

Six roundtable meetings were hosted December 5<sup>th</sup> and 6<sup>th</sup>, 2013.

77 people participated in one or more of these three hour long meetings.

The six Roundtables were organized around topics of:

- A. Enhancement and Expansion of Open Space, Trails, and Recreation
- B. Special Events Promotion and Organization
- C. Partnerships and Collaborations for the Parks and Trails System
- D. Community Development and the Parks and Trails System
- E. Parks, Trails and Open Space Current System Evaluation
- F. Recreation, Outdoor, and Cultural Programs

The following is a brief summary of the main findings, ideas, and themes discussed within these meetings. The discussion provides a range of perspectives to inform the Master Planning process.

## **A. Enhancement and Expansion of Open Space, Trails, and Recreation**

Attendees prioritized topics for discussion as follows:

1. opportunities for open space expansion
2. most vulnerable natural resources
3. use trends and planning for future population
4. partnership opportunities
5. accessibility improvements to parks, trails, and recreation
6. management of lands and natural resources
7. regulations and management for how lands are used
8. gap analysis of services and programs
9. funding for enhancement and expansion

Themes:

- Trail Use and Connectivity
  - Long term will need to provide urban and non-urban trail opportunities throughout the metro area.
  - Need a way to make a complete system that everyone has access to. Fill in the trail gaps to improve connectivity.
  - Better signage, maps, and raising awareness might be a keys to creating better connectivity using the trails and streets
  - Equestrian community is underserved
- City's Long Range View of Development
  - There is a constituency that supports trails and that have a high profile, however retrofitting trails in certain developed areas as infill is challenging
  - The City should be more aggressive with land use acquisition and easements – even before development occurs as development may not come for a long time in the

- future. Seek the creation of interim trails to help fill the gaps proceeding development.
- Make sure the trail system is comprehensive between the City and the County lands
- Tourism Opportunities and Trends
  - The idea has been explored with the Ring the Peak trail
  - Air Force Academy, Pikes Peak, Winds etc., they need to be able to cross market the activities
  - People are recreating closer to home now more than in the past. But there isn't enough awareness about all the trails available.
  - Colorado Springs is a big running community and there are many opportunities related to tourism
  - Motorized Uses – There is a growing trend for people who want to use the trails on something motorized (e.g. mobility assistance, Segway's), however, the bike ordinance says you can't use the trail system for motorized uses
  - Accessibility issue – getting from the car to the trail may not be easy if you are in a wheelchair, we don't have trails for the blind or other abilities needs.
- Priorities for Investment
  - Fat bikes are the biggest growing segment in the cycling community
  - Promote urban adventures that maximize the use of drainage ways for trails. There is a need to be smart about spending on improvements and leverage the money being spent on drainage infrastructure, which can be an amenity for the trails system
  - Need for safe commuter routes, grade separation, interactive signage and wayfinding systems
  - Leveraging partnership projects for regional connections (county, state, national, grant opportunities)
  - Commercial developers should be partners in creating trails
  - Maintenance and safety should be high priorities
- Enlargement and Enhancement of Open Space
  - The eastern portion of the city, which is more neglected in terms of open space. Western side of the city has opportunities. Floods and fires bring up opportunities
  - South Cheyenne Canyon area
  - Williams Canyon area– was impacted due to Waldo Canyon fires
  - Mountain Shadows area adjacent to Pike National Forest.
  - Queens Canyon area – allows public access, but there is no guarantee.
  - SDS reservoir
  - Upper Williams's Creek Reservoir on unincorporated County lands, could be a partnership opportunity for water based recreation
  - Banning Lewis Ranch – initiative to connect Jimmy Creek Park in a broad swath of land to Corral Bluffs open space
  - Corral Bluffs expansion
  - Connect Blodgett Peak Open Space to Waldo Canyon
  - Lands that interface with the National Forest – Cheyenne Canyon, Waldo Canyon – increases access and ability utilize more properties to provide trail connections
  - Fountain Creek
  - Jimmy Creek
  - Forest Lakes
  - Rock Creek Area

