PARKS & RECREATION MASTER PLAN

ADOPTED MARCH 6, 2017
EXECUTIVE SUMMARY

Englewood is a community that highly values its public parks, trails, and recreation services. These assets and services greatly contribute to residents’ quality of life, physical and mental wellbeing, neighborhood identity, and attractiveness to employers. This 2016 Parks and Recreation Master Plan replaces the 2006 plan and identifies priorities and actions to be used as a guide by elected and appointed officials, and city staff, for the next 10 years. The recommendations are based on the findings that some facilities need renovations, recreation trends and demographics are changing, existing residents would like some new amenities in their parks and recreation centers, and there are limits to what Englewood can afford.
NEED FOR THIS PLAN

The City’s population is growing. After decades of a nearly stable population, the City has added nearly 3,000 residents since 2010 for a total of approximately 32,000, and is projected to add an additional 6,000 residents in the next 25 years, representing a total increase of 30%. In a community with little vacant land and bounded by other municipalities, obtaining large tracts of new park land to maintain an equivalent amount of parkland per resident as the population grows is not financially feasible. As such, the City must take advantage of opportunities in underserved areas as they emerge, require residential development that increases the population to assist with the provision of facilities, lands and services, and make all of Englewood existing parklands and recreation assets function as effectively as possible to meet the needs of all residents.

The public input process was extensive, and included: a community-wide mail
and on-line survey; booths at Pirates Cove Family Aquatic Park (Pirates Cove), Broken Tee Golf Course, and the summer concert series at the Englewood City Center outdoor amphitheater; and open houses and ice cream socials at the Englewood Recreation Center, Belleview Park and Cushing Park. These events reached out to more than 600 people. City leaders were also involved throughout, including the Parks and Recreation Commission and City Council. The needs for facility renovations were developed by the planning team and city staff, and additional suggestions were identified by the users. A specific study regarding Pirates Cove was performed, and work sessions with staff were conducted to identify potential changes to the provision of recreation programs and services using SDscorecard™. Major themes emerged through the process, which are described in the key recommendations below.

Over 600 people contributed to the plan throughout eight events.
KEY RECOMMENDATIONS

The following recommendations outline key improvements to Englewood’s parks, open spaces, greenways, and facilities. These recommendations strive to meet the needs and issues of the community in the next 10 years. Input from the public process was used to guide the recommendations along with the need to consider identified level of service, standards, and best practices. They are not listed in any order of priority.

Renovate Existing Park and Recreation Assets

Revamp Our Parks

A few major projects recommended in the 2006 plan were accomplished with high marks from the community, such as Duncan Park renovation (via acquisition of underutilized Englewood School District property) and River Run Trailhead (thanks to Englewood’s leadership and the joint efforts of the South Platte Working Group members). Other recent improvements include the Northwest Greenbelt playground, Hosanna softball and turf field, Centennial Lakes Trail, River Run Trailhead, and the Orphan Property Trailhead. But most of the facility replacements and upgrades recommended in the 2006 Plan remain top priorities, such as ADA upgrades, shelters, restrooms, and paths, and irrigation upgrades across many of the neighborhood parks.

Cushing and Jason Parks require major renovations to improve safety, functionality and user experience. Miller Field has been identified as an ideal location for a multi-purpose festival park in the heart of the City - a function that is currently missing – and one that is vital to strengthening community bonds and providing local entertainment and fun. Centennial Park should be improved with better facilities on the west side and paths to the north, and Belleview Park needs facility replacements to fulfill several unmet community needs. In addition to these major park redesigns, continued adequate maintenance of existing parks and recreation facilities should be a priority and additional funding for maintenance is needed.

Update Our Greenways

Little Dry Creek along Hampden Avenue was developed as a national model for urban greenways almost 30 years ago, and it is time to renovate this amazing asset through the center of the City so that it is more attractive, visible, fun and safe. Redevelopment of Little Dry Creek in this area should be done in conjunction with a comprehensive downtown plan, and portions of the project may be possible through partnerships with developers. Relatively short trail gaps occur in various locations throughout Englewood, with a high priority segment located across the street from Cushing Park along Little Dry Creek.

Eighty-five percent of Englewood residents use the City’s parks, and 80% have used Englewood’s recreation centers.
Great Outdoors Colorado (GOCO) highlighted Duncan Park with a 2015 Starburst Community Award for creative re-use of school district land, genuine community engagement, and wise use of funds.
Pirates Cove potential replacement of children’s water splash area

Potential Facility Improvements: A multi-participant attraction and surfing simulator
Grow Our Recreation Centers

The Englewood Recreation Center needs improvements for ADA access throughout the facility, including an elevator to the second floor and changes to the entry area to accommodate it. Other improvements include moving some interior walls and repurposing existing spaces within the building to accommodate new program and administrative needs. The Malley Senior Recreation Center can better serve active adults and seniors through renovation of some underutilized spaces, as well as the main visitor contact area at the front of the building. As opportunities arise in the future for expanding the public lands adjacent to, or in the immediate vicinity of these centers, the City should consider acquiring them as a land bank for recreational or park uses, or potential facility expansion needs in the future.

Improve Pirates Cove Water Park

Pirates Cove is an enterprise and generates revenue in excess of expenses that are returned to the General Fund. To continue attracting families and to stay competitive with other Metro area water parks, Pirates Cove needs an exciting, multiple-participant attraction and replacement of the childrens’ play structure. It would also benefit from adding a climbing wall in the pool area and a surfing simulator. Shade structures, group rental pavilions, seating and upgrades to the children’s water splash area are needed as well. These Pirates Cove improvements were developed concurrent with the Parks and Recreation Master Plan. The results of the expansion feasibility study are found in a separate report.
Resolve Conflicts at “Dog-Privileged” Parks

Englewood is the only city in Colorado that allows dog owners to let dogs off-leash in specific urban parks at designated times of the day. The practice has become very popular – so much so that Englewood now attracts dog owners from throughout the metro area – resulting in user conflicts when dogs are released into a multiple use environment and some dog owners fail to follow the regulations. There are maintenance, enforcement, and funding models employed by other communities that should be evaluated, and a public process conducted in order to define how the community should proceed in the future. The plan recommends some solutions, including consideration of new designated, fenced dog parks and the possibility of licensing to ensure safety and compliance with off-leash rules. License fees might be sufficient to pay for a part-time Park Ranger to help with education and enforcement.

Enhance Recreational Services

The Parks and Recreation Department has evaluated every class, every event, every rental, and every service they offer against an alignment with the City’s vision and mission, the department’s purpose, financial viability, market potential, and competitive position relative to other existing or potential providers, and the benefits the service brings to the community. Staff and the Parks and Recreation Commission will utilize SDscorecard© for the next three years to help determine what types of recreation programs and services to offer at a specified level of cost recovery and monitor the results. These efforts will determine if the City will invest in growing the service area, collaborate or partner with others, provide low or higher financial subsidies, or discontinue the provision of the service.
Englewood’s Canine Corral at Belleview Park

Romans Park

Englewood’s Canine Corral at Belleview Park

Jason Park Off-Lease Park signage
Create New Parks for Existing and Future Residents

The immediate priority is to improve the existing parks so that they can withstand additional use pressure from a growing population and interest in an active lifestyle. Several neighborhoods are located in park deserts (where the closest park is more than a ½ mile walk), and Englewood has not kept pace in adding new parks. The addition of new park space should only be considered if funds for long-term maintenance are secured. These areas require a concerted effort to assemble properties on a willing-seller basis, improvements to pedestrian and bicycle connections to existing parks, and working with developers to provide recreation amenities that are available to the general public. Further collaboration with schools should be explored. Park features would need to be enhanced at most schools, including providing public restrooms and enhanced maintenance.
IMPLEMENTATION AND FUNDING

Finding adequate and consistent long-term funding for land acquisition, capital projects, capital replacement, and operations and maintenance remains a concern. The City has traditionally relied heavily on sales taxes, with additional revenues from Great Outdoors Colorado grants, prorated lottery proceeds from the Conservation Trust Fund, Arapahoe County Open Space share back funds and grants, and fees for services. But these funding streams were found to be inadequate in the 2006 Plan, and have not improved, resulting in further deterioration of facilities and increased maintenance backlogs over the 10 years since the last plan was adopted. To complicate matters further, maintenance and infrastructure improvements are increasingly necessary and increasingly expensive.

City Council will evaluate potential funding sources and the prioritized actions for each initiative in their annual budgeting process, with input from the Parks and Recreation Commission.

Update Development Policies

City Code Section 16-8-5 recognizes that new residences generate additional demands and burdens on the City’s existing parks and trails system, and that the necessity for, and cost of, new or expanded parks and trails should be properly attributed to new residential development. Therefore, developers must dedicate land commensurate with specified acres per new resident, or pay the fair market price for the land in fees (“fee-in-lieu of”) that can be used by the City to develop additional parkland for new residents.

Currently, this is the only land dedication requirement, which is not consistently collected. A new park development impact fee should be explored to cover the cost of park improvements associated with the needs of new residents.
Englewood Parks & Recreation Master Plan

Opportunity Areas
Bike Paths and Routes

Park
Public Facility
Public Recreational Field
Other Parks

Zoning
Mixed Use Residential
Single Family Residential

Schools
City Boundary

October 2016

Schools Legend
1. St. Louis Parochial School
2. Bishop Elementary
3. Charles Hay Elementary
4. Cherelyn Elementary
5. Clayton Elementary
6. Colorado’s Finest Alternative High School
7. Englewood High School
8. Former Washington Elementary
9. Maddox Early Education Center
10. Englewood Middle School & Leadership Academy
PLAN CONTENTS

CHAPTER 1: INTRODUCTION .................................................1

Purpose of the Plan ..........................................................2
Community Overview .........................................................2
Relevant Plans ...................................................................6
Planning Process ..............................................................8

CHAPTER 2: EXISTING CONDITIONS/
NEEDS ASSESSMENT .......................................................13

Community Priorities .......................................................14
Community Needs ...........................................................16
Park Standards Analysis ....................................................26
Service Areas ...................................................................30

CHAPTER 3: FACILITY RECOMMENDATIONS .................................37

Revamp Our Parks ............................................................38
Update Our Greenways ......................................................40
Create New Parks for Existing and Future Residents .................42
Increase Routine Maintenance ...........................................43

CHAPTER 4: PROGRAMMING RECOMMENDATIONS ......................69

SDscorecard© Process .......................................................69
Resulting Outputs & Outcomes ...........................................72
Service Delivery Strategies ...............................................77

CHAPTER 5: IMPLEMENTATION & FUNDING .................................79

Prioritization Criteria ........................................................80
Existing Implementation Tools ...........................................82
Potential Implementation Tools ..........................................84
SPECIAL THANKS

Great appreciation and special thanks goes to the City of Englewood community members for their input and time spent on helping to develop the future of Englewood’s parks and recreation facilities.

ACKNOWLEDGEMENTS

CITY OF ENGLEWOOD

Staff

Dorothy Hargrove, Director of Parks, Recreation and Library
Joe Sack, Recreation Services Manager
Dave Lee, Open Space Manager
Bob Spada, Golf Manager
Brad Anderson, Pirates Cove Facility/Program Supervisor
Jeff Jones, Englewood Recreation Center Facility/Program Supervisor
Allison Boyd, Malley Senior Recreation Center Facility/Program Supervisor
Shannon Buccio, Broken Tee Golf Course Facility/Program Supervisor

And all staff that helped complete this master plan!

City Council
Joe Jefferson, Mayor
Rick Gillit, Mayor Pro tem
Laurett Barrentine
Amy Martinez
Linda Olson
Rita Russell
Steven Yates

Parks and Recreation Commission
Douglas Garrett, Chair
Mark Husbands, Vice Chair
Karen Miller
Allie Moore
Dagan Thomas, Englewood Schools
James Woodward
Marta Mansbacher, Youth Member
Linda Olson, City Council Liaison
CONSULTANT TEAM

Logan Simpson
Jana McKenzie
Jeremy Call
Kristina Kachur
Kristy Bruce
Andy Vieth
Maria Michieli-Best

Counsilman-Hunsaker
George Deines
Kevin Post
Nicole Van Winkle

110 Percent
Jamie Sabbach
Matt Hickey
CHAPTER 1: INTRODUCTION

Englewood already boasts some of the finest parks in the metro area - and the community has taken notice. Eighty-five percent of Englewood residents use the City’s parks, and 80% have used Englewood’s recreation centers (Source: Park & Recreation Community Survey, 2016). Through this Parks and Recreation Master Plan, the needs of the community were examined through a statistically valid survey, multiple public meetings, Parks and Recreation Commission and City Council guidance, and stakeholder interviews focused on how to provide recreational resources and prioritize funding.
WHY A MASTER PLAN, AND WHY NOW?

The public has clearly indicated that the existing parks, recreation, and open space network is an important community asset in Englewood— and one that should be supported and expanded. However, there are still opportunities for improvement and additional challenges to face. The public has expressed a desire for enhancements to existing parks and specific facilities, and has also identified a range of community needs including more trails, natural areas, and swimming opportunities. In addition, some older parks are beginning to show their age and upgrades are needed.

Adding to the challenge is the fact that the City’s population is growing. After decades of near stability, the City has added nearly 3,000 residents since 2010 and is projected to add an additional 6,000 residents by the year 2040. In a community with little vacant land and bounded by other municipalities, obtaining additional park land is a special challenge.

PURPOSE OF THE PLAN

The master plan will serve to create a road map for future park development/redevelopment and provide for a balance of facilities, amenities, and recreation programs for the next 10 years. The Parks & Recreation Master Plan and Pirates Cove Aquatic Park Feasibility and Expansion Plan will become an element of the current Englewood Comprehensive Plan, and will require input from the Parks & Recreation Commission, Planning and Zoning Board, and the City Council.

The Master Plan, which was last updated in 2006, develops and prioritizes recommendations for all park and recreation facilities and services. Implementation of the plan will assist in improving health, strengthen the community’s social fabric and economy, and preserve and enhance the environment. The plan update comes at a time when community demographics are changing, new recreation trends are emerging, competition with the private market is increasing, and resources are limited.

COMMUNITY OVERVIEW

The City of Englewood is a first ring suburb located immediately south of Denver and east of the South Platte River industrial corridor. The City was first incorporated in 1903 as a classic street car suburb to Denver. The City experienced rapid buildout after World War II. Englewood was also home to Cinderella City Mall, constructed in the late 1960s on the site of the former City Park.

When Englewood’s only park was lost to retail, numerous smaller park sites were developed throughout the City, resulting in the park system we have today. Most of Englewood’s parks were established 40 to 50 years ago. Malley Senior Recreation Center was built in 1977, followed by Englewood Recreation Center in 1985; Pirates Cove was constructed in 2004.

Englewood is an established, mixed-use community that is centrally located within the greater Denver metro area. US Highway 85, also known as Santa Fe Drive, runs north-south through the City while US Highway 285, also known as Hampden Avenue, bisects the City with an east-west alignment. Englewood is wholly surrounded by developed communities, with Denver to the north, the City of Sheridan to the west, the City of Littleton to the south, and the cities of Cherry Hills Village and Greenwood Village to the east and southeast.
With a current population of approximately 32,000 residents and 1,600 businesses employing 24,800 workers, the City is once again being served by a railway transit system linking the community to downtown Denver and other locations within the metro area. Englewood’s location, access to transit and transportation corridors, and relatively affordability has made it ripe for new development over that past few years. Even though there are limited vacant lands within city limits, old industrial areas and obsolete schools buildings have been transitioned into apartment complexes. In addition, older homes, particularly in the northern part of the City, are being expanded and remodeled.

**Parks and Recreation History**

The Englewood Parks and Recreation Department dates back to 1949, when a group of interested citizens organized a Citizen Recreation Council (CRC) and began providing some basic recreation activities to the community. A joint effort between the City of Englewood, the Englewood School District, and the United Way, the CRC has enjoyed a strong alliance with the school district for the use of school facilities that has continued to the present. In 1960, the City assumed responsibility for the Recreation Activity Program and created a Parks and Recreation Commission to advise City Council in matters pertaining to parks and recreation.

Englewood’s park facilities initially consisted of one 23.5-acre city park. However, the park was poorly located for many in the community with a number of barriers to cross, including US 285, railway lines, and Santa Fe Drive. In 1965 the citizens voted to sell the park to a shopping mall developer and Cinderella City was built on that location. City officials took advantage of the money received from the sale, along with other federal funding, to purchase 123.8 acres of additional parkland spread throughout the community.

Recreational amenities are a high priority in Englewood. The community boasts 15 parks, two sports complexes, an award-winning recreation center, a first-class golf course, one of the most successful senior centers in the region, and the popular Pirates Cove, in addition to greenways and trails.

The 2006 Parks Master Plan included recommendations to establish six new parklands throughout the City to meet current and future needs, and recommended major redesigns for Cushing Park, Miller Field, Hosanna Athletic Complex, Centennial Park, and Belleview Park. The plan guided the redesign of Duncan Park and defined level-of-service standards, a classification system, and general design criteria for each park. The plan recommended numerous street crossing enhancements, off-street trails, and on-street trail connections throughout the City, as well as a phased comprehensive irrigation system upgrade for all parks.

