

# Appendix F - Recommendations Linked to Goals and Strategies

## Goal 1

Maintain and protect our parks and recreation facilities and programs.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>1A</b> Create priorities for park and recreation facility maintenance on the basis of need, condition, use, and type.</p>	<ol style="list-style-type: none"> <li>1. Monitor the use and revenue potential of recreation facilities to help determine future needs.</li> <li>2. Purchase and implement a performance management software system.</li> <li>3. Upgrade one playground (including ADA improvements) and one irrigation system per year.</li> <li>4. Maintain parks at current service levels.</li> <li>5. Operate facilities at existing levels of service.</li> <li>6. Increase capital allocated to begin necessary renovation and refurbishment projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Develop an enhanced-comprehensive-emergency preparedness plan.</b></li> <li>2. <b>Increase staff for park maintenance.</b></li> <li>3. <b>Improve maintenance levels in parks, especially in turf areas, focusing on plant health and weed management.</b></li> <li>4. <b>Replace the fleet of motorized and nonmotorized water craft.</b></li> <li>5. Prepare management plans, with community involvement, for all developed and undeveloped park lands, including hardscapes, plant materials (horticulture, IPM, forestry), playgrounds, natural lands, and water resources. Develop consistent practices with other city departments that manage lands and water.</li> <li>6. Accelerate the park renovation and refurbishment schedule.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement management plans for all parks.</li> </ol>
<p><b>1B</b> Secure additional and stable funding for park maintenance to meet preferred maintenance standards.</p>	<ol style="list-style-type: none"> <li>1. Seek appropriate reimbursement from other local governments for inclusion services provided by the department.</li> <li>2. Negotiate an equitable joint-use agreement with BVSD.</li> <li>3. Discuss cost-sharing options with other organizations and departments with lands maintained by Parks and Recreation.</li> <li>4. Evaluate outsourcing of work.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Provide a full-time commissioned reservoir park ranger (share with the Public Works Department) for security, safety, and water-quality enforcement.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Retire the department's debt and reinvest funds.</li> </ol>
<p><b>1C</b> Increase collaborative efforts to maintain and beautify parks.</p>	<ol style="list-style-type: none"> <li>1. Restore the flower program in the Municipal Complex to contribute to economic vitality.</li> <li>2. Use volunteers and the jail crew for park maintenance.</li> <li>3. Pursue new partnerships with private donors and organizations to plant additional trees in city street rights-of-way.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Create at least one additional volunteer coordinator position, and provide resources for a volunteer program.</b></li> <li>2. Introduce a new flower program to community parks.</li> </ol>	<ol style="list-style-type: none"> <li>1. Partner with the Public Works Department to relocate and expand park shop facilities.</li> <li>2. Partner with the community to extend the flower program to all parks.</li> </ol>

## Goal 2

Become economically sustainable.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>2A</b> Secure adequate and stable funding sources, leverage resources, and develop long-term partnerships.</p>	<ol style="list-style-type: none"> <li>1. Evaluate the structure and adequacy of the development excise tax (DET).</li> <li>2. Renegotiate the Lottery Fund Agreement.</li> <li>3. Work with city leadership to achieve a more creative menu of fundraising strategies.</li> <li>4. Evaluate the department's contribution to city sales-tax revenues derived from special events and tourism.</li> <li>5. Renegotiate an equitable joint-use agreement with BVSD.</li> <li>6. Discuss cost-sharing options with other organizations and departments for lands maintained by Parks and Recreation.</li> <li>7. Work with the City Manager's Office and other departments to reduce duplication of services and implement efficiencies.</li> <li>8. Negotiate an equitable joint-use agreement with BVSD for indoor recreation or program space.</li> <li>9. Participate in the BVSD bond task force to identify mutually beneficial opportunities.</li> <li>10. Identify new funding sources.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Obtain dedicated funding for maintenance.</b></li> <li>2. <b>Secure new funding sources to reduce identified facility and program fees.</b></li> <li>3. Explore the concept of a regional special-taxing district.</li> <li>4. Research unrestricting funds.</li> <li>5. Implement new creative fundraising strategies.</li> <li>6. Explore retail/ concession opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Retire the department's debt and reinvest funds.</li> </ol>
<p><b>2B</b> Implement the Core Services Business Model.</p>	<ol style="list-style-type: none"> <li>1. Adopt a cost-recovery policy based on the Core Services Business Model.</li> <li>2. Evaluate programs that increase revenues at the Pottery Lab.</li> <li>3. Evaluate annually the attendance and cost-recovery of each recreation program and activity and adjust offerings as needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Restructure Recreation Activity Fund financing.</b></li> <li>2. Evaluate the department's age-based pricing structure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide a comprehensive year-round recreation program for under-served families and youth at low or no cost.</li> </ol>

