

RECOMMENDATIONS &
PRIORITIZED ACTION PLAN

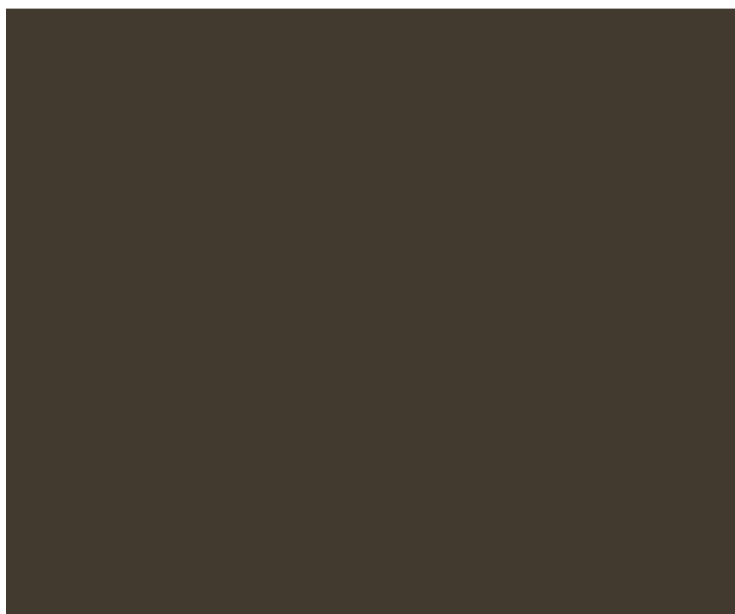


Introduction

The recommendations of the Coal Creek Canyon Parks and Trails Master Plan are the result of the consultant team's site visits, analysis, community and stakeholder input, the community survey, regional and national standards and best practices, and the opportunities and constraints identified in the Needs Assessment phase of the project. The following recommendations and each priority within the action plan were formulated based on the key findings of the planning process and finalized based on realistic timing and funding for the recommendations as well as thorough analysis and input from the District Board and key volunteers. It is the goal of this Plan to provide the Coal Creek Canyon Park and Recreation District (CCCPRD or the District) with realistic and action-oriented strategies that best meet the needs of the community through funding and phasing recommendations that promote sustainable facilities and smart investments for improvements and additions to the system.

The following recommendations are organized based on categories: Partnerships, Increased Access to Recreation Programs; Traditional and Alternative Funding; Trail Connections and Development; and Recreation Facility Development. Within these categories, there are goals, objectives and strategies, and each action strategy is assigned a number in the outline format. This list of strategies is also organized into the **Prioritized Action Plan** chart, which is divided into short-, mid- and long-term timeframes and within those timeframes, there are high, medium and low priorities. The abbreviated recommendation descriptions in the chart can be cross-referenced with the number assigned to each detailed strategy description. The timeframes are divided into three to four year sections; short-term is 2011-2013, Mid-term is 2014-2017, Long-term is 2018-2020. This is formatted in this manner to assist the District in setting and implementing attainable goals for each of the next 10 years and providing a roadmap to establish funding sources for larger capital improvements.

RECOMMENDATIONS & PRIORITIZED ACTION PLAN



Partnerships

Goal 1: Maintain or establish solid relationships with key partnering agencies, groups or individuals.

Objective 1.1: Maintain relationships with agencies outside the Coal Creek Canyon Park and Recreation District (CCCPRD) to assist in expanding the services of the District.

Strategies:

- 1.1.1 Partner with Jefferson County Open Space and Community Resources (JCOSCR) to support and advocate for JCOSCR's implementation of the following:
 - 1.1.1a Land acquisitions including:
 - The purchase or lease of the State Land Board Blue Mountain Property
 - The purchase of the Booth Land and Cattle Company
 - 1.1.1b Trail development projects including:
 - Coal Creek Canyon Park trails and trailheads off of Highway 72
 - 1.1.1c Continue to partner with JCOSCR through current and future joint-venture grant opportunities for facility and trail development:
 - The Coal Creek Canyon K-8 artificial turf project
 - "Community Gathering" Park Concept development
- 1.1.2 Partner with Boulder County Parks and Open Space (BCPOS) to successfully complete trail connections and trailheads from within the District onto Walker Ranch and other Boulder County Open Space lands.
- 1.1.3 Partner with Colorado State Parks, specifically Golden Gate Canyon and Eldorado Canyon State Parks to successfully create the following:
 - 1.1.3a Trail connections and trailheads from within the District into Golden Gate Canyon State Park and Eldorado Canyon State Park.
 - 1.1.3b Promote the availability of facilities and providing year-round access to State Park facilities, including trails, campgrounds and other amenities.
 - 1.1.3c Promote the availability of Harmesen Ranch Guest House, meeting rooms and group camping facilities in Golden Gate Canyon State Park for rentals and programming opportunities.
 - 1.1.3d Promote the programming offered by the State Parks to CCCPRD residents.
- 1.1.4 Partner with Boulder Mountainbike Alliance (BMA) and Colorado Mountainbike Alliance (COMBA) and other trails groups to clearly understand the needs of mountain bike trail users.
 - 1.1.4a Develop trail design guidelines that work for multiple users and seek input from both Mountainbike Alliance groups.
 - 1.1.4b Work with the Mountainbike Alliance groups to understand common goals and coordinate messages to other agencies regarding needs at various facilities, especially during the management plan development and reviews (i.e. Walker Ranch, State Parks, Coal Creek Canyon Park).

Objective 1.2: Establish relationships with key personnel at agencies outside of the District to assist in expanding the services of the District

Strategies:

- 1.2.1 Establish a relationship with the City of Boulder Open Space to improve or create additional trail connections between their lands and properties within the District.
 - 1.2.1a Coordinate to provide trail connections between City of Boulder Open Space lands and Coal Creek Canyon Park (owned by Jefferson County Open Space).
- 1.2.2 Establish communications with key personnel at the US Forest Service, specifically the Arapaho-Roosevelt Forest to coordinate on appropriate trail connections onto Forest lands from areas within the District. This specifically includes:
 - 1.2.2a Access to trails accessing Thoridin.
 - 1.2.2b Explore appropriate trail use in and around Gross Reservoir on Forest lands.
 - 1.2.2c Promote recreation activities and uses allowed at Gross Reservoir to District residents (i.e. – water-based recreation, wildlife viewing, fishing, etc.).
- 1.2.3 Work with personnel at the Bureau of Land Management to provide public access and outline key use requirements for the parcels owned by the BLM located in the north part of the District.
- 1.2.4 Establish communications with personnel on the Denver Water Board to understand the restrictions or potential public access opportunities, this specifically includes:
 - 1.2.4a The Leyden Gulch parcel south of Highway 72 east of the District and adjacent to Coal Creek Canyon Park (owned by Jefferson County Open Space).
 - 1.2.4b Coordinate with the USFS to promote recreation activities and uses allowed at Gross Reservoir (also see **Strategy 1.2.2c**).

Objective 1.3: Coordinate with independent groups and agencies operating within the boundaries of the District to expand recreation opportunities for District residents.

Strategies:

- 1.3.1 Maintain open communications and work with Coal Creek Canyon Improvement Association (CCCIA) to provide and expand services and facilities that meet the needs of the community.
 - 1.3.1a Establish a formalized use agreement with partners (such as the CCCIA, schools, Camp Eden, Camp Wondervu, and others) for use of their facilities for programs and special events, especially after the District has insurance to offer programming.
 - 1.3.1b Work with the Association to offer new programs to residents, whether they are regularly occurring classes, special events or day trips.
 - 1.3.1c Understand the needs for maintaining or improving the CCCIA Hall due to its age. If the District has shared use of the building for programming, work to establish an agreement to assist in costs for such maintenance or improvements, as well as reciprocal use of any facilities constructed by the District.

