that are in perfect condition and are ones that are currently most desired by the public. The metric in determining value is whether or not something meets expectations for its intended use. In the case of the cars, both cars meet the expectation to carry passengers safely, comfortably, and reliably to their destination, but each one does so with a different combination of attributes. A brand-new luxury car with lots of features, on the other hand, may clearly exceed this basic expectation.

Neighborhood and Community Scoring

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

Neighborhood score

Each component was evaluated from the perspective of a resident that lives nearby. High scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood. Components that do not have a high neighborhood score may not be located within walking distance of residents, have nuisance features such as sports lighting, or may draw large crowds for which parking is not provided.

Community Score

Additionally each component is evaluated from the perspective of residents in the community as a whole. High scoring components in this category may be unique components within the parks and recreation system, have a broad draw from throughout the community, have the capacity and associated facilities for community-wide events, or are located in areas that are accessible only by car.

Indoor Components

Indoor components are generally thought to be accessible to the entire community, partially because it is often not financially feasible to provide indoor facilities at a walking distance from every distance from each residence. Additionally indoor facilities often provide programs and facilities that are geared to the community as a whole, or in larger communities, are intended for a region of the city. For these reasons indoor facilities are given only one score.

How Modifiers (comfort and convenience features) are scored:

Outdoor Modifiers

Besides standard components, this inventory also evaluates features that provide comfort and convenience to the users. These are things that a user might not go to the parks specifically to use, but are things that enhance the users' experience by making it a nicer place to be. The presence of features such as drinking water, shade, seating, and restrooms in proximity to a component has the effect of increasing the value of the component. Modifiers encourage people to stay longer and enjoy the components more fully. These features are scored as listed above with the 1-3 system. In this case it is not important to get a count of the number or size of these components. Instead the score should reflect the ability of the item to serve the park. For example, having one bench in a 60-acre park may not be enough and therefore benches would receive a "1." Likewise, having 20 benches in a ¼ acre park maybe too many and would also score a "1." Conversely, a park with an appropriate number of benches that are located to take advantage of shade, views, and park activity, may score a "3."

Indoor Modifiers

For indoor facilities the comfort and convenience features change slightly to reflect the characteristics of the building. Building modifier categories include: setting, entry function, overall building condition, and quality of restrooms.

Activity and Sports Lighting

During the site visit, evaluators recorded the presence of activity or sports lighting for each component. This modifier counts for lighting that allows for component use in the

evening/night hours. Although it applies to all outdoor components, it is most often associated with ballfields, sports courts, and shelters. This modifier does not apply to security lighting.

How Design & Ambience is scored:

The quality of the users' experience is also enhanced by a pleasant setting and good design. Components within a park that is well-designed and maintained in good condition offer a higher level of service than ones in a park that nobody wants to visit. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer. In the GRASP® formula, a site with a level of design and ambience that is consistent with local norms will have its component scores raised by a factor of two. Sites where design and ambience is below expectations receive a multiplier of one, and therefore do not see an increase in the value of the components, and sites with exceptional design and ambience receive a multiplier of three.

3. Information collected during the site visit was then compiled and corrections and comparisons made to GIS. Following the comparisons and compilation, the inventory was sent to the City staff for corrections and comments.

INVENTORY COMPILATION AND SCORING PROCESS

Once the inventory has been reviewed and approved by the client the information is compiled to create a GRASP® base score. The GRASP® base score is created by applying the modifiers and design and ambience scores to the component score. Also at this time other modifiers are applied as appropriate to the project. The most typical type of modifier is the ownership modifier.

Ownership Modifier

This modifier is generally a percentage that is applied to the GRASP® score after other modifiers have been applied. It accounts for access and control of components that are provided by alternative providers. For example, in most cases schools are given a 50% ownership modifier which halves the GRASP® score to account for the limited access that the neighborhood has to school facilities.

Adjusted modifier score

In the inventory process, modifiers were scored by a process similar to that used for components. These scores were used to calculate a modifier value for each site. If a site has a high modifier value, the values of the components located there are increased by a factor of 1.3. A modifier value in the middle range is considered "normal," and increases the values of the components by a factor of 1.2. A site with a modifier value in the low range will increase the value of components located there by a factor of 1.1, and at a site with no modifiers the value of the components is not increased. To determine the range that defines high, medium, and low, the total of all modifier scores is calculated. The range of totals in the community is then divided into three groups and given an adjusted score based on where it falls in the range of scores, thus scores of 1 to 7 = 1.1, 8 to 14 = 1.2, and 15 to 21 = 1.3.

Composite GRASP® Score

Finally, the final Composite GRASP® score for each component is determined by using the following formula:

(total component score) (adjusted modifier score) (design and ambiance score) (ownership modifier) = Composite GRASP® score

GRASP® TARGET SCORES

GRASP® perspectives show the cumulative level of service available to a resident at any given location in the City. It is a blended value based on the number and quality of opportunities to enjoy a recreation experience that exist in a reasonable proximity to the given location. If a philosophy is adopted wherein the goal is to provide some minimum combination of opportunities to every residence, a GRASP® score can be calculated that represents this minimum.

A reasonable goal would be to offer a selection of active and passive recreation opportunities to every residence, along with access to a recreational trail. The formula for calculating the GRASP® value of such a combination of components is:

Number of Components x Score for each Component x Modifier Value (will be 1.2 if adequate set of modifiers is present) x Design and Ambiance Score (will be 2.0 if met to normal expectations) = Base Score*

Components:

If we assume that a combination of three components and the park itself (acting as a component) should be made available to each home, then the number of components for a minimum level of service is four. Within these four components it is assumed that there is a mix of both active and passive components. Active components include things like courts, athletic fields, etc., and passive components include things such as picnic shelters, natural areas, landscaped gardens, art, etc. Although this example uses a park and outdoor components, service is provided in the same way from indoor components and is considered interchangeable with outdoor components assuming that a good mix of both are present in the parks and recreation system. "Making available," as used in GRASP®, means that they exist within a reasonable distance of the home.

Components that meet normal expectations for size, quality, capacity, and condition receive a score of two in the GRASP® system, so that score will be used to calculate the target minimum score.

Modifiers:

In addition to components, parks, buildings, and other public spaces have things in them to make them more comfortable and convenient to use. In the GRASP® system these are called modifiers. A modifier value in the middle range is considered "normal," and increases the values of the components by a factor of 1.2. For the purpose of calculating a minimum target score, therefore, a modifier value of 1.2 will be used.

