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# APPENDIX A

## Colorado Front Range Trail (CFRT) Development Council Member List

During 2005-2006, Colorado State Parks worked with over 500 stakeholders including local communities, state and federal agencies, non-profit organizations, recreation retailers, and the tourism community to continue the collaborative efforts necessary to complete this exciting project. Organization and title information for these stakeholders is depicted below in the following table. In some cases, a specific individual associated with trail planning and development, within an agency was not able to be identified so information was sent to the general organization or agency.

Agency	First Name	Last Name	Title
<b>LOCAL GOVERNMENTS</b>			
Action 22	Cathy	Garcia	Executive Director
Adams County**	Mark	Pedrucci	Planner
Adams County	Crystal	Gray	Director of Parks
Adams County Parks	Rick	Anderson	
Arapahoe County	Lynn	Wodell	Open Space Manager
Arapahoe County	Daniel	Einarsen	Natural Resources Planner
Arapahoe County	Julio	Iturreria	Long Range Planner
Arvada**	Mike	Lee	Manager of Parks and Urban Design
Aurora**	Jenna	Baker	Special Projects Coordinator
Aurora	Curtis	Bish	Principal Planner Parks & Open Space
Aurora	Linda	Strand	Manager of Open Space and Natural Resources
Berthoud			Manager
Boulder, City of**	Matt	Jones	
Boulder, City of	Marni	Ratzel	Bicycle/Pedestrian Transportation Planner
Boulder County	Tim	Swope	Alternative Modes Coordinator
Boulder County	Brent	Wheeler	
Boulder County	Tina	Nielsen	Assistant to Director
Brighton**	Mark	Heidt	Assistant Parks and Recreation Director
Castle Rock	Jeff	Brauer	Project Administrator
Centennial	Thom	Rounds	Land Use Director
Cokedale			
Colorado City			Manager
Colorado Counties, Inc.	Larry	Kallenberger	Executive Director
Colorado Counties, Inc.	Greg	Bledsoe	

Agency	First Name	Last Name	Title
Colorado Municipal League	Sam	Mamet	Executive Director
Colorado Springs	Chris	Lieber	Senior Planner for Parks, Trails, and Open Space
Colorado Springs	Jeff	Haley	Landscape Architect
Colorado Springs Utilities	Gary	Bostrom	Regional Projects Manager
Columbine Knolls Recreation District	Brett	Rodewald	Director
Commerce City	Tom	Acre	
Commerce City	Mike	Brown	Parks Planner II
Commerce City	Traci	Ferguson	Parks Planner II
Custer County	Dale	Hoag	Chairman
Custer County	Charles	Bogle	County Representative
Custer County	Dorothy	Urban	County Representative
Dacono**	AJ	Eukert	Assistant City Administrator
Denver City/County	John	Overstreet	Manager
Denver City/County	Dick	Gannon	Landscape Architects Supervisor
Denver City/County	Chad	Anderson	Recreation Planner
Denver Parks and Recreation	Andrea	Riner	Director of Planning
Denver Regional Council of Governments	Bill	Obermann	Regional TDM Planner
Denver Regional Council of Governments	Jennifer	Schaufele	Executive Director
Denver Water	Neil	Sperandeo	Recreation Manager
Douglas County**	Ron	Benson	Director of Parks & Trails
Douglas County	Randy	Burkhardt	
El Paso County**	Brian	Kay	Park Planner
El Paso County	Neil	Katz	Planning Supervisor
Englewood	Dave	Lee	Director
Evans**	Andy	McRoberts	Director
Evans	Dan	Willadsen	Parks Superintendent
Firestone	Pete	Ditmon	Community Resource Coordinator
Firestone**	Sharon	Falcone	City Council
Firestone	Cheri	Anderson	Town Administrator
Foothills Park and Recreation District	Colin	Insley	Supervisor of Parks and Trails
Foothills Park and Recreation District	Bill	Detweiler	Director, Parks, Planning and Construction
Foothills Park and Recreation District	Richelle	Riley	Customer Service Specialist
Foothills Park and Recreation District	Bill	Lutzens	Parks Technician
Foothills Park and Recreation District	Allan	Gill	Parks and Trails Planner