- 1.3.2 Continue to work with representatives for Jefferson County Public School District and Boulder School District, specifically the Coal Creek Canyon K-8, Mountain Phoenix and Nederland schools, to understand the area youth's recreation program and facility use needs.
- 1.3.2a Work to implement the plans for the artificial turf field on the CCC K-8 school site (see **Strategy 6.1.1** for additional details regarding this project).
- 1.3.2b Understand the school's needs for recreation facilities, as well as the needs of the District for use of school facilities for programming and develop a joint-use or reciprocal use agreement with the schools to benefit both parties.
- 1.3.2c Develop programming in conjunction with Jefferson County and Boulder School Districts to meet the needs of the community's youth. This may include arts, culture and fitness programs, extreme sports, afterschool activities, and joint programming or transportation agreements.
- 1.3.3 Continue to communicate with representatives for Camp Eden to develop potential use agreements or facility partnerships.
- 1.3.3a Work with Camp Eden to understand the availability and access allowed to their facilities and property.
- Work to establish a use agreement for Camp Eden facilities for District activities, leagues or programming which will not conflict with the existing programs run solely for Camp Eden visitors or with the mission of the Camp. (i.e. - basketball leagues, father-daughter dances, movie nights, carnivals, and trail access.)
 - Shared use and assigned responsibilities for improvements and/or maintenance should also be part of these discussions/agreements.
- 1.3.4 Continue to communicate with representatives for Wondervu Conference and Retreat Center to develop potential program or facility partnerships.
- 1.3.4a Work with Wondervu Conference and Retreat Center to understand the availability and access allowed to their facilities and property.
- Work to establish a use agreement for Wondervu facilities for District activities, leagues or programming which will not conflict with the existing programs run solely for Wondervu visitors or with the mission of the Retreat Center.
 - Shared use and assigned responsibilities for improvements and/or maintenance should also be part of these discussions/agreements.
- 1.3.5 Continue to work with RTD/Ride Provide and Coal Creek Express Van to maintain existing bus service and expand transportation opportunities for recreational purposes for District residents.
- 1.3.5a Partner with RTD, Ride Provide and Coal Creek Express Van to increase promotion of available transportation services for recreational purposes to District residents and encourage residents to use these transportation services to access alternative provider's services.
- 1.3.5b Work with residents to understand unmet needs for transportation services for recreation needs both within the District and to destinations outside of the District.
- 1.3.5c Develop an agreement with one or more of the transportation providers to provide transportation services for recreation needs, either regularly or through a charter-type agreement for District programs and activities, both within the District and to destinations outside of the District, which may include but are not limited to the CCCIA hall, Coal Creek Canyon K-8, the Nederland Community Center, APEX Recreation Center, Golden Recreation Center, Gilpin County Recreation Center, or to the City of Boulder or Golden.
- 1.3.5d Work with transportation providers to establish a discounted rate for the youth and older adults of the Canyon.
- 1.3.6 Work with road entities, such as CDOT and County Highway Departments regarding the need for improved safety features on roads to accommodate the increasing number of walkers, bicyclists and equestrians. This could include widened shoulders, share-the-road signs, reduced blind curves, etc.

1.3.7 In addition to those noted in **Strategies 1.3.1 through 1.3.6**, in order to maximize the wide variety of potential resources found in and adjacent to the Canyon, CCCPRD should work to partner with the following organizations and agencies (including, but not limited to):

- Schools – Mountain Phoenix Community School, Boulder Valley School District
- Local Businesses – Coal Creek Coffee & Books, gas stations, restaurants, etc.
- Homeowners Associations – Blue Mountain, etc.
- Coal Creek Fire Protection District
- The Environmental Group (TEG)
- Church groups
- Parenting groups and volunteer organizations
- Youth organizations and recreation participants – Cub Scouts Pack 51, Canyon Daisies, Dance with Two Left Feet, etc.
- District Residents with Recreation and/or Technical Expertise (volunteers)

Goal 2: Strengthen the visibility and involvement of residents in the District's activities and goals.

Objective 2.1: Develop an internal structure for the District Board that delegates key tasks to Master Plan implementation teams, which are led by Board members and include volunteer members and partnering organizations as team members.

Strategies:

- 2.1.1 Identify “champions” for priority recommendations and assign roles, responsibilities and deadlines for board members and volunteers through an annual review of the prioritized action plan, goals and objectives.
- 2.1.2 Establish a team that focuses on grant-writing and tracking application dates and coordinates with partnering agencies. This group will be the decision-makers on grants to pursue, language for the grants, etc. with only final approvals required by the Board.
- 2.1.3 Establish a team whose primary focus is fundraising for projects and programs within the District. This team should provide updates and request any funds from the Board, but be ultimately responsible for the coordination and detail-oriented tasks to run fundraising efforts (i.e. – direct mail campaign, corporate sponsorships, naming rights, donor program, etc.).
 - 2.1.3a This team should establish a 501c3, not-for-profit “friends” of the Park and Recreation District, which would allow them to be eligible for nonprofit status and tax benefits.
- 2.1.4 Establish a team that oversees and coordinates directly with the design consultant(s) for development of the “Community Gathering” Park. This includes being the primary group involved in the land search, design details and overseeing construction progress, with regular updates to the Board.
- 2.1.5 Work with the Coal Creek Canyon Trails Volunteers to oversee, prioritize, plan and create trails in the Coal Creek Canyon community. This includes being the primary group involved in the corridor assessment, conservation easements, design details and overseeing construction progress, with regular updates to the Board.
- 2.1.6 Update the Recommendations and the Prioritized Action Plan of this Master Plan in 2015 to remove accomplished goals and add additional action items that may have developed since this document was completed in 2011.

Objective 2.2: Promote and celebrate the District’s services, successes and partners in order to educate residents and encourage involvement in District projects

Strategies

- 2.2.1 Continue to promote and increase the visibility of the District to Canyon residents. This may include promoting board meeting locations and times, volunteer opportunities, upcoming programs and events, and projects.
- Methods may include the District and partners’ websites, local publications, flyers at local schools and through local partners (such as CCCIA), Facebook or other social media, texts, etc.
- 2.2.2 At the time the “Community Gathering” park begins to take shape (both before and after land purchase and before construction), advertise public involvement opportunities and conceptual and final design presentations to encourage public interest and involvement in the success of the project through methods noted in **Strategy 2.2.1**.
- 2.2.3 The District should work to act as a “central clearinghouse” to promote information, transportation and/or access to District-offered and Alternative Provider recreation opportunities. For alternative providers, this could be in reciprocation for discounted and/or shared use. Targeted marketing strategies and mediums should be used based on the program, activity and user group.
- 2.2.3a Develop a Coal Creek Canyon Recreation Activities and Program Guide for distribution to residents via the District’s website and at partner facilities.
- 2.2.3b Utilize data collected through this Master Plan and the District’s GIS database (deliverable of the Master Plan) to develop a Canyon Park and Recreation Facilities Map for distribution to residents via the District’s website and at partner facilities.
- 2.2.4 The District should assist in increasing signage and promotion of publicly accessible trails within the District, whether owned by the District or not. This may include developing additional directional signage or creating publicly available maps of trailhead locations and trail information and maps.
- 2.2.4a As the District creates and designates trails, they should be inventoried via GPS and included in the District’s GIS database (deliverable of the Master Plan) in order to be as accurate as possible and included as part of the area’s trail information.
- 2.2.4b Utilize the District’s GIS data to develop a Canyon Trails Map to provide residents with information about trailhead locations, length, and difficulty of trails.
- 2.2.5 Develop programs that promote physical activity and outdoor recreation for the older adult population that include a range of activities beneficial to all abilities should be included (i.e. – wildlife viewing, outdoor education, hiking, backcountry camping, etc.).
- 2.2.6 Promotional efforts should be directed at the Canyon’s youth and families, because they are at a stage where it is important to instill life-long, healthy habits that include regular physical activity. Both parents and children should be targeted in an informational communications strategy explaining how outdoor activities can help provide a fun, enjoyable way for youth to stay fit and healthy.
- 2.2.7 Schools and the internet should be the primary avenues for distributing information for youth-focused activities and events (i.e. Facebook, Twitter, etc.)
- 2.2.8 Convey the essence of this Master Plan to District constituents. This will include web and other forms of communication.