Design & Ambience:

The quality of the users' experience is also enhanced by a pleasant setting and good design. Components within a park or building that is well-designed and maintained in good condition offer a higher level of service than ones in a location that nobody wants to visit. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer. In the GRASP® formula, a site with a level of design and ambience that is consistent with local norms will have its component scores raised by a factor of two. A design and ambience factor of two will be used to calculate the minimum target score.

Computed Minimum Base Score:

In determining the target score it is also assumed that the ownership value is 100% - meaning that there is no change in score based on ownership. Plugging in the assumptions described above, a minimum base score for park and indoor components is calculated:

Number of Components (4) x Score for each Component (2.0) x Modifier Value (1.2) x Design and Ambience Score (2.0) = Base Score (19.2)

Because the ability to walk to components makes them more available, GRASP® places a premium on their scores for the area within walking distance. On the Perspective the Base Score is doubled within 1/3 mile of the component. (The 1/3 mile distance represents an approximate 10-minute walk. Barriers that restrict walking have also been taken into account, by cutting off the double-score value around the component at the barrier.) When the score is doubled, the desired GRASP® score is therefore **67.2** for any given residential location, assuming that the basic set of components and other conditions described above have been met.

In built-out areas, in addition to the service received from the basic set of components described above, homes will also have access to components located further away from them than 1/3 mile. GRASP® assumes that components up to a mile away are "available" to a home. A mile is easily traveled by automobile, bicycle, or other means within a reasonable amount of time, unless unusual circumstances exist. The service value of these components is equal to their base score for the components, calculated according to the formula above. If the standard of having the basic set of components within 1/3 mile of each home is met uniformly across the entirety of an area within a one-mile radius of a given home, there could be as many as seven or more parks serving the home with the basic (non-doubled) score of 19.2 points. The total value of these would add another 134.4 points, raising the score at the subject residence to a total value of **201.6**. This explains why values much higher than the basic minimum of 33.6 are typically found on Perspective A: Neighborhood Access to All Components.

Component Diversity

However, the mix of components needs to be considered further. For example, a home that is within 1/3 mile of four tennis courts and no other amenities would meet the basic numeric standard, but not the intent of the standard. Other duplications are even more likely within the one-mile radius. Based on this, it is recommended that the goal be to

provide the minimum score to as many homes as possible, but also to exceed the minimum by some factor whenever possible.

GRASP® LEVEL OF SERVICE AND DETERMINING COMMUNITY EXPECTATIONS

When preparing a GRASP® perspectives or summary tables using the GRASP® scores, the actual scores are grouped according to whether they are below target minimum score or above target minimum score. GRASP® score breaks are determined based upon what type of components are represented in each perspective and show how areas meet expectations.

Neighborhood Access to All Components & Walkability Perspective

It is assumed that there is a point at which the number or quality of recreation components falls below the target minimum score. Likewise, when a resident receives service from a certain number or quality of components, that level of service exceeds the target minimum score of the community.

The point at which service falls below the target minimum score is determined as when a resident doesn't have access to a score which represents access to the equivalent of a park and a trail receiving the base score within one-third mile of their home. The score that equates to this condition is **67.1**.

The Neighborhood Access to All Components Perspective, Walkability Perspective, and their respective summary tables use the following breaks:

>0 - 67.1 = below target minimum score

67.2+ = above target minimum score

Neighborhood Access to Trails Perspective

When trails are the focus of the GRASP® perspective the point at which service falls below expectations is determined as when a resident has access to less than one multi-use trail within 1/3 mile from their home. The score that equates to this condition is **28.7**.

The high end of the scores that represent conditions that are meeting expectations is the score of **28.8 or above** which, as explained above is equivalent to access to more than one multi-use trail within 1/3 mile, one park trail within 1 mile, and one connector trail @1/3 mile.

Trails maps and summary tables use the following breaks:

>0 - 28.7 = below target minimum score

28.8 + = meets or exceeds target minimum expectations

Appendix H: Components Master List Outdoor

Active	Passive	Component	Component and Definition
Y		Amusement Ride	Amusement Ride - Train, go carts, etc.
Y		Aqua Feat - Pool	Aquatic feature, Pool (Outdoor Pool) - Consists of a single lap pool. has restricted access and lifeguards.
Y		Aqua Feat - Spray	Aquatic feature, Spray (Destination Sprayground) - Consists of many and varied spray features. Does not have standing water, but is large and varied enough to attract users from outside the immediate neighborhood.
Y		Aqua Feat - Complex	Aquatic feature, Complex (Aquatic Park) - A facility that has at least one lap pool and one separate spray ground or feature.
Y		Archery Range	Archery Range - A designated area for practice and/or competitive archery activities. Meets safety requirements and has appropriate targets and shelters.
Y		Backstop - Practice	Backstop, Practice - Describes any size of grassy area with a practice backstop, used for practice or pee-wee games.
Y		Ballfield	Ballfield - Describes softball and baseball fields of all kinds. Not specific to size or age-appropriateness.
Y		Basketball	Basketball - Describes a stand-alone full sized outdoor court with two goals. Half courts scored as (.5). Not counted if included in Multiuse Court.
Y		Batting Cage	Batting Cage - A stand-alone facility that has pitching machines and restricted entry.
	Y	Blueway	Blueway - River, Stream or canal, that is used for aquatic recreation.
Y		BMX Course	BMX Course - A designated area for non-motorized Bicycle Motocross. Can be constructed of concrete or compacted earth.
Y		Bocce Ball	Bocce Ball - Outdoor courts designed for bocce ball. Counted per court.
N	N	Concessions	Concessions - A separate structure used for the selling of concessions at ballfields, pools, etc. May include restrooms.
Y		Disk Golf	Disk Golf - Describes a designated area that is used for disk golf. Includes permanent basket goals and tees. Scored per 18 holes.
Y	Y	Dog Park	Dog Park - Also known as "a park for people with dogs" or "canine off-leash area". An area designed specifically as an off-leash area for dogs and their guardians.