---

After decades of near stability, the City has added nearly 3,000 residents since 2010 and is projected to add an additional 6,000 residents by the year 2040.
The City recently completed a strategic re-organization that resulted in combining the Parks and Recreation Department with library services to create a new Parks, Recreation and Library Department. In 2014, Englewood received substantial funding from Great Outdoors Colorado and Arapahoe County Open Space to rebuild Duncan Park. However, past funding shortfalls have prevented the department from accomplishing many necessary upgrades in the 2006 Plan. Today, Englewood’s citizens highly support parks, recreation, and open space. Englewood’s growing population and increased demand for recreation, fitness, and learning opportunities will continue to put excessive pressure on current, aging facilities. Renovating and improving maintenance of current park and recreation facilities is imperative to economic growth and neighborhood stability.
INTRODUCTION

Broken Tee Golf Course

Duncan Park

CityCenter Amphitheater
### RELEVANT PLANS

Englewood City Council has adopted several guiding documents over the years that include principles and recommendations for the provision of parks and recreation and trails. Relevant plans include the following:

#### South Platte River Open Space Plan
This plan was a joint effort by the cities of Sheridan and Englewood, Arapahoe County, and others to help promote redevelopment of the South Platte River corridor. Specifically, the plan set out to accomplish three broad goals: 1) increase the recreational value of the corridor; 2) preserve natural areas and protect water quality; and 3) encourage land uses that are compatible with recreational goals and that contribute to the economic well-being of both.

#### South Platte Working Group
This plan helps provide for a long-range vision of the corridor through recommendations in three primary components: trails and connections, open space, and redevelopment. These recommendations include developing a “River Parkway” to create development opportunities, expanding open space through development of new community parks, and improving access and connections to the trail network. It also recommends improving direct access to the river itself, as well as to enhance and protect habitat along the corridor. Overall, the plan suggests immediately forming partnerships and establishing dedicated funding sources to ensure recommendations of the plan are carried forth.

#### Walk and Wheel Master Plan
The Walk and Wheel Master Plan was funded by a grant from Kaiser Permanente. The plan’s purpose was to evaluate the City’s current walking and bicycling conditions and activity, as well as develop recommendations for bicycle and pedestrian infrastructure and programs that improve safety, increase connectivity and transportation options, and encourage greater walking and biking among Englewood residents. The plan outlines a framework that emphasizes:

- a primary bike and pedestrian connection east-west from Englewood Civic Center LRT Station to the Broadway retail/commercial corridor and east to the hospital district;
- east-west crossings of Broadway to link destinations, especially within the core of the community;
- enhancements along Broadway and perpendicular local streets to enable comfortable pedestrian movement from residential areas to commercial uses;
- linkages to south Denver;
- linkages between the rail stations; and
- connections west to trails and recreational uses at Dartmouth, Oxford and potentially near Civic Center.

While this Park and Recreation Plan will cover aspects of connectivity as it relates to parks and greenways, the Walk and Wheel Master Plan should be the primary source for bicycle and pedestrian infrastructure.

#### Next Steps Light Rail Corridor Study
The Next Steps Study documents the results of a coordinated planning effort between the cities of Englewood and Sheridan to improve community-wide access to the CityCenter Englewood and Sheridan/Oxford stations along the Southwest Light-Rail Transit (LRT) Corridor, which should encourage transit supportive development within the corridor and to stimulate private investment. The plan recommends a rail-trail along the existing lightrail and freight tracks and other additional bike and pedestrian improvements along the corridor.
INTRODUCTION

2016 Draft Englewood Comprehensive Plan

The City’s Comprehensive Plan, Englewood Forward, is currently being updated. The plan establishes a vision for the City’s land use while also serving as a policy document containing direction for the development of Englewood over the next 10+ years. Based on the community’s vision, the plan outlines goals and objectives and recommends policies for each neighborhood area to help further define the City. A strategic plan provides a path forward for implementation.

Key strategies in the plan include:

• Improve the amenities within each neighborhood park, and increase park and trail access to encourage neighborhood stability.
• Identify additional funding for parks, pocket parks, and recreation services to serve additional multi-family residential housing and maintain park levels of service.
• Improve streets, intersections, and the pedestrian corridors identified as “Quick Win” and “Transformative Projects” in the Walk and Wheel Master Plan and the neighborhood area assessments to create walkable neighborhoods with safe connections to schools, parks, shopping, and transit.
• Begin defining projects on key streets identified for long term bike infrastructure improvements such as bike facilities, parking buffers, and north-south corridors.
• Develop branding and marketing materials to position Englewood as a “Healthy Community” with healthy lifestyles and infrastructure as an attainable and very desirable niche and brand for the entire City that can help drive economic development.

ENGLEWOOD FORWARD’S “PLAY” VISION

Current and future Englewood residents will enjoy an enhanced park and open space system that includes local neighborhood parks, as well as regional parks that offer specialized destination facilities and amenities, and expanded and improved regional leisure and recreational amenities in the South Platte River Corridor.
PLANNING PROCESS

The planning process included the development of three separate but closely related projects:

Parks and Recreation Master Plan

The Parks and Recreation Master Plan includes a summary of existing conditions, inventories and level of service analysis, a financial plan, and a Strategic Action Plan to provide a clear vision and direction for the department’s future. The Plan also includes an updated assessment of revenue options and suggests alternative financial strategies to achieve cost recovery and level of service goals.

SDscorecard /PASS

As a part of the Strategic Action Plan, the SDscorecard™ process analyzed all recreation services based upon their real costs, market position, opportunities that exist, and the competitive landscape. An internal online tool was created to continue the on-going process of evaluating and balancing community values with cost and benefits. Initial recommendations, as they relate to facilities, are included in the Master Plan in Chapter 4.

Pirates Cove Feasibility and Expansion Study

The Pirates Cove Feasibility and Expansion Plan analyzes attendance and revenues through a market study and competitor analysis. Research was completed on potential new features such as thrill rides, capacity holders, and children’s areas. The plan includes a conceptual site plan, an opinion of probable project costs, and potential phasing of improvements. Potential funding options, along with projections of attendance and financial performance over each expansion phase, are included. The feasibility study is available as a separate document.
INTRODUCTION

Rotolo Park

Belleview Park

Pirates Cove
Public Outreach Summary

One of the central goals of this plan is to listen carefully to the community. The project’s first phase, which began in the spring of 2016, included a statistically valid community survey with 250 respondents; an online survey; stakeholder interviews; and a public open house attended by more than 50 citizens.

This summer provided the ideal climate for a second family friendly event series that included:
- Pirates Cove Booth – June 22: preference surveys with 50 children, youth, parents and grandparents
- Broken Tee Golf Course Booth – June 22: outreach to 50 youth, parents, and seniors
- Belleview Park Ice Cream Social – June 22: public meeting with the entire community (30 participants)
- Summer Concert Series @ Englewood Amphitheater – July 7: outreach to millennials, families, businesses and older adults (75 participants)
- Cushing Park Ice Cream Social – July 12: public meeting with the entire community (60 participants)
- Englewood Parks & Rec Commission Study Session (8 members) – August 11
These events, as well as an online survey, were highly successful in reaching a broad cross-section of Englewood’s stakeholders. Advertised through R-News, press releases, websites, social media, Nextdoor, E-notifier, and 2,400 door to door flyers, these events reached nearly 600 Englewood citizens in total who offered ideas about improvements to each of our park and recreation facilities. The SDscorecard© process included additional worksessions with recreation center staff.
Little Dry Creek
CHAPTER 2: EXISTING CONDITIONS/ NEEDS ASSESSMENT

This chapter provides an overview of the community’s existing conditions with respect to parks and related recreational facilities, and identifies needs for additional facilities and enhancements to the parks system. It begins with a summary of a 2016 Parks and Recreation Community Survey completed as part of this master plan effort. In addition to the survey, public meetings and online engagement was conducted in March and June of 2016 to solicit input from the public and stakeholders on issues and needs. This chapter also explores other trends including population growth and recreational trends. Analysis was conducted to determine needs based on benchmarks from peer communities, adopted standards and typical park characteristics, and walkability service areas.
COMMUNITY PRIORITIES

Community Survey Summary
A community survey was conducted to help guide the development of the City’s Parks and Recreation Master Plan by assessing use and satisfaction of park and recreation activities facilities, motivations for using Englewood’s or other recreation opportunities, and how people receive information about these services. This report is a summary of the key findings and conclusions of City of Englewood residents, recreation facilities users, and leadership. A full report of results is provided in the Parks and Recreation Community Survey Report (April 2016).

In addition to a mailout survey sent via U.S. Postal Service in March and April, 2016, people were given the opportunity to respond electronically through a link on the City’s project webpage. A total of 2,500 surveys were mailed to a random sample from a comprehensive list of dwelling units within the City, including individual units in multi-family housing regardless of rental/owner status. This defensible process gave every household in Englewood an equal opportunity of being selected for receipt of the survey. A copy of the same survey questions was also made available online to the public and advertised through City newsletters, email, social media, and a March 31 public meeting (referred to as an open-link survey).

A total of 252 surveys were completed; 129 responses were returned from the mailout survey and 123 surveys were completed electronically. Conclusions represent the results of the random sample survey and the online open-link survey. The maximum margin of error for a sample of 252 is + 6.2 % at the 95% level of confidence. Because the response was considered lower than typical for people under the age of 30 (as is customary in reporting results of community surveys), responses were adjusted to virtually mirror the demographics of Englewood as reported in the 2010 U.S. Census.

Public Meetings Summary
A series of public meetings was conducted during the master planning effort; beginning with a single meeting on March 31, 2016 and followed by a series of events in June and July of 2016. These meetings were designed to foster public comment on community needs and improvements to the existing parks and recreation system. Community members provided comments on needed park improvements, locations of needed additional parks and amenities, and what classes and activities to expand. A park by park analysis of the challenges is provided in Chapter 3.

Summary of Key Findings
The following section summarizes key findings from both the community survey and public meetings. Detailed results are located in the Local Recreational Trends section of this chapter.

There is room for improvement in residents’ satisfaction with Englewood’s parks, trails, maintenance and programs. The recreational opportunities that would increase satisfaction the most are park playgrounds, outdoor sports courts (e.g. tennis, basketball, etc.), and open space and natural areas.

Interest in Pirates Cove is high. Enhancing the park will improve service to residents and their satisfaction with Englewood’s recreational opportunities.

Englewood can further improve residents’ satisfaction with its recreational opportunities and increase usage by updating its facilities and with better maintenance.

The above comments notwithstanding, more than 4 in 5 residents use Englewood Parks and Recreation facilities when they recreate. Residents use Englewood’s facilities more than private health clubs by a 3.5:1 margin.

Similarly, the reasons residents use recreational services outside of Englewood are not because they are dissatisfied with Englewood’s facilities; they use other local government and private facilities for the same reasons they use Englewood’s facilities.
The best way for Englewood to inform residents about its recreation and library services are with its Englewood Citizen Newsletter and email.

The most popular destinations included Bellevue, Jason, Centennial, Romans, Rotolo, and Duncan Parks; the Recreation Center; and trails.

Major renovations are requested at Cushing Park, Miller Field, and Jason Park. Public comments showed support for new shelters, restrooms, lighting, upgrades/changes to the fields, and better landscaping.

Englewood has fewer parks per capita than its peer communities, leading to competition for space and activities. While parkland is generally well distributed throughout the community, many parks are often too small to meet all neighborhood demands.

Several neighborhoods are located in park deserts (where a park is more than a ½ mile walk), and Englewood has not kept pace in adding new parks. The intense demand at some parks is further amplified when facilities become outdated: users’ needs are not met or they seek recreation elsewhere.

Englewood already offers more dog opportunities than surrounding cities, yet both dog owners and non-dog owners highlighted a number of concerns. While there is a series of guidelines outlined for dogs and their person, many conflicts have been voiced. There have been conflicts between dogs and youth sports and among large and small dogs.

The community would support improvements at Pirates Cove. Need was expressed to add a multi-passenger signature attraction; although there were concerns about how new attractions would influence the attendance, crowd levels, and family atmosphere of the existing park. When asked about the other potential attractions (FlowRider, Climbing Wall, New Children’s Area), the FlowRider clearly came out on top with 80% of the votes. The climbing wall and new children’s play area came in 2nd and 3rd, respectively. The primary concerns were effects on traffic on Bellevue Avenue, and the current lack of parking for the park. Residents were very concerned about the safety of Pirates Cove guests walking across Bellevue on high attendance days, and how that would increase if new attractions were added to the park.
Transportation preferences are shifting, with car ownership dropping overall, particularly among Baby Boomers and Millennials. Both groups prefer walkable environments and are becoming increasingly less dependent on the automobile as their primary mode of transportation. Englewood’s higher than average Walk Score® and access to light rail can help the City attract these demographic segments. Walkable communities also experience economic benefits such as higher property values and higher net incomes for office, retail and industrial businesses.

The obesity epidemic and rising health care costs in the United States have given rise to demand for better access to healthy and local foods and more opportunities for active living. Local policy makers are increasingly paying attention to the connection between health and the way communities are designed and branded.

People are increasingly first choosing where they want to live and then seeking employment there. In today’s economy, the ability to attract and retain creative human talent is the key to economic growth. The cities that are most successful in attracting workers are the ones that offer unique amenities, including parks and recreation facilities and exciting art and cultural offerings.

Local Population and Demographic Trends

The City of Englewood’s population was relatively stable in the last decades of the 20th century but has begun to increase in recent years. The city’s population was 30,255 in the 2010 census but has increased to an estimated 32,879 in 2015. Population is expected to continue to grow, reaching 34,420 by the year 2020 and 41,399 by the year 2050.

The City of Englewood has a higher percentage of Millennial residents than any other Denver Metro suburb. This influx of Millennials, combined with an additional demand for senior housing, has fueled increased demand for multi-unit housing developments. New residential developments that have been built or planned to be built include Alta Cherry Hills, Foundry Apartments and Townhomes, Oxford Station Apartments, Broadway Lofts and Traditions Apartments; equating to almost 1000 units. Englewood also has many smaller single family homes, which are candidates for redevelopment. Increase in Englewood’s Population provides a long-range forecast (2040) of population growth within the city. Although at least a modest level of growth is shown for most areas of the city, growth is concentrated in several areas along the Santa Fe Drive corridor.
Map 1. Increase in Englewood’s Population

EXISTING CONDITIONS AND NEEDS ASSESSMENT
National Recreational Trends

The Sports and Industry Association produces an annual report that assesses level of activity and identifies key trends in sports, fitness, and recreation participation. The Topline Report¹ is a publication by the Physical Activity Council, which includes six of the major trade associates in US sports, fitness, and leisure industries. In early 2014, the Physical Activity Council hosted online interviews with individuals and households, resulting in 19,240 responses that were balanced to reflect U.S. Census parameters for age, gender, race, household income and geographic region. The following responses reflect people age 6 and above.

• For the first time since 2008, levels of inactivity have decreased slightly to 27.6%. Inactivity trends by age group show that the 13 to 17 and 25 to 34 age groups continue to become inactive. Older adults ages 55 and over had the largest decrease of inactivity. However, 80.2 million people still reported no physical activity (or participation in the 19 sports/fitness activities that require minimal to no physical exertion) in 2013.

• Gen Z, ages 2 to 12, have the highest participation rates in team and outdoor sports. Racquet and water sports continue to be a Millennial activity, and fitness sports are most popular with older generations. Swimming, bicycling, and hiking are the most popular “aspirational” sports.

• Overall, individual sports have declined; however, adventure racing and triathlons have skyrocketed with an increase in participation of 20% over the past five years. Participation in team sports continues at a steady pace. Football and baseball show a decrease in participation, but lacrosse, beach volleyball, field hockey and ice hockey have increased.

• Motorized water sports, such as water skiing, show a decrease in activity but kayaking and stand up paddling have increased in participation over the past year.

Table 1 shows the top 10 activities across the United States in 2013. Walking and jogging are the top ranked activities, and working out with either free weights or weight machines are also popular. Basketball is the only team sport that ranks in the top 10.

Table 1. Top Ten National Activities

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>CORE PARTICIPANT</th>
<th># OF CORE PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking for Fitness</td>
<td>50+ times/year</td>
<td>79.8 million</td>
</tr>
<tr>
<td>Running/Jogging</td>
<td>50+ times/year</td>
<td>29.8 million</td>
</tr>
<tr>
<td>Stretching</td>
<td>50+ times/year</td>
<td>26.5 million</td>
</tr>
<tr>
<td>Treadmill</td>
<td>50+ times/year</td>
<td>26.4 million</td>
</tr>
<tr>
<td>Free Weights (Hand Weights)</td>
<td>50+ times/year</td>
<td>25.7 million</td>
</tr>
<tr>
<td>under 15 lbs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bicycling (Road/Paved)</td>
<td>26+ times/year</td>
<td>21.4 million</td>
</tr>
<tr>
<td>Weight/Resistance Machines</td>
<td>50+ times/year</td>
<td>21.4 million</td>
</tr>
<tr>
<td>Free Weights (Dumbbells) over 15 lbs.</td>
<td>50+ times/year</td>
<td>20.6 million</td>
</tr>
<tr>
<td>Fishing (Freshwater/Other)</td>
<td>8+ times/year</td>
<td>17.7 million</td>
</tr>
<tr>
<td>Basketball</td>
<td>13+ times/year</td>
<td>16.7 million</td>
</tr>
</tbody>
</table>

Local Recreational Trends

The following local recreational trends were determined from the 2016 Parks and Recreation Community Survey.