Increased Access to Recreation Programs

Goal 3: Provide additional recreational program and facility opportunities for residents

Objective 3.1: Work with key alternative providers to expand distribution of information on their services to District residents

Strategies:

- 3.1.1 Become a central clearinghouse for recreation-based and activity-based information for Canyon residents. This includes providing information from the following alternative providers to District residents as well as information on District-related activities.
- APEX Park and Recreation District
 - City of Golden and the Golden Recreation Center
 - City of Boulder Parks and Recreation
 - Nederland Community Center
 - Gilpin County Recreation Center
 - Coal Creek Canyon K-8 School
- 3.1.1a Provide links on the District's website to the alternative provider's website and/or activity guides.
- 3.1.1b Include alternative providers' key deadlines (league sign-up, etc.) and key event dates as part of a Canyon Recreation Activities and Program Guide and a calendar on the District's website (see recommendation **Strategy 2.2.3a**).
- 3.1.1c Coordinate with the alternative recreation providers to be one of their key locations or groups where hard copies of their program guides can be obtained by District residents.
- 3.1.1d Provide information on the District's website regarding in-canyon and out-of—canyon transportation options, including bus schedules, contact information and links to external websites.

Objective 3.2: Work with key alternative providers to provide benefits for use of facilities for District residents

Strategies:

- 3.2.1 Work with APEX Park and Recreation District to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.
- 3.2.2 Work with the City of Golden to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.
- 3.2.3 Work with the City of Boulder Parks and Recreation Department to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.
- 3.2.4 Work with Nederland Community Center to share programming, facility use, and/or advertising and to promote existing programs and facilities offered at the Nederland Community Center to District residents.
- 3.2.5 Work with Gilpin County Recreation Center to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.

Objective 3.3: Establish the groundwork for the District to offer programming both within and outside of the District

Strategies:

- 3.3.1 Prior to offering programs and developing facilities, the District needs to obtain liability insurance that covers the use/ rental of non-District facilities as well as limiting the liability of the District against participant injuries.
- 3.3.2 The District should provide or partner with agencies that provide programs that meet the need of a wide variety of groups and interests. This may include but is not limited to:
- Activities for adults and older adults (i.e. – organized hiking or snowshoeing, fitness, outdoor entertainment, etc.)
 - Fitness-oriented offerings (i.e. – Zumba, yoga, Pilates, etc.)
 - Art and culture programs (i.e. – music, crafts, cooking, etc.)
 - Multi-generational, community activities and special events
 - Youth sports (i.e. – soccer, lacrosse, baseball, etc.)
 - Youth non-sport activities (i.e. – environmental education, music, arts, extreme sports)
 - Day-trips (i.e. – the mountains, Boulder, Denver, etc.)

Traditional and Alternative Funding

Goal 4: Identify potential funding sources

Objective 4.1: Establish a steady funding source for the District

Strategies:

- 4.1.1 Plan and execute a Mill Levy vote on the November 2011 ballot. This will include money for operations and capital.
- 4.1.1a Fundraise sufficient funds to support the 2011 District operation and the proposed Mill Levy election.
- 4.1.1b Develop a targeted communications strategy to inform District voters about the Mill Levy's purpose and specific benefits (i.e. – facilities and programs) that residents will receive with the passage of the ballot measure.
- 4.1.1c If mill levy and steady funding source is achieved, the first priority should be to obtain adequate insurance to offer programs off-site or in conjunction with alternative providers.
- 4.1.2 The District needs to conservatively plan for the development and operations of facilities that have low maintenance costs and are generally self-sustaining.
- 4.1.3 Allocate sufficient resources to track the District's accounting, as well as ensure the accuracy of projected budgets and expenses. (For example, assessed valuation figures should be updated to reflect the District's current assessed value (\$36,622,730)).
- 4.1.3a When the 2010 Census Data is released, incorporate this data to maintain accurate District household counts and assess potential property tax revenue.

Objective 4.2: Investigate additional traditional funding sources

Strategies:

- 4.2.1 Evaluate the potential for a Lease-Purchase arrangement (through the Special District Association of Colorado) for any future capital needs.
- 4.2.2 Evaluate a bond referendum for future facility development against other methods and if it should be included as part of the November 2011 vote or left as a potential funding method in the future. It will be important to consider what District priorities are and what capital dollars should be used for.
- 4.2.3 As District programs and facilities are developed, utilize a market analysis to establish user fees, admissions, programs and for rentals of facilities. Consideration for appropriate user fees is also part of customer service-oriented funding. Fees should not be too high; otherwise, low participation occurs, though a low fee will affect the District's cost recovery and ability to defray costs.
- 4.2.4 As the District develops programs and facilities it will be important to track both direct and indirect costs, to set fees to cover equipment, labor, and maintenance for the support services it is providing. The District should develop a tiered fee system for rentals which is structured by classification as residents, non-residents, non-profit organizations, and seniors.
- 4.2.5 As facilities and programs are developed, cost recovery policies, reporting, and tracking will need to be formalized with a pricing and cost recovery policy established specifically for the District.
 - 4.2.5a Each program area should track direct and indirect costs, establish a philosophy on a program's benefit to the community, determine cost recovery goals, and set pricing based on the community's values and District's goals. In addition, users are more likely to agree to fee levels when they themselves can see the current fee versus the cost to provide the service.

Objective 4.3: Pursue alternative funding sources

Strategies:

- 4.3.1 The District should continue to be proactive in identifying, seeking out and supporting matching funds for grants and alternative funding.
 - 4.3.1a Top priorities should be grants which focus on trail development, transportation enhancements, facility development, conservation and/or green design.
- 4.3.2 The District should put efforts into developing corporate sponsorship program and naming rights for individual programs or facilities that would support these types of revenue generation. These sponsorship opportunities should be offered with a tiered level of benefits, should quantify marketing exposure for each level, bundle packages on a system-wide level, and bundle the assets of sponsors (i.e. - money, marketing, and product supply).
- 4.3.3 As facilities and programs are established, CCCPRD should consider contracting with private businesses to provide services such as food service, transportation, equipment rental, maintenance, and guided activities. Existing partners, volunteers or other community members can be key resources in establishing private concessionaires.
- 4.3.4 In the mid to long-term, the District should evaluate the potential of Federal funding opportunities, including the following funds: Land & Water Conservation Fund, National Recreational Trails Program and other key grant opportunities.

Trail Connections and Development

Goal 5: Develop trail corridors and trailheads throughout the District in order to create a trail network within the District and to connect to key areas outside of the District

Objective 5.1: Promoting existing trails and trail connections

Strategies:

- 5.1.1 Promote existing trails and trail connections with legal access, (including Star Peak, Thorodin, and connections in the Arapaho-Roosevelt Forest), through a variety of methods, including maps, available online and on paper, and work with the managing agency to establish trailhead signage if the site is within the District.
- 5.1.2 Provide links and information on the District's website to outside agencies' trail maps in proximity to the District.

Objective 5.2: Work to develop new trail connections to key destinations or trails on other agency's lands

Strategies:

- 5.2.1 Planning of major trail corridors and greenways should take into account primary wildlife corridors and sensitive ecological areas (see **Maps H and I** in the **GIS Mapping and Spatial Analysis** Section). Therefore, thorough site and corridor analysis will need to occur in the programming and design process of any recommended recreation facilities or trail amenities.
- 5.2.2 Develop design standards for various trail types based on existing standards in Boulder County and Jefferson County Open Space and in coordination with the Boulder Mountainbike Alliance (BMA) and Colorado Mountainbike Alliance (COMBA) and other trail groups. This will minimize liability issues and establish consistency in design, no matter who designs or builds the trails (Open Space Departments, volunteers, private contractors, the District, etc.)
- 5.2.3 As trails are developed, incorporate preferred attributes for trails (indicated through community input): 3+ miles in length (one way) (41% of survey respondents), natural terrain (75% of respondents), soft-surface, and moderate difficulty level (i.e. medium grade, some hills) (78% of respondents) as well as for multiple types of users.
- 5.2.4 The District should continue to work with partnering agencies, land managers and land owners in order to increase access to existing public lands, as well as the development of additional trail connections. Specific trail corridors to explore include:
 - 5.2.4a Coal Creek Canyon Park
 - 5.2.4b Doudy Draw to White Ranch Open Space
 - 5.2.4c Eldorado Canyon State Park / Walker Ranch to Golden Gate Canyon State Park
 - 5.2.4d White Ranch Open Space to Coal Creek Canyon Park
 - 5.2.4e Crescent Meadow Loop within Eldorado State Park/Walker Ranch
 - 5.2.4f Connections to Gross Reservoir trails from public roads or lands within the District
- 5.2.5 Work with partnering agencies to provide input on any management or facility plans or plan updates that will directly address trail connections into and through the District. In 2011, this specifically includes the Walker Ranch Management Plan update.