Active	Passive	Component	Component and Definition
Y		Driving Range	Driving Range - An area designated for golf practice or lessons.
	Y	Educational Experience	Educational Experience - Signs, structures or historic features that provide an educational, cultural or historic experience.
Y		Equestrian Facilities	Equestrian Facilities -
	Y	Event Space	Event Space - A designated area or facility for outdoor performances, classrooms or special events, including amphitheaters, band shell, stages, etc.
Y		Fitness Course	Fitness course - Consists of an outdoor path that contains stations that provide instructions and basic equipment for strength training.
	Y	Garden - Community	Garden, Community (vegetable) - Describes any garden area that provides community members a place to have personal vegetable/flower gardens.
	Y	Garden - Display	Garden, Display - Describes any garden area that is designed and maintained to provide a focal point in a park. Examples include: rose garden, fern garden, native plant garden, wildlife garden, arboretum, etc.
Y		Golf	Golf - Counted per 18 holes. (18 hole course = 1 and 9 hole course = .5)
Y		Handball	Handball - Outdoor courts designed for handball.
Y		Hockey - Inline	Hockey, In-line - Regulation size outdoor rink built specifically for league in-line hockey games and practice.
Y		Hockey - Ice	Hockey, Ice - Regulation size outdoor rink built specifically for league ice hockey games and practice.
Y		Horseshoes	Horseshoes - A designated area for the game of horseshoes. Including permanent pits of regulation length. Counted per court.
Y	Y	Loop Walk	Loop Walk - Any sidewalk or path that is configured to make a complete loop around a park or feature and that is sizeable enough to use as a exercise route (min. ¼ mile - 1320 ft.- in length)
Y		Miniature Golf	Miniature Golf - Outdoor miniature golf course.

Active	Passive	Component	Component and Definition
Y		MP Field - Small	Multi-purpose field, Small – Describes a specific field large enough to host at least one youth field sport game. Minimum field size is 45' x 90' (15 x 30 yards). Possible sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field 1 hockey. Field may have goals and lining specific to a certain sport that may change with permitted use. Neighborhood or community component
Y		MP Field - Large	Multi-purpose field, Large – Describes a specific field large enough to host at least one adult field sport game. Minimum field size is 180' x 300' (60 x 100 yards). Possible sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use. Neighborhood or community component
Y		MP Field - Multiple	Multi-purpose field, Multiple – Describes an area large enough to host a minimum of one adult game and one youth game simultaneously. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of field sports. Minimum field size is 224' x 468' (75 x 156 yards). Possible sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use. Neighborhood or community component
Y		Multiuse Court	Multiuse Court - A paved area that is painted with games such as hopscotch, 4 square, basketball, etc. Often found in school yards. Note the quantity of basketball hoops in comment section.
	Y	Natural Area	Natural area – Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands and wetlands.
Y	Y	Open Turf	Open Turf – A grassy area that is not suitable for programmed field sports due to size, slope, location or physical obstructions. Primary uses include walking, picnicking, Frisbee, and other informal play and uses that require an open grassy area.
	Y	Open Water	Open Water – A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
	Y	Passive Node	Passive Node - A place that is designed to create a pause or special focus within a park, includes seating areas, passive areas, plazas, overlooks, etc.
	Y	Picnic Grounds	Picnic Grounds - A designated area with several, separate picnic tables.

Active	Passive	Component	Component and Definition
Y		Playground - Dest	Playground - Destination – Playground that serves as a destination for families from the entire community, has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.
Y		Playground - Local	Playground - local–Playground that is intended to serve the needs of the surrounding neighborhood. Generally doesn't have restrooms or on-site parking.
	Y	Public Art	Public Art – Any art installation on public property.
Y		Racquetball	Racquetball – Outdoor courts designed for racquetball.
N	N	Restroom	Restroom - A separate structure that may or may not have plumbing. Does not receive a neighborhood or community score. This is scored in the Comfort and Convenience section.
Y		Ropes Course	Ropes Course - An area designed as a ropes challenge course for use in team building skills
	Y	Shelter - Group	Shelter – Large/Group– A shade shelter with picnic tables, large enough to accommodate a group picnic or other event for at least 25 persons with seating for a minimum of 12 - may include restrooms.
	Y	Shelter	Shelter – Small/Individual– A shade shelter with picnic tables, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4 .
Y		Shooting Range	Shooting Range– A designated area for practice and competitive firearms shooting activities. Meets safety requirements and has appropriate targets and shelters.
Y		Shuffleboard	Shuffleboard - Outdoor courts designed for shuffleboard.
Y		Skate Feature	Skate Feature – A stand-alone feature in a park. May be associated with a playground but is not considered a part of it.
Y		Skate Park	Skate park – An area set aside specifically for skateboarding, in-line skating, or free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Usually has a variety of concrete features and has a community draw.
Y		Sledding Hill	Sledding Hill - An area designated for sledding use that is free from obstacles or street encroachment.
Y		Tennis	Tennis courts –One regulation court that is fenced and has nets.
Y		Tennis Complex	Tennis Complex –Regulation courts that are fenced and have nets. Placed in a group of 8 or more courts.

Active	Passive	Component	Component and Definition
Y		Track - Competition	Track, competition - A multi-lane, regulation sized track appropriate for competitive track and field events and available for public use. Community component.
Y	Y	Trails - primitive	Trails - primitive- Trails, unpaved, that is located within a park or natural area. That provides recreational opportunities or connections to users. Measured per each if quantity available.
Y	Y	Trails-multi-use	Trails-multi-use- Trails, paved or unpaved, that are separated from the road and provide recreational opportunities or connections to walkers, bikers, roller bladers and equestrian users. Located within a dedicated ROW. May run though a park or parks but is not wholly contained within a single park. Can be a component of a park if it goes beyond the park boundaries, or can be its own park type. Measured in miles.
N	N	Utility Structure	Utility Structure - A separate structure used for maintenance, storage, etc. Does not receive a Neighborhood or Community score.
Y		Volleyball	Volleyball court - One full-sized court. Surface may be grass, sand, or asphalt. May have permanent or portable posts and nets.
	Y	Water Feature	Water feature - A passive water-based amenity that provides a visual focal point. Includes fountains, and waterfalls
Y		Water Access - Developed	Water Access - Developed - Includes docks, piers, boat ramps, fishing facilities, etc. Receives quantity for each pier, dock, etc.
	Y	Water Access - General	Water Access - General - Measures a pedestrian's general ability to have contact or an experience with the water. Usually receives quantity of one for each park.

Appendix I: Capacities LOS Chart

Capacities LOS for Community Components - Within Lone Tree Corporate Boundary
Lone Tree, Colorado – Draft: 9/12/07

	Ballfield	Basketball	Dog Park	Multi-use Field	Picnic shelter - large (group)	Playground-Destination	Outdoor Pool	Skate Park	Tennis Courts	Cardio/Weight Room (SF)	Gym	Indoor Pool
INVENTORY												
TOTAL (All Providers)	1	5	0	3	0	0	4	0	10	0	1	1
CURRENT RATIO PER POPULATION												
CURRENT POPULATION 2007* - 10,134												
Current Ratio per 1000 Population	0.10	0.49	0.00	0.30	0.00	0.00	0.39	0.00	0.99	0.00	0.10	0.10
Population per component	10,134	2,027		3,378			2,534		1,013		10,134	10,134
Standard in S. Suburban <i>Gold Medal 2020</i> Plan (1)	0.69	N/A	N/A	0.79	N/A	N/A	0.07	N/A	0.49	N/A	N/A	N/A
PROJECTED POPULATION - YEAR 2012* - 17,642												
Total # needed to maintain current ratio of all existing facilities at projected population	2	9	0	5	0	0	7	0	17	0	2	2
<i>Number that should be added to achieve current ratio at projected population</i>	1	4	0	2	0	0	3	0	7	0	1	1

*Lone Tree plus development since 2000 Census (4,435) and Ridge Gate (650), Source: ESRI Business Information Solutions and City of Lone Tree

**The numbers given in this table are only part of the analysis which will contribute to final recommendations for Lone Tree.