Satisfaction with parks, trails, maintenance, and programs

When asked to rate their satisfaction on a four point scale of excellent, good, fair and poor, 65% or more rated Englewood’s facilities and services as excellent or good in 10 out of 14 areas of query (Table 2. Residents are the least satisfied with Englewood’s park playgrounds, outdoor sports courts, and open space and natural areas. For all 14 topics on facilities and services, responses of good had the highest percentages and were higher than responses for excellent, mostly by a 2:1, but by as much as a 5:1 margin in some cases.

Table 2. Satisfaction with Parks, Trails, Maintenance, and Programs

<table>
<thead>
<tr>
<th>Service/Program</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Englewood Library</td>
<td>42%</td>
<td>45%</td>
<td>12%</td>
<td>2%</td>
</tr>
<tr>
<td>Malley Senior Recreation Center</td>
<td>57%</td>
<td>45%</td>
<td>15%</td>
<td>1%</td>
</tr>
<tr>
<td>Parks and Trails</td>
<td>44%</td>
<td>57%</td>
<td>23%</td>
<td>1%</td>
</tr>
<tr>
<td>Community Events</td>
<td>47%</td>
<td>51%</td>
<td>21%</td>
<td>1%</td>
</tr>
<tr>
<td>Park maintenance (e.g., landscaping, mowing, trash, etc.)</td>
<td>51%</td>
<td>58%</td>
<td>22%</td>
<td>1%</td>
</tr>
<tr>
<td>Englewood Recreation Center</td>
<td>58%</td>
<td>53%</td>
<td>20%</td>
<td>1%</td>
</tr>
<tr>
<td>Broken Tee Golf Course</td>
<td>56%</td>
<td>53%</td>
<td>19%</td>
<td>1%</td>
</tr>
<tr>
<td>Pirates Cove</td>
<td>54%</td>
<td>43%</td>
<td>18%</td>
<td>1%</td>
</tr>
<tr>
<td>Recreation Services</td>
<td>54%</td>
<td>43%</td>
<td>15%</td>
<td>1%</td>
</tr>
<tr>
<td>Open space and natural areas</td>
<td>51%</td>
<td>51%</td>
<td>13%</td>
<td>1%</td>
</tr>
<tr>
<td>Park Playgrounds</td>
<td>61%</td>
<td>56%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>Outdoor Sports Fields</td>
<td>49%</td>
<td>53%</td>
<td>11%</td>
<td>1%</td>
</tr>
<tr>
<td>Private Recreation Center or Gym</td>
<td>53%</td>
<td>49%</td>
<td>9%</td>
<td>1%</td>
</tr>
<tr>
<td>Outdoor Sports Courts</td>
<td>53%</td>
<td>49%</td>
<td>9%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Eight of the 12 activities in which people engage most frequently are outdoor activities; of the top 12, more than 50% of respondents stated that the community doesn’t have enough natural areas, natural surface trails, and paved trails. Other activities that the community stated were lacking included outdoor volleyball, climbing walls, indoor and outdoor swimming/water play and fishing ponds. Additional results are presented in Table 3.

Preferred additions to Pirates Cove

The attractions people would most like to see added are shade and seating areas, a new slide or thrill attraction for multiple riders, a surfing simulator, and a children’s area. Fourteen percent of respondents could not respond and/or were not interested in Pirates Cove, and nine percent of respondents indicated that Englewood should not add facilities to Pirates Cove.

Reasons for not using Englewood facilities more

The primary reasons people do not make greater use of Englewood’s facilities are overcrowding (29%), poor design or outdated facilities (26%), the user fees (26%), poor maintenance (24%), and the distance from their home (23%).

Organizations people use for recreation

The four organizations people use the most are Englewood Parks and Recreation (85%), South Suburban Parks and Recreation District (42%), Denver Parks and Recreation (31%), and private health clubs (24%).

Reasons people use Englewood’s facilities

Residents use Englewood’s facilities because of proximity (79%), affordability (56%), the facilities offer what they are looking for (44%), quality of service (41%) and hours of operation (32%).

Reasons people use other facilities

When residents use facilities outside of Englewood, they do so because the facilities offer what they are looking for (57%), quality of service (42%), affordability (35%), hours of operation (27%), and proximity (21%).

Source of information about Englewood’s services

Residents learn about the Department of Parks, Recreation and Library services through the Englewood Citizen Newsletter (80%), word of mouth (41%), Play Englewood activity guide (37%), flyers, posters or banners (26%) and at the program location (25%). For people who rely on local newspapers, the most used is the Englewood Herald. For those who investigate on the Internet, Englewood’s webpage is the most used.
<table>
<thead>
<tr>
<th>TYPE OF FACILITY</th>
<th>PARTICIPATE IN THIS TYPE ACTIVITY?</th>
<th>ARE THERE TOO MANY, ABOUT THE RIGHT NUMBER, OR NOT ENOUGH IN OR AROUND ENGLEWOOD?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Library</td>
<td>89%</td>
<td>11%</td>
</tr>
<tr>
<td>Recreation centers</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Passive parks (sitting, reading, gardens, picnicking, etc.)</td>
<td>85%</td>
<td>15%</td>
</tr>
<tr>
<td>Natural surface trails (jogging, mountain biking, etc.)</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Natural, wildlife areas</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>Paved trails (bike, jog, skate, etc.)</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Playgrounds</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>Picnic facilities</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td>Indoor swimming</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td>Fitness class</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>Dog parks / Off-leash areas</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>Outdoor swimming</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>Weight training / Fitness equipment</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Outdoor water play area</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Festival event spaces</td>
<td>43%</td>
<td>57%</td>
</tr>
<tr>
<td>Performing arts venues</td>
<td>43%</td>
<td>57%</td>
</tr>
<tr>
<td>Indoor running</td>
<td>38%</td>
<td>62%</td>
</tr>
<tr>
<td>Community meeting and events rooms</td>
<td>34%</td>
<td>66%</td>
</tr>
<tr>
<td>Outdoor basketball</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>Arts or crafts classes</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>Outdoor volleyball</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>Indoor basketball</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Cultural classes (dance, drama, music)</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td>Golf</td>
<td>24%</td>
<td>76%</td>
</tr>
<tr>
<td>Indoor volleyball</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Tennis</td>
<td>22%</td>
<td>78%</td>
</tr>
<tr>
<td>Fishing ponds</td>
<td>21%</td>
<td>79%</td>
</tr>
<tr>
<td>Soccer</td>
<td>21%</td>
<td>79%</td>
</tr>
<tr>
<td>Climbing walls</td>
<td>18%</td>
<td>82%</td>
</tr>
<tr>
<td>Outdoor skating at skate parks</td>
<td>16%</td>
<td>84%</td>
</tr>
<tr>
<td>Foot golf</td>
<td>16%</td>
<td>84%</td>
</tr>
<tr>
<td>Softball</td>
<td>14%</td>
<td>86%</td>
</tr>
<tr>
<td>Football</td>
<td>14%</td>
<td>86%</td>
</tr>
<tr>
<td>Travel / Excursion programs</td>
<td>13%</td>
<td>87%</td>
</tr>
<tr>
<td>Baseball</td>
<td>12%</td>
<td>88%</td>
</tr>
<tr>
<td>Pickleball</td>
<td>6%</td>
<td>94%</td>
</tr>
<tr>
<td>BMX biking track</td>
<td>5%</td>
<td>95%</td>
</tr>
<tr>
<td>Lacrosse</td>
<td>2%</td>
<td>98%</td>
</tr>
</tbody>
</table>
### Parks and Recreation Benchmarking

As part of an inventory of existing lands and facilities offered by the City of Englewood, a benchmark analysis was completed for parks, recreation centers, and facilities (represented in Table 4).

This compared Englewood to similar free-standing communities that offer their own parks and recreation services (not through a parks and recreation district) in the Denver metro area, communities across Colorado, and national benchmarks for cities with populations between 20,000 and 50,000 people.

#### Table 4. Benchmark Analysis

<table>
<thead>
<tr>
<th></th>
<th>ENGLEWOOD</th>
<th>COMMERCE CITY</th>
<th>GOLDEN</th>
<th>BRIGHTON</th>
<th>NATIONAL BENCHMARK (COMMUNITIES BETWEEN 20,000-50,000)**</th>
<th>COLORADO BENCHMARK (AGENCIES ACROSS COLORADO)**</th>
<th>BY 2030...</th>
<th>BY 2050...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>32,879</td>
<td>48,792</td>
<td>19,759</td>
<td>35,004</td>
<td>20,000-50,000 of 12 agencies reporting</td>
<td>36,485 (Estimated)</td>
<td>41,399</td>
<td></td>
</tr>
<tr>
<td><strong>Acres of Parks</strong></td>
<td>151</td>
<td>350</td>
<td>253</td>
<td>284</td>
<td>340</td>
<td>400</td>
<td>17 additional acres to continue the current level of service</td>
<td>39 additional acres to continue the current level of service</td>
</tr>
<tr>
<td><strong>Parks Acreage per 1,000 Residents</strong></td>
<td>4.6</td>
<td>7.2</td>
<td>12.8</td>
<td>8.1</td>
<td>9.7</td>
<td>8</td>
<td>203 additional acres to achieve the national benchmark</td>
<td>250 additional acres to achieve the national benchmark</td>
</tr>
<tr>
<td><strong>Number of Parks</strong></td>
<td>17</td>
<td>15</td>
<td>19</td>
<td>31</td>
<td>18 Data Unknown</td>
<td>2 new parks to continue the current level of service.</td>
<td>4 new parks to continue the current level of service.</td>
<td></td>
</tr>
<tr>
<td><strong>Adopted Standard</strong></td>
<td>8 acres per 1,000 residents</td>
<td>6 acres per 1,000 residents</td>
<td>9 acres per 1,000 residents</td>
<td>6 acres per 1,000 residents</td>
<td>No national standard has been adopted</td>
<td>No national standard has been adopted</td>
<td>38 to 74 acres of new neighborhood park needed to meet current standard</td>
<td>47 to 89 acres of new neighborhood park needed to meet current standard</td>
</tr>
<tr>
<td><strong>Number of Parks &amp; Recreation Staff Members (FTE) (Operations, Maintenance, Admin, Programming)</strong></td>
<td>32</td>
<td>Data Unknown</td>
<td>60</td>
<td>31</td>
<td>25 13.8 per 10,000 residents</td>
<td>18 additional staff to achieve the national benchmark</td>
<td>25 additional staff to achieve the national benchmark</td>
<td></td>
</tr>
</tbody>
</table>
To provide the same acres of parks in 2050 that our growing City does today, 39 acres would need to be purchased (the equivalent of 4-5 new neighborhood parks).

|                      | ENGLEWOOD | COMMERCE CITY | GOLDEN | BRIGHTON | NATIONAL BENCHMARK (COMMUNITIES BETWEEN 20,000–50,000)** | COLORADO BENCHMARK (AGENCIES ACROSS COLORADO)** | BY 2030... | BY 2050...
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Rec Centers</strong></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1 per 26,560 residents</td>
<td>1 per 22,000 residents</td>
<td>0</td>
<td>1 to meet the national benchmark</td>
</tr>
<tr>
<td><strong>Square Footage of Rec Center</strong></td>
<td>60,367</td>
<td>67,000</td>
<td>71,483</td>
<td>N/A</td>
<td>There is no square footage benchmark for recreation centers to compare.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Number of Senior Centers</strong></td>
<td>1 (Malley Senior Recreation Center)</td>
<td>Older Adult/ Senior Center Area within Rec Center***</td>
<td>Older Adult/ Senior Center Area within Rec Center***</td>
<td>1 (Eagle View Adult Center)</td>
<td>No national standard has been adopted</td>
<td>1 per 26,460 residents</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Square Footage of Senior Centers</strong></td>
<td>25,395</td>
<td>Data Unknown</td>
<td>~5,000</td>
<td>15,000</td>
<td>There is no square footage benchmark for senior centers to compare.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Population based on 2015 ACS 5-Year Estimates, 2050 Estimated population provided by the City of Englewood Community Development Department

**2016 +NRPA Field Report, Park and Recreation Agency Performance Benchmarks, National Recreation and Park Association

***The Front Porch area of the Golden Community Center offers a special place for Active Adults to gather as well as programming and classes.

****The Commerce City Recreation Center provides activities and events for older adults and designated hours within the existing facility.
Englewood has a total of 11 neighborhood parks. Combined, these parks total approximately 36 acres and provide a level of service of 1.1 acre per 1,000 population based on an estimated current population of 32,879. Belleview, Centennial, and Cushing Parks also serve neighborhood park functions for neighborhoods located within a one-half mile radius. Accounting for the contribution these parks make in serving neighborhood needs results in an effective level of service of approximately 2.0 acres per 1,000 population (See Table 5). Additionally, Englewood manages two trailheads along the South Platte River. River Run Trailhead also acts as a neighborhood park. The City has contributed to the development of gardens at Clayton and Charles Hay Elementary Schools, as well as the garden at Depot Park.

Table 5. Existing Neighborhood Park Level of Service

<table>
<thead>
<tr>
<th>NEIGHBORHOOD/POCKET PARKS</th>
<th>EFFECTIVE LEVEL OF SERVICE 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>32,879</td>
</tr>
<tr>
<td>Existing Developed Neighborhood Parkland (acres)</td>
<td>36.00</td>
</tr>
<tr>
<td>Level of Service</td>
<td>1.1 acres/1,000 residents</td>
</tr>
<tr>
<td>Effective Level of Service**</td>
<td>2.0 acres/1,000 residents</td>
</tr>
<tr>
<td>Level of Service Standard</td>
<td>2-3 acres/1,000 residents</td>
</tr>
</tbody>
</table>

** Includes 10 acres each of Belleview, Centennial, and Cushing Parks that serve neighborhood park function to residents within ½-mile radius.

Englewood has a total of 2 community parks and 2 sports complexes. Combined, these parks total approximately 115.35 acres and provide a level of service of 3.6 acres per 1,000 population based on a population of 32,879 (See Table 6).

Table 6. Existing Community Park Level of Service

<table>
<thead>
<tr>
<th>COMMUNITY PARKS</th>
<th>EFFECTIVE LEVEL OF SERVICE 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>32,879</td>
</tr>
<tr>
<td>Existing Developed Community Parkland (acres)**</td>
<td>115.35</td>
</tr>
<tr>
<td>Level of Service</td>
<td>3.6 ac/1,000 pop.</td>
</tr>
<tr>
<td>Level of Service Standard</td>
<td>3-5 ac/1,000 pop.</td>
</tr>
</tbody>
</table>

**Includes acreage for Hosanna Athletic Complex and Miller Field.
Dog-Privileged Parks

Englewood has five designated parks where dogs are allowed to be off-leash; one dog park and four dog privileged parks. Dog-privileged parks are city parks that allow off-leashed dogs provided that they are under reasonable voice control. They are different than “dog parks” because “dog parks” are typically fenced in areas for the sole purpose of dog recreation. Englewood already offers more opportunities for dog based recreation than surrounding cities (Table 7). The dog privileged parks in Englewood currently include Jason, Centennial, Duncan, and the Northwest Greenbelt. A dog park, the Canine Corral, is located in the northwest area of Belleview Park.

Table 7. Dog Parks

<table>
<thead>
<tr>
<th></th>
<th>ENGLEWOOD</th>
<th>COMMERCE CITY</th>
<th>GOLDEN</th>
<th>BRIGHTON</th>
<th>COLORADO BENCHMARK</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>32,879</td>
<td>48,792</td>
<td>19,759</td>
<td>35,004</td>
<td>Average of 12 communities reporting</td>
</tr>
<tr>
<td><strong>Size and Number</strong></td>
<td>5 parks: 69 acres</td>
<td>1 park: 3 acres</td>
<td>2 parks: 3.5 acres</td>
<td>1 park: 3 acres</td>
<td>1 park per 73,000 population</td>
</tr>
<tr>
<td><strong>Parks Acreage per 1,000 Residents</strong></td>
<td>2.09</td>
<td>0.06</td>
<td>.18</td>
<td>.08</td>
<td>Data unknown</td>
</tr>
<tr>
<td><strong>Types</strong></td>
<td>4 dog-privileged parks; 1 dog off-leash fenced parks</td>
<td>Dog off-leash fenced park</td>
<td>Dog off-leash fenced parks</td>
<td>Dog off-leash fenced park</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Notes</strong></td>
<td>Only peer community offering dog-privileged parks</td>
<td>Additional fenced off area within a 71-ac open space</td>
<td>Both are fenced off areas within larger sports complexes</td>
<td>Fenced area around a pond, next to a sports complex</td>
<td></td>
</tr>
</tbody>
</table>
PARK STANDARDS ANALYSIS

Neighborhood Park Standards

Neighborhood parks should be adequately sized to provide space for a variety of activities, ideally a minimum of 2 acres. They should be centrally located within the residential area they serve, and are often located adjacent to an elementary or middle school. In order to be compatible with surrounding residential land uses that limit the intensity of use, programmed sports activities in neighborhood parks are typically limited to practices. Exceptions may be necessary if no other facilities exist, or if the use is not detrimental to the neighborhood.