Objective 5.3: Formalize trailheads on existing trails or proposed trails

Strategies:

- 5.3.1 Coordinate with responsible agencies to add trailhead signage at the trailheads of public trails.
 - 5.3.1a When trails are owned by the District, trailhead signage should be consistent in style, materials, language and size and incorporated into any trail design standards adopted or used by the District.

Recreation Facility Development

Goal 6: Meet the community's needs through facility development and improvement

Objective 6.1: Partner with other agencies to develop joint-use facilities that meet the recreation needs of the community

Strategies:

- 6.1.1 Coordinate with Jefferson County School District to develop and implement the plans for artificial turf at the Coal Creek Canyon K-8 School
 - 6.1.1a Evaluate and plan for the maintenance requirements of the turf as well as the yearly maintenance costs.
 - 6.1.1b Coordinate with Jefferson County School District and the Coal Creek Canyon K-8 to formalize a joint use agreement that addresses maintenance, fees, use, availability and other logistics of operating and using the turf fields for both school and District programs and leagues.
 - 6.1.1c Submit additional grant applications or secure any alternative funding needed to complete the project prior to initiating construction.
 - 6.1.1d Finalize site planning, permitting, and construction documents for the chosen turf design and plan.
 - 6.1.1e Adjust insurance coverage of the CCCPRD to accommodate the agreements with the School District and any anticipated use for District programming.
- 6.1.2 In partnership with CCC K-8, develop (either in conjunction or independent of the turf project) a multi-purpose walking path at the Coal Creek Canyon K-8 School that is consistent with the planned turf field project. The trail should adhere to the recommended trail design guidelines (see recommendation **Strategy 5.2.2**) and meet all ADA requirements associated with slopes.
- 6.1.3 Coordinate with Jefferson County Open Space to establish funding and proceed with construction of trails and trailhead facilities for the Coal Creek Canyon Park, including trailhead facilities off of Highway 72.

Objective 6.2: As the District grows, set the groundwork for providing priority facilities to meet the needs of the community.

Strategies:

- 6.2.1 Establish agreements with alternative providers or partners to use their facilities for District events and programs until a time that District has facilities available for programs or resident use.
- 6.2.2 Understand the needs of the community and incorporate desired amenities noted in the Community Survey in any facilities developed for the District. This should include the following considerations:

- 6.2.2a Facilities will need to be flexible spaces that can accommodate varying forms of recreation activity such as outdoor recreation (i.e. - walking, hiking, biking, wildlife viewing, etc.), environmental and nature programs, and arts and cultural activities. They will also need to accommodate multiple age groups and provide for both family-oriented and older adult populations.
- 6.2.2b Prioritize facilities and amenities based on the survey to be created in a “Community Gathering” Park, including financial options and limits. Communicate those priorities, financial options and limits to the Conceptual Design team that is implementing the 2011 Joint Venture grant award. These may include:
- a playground, picnic tables, small fitness center, and sledding hill.
- 6.2.2c Work to develop priority facilities which may be independent of the Community Park, as identified through the survey, including:
- Trails for hiking, walking and bicycling
 - Facilities for youth and teens.
- 6.2.2d Physical access to facilities should be maintained or improved over time to accommodate the 65+ age group.
- 6.2.2e The District should work to balance the preservation of natural resources with context-appropriate design (incorporating sensitive areas, considering water resources and community values) of recreation facilities and programs that celebrate, conserve and promote stewardship of ecologically sensitive lands.
- Continue to work to be a role model for Healthy Forest Stewardship.
- 6.2.2f Assure that the site and any structures are created to be sustainable and low maintenance in order to minimize the annual maintenance and operations costs of the facility as well as the impact on Canyon resources (also see **Strategy 6.2.5a** for sustainable design recommendations).
- 6.2.3 Per the JCOS Joint Venture grant awarded, create conceptual graphics for a structure on the “Community Gathering” Park and develop a list of attributes needed (i.e. square footage for a building, parking area size, size and character of area needed for trails, sledding hill, picnic area, etc.) in order to clearly understand the parcel size and site attributes needed prior to the purchase of land for the park.
- 6.2.3a Identify and obtain a suitable parcel to accommodate those attributes determined in the preliminary concept plan
- 6.2.4 Once a parcel is purchased for the “Community Gathering” Park, a detailed Final Concept Plan, including site and building design, should be developed to understand realistic site and facility design based on the final site’s opportunities and constraints.
- 6.2.5 Finalize site planning, permitting and construction documents in order to begin construction of “Community Gathering” Park site.
- 6.2.5a Incorporate the use of green energy and sustainable approaches and ideas into the design where appropriate.
- *For the building*, this may include but is not limited to structure or materials re-use, low flow fixtures, motion-activated lighting, low-VOC furnishings and paint.
 - *For the site*, this may include but is not limited to minimizing site disturbance for facility improvements, creative drainage and water quality solutions, minimizing mature vegetation removal, creative parking solutions, night-sky friendly light fixtures, recycling/zero waste operations, renewable energy and locally sourced materials.
- 6.2.5b Begin construction on a “Community Gathering” Park by either renovating or constructing an indoor structure and starting preliminary site work for exterior amenities.
- 6.2.5c When the funding or site planning requires separate phases, project the additional phases and funding needed into the mid to long-term goals of the Master Plan.

Action Strategies and Recommendations

Refer to the Recommendations narrative for additional details regarding these strategies. In some cases, the strategies description has been shortened for ease of reading in this chart.

Short Term Priorities 2011-2013

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
high	1.1.1a	Partnerships	Partner with Jefferson County Open Space and Community Resources (JCOSCR) to support and advocate for JCOSCR's purchase of the Booth Land and Cattle Company				Partnerships	District/Volunteer Time
high	1.1.1c	Partnerships	Continue to partner with JCOSCR through current and future joint-venture grant opportunities for facility and trail development including the Coal Creek Canyon K-8 artificial turf project.				Trails/Turf/Facilities	District/Volunteer Time
high	1.1.1c	Partnerships	Continue to partner with JCOSCR through current and future joint-venture grant opportunities for facility and trail development including the "Community Gathering" Park Concept development				Park	District/Volunteer Time
high	1.1.4a; 5.2.2	Partnerships	Partner with Boulder Mountainbike Alliance (BMA) and Colorado Mountainbike Association (COMBA) and other trails groups to clearly understand the needs of mountain bike trail users including to develop trail design guidelines that work for multiple users.				Trails	District/Volunteer Time and/or consultant fee: \$2,000 to \$5,000
high	1.1.4b	Partnerships	Partner with Boulder Mountainbike Alliance (BMA) and Colorado Mountainbike Association (COMBA) and other trails groups to clearly understand common goals and coordinate messages to other agencies regarding needs at various facilities, especially during the management plan development and reviews (i.e. Walker Ranch, State Parks, Coal Creek Canyon Park).				Trails	District/Volunteer Time
high	1.3.2a; 6.1.1; 6.1.1a	Recreation Facility Development	Coordinate with Jefferson County School District to develop and implement the plans for artificial turf at the Coal Creek Canyon K-8 School. Evaluate and plan for the maintenance requirements of the turf as well as the yearly maintenance costs (see 6.1.1 for additional details regarding this project).				Turf	Excavation/site prep: \$2-4/sf; \$7- 7.25/ sf for turf product = \$237,000-\$297,000. Not including site plan approval fees and other facility improvements.
high	2.1.1	Partnerships	Identify "champions" for priority recommendations and assign roles, responsibilities and deadlines for board members and volunteers through an annual review of the prioritized action plan, goals and objectives.				Volunteers	District/Volunteer Time
high	2.1.4	Partnerships	Establish a team that oversees and coordinates directly with the design consultants for development of the "Community Gathering" Park. This includes being the primary group involved in the land search, design details and overseeing construction progress, with regular updates to the Board.				Park	District/Volunteer Time
high	2.1.5	Partnerships	Work with the Coal Creek Canyon Trails Volunteers to oversee, prioritize, plan and create trails in the Coal Creek Canyon community. This includes being the primary group involved in the corridor assessment, conservation easements, design details and overseeing construction progress, with regular updates to the Board.				Trails	District/Volunteer Time. TBD - costs based on need for consultants on reports, layout of trails, design documents and construction.
high	2.2.1	Partnerships	Continue to promote and increase the visibility of the District to Canyon residents. This may include promoting board meeting locations and times, volunteer opportunities, upcoming programs and events, and projects. Methods may include the District and partners' web sites, local publications, flyers at local schools and through local partners (such as CCCIA), Facebook or other social Media, texts, etc.				Communications	District/Volunteer Time and TBD costs for printing/advertising