Final Recommendations will also evaluate other important factors such as town goals, the desires of residents, and future trends.

Basketball Quantity Includes 2 Half Courts and Two Full Courts

(1) Based on Projections for Year 2020

Appendix J: Administrative Benchmarking Compiled Table

Population	2006 Actual P&R Expenses	P&R Revenue from Prior Year	Cost Recovery (Revenue / Expenses)	2006 Expenses per 1,000 Population	Parks Actual Expenses from Prior Year	Total Acres of Developed Parkland	2006 Parks Expenditure per Developed Acre	Developed Acre per 1,000 Population
17,963	\$7,150,495	\$5,333,895	75%	\$398,068	\$1,166,366	198.92	\$5,863.49	11.07
118,652	\$13,489,928	\$4,756,988	35%	\$113,693	\$5,500,000	738	\$7,452.57	6.22
140,000	\$38,260,394	\$43,394,034	113%	\$273,289	\$5,439,627	1206	\$4,510.47	8.61
11,035	\$1,660,195	\$132,111	8%	\$150,448	DNR	184	N/A	16.67
98,000	\$19,766,800	\$17,609,800	89%	\$201,702	\$3,911,275	950	\$4,117.13	9.69
36,769	\$6,405,845	\$4,714,772	74%	\$174,219	\$898,226	112.33	\$7,996.31	3.06
35,971	\$5,098,700	\$2,217,900	43%	\$141,745	\$2,022,900	237.1	\$8,531.84	6.59
88,229	\$12,314,475	\$15,736,001	128%	\$139,574	DNR	DNR	DNR	DNR
Mil Rate	Agency Accreditation	NRPA Gold Medal Winner	Square Footage of Managed Indoor Space	Square Footage of Managed Indoor Space per 1000 Population	Number of Recreation/Community Centers	Number of Recreation/Community Centers per 1000 Population	Mandatory HOAC	Sales or Tax Dedications
DNR	DNR	DNR	71,483	3,979	1	0.06	DNR	DNR
DNR	DNR	DNR	180,310	1,520	4	0.03	DNR	DNR
7.008	No	3 time winner; 6 time finalist	600,736	4,291	4	0.03	No	No
No	Yes	Finalist	1,700	154	0	0.00	No	No
7.872	DNR	Winner	314,000	3,204	4	0.04	DNR	DNR
No	No	No	80,000	2,176	1	0.03	No	.025 sales tax
DNR	DNR	DNR	150,000	4,170	n/a	n/a	DNR	DNR
DNR	DNR	DNR	329,685	4,173	4	0.05	Yes	\$471.32 Annual Home Owners Fee; 90% of fee goes to support the centers
Total Number of Pools	Total Number of Pools per 1000 Population	Number of Outdoor Lap Pools	Number of Outdoor Lap Pools per 1000 Population	Number of Indoor Lap Pools	Number of Indoor Lap Pools per 1000 Population	Number of Outdoor Leisure Pools	Number of Outdoor Leisure Pools per 1000 Population	Number of Indoor Leisure Pools
DNR	n/a	DNR	n/a	DNR	n/a	DNR	n/a	DNR
4	0.03	0	0.00	2	0.02	1	0.01	1

8	0.06	4	0.03	4	0.03	4	0.03	2
0	0.00	0	0.00	0	0.00	0	0.00	0
7	0.07	2	0.02	2	0.02	2	0.02	1
4	0.11	1	0.03	1	0.03	1	0.03	1
DNR	n/a	DNR	n/a	DNR	n/a	DNR	n/a	DNR
14	0.16	1	0.01	4	0.05	4	0.05	5
Number of Indoor Leisure Pools per 1000 Population	Number of Therapy Pools	Number of Therapy Pools per 1000 population	Number of Spraygrounds	Number of Spraygrounds per 1000 Population	Total Miles of Trails	Total Miles of Trails per 1000 Population	Total Miles of On-Street Designated Bike Lanes	Total Miles of On-Street Designated Bike Lanes per 1000 Population
n/a	DNR	n/a	DNR	n/a	13.16	0.73	DNR	n/a
0.01	0	0.00	0	0.00	61	0.51	DNR	n/a
0.01	1	0.01	1	0.01	77,452	0.55	0	0.00
0.00	0	0.00	0	0.00	42	3.81	DNR	n/a
0.01	1	0.01	1	0.01	33	0.34	DNR	n/a
0.03	0	0.00	0	0.00	147	4.00	DNR	n/a
n/a	DNR	n/a	DNR	n/a	DNR	n/a	DNR	n/a
0.06	0	0.00	0	0.00	DNR	n/a	DNR	n/a
Total Miles of Off-Street Hard Surface Trails	Total Miles of Off-Street Hard Surface Trails per 1000 Population	Total Miles of Off-Street Soft Surface Trails	Total Miles of Off-Street Soft Surface Trails per 1000 Population	Total Number of Outdoor Tennis Courts	Total Number of Outdoor Tennis Courts per 1000 Population	Total Number of Playgrounds	Total Number of Playgrounds per 1000 Population	Total Number of Designated Baseball/Softball Fields
DNR	n/a	DNR	n/a	DNR	n/a	DNR	n/a	10
28	0.24	33	0.28	DNR	n/a	39	0.33	41
38.862	0.28	38.59	0.28	58	0.41	54	0.39	98
29	2.63	13	1.18	2	0.18	5	0.45	8
DNR	n/a	DNR	n/a	21	0.21	39	0.40	28
134	3.64	13	0.35	3	0.08	15	0.41	7
DNR	n/a	DNR	n/a	DNR	n/a	DNR	n/a	DNR
DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR

Total Number of Designated Baseball/Softball Fields per 1000 Population	Number of Lighted Baseball/Softball Fields	Number of Lighted Baseball/Softball Fields per 1000 Population	Number of Unlighted Baseball/Softball Fields	Number of Unlighted Baseball/Softball Fields per 1000 Population	Total Multiuse Game Fields	Total Multiuse Game Fields per 1000 Population	Total Number of Lighted Multiuse Fields	Total Number of Lighted Multiuse Fields per 1000 Population
0.56	DNR	n/a	DNR	n/a	DNR	n/a	7	0.39
0.35	DNR	n/a	DNR	n/a	52	0.44	DNR	n/a
0.70	7	0.05	91	0.65	110	0.79	0	0.00
0.72	0	0.00	8	0.72	8	0.72	0	0.00
0.29	10	0.10	18	0.18	47	0.48	0	0.00
0.19	4	0.11	3	0.08	6	0.16	0	0.00
n/a	DNR	n/a	DNR	n/a	DNR	n/a	DNR	n/a
DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR
Total Number of Unlighted Multiuse Fields	Total Number of Unlighted Multiuse Fields per 1000 Population	Total Number of Golf Courses	Total Number of Golf Courses per 1000 Population	Total Number of Holes	Total Number of Holes per 1000 Population	Total Rounds per Year	Total Rounds per Year per 1000 Population	Median Household Income 2000 data only - 2006 n/a
DNR	n/a	DNR	n/a	18	1.00	36890	2,053.67	\$49,115
DNR	n/a	DNR	n/a	45	0.38	DNR	n/a	\$44,459
110	0.79	4	0.03	72	0.51	194111	1,386.51	n/a
8	0.72	0	0.00	0	0.00	0	0.00	\$116,147
47	0.48	2	0.02	54	0.55	160000	1,632.65	n/a
6	0.16	1	0.03	18	0.49	DNR	n/a	\$64,138
DNR	n/a	DNR	n/a	DNR	n/a	DNR	n/a	\$74,116
DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	\$86,792

Appendix K: Private Grant and Philanthropic Agencies

A listing of grants can be found on the web-site of AGS Publishing. A-Z Grants - AGS Funding Center at <http://www.agsnet.com/grants>.

Anneberg Foundation

The Annenberg Foundation provides support for projects within its grant-making interests of education, culture, the arts, and community and civic life. It generally limits funding to programs likely to produce beneficent change on a large scale.

<http://www.whanneberg.org>

AOL Timewarner Foundation

The AOL Time Warner Foundation is dedicated to using the power of media, communications and information technology to serve the public interest and strengthen society. <http://www.aoltimewarnerfoundation.org/grants/grants.html#exclusion>

AT&T Foundation

The AT&T Foundation supports initiatives that focus technology and innovation on improving the quality of life in communities served by AT&T. Support covers three primary areas: Education, Civic & Community Service, and Arts & Culture.

<http://www.att.com/foundation/>

General Mills Foundation

General Mills invests in the people, neighborhoods and education of the communities in which we live and work. Since the General Mills Foundation was created, it has awarded over \$270 million to General Mills communities. In fiscal 2001, the Foundation contributed \$15 million in the focus areas of family life, education, nutrition and arts and culture.

Beyond the financial resources we provide, we support our grants with volunteers and mentors who share their expertise.

http://www.generalmills.com/corporate/commitment/community/default_old.asp

GM Foundation

GM's targeted areas of focus are: education, health, community relations, public policy, arts and culture, and environment and energy, with a strong commitment to diversity in all areas. <http://www.gm.com/company/gmability/philanthropy/guidelines>

Pentair Foundation

The mission of The Pentair Foundation is to enrich and advance the communities in which Pentair operates by funding local programs that promote education, vocational readiness, cultural understanding, self-sufficiency, and general well-being so that people in these communities benefit by our presence. <http://www.pentair.com/foundation.html>

Positive Youth Development Foundation

In 1999, Philip Morris U.S.A. launched a grant making initiative focused on Positive Youth Development (PYD). In the first three years of this initiative, we have made nearly 600 grants in 40 states -- plus Washington D.C. and Puerto Rico -- to support after-school

programs, summer programs, and food expenditures for youth programs. Our Positive Youth Development grant making initiative is a long-term commitment.
<http://www.philipmorrisusa.com>

RGK Foundation

This Foundation includes three main components: Educational, Medical, and Community. Grants in these areas include support for research and conferences as well as support for programs that promote academic excellence in institutions of higher learning; programs that raise literacy levels; programs that attract minority and women students into the fields of math, science, and technology; and programs that promote the health and well being of children. <http://www.rgkfoundation.org>

Starbucks Foundation

Success through literacy. We call them Opportunity Grants because our mission is to create opportunity in the communities where Starbucks lives and works. Being literate is necessary to succeed in our society, and by ensuring our youth learn to read and write, we are opening a world of opportunity to them.

<http://www.starbucks.com/aboutus/foundation.asp>

W. K. Kellogg Foundation

Goal: Support healthy infant, child, and youth development by mobilizing, strengthening, and aligning systems that affect children's learning. Strategy 1: Mobilize youth, families, and communities to influence institutions and policies that impact learning and achievement for vulnerable children and youth. Strategy 2: Forge partnerships between education institutions and communities to promote learning, academic performance, and workforce preparation among vulnerable young people. <http://www.wkkf.org>

Westinghouse Charitable Giving Program

The program serves as the principle funding entity for the company's social investments. The Program makes charitable contributions to nonprofit organizations in Southwestern Pennsylvania and other communities throughout the United States where Westinghouse has a local presence. Areas of emphasis are: Health and welfare, education and civic and social.

<http://www.westinghouse.com>

Windhover Foundation

Windhover Foundation funds organizations focused on meeting a pressing, unfilled need, whether social, educational, cultural or otherwise. The foundation also funds upstart groups of maverick intent, providing seed money to set their work into motion.

<http://www.qg.com/whoarewe/windhover.html>

Other grants from other sources:

Special Olympics Healthy Athletes Grants Program

Special Olympics has announced its new Healthy Athletes Grants Program with the following three grant categories: Healthy Athletes Capacity Grants, Pilot Health Promotion Grants, and Lions Clubs International Opening Eyes Grants.

The Healthy Athletes Capacity Grants competition may be used for one or more games and competitions in which there will be a Healthy Athletes venue. For more information, contact Dr. Mark L. Wagner, by e-mail at mwagner@specialolympics.org.

The Pilot Health Promotion Grants identify and develop community-based and athlete-focused health and fitness programs that go beyond the training and competition environment. This is a two-step grant submission process beginning with a letter of intent, followed by a proposal if Special Olympics likes your idea. Contact Dr. Mark L. Wagner, by e-mail at mwagner@specialolympics.org for more information.

Pew Charitable Trusts Grants

The Trusts make grants in the following program areas:

- Health and Human Services program is designed to promote the health and well-being of the American people and to strengthen disadvantaged communities.
- The Public Policy program advances and helps sustain improvements in America's democratic life by strengthening the foundations of civic engagement and rebuilding Americans' confidence in government and the basic democratic process, primarily elections.