While pocket parks supplement the neighborhood park system and provide visual relief within the urban landscape, they are not substitutes for adequately sized neighborhood parks. In Englewood, these parks are typically one acre in size, which often makes them more of an amenity to the immediate neighbors rather than the larger neighborhood. Table 8 lists the specific standards for neighborhood parks.

Community Park Standards

Community parks should be adequately sized to accommodate a variety of diverse activities, including passive uses. They are ideally 25 to 100 acres in size, and often combine developed parkland for self-directed or programmed activities (festivals, performances, fitness trails, sports fields and courts, picnic shelters, etc.) with natural areas or other interesting elements (water features, forests, or gardens). They should be centrally located and accessible to everyone in the community. An off-street trail system should also connect to community parks, allowing for access not reliant on automobiles. Table 9 lists the specific standards for community parks.

All of Englewood’s community parks meet the existing community parks 25-acre minimum standard, with the exception of Cushing Park and the Hosanna Athletic Complex. Cushing Park is classified as a community park rather than a neighborhood park because it contains amenities and features that are significant to the larger community. While more acreage and a larger park area would be ideal, Cushing does provide the City of Englewood with distinctive attributes, including its unique history, a skate park, and a central location close to the Little Dry Creek Trail, the South Platte River Trail, and the RTD light rail system.
Open Space/Greenbelt Standards

Open space areas and greenbelt corridors protect natural values on smaller land parcels and provide opportunities for trail and habitat connections. In Englewood, open space and greenbelts are frequently located along stream corridors. Although they are often managed for a more natural state, some park-like uses and amenities, such as trails, benches, and picnic sites, are integrated into these areas.

While there is not an adopted level of service or standards for open space and greenbelts, Table 10 lists the common characteristics for open spaces and greenbelt corridors. The Walk and Wheel Master Plan further outlines on-street bicycle infrastructure and additional trail connections throughout the City.
### Table 8. Neighborhood Park Standards

<table>
<thead>
<tr>
<th>DESIRABLE ACREAGE</th>
<th>PURPOSE/FUNCTION</th>
<th>SITE CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-10 acres; slightly smaller size may be acceptable if adjacent to other parkland/natural areas or greenway parks while accommodating larger neighborhood park purposes/functions.</td>
<td>Provides nearby recreation and leisure opportunities within walking distance (one-half mile) of residential areas. Should serve as a common area for neighbors of all ages to gather, socialize and play typically would include a paved, multi-purpose area for court games/in-line skating or two tennis courts, a multi-purpose play field with backstop, play equipment, ADA accessible trails, and shaded areas for picnics and sitting within a landscaped setting that is a blend of xeriscaping and full irrigation for active uses. Features such as interpretive signs, water bodies, and areas of natural vegetation may also be included where appropriate. In most cases, programmed sports activities should be limited to practices. On-street parking is typically adequate, and separate parking lots are discouraged. School/park facilities include many of the same neighborhood standards, except that school/parks should include: game fields (preferably two), off-street parking that is situated for school and park purposes, and a playground designed for age groups not served by school playgrounds. Small areas can serve a neighborhood where opportunities for a larger park site are unavailable. Typically considered to serve residents within one-quarter mile of the park. Due to limited size, may only contain a few of the elements typical of a standard neighborhood park.</td>
<td>Should be located adjacent to greenway, open space, elementary or junior high schools when possible, and centrally located within the area served. Should be accessible via walkway or urban trail. Portions of the site should be relatively flat to accommodate fields and facility development. At least half of the park/ two sides shall be bordered by a street in order to provide easy public access, visual surveillance and parking. Surrounding the site with the back property lines of houses is strongly discouraged.</td>
</tr>
</tbody>
</table>
Table 9. Community Park Standards (25-100 acres)

<table>
<thead>
<tr>
<th>DESIRABLE ACREAGE</th>
<th>PURPOSE/FUNCTION</th>
<th>SITE CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-100 acres</td>
<td>Provides opportunities for community-wide activities and facilities. Should maintain a balance between programmed sports facilities and other community activity areas, such as urban forests, gardens, historic features, water features, performance areas, festival spaces, plazas, etc., and have features that appeal to the broader community. Sports complexes are not always considered complete community parks as they are very special-purpose. However, they contribute to the overall level of service for community parks. They provide opportunities for community-wide programmed and self-directed sports such as baseball, softball, soccer, tennis, in-line hockey, and skateboarding in higher intensity use facilities. They offer only limited areas for passive recreation uses and other features that appeal to the broader community. Strategically locate to fill service gaps for specialized sports facilities. Community parks should generally be located to provide all residents access to a community park within 1-2 miles of their home. Community parks may also serve as the local neighborhood park for residential areas within ½ mile.</td>
<td>Portions of the site should be relatively flat to accommodate fields and facility development if the park site allows. Special site features, such as streams, lakes, forests, rock outcrops, historic or archaeological sites, and other interesting elements may add to the unique character of the park. Ideally, will have good access from a collector or arterial street. Direct access to primary community trail system is desirable. Sports complexes should be relatively flat to accommodate sports fields and located away from residential areas to avoid traffic, light, and noise conflicts.</td>
</tr>
</tbody>
</table>

Table 10. Open Space and Greenway Standards

<table>
<thead>
<tr>
<th>DESIRABLE ACREAGE</th>
<th>PURPOSE/FUNCTION</th>
<th>SITE CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Space: Varies</td>
<td>Protects natural values on smaller parcels. Often located along stream corridors. Provides opportunities for nature-oriented, outdoor recreation, which may include multi-purpose trails.</td>
<td>Emphasis on resource protection or preservation with some public access provided. Limited site area can be dedicated to park-like uses, such as roads, parking areas, trails, environmental education/interpretive areas, picnic sites, and visitor support facilities.</td>
</tr>
<tr>
<td>Greenbelt: N/A</td>
<td>Provides linear corridors for trail connections through the City.</td>
<td>Typically along urban drainage ways. Minimum corridor width desired is 150’ to provide adequate width for trail, native landscaping and buffers from adjacent development. May include some developed park-like landscaping in high use areas.</td>
</tr>
</tbody>
</table>
SERVICE AREAS

Map 2 shows the 1/2-mile and 1/4-mile service areas associated with each developed park. The service areas represent the immediate neighborhood that has access to that park without crossing an arterial roadway, active rail line, or other barrier that prevents easy pedestrian or bicycle access. The extent of existing residential development is generally shown. About one-third of the residential units are located within 0.25 miles of a park, and 65% are within 0.5 miles.

Although the City of Englewood is relatively well covered by the distribution of neighborhood parks and has a moderate to high level of service overall, there are several residential areas that have comparatively low parkland level of service. These are particularly notable in the neighborhoods north of Dartmouth and south of Yale Avenue near Santa Fe; south of 285 along the rail corridor; and the region around Quincy and Oxford Avenues along east of Broadway.

Several existing developed areas of Englewood are undergoing redevelopment and infill, with new residential units being constructed in key strategic locations throughout the City. This future increase in population presents challenges for providing adequate parkland. The City is surrounded by developed communities in all directions and few developable properties exist within the City, and no mechanism is in place to fund the purchase and development of parks to serve new residents.

Map 2 highlights potential opportunity areas that are either currently underserved or potential redevelopment sites. The following is a description of each location.

Lehow Avenue & Broadway Avenue Area

Although the Big Dry Creek Trail and community parks do exist nearby, the City should take advantage of the potential redevelopment site at Lehow and Broadway as an opportunity to add a neighborhood park. Safe connections across Broadway would need to be considered for the neighborhoods south of Belleview and east of Broadway. Future redevelopment of this site should also include a public plaza. Work with South Suburban Parks and Recreation District to improve connections to the Big Dry Creek Trail and create more usable green space.

North Area

Residents North of Dartmouth Avenue and West of Broadway currently do not have adequate level of service and additional multi-family residential housing is proposed just west of this area. Even though there is access to Depot Park and the community Garden, Dartmouth Avenue creates a barrier to Cushing Park. With no vacant land currently available for park development, the City should be vigilant in acquiring strategic parcels that might become available in the future.

East/Central Area

Residents between Oxford and Stanford Avenues and East of Broadway currently do not have adequate level of service, and Jason, Duncan and Rotolo Parks are more than 1/2 mile walk from this area. With no vacant land currently available for park development, the City should be vigilant in acquiring strategic parcels that might become available in the future. Additional multi-family development near Broadway and 285 will add increased pressure to this area.

Former Sports Authority Site

As the approximately seven acre Sports Authority Headquarters campus closes, any future residential redevelopment of this site should work to include a neighborhood park or green space in order to gain adequate level of service for existing and future residents. The closest parks without crossing Highway 285 are Jason and Miller Field; however, Miller Field serves primarily as a sports complex and does not provide open fields, a playground, or other gathering spaces. This further decreases the level of service for this area. Additional multi-family development near Broadway/285 will also increase pressure for amenities.

Downtown Redevelopment/Little Dry Creek Area

Although this area is relatively close to park and recreation facilities, connectivity is lacking across Highway 285 and Broadway and improvements to Little Dry Creek are needed. In addition, many multi-family residential housing projects are being built or planned in this area which decreases the level of service. Any future redevelopment of the Downtown and Englewood’s CityCenter should include visual greenspace, greenway connections, and passive recreation areas.
Map 2. Existing Conditions and Opportunities

FACILITY NEEDS

Table 11 provides a comprehensive inventory of facilities provided in each of the city’s park properties. This information is applied against relevant standards in Table 12 to identify specific, future facility needs.

<table>
<thead>
<tr>
<th>NAME</th>
<th>ACRES</th>
<th>CLASSIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CITY PARKLAND</strong></td>
<td>151.35</td>
<td></td>
</tr>
<tr>
<td>Baker</td>
<td>0.93</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Barde / Charles Hay Elementary</td>
<td>3.67</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Bates-Logan</td>
<td>6.84</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Belleview</td>
<td>36.14</td>
<td>Community</td>
</tr>
<tr>
<td>Centennial (incl. Rockies/Brent Mayne Fields)</td>
<td>44.15</td>
<td>Community</td>
</tr>
<tr>
<td>Clarkson-Amherst</td>
<td>0.77</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Cushing</td>
<td>11.15</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Depot Park &amp; Community Garden</td>
<td>0.94</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Duncan</td>
<td>3.81</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Emerson</td>
<td>1.34</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Hosanna Athletic Complex (school property)</td>
<td>18.21</td>
<td>Community/Sports Complex</td>
</tr>
<tr>
<td>Jason</td>
<td>8.11</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Denny Miller Fields</td>
<td>5.70</td>
<td>Community/Sports Complex</td>
</tr>
<tr>
<td>Romans</td>
<td>4.61</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>River Run Trailhead</td>
<td>1.04</td>
<td>Trailhead</td>
</tr>
<tr>
<td>Rotolo</td>
<td>3.25</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Orphan Trailhead</td>
<td>0.69</td>
<td>Trailhead</td>
</tr>
<tr>
<td><strong>OPEN SPACE, PLAZAS &amp; GREENBELTS</strong></td>
<td>33.96</td>
<td></td>
</tr>
<tr>
<td>CityCenter Plaza</td>
<td>3.50</td>
<td>Plaza</td>
</tr>
<tr>
<td>Little Dry Creek Greenway</td>
<td>14.20</td>
<td>Greenbelt/Open Space</td>
</tr>
<tr>
<td>Northwest Greenbelt/Harvard Gulch Trail</td>
<td>10.75</td>
<td>Greenbelt/Open Space</td>
</tr>
<tr>
<td>Southwest Greenbelt</td>
<td>5.51</td>
<td>Open Space</td>
</tr>
<tr>
<td><strong>RECREATION FACILITIES</strong></td>
<td>6.91</td>
<td></td>
</tr>
<tr>
<td>Malley Senior Recreation Center</td>
<td>2.13</td>
<td>Rec. Center</td>
</tr>
<tr>
<td>Englewood Recreation Center</td>
<td>3.53</td>
<td>Rec. Center</td>
</tr>
<tr>
<td>Outdoor Pickleball Courts</td>
<td>1.00</td>
<td>Sports Complex</td>
</tr>
<tr>
<td>East and West Paesos</td>
<td>.25</td>
<td>Plaza</td>
</tr>
<tr>
<td><strong>SPECIAL RECREATION FACILITIES</strong></td>
<td>286.47</td>
<td></td>
</tr>
<tr>
<td>Broken Tee Golf Course</td>
<td>218.59</td>
<td>Golf Course</td>
</tr>
<tr>
<td>Pirates Cove</td>
<td>5.10</td>
<td>Family Aquatic Family Center</td>
</tr>
</tbody>
</table>

478.69 Total acreage of all parks, recreation, and facilities
### Table 11. Existing Facility Inventory Table

<table>
<thead>
<tr>
<th>NAME</th>
<th>ACRES</th>
<th>CLASSIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>bAsebAll/softbAll</td>
<td>3.30</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>bAsketbAll couRt</td>
<td>3.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>bicYcle oR PedestRiAn PAth</td>
<td>4.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>concessions</td>
<td>2.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>floweRbeds</td>
<td>1.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>hoRseshoe Pits</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>nAtuRAl / nAtive lAndscAPing AReA</td>
<td>2.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>PARking lot</td>
<td>1.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>drinking fountAin</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Picnic AReA/tAbles</td>
<td>1.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>PAvilion</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>PLAY field (infoRMAl field)</td>
<td>1.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>PLAYgRound</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Pond/lAke/cReek/wAteR feAtuRe</td>
<td>1.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>RestRooMs</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>PicklebAll couRts</td>
<td>1.50</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>socceR field</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>tennis couRt</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>volleyBAll couRt</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>off-leAsh dog PRivileged PARk</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>coMMunitY gARden</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>citY PARklAnd</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Hosanna Athletic Complex (school property)</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Jason</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Denny Miller Fields</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Romans</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>River Run Trailhead</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Orphan Trailhead</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>oPen sPAce, PlAzAs &amp; gReenbelts</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>CityCenter Plaza</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Little Dry Creek Greenway</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Northwest Greenbelt/Harvard Gulch Trail</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Southwest Greenbelt</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>RecReAtion fAcilities</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Malley Senior Recreation Center</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Englewood Recreation Center</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Outdoor Pickleball Courts</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>sPeciAl RecReAtion fAcilities</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Broken Tee Golf Course</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>Pirates Cove</td>
<td>1.00</td>
<td>Neighborhood</td>
</tr>
</tbody>
</table>

**EXISTING CONDITIONS AND NEEDS ASSESSMENT**

33
FACILITY BENCHMARKING

The current level of service for various active recreational facilities is listed in Table 12. Based on these levels of service, both current and future deficits are given.

To accommodate these forecasted deficits, the City would need to acquire approximately 40 acres, or 4-5 new parks (see Table 4).

Open Space & Greenbelt Corridors

Open space, greenbelts and trails add to the outdoor recreational amenities in Englewood. These amenities work to connect the parks within Englewood and surrounding municipalities but also serve as a unique experience in and of themselves.

The Northwest Greenbelt is located in northwest Englewood between Zuni Street and Raritan Circle. It is approximately 10.75 acres in size and contains a parking area, playground, and backstop for informal baseball/softball games. It is also bisected by an intermittent stream and has the Northwest Greenbelt/Harvard Gulch Trail running through it and extending from Federal Boulevard to the South Platte River Trail.

Table 12. Recreational Facility Needs

<table>
<thead>
<tr>
<th>OUTDOOR FACILITY+</th>
<th>AGENCIES OFFERING THIS FACILITY+</th>
<th>RESIDENTS PER FACILITY+</th>
<th>CURRENT LEVEL OF SERVICE</th>
<th>ADDITIONAL FACILITY NEEDS BY 2050 WITH 41,399 POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Playgrounds</td>
<td>91%</td>
<td>2,538</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>Basketball courts</td>
<td>85%</td>
<td>4,714</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Tennis courts</td>
<td>61%</td>
<td>2,750</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>(outdoor only)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baseball/Softball Fields</td>
<td>58%</td>
<td>3,667</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Swimming pools</td>
<td>54%</td>
<td>33,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>(outdoor only)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Informal Play Fields</td>
<td>50%</td>
<td>2,750</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Soccer fields</td>
<td>37%</td>
<td>6,600</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>- youth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skate park</td>
<td></td>
<td>33,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Recreation centers</td>
<td>69%</td>
<td>33,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Senior centers</td>
<td>43%</td>
<td>33,000</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

*NRPA Proragis Community Benchmarks for Cities from 20,000-50,000.

Open Space & Greenbelt Corridors

Open space, greenbelts and trails add to the outdoor recreational amenities in Englewood. These amenities work to connect the parks within Englewood and surrounding municipalities but also serve as a unique experience in and of themselves.