**Goal 2, continued**

Become economically sustainable.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>2C</b> Invest in parks and recreation facilities and programs that offer opportunities to increase revenues.</p>	<ol style="list-style-type: none"> <li>Evaluate other recreation facilities for revenue potential, including dog parks.</li> <li>Build flexible program space at Iris Center.</li> <li>Evaluate program space at the recreation centers to maximize use and efficiency.</li> <li>Build a sprayground amenity at Spruce Pool.</li> </ol>	<ol style="list-style-type: none"> <li><b>Make Boulder Reservoir improvements, including: entryway enhancements, renovation of all existing structures, general enhancements, updated sand volleyball courts, picnic shelters, outdoor performance venue, accessible playground, ropes course, enhanced marina and maintenance building, parking improvements, beach improvements, and water amenities.</b></li> <li><b>Convert underused or inefficient space into program space for recreation programs.</b></li> <li><b>Fund a grant-writing position and pursue grants.</b></li> <li>Make Flatirons Golf Course improvements, including expanded driving range, new pro shop, new banquet/ restaurant/ conference facility.</li> <li>Develop strategic plans for key recreation facilities and programs.</li> <li>Make South Boulder Recreation Center improvements, including: leisure and therapy pool, additional gymnasiums, indoor running track, high-tech teen area, concessions, and additional program and office space. These improvements will require significant additional square footage.</li> <li>Accelerate the renovation and refurbishment schedule at recreation centers.</li> </ol>	<ol style="list-style-type: none"> <li>Make East Boulder Community Center improvements, including: additional gymnasium space, multi-purpose art room, outdoor covered patio, concessions, expanded leisure pool and weight room, additional program and office space.</li> <li>Make North Boulder Recreation Center improvements, including: concessions, improved parking, additional program and office space.</li> <li>Make Pottery Lab improvements, including: overall aesthetic enhancements, additional program, office, and storage space, and visible display area.</li> <li>Make Pleasant View Fields improvements, including: shade structure, permanent bleachers, playground, artificial turf at main field, and additional parking.</li> <li>Make Spruce Pool improvements, including: updated signage and entrance, and concessions.</li> <li>Make Scott Carpenter Pool improvements, including: spray amenities, slide, increased pool length (to 50 meters) updated signage and entrance, parking, weight-training area, concessions, and lounging area.</li> <li>Make skatepark improvements, including: modified design, fencing, lighting, BMX use, and parking.</li> <li>Make Flatirons Golf Course improvements, including: trail system and enhanced parking.</li> </ol>
<p><b>2D</b> Develop new enterprises and public-private partnerships to generate revenues and leverage resources.</p>	<ol style="list-style-type: none"> <li>Coordinate a public-private partnership roundtable to create strategies for partnering on city land.</li> </ol>	<ol style="list-style-type: none"> <li><b>Obtain certificates of participation to finance capital improvements.</b></li> <li>Prepare a parking study to determine if fees could help fund enhancements.</li> <li>Develop a cooperative agreement with the University of Colorado for the use of facilities.</li> </ol>	<ol style="list-style-type: none"> <li>Develop an endowment for the permanent maintenance and operation of historic and cultural facilities, including the train, Columbia Cemetery, and Andrews Arboretum.</li> </ol>
<p><b>2E</b> Promote economic vitality for the city through revenue-generating events and attractive parks and recreation facilities.</p>	<ol style="list-style-type: none"> <li>Work with the City Manager's Office and other departments to develop a sustainable citywide strategy for special events.</li> <li>Work with Boulder County to ensure continued legal access for special events on county roads.</li> <li>Develop an agreement with Public Works-Utilities to ensure continued active recreation use of the Boulder Reservoir.</li> </ol>	<ol style="list-style-type: none"> <li>Collaborate with Colorado Chautauqua Association and OSMP to prepare a strategic management plan for Chautauqua Park National Historic District.</li> <li>Seek major sponsors for key recreation facilities and special use areas.</li> </ol>	<ol style="list-style-type: none"> <li>Develop an interpretive trail system with signage to link parks, natural features, and historic and civic places (similar to the Boston Freedom Trail). Use this trail system as an educational opportunity and to promote tourism.</li> </ol>