You should first review the information about the program whose interests most closely match those of your organization. The guidelines lay out concisely each program's goals and objectives and the kinds of activities it will and will not consider. The Trusts will respond to all specific letters of inquiry but not to general solicitations for funds. Go to <http://www.pewtrusts.com/grants> for more information on the letter of inquiry requirements.

Grants with Federal and State Programs

Grants.gov:

Grants.gov allows organizations to electronically find and apply for more than \$400 billion in Federal grants. Grants.gov is THE single access point for over 1000 grant programs offered by all Federal grant-making agencies. The US Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community. <http://www.grants.gov>

Centers for Disease Control and Prevention:

Steps to a HealthierUS: A Community- Focused Initiative To Reduce the Burden of Asthma, Diabetes, and Obesity To enable communities to reduce the burden of chronic disease, including: Preventing diabetes among populations with pre-diabetes; increasing the likelihood that persons with undiagnosed diabetes are diagnosed; reducing complications of diabetes; preventing overweight and obesity; reducing complications of asthma. STEPS will achieve these outcomes by improving nutrition; increasing physical activity; preventing tobacco use and exposure, targeting adults who are diabetic or who live with persons with asthma; increasing tobacco cessation, targeting adults who are diabetic or who live with persons with asthma; increasing use of appropriate health care services; improving the quality of care; and increasing effective self-management of chronic diseases and associated risk factors. The key to the success of STEPS will be community-focused programs that include the full engagement of schools,

businesses, faith- communities, health care purchasers, health plans, health care providers, academic institutions, senior centers, and many other community sectors working together to promote health and prevent chronic disease. STEPS programs need to build on, but not duplicate current and prior HHS programs and coordinate fully with existing programs and resources in the community. Please consult with agencies listed in the Federal Register announcement <http://www.tgci.com/fedrgtxt/03-10986.txt> to apply for this grant.

The Corporation for National and Community Service:

Grants support public safety, public health, and disaster preparedness and relief

The Corporation for National and Community Service awarded a total of \$10.3 million in competitive grants to 43 non-profit and public organizations in 26 states and the District of Columbia. These groups will support recruitment of volunteers for local efforts to develop disaster response plans, expand Neighborhood Watch and Community Emergency Response Teams, establish Medical Reserve Corps, train youth to cope with disasters, disseminate information on bioterrorism, and assist ham radio operators and volunteer pilots in responding to disasters. Find out if the grantees can help your disaster preparedness and monitoring efforts by visiting

<http://www.nationalservice.org/about/hs/grantees.html>.

For more information on corps grant awards to states that you can access, please contact your state commissioner, go to

http://www.nationalservice.gov/home/site_map/index.asp.

Centers for Disease Prevention and Control:

Exemplary State Programs to Prevent Chronic Disease and Promote Health

CDC supports a variety of programs to improve the nation's health by preventing chronic diseases and their risk factors. The CDC gives states guidelines, recommendations and resources, helping state health and education agencies promote healthy behaviors. Park and recreation agencies can contract with public health and education agencies to provide these services. For more information on this program, go to

<http://www.cdc.gov/nccdphp/programs.htm>.

To contact your state chronic disease director, go to:

<http://www.chronicdisease.org/members.html>.

Department of Health and Human Services:

Preventive Health and Health Services Block Grant

The PHHS Block Grant is the primary source of flexible funding that provides states the latitude to fund any of 265 national health objectives available in the nation's Healthy People 2010 health improvement plan. States invest their PHHS block grant dollars in a variety of public health areas. PHHS block grant dollars are used to support existing programs, implement new programs, and respond to unexpected emergencies. For a listing of Healthy People 2010 health improvement plans in your state, go to

<http://www.cdc.gov/nccdphp/blockgrant/stateselection.html>.

Send an email to: ccdinfo@cdc.gov to find out whom to contact in your state to become involved in these plans.

Department of Health and Human Services:

Social Services Block Grant Program

Funding uses are flexible, but must be used to provide services directed toward one of the following five goals specified in the law: (1) preventing, reducing or eliminating dependency; (2) achieving or maintaining self-sufficiency; (3) preventing neglect, child abuse, or exploitation of children and adults; (4) preventing or reducing inappropriate institutional care; and (5) securing admission or referral for institutional care when other forms of care are not appropriate. SSBG services directed toward the program goals include but are not limited to, child care services, protective services for children and adults, services for children and adults in foster care, services related to the management and maintenance of home, day care services for adults, transportation services, family planning services, training and related services, employment services, information, referral, and counseling services, the preparation and delivery of meals, health support services, and appropriate combinations of services designed to meet the needs of children, the aged, the mentally retarded, the blind, the emotionally disturbed, the physically handicapped, alcoholics and drug addicts.

Each State receives a block grant and has the flexibility to determine what services will be provided, who is eligible to receive services, and how funds are distributed among various services within the State. States and/or local agencies (i.e., county, city, and regional offices) may provide services directly or purchase them from qualified providers. Each year States must submit a report on the intended use of funds under this Block Grant. Prior to December 1 of each fiscal year, states are notified of their allocation in order to facilitate state planning and preparation of their required report. Funds are sent to states on a quarterly basis. Potential Partners include: Community-based organizations, public and private social service agencies, faith-based organizations, community groups, and public and private child care organizations. For more information, go to: <http://www.acf.dhhs.gov/programs/ocs/ssbg/> or call (202) 401-5281.

Department of Housing and Urban Development:

Community Development Block Grant Entitlement Programs

Grants to develop viable urban communities, by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate income. Eligible entities include cities or urban counties. There are field offices in most states, cities or urban counties that accept these applications. There is also a state program that handles smaller communities. Each urban area is allocated a formula-derived amount of funds and must submit a consolidated plan to the field office. Contact your local government for information on how to be included in the plan.

<http://www.hud.gov/offices/cpd/communitydevelopment/programs/>

For more information, go to: <http://www.hud.gov/grants/index.cfm> or call: (202) 708-1112.

Environmental Protection Agency:

Children's Health Protection

The EPA offers this grant program to enhance public outreach and communication; assist families in evaluating risks to children and in making informed consumer choices; build partnerships that increase a community's long-term capacity to advance protection of

children's environmental health and safety; leverage private and public investments to enhance environmental quality by enabling community efforts to continue past EPA's ability to provide assistance to communities; and to promote protection of children from environmental threats. Eligible applicants include community groups, public nonprofit institutions/organizations, tribal governments, specialized groups, profit organizations, private nonprofit institutions/ organizations, municipal and local governments. There is no deadline. For more information, please go to Catalog of Federal Domestic Assistance at <http://12.46.245.173/cfda/cfda.html>.