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
high	2.2.8	Communications	Convey the essence of this Master Plan to District constituents. This will include web and other forms of communication.				Communications	District/Volunteer Time
high	4.1.1	Traditional and Alternative Funding	Plan and execute a successful Mill Levy vote on the November 2011 ballot. This will include money for operations and capital.				Election	TBD - depending on type of debt financing
high	4.1.1a	Traditional and Alternative Funding	Fundraise sufficient funds to support the 2011 District operation and the proposed Mill Levy election.				Election	District/Volunteer Time
high	4.1.1b	Traditional and Alternative Funding	Develop a targeted communications strategy to inform District voters about the Mill Levy's purpose and specific benefits (i.e. – facilities and programs) that residents will receive with the passage of the ballot measure.				Communications	District/Volunteer Time, In-kind donations
high	4.2.1	Traditional and Alternative Funding	Evaluate the potential for a Lease-Purchase arrangement against other methods after the Mill Levy vote for any future capital needs.				Administration	\$27,000 - \$40,000
high	4.2.2	Traditional and Alternative Funding	Evaluate a bond referendum for future facility development against other methods and if it should be included as part of the November 2011 vote or left as a potential funding method in the future. It will be important to consider what District priorities are and what capital dollars should be used for.				Election	\$21,000 - \$28,500
high	4.3.3	Traditional and Alternative Funding	As facilities and programs are established, CCCPRD should consider contracting with private businesses to provide services such as food service, transportation, equipment rental, maintenance, and guided activities. Existing partners, volunteers or other community members can be key resources in establishing private concessionaires.				Partnerships	District/Volunteer Time and TBD costs based on needs and contract costs for concessionaires, etc.
high	5.2.4a	Trail Connections and Development	The District should work with partnering agencies, land managers and land owners in order to increase access to existing public lands including the development of additional trail connections in Coal Creek Canyon Park				Trails	District/Volunteer Time
high	5.2.4e	Trail Connections and Development	The District should work with partnering agencies, land managers and land owners in order to increase access to existing public lands, as well as the development of additional trail connections including Crescent Meadow Loop within Eldorado State Park/Walker Ranch.				Trails	District/Volunteer Time
high	5.2.5	Trail Connections and Development	Work with partnering agencies to provide input on any management or facility plans or plan updates that will directly address trail connections into and through the District. In 2011, this specifically includes the Walker Ranch Management Plan update.				Trails	District/Volunteer Time
high	6.1.1b	Recreation Facility Development	Coordinate with Jefferson County School District and the Coal Creek Canyon K-8 to formalize a joint use agreement that addresses maintenance, fees, use, availability and other logistics of operating and using the turf fields for both school and District programs and leagues.				Turf	District/Volunteer Time and Legal fees/consultation - TBD, Insurance - TBD
high	6.1.1c	Recreation Facility Development	Submit additional grant applications or secure any alternative funding needed to complete the artificial turf project prior to initiating construction.				Turf	District/Volunteer Time, Matching Funds - TBD
high	6.1.1d	Recreation Facility Development	Finalize site planning, permitting, and construction documents for the chosen turf design and plan on the artificial turf project at the Coal Creek Canyon K-8 school.				Turf	Coordination - District/Volunteer Time; \$8,000 to \$20,000 for consultant to coordinate application w/ County and complete CD's.

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
high	6.1.2	Recreation Facility Development	In partnership with CCK-8, develop (either in conjunction or independent of the turf project) a multi-purpose walking path at the Coal Creek Canyon K-8 School that is consistent with the planned turf field project. The trail should adhere to the recommended trail design guidelines (see recommendation 5.2.2) and meet all ADA requirements associated with slopes.				Trails	\$4.00/sf - hard surface; \$1.75/sf - soft surface
high	6.2.2a	Recreation Facility Development	Understand the needs of the community and incorporate desired amenities noted in the Community Survey in any facilities developed for the District. Facilities will need to be flexible spaces that can accommodate varying forms of recreation activity such as outdoor recreation (i.e. - walking, hiking, biking, wildlife viewing, etc.), environmental and nature programs, and arts and cultural activities. They will also need to accommodate multiple age groups and provide for both family-oriented and older adult populations.				Community Park	TBD based on finalized programming, user fees and associated cost recovery.
high	6.2.2b	Recreation Facility Development	Prioritize facilities and amenities based on the survey to be created in a "Community Gathering" Park, including financial options and limits. Communicate those priorities, financial options and limits to the Conceptual Design team that is implementing the 2011 Joint Venture grant award. These may include a playground, picnic tables, small fitness center, and sledding hill.				Community Park	District/Volunteer Time - prioritization. Cost TBD based on finalized site plan and building.
high	6.2.2c	Recreation Facility Development	Work to develop priority facilities which may be independent of the "Community Gathering" Park, as identified through the survey, including trails for hiking, walking and bicycling; facilities for youth and teens.				Community Park	TBD based on scope/design of amenity, trail or facility
high	6.2.3	Recreation Facility Development	Per the JCOS Joint Venture grant awarded, create conceptual graphics for a structure on the "Community Gathering" Park and develop a list of attributes needed (i.e. square footage for a building, parking area size, size and character of area needed for trails, sledding hill, picnic area, etc.) in order to clearly understand the parcel size and site attributes needed prior to the purchase of land for the park.				Community Park	Cost covered by JCOS Joint Venture grant
high	6.2.3a	Recreation Facility Development	Identify and obtain a suitable parcel to accommodate those attributes determined in the preliminary concept plan				Community Park	TBD based on size and location of property. Average \$44,500/ac; approx. \$13,500 to \$79,500/acre
medium	1.1.1b; 6.1.3	Partnerships	Partner with Jefferson County Open Space and Community Resources (JCOSCR) to successfully complete the Coal Creek Canyon Park trails and trailheads off of Highway 72.				Trails	District/Volunteer Time; TBD cost to construct
medium	1.1.3d	Partnerships	Partner with Colorado State Parks, specifically Golden Gate Canyon and Eldorado Canyon State Parks to successfully promote the programming offered by the State Parks to CCCPRD residents.				Partnerships	District/Volunteer Time
medium	1.2.2c; 1.2.4b	Partnerships	Establish communications with key personnel at the US Forest Service, specifically the Arapaho-Roosevelt Forest, and Denver Water Board to coordinate on promoting recreation activities and uses allowed at Gross Reservoir to District residents (i.e. - water-based recreation, wildlife viewing, fishing, etc.).				Partnerships	District/Volunteer Time
medium	1.3.1; 1.3.1b	Partnerships	Maintain open communications and work with Coal Creek Canyon Improvement Association (CCCIA) to provide and expand services and facilities that meet the needs of the community, including offering new programs to residents, whether they are reoccurring classes, special events or day trips.				Partnerships	District/Volunteer Time
medium	1.3.2	Partnerships	Continue to work with representatives for Jefferson County Public School District and Boulder School District, specifically the Coal Creek Canyon K-8, Mountain Phoenix and Nederland schools, to understand the area youth's recreation program and facility use needs.				K-8 School	District/Volunteer Time