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- Opportunity to work with utilities that own properties to gain recreation access/natural area management.
- Where Might Vulnerable Natural Resources Exist
  - Everywhere, inability to effectively manage resources. Deterioration and degradation is caused by unique site/climate conditions that make recovery challenging due to soil, vegetation, and lack of water.
  - Overuse of parks, floods and fires also contribute.
  - Many social trails are created because of a lack of loops, connectivity, and network.
  - Corral Bluffs
  - Mountain backdrop
  - Floodplains/floodways/ greenways/waterways/ natural vegetation
  - Balance use with preservation is a challenge in many areas
- Partnerships and Collaborations
  - Have been exploring if TOPS funds can be used for conservation easements
  - Friends groups – ex: Pine Cliff Development and the Friends of Ute Valley Park
- Planning Needs:
  - Open space acquisitions mapped and identified
  - Inventory and case study addressing potential lands and current conditions
  - Gap analysis for connectivity for trails and open space
  - Long term values and mission for the purpose of acquisition – resource protection/ recreation – long term funding and maintenance
  - Meaningful measurement- trails that connect and get used
  - User friendly things, mapping, communications, integration of technology, emergency reports, wayfinding, emergency reports
  - Top 10 properties for acquisition identified along with an economic analysis of what it would take to accomplish it.
  - Clear approach on execution / implementation to get things done
  - Broad, ambitious, big vision within the master plan
  - Complete drainages policy
  - Need a downtown and urban focus to encourage trails with infill
  - Need a comparative analysis of what the different communities are putting in for taxes.

## **B. Special Events Promotion and Organization**

Attendees prioritized topics for discussion as follows:

1. trends and vision for the future
2. facility needs
3. barriers to holding events
4. tourism opportunities
5. promotion and marketing strategies
6. revenue generation opportunities
7. reservation and permit process
8. safety at events
9. event organization and successes and future needs
10. partnerships and collaborations
11. near term issues
12. existing and potential special event locations in city parks and trails

Themes:

- Trends and Vision for the Future
  - Olympic Training Center opportunities for partnership
  - People bring their families to special events and make a holiday out of it, spending a few days or more, doing tourist activities and other things outside of the event.
  - Events and activities for older adults such as Pickleball
  - Rocky Mountain State Games has high growth in attendees
  - Colorado Springs for the health, wellness, fitness reputation – this is what sets CS apart from Cities. Mountain views, recreation within the city, and 300 days of sunshine attract people
  - Need to find a balance between parks serving residents and the hosting of events
  - When other companies come in from outside the city to host events, they tend take their money they generate with them
  - Events with Interactivity – people want to be doing something
  - Bigger and bigger events
  - Each event has its own unique demographics
  - Food trucks – people want a place where Food Trucks can plug in
  - Popularity of 5Ks and 10Ks. People running on the street
  - Non-traditional/extreme sports: Pikes Peak events on steep paved route, anything related to high speed (cycling, downhill skateboarding), fat bikes, hill climbs, sports on artificial turf
  - Filming activities within parks and trails- commercials, movies.
- Safety
  - Safety definitely a major trend/barrier for events
  - Safety issues at events that get media attention: shootings on trails, needles in restrooms, break in of cars.
  - Daylight is the solution to many safety issues – host daytime events
  - Safety could be solved with a police presence at the skate park- security cameras
- Revenue generation opportunities for the parks and trails
  - Gifts and Fees for Events in Parks
  - Event revenue going directly to parks maintenance and support services
  - Donations from event attendees- unique ways to collect donations

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- Organization adoption for events
- Re-evaluate the events rate structure
- Fee waivers for non-profits evaluation and criteria for approval
- Foundation to represent all parks
- Event facility needs
  - Parking, event staging area, shuttles, buses, encourage people to bike
  - Access to drinking water for attendees, to run machines, vendors, etc.
  - Electric power rather than needing expensive generators
  - Seating for events: bleachers, natural seating, amphitheater
  - More locations that can host large-scale events
  - City need: Staff to be at events to assist organizers with power, safety, water, etc.
  - Challenge to balance events with the intended use of some parks
  - Cross-promoting events and making people aware of other things to do in Colorado Springs
  - Maintenance of existing facilities is a huge issue. (example- skate park)
  - Safety – lighting, barricade needs
  - Need more facilities to accommodate BMX biking and avoid collisions
  - How parks can help with the infrastructure to make these events more turnkey
  - Pickleball needs dedicated courts to attract tournaments
  - Farmers Market- location with minimal wear and tear to grounds and no conflict with other park users
  - Pedestrian access issues – When and How to shuttle people in
  - Need a new Showmobile
  - Amphitheater
  - Bike lockers
  - Hydration stations
  - Dedicated location that supports alcohol in the park for events
  - Clean and Safe Bathrooms in the numbers needed for events. Port-a-potty designated locations
  - ADA access is an issue across the board at all parks
  - New Summit House for Pikes Peak is a priority to build
  - Maintenance costs for historic buildings
  - Grass maintenance/artificial turf
  - Dedicated festival space/ thoughts about grounds management
  - Reduced impact of events- support to make them more “green”
  - Event Volunteerism – finding people, ideas for management
  - Institutionalize the city resources to help groups identify the best facilities for their events
  - Access plans and avoidance of obstruction of multiple park use during events (example skate park events interfere with ice skating arena use due to not enough road/parking access points)
- Barriers to holding events
  - Regulations: forest service ownership, land deed restrictions
  - Permitting needs from variety of city departments. Has been improved dramatically in the past 5 years.
  - Cost of closing roads for events
  - Not enough places to hold events
  - Reaching saturation levels at some parks- high use is degrading the parks or reducing the ability for the public to use the parks.