Environmental Protection Agency:

Environmental Justice Through Pollution Prevention Grants

These funds are to be used to augment a variety of environmental, environmental justice, academic, tribal, community-based, and grass-roots groups for projects that address environmental justice concerns and use pollution prevention as the proposed solution. This grant program is designed to fund projects that have a direct impact on affected communities.

Eligible applicants include non-profit organizations, State and local governments, and academic institutions; but preferences will be given to nonprofit, community-based/grass-roots organizations and State and federally recognized tribal organizations. Applications are usually due in April each year. Awardees are generally notified in September of each year. For more information, please see: Catalog of Federal Domestic Assistance at <http://12.46.245.173/cfda/cfda.html>.

Health Resources and Services Administration:

Community Health Centers Grant Program

Grants support the development and operation of community health centers that provide preventive and primary health care services, supplemental health and support services and environmental health services to medically underserved areas/populations. The program's priorities included providing services in the most medically underserved areas and maintaining existing centers that are serving high priority populations. Grants have been used to fund health centers, health networks to support systems of care, community health programs and planning activities.

Public agencies, nonprofit private organizations, and a limited number of state and local governments are eligible to apply. The applicant must assume part of the project costs determined on a case-by-case basis. For more information on how to partner with health care agencies for this grant, please contact state primary care offices or associations, a list is available on the website: <http://www.bphc.hrsa.gov>, or for more information, call: (301) 594-4300.

Corporation for National Service: AmeriCorps Program Resources:

AmeriCorps seeks to strengthen communities through projects that address education, public safety, the environment, and other unmet human needs. Learn more about how to start a program in your community at

http://www.americorps.gov/home/site_map/index.asp. Deadlines vary.

Governor's Grants for Drug and Violence Prevention Activities

This program provides support to governors for a variety of drug and violence prevention activities focused primarily on school-age youths. Governors use their program funds to provide support to parent groups, community-based organizations, and other public and private nonprofit entities for drug and violence prevention activities that complement the state education agency (SEA) and local education agency (LEA) portion of the Safe and Drug-Free Schools and Communities Program. Deadlines vary. For more information, contact your governor's office or the U.S. Department of Education at (202) 260- 3354.

Foundation Grants:

Beaumont Foundation of America

Grants of Toshiba branded equipment will be administered to support digital inclusion for underserved individuals. The Foundation will grant \$350 million over 5 years in all 50 states and the District of Columbia. Contact: P.O. Box 1855, Beaumont, TX 77701, 1-866-546-2667 (toll-free) <http://www.bmtfoundation.com>.

Bridgestone/Firestone Trust Fund

Founded in 1952, the Bridgestone Firestone Trust Fund proudly supports a wide variety of important charities in the United States, particularly in those markets it calls home. While contributions are made to nearly a hundred organizations each year, the Trust Fund focuses on organizations with missions supporting: 1) education, 2) environment and conservation, 3) children's programs. Including national and local charities, the Trust Fund has donated more than \$20 Million in the past 5 years. Giving for education (including employee matching gifts), health and welfare, civic and community, and culture and the arts especially in areas of major company operations: AR, CO, CT, FL, IA, IL, IN, KY, LA, MI, NC, OH, OK, PA, SC, TN, TX, UT, and WI.

http://www.bridgestone-firestone.com/about/index_citizen.asp?id=trust_main

ConAgra Foods Foundation, Inc.

Our mission is to improve the quality of life in communities where ConAgra Foods employees work and live. We focus our resources in these areas: Arts and Culture; Civic and Community Betterment; Education; Health and Human Services; Hunger, Nutrition and Food Safety. ConAgra Foods is a multi-faceted company operating in many communities across the United States. A listing of all locations is not available. To find out if your organization has a ConAgra Foods facility nearby, please consult your local phone directory or contact your Chamber of Commerce.

Because of ConAgra Foods' major commitment to fighting child hunger in America, there is limited funding available for other new initiatives. Grant proposals will be accepted, however, from organizations meeting these criteria:

- Organization must have IRS 501(c)3 tax-exempt status.
- Organization must have been in existence for at least one year.
- Organization or project must provide a solution for specific community needs.
- Organization must be well-managed, fiscally responsible and demonstrate success in meeting goals.

http://www.conagrafoods.com/company/corporate_responsibility/foundation/community_guidelines.jsp

Cooper Industries Foundation

Contributions to local charities, the United Way, education, civic and community affairs, health services, and cultural programs where company's operations are located. Giving in Houston, TX, and other communities of company operations in AL, AR, CA, CO, CT, FL, GA, IL, ME, MI, MO, MS, NC, NV, NY, OH, OR, PA, SC, TX, and WI. Contact: (713) 209-8464 <http://www.cooperindustries.com>, or <http://www.cooperindustries.com/common/sustainability/old/socialResponsibility.cfm>

Eastman Chemical Company Foundation, Inc.

Giving for children/youth services. Contact: (423) 229-1413, P.O. Box 511, Kingsport, TN 37662-5075.

Energizer Charitable Trust

Emphasis on giving for youth services. Contact application address: Energizer Trust Fund, 533 Maryville University Dr., St. Louis, MO 63141.

Enterprise Rent-A-Car Foundation

Support primarily for education and community funds; grants also for social service and youth programs, including services for children with disabilities, and cultural affairs. Giving limited to organizations with which employees, their families, and customers are involved, with some emphasis on MO. Contact: 600 Corporate Park Dr., St. Louis, MO 63105-4211, (314) 512-2754.

Charles P. Ferro Foundation

Giving primarily for health related causes and children's services. Contact: 25 Bayview St., Burlington, VT 05401, (802) 660-2765.

Samuel J. & Connie Frankino Charitable Foundation

Giving primarily for education and for health and human services; children and youth, services. Contact: P.O. Box 250, Richland, NJ 08350, (856) 697-8766.

Charles A. Frueauff Foundation, Inc.

Contact: 3 Financial Ctr., 900 S. Shakleford, Ste. 300, Little Rock, AR 72211 (501) 219-1410.

Heineman Foundation for Research, Educational, Charitable and Scientific Purposes, Inc.

Giving for programs for children and youth services. Contact: c/o Brown Brothers Harriman Trust Co., 63 Wall St., New York, NY 10005.

Tommy Hilfiger Corporate Foundation, Inc.

Giving primarily for educational youth organizations; support also for health, environment, human services, and the arts. Contact: 25 W. 39th St., 11th Fl., New York, NY 10018, Telephone: (212) 840-8888.