### Goal 3

Fill in the gaps in our parks and recreation system.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>3A</b> Identify and obtain maintenance funding to complete development of new, undeveloped, or partially developed community, neighborhood, and pocket parks.</p>	<ol style="list-style-type: none"> <li>Build four new pocket parks, and allocate maintenance dollars for them.</li> <li>Build one new neighborhood park following completion of floodplain improvements.</li> </ol>	<ol style="list-style-type: none"> <li><b>Complete Foothills and East Boulder community parks, and allocate maintenance dollars for them.</b></li> <li>Build one additional neighborhood park and remaining pocket parks, and allocate maintenance dollars for them.</li> </ol>	<ol style="list-style-type: none"> <li>Complete Valmont City Park.</li> </ol>
<p><b>3B</b> Create partnerships to accelerate development of undeveloped parks, and include Boulder residents in the process of planning and designing parks and recreation facilities.</p>	<ol style="list-style-type: none"> <li>Collaborate with appropriate city departments for major park construction projects.</li> <li>Pursue collaborative opportunities for park acquisition and development, including community education on creating collaborative relationships.</li> <li>Coordinate a public-private partnership roundtable to create strategies for partnering on city land.</li> </ol>	<ol style="list-style-type: none"> <li>Partner with other departments to "green" the city and enhance physical connections, encouraging pedestrian activity and alternative modes of transportation.</li> </ol>	<ol style="list-style-type: none"> <li>Develop conceptual plans for Area III with community and city staff involvement.</li> </ol>
<p><b>3C</b> Incorporate social, economic, and environmental sustainability impact filters into planning and designing parks and recreation facilities.</p>	<ol style="list-style-type: none"> <li>Upgrade one playground (including ADA improvements) and one irrigation system per year.</li> <li>Maintain existing partnerships with community agencies serving at-risk youth, seniors, and people with disabilities.</li> </ol>	<ol style="list-style-type: none"> <li>Develop recreation programs identified through the Recreation Program Plan as high-community-need activities and services.</li> </ol>	<ol style="list-style-type: none"> <li>Provide some materials in other languages.</li> <li>Provide a comprehensive year-round recreation program for under-served families and youth at low or no cost.</li> </ol>
<p><b>3D</b> Use management plans to periodically evaluate existing parks to determine potential enhancements.</p>	<ol style="list-style-type: none"> <li>Review and update community park site plans.</li> <li>Develop sustainable management options for Tom Watson park.</li> <li>Identify sites for five new multi-purpose practice fields.</li> <li>Prepare management plans for all developed outdoor recreation facilities, including financial management, operations, event management, hardscapes, turf management, other plant materials (horticulture, IPM, forestry), and water resources.</li> <li>Prepare management plans for the Boulder Reservoir recreation operation and for Flatirons Golf Course, including financial strategies, operations, event management, hardscapes, turf management, other plant materials (horticulture, IPM, forestry), wildlife management, and water resources.</li> </ol>	<ol style="list-style-type: none"> <li><b>Build up to five new multi-purpose practice fields.</b></li> <li><b>Renovate sports fields (turf and irrigation) at East Boulder Community Park.</b></li> <li><b>Accelerate the renovation and refurbishment schedule.</b></li> <li><b>Replace restrooms and picnic shelters at North Boulder Park and Martin Park.</b></li> <li>Build restrooms and replace shelters at Scott Carpenter Park and Harlow Platts Park.</li> <li>Build permanent dog parks.</li> <li>Add additional new trees to streets and parks.</li> <li>Develop new and consistent park signage.</li> <li>Accelerate the replacement schedule for tennis, basketball, and handball courts.</li> <li>Evaluate the potential for consolidated sports field complexes to increase efficiency and improve league play.</li> <li>Evaluate parking options for Scott Carpenter and Spruce pools.</li> </ol>	<ol style="list-style-type: none"> <li>Develop conceptual plans for Area III with community and city staff involvement.</li> </ol>