The Northwest Greenbelt is located in northwest Englewood between Zuni Street and Raritan Circle. It is approximately 10.75 acres in size and contains a parking area, playground, and backstop for informal baseball/softball games. It is also bisected by an intermittent stream and has the Northwest Greenbelt/Harvard Gulch Trail running through it and extending from Federal Boulevard to the South Platte River Trail.
The Southwest Greenbelt is located in south-central Englewood between the southeast corner of Rotolo Park at Huron Street and Delaware Street. It is approximately 5.51 acres in size and contains picnic tables and the Southwest Greenbelt Trail. An intermittent stream also bisects the greenbelt. The Southwest Greenbelt Trail originates at Rotolo Park at Huron Street north of Stanford Avenue, and follows a drainage in a southwestern alignment ending at Delaware Street south of Stanford Avenue. The Southwest Greenbelt Trail totals approximately 1/3 of a mile.

Little Dry Creek is located in two areas of central Englewood and the Little Dry Creek alignment. The first parcel is located between East South Platte River Drive and South Inca Street, just across from Cushing Park. The second parcel is located between West Hampden Avenue and South Clarkson Street. Little Dry Creek is approximately 14.20 acres and contains picnic tables, benches, a plaza, and the Little Dry Creek Trail. Portions of Little Dry Creek are deteriorated, and much of the surfaces, walls, and landscaping are in need of renovation. The Little Dry Creek Trail, which exists in two segments within the greenway, totals approximately 1.5 miles.

The Big Dry Creek Trail begins at East Powers Avenue and follows the Big Dry Creek alignment under Belleview Avenue and through Belleview Park, connecting to the Mary Carter Greenway Trail at Orphan Trailhead.

Additionally, the South Platte River Trail/Mary Carter Greenway passes through the two western fingers of Englewood. The trail follows the river alignment and connects to Centennial Park, the River Run Trailhead/the Golf Course, and the Little Dry Creek Trail within Englewood. Connections from Englewood to the river trail are critical, as this greenway connects to other regional trail systems such as the High Line Canal and the Bear Creek Trail.

CityCenter Plaza is located adjacent to the Englewood Civic Center and is part of the larger Englewood CityCenter project. CityCenter Plaza is one of the focal points of the Englewood CityCenter project and provides a small, pleasant, park-like setting in the middle of the development. CityCenter Plaza has a small turf area along with a central fountain and the CityCenter Amphitheater, which hosts events throughout the summer including Englewood’s own Sounds of Summer Concert series, KidStage performances, and many other musical and dramatic performances. CityCenter Plaza is approximately 3.5 acres in size.
Duncan Park
CHAPTER 3: FACILITY RECOMMENDATIONS

This chapter provides recommendations for Englewood’s parks, open spaces, greenways, and facilities. These recommendations strive to meet the needs and issues of the community in the next 10 years. Input from the public process was used to guide the recommendations along with the need to consider identified level of service, standards, and best practices. The first half describes system-wide recommendations and the chapter concludes with detailed recommendations for each park and recreation facility.
REVAMP OUR PARKS

As the number of residents in the community and interest in an active lifestyle increase, the immediate priority is to improve the existing parks so that they can withstand additional use pressures. Many of Englewood’s older parks need upgrades or enhancements to meet current recreational and aesthetic needs and trends, and increase resident’s satisfaction levels. This will be key at popular parks such as Cushing, Miller, Belleview, Jason, Centennial, Romans, and Rotolo.

Most of the facility replacements and upgrades recommended in the 2006 Plan remain top priorities. System-wide enhancements at most parks should include:

1. Playground upgrades, shelters, restrooms, and open space and natural areas (where not already completed). Integrate imaginative play and unique play features based on the theme for each park, where appropriate.
2. ADA compliant walkways, curbs, and restrooms.
3. Replacement of diseased/dying and previously removed shade trees and ornamental plantings. Street trees along park frontages are especially needed.
4. Application of Crime Prevention Through Environmental Design (CPTED) principles, which will help improve public safety.
5. Completion of irrigation system upgrades. The current irrigation system is more than 50 years old and is becoming a major maintenance burden with continuous repairs needed. Additionally, the system is highly inefficient in its water use compared to the technology available today. Replacing irrigation throughout the entire park system is a highly expensive undertaking, but one that should be anticipated in a capital replacement program. At the current time, the Parks Department is in the process of replacing valves and heads for irrigation in all parks.
6. Mobility improvements are needed to ensure that access is equitable and good connectivity to parks is provided. The City should complete sidewalk gaps and improve crosswalks and on-street bike lanes and curb cuts within 500 feet of every park. Some parks, like Barde and Baker Parks, have no crosswalks or pedestrian safety improvements in the surrounding neighborhood.
7. Work with the Cultural Arts Commission to incorporate cultural and artistic activities and public art into future park improvements and recreational programming.
The top three priorities for major park redesigns include Cushing, Miller, and Jason Parks, because of the parks needs and greatest appeal to the community. All major park renovations will undergo additional design and feasibility studies beyond this Master Plan and will include additional public input opportunities.

Cushing Park’s location, close to CityCenter and major corridors, is tremendously valuable location but also generates transient and safety issues. The park’s location in proximity to the light rail and the South Platte/Little Dry Creek greenway and design features such as the pavilion and physical access make it attractive to transients. Improvements to this park could make it a unique community destination. The park structures are out of date and many are seldom used such as the baseball backstop and the amphitheater. Potential improvements include new shelters, restrooms, lighting, upgrades/changes to the pond and fields, better landscaping, and a productive use for the land on the west side of Inca. Redesign/relocation of the skate park is also recommended.

Miller Field is also in need of a major renovation. Miller Field’s four backstops/infields and informal soccer field for both practices and games are intensively scheduled and the structures are out of date. There are no options to replace the baseball/softball fields elsewhere in the community. Three concepts were explored for Miller Field to 1) continue as an athletic sports complex with upgrades to fields, backstops, landscaping, and removal of off-street parking; 2) conversion into a neighborhood park that serves nearby residents, reducing the number of athletic fields; to 3) redevelopment as a civic/festival space integrated with future redevelopment of the safety services campus.

Jason Park is an extremely popular and often over-programmed, which leads to conflicts between multiple uses and off-leash dogs. A new playground, restroom, basketball court and shelter are needed. Additional path connections to and through the park are recommended.
UPDATE OUR GREENWAYS

Little Dry Creek Greenway
Relatively short trail gaps occur in various locations throughout Englewood, with a high priority segment located across the street from Cushing Park along Little Dry Creek. With the trail gaps complete, the next endeavor is to enhance the trail experience and habitat quality along Little Dry Creek. Little Dry Creek along Hampden Avenue was originally developed as a national model for urban greenways almost 30 years ago. It is time to renovate this amazing asset through the center of the City so that it is more attractive, visible, fun, and safe. As part of a general drainageway improvement project, the corridor could be reconstructed from Santa Fe to Platte River Drive to create a more natural, diverse channel, with wetlands, riparian edge, trees, and passive water quality treatment improvements, to make this a valuable multi-use tributary to the South Platte River corridor. The Creek's proximity to and visibility from Dartmouth Avenue, and the potential to make this corridor a more important connection between the South Platte River and the Englewood City Center, make these improvements a high visibility, high return investment in the corridor. Renovation of Little Dry Creek can occur in partnership with multi-family and commercial developers. Greenway improvements should include more natural landscaped area.

South Platte River Corridor
The South Platte River is a regional asset. The City should continue to partner with numerous public, private, and philanthropic partners to create ongoing environmental, recreational and water quality enhancements along the South Platte River corridor per the South Platte River Corridor Vision. Expanded regional leisure and recreational amenities in the South Platte River could include acquisition of underutilized commercial land, additional pedestrian bridges and underpasses, shade shelters, security lighting, natural landscaping, and in-river recreation properties modeled after the River Run Trailhead. For example, riparian habitats through and adjacent to Centennial Park and Broken Tee Golf Course have fairly high habitat value, with abundant bird life and vegetative cover. However, strategic weed control and native plantings could make these segments of the Greenway higher quality and more beautiful habitat areas. Safe and pleasant pedestrian and bicycle connections from commercial and industrial areas to the South Platte River Trail/Mary Carter Greenway are largely deficient. Several projects are identified in the South Platte River Corridor Vision that can help convert the industrial “back door” into the Greenway’s “front door.”

GROW OUR RECREATION CENTERS
Englewood’s recreation centers offer a wide range of recreation and fitness activities, classes, training equipment and excursions. A full facility feasibility study for each recreation center would need to be completed to redesign the physical space and design of any potential facility expansion. As opportunities arise in the future for expanding the public lands adjacent to, or in the immediate vicinity of these centers, the City should consider acquiring them as a land bank for recreational uses, or potential facility expansion needs.

Renovations to the Englewood Recreation Center
The Englewood Recreation Center is a full service community facility where current demand exceeds the existing facility’s capacity. Upgrades include improving the weight room and pool areas, and addressing deferred cleaning and maintenance. The facility needs improvements for ADA access throughout the facility, including an elevator to the second floor and changes to the entry area to accommodate it. Other improvements include moving some interior walls and repurposing existing spaces within the building to accommodate new program and administrative needs.

Renovations to the Malley Senior Recreation Center
The Malley Senior Recreation Center offers progressive programs that promote healthy aging. The classes are open to everyone but adults 55 years of age or older get priority registration. The facility could better serve active adults and seniors through renovation of some underutilized spaces, as well as the main visitor contact area at the front of the building.
**IMPROVE PIRATES COVE**

Pirates Cove is an enterprise activity that generates more revenue than expenses. Water park excess revenues are returned to the General Fund. In order to continue attracting families and to stay competitive with other Denver area water parks, Pirates Cove needs an exciting, multiple-participant attraction and replacement of the children’s play structure. Based on an extensive needs assessment, three concepts were developed for potential expansion of this facility. The full report is available as the Pirates Cove Aquatics Feasibility and Expansion Study on the City’s website.

Each concept in the plan features:

- A signature attraction
- FlowRider addition
- Climbing wall (in the existing competition pool)
- Children’s play structure replacement
- Replacement of the spraypad features
- Addition of a group pavilion and cabanas
- Enclosure for slide pumps; and
- Heating for the mechanical room.

The plan also provides guidance on future funding and operations.

While the long-term master plan for Pirates Cove includes amenities to enhance aquatic experiences to all users of Pirates Cove (families with young children, teens and adults) the most immediate need includes expanding to a multi-passenger attraction that meets the requests of the Pirates Cove users interviewed throughout this study. The multi-passenger attraction, though it has a total project cost that is slightly over the $1.5M budget, would prove to be a very beneficial attraction addition and increase Pirates Cove annual attendance, revenue as well as enhance the guest experience.
RESOLVE CONFLICTS AT “DOG-PRIVILEGED” PARKS.

Englewood is the only city in Colorado that allows dog owners to let dogs off leash in specific urban parks at designated times of the day (see Chapter 2, Dog-Privileged Parks). It is also one of the few Denver metro cities to not require dog licensing or rabies vaccination, which presents a public health risk.

Dog-privileged parks have become very popular – so much so that Englewood now attracts dog owners from throughout the metro area. With fewer parks than most cities in the Denver metro area, increased park utilization as a result of infill development and lifestyle trends, and few opportunities to purchase new parkland, most parks today face more demands than can be accommodated in the space available. To compound matters, when dogs are released into a multiple use environment and some dog owners fail to follow the regulations, conflicts are inevitable. More frequent clean-ups are needed at the various parks but there is limited capacity from staff and Englewood Unleashed volunteers.

This plan recommends a public process guided by the Parks and Recreation Commission to define how the community should proceed in the future. Additional maintenance, enforcement, and funding models employed by other communities should be evaluated.

While there was no clear consensus on a single solution, suggestions to seriously consider include:

• Implement a licensing and rabies vaccination program to protect public health, as well as to return lost dogs to owners
• Dog privileged park tags to ensure public safety and compliance with off-leash rules
• License and park tag fees may be sufficient to pay for a part-time Park Ranger to help with education and enforcement
• New fenced dog park locations, with the recognition that these would displace other park activities
• Improved dog clean up by volunteer organizations
• Separation of dog privileged parks from parks with athletic fields
• Separate small and/or less-active dogs from large and/or more active dogs either through re-designating dog privileged parks or providing separate fenced dog parks
• If a viable, self-sustaining enforcement method cannot be implemented to resolve user conflicts, costs and clean up issues, phase out dog privileged parks

CREATE NEW PARKS FOR EXISTING AND FUTURE RESIDENTS

Englewood has fewer parks per capita than its peer communities, leading to competition for space and activities. While parkland is generally well distributed throughout the community, many parks are often too small to meet all neighborhood demands. Several neighborhoods are located in park deserts (where a park is more than a ½ mile walk), and Englewood has not kept pace in adding new parks. Demand at some parks intensifies when facilities become outdated. In some instances, retrofitting and redesigning existing neighborhood parkland has the potential to enhance the level of service to existing neighborhoods.

The City should carefully evaluate future opportunity areas as land becomes available or is redeveloped. Opportunities to develop new park land may emerge from development-led land acquisition activities and large Planned Unit Development projects. The addition of new park space should only be considered if funds for long-term maintenance are secured. Over time, as demographics and recreational demands in the community continue to evolve, the City should evaluate the potential for re-using a portion of Broken Tee Golf Course to serve other community park needs. In a community with
limited options for acquiring additional parkland and a park system totaling approximately 150 acres of developed parkland, the nearly 220 acres at Broken Tee may provide new opportunities. Additional strategies to provide an enhanced park system include increasing bicycle and pedestrian connections to park and recreation facilities. General locations for potential new park opportunities are show on Map 3. Master Plan.

**INCREASE ROUTINE MAINTENANCE**

In addition to facility upgrades and comprehensive capital facility replacement program, the City can increase resident satisfaction through routine maintenance. Funding for daily maintenance of facilities is a challenge as well. Currently the City has 15 full time equivalent who manage and maintain the parks system, compared to an average of 25 in peer communities of 20,000-50,000 people. The operating expenditures per capita in Englewood is $68.00 compared to an average of $100.63 in peer communities with more than 2,500 people per square mile. As residential densities increase and the parks experience a higher level of utilization, routine maintenance will need to be increased as well.

Have you heard?

The City, with cooperation of Englewood’s school district, recently opened four outdoor pickleball courts at Colorado’s Finest High School of Choice. The courts are a model for reuse of an underutilized facility and addresses new recreation trends and public demand. Scheduled clinics, classes and leagues will being in Spring 2017.
BAKER PARK

Challenges
- Accessibility is a challenge
- No improvements since 2006
- Master Plan
- Although Baker serves the surrounding neighborhoods within 1/2-mile radius, the level of service for the population it serves is relatively low. The park is poorly laid out, and the occurrence of vandalism is high
- While more acreage for a larger park area would be ideal, Baker still provides the northwest area of Englewood with some form of a neighborhood park
- The park is not very attractive from an aesthetic standpoint as there is very little planting, and most of the landscaping needs upgrades

Plan Recommendations
- Major renovation plan needed
- Expand size by purchasing adjacent properties
- Replace restrooms
- Replace play area equipment
- Upgrade picnic area
- Create internal concrete walking path
- Work with the Englewood School District to improve the overall function of the park/school area such as removing the fence separating the park from the school which prevents full use of the turf area
- Enhance landscaping to improve the aesthetic appeal of the park
- Remove the curb wall along Wesley Avenue
- Enhance crosswalks, on-street bike lane

Type: Neighborhood
Size: 0.93 acres
Location: W Wesley Ave.
Features
- Flowerbeds
- Drinking Fountain
- Picnic Area/Tables
- 1 Pavilion
- 1 Play Field (Informal Field)
- 1 Playground
- 1 Restroom

Cost of Potential Improvements: $800,000 - $1.2 million
**Challenges**

- Fencing around park limits access
- Possible school expansion
- Multi-use storm drainage facility
- Multi-purpose playfield is used for youth soccer practices.
- Inadequate internal paved walks
- Upgrades and enhancements at Barde Park can relieve some of the pressure on Romans Park

**Plan Recommendations**

- Expand size by purchasing adjacent properties
- Add picnic shelter and picnic area
- Create internal 8’ wide concrete walking paths and foot bridge
- Work with the Englewood School District to improve the overall relationship and function of the park/school
- Remove northwestern perimeter fence
- Enhance landscaping to improve the aesthetic appeal of the park, such as natural-appearing storm water drainage improvements
- Potential location for Fenced Off-Leash Dog Area for small dogs (<25 lbs.) north of the drainage area

---

**Type:** Neighborhood  
**Size:** 3.67 acres  
**Location:** Lafayette St.

**Features**
- 1 Play Field (Informal Field)
- 1 Playground
- Creek, Water Feature
- Community Garden

**Cost of Potential Improvements:**  
$1 - $1.4 million
BATES–LOGAN PARK

Challenges

- Backstop underutilized
- Pavilion is reserved most weekends
- Full-size soccer field/athletic field in detention pond
- Concrete drainage runs adjacent to park, could be improved as natural area

Cost of Potential Improvements:

$1.9 - $2.2 million

Recommendations

- Replace pavilion
- Replace restroom
- Update picnic area
- Replace play area equipment
- Basketball court needs to be post-tensioned
- Provide neighborhood-scale programming, events, and festivals
- Parking lot median with landscaping
- Expand and formalize parking lot further south
- Enhance “natural area” in NE passive side of park
- Enhance crosswalks, on-street bike lane

Type: Neighborhood

Size: 6.84 acres

Location: Bates Ave. and Logan St.