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
medium	1.3.2b	Partnerships	Understand Coal Creek Canyon K-8's needs for recreation facilities, as well as the needs of the District for use of school facilities for programming and develop a joint-use or reciprocal use agreement with the school to benefit both parties.				K-8 School/IGA	District/Volunteer Time and Legal fees/consultation - TBD
medium	1.3.5	Partnerships	Continue to work with RTD/Ride Provide and Coal Creek Express Van to maintain existing bus service and expand transportation opportunities for recreational purposes for District residents.				Transportation	TBD based on community interest, partnerships, grant funding, etc.
medium	1.3.5a	Partnerships	Partner with RTD, Ride Provide and Coal Creek Express Van to increase promotion of available transportation services for recreational purposes to District residents and encourage residents to use these transportation services to access alternative provider's services.				Transportation	TBD based on community interest, partnerships, grant funding, etc.
medium	1.3.5b	Partnerships	Work with residents to understand unmet needs for transportation services for recreation needs both within the District and to destinations outside of the District.				Transportation	District/Volunteer Time
medium	1.3.5c	Partnerships	Develop an agreement with one or more of the transportation providers to provide transportation services for recreation needs, either regularly or through a charter-type agreement for District programs and activities, both within the District and to destinations outside of the District, which may include but are not limited to the CCCIA hall, Coal Creek Canyon K-8, the Nederland Community Center, APEX Recreation Center, Golden Recreation Center, Gilpin County Recreation Center, or to the City of Boulder or Golden.				Transportation	Charter-type vans: approx. \$16-22 per person or \$160-\$220 per van for a 3-4 hour trip. Other options TBD based on partnerships, grant funding, etc.
medium	1.3.5d	Partnerships	Work with transportation providers to establish a discounted rate for the youth and older adults of the Canyon.				Transportation	District/Volunteer Time; cost or cost savings TBD
medium	1.3.6	Partnerships	Work with road entities, such as CDOT and County Highway Departments regarding the need for improved safety features on roads to accommodate the increasing number of walkers, bicyclists and equestrians. This could include widened shoulders, share-the-road signs, reduced blind curves, etc.				Communications/ Trails	Signage, road improvements, TBD based on extent of engineering or construction improvements
medium	2.1.2	Partnerships	Establish a team that focuses on grant-writing and tracking application dates and coordinates with partnering agencies. This group will be the decision-makers on grants to pursue, language for the grants, etc. with only final approvals required by the Board.				Grants	District/Volunteer Time
medium	2.1.3	Partnerships	Establish a team whose primary focus is fund-raising for projects and programs within the District. This team should provide updates and request any funds from the Board, but be ultimately responsible for the coordination and detail-oriented tasks to run fund-raising efforts (i.e. – direct mail, corporate sponsorships, naming rights, donor program, etc.).				Fund-raising	District/Volunteer Time
medium	2.1.3a	Partnerships	The "Fund-raising" team should establish a 501c3, not-for-profit "friends" of the Park and Recreation District, which would allow them to be eligible for nonprofit status and tax benefits.				Fund-raising	District/Volunteer Time plus state and federal fees and legal fees - \$1000-1500
medium	2.2.2	Partnerships	At the time the "Community Gathering" park begins to take shape (both before and after land purchase and before construction), advertise public involvement opportunities and conceptual and final design presentations to encourage public interest and involvement in the success of the project through methods noted in Strategy 2.2.1.				Communications	District/Volunteer Time

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
medium	2.2.3; 3.1.1; 3.1.1a	Partnerships	The District should work to act as a “central clearinghouse” to promote information, transportation and/or access to District-offered and Alternative Provider recreation opportunities. This includes providing links or direct information from the following alternative providers to District residents as well as information on District-related activities: APEX Park and Recreation District; City of Golden and the Golden Recreation Center; City of Boulder Parks and Recreation; Nederland Community Center; Gilpin County Recreation Center; Coal Creek Canyon K-8 School. For alternative providers, this could be in reciprocation for discounted and/or shared use. Targeted marketing strategies and mediums should be used based on the program, activity and user group.				Communications	District/Volunteer Coordination Time
medium	2.2.3a	Partnerships	Develop a Coal Creek Canyon Recreation Activities and Program Guide for distribution to residents via the District’s website and at partner facilities.				Communications	District/Volunteer time and printing/distribution costs - TBD
medium	2.2.3b	Partnerships	Utilize data collected through this Master Plan and the District’s GIS database to develop a Canyon Park and Recreation Facilities Map for distribution to residents via the District’s website and at partner facilities.				Communications	District/Volunteer time and printing/distribution costs - TBD
medium	2.2.4	Partnerships	The District should assist in increasing signage and promotion of publicly accessible trails within the District, whether owned by the District or not. This may include developing additional directional signage or creating publicly available maps of trailhead locations and trail information and maps.				Trails	District/Volunteer time and \$50/sf, total will be based on type/size of sign constructed
medium	2.2.4a	Partnerships	As the District creates and designates trails, they should be inventoried via GPS and included in the District’s GIS database in order to be as accurate as possible and included as part of the area’s trail information.				Trails	District/Volunteer Time
medium	2.2.4b	Partnerships	Utilize the District’s GIS data to develop a Canyon Trails Map to provide residents with information about trailhead locations, length, and difficulty of trails.				Trails	District/Volunteer time and printing/distribution costs - TBD
medium	3.1.1b	Increased Access to Recreation Programs	Include alternative providers’ key deadlines (league sign-up, etc.) and key event dates as part of a Canyon Recreation Activities and Program Guide and a calendar on the District’s website				Communications	District/Volunteer Time
medium	3.1.1c	Increased Access to Recreation Programs	Coordinate with the alternative recreation providers to be one of their key locations or groups where hard copies of their program guides can be obtained by District residents.				Communications	District/Volunteer Coordination Time
medium	3.1.1d	Increased Access to Recreation Programs	Provide information on the District’s website regarding in-canyon and out-of-canyon transportation options, including bus schedules, contact information and links to external web sites.				Transportation	District/Volunteer Time
medium	3.2.1	Increased Access to Recreation Programs	Work with APEX Park and Recreation District to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.				IGA	District/Volunteer Time, additional legal/contract fees may also be applicable.
medium	3.2.2	Increased Access to Recreation Programs	Work with the City of Golden to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.				IGA	District/Volunteer Time, additional legal/contract fees may also be applicable.
medium	3.2.3	Increased Access to Recreation Programs	Work with the City of Boulder Parks and Recreation Department to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.				IGA	District/Volunteer Time, additional legal/contract fees may also be applicable.

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
medium	3.2.4	Increased Access to Recreation Programs	Work with Nederland Community Center to share programming, facility use, and/or advertising and to promote existing programs and facilities offered at the Nederland Community Center to District residents.				Partnerships/IGA	District/Volunteer Time, additional legal/contract fees may also be applicable.
medium	3.2.5	Increased Access to Recreation Programs	Work with Gilpin County Recreation Center to negotiate reciprocal use and/or discounted rates, increased accessibility, facility use or league agreements for CCCPRD residents.				IGA	District/Volunteer Time, additional legal/contract fees may also be applicable.
medium	3.3.1; 4.1.1c	Increased Access to Recreation Programs	Prior to offering programs and developing facilities, the District needs to obtain liability insurance that covers the use/rental of non-District facilities as well as limiting the liability of the District against participant injuries.				Insurance	Insurance cost - TBD
medium	3.3.2	Increased Access to Recreation Programs	The District should provide or partner with agencies that provide programs that meet the need of a wide variety of groups and interests. This may include but is not limited to: Activities for adults and older adults (i.e. – organized hiking or snowshoeing, fitness, outdoor entertainment, etc.); Fitness-oriented offerings (i.e. – Zumba, yoga, Pilates, etc.); Art and culture programs (i.e. - music, crafts, cooking, etc.); Multi-generational, community activities and special events (i.e. Fall Festival, Summer Concerts, etc.) ; Youth sports (i.e. soccer, lacrosse, baseball, etc.); Youth non-sport activities (i.e. - environmental education, music, arts, extreme sports); Day-trips (i.e. - the mountains, Boulder, Denver, etc.)				Partnerships	District/Volunteer Time, Program Space and Materials - TBD
medium	4.1.2	Traditional and Alternative Funding	The District needs to conservatively plan for the development and operations of facilities that have low maintenance costs and are generally self-sustaining.				Administration	N/A
medium	4.1.3	Traditional and Alternative Funding	Allocate sufficient resources to track the District's accounting, as well as ensure the accuracy of projected budgets and expenses. (For example, assessed valuation figures should be updated to reflect the District's current assessed value (\$36,622,730).				Administration	District/Volunteer Time or Accounting Fees - TBD
medium	4.1.3a	Traditional and Alternative Funding	When the 2010 Census Data is released, incorporate this data to maintain accurate District household counts and assess potential property tax revenue.				Administration	District/Volunteer Time
medium	4.2.5	Traditional and Alternative Funding	As facilities and programs are developed, cost recovery policies, reporting, and tracking will need to be formalized with a pricing and cost recovery policy established specifically for the District.				Administration	District/Volunteer Time or Consultant Fees \$3000-\$8000
medium	4.3.1; 4.3.1a	Traditional and Alternative Funding	The District should continue to be proactive in identifying, seeking out and supporting matching funds for grants and alternative funding. Top priorities should be grants which focus on trail development, transportation enhancements, facility development, conservation and/or green design.				Grants	District/Volunteer Time, Matching Funds - TBD
medium	5.1.1	Trail Connections and Development	Promote existing trails and trail connections with legal access, (including Star Peak, Thorodin, and connections in the Arapaho-Roosevelt Forest), through a variety of methods, including maps, available online and on paper, and work with the managing agency to establish trailhead signage if the site is within the District.				Trails	District/Volunteer time and printing/distribution costs - TBD
medium	5.1.2	Trail Connections and Development	Provide links and information on the District's website to outside agencies' trail maps in proximity to the District.				Communications/ Trails	District/Volunteer Time
medium	5.2.1	Trail Connections and Development	Planning of major trail corridors and greenways should take into account primary wildlife corridors and sensitive ecological areas (see Maps H and I in the GIS Mapping and Spatial Analysis Section). Therefore, thorough site and corridor analysis will need to occur in the programming and design process of any recommended recreation facilities or trail amenities.				Trails	Environmental Impact Reports - TBD based on size and scope of project