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- Tourism Opportunities
  - Fund CBB and support them
  - Need an avenue for local events that are really good for the community
  - Having multiple events in the same time period to increase interest in both
- Promotion and marketing ideas
  - Promote tourist attractions to event attendees
  - Need cross promotion and a one-stop website for all events. Promotion to visitors with lodging association
  - High quality video promotion about events

## **C. Partnerships and Collaborations for the Parks and Trails System**

Attendees prioritized topics for discussion as follows:

1. existing facilities and properties strengths and weaknesses
2. volunteerism future
3. resources for support, information, and training
4. recreation/outdoor/cultural program offerings and gaps
5. opportunities for collaboration
6. recreation user group interests

Themes:

- Existing facilities and properties strengths and weaknesses
  - Strengths:
    - lots of human interaction opportunities- volunteers share their stories and pay it forward
    - use is not casual – people have real affinities to the properties – people see the need because they see if they don't fix it, it won't get done.
    - historical significance is part of the foundational excellence of the city
    - Parks and natural areas are part of the City's identity and reason people live here
    - Diverse set of facilities and trails
    - Strategically placed community centers and partnerships with YMCA and other recreation providers
  - Weaknesses:
    - Budget cuts have obvious physical implications, staff implications
    - Friends groups are starting to burn out. Not sustainable long term and for routine un-glamorous maintenance
    - Instead of fixing things we are turning them off/shutting down.
    - Volunteers don't provide the technical expertise to do the repairs and maintenance needed.
    - It's easier to raise money for a new project – harder to raise sustainable funding for maintenance
    - We need to address restoration needs and ecological health
    - Fire mitigation issues
    - Enforcement – can have all the rules but if there isn't a mechanism to enforce it is a problem.
    - Need more parks staff- gaps in what the friends groups can provide
    - Need a diverse revenue stream for the parks department.
    - Need a mechanism for raising funds through friends groups and idea sharing about best methods
- Volunteerism Future
  - Friends group are getting burnt out and there are not others prepared to take their place. Need new sources of volunteers: younger generations, military, schools, employer groups etc. Succession planning needed for friends group boards.
  - Hosting special day such as anniversary events draws out volunteers, raises the profile of the park.
  - Philanthropic burn out- especially because of regular occurrences of flood and fires.
  - TOPS success might be a motivator for people to say yes to funding for other parks funding. Need a vision of why we should invest in our parks.
  - Ambassador program for trails and parks, volunteer rangers.

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- Skilled volunteers to complete special projects such as restoring street cars.
- Identify tasks that volunteers don't want to do/shouldn't do such as clean up graffiti, rule enforcement etc. and find a solution
- To successfully raise money for parks it can't be a replacement for taxes – has to be in addition to... there has to be an understanding that budget cycles go up and down
- There should be a consistent “maintenance of effort” agreement with friends groups and the city that holds both groups responsible and that communicates that each groups' contribution should not be replacing the other city funding.
- Expand the advisory role of the Super Friends Groups there is a need to help the friends groups and other groups get through the bureaucracy and administration issues – super non- profit could have the organizational capacity to help the groups such as with organizational structure, seeking grants, training.
- Metro-district parks in new communities operate differently and we need to engage residents in supporting regional parks and natural areas
- Resources/Support/Information and Training Needs:
  - The city's crew leader training program has been highly successful. Need to raise awareness of the program.
  - Need a way to tell a positive story about all the volunteers provide to the city, hone and recognize our volunteers.
  - Need a way to measure the contributions of volunteers as a comparison to other community.
  - Outreach to raise ecological literacy and awareness of park and open space attributes
  - Educate people about the need to give to the parks- example the of the volunteers at the top of the Incline collecting donations.
  - Gain media attention about clean-up events, value of a park to the community
  - Transportation gap to get underserved youth “at risk” involved in parks
  - Signs in the absence of park rangers
- Opportunities for collaboration and partnership
  - Model of the Pikes Peak Urban Gardens
  - Friends groups raise money for bus for bringing youth into parks and have director to teach
  - Create relationships with local businesses- team building, giving back to the community
  - 3 local colleges- specialized knowledge want to gain experiences and do outreach.
  - Family friendly volunteer activities, youth activities
  - Community center collaboration with non-profit groups
  - Activity user groups collaboration- if sports groups want/have a presence in the park they can have a role in volunteering