Agency	First Name	Last Name	Title
Fort Collins	Marty	Heffernan	Director
Fort Collins**	Craig	Foreman	Manager
Fountain			Manager
Fountain	Greg	Nyhoff	City Manager
Foxfield			
Frederick	Jacque	McConnell	
Frederick**	Jordan	Eichem	Assistant to Town Administrator
Frederick	Jenny	Staroska	Landscape Architect
Ft. Lupton	Monty	Schuman	Manager
Ft. Lupton	Julie	Seedorf	
Glendale			Recreation Manager
Golden**	Rod	Tarullo	Director of Parks and Recreation
Greeley/Poudre River Trail Inc.**	Karen	Scopel	Natural Resources Planner
Greeley/Poudre River Trail Inc.	Scott	Rudd	Trail Manager
Greeley	Katie	Hollingsworth	Visitor Services Director
Greeley			Tourism Coordinator
Greenwood Village	Debbie	Belcik	Director, Parks, Trails, and Recreation
Highlands Ranch	Tom	Hoby	Director of Parks and Open Space
Huerfano County			Chairman
Jefferson County**	Mark	Hearon	Trail Planner
Jefferson County	Amy	Ito	Manager of Planning and Development
La Salle	Clint	Dudley	Parks and Recreation Manager
La Veta			Mayor
Lakewood	Kathy	Hodgson	Director of Parks and Recreation
Lakewood	Ross	Williams	Community Resources
Larkspur			
Larimer Cty. Parks & Open Lands	Gary	Buffington	Director
Larimer Cty. Parks & Open Lands**	Ernest	Streng	Trail Planner
Las Animas County	Kerry	Gabrielson	
Lochbuie	Tim	Katers	Planning
Longmont**	Dan	Wolford	Superintendent of Open Space and Trails
Longmont	Paula	Fitzgerald	Parks & Open Space Project Manager
Loveland Parks, Rec., Natural Areas	Gary	Havener	Director
Loveland**	Janet	Meisel Burns	Senior Park Planner

Agency	First Name	Last Name	Title
Lyons			Parks and Recreation Manager
Milliken	Donna	Derrera	Parks and Recreation Manager
Milliken	Barb	Tokunga	State Trails Committee Member
Milliken	Julie	Cozad	State Trails Committee Member
Milliken	Jerri	Hartshorn	State Trails Committee Member
Monument	Catherine	Green	Town Manager
Monument	Steve	Scheffield	Streets and Parks Supervisor
Morrison	Jerry	Smith	Morrison Administrator
Niwot			
Palmer Lake			
Parker**	Dennis	Trapp	Projects Manager
Pikes Peak Council of Govts.	Mary	Frye	
Pueblo, City of**	Steven	Meier	Senior Planner for Parks, Trails and Open Space
Pueblo County			Manager
Sand Creek Greenway**	Kate	Kramer	Executive Director
Sheridan			City Manager
South Central Council of Govts.	John	Hurtado	Director
Thomas and Thomas	Jim	Houk	Associate
Thomas and Thomas	Marty	Novak	Marketing/Graphic Design
Thomas and Thomas	Perry	Thomas	Owner
South Central Council of Govts	Kerry	Gabrielson	
South Suburban Rec. District**	Bill	Woodcock	Manager of Planning and Construction
South Suburban Parks & Recreation	Philip	Waltz	Nature Center & Outdoor Rec. Coordinator
Silver Cliff			Mayor
Starkville			
Thornton	Diane	Van Fossen	Parks Manager
Timnath	Tim	Katers	Planning
Trinidad	Mary	Holton	Planning Director
Urban Drainage and Flood Control District	Ben	Urbonas	Planning Manager
Walsenburg			Parks and Recreation Manager
Weld County	Michelle	Katryniuk	
Weld County	Mr. Kim	Ogle	Long Range Planner
Westcliffe	Don	Stuart	Manager
Windsor			Director
<b>STATE AGENCIES</b>			
Department of Local Affairs	Mike	Beasley	Executive Director
Department of Local Affairs	Barbara	Kirkmeyer	Director
Department of Local Affairs	Eric	Bergman	Director - Office of Smart Growth