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
medium	6.1.1e	Recreation Facility Development	Adjust insurance coverage of the CCCPRD to accommodate the agreements with the School District and any anticipated use for District programming on the artificial turf fields.				Insurance	Insurance cost - TBD
medium	6.2.1	Recreation Facility Development	Establish agreements with alternative providers or partners to use their facilities for District events and programs until a time that District has facilities available for programs or resident use.				Partnerships	Agreements - TBD legal fees; Cost for facility use/rental depends on agreements with alternative providers
medium	6.2.2e	Recreation Facility Development	The District should work to balance the preservation of natural resources with context-appropriate design (incorporating sensitive areas, considering water resources and community values) of recreation facilities and programs that celebrate, conserve and promote stewardship of ecologically sensitive lands. Continue to work to be a role model for Healthy Forest Stewardship.				Preservation	N/A unless "official" certifications such as LEED or Healthy Forest Stewardship are desired. Program space and materials - TBD.
medium	6.2.2f; 6.2.5a	Recreation Facility Development	Assure that any <i>structures</i> at the "Community Gathering Park" are created to be sustainable and low maintenance in order to minimize the annual maintenance and operations costs of the facility as well as the impact on Canyon resources. Incorporate the use of green energy and sustainable approaches and ideas into the design where appropriate. This may include but is not limited to structure or materials re-use, low flow fixtures, motion-activated lighting, low-VOC furnishings and paint.				Community Park	TBD - Capital Costs. Long-term Cost Savings - TBD.
medium	6.2.2f; 6.2.5a	Recreation Facility Development	Assure that the "Community Gathering" Park <i>site</i> is created to be sustainable and low maintenance in order to minimize the annual maintenance and operations costs of the facility as well as the impact on Canyon resources. Incorporate the use of green energy and sustainable approaches and ideas into the design where appropriate. This may include but is not limited to minimizing site disturbance for facility improvements, creative drainage and water quality solutions, minimizing mature vegetation removal, creative parking solutions, night-sky friendly light fixtures, recycling/zero waste operations, renewable energy, and locally sourced materials.				Community Park	TBD - Capital Costs. Long-term Cost Savings - TBD.
medium	6.2.4	Recreation Facility Development	Once a parcel is purchased for the "Community Gathering" Park, a detailed Final Concept Plan, including site and building design, should be developed to understand realistic site and facility design based on the final site's opportunities and constraints.				Community Park	TBD
medium	6.2.5	Recreation Facility Development	Finalize site planning, permitting and construction documents in order to begin construction of "Community Gathering" Park site.				Community Park	Consultant fees - TBD based on scope of work. \$60,000 to \$120,000
medium	6.2.5b	Recreation Facility Development	Begin construction on a "Community Gathering" Park by either renovating or constructing an indoor structure and starting preliminary site work for exterior amenities.				Community Park	TBD based on materials and design and new versus remodel

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
low	1.3.1a	Partnerships	Establish a formalized use agreement with partners (such as CCCIA, schools, Camp Eden, Camp Wondervu, and others) for use of their facilities for programs and special events, especially after the District has insurance to offer programming.				Partnerships	District/Volunteer Time and Legal fees/consultation - TBD
low	1.3.1c	Partnerships	Understand the needs for maintaining or improving the CCCIA Hall due to its age. If the District has shared use of the building for programming, work to establish an agreement to assist in costs for such maintenance or improvements, as well as reciprocal use of any facilities constructed by the District.				Partnerships	District/Volunteer Time and Legal fees/consultation - TBD
low	1.3.3; 1.3.3a	Partnerships	Continue to communicate with representatives for Camp Eden to develop potential use agreements or facility partnerships and work with Camp Eden to understand the availability and access allowed to their facilities and property.				Partnerships	District/Volunteer Time
low	1.3.3a	Partnerships	Work to establish a use agreement for Camp Eden facilities for District activities, leagues or programming which will not conflict with the existing programs run solely for Camp Eden visitors or with the mission of the Camp. (i.e. - basketball leagues, father-daughter dances, movie nights, carnivals, and trail access.) Shared use and assigned responsibilities for improvements and/or maintenance should also be part of these discussions/agreements.				Partnerships	District/Volunteer Time and Legal fees/consultation - TBD
low	1.3.4; 1.3.4a	Partnerships	Continue to communicate with representatives for Wondervu Conference and Retreat Center to develop potential program or facility partnerships and work with Wondervu Conference and Retreat Center to understand the availability and access allowed to their facilities and property.				Partnerships	District/Volunteer Time
low	1.3.4a	Partnerships	Work to establish a use agreement for Wondervu facilities for District activities, leagues or programming which will not conflict with the existing programs run solely for Wondervu visitors or with the mission of the Retreat Center. Shared use and assigned responsibilities for improvements and/or maintenance should also be part of these discussions/agreements.				Partnerships	District/Volunteer Time and Legal fees/consultation - TBD
low	1.3.7	Partnerships	In order to maximize the wide variety of potential resources found in and adjacent to the Canyon, CCCPRD should work to partner with other organizations and agencies (including, but not limited to): Schools – Mountain Phoenix Community School, Boulder Valley School District; Local Businesses – Coal Creek Coffee & Books, gas stations, restaurants, etc.; Homeowners Associations – Blue Mountain, etc.; Coal Creek Fire Protection District; The Environmental Group (TEG); Church groups; Parenting groups and volunteer organizations; Youth organizations and recreation participants – Cub Scouts Pack 51, Canyon Daisies, Dance with Two Left Feet, etc.; and District Residents with Recreation and/or Technical Expertise (volunteers)				Partnerships	District/Volunteer Time
low	5.2.2	Trail Connections and Development	Develop design standards for various trail types for trails managed by the District based on existing standards in Boulder County and Jefferson County Open Space and in coordination with the Boulder Mountainbike Alliance (BMA) and Colorado Mountain Bike Association (COMBA) and other trail groups. This will minimize liability issues and establish consistency in design, no matter who designs or builds the trails (Open Space Departments, volunteers, private contractors, the District, etc.)				Trails	District/Volunteer Time and/or consultant fee: \$2,000 to 5,000 for Pricing Policy
low	5.2.3	Trail Connections and Development	As trails are developed, incorporate preferred attributes for trails (indicated through community input): 3+ miles in length (one way) (41% of survey respondents), natural terrain (75% of respondents), soft-surface, and moderate difficulty level (i.e. Medium grade, some hills) (78% of respondents) as well as for multiple types of users.				Trails	N/A
low	5.3.1	Trail Connections and Development	Coordinate with responsible agencies to add trailhead signage at the trailheads of public trails.				Trails	District/Volunteer time and \$50/sf, total will be based on type/size of sign constructed