**Goal 3, continued**

Fill in the gaps in our parks and recreation system.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>3E</b> Identify a strategy and funding options for developing Valmont City Park.</p>	<ol style="list-style-type: none"> <li>Review and update the Valmont City Park site plan.</li> <li>Analyze the feasibility of partnering with BVSD to develop multi-purpose sports fields at Valmont City Park using education excise tax funding.</li> </ol>	<ol style="list-style-type: none"> <li><b>Build the Valmont City Park access road to open up areas for development.</b></li> </ol>	<ol style="list-style-type: none"> <li>Complete Valmont City Park.</li> </ol>
<p><b>3F</b> Periodically evaluate geographic distribution of city park land to ensure service area guidelines and their implementation benefit all residents as Boulder's population grows and changes in density.</p>	<ol style="list-style-type: none"> <li>Conduct a parks and recreation needs assessment every two years.</li> <li>Negotiate a mutually beneficial arrangement with OSMP regarding Papini and Kentucky properties.</li> </ol>	<ol style="list-style-type: none"> <li>Conduct feasibility studies of specific potential new facility sites, including an analysis of costs and environmental and wildlife impacts.</li> </ol>	<ol style="list-style-type: none"> <li>Acquire park lands when opportunities arise.</li> <li>Acquire and develop a pocket park in the Gunbarrel retail core.</li> <li>Acquire and develop a pocket park and/or plaza in the Transit Village.</li> </ol>
<p><b>3G</b> Monitor and evaluate community needs and desires for new parks and recreation facilities</p>	<ol style="list-style-type: none"> <li>Provide on-going forums for public input regarding new/ improved recreation facilities and parks.</li> <li>Review proposals from user groups for specialized recreation facilities.</li> </ol>	<ol style="list-style-type: none"> <li><b>Develop a comprehensive program, service, and facility evaluation system that includes assessing community needs through feedback such as community forums and surveys.</b></li> <li>Increase funding for unanticipated opportunities for land acquisition and development.</li> <li>Prepare a systemwide analysis of community aquatic needs.</li> </ol>	<ol style="list-style-type: none"> <li>Plan for potential new facilities.</li> </ol>

## Goal 4

Engage a broader range of the community, especially under-represented populations.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>4A</b> Provide additional opportunities for under-served populations, to include but not be limited to, older adults, low-income youth and families, persons with disabilities, and non or limited-English-speaking residents.</p>	<ol style="list-style-type: none"> <li>Collaborate with other city departments, BVSD, and community agencies in providing opportunities to targeted populations.</li> <li>Maintain existing partnerships with community agencies serving at-risk youth, seniors, and people with disabilities.</li> <li>Provide Spanish instruction for some programs.</li> <li>Translate the Master Plan Executive Summary into Spanish.</li> </ol>	<ol style="list-style-type: none"> <li><b>Increase scholarships and reduced rates for under-served populations.</b></li> <li><b>Implement comprehensive programs at the four higher concentration housing sites for low-income families and youth (Kalmia, Glen Willow, Broadway/Iris-Hawthorne, and Manhattan).</b></li> <li>Create continuing education opportunities for staff to increase the number of bilingual (Spanish/English) staff.</li> <li>Offer programs not traditionally accessed by under-served families and youth (examples: sailing, tennis, golf).</li> </ol>	<ol style="list-style-type: none"> <li>Provide some materials in other languages.</li> <li>Provide a comprehensive year-round recreation program for under-served families and youth at low or no cost.</li> </ol>
<p><b>4B</b> Ensure equity in access to facilities, programs and services by creating and adhering to an Accessibility and Inclusion Policy.</p>	<ol style="list-style-type: none"> <li>Work toward total compliance with the Americans with Disabilities Act (ADA).</li> </ol>	<ol style="list-style-type: none"> <li>Ensure adequate public access to facilities (balance special use or rentals with public access) during prime-time hours.</li> </ol>	<ol style="list-style-type: none"> <li>Implement management plans for all parks.</li> </ol>
<p><b>4C</b> Increase financial support of the Youth Services Initiative to ensure its long-term sustainability.</p>	<ol style="list-style-type: none"> <li>Work with city leadership to achieve a more creative menu of fundraising strategies.</li> </ol>	<ol style="list-style-type: none"> <li><b>Implement comprehensive programs at the four higher concentration housing sites for low-income families and youth (Kalmia, Glen Willow, Broadway/Iris-Hawthorne, and Manhattan).</b></li> </ol>	<ol style="list-style-type: none"> <li>Provide a comprehensive year-round recreation program for under-served families and youth at low or no cost.</li> </ol>
<p><b>4D</b> Maintain high-quality programs and services for people with disabilities.</p>	<ol style="list-style-type: none"> <li>Provide programs at the existing levels of service, serving the same number of participants.</li> </ol>	<ol style="list-style-type: none"> <li><b>Make Boulder Reservoir improvements, including: entryway enhancements, renovation of all existing structures, general enhancements, updated sand volleyball courts, picnic shelters, outdoor performance venue, accessible playground, ropes course, enhanced marina and maintenance building, parking improvements, beach improvements, and water amenities.</b></li> <li>Create a seasonal work program for people with disabilities at parks and recreation facilities.</li> </ol>	<ol style="list-style-type: none"> <li>Develop an interpretive trail system with signage to link parks, natural features, and historic and civic places (similar to the Boston Freedom Trail). Use this trail system as an educational opportunity and to promote tourism.</li> </ol>