Features

- 1 Basketball Court
- Bicycle or Pedestrian Path
- Flowerbeds
- Parking Lot
- Drinking Fountain
- Picnic Area/Tables
- 1 Pavilion
- 1 Play Field (Informal Field)
- 1 Playground
- Restrooms
- Soccer Field (scheduled practices)
BELLEVIEW PARK AND CANINE CORRAL

Type: Community
Size: 36.14 acres
Location: Belleview Ave. and Windermere St., adjacent to Cornerstone Park and Pirates Cove

Features
- 1 Softball Field
- 1 Basketball Court
- Bicycle or Pedestrian Paths
- Flowerbeds
- Natural / Native Landscaping Area
- Parking Lots
- Drinking Fountain
- Picnic Area/Tables
- 4 Pavilions
- 1 Play Field (Informal Field)
- 2 Playgrounds
- Big Dry Creek/Water Feature
- 2 Restrooms
- 4 Tennis Courts
- Canine Corral Dog Park

Cost of Potential Improvements: $5.5 - $6.5 million

Challenges
- Englewood’s most popular park and the crown jewel within the park system, also the most heavily used (evidenced by the amount of trash and dog waste).
- Need new restrooms by Shelters 3 and 4
- Balance between natural, passive, and active spaces
- Perceptions of restroom maintenance and security is a community concern
- Belleview Ave. forms a larger barrier to access to the park and noises levels detract from the park.
- Access to Pirates Cove from adjacent neighborhoods is difficult
- Chenango parking lot is underused and entrance is unattractive.
- Bike commuter speeds conflict with park users especially dog walkers
- Parking often dominated by Pirates Cove users
Recommendations

- Enhance appearance and landscaping
- Tennis courts need post-tensioning and lighting. Stripe for pickleball. Rebuild wood tie walls below tennis courts
- Add vault restroom near Shelters 3 and 4
- Widen sidewalks and along perimeter
- Add benches along walking paths
- Bridge over water drain pipes (upper area)
- Clean up Chenango parking lot and natural area
- Replace playground equipment on west side of park
- Program for more events and festivals
- Tree replacements and additions along Belleview Ave to screen traffic
- Upgrade group pavilions, picnic areas and add grills. Dismantle Shelter #3 and stone Shelter #4
- Improve railroad trestle
- Consider educational and animal husbandry uses at the Farm in collaboration with Englewood School District
- Update identification and directional signs throughout park
- Install do-not-cross signage at Belleview street intersections; direct park users to underpass or lighted crosswalk
- Evaluate adding west bike lanes to Belleview Ave leading to South Platte Trail
- Continue the farm and train programming
- Water for the dog park and play equipment for the dogs
- Enhance the natural areas; create a habitat garden and nature play opportunities in western half
- Reconfigure southwestern passive walks in conjunction with Pirates Cove expansion
**Challenges**

- Wayfinding from Mary Carter Greenway
- Lack of awareness
- Impacts from ballfields on adjacent land uses

**Recommendations**

- Major renovation plan needed
- Reconstruct NW and SW parking lots, add medians, striping, landscaping and trees
- Replace playground
- Replace restroom
- Replace shelter
- Extend height and length of backstop
- Art project on lights in parking lot like utility boxes
- Add more signs and dog poop pick up stations
- Landscaping should be added in the northwest parking lot and along the north fence line to screen negative views of adjacent lands from park users
- Restore oxbow into a natural area, add nature exploration and play features
- Water fountains with dog bowl access
- Redesign park area adjacent to north ball field
- Provide access to lake edge
- Improve off-street and on-street trail connection, especially connections into park from W. Union at intersections and S. Platte River bridge
- Enhance island for duck, cormorants and heron habitat
- Add benches along walks, lake edge, and existing south pier
- Shoreline needs to be enhanced with landscaping, designated access points, and overlooks, as it has deteriorated throughout the years from foot use by fisherman
- Four new identification signs

---

**Centennial Park and Brent Mayne & Spencer Fields**

**Type:** Community  
**Size:** 44.15 acres  
**Location:** Union Ave. and Decatur St.

**Features**

- 3 Baseball  
- 1 Basketball Court  
- Bicycle or Pedestrian Paths  
- Flowerbeds  
- Natural / Native Landscaping Area  
- Parking Lots  
- Drinking Fountains  
- Picnic Area/Tables  
- 2 Pavilions  
- 1 Play Field (Informal Field)  
- 1 Playground  
- Lake, Water Feature with fishing (CPW stocks pond)  
- 2 Restrooms  
- 1 Soccer Field  
- Off-Leash Dog Privileged Park  
- Nature trails

**Cost of Potential Improvements:**  
$7.5 - $8.5 million
CLARKSON-AMHERST PARK

Type: Pocket Park
Size: 0.77 acres
Location: Clarkson St. and Amherst Ave.

Features
- Informal Field

Cost of Potential Improvements: $250,000 - $300,000

Challenges
- Small size

Recommendations
- Small play equipment area
- Enhance crosswalks, on-street bike lane
- Drainage improvements

Type: Pocket Park
Size: 0.77 acres
Location: Clarkson St. and Amherst Ave.

Features
- Informal Field

Cost of Potential Improvements: $250,000 - $300,000
Challenges

- Backstop and amphitheater not used
- Fencing around park deters use
- All facilities need replacement or upgrades
- Transient and safety issues
- Valuable but underutilized location

Cushing Park Recommendations

Three major renovation options were prepared through the Parks and Recreation Master Plan. A final design will be prepared with public input following Crime Prevention Through Environmental Design (CPTED) principles. Recommended program should contain:

- Central Plaza with Restroom, Drinking Fountain, Dog Water Fountain, at park perimeter
- 2 Large Shade Shelters with Picnic Tables
- 2 Multi-Purpose Fields: 220’x120’ for Football, Soccer, Lacrosse; 180’x115’ Practice Space
- Skate Park, located away from residences along Inca Street
- 1 Basketball Court, striped for Pickleball
- 1 Playground
- Bicycle / Pedestrian Paths (accommodate emergency access) that connect to the light rail station and future rail-trail
- 2 Fenced Off-Leash Dog Parks (for small and large dogs), with 2 Small Shade Shelters
- Possible gold-panning themed Pond for irrigation and stormwater, reduced in size
- 9-hole Disc Golf Course

Cost of Potential Improvements: $5 – $6 million

Type: Neighborhood

Size: Cushing: 11.15 acres
- Little Dry Creek: 14.20 ac.
- Depot Park: 0.94 ac.

Location: Dartmouth Ave. and Inca St.

Features

- 1 Basketball Court
- Bicycle or Pedestrian Path
- Flowerbeds
- 2 Horseshoe Pits
- Natural / Native Landscaping Area
- Parking Lot
- Drinking Fountain
- Picnic Area/Tables
- 2 Pavilion
- 1 Play Field (Informal Field)
- 1 Playground
- Little Dry Creek and Pond
- 1 Restrooms
- Skatepark
- Community Garden
- On-Street Parking

Cost of Potential Improvements: $5 – $6 million
FACILITY RECOMMENDATIONS

- Bicycle and Pedestrian Paths
- Drinking Fountain
- Picnic Area/Tables
- Cushing Park Streetscape and Parking Program
- Englewood / Cushing Park / City Center Gateway Monuments along Inca (4) and Dartmouth (2)
- Pave alleyway to east of park, install sidewalk, street trees and lighting on west side of alley.
- Extend W Eastman Avenue to connect to Inca Street
- Replace 80 off-street parking spaces with 90 on-street parking spaces (45-degree, nose-in) along Inca Avenue and W Eastman Avenue, sign and enforce with 2 or 4 hour limit. Along Inca, nose-in parking replaces landscape buffer; sidewalk remains.
- 50 on-street parking spaces (45-degree, nose-in) along W Eastman Avenue, sign and enforce with 2 or 4 hour limit.
- 40 parking spaces are maintained for RTD park and ride patrons.

Little Dry Creek Recommendations, west of Inca Street

- Dog Park for large dogs south along Little Dry Creek, Dog Park for small dogs north of Multi-Use Trail
- Clear underbrush, replace with low water turf/native grasses
- Multi-use Trail along Inca Street sloping down to underpass
- Safety Lighting along Multi-Use Trails and Light Rail
- Trail along Light Rail

Depot Park north of Dartmouth

- Maintain as is. Bishop Elementary Community Garden meets neighborhoods needs south of Dartmouth.
**Type:** Neighborhood  
**Size:** 3.81 acres  
**Location:** Layton Ave and Pennsylvania St.

**Features**
- 1 Basketball Court/ Pickleball  
- Flowerbeds  
- Bicycle/Pedestrian Path  
- 1 Horseshoe Pit  
- Drinking Fountain  
- Dog watering foot activated  
- Picnic Area/Tables  
- 1 Pavilion  
- 1 Play Field (Informal Field)  
- 1 Playground  
- Public Art  
- Restrooms  
- 1 Soccer Field  
- Off-Leash Dog Privileged Park

**Cost of Potential Improvements:**  
Not Applicable

**Challenges**  
- Resolution of off leash dog conflicts

**Recommendations**  
- Award-winning renovations in 2015 are very popular with neighborhood and a model for future park improvements city-wide
**EMERSON PARK**

Type: Pocket Park  
Size: 1.34 acres  
Location: Emerson St.

Features  
- Picnic Area/Tables  
- Bike route connection on Bates

Cost of Potential Improvements: $350,000 - $400,000

Challenges  
- Flood prone  
- Park split across Emerson Street

Recommendations  
- Small playground  
- Art in public places  
- Ornamental landscaping  
- Crosswalks
HOSANNA ATHLETIC COMPLEX

Type: Sports Complex
Size: 18.21 acres
Location: Logan St.
Features
- 2 Baseball/Softball
- Bicycle or Pedestrian Path
- Concessions
- Restroom
- Parking Lot
- Drinking Fountain
- Creek, Water Feature
- Restrooms
- 1 Natural Surface Soccer Field
- 4 Tennis Courts
- 1 Artificial Soccer Field /Football field at Englewood High School

Cost of Potential Improvements:
$2.0 - $2.5 Million

Challenges
- Lies in a multi-use drainage basin /100-year floodplain
- Better awareness needed for better community utilization
- Adjacent to and associated with Englewood High School, available for community use when not scheduled for school activities
- Access to the complex is very limited, with fencing around its entirety and only one entrance from the west parking lot that is not clearly marked and limited visibility from adjacent streets.
- The complex meets athletic needs but does not provide any typical park amenities in an area of the city that is deficient of adequate neighborhood parkland

Recommendations
- Expand park through acquisition with willing landowners
- Add neighborhood amenities along Little Dry Creek Greenway such as a playground and picnic shelter
- Stripe tennis courts for pickleball
- Create park entries and walks
- Add trees and median to west parking area
- Remove unnecessary fencing
- French drain on east side to reduce drainage problems on athletic field
JASON PARK

Challenges
- Significant user conflicts due to highly programmed and over-utilized space
- Sports fields and dog park usage sometimes conflict

Recommendations
- Major renovation plan needed with community outreach
- Replace playground, pavilion, and restroom
- Internal loop of 8’ soft- or hard-surface paths
- Path connection and landscaping between the western park gate and Lipan Street (via Quincy Street)
- Tree replacement and additions, including along streetscape
- Benches
- Improve drainage for all-weather use
- Programming improvements to reduce youth sports and dogs off leash conflicts
- Water fountains with dog bowl access
- Enhanced crosswalks and on-street connections

Type: Neighborhood
Size: 8.11 acres
Location: Jason St. and Quincy Ave.
Features
- 1 Baseball/Softball
- 1 Basketball Court
- Flowerbeds
- Parking Lot
- Drinking Fountain
- Picnic Area/Tables
- 1 Pavilion
- 1 Play Field (Informal Field)
- Informal Ball Diamonds
- 1 Athletic Field currently used for Lacrosse and T-Ball
- 1 Playground
- 1 Restrooms
- 1 Soccer Field

Cost of Potential Improvements: $1.7 - $2 million
Type: Open Space
Size: 14.12 acres
Features
• Bicycle or Pedestrian Path
• Flowerbeds
• Natural / Native Landscaping
• Creek, Water Feature
• Plazas
• Multi-use Trail
• Picnic Tables and Benches
• Picnic Area/Tables

Cost of Potential Improvements:
$3 - $4 million

Challenges
• Access to trail
• Signage/Wayfinding
• Lack of community awareness
• Serves as neighborhood park for many underserved and commercial areas
• Deteriorating in some places; surfaces and landscaping need renovation
• Heavily used in the center of the city where there are some underserved neighborhoods
• Can provide some neighborhood amenities (shelters, playgrounds, picnic areas) where parks are lacking
• Heavy dog usage

Recommendations
• Major renovation plan needed
• Improve maintenance and cleanup
• Play area equipment
• Conduct walking and biking audit
• Neighborhood trail connections
• Improved on- and off-street trail corridor through CityCenter
• Re-landscape major portions and street frontage, add street and shade trees
• Replace shelters, replace umbrellas to picnic pavilions
• Irrigation improvements.
• Remove understory and add lighting where safety concerns preclude recreation activities
• Partner with Urban Drainage to study flood mitigation (stormwater improvements to recover after flooding such as widening the channel) and detailed design effort for water quality enhancement goals.
• Partner with Community Development and downtown business/developers on a comprehensive downtown plan. Improvements will encourage commercial redevelopment and placemaking along Broadway, Hampden, and City Center.
• Acquire additional land to create neighborhood parks in conjunction future multi-family residential

LITTLE DRY CREEK GREENWAY
DENNY MILLER FIELD

Type: Sports Complex
Size: 5.70 acres
Location: Ithaca Ave. and Elati St.
Features
• 4 Baseball/Softball Fields
• Parking Lot
• 1 Play Field (Informal Field)
• Outfields used for youth soccer, football, and baseball/softball infield practices

Cost of Potential Improvements: $5 - $6 million

Challenges
• Off leash dogs an issue
• Consider locking field and creating neighborhood park space
• Infield flooding, drainage issues
• Underutilized space along Ithaca
• Playground could serve multifamily apartments
• Abandoned building will be demolished in 2016

Recommendations
• Needs a renovation plan to create a unified civic green space
• Open lawns to double as multi-use fields
• Lighting with electrical for event
• Festival plaza and pavilion
• Pedestrian paths
• Splash pad & plaza
• Playground
• Drinking fountain
• Picnic area/tables
• 3 shade shelters
• Special paving on parade promenade on Elati St, between Ithaca Ave. and Jefferson Ave
• Replace off-street parking with parallel parking around perimeter of park
• Street trees and park lighting around perimeter and promenade
• Outdoor Fitness Equipment

If the public safety building is rebuilt, coordinate designs to achieve the following:
• Visually connect the public safety block and Miller Field Park to form a civic area with strong pedestrian connections
• Exterior door restroom access for park
• Separate visitor and secure parking lots
• Hero’s Walk Plaza connecting fire station and public safety building
**Challenges**

- Baseball backstop not used
- Older sports fields sometimes flood

**Recommendations**

- Make this park into a full service neighborhood park, similar to Duncan Park
- Remove backstop. Change baseball to rectangular multipurpose field with a focus on Ultimate Frisbee, regrade to level
- Add a 9-hole Frisbee Golf course
- Expand trail from 8’ to 10’ wide and convert from asphalt to concrete
- More off leash stations and clean up signs
- New restroom with drinking fountain and dog watering station

**Type:** Open Space

**Size:** 10.75 acres

**Location:** Between Vassar and Yale Ave., and Zuni and railroad tracks

**Features**

- Bicycle or Pedestrian Path Connects to the South Platte Greenway
- Natural / Native Landscaping Area
- Picnic Area/Tables
- 1 Play Field (Informal Field)
- 1 Playground
- Creek, Water Feature
- Off-Leash Dog Privilege Park

**Cost of Potential Improvements:**

$1.9 - $2.3 million
RIVER RUN TRAILHEAD

Type: Trailhead
Size: 1.04 acres
Location: Oxford Ave.
Features
- Bicycle or Pedestrian Path
- Parking Lot
- Drinking Fountain
- Picnic Area/Tables
- 1 Pavilion
- 1 Playground
- Public Art
- South Platte River
- 1 Restroom
- Connections to Mary Carter and South Platte Greenways
- River Play Areas including surfing
- Catering available by Broken Tee Golf Course clubhouse

Challenges
- Shared parking with Broken Tee Golf Course

Recommendations
- Explore parking solutions
- Newly opened park is very popular and a model for future park improvements city-wide

Cost of Potential Improvements: Not Applicable
Type: Neighborhood  
Size: 4.61 acres  
Location: Floyd Ave.