## **D. Community Development and the Parks and Trails System**

Attendees prioritized topics for discussion as follows:

1. park dedication policy successes and challenges
2. role of special districts
3. development growth considerations
4. perception of parks, trails, open space, recreation, gateways/streetscapes contributions to quality of life
5. management and maintenance
6. tourism opportunities and driver of economic opportunities
7. development review processes

Themes:

- Special districts role
  - Metro district works well for new development- they provide for the management, maintenance, and market desires for a park and landscaped areas. The concern is that those outside of a metro district don't have as nice of parks. It makes it challenging to get support for a city park tax from those that already pay specifically to their metro district
  - Athletic specific parks are not being built by districts- more neighborhood playfields
  - Should we have a park district that encompasses a larger boundary? It might be the most affordable way to provide funding to the park department. May not be an easy political sell for voters. Boundary would exclude the special districts.
- Management and maintenance
  - Cost sensitive when you develop the parks in the first place. Have water rights and use non-potable to water lands
  - Should we be looking to redevelop some parks to make more valuable to people? Evaluating how parks are being used and which ones are overused or underused
  - New development should not just have a land dedication but think about construction and maintenance costs.
  - Could look at requiring less land from the developer but more park facilities
- Development growth considerations
  - Nearly a third of the city is developable and in an annexation area and has a master plan - "Banning Lewis Ranch Area"
  - Parks and trails qualities drive the home purchase
  - Who builds the really big recreation centers? Not typically something one developer does- a city role
  - Commercial development has no park dedication requirement. It would be a challenging idea to implement the same way as residential development- but there may be some techniques to gain support for trails since they are commuter routes and an employee amenity. Mixed-use might be acceptable to have a park requirement.
  - Baby boomer park amenities should be part of the mix- exercise for seniors.
  - Urban design plan is needed for all parts of the city. Unique character for different parts of the city expressed in the parks.
- Park dedication requirements

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- If you are not subdividing there are no fees collected for parks. There are not impact fees. If they are already platted you won't pick up fees. Need to figure out how to address this in a committee as this is an issue for infill.
- Infill development is challenging in the city due to infrastructure challenges (ie investments in stormwater, sewer, and other utilities is needed) in order to make infill feasible for a developer. Parks don't do enough to work as a catalyst for change until the utility issues are fixed.
- Opportunity for Park impact fees to pay for sports and regional facilities? There is not a disincentive on sprawl.
- How do you value property for parks? The amount of the fee is argued about.
- Pull out the park policy part from the school district policy part to come to an agreement. There is no reason it can't be pulled out of the dedication section.
- Needs to be a reduction of 10% of the acres of irrigated turf.
- Parks and stormwater. Water quality improvements. Parks and stormwater management can't be combined in the dedication of parkland. It could change how people recreate if this becomes an opportunity.
- Role of parks in downtown redevelopment/tourism
  - Park investment signals to people where they might want to live/have businesses
  - Colorado Springs has lost its competitive edge on city development due to larger infrastructure issues. The type of small infill projects we experience now are a small niche market.
  - America the Beautiful Park investment didn't pan out to be the redevelopment driver because of the limitations on the surrounding sites. It works best when investment in a park occurs adjacent to sites that are possible for redevelopment.
  - We have a cultural perception that we don't spend money on buildings or urban areas because we have so much free natural beauty surrounding us. We don't invest in ourselves.
  - Manitou Springs is looking to a recreation based economy and making changes such as with the CDOT CO Ave and Ridge Road investment.
  - City for champions is the type of investment as a big statement about reinvestment. Sports and recreation center of the nation. So we target weekend warriors. The parks could become the economic driver. The vision has not been laid out clearly. Low tax can't be the only message
  - Olympic promenade needs to be improved. Why doesn't the Olympic committee get engaged more with the city- no one asks them.
  - Bring streetscapes into the master plan. Losing mature trees along streets. Not improving medians. Think about a big view of tourism to move our streets up to the level that will be attractive to people.