Agency	First Name	Last Name	Title
Department of Local Affairs	Don	Sandoval	North Central Regional Manager
Department of Local Affairs	Clay	Brown	Central Regional Manager
Department of Local Affairs	Lee	Merkel	Southeastern Regional Manager
Colorado Division of Wildlife	Jim	Goodyear	Northeast Region Manager
Colorado Division of Wildlife	Dan	Prenzlow	Southeast Region Manager
Colorado Division of Wildlife	John	Koshak	Watchable Wildlife Coordinator
Colorado Division of Wildlife	Jeffrey	Rucks	Chief of Education
Colorado Division of Wildlife	Chad	Morgan	
Colorado Division of Wildlife	Larry	Rogstad	
CO Department of Transportation	George	Gerstle	
CO Department of Transportation	Ann	Skinner	Unit Manager
CO Department of Transportation	Aaron	Willis	
CO Department of Transportation	Linda	Royer	Planning Liaison
CO Department of Transportation	Wendy	Pettit	Planning Liaison
CO Department of Transportation	Myron	Hora	Planning Liaison
CO Department of Transportation	Sheble	McConnellogue	Transportation Enhancement Coordinator
CO Department of Transportation	Diana	Heft	Environmental Specialist
CO Department of Transportation	Lizzie	Kemp	Planning Liaison
CO Department of Transportation	Tracy	Halasinski	Environmental/Planning
CO Department of Transportation	Irene	Merrifield	
CO Department of Transportation	Betsy	Jacobsen	Pedestrian and Bike Coordinator
CO Department of Transportation	Mark	Lane	Survey Coordinator
CO Department of Transportation	Aurther	Fulton	Projects & Grants
CO Department of Transportation	Jim	Paulmeno	Region Planning & Environmental Manager
Colorado State Parks	Dave	Giger	High Plains Region Manager
Colorado State Parks	Mike	French	Southeast Region Manager
Colorado State Parks	Terry	Gimbel	North Region Trails Coordinator
Colorado State Parks	Nancy	Scalise	Metro Region Trails Coordinator
Colorado State Parks	Casey	Swanson	South Region Trails Coordinator
Colorado State Parks	Lori	Malcolm	State Trails and LWCF Program Manager
Colorado State Parks	Clare	Sinacori	Marketing and Public Information
Colorado State Parks	Rick	Storm	Field Services
Colorado State Parks	Wendy	Newman	Project Consultant
Colorado State Parks	Curt	Harvey	GIS Specialist
Colorado State Parks	Gary	Thorson	Deputy Director

Agency	First Name	Last Name	Title
Colorado State Parks	Larry	Kramer	Deputy Director
Colorado State Parks	Russ	Pallone	Trinidad Lake State Park Manager
Colorado State Parks	John	Brandstatter	Lathrop State Park Manager
Colorado State Parks	Stacey	Lewis	Lathrop State Park Representative
Colorado State Parks	Mike	Dowd	Lake Pueblo State Park Manager
Colorado State Parks	Carolyn	Armstrong	Cherry Creek State Park Manager
Colorado State Parks	Brad	Buckner	Chatfield State Park Manager
Colorado State Parks	Rich	Dudley	Cheyenne Mountain State Park Manager
Colorado State Parks	Julie	Arington	Castlewood Canyon State Park Manager
Colorado State Parks	Bob	Finch	St. Vrain State Park Manager
Colorado State Parks	Fred	Bohlmann	Boyd Lake State Park Manager
Colorado State Parks	Ty	Drage	Barr Lake State Park Manager
Colorado State Parks	Faye	Koeltzow	Volunteer Program Manager
State Land Board	Curtis	Talley	Region Manager
State Land Board	Larry	Routten	Region Manager
State Land Board	Kit	Page	South Region Manager
Lory State Park	Kathy	Seiple	Lory State Park Manager
<b>FEDERAL AGENCIES</b>			
Pike San Isabel Natl. Forest	Carl	Bauer	
Arapaho Roosevelt Natl. Forest	Paul	Cruz	
Arapaho Roosevelt NF	Roger	Tarum	
National Park Service	Joy	Lujan	Community Planner
Federal Highways Administration	Bill	Haas	Metropolitan Transportation Planner
US Bureau of Reclamation	Kara	Lamb	
US Bureau of Reclamation	Brian	Little	Natural Resource Specialist
US Bureau of Land Management	Don	Bruns	Recreation Planner
US Bureau of Land Management	Jack	Placchi	Recreation Planner
Army Corps of Engineers	Fred	Rios	
<b>TRAILS &amp; GREENWAYS NONPROFITS</b>			
American Discovery Trail	Dick	Bratton	Colorado Coordinator
American Discovery Trail	Larry	Petersen	
Cherry Creek Stewardship Partners	Casey	Davenhill	Watershed Coordinator
Colorado Trail Foundation	Marian	Phillips	Volunteers Coordinator
Colorado Walks			
Trails and Open Space Coalition	Dan	Cleveland	Executive Director
Greenway Foundation	Jeff	Shoemaker	Executive Director