Features
- 1 Basketball Court  
- Bicycle or Pedestrian Path  
- Flowerbeds  
- Drinking Fountain  
- 1 Playground  
- Pond/Water Feature  
- 1 Restroom  
- Picnic Area/Tables  
- 4 Tennis Courts

Cost of Potential Improvements:  
$1.8 - $2.2 million

Challenges
- Small playground  
- Tennis courts heavily used, not lighted  
- Accessibility issues  
- Dog off-leash conflicts and dog poop  
- Lies within two multi-use detention basins, prone to flooding  
- Increased use with infill development

Recommendations
- Restore mushrooms  
- Create “comfort areas” with bench, shade, ornamental landscaping  
- Basketball courts maintenance  
- New playground equipment  
- Wifi  
- Reconstruct trails to meet ADA requirements which will require substantial regrading
**FACILITY RECOMMENDATIONS**

**ROTOLO PARK AND SOUTHWEST GREENBELT**

**ROTOLO PARK**
- **Type:** Neighborhood
- **Size:** 3.25 acres
- **Location:** Huron St.

**Features**
- Picnic Area/Tables
- 1 Play Field (Informal Field)
- 1 Playground
- Storm Drainage Basin

**Challenges**
- Size of play field is limited by the detention basin
- Lack of walking/biking paths
- There is ample on-street parking and street access; however, ADA access is poor
- Much of the lower portion of the park (where the backstop is located) is in a detention pond
- The playground equipment is rather old and not safety compliant. Likewise, the picnic area is not currently ADA compliant
- There is a general lack of benches near the playground and sidewalks.
- Overall, the park features are poorly organized, but there is ample opportunity to upgrade the park facilities and make it more user-friendly
- In addition, landscaping throughout the park needs upgraded as well

**Recommendations**
- Add benches
- Continue multi-use trail across Rotolo Park from Huron St to S. Jason Street with crosswalk and playground connection
- New playground (Funded for 2017/2018)
- Add picnic shelter and tables
- Upgrade asphalt multi-use trail to ADA compliant concrete trail
- Upgrade landscaping, add shade trees

**SOUTHWEST GREENBELT**
- **Type:** Trail
- **Size:** 5.51 acres
- **Location:** Huron St.

**Features**
- 2 Picnic Areas/Tables
- Bicycle and Pedestrian Path
- Dry Drainage Area

**Cost of Potential Improvements:**
$1.0 - $1.2 million
**Type:** Recreation Center  
**Size:** 3.53  
**Location:** Oxford Ave. and Kalamath St.

**Features**  
- Gymnasium with 2 Multipurpose Courts and 6 Basketball Courts  
- Parking Lot  
- Restrooms  
- Indoor Pool  
- Family Locker Room  
- Weight Room  
- Racquetball and Handball  
- Walking/Running Track  
- 3 Conference Rooms  
- 1 Cardio Fitness Room  
- Sauna  
- Childcare  
- Cardio Equipment  
- Functional Fitness Room  
- 8 Lane, 25 Meter Pool with Slide  
- 3 ft Children’s Learn to Swim Area

**Cost of Potential Improvements:**  
Additional Feasibility Study needed

**Challenges**  
- Age of facility showing – need upgrades to Lobby/Front Desk, Locker Rooms, Restrooms, Program Spaces  
- Family locker room not convenient and underutilized  
- Massage room underutilized  
- Public Announcement (PA) system not adequate  
- Overprogrammed: weight and cardio rooms need additional space  
- Pool temperatures too cold for seniors, too warm for lap swimmers  
- Access to second floor is challenging; lift is inadequate  
- Space constraints: no land for expansion
Capital Recommendations

- Expansion: look for opportunistic parkland or indoor facilities for outdoor recreation, special programs or staff office space on adjacent properties with willing sellers. Potential uses that are compatible with existing warehouses in area include indoor field space, batting cages, bouldering, playground, green space, overflow parking sprint training, park operations offices. Acquiring adjacent property would provide additional area for a near the Recreation Center to complement existing recreation programming.
- Expansion: convert two outdoor sand volleyball courts into other recreation uses
- Public announcement (PA) system upgrades throughout
- Upgrade lift to meet elevator code requirements
- Improve entry / front desk
- More TVs with cable, such as a video wall with one large screen
- Weight Room Upgrades:
  - Upgrade weight equipment
  - Open area for free weight use or exercise mats
  - Floor and ceiling fans
  - Update locker room; improve locker room heating
- Pool Upgrades:
  - Completely retrofit pools
  - Swim accommodations for people with physical challenges
  - Evaluate an additional diving boards and indoor slides

Operational Recommendations

- Interchangeable passes between ERC and Malley Senior Recreation Center including Silver Sneakers passes Publish class schedule online for drop in options
- Another entry/access point, with swipe card at back
- Staff to spot weight equipment users for safety upon request
- Deferred cleaning and maintenance; fill holes, wash walls, fix broken windows/seals; clean pool; duct work in ceiling
- Expand Art Shuttle service area to serve the ERC
- Adjust RTD service to include direct connection to ERC
- Increase classroom utilization – corporate rentals, lectures, meetings
- Improve healthy food vending machine menus
- Evaluate open swim hours for kids
- Reprogram massage room
- Sand volleyball rentals
**Malley Senior Recreation Center**

**Type:** Recreation Center  
**Size:** 2.13 acres  
**Location:** Lincoln St. and Girard Ave.

**Features**
- Restrooms
- Multipurpose gym
- Computer Lab
- Fitness Center
- Lounge with games and library
- Arts and Crafts Room
- Rentable Classrooms
- Commercial Kitchen

Classess are open to everyone but seniors get priority registration

**Cost of Potential Improvements:** Additional Feasibility Study needed

**Challenges**
- Underutilized large flex space and cafeteria
- Computer lab underutilized. More demand for iPads and new TVs
- Table shuffleboard is not used
- Small segment of Englewood residents served; consider intergenerational use only during periods of low use
- Some seniors would prefer to maintain status quo and keep the center for seniors only

**Capital Recommendations**
- Reconfigure entrances: south entrance for seniors or an activity space; north entrance for recreation users.
- Evaluate purchasing adjacent field space for pickleball or outdoor fitness area
- Move computer lab to lounge and/or create laptop/tablet check-out program
- Ballroom dance at night
- Upgrade fitness equipment and weights
- Repurpose computer lab into training room: Pilates, yoga, Tai Chi, rehabilitation fitness/strengthening classes
- Improve walk and bike access (bike share)
Operational Recommendations

- Rebrand as Malley Recreation Center, market to all active adults while still focusing on 55 - 95 age groups. Create transition plan to better serve Englewood’s diverse adult demographic
- Rent or sublease underutilized kitchen to commercial users or as a training kitchen
- Consider lengthening hours
- Partner with schools for mentoring/reading programs
- Sponsor community arts and music programs; bring back Art Reach
- Direct bus service (such as Art Shuttle) between Malley Senior Recreation Center and Englewood Recreation Center and Oxford Avenue
- Adjust RTD service to include direct connection to Malley Senior Recreation Center
- Offer additional “how to” classes: internet and software programs
CHAPTER 4: PROGRAMMING RECOMMENDATIONS

SDSCORECARD© PROCESS

Among the most critical need of any public-sector organization today is to provide for the “common good” in a responsible way. This is most assured if it fulfills an identifiable role in the larger society that controls its resources. In the case of a public parks and recreation system, this society is its taxpayers and customers. Because no agency can offer “everything to everyone” it is important that the agency analyze its system and services to discover its strengths and challenges as well as the distinctive competence or competencies it has in order to fulfill its purpose and best meet the needs and interests of its stakeholders.
The City of Englewood Parks, Recreation and Library Department chose to conduct a comprehensive analysis of its park and recreation services by way of the SDscorecard®, an action based strategy which identifies those services an agency should be in the business of providing, and how best to provide those services effectively and efficiently.

The SDscorecard® is a methodology for evaluating parks and recreation services based upon their alignment with an organization’s purpose; their financial viability; and their target market and competitive positions.

Results of this analysis are intended to create a guidepost for the City of Englewood Parks, Recreation and Library Department that gives direction regarding the following.

• Development of three-year cost recovery goals and ultimately, a cost recovery model and philosophy
• The establishment of justifiable fees and charges
• Identification of services that should be considered as investment prospects, providing opportunity for return on investment
• Identification of services that should be considered for divestment and ultimately allow for reallocation of resources
• Identification of services that provide opportunities for partnership and collaboration
• Defensible decisions concerning the continued subsidization of services that provide for the common good of the Englewood community
• Other considerations for the responsible development and delivery of park and recreation services

The analysis of the City of Englewood Parks, Recreation and Library Department’s services began during the latter part of the first quarter of 2016. Staff engagement was a key ingredient in the processes’ evolution and in the culminating results.

The initiation of this SDscorecard© process (detailed on the following pages) is an indication of the commitment the City of Englewood has placed on building upon its existing strengths and its interests in developing an even more responsible and accountable system for its constituency.

The SDscorecard® is an innovative, interactive on-line tool that evaluates the effectiveness of all types of park and recreation services.

There are four fundamental criteria that are used as part of the SDscorecard© which guide the evaluation of each service.

1. Alignment with the purpose of the organization
2. Cost recovery performance and expectation based upon all costs (both indirect and direct)
3. Target market participation and impacts
4. The competition
The comprehensive SDscorecard© process is intended to lead the City of Englewood Parks, Recreation and Library Department to focus its energies and resources on delivering services in a focused way, reducing wasteful, unnecessary duplication and investing in those services which meet community need and desire, or provide an opportunity for return on investment.

The SDscorecard© process challenges the notion that public-sector agencies can realistically be all things to all people (so-called “mission creep”).

**Service delivery strategies resulting from the SDscorecard©:**

- Invest to increase or retain target market
- Collaborate to best use resources
- Subsidize to further a greater social good
- Exit and reallocate resource savings elsewhere
RESULTING OUTPUTS & OUTCOMES

Service Categories
The development of the Department’s Service Categories (below) was an important first step in the process as it relates to justifiable and equitable allocation of subsidy, the establishment of cost recovery goals, and assignment of budget and general ledger lines to account for each category’s fiscal performance. [NOTE: The benefits to this approach are two-fold. First, it is inefficient for an agency to determine cost recovery performance by each individual service, and second and most importantly, having Service Categories discourages attempts to determine fees and charges (and therefore) cost recovery decisions based upon special interests or individual values.]

Open Access
Parks, trails, open space, basketball courts, skate parks, public art which do not involve staff/volunteer supervision

Facility Visits
Facility visits do not require pre-registration and involve indirect staff/volunteer supervision. Examples include: Open swim, drop-in basketball or volleyball, use of cardio/weight equipment, Malley Senior Recreation Center activities such as billiards, card games, movie nights, library visits, driving range and rounds of golf, train and farm, and visits to Pirates Cove.

Rentals
Reserved and exclusive use of facilities and park areas. Examples include: park shelters, Englewood Recreation Center classrooms, Malley Senior Recreation Center rooms, Pirates Cove, athletic fields, and Broken Tee Golf Course.

Classes/Clinics
Classes, clinics, workshops and other structured (led and/or supervised) recreation activities in which pre-registration is required and the primary intent is to acquire or enhance a specific skill set. Classes and clinics can be provided for groups, or as private or semi-private services.

Sub-categories include:
5. Beginning/intermediate levels. Examples include: swim lessons, adult beginning guitar, and adult sport leagues
6. Advanced/competitive levels. Examples include: racquetball, tennis, adult sport leagues
7. Private/semi-private levels. Examples include: personal training, swim lessons, racquetball lessons, and tennis lessons
Group Activities

Services designed to provide social interaction and lifelong learning for which pre-registration is usually required and are led/supervised by trained staff. Examples include: Summer Drama, guest speakers, excursions, and summer camp.

Community Services

Programs oriented towards life skills development, social services, or community engagement and which are led/supervised by trained staff or volunteers. Examples include: community garden, health screenings, Silver Sneakers, and Volunteers of America (VOA) luncheons.

Events

This service category consists of events planned for a portion of, or the entire community. Events may be designed for any or all ages, abilities/skills or interests.

Sub-categories include:

Merchandise for re-sale

Merchandise for re-sale includes items for sale to the public. Examples include: Golf pro-shop, Englewood Recreation Center pro-shop, and Pirates Cove merchandise.

Food & Beverage

This service provides the availability of consumable goods for purchase at various Department facilities. Examples include: Pirates Cove concessions, golf course restaurant, vending at recreation centers.

*All Service Categories are inclusive per the Americans with Disabilities Act (federal mandate)
The Cost of Doing Business

General governmental accounting varies from city to city, state to state, and within federal governmental agencies. It is therefore not expected that “one size fits all” concerning financial data analysis challenging the conventional notion that benchmarks are the most effective way to determine a course of action. Given that each community’s economic conditions and societal make-up including their demographics are vastly different, benchmarks can create a phantom perspective of what an agency should or should not be doing or accomplishing.

PASS™ is a fiscal planning and management tool that powers the SDscorecard© tracking the cost of service provision, including all direct and indirect costs for federal, state and local parks and recreation agencies. This unique tool worked in concert with the City of Englewood Parks, Recreation and Library Department’s existing budget and registration and Point of Sale (POS) software systems to identify current cost recovery levels so that the cost recovery goals set by the Department are credible, future fees and charges are justifiable, and determining the cost of doing business for each service is done in the most effective and defensible way.

The advantages provided the Department through the implementation and application of PASS™ include but are not limited to the following.

- Enhanced accuracy in identifying the cost of providing each park and recreation service to the Department
- Identification and categorization of both direct and indirect costs
- Identification of the amount of tax subsidy allocated to each service – current cost recovery levels
- Illustration of the Department’s financial position at a specific point in time
- Direction relative to the establishment of fees and charges based upon cost recovery goals
- Quantifiable defense of financial management practices and decisions

[NOTE: All detailed reports resulting from the cost analysis can be accessed by any Department staff member by way of the PASS™ tool in Quickbase (Quickbase.com).]

The Department’s Cost Recovery Philosophy & Model

A Cost Recovery Philosophy and Model was developed based upon historical data and actual performance levels rather than arbitrary benchmarks. The illustrative Model includes the Department’s Service Categories and realistic, credible cost recovery goals based upon current cost recovery levels.

A cost recovery and subsidy allocation philosophy provides a foundation for differentiating parks and recreation services on the basis of who benefits and who should pay for services. Economists have differentiated goods in the economy in this manner for decades and have designated three types of goods and services: public, merit (dual benefit), and private.

Adopting a philosophy that acknowledges these three levels of service shifts from the social welfare philosophy that all services are of equal value and should be provided for everyone to an egalitarian philosophy where subsidy allocation decisions regarding fiscal performance expectation is based upon “beneficiary of service”. In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this aligns subsidy allocation and cost recovery goals and expectations with beneficiary of service (essentially, those who benefit from a service should pay for that service).

The City of Englewood Parks, Recreation and Library Department’s Cost Recovery Philosophy and Model was thoughtfully built upon a series of actions including but not limited to the following.

1. The development of Service Categories based upon type of service
2. Staff perspectives relative to each category’s perceived impacts on the “public good”
3. Review and analysis of current cost recovery levels (per PASS™ reports)
4. Determination of the Department’s future interests concerning cost accounting of direct and/or indirect costs
5. A review and evaluation of current pricing methods
These actions and considerations influenced the establishment of future realistic cost recovery goals and thus, how the Department will spend its finite tax resources ultimately leading to an intentional financial management philosophy.

Cost Recovery Philosophy
Strategic Direction 2017 - 2019
Analysis of Target Market and Competitive Positions

Equally important to the knowledge gained via a comprehensive cost analysis is an awareness of target markets and the competition for each service the Department provides (or may provide in the future). Having a sound understanding of how effective an agency is in reaching their intended markets and an intentional awareness about other agencies that provide similar or like services is critical to making informed decisions specific to which services the Department should be in the business of providing and how best to provide them moving forward.

Important data and information gathered that was necessary to informing the process and ultimately to providing future service delivery strategy and direction included but was not limited to the following.

1. Location of service
2. Identified target market
3. Participation trends
4. Minimum number of registrants required for service to be held
5. Capacity of services and % of capacity
6. Success rate/waitlist data
7. Local trade area – service area
8. Regional trade area – service area
9. Public, nonprofit and private sector competitors
SERVICE DELIVERY STRATEGIES

Upon completion of a SDscorecard© for each Department service, one of four operational strategies result as a recommended path for future service delivery.

1. Invest in services which provide for opportunities for revenue enhancement – re-allocating excess revenues to subsidize “social good” services, or to other services that can provide for further financial return on investment.
2. Collaborate when the opportunity to eliminate unnecessary duplication of service is present. Collaboration results in efficient and effective use of finite resources.
3. Subsidize services which contribute to a greater “social good” producing a benefit to an entire community or constituency.
4. Exit allows for reallocation of savings to subsidize “social good” services, or to services that can provide for financial return on investment.
Belleview Park
CHAPTER 5: IMPLEMENTATION & FUNDING

This chapter is focused on implementing the recommendations that have been previously described. It outlines criteria for city leaders and staff to consider when prioritizing actions and projects, followed by a list of potential implementation tools for projects. A summary of the high priority actions and costs is presented in the remainder of this chapter.
PRIORITIZATION CRITERIA

How do we decide where to invest our limited resources? It is helpful to establish a decision-making framework to establish immediate priorities so that it is clear to citizens how choices for funding are made. The following criteria, which are listed in random order, are the same that were adopted with the 2006 Parks and Recreation Master Plan. The list of prioritization criteria should be carefully considered when prioritizing projects. The criteria are not meant to be numerically weighted, given the fact that their relative importance varies with each situation and project-specific needs and opportunities. However, projects that address immediate issues of public health and safety should certainly take precedence over other choices.

Health, Safety, Welfare, and Code Compliance
Does the project involve upgrades that will bring a park into compliance with codes, and ensure the health, safety, and welfare of park users?