## **E. Parks, Trails, and Open Space Current System Evaluation**

Attendees prioritized topics for discussion as follows:

1. enforcement
2. connectivity to parks and trails
3. maintenance approaches
4. use trends and planning for future populations
5. trails, open space, medians, recreation, and parks opportunities
6. facility conditions
7. most vulnerable natural resources
8. conservation
9. safety and public welfare
10. customer service and efficiency
11. flood and fire considerations
12. funding
13. program offerings opportunities
14. re-purposing or adapting parks

Themes:

- Enforcement
  - Culturally within the city we don't enforce rules regulations on site. People take advantage of this knowing parks staff can't enforce. What level of enforcement authority should parks employees have in regards to patrolling / upholding rules and regulations on city property?
    - parking issues
    - dogs off leash
    - activities that would normally be ticketed
    - violation of signed rules
    - graffiti
    - homeless issue
    - criminal activity
    - arson on open space lands
    - social trails degrading environmental resources
    - park vandalism
    - car break-ins
    - female and child security safeguards
  - Calls end up going through to the police department but there isn't a great working relationship for enforcement in parks. No dedicated parks police anymore.
  - Some parks people avoid entirely because of misuse by others.
  - Not enough police officers to act proactively and change the culture.
  - CO Parks and Wildlife did a survey which found that people were willing to pay the entrance fee/ like the State parks because of security and feeling of safety
  - Can we quantify the costs of not enforcing rules? We spend so much on property damage, restoration, new parks it might be that we are just paying in a different form.
  - Are there insufficient places to take dogs off leash that is creating a misuse of parks?
  - Fees could be charged at some places to pay for enforcement
  - Limited controlled entrances with closure at night or rotating days
  - Influence youth culture and educate about their responsibilities

- City communications office could do outreach to promote.
- Connectivity to parks and trails
  - There is a big question of when the trail connections will be completed. User groups demand sections to be completed. The whole system is improved with these connections. People call the department often and ask for a time-frame for completion. We don't have the answers.
  - Reasons some sections of trail get completed sooner than others- typically is from ROW acquisition delays, rail road crossing coordination, property owner issues, or legal rights. Usually the money is dedicated but there are permitting and right-of-way issues.
  - Colorado Springs does not prioritize trail development and use such tools as a condemnation for public benefit.
  - The City's current real estate policy is that they are willing to pay up to 10% over free market value of the land, however in some cases that's not enough. The public and political pressure, value the trail will bring is not always evident to land owners
  - Developers want to avoid the liability of a trail easement and fence off the trail, it creates a bad trail experience.
- Use trends and planning for future populations
  - Have heard the mentality that "we shouldn't buy more if we can't take care of what we have", but we don't want to get stuck there – would like to see the bigger goals that will reflect the lifestyle and population growth issues.
  - Older adult demographic: senior citizen playground, Community gardens
  - Look at pockets of demographic groups and supportive surrounding land uses
  - Open space raises the value of surrounding homes, even if it isn't "used" by the public
  - Need to address overused parks- too many events and activities in one space causing problems. Need a management plan for each park
  - One more park the size of Memorial would be a boon to the city
- Maintenance and management of parks
  - Backlog of things that need to be done. Buildings and structures and turf maintenance. Many things need to be replaced entirely instead of patched.
  - Playground structures – is another big deal, the City has 135-138 playground sites – standards are intense with ADA and 7th generation regulations etc. People make requests for new playgrounds all the time. Maintenance is a huge expense. They are a big liability because they are in such disrepair and there is no money to replace them. Used to adhere to maintenance/replacement schedules – things met the criteria and you just the improvement it then.
  - The southern part of the city is particularly in great need of improvements.
  - Spending too much time on picking up litter that staff doesn't have time for repairs.
  - Fire mitigation- important partnership with those in land management, utilities, public safety.
  - Ownership of the rules- sometimes if the kids make the benches and signs saying "don't do this" they don't get the graffiti and vandalism of regular signs.
- Program offering opportunities
  - Water recreation- only have Fountain Creek. Quail Lake popular for fishing.
  - BMX biking. Youth coaching and learning opportunities.