The Janus Foundation

Giving primarily for at-risk youth through education, community service and volunteerism, and cultural institutions in the Denver, Colorado metropolitan area. Contact: 100 Fillmore St., Ste. 300, Denver, CO 80206-4923, (720) 210-1265. <http://www.janusfoundation.org>.

Johnson Controls Foundation

Grants for higher education; health and hospitals; community funds; social services, including aid to the disabled, care of children, and the aged.

Contact: Foundation Coordinator; 5757 N. Green Bay Ave., P.O. Box 591, M.S. X-46, Milwaukee, WI 53201 (414) 524-2296,

<http://www.johnsoncontrols.com/corpvalues/foundation.htm>.

Liatis Foundation

Giving to arts education; children/youth services; education; museums. Contact: President; 2707 Kipling, Houston, TX 77098, (713) 520-7600.

M & T Foundation

Giving for athletics/sports, Olympics; athletics/sports, training; Big Brothers/Big Sisters; children/youth, services; health care; health organizations; higher education; hospitals (general); military/veterans' organizations; recreation. Contact: President; P.O. Box 676370, Rancho Santa Fe, CA 92067-6370, (858) 756-1154.

Richard E. & Nancy P. Marriott Foundation, Inc.

Giving to education; youth development; adult & child programs. Contact: 10400 Fernwood Rd., Dept. 901, Bethesda, MD 20817.

Newman's Own Foundation, Inc.

Giving for children's health & human services. Contact: 246 Post Rd. E., Westport, CT 06880-3615. <http://www.newmansown.com>.

The Pepsi Bottling Group Foundation, Inc.

Giving for arts, youth, services, human services. Company offices in Redding, CA; Denver, CO; Mesquite, TX. Contact: c/o The Pepsi Bottling Group, Inc., 1 Pepsi Way, Somers, NY 10589-2201 (914) 767-7472.

Susan R. & John W. Sullivan Foundation

Giving primarily for educational support, health care, and human services.

Contact: President; 851 S.E. Monterey Commons Blvd., Stuart, FL 34996 (561) 283-3838.

The Textron Charitable Trust

Giving primarily for community funds, higher education, including scholarship programs, and hospitals and health agencies; support also for youth clubs, urban programs, minorities, and cultural programs. Contact: Contributions Coordinator; P.O. Box 1861, Providence, RI 02901, (401) 457-2430.

Timken Foundation of Canton

Promoting broad civic betterment by capital fund grants; support largely for colleges, schools, hospitals, cultural centers, social services and recreation, and other charitable institutions. Contact: Program Director; 200 Market Ave. N., Ste. 210, Canton, OH 44702, (330) 452-1144.

Toy Industry Foundation

The TIF focuses its grant making and other charitable activities on organizations that provide goods or services to children who are homeless in the U.S. and Canada, specifically targeting organizations that are currently bringing and/or planning to bring play and/or a recreational element to their program.

http://www.toy-tia.org/Content/NavigationMenu/Toy_Industry_Foundation/Toy_Industry_Foundation.htm.

The Woods Foundation

Giving primarily for wildlife conservation, the arts and cultural programs, higher education, health care, and youth services. Contact: President; c/o Bessemer Trust Co., N.A., Tax Dept., 630 5th Ave., New York, NY 10111.

Grant Facilitation Organizations:

These organizations facilitate but don't provide grants directly. They may assist you if your goals meet with the goals of these organizations.

Foundation Grants:

Parks and recreation agencies are not 501(c)(3) organizations, but donations to them are tax deductible. If a foundation insists that your agency have 501(c)(3) status, consider forming a "friends of parks and recreation" non-profit organization. Information on this process can be found at The Grantsmanship Center: <http://www.tgci.com>.

If a foundation or its company's offices reside in your city submit a letter of inquiry.

Assistance with grant proposal writing can be found at Non-profit Guides:

<http://www.npguides.org/>.

The Nature Conservancy

The Nature Conservancy works with conservation supporters and partner organizations to create funding for conservation worldwide using a variety of creative methods. We seek to create market incentives for conservation, such as debt for nature swaps. We also strive to increase funding for public land acquisition and management through appropriations and public finance campaigns. <http://www.nature.org>

The Trust for Public Lands

The Trust for Public Land (TPL) is a national, nonprofit, land conservation organization that conserves land for people to enjoy as parks, community gardens, historic sites, rural lands, and other natural places, ensuring livable communities for generations to come. If possible, the TPL prefers to get paid for their services. <http://www.tlp.org>

Appendix L: GRASP® Map C - Recommendations

- LEGEND**
- Boundary - City Limits
 - Recreation Locations
 - Park
 - Golf Course
 - Open Space
 - County Park
 - Other Open Lands
 - School
 - Indoor Facilities
 - Trail Network
 - Barrier Limiting Pedestrian Access
 - Primary - Road
 - Secondary - Road

Conduct Feasibility Study for Improvements at Cook Creek Pool Site

Renovate Existing Tennis Courts and Add a Minimum of One Additional Court - Renovate or Restore Existing Building

Pursue Funding Mechanisms to Develop the Community Park, Including a Large Multi-Purpose Field and Baseball/Softball Field

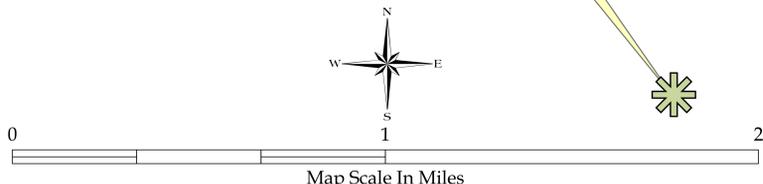
Consider Partnership with Participating Agencies to Fund and Develop Wildcat Regional Park

Coordinate with Trails Plan to Assure Safe Crossings of Lincoln, I-25, etc. and Create a Series of Loops within Lone Tree

Add Leisure Pool or Sprayground Outdoors Next to Lone Tree Recreation Center

Assure that Adequate Land is Dedicated to Accommodate Need for Fields as New Areas Develop and Population Grows

Assure that Adequate Land is Dedicated to Maintain Current Level of Service for Park System



Map Produced For The City Of Lone Tree Colorado - By The GRASP® Team
 This Map Is Intended For Planning & Discussion Purposes Only - Please Refer To The Project Document For Map Details
 Legend Elements May Vary Slightly In Size, Color And Transparency From Those Shown On Map
 GIS Data Sources May Include: Douglas County, The City Of Lone Tree, US Census, ESRI, GRASP® Team
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LONE TREE - COLORADO PARKS, TRAILS & RECREATION MASTER PLAN