Ease of Implementation
Does the project capitalize on opportunities that are easily implemented (i.e., low cost project with large gains, ready implementers, available property, etc.)?

Economy of Scale
Does implementing several projects or portions of projects simultaneously save money or time (e.g., bulk purchase of materials, more efficient project management, etc.)?

Community Significance
Does the project provide benefits to a large number of people within the community?

Community Balance
Does the project contribute to the balance of needs across the community (i.e., neighborhood parks, community parks, trails, open space, underserved neighborhoods)?

Partnerships for Funding
Does the project leverage available partnership opportunities for funding (i.e., Urban Drainage and Flood Control District, GOCO, South Platte Working Group, Englewood School District, adjacent cities, private/non-profit, etc.)?

Does new development pay its fair share towards the project costs?

Satisfies Urgent Need
Does the project satisfy urgent park and recreation needs within the community?

Does the project serve underserved neighborhoods?

Does the project help to fill a recreation facility/amenity shortage?
Completes Phasing of Current Projects

Does the project help to complete ongoing phases of current projects that have yet to be finished?

Large, high profile projects that may generate great public support should be balanced with those that enhance existing parks and improve access to park functions and amenities to currently underserved residents. Rather than placing the majority of funding and energy into one or two large scale projects, smaller projects that may be easy to implement and fund through alternative sources should be given attention as well. Additionally, the plan is intended to be flexible and fluid, so that if an opportunity for land acquisition and park development becomes available in underserved neighborhoods, or a partnership emerges that reduces costs to Englewood residents, the City can immediately capitalize on the opportunity without being committed to a predetermined order of projects.

The City could consider establishing a property bank that could be used to meet future park needs, even if funds for park development are not available at the time the land is acquired. In existing underserved residential areas, the City could acquire one or more adjacent residential properties that are on the market and hold these properties until the appropriate time to redevelop them as mini-parks.

Further coordination with the Englewood School District should be explored. Although school playgrounds do not function as full service parks and the recreation amenities can only be used after hours, schools do play a role in filling the gap where level of service is below the desired standard. Park features would need to be enhanced at most schools, including providing public restrooms and enhanced maintenance.
EXISTING IMPLEMENTATION TOOLS

How does Englewood currently fund the cost of capital improvements, operations and maintenance? The 2016 Englewood Parks, Recreation and Library Services Department operates on an annual budget of approximately $7.4 million. Sources of revenue include: fees for services; allocations from the general fund that comes from city sales tax collections; development fees in lieu of parkland dedication; grants received from various sources, and special funds. These existing tools are each described below.

**Sales Tax / General Fund:** Each year City Council approves the budget that allocates the 3.5% sales tax revenues to various City departments and projects. The net amount given to the Parks and Recreation Department, after subtracting fees for services, has varied from year to year. Between 2011 and 2016, general fund allocations ranged from approximately $1.75 million to $2.1 million.

**Fees for Services:** The City collects fees for use of the Englewood Recreation Center and Malley Senior Recreation Center. It also collects fees for recreation programs, rentals, field trips etc. The total amount of fees collected represent 35% of the total funds needed to operate the department and provide services. Fees for the golf course are discussed in a separate section below.

**General Property Tax:** The City of Englewood is authorized to assess a 5.880 property tax mill levy to help fund the City’s programs and services provided from the General Fund. In 2001, the voters approved a dedicated property tax mill levy to fund $12.8 million to construct Pirates Cove and improvements to the Englewood Recreation Center and Malley Senior Recreation Center. The General Obligation Bond debt service mill levy assessed per year varies and is dependent upon the required debt service payment. The property tax and debt service will retire in 2023, which is currently approximately $1.1 million annually.

Future improvements to major park renovations, acquisitions of properties, and maintenance and operations could be funded by property tax if the city residents vote in favor of using the tax for those purposes.

**Development Land Dedication or Fee-in-Lieu:** City Code Section 16-8-5 recognizes that new residences generate additional demands and burdens on the City’s existing parks and trails system and that the necessity for, and cost of new or expanded parks and trails, should be properly attributed to new residential development. Therefore, developers must dedicate land commensurate with specified acres per new resident, or pay the fair market price for the land in fees (“fee-in-lieu of”) that can be used by the City to develop additional parkland for new residents. This requirement has generated less than $300,000 since its approval in 2012.
**Pirates Cove:** This publicly-owned water park generates about $250,000 in net revenue annually after subtracting the cost of operations and maintenance. These funds are returned to the City’s General Fund. Instead, they could be allowed to accrue and used to help offset the cost of renovations and repairs on a system-wide basis.

**Conservation Trust Fund:** This fund is an annual allocation of money from State Lottery funds based on Englewood’s population. It provides for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. The fund has yielded approximately $300,000 per year for the past 5 years, and in 2017 is estimated to generate a similar amount. Historically, the City has used the funds for routine maintenance and upgrades to facilities.

**Parks and Recreation Trust Fund:** The fund was established by the City and is financed primarily by donations. The interest of this fund supports scholarships for residents to participate in recreational activities. It currently has a balance of $450,000.

**Malley Senior Recreation Center Trust Fund:** This is a trust established by the City to be used for the benefit of the Malley Senior Recreation Center. It currently has a balance of approximately $230,000.

**Open Space Fund:** This fund is for the acquisition of parks and open space land not previously owned by the City, and for improvements to existing park and recreation facilities. Revenue is provided by the Arapahoe County Open Space Sales Tax of 0.25% through a shareback program. The Open Space Tax, which went into effect on January 1, 2004, expires on December 31, 2023. In 2017 the allocation from Arapahoe County is estimated to be approximately $800,000. Grants are also offered through the county.

**Enterprise Fund – Golf Course:** This is a revenue and expenses account for operations that: (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the City Council has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management controls, accountability or other purposes. The Broken Tee Golf Course generates approximately $2.1 million in revenue annually through golfing fees, rentals, and program fees, which covers all but approximately $35,000 of its direct expenses.

**Grants:** There are various granting organizations that can assist with the cost of constructing projects or providing programs, including:

- The Colorado Lottery (Great Outdoors Colorado)
- Colorado Parks and Wildlife (Fishing is Fun and Colorado Wildlife Habitat Protection Program)
- Colorado Water Conservation Board (CWCB) Healthy Rivers Fund. The CWCB has grants for up to $50,000 for constructing projects related to improving water quality, and $20,000 for planning them. This source requires a 20% local match.
- Several of these organizations have provided grants in the past for Englewood parks improvements. Englewood could consider applying to the Urban Drainage and Flood Control District for specific projects, such as renovations to Little Dry Creek Greenway near downtown, improvements at Centennial Park near the South Platte River, or enhancements to Cushing Park, which flows directly into Little Dry Creek.
- Cost-sharing partnerships are another important approach, such as working with the South Platte Working Group on trailhead and river access, or Urban Drainage on Little Dry Creek water enhancement projects.
POTENTIAL IMPLEMENTATION TOOLS

There are other potential sources of revenue and tools that could be considered in addition to enforcing current Development Land Dedication or Fee-in-Lieu and Park Development Fees. These are listed below.

Park Development Impact Fee: A fee to cover the cost of designing and constructing parkland could be implemented in addition to the existing requirement for land dedication associated with new development. A new fee structure that combines all costs for land acquisition and development into one total is used by many Front Range communities.

Dedicated Sales Tax: A sales tax percentage could be approved by city residents to fund specific projects, increasing the existing 3.5% to a higher percentage. Englewood’s combined sales taxes total 7.75%. In comparison, Littleton has a sales tax rate of 7.25%, Aurora has a combined rate of 8.5% and Denver has 7.65%. With a dedicated sales tax, bonds could be issued to allow for constructing a project prior to collecting all of the sales tax. However, the cost of the bonds adds to the total cost of the project. If a project is not implemented until the funds are collected, inflation over time will increase the cost of the project; however the money that is collected could be earning interest over the same time frame. A portion of a dedicated sales tax also can be directed towards operations and maintenance.

Special District: An option to a general property tax is the creation of a smaller special district, which would use property tax or fee assessments within that district to fund specific improvements or operations. For example, a special district could be established for areas that are poised for infill and redevelopment. This would create a mechanism whereby parkland, trail connections, and recreational facilities could be collectively planned and funded by the development in the area.

Property Tax Increase: Englewood’s property tax rate is relatively low compared to other Denver metro communities¹. Currently the city has a ballot initiative to raise $27 million for a new safety services building that houses the police department. This equates to roughly $6 per month for a home valued at $300,000 over the life of the bonds, or $72 per year. A similar initiative to fund park, recreation and trail improvements could make significant progress towards meeting the needs that have been deferred for many years due to lack of funding.

Regional Recreation District Cooperation: An option to reduce the costs of maintaining and operating parks and managing recreational programs is to explore the option of joining an existing regional recreation district. Recreation districts provide recreation programs, recreation center, and operate larger community park with a sports and active recreation focus. They may also manage regional trail connections, relying upon the cities within the district to provide neighborhood-scale amenities and local trail connections. Recreation districts are funded through property tax and fees from its population base. Many recreation districts existing in the Denver Metro Area including the Foothills Park & Recreation District and the South Suburban Parks & Recreation District. Programs are often open to everyone but district residents pay a lower fee. The facilities suited to be operated and maintained by a recreation district would be Centennial Park, Belleview Park, Englewood Recreation Center and the Malley Senior Recreation Center and potentially the golf course and select trails and greenways. Improvements to smaller neighborhood-scale and civic oriented parks would likely remain the responsibility of Englewood. If the city chose this option, it would require discussion with an existing recreation district and an acceptance of the fact that the larger facilities would no longer be locally controlled.

Estimated Costs for Parks, Recreation Facilities, and Trails

The cost for recreation and park construction varies widely, depending on the magnitude of the project, the specific elements to be included, the terrain, availability and condition of infrastructure, and other factors.

¹ A sample of mill levy’s from various communities in the Denver Metro Area show that properties within Englewood are assessed less. Property taxes vary, even within a municipality, depending on special districts (schools, recreation, transit, etc.). Arapahoe County assesses fewer taxes (13.85 mills) than Jefferson (24.2) and Adams Counties (26.8).
For the purposes of assigning an order of magnitude cost to the master plan recommendations, general cost estimates have been assigned to each project. These estimated costs are based on Logan Simpson’s experience in designing and overseeing the construction of similar facilities along the Front Range and throughout the Rocky Mountain region (See Table 13). Costs are in 2016 dollars and must be escalated yearly to compensate for inflation. Additional costs for geotechnical reports, surveying, permitting, general conditions, bonds, mobilization, construction budget contingencies, and services during construction are not included in the typical item costs, but have been considered in the budgetary project cost ranges. It should also be noted that additional staff, resources, and maintenance will be needed as more parks and/or amenities are added to the system within Englewood. The cost of land acquisition is not included in project costs because the extent of land to be acquired has not been determined at this time.

Table 13. Typical Park Construction Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Unit Cost (2016 $)</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball Court</td>
<td>$ 80,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Skate Park (12k SF)</td>
<td>$ 500,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Neighborhood Playground</td>
<td>$ 250,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Picnic Shelter (20’x20’)</td>
<td>$ 80,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Group Picnic Shelter</td>
<td>$ 200,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Small Restroom</td>
<td>$ 200,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Large Restroom</td>
<td>$ 300,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Parking Lot Lighting</td>
<td>$ 35,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Pedestrian Lighting</td>
<td>$ 5,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Parking Lot</td>
<td>$ 8.00</td>
<td>SF</td>
</tr>
<tr>
<td>Picnic Tables</td>
<td>$ 2,000.00</td>
<td>EA</td>
</tr>
<tr>
<td>Bicycle Racks</td>
<td>$ 850.00</td>
<td>EA</td>
</tr>
<tr>
<td>Benches</td>
<td>$ 1,750.00</td>
<td>EA</td>
</tr>
<tr>
<td>Trash Containers</td>
<td>$ 1,200.00</td>
<td>EA</td>
</tr>
<tr>
<td>Irrigation System Upgrade</td>
<td>$ 1.25</td>
<td>SF</td>
</tr>
<tr>
<td>Concrete Multiuse Path (8’)</td>
<td>$ 80.00</td>
<td>LF</td>
</tr>
<tr>
<td>Soft Surface Trail (6’)</td>
<td>$ 30.00</td>
<td>LF</td>
</tr>
<tr>
<td>Native Landscape Restoration</td>
<td>$ 45,000.00</td>
<td>Acre</td>
</tr>
<tr>
<td>Park Landscape</td>
<td>$ 5.00</td>
<td>SF</td>
</tr>
<tr>
<td>Deciduous Trees (2.5” cal)</td>
<td>$ 500.00</td>
<td>EA</td>
</tr>
<tr>
<td>Dog Park (fenced)</td>
<td>$ 100,000.00</td>
<td>Acre</td>
</tr>
<tr>
<td>Turf Fields</td>
<td>$ 120,000.00</td>
<td>Acre</td>
</tr>
<tr>
<td>Splash Pad</td>
<td>$ 600,000.00</td>
<td>EA</td>
</tr>
</tbody>
</table>

CONTINGENCY:
Contingency and design costs of 30% have been added to each of the cost estimates.
## Table 14. Summary Action Plan

<table>
<thead>
<tr>
<th>ACTION</th>
<th>BUDGETARY COST RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RENOVATE EXISTING PARK AND RECREATION ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Major Park Redesigns</td>
<td></td>
</tr>
<tr>
<td>Cushing Park &amp; Depot Park</td>
<td>$5 – $6 million</td>
</tr>
<tr>
<td>Jason Park</td>
<td>$1.7 - $2 million</td>
</tr>
<tr>
<td>Denny Miller Field</td>
<td>$5 - $6 million</td>
</tr>
<tr>
<td>Little Dry Creek Greenway</td>
<td>$3 - $4 million</td>
</tr>
<tr>
<td><strong>ADDITIONAL PARK AND RECREATION IMPROVEMENTS</strong></td>
<td></td>
</tr>
<tr>
<td>Baker Park</td>
<td>$800,000 - $1.2 million</td>
</tr>
<tr>
<td>Barde Park and Charles Hay Elementary School Property</td>
<td>$1 - $1.4 million</td>
</tr>
<tr>
<td>Bates-Logan Park</td>
<td>$1.9 - $2.2 million</td>
</tr>
<tr>
<td>Bellevue Park and Canine Corral</td>
<td>$5.5 - $6.5 million</td>
</tr>
<tr>
<td>Centennial Park</td>
<td>$7.5 - $8.5 million</td>
</tr>
<tr>
<td>Clarkson-Amherst Park</td>
<td>$250,000 - $300,000</td>
</tr>
<tr>
<td>Emerson Park</td>
<td>$350,000 - $400,000</td>
</tr>
<tr>
<td>Hosanna Athletic Complex</td>
<td>$2.0 - $2.5 Million</td>
</tr>
<tr>
<td>Romans Park</td>
<td>$1.8 - $2.2 million</td>
</tr>
<tr>
<td>Rotolo Park</td>
<td>$1.0 - $1.2 million</td>
</tr>
<tr>
<td>Northwest Greenbelt/Harvard Gulch Trail</td>
<td>$1.9 - $2.3 million</td>
</tr>
<tr>
<td>Southwest Greenbelt</td>
<td>$1.0 - $1.2 million</td>
</tr>
<tr>
<td>Englewood Recreation Center</td>
<td>Additional Feasibility Study needed</td>
</tr>
<tr>
<td>Malley Senior Recreation Center</td>
<td>Additional Feasibility Study needed</td>
</tr>
<tr>
<td>Pirates Cove</td>
<td>$1.5 - $3.0 million</td>
</tr>
<tr>
<td>Broken Tee Golf Course and Club House</td>
<td>$2.0 - $3.0 million</td>
</tr>
<tr>
<td>Maintenance funding</td>
<td>$2.3 - 2.7 million annually</td>
</tr>
<tr>
<td><strong>RESOLVE CONFLICTS AT DOG-PRIVILEGED PARKS</strong></td>
<td></td>
</tr>
<tr>
<td>Off-leash dog program public process</td>
<td>NA</td>
</tr>
<tr>
<td><strong>ENHANCE RECREATIONAL SERVICES</strong></td>
<td></td>
</tr>
<tr>
<td>Update suite of service offerings</td>
<td>NA</td>
</tr>
<tr>
<td><strong>CREATE NEW PARKS FOR EXISTING AND FUTURE RESIDENTS.</strong></td>
<td></td>
</tr>
<tr>
<td>Englewood Land Bank (1 to 4 residential lots)</td>
<td>2 acres (equivalent of 8-10 residential lots) $2.4 - 3.0 million</td>
</tr>
<tr>
<td>Redevelopment area parks (Potential Redevelopment areas such as Sports Authority Headquarters)</td>
<td>NA, depending on developer responsibilities</td>
</tr>
<tr>
<td><strong>UPDATE DEVELOPMENT POLICIES</strong></td>
<td></td>
</tr>
<tr>
<td>Update and consistently implement existing development fee requirements</td>
<td>NA</td>
</tr>
</tbody>
</table>

The need for deferred maintenance of capital assets to replace features that have reached the end of their useful life, or that are needed to stay up to date with current codes and recreation preferences, were discussed previously in the section that addresses renovations to existing assets.