Mid-Term Priorities 2014-2017

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
high	1.1.3b	Partnerships	Partner with Colorado State Parks, specifically Golden Gate Canyon and Eldorado Canyon State Parks to successfully promote the availability of facilities and providing year-round access to State Park facilities, including trails, campgrounds and other amenities.				Partnerships	District/Volunteer Time
high	1.1.3c	Partnerships	Promote the availability of Harmsen Ranch Guest House, meeting rooms and group camping facilities in Golden Gate Canyon State Park for rentals and programming opportunities.				Partnerships	District/Volunteer Time
high	1.3.2c	Partnerships	Develop programming in conjunction with Jefferson County and Boulder School Districts to meet the needs of the community's youth. This may include arts, culture and fitness programs, extreme sports, after school activities, and joint programming or transportation agreements.				Partnerships	District/Volunteer Time, cost of programs TBD based on program. Insurance - TBD.
high	2.2.7	Partnerships	Schools and the internet should be the primary avenues for distributing information for youth-focused activities and events, (i.e., Facebook, Twitter, etc.)				Communications	District/Volunteer Time
high	4.2.5a	Traditional and Alternative Funding	Each program area should track direct and indirect costs, establish a philosophy on a program's benefit to the community, determine cost recovery goals, and set pricing based on the community's values and District's goals. In addition, users are more likely to agree to fee levels when they themselves can see the current fee versus the cost to provide the service.				Administration	District/Volunteer Time
high	6.2.2d	Recreation Facility Development	Physical access to all District facilities should be maintained or improved over time to accommodate the 65+ age group.				Administration	N/A for new facilities as it will be built into the design. Existing facilities: costs TBD associated with retrofitting existing structures or sites
high	6.2.5c	Recreation Facility Development	When the funding or site planning for the "Community Gathering" Park requires separate phases, project the additional phases and funding needed into the Mid to Long-term goals of the Master Plan.				Community Park	N/A additional costs
medium	1.1.1a	Partnerships	Partner with Jefferson County Open Space and Community Resources (JCOSCR) to support and advocate for JCOSCR's purchase or lease of the State Land Board Blue Mountain Property				Partnerships	District/Volunteer Time
medium	1.2.2; 1.2.2a	Partnerships	Establish communications with key personnel at the US Forest Service, specifically the Arapaho-Roosevelt Forest to coordinate on appropriate trail connections onto Forest lands from areas within the District. This specifically includes access to trails accessing Thorodin.				Trails	District/Volunteer Time
medium	2.1.6	Partnerships	Update the Recommendations and the Prioritized Action Plan of this Master Plan in 2015 to remove accomplished goals and add additional action items that may have developed since this document was completed in 2011.				Administration	District/Volunteer Time
medium	2.2.6	Partnerships	Promotional efforts should be directed at the Canyon's youth and families, because they are at a stage where it is important to instill life-long, healthy habits that include regular physical activity. Both parents and children should be targeted in an informational communications strategy explaining how outdoor activities can help provide a fun, enjoyable way for youth to stay fit and healthy.				Communications	District/Volunteer Time, Marketing Materials cost TBD based on type and number
medium	4.2.3	Traditional and Alternative Funding	As District programs and facilities are developed, utilize a market analysis to establish user fees, admissions, programs and for rentals of facilities. Consideration for appropriate user fees is also part of customer service-oriented funding. Fees should not be too high; otherwise low participation occurs, though a low fee will affect the District's cost recovery and ability to defray costs.				Administration	District/Volunteer Time. If consultant is used - \$20,000 for Fee & Charges Policy Development
medium	4.2.4	Traditional and Alternative Funding	As the District develops programs and facilities it will be important to track both direct and indirect costs, to set fees to cover equipment, labor, and maintenance for the support services it is providing. The District should develop a tiered fee system for rentals which is structured by classification as residents, non-residents, non-profit organizations, and seniors.				Administration	District/Volunteer Time

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
medium	4.3.2	Traditional and Alternative Funding	The District should put efforts into developing corporate sponsorship program and naming rights for individual programs or facilities that would support these types of revenue generation. These sponsorship opportunities should be offered with a tiered level of benefits, should quantify marketing exposure for each level, bundle packages on a system-wide level, and bundle the assets of sponsors (i.e. - money, marketing, and product supply).				Fund-raising	District/Volunteer Time
medium	4.3.4	Traditional and Alternative Funding	The District should evaluate the potential of Federal funding opportunities, including the following funds: Land & Water Conservation Fund, National Recreational Trails Program and other key grant opportunities.				Grants	District/Volunteer Time and Matching Funds - TBD.
medium	4.3.4	Traditional and Alternative Funding	The District should evaluate the potential of Federal funding opportunities, including the following funds: Land & Water Conservation Fund, National Recreational Trails Program and other key grant opportunities.				Grants	
low	1.1.2	Partnerships	Partner with Boulder County Parks and Open Space (BCPOS) to successfully complete trail connections and trailheads from within the District onto Walker Ranch and other Boulder County Open Space lands.				Trails	District/Volunteer Time; Construction cost TBD based on type and location of trail
low	1.2.1	Partnerships	Establish a relationship with the City of Boulder Open Space to improve or create additional trail connections between their lands and properties within the District.				Trails	District/Volunteer Time; Construction cost TBD based on type and location of trail
low	1.2.1a	Partnerships	Coordinate with two agencies to provide trail connections between City of Boulder Open Space lands and Coal Creek Canyon Park (owned by Jefferson County Open Space).				Trails	District/Volunteer Time; Construction cost TBD based on type and location of trail
low	2.2.5	Partnerships	Develop programs that promote physical activity and outdoor recreation for the older adult population that include a range of activities beneficial to all abilities should be included (i.e. – wildlife viewing, outdoor education, hiking, backcountry camping, etc.). See recommendation 2.2.6 for youth-focused recommendation.				Programs	District/Volunteer Time and Insurance - TBD
low	5.2.4d	Trail Connections and Development	The District should work with partnering agencies, land managers and land owners in order to increase access to existing public lands, as well as the development of additional trail connections including White Ranch Open Space to Coal Creek Canyon Park				Trails	District/Volunteer Time; Construction cost TBD based on type and location of trail
low	5.2.4f	Trail Connections and Development	The District should work with partnering agencies, land managers and land owners in order to increase access to existing public lands, as well as the development of additional trail connections including exploring connections to Gross Reservoir trails from public roads or lands within the District				Trails	District/Volunteer Time; Construction cost TBD based on type and location of trail

Long-Term Priorities 2018-2020

Priority	Strategy Number(s)	Category	Strategy Description	Estimated Goal Initiation Date	Estimated Completion Date	Champion	Group / Strategy Team	Cost Estimate
high	1.1.1c	Partnerships	Continue to partner with JCOSCR through future joint-venture grant opportunities for facility and trail development.				Partnerships	District/Volunteer Time and Matching Funds - TBD.
high	1.1.3a	Partnerships	Partner with Colorado State Parks, specifically Golden Gate Canyon and Eldorado Canyon State Parks to successfully create trail connections and trailheads from within the District into Golden Gate Canyon State Park and Eldorado Canyon State Park.				Trails	District/Volunteer Time; Construction cost TBD based on type and location of trail
high	1.2.2b	Partnerships	Establish communications with key personnel at the US Forest Service, specifically the Arapaho-Roosevelt Forest to coordinate on appropriate trail connections onto Forest lands from areas within the District. Explore appropriate trail use in and around Gross Reservoir on Forest lands.				Trails	District/Volunteer Time
high	1.2.4a	Partnerships	Establish communications with personnel on the Denver Water Board to understand the restrictions or potential public access opportunities for the Leyden Gulch parcel south of Highway 72 east of the District and adjacent to Coal Creek Canyon Park (owned by Jefferson County Open Space).				Partner	District/Volunteer Time
high	5.2.4b; 5.2.4c	Trail Connections and Development	The District should continue to work with partnering agencies, land managers and land owners in order to increase access to existing public lands, as well as the development of additional trail connections including between Douly Draw and White Ranch Open Space and Eldorado Canyon SP/ Walker Ranch and Golden Gate Canyon State Park				Trails	District/Volunteer Time
medium	1.2.3	Partnerships	Work with personnel at the Bureau of Land Management to provide public access and outline key use requirements for the parcels owned by the BLM located in the north part of the District.				Trails	District/Volunteer Time
low	5.3.1a	Trail Connections and Development	When trails are owned by the District, trailhead signage should be consistent in style, materials, language and size and incorporated into any trail design standards adopted or used by the District.				Trails	District/Volunteer Time; signage will be approx. \$50/sf, final cost will vary based on size and type of sign.