**Goal 5**

Be communitywide leader in environmental sustainability.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>5A</b> Collaborate with other city departments and the community to improve or expand multi-modal transportation (pedestrian, bicycle and transit) connections to park and recreation facilities.</p>	<ol style="list-style-type: none"> <li>Collaborate with other city departments, BVSD, and community agencies in providing opportunities to targeted populations.</li> </ol>	<ol style="list-style-type: none"> <li>Partner with other departments to “green” the city and enhance physical connections, encouraging pedestrian activity and alternative modes of transportation.</li> <li>Collaborate with NCWCD, OSMP, Public Works-Utilities and Boulder County to fund and manage the southern end of the Boulder Feeder Canal trail, if built.</li> </ol>	<ol style="list-style-type: none"> <li>Implement management plans for all parks.</li> </ol>
<p><b>5B</b> Employ environmentally sustainable practices in landscape management, including water conservation efforts, low-water plant materials, integrated pest management, and in equipment purchases, such as hybrid vehicles and electric mowers.</p>	<ol style="list-style-type: none"> <li>Partner with city departments to develop and implement environmental best management practices.</li> <li>Add recycling to parks in conjunction with renovation projects.</li> <li>Evaluate the economic feasibility of synthetic turf on playing fields.</li> <li>Improve recycling at Stazio Ballfields and outdoor pools.</li> <li>Work with the Boulder Reservoir Management Group to develop a comprehensive management plan for water quality.</li> <li>Institute a “pack in- pack out” policy for trash at Boulder Reservoir.</li> <li>Partner with the Public Works-Utilities Department to manage Boulder Reservoir.</li> <li>Add recycling facilities.</li> </ol>	<ol style="list-style-type: none"> <li><b>Provide recycling at all parks and recreation facilities with trash services.</b></li> <li>Build additional low-water-use demonstration gardens.</li> <li>Replace natural turf with synthetic turf at two or three locations.</li> <li>Conduct a feasibility study for wind turbines at Boulder Reservoir.</li> <li>Collaborate with Public Works-Utilities to implement high priority actions from the Boulder Reservoir Management Plan.</li> </ol>	<ol style="list-style-type: none"> <li>Achieve zero waste (re-use, recycle, compost).</li> <li>Build a new sports field complex with synthetic turf.</li> <li>Analyze a raw water irrigation system for all facilities at Boulder Reservoir.</li> </ol>
<p><b>5C</b> Reduce the city’s impact on greenhouse gas emissions by enhancing the city’s urban forest and implementing relevant action items from the Climate Action Plan.</p>	<ol style="list-style-type: none"> <li>Partner with city departments to develop and implement environmental best management practices.</li> </ol>	<ol style="list-style-type: none"> <li>Add additional new trees to streets and parks.</li> <li>Complete implementation of Lighting Ordinance compliance recommendations.</li> </ol>	<ol style="list-style-type: none"> <li>Prepare an urban forest strategic plan.</li> </ol>
<p><b>5D</b> Collaborate with the city’s Facilities and Asset Management (FAM) Division to develop high-performance park and recreation facilities by improving energy efficiency and energy conservation, and using recycled or sustainably produced building products.</p>	<ol style="list-style-type: none"> <li>Complete the Lighting Ordinance compliance study to improve energy efficiency and reduce light pollution.</li> <li>Collaborate with FAM and OEA on the development of an energy efficiency program.</li> </ol>	<ol style="list-style-type: none"> <li><b>Convert a percentage of facilities to renewable energy sources.</b></li> <li>Employ high-performance building standards in new construction.</li> <li>Complete implementation of Lighting Ordinance compliance recommendations.</li> <li>Implement the energy efficiency program at facilities.</li> </ol>	<ol style="list-style-type: none"> <li>Partner with the Public Works Department to relocate and expand park shop facilities.</li> </ol>
<p><b>5E</b> Collaborate with other city departments and local and regional agencies to manage urban wildlife.</p>	<ol style="list-style-type: none"> <li>Implement a wildlife management plan to protect facilities with on-going prairie dog issues (including Tom Watson, Boulder Reservoir, Valmont, Foothills, and East Boulder Community Park).</li> <li>Implement prairie dog management strategies.</li> </ol>	<ol style="list-style-type: none"> <li>Achieve Audubon Cooperative Sanctuary Program designation at Flatirons Golf Course.</li> </ol>	<ol style="list-style-type: none"> <li>Implement management plans for all parks.</li> </ol>