## **F. Recreation, Outdoor, and Cultural Programs**

Attendees prioritized topics for discussion as follows:

1. Facility, funding and resource needs
2. Program offerings and deficiencies
3. Partnerships and collaborations
4. Trends and changing demographics
5. New program opportunities
6. Participation barriers

Themes:

- Trends and changing demographics
  - We will see demographics of older adults not having income to provide tax income.
  - Geo-visualization: digitized maps
  - Museums are changing to be inquiry based exploration
  - Change in why and who volunteers. People are more project based.
  - Trend in younger people not volunteering at such levels of dedication.
  - Outreach in community centers and beyond
  - Getting kids outdoors in nature
  - North Cheyenne Canyon provides outdoor space for programs like boy scouts and outdoor education
  - Encouraging physical activity
  - Tennis trend- more kid focused.
  - Priority number one for El Pamar Sports Center is to create a dome for indoor sports
  - 15 new tennis courts at memorial park are a big plus. Maintenance of some courts throughout the city is an issue as about 50 are unplayable.
  - Easier to raise money bricks and mortar projects than maintenance.
- Program deficiencies and facility, funding and resource needs:
  - Disc golf
  - Pickleball courts
  - Not enough space for all the things that are needed and wanted, where they are located is also an issue- lower income need facilities.
  - Sometimes we need an education on why a tax is needed- like for watering grass.
  - Splash pads
  - More artificial turf fields are a city and school needs, can't find a home for sports.
  - Lacrosse is growing but don't have lines on the fields for it
  - Living year to year with funding so we don't know if you will be outsourced next year so can't start new programs.
  - Soccer indoor facilities are not available or any other all-purpose indoor space. Elementary school gyms are rented but would pay more for the right kind of space
  - ADA accessibility is an issue for where to take people to parks
  - Only downtown is served by the senior center, NE side of town is not served well.
  - No cultural activities out east, all are in the west or downtown. Interpretation along trails, mobile apps are ideas of how cultural activities could be easily expanded to other areas.
  - Bathrooms might not be open, thousands of kids at soccer competition and 2 bathrooms. 1 trash can.
  - Arts- 90 pieces of public street art but no funding source to maintain. Palmer structure \$30k to improve but there is no funding. Need an arts master plan.

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- No % for arts program like so many other cities have. New pieces of art donated require a 10% fee to maintain art. Upswing in arts donations since the recession. Installation, maintenance, safety, vandalized, stolen.
- The bulk of art is downtown. Other parts of the city need art
- Enrichment classes- arts, sports experts rent space in the school and hold programs.
- Friends groups have not operated much as fundraisers. Many of the non-profits are not trained or structured to be fundraising entities.
- Pikes Peak region “no better place than to see the history of the earth”. Need geological exploration and learning opportunities
- Need for more roundtables and discussion for strategic planning and partnership forming.
- Partnerships and collaborations
  - Facilities have been shut down that could be taken over and non-profits might come together and take over
  - Partnerships with senior groups to use facilities within the county. Multi-use of facilities
  - Need more communication about resources- such as grass being ripped up and given for free. Knowledge of what other people are doing is important
  - Most school shared use agreements with the city have expired and should be renewed with responsibilities identified.
  - No shared agreements between the county and the city. County now has some sharing of maintenance with the city.
  - El Pamar non-profit provides rec facilities and the city does some maintenance. This might be a model for the future. Organization outside of the city to manage the construction and use of facilities.
  - City seeks out program providers to serve people with special needs.
  - Capital project partnership. St. Mary’s field was similarly a partnership. YMCA built SE rec pool.
  - Outsourcing city parks and rec services
    - Some good experiences and some challenging ones. If it doesn’t make business sense or isn’t good for the community the city doesn’t outsource
    - Philosophical approach to reduce the number of city staff. Sometimes it would be better quality or cheaper for the city to do it and hire staff
    - For things like tennis lessons, it is a shift of thinking “are people willing to pay for a service or do taxes pay for it.
    - Outsourcing programs to private providers sometimes results in challenges of how to provide to low income or special needs groups.
- Fundraising and volunteers
  - Parents give financial support to individual sports programs that their children are participants. However, the sports groups haven’t been able to capture these funds under one umbrella to be able to support the programs where there is the most need. Instead of only fundraising for their sports team, we could raise funds for field improvements under one umbrella fundraiser. One entity trying to herd cats could be helpful.
  - Interested in having a regional park foundation- county involved. County non-profits would be louder if they came together and had leadership.
  - Developed a friends group to do fundraising. Paraplegic sports club is one example of Friends group -Therapeutic Community Partners. Grants are being research by the city.