## Goal 6

Enhance our quality of life.

Strategies	Fiscally Constrained	Action Plan	Vision Plan
<p><b>6A</b> Communicate to the entire community the importance of recreation, fitness, and play in a balanced life.</p>	<p>1. Begin the process to become certified by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA).</p>	<p>1. Develop a comprehensive public information campaign to promote the department's impact on and role in the community's quality of life.</p>	<p>1. Implement a comprehensive public information and evaluation program.</p>
<p><b>6B</b> Provide benefits to the community through the provision of leisure activities, including promoting healthy habits.</p>	<p>1. Conduct a parks and recreation needs assessment every two years.</p>	<p>1. Serve as a clearinghouse for recreation programs provided by the department and other agencies and organizations. 2. Partner with Twenty Ninth Street management to provide program and space opportunities for teens.</p>	<p>1. Make East Boulder Community Center improvements, including: additional gymnasium space, multi-purpose art room, outdoor covered patio, concessions, expanded leisure pool and weight room, additional program and office space. 2. Make North Boulder Recreation Center improvements, including: concessions, improved parking, additional program and office space. 3. Make Pottery Lab improvements, including: overall aesthetic enhancements, additional program, office, and storage space, and visible display area. 4. Make Pleasant View Fields improvements, including: shade structure, permanent bleachers, playground, artificial turf at main field, and additional parking. 5. Make Spruce Pool improvements, including: updated signage and entrance, and concessions. 6. Make Scott Carpenter Pool improvements, including: spray amenities, slide, increased pool length (to 50 meters) updated signage and entrance, parking, weight-training area, concessions, and lounging area. 7. Make skatepark improvements, including: modified design, fencing, lighting, BMX use, and parking. 8. Make Flatirons Golf Course improvements, including trail system and enhanced parking.</p>
<p><b>6C</b> Adapt to community redevelopment and changing demographics to ensure that parks and recreation facilities, programs and services meet the social, economic, and environmental needs of the community.</p>	<p>1. Develop a Recreation Program Plan that assesses trends, issues, strengths, weaknesses, and demographics, provides statistical analysis of existing programs, and outlines recommendations and strategies for future years.</p>	<p>1. <b>Increase hours of operations at recreation centers to meet public demand.</b> 2. Implement recreation programs identified through the Recreation Program Plan as high-community-need activities and services.</p>	<p>1. Acquire park lands when opportunities arise. 2. Acquire and develop a pocket park in the Gunbarrel retail core. 3. Acquire and develop a pocket park and/or plaza in the Transit Village. 4. Plan for potential new facilities.</p>

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