Agency	First Name	Last Name	Title
Rails to Trails Conservancy	Jeff	Ciabotti	Vice President of Trail Development
Sand Creek Greenway	Kate	Kramer	Executive Director
<b>RECREATION NONPROFITS</b>			
American Hiking Society	Celina	Montorfano	Vice President for Programs
avid4adventure	David	Secunda	Program Manager
Bicycle Colorado	Dan	Grunig	Executive Director
Bicycle Aurora	Tom	Tobiassen	President
Bicycle Aurora	Carol	Tobiassen	
Bike Denver	Nancy	Zurbuch Wilson	VP Internal Communications
Bikes Belong Coalition	Tim	Blumenthal	Executive Director
Colorado Mountain Club	Steve	Bonowski	
Colorado Mountain Club	Vera	Smith	Conservation Director
Eaton Cattle Co./COHVCO	Jeff	Engelman	
Colorado Parks and Recreation Assoc.	Stephanie	Stephens	Executive Director
Colorado Tandem Club	Gary	Johnson	President
Denver Bicycle Club	Patty	Gaspar	Director of Ride Activities
Diamond Peaks Mtn Bike Patrol	Barb	Allan	
Fort Collins Cycling Club	David	Newman	Vice President
League of American Bicyclists	Bill	Nesper	Program Manager
Leave No Trace	Dana	Watts	Executive Director
Leave No Trace	Susy	Levin Alkaitis	Deputy Director
North Front Range Bicyclists Coalition	Katie	Erslev	Chair
Outdoor Industry Association	Ali	Steimke	Program Manager
Outdoor Industry Association	Myrna	Johnson	V.P. of Government Affairs
Outdoor Industry Association	Alexander	Boian	Government Affairs Associate
Rocky Mountain Wanderers			
Team Babes on Bikes			
<b>EQUESTRIAN NONPROFITS</b>			
Colorado Horsemens Council	Norm	Brown	
Colorado Horse Council Inc.	Brian	Kitchen	Executive Director
Colorado Horse Council Inc.	Chris	Whitney	President
Front Range Back Country Horsemen	Kathy	Davey	
Front Range Back Country Horsemen/So. Co. Backcountry Horsemen	Julie	Chaney	FRBCH President
Greeley Saddle Club	Mary	Bohlender	
Larimer County Horsemen's Assoc.			President
Northern Col. Back Country Horsemen	Nancy	Flippin	

Agency	First Name	Last Name	Title
North American Trail Ride Conference	Laurie	DiNatale	NATRC Executive Administrator
<b>YOUTH CORPS AND VOLUNTEERS</b>			
Colorado Youth Corps Association	Ann	Baker Easley	Executive Director
Colorado Youth Corps Association	Julie	Freeman	Field Director
Boulder County Youth Corps	Rick	Meyers	
Larimer County Youth Corps	Maelly	Oropeza	
Legends and Legacies Youth Corps	Michele	Hanley	Executive Director
Mile High Youth Corps	Shanda	Vangas	Program Director
Mile High Youth Corps	Casey	Spooner	Mile High Youth Corps Field Director
Weld County Youth Conservation Corps	Jay	Molock	
Weld County Youth Conservation Corps	Ted	Long	Director
Metro Volunteers	Jackie	Norris	Executive Director
Volunteers for Outdoor Colorado	Kate	Boland	Executive Director
Volunteers for Outdoor Colorado	Jerry	Severn	Outreach Manager
Southern Colorado Trail Builders	Austin	Clark	
<b>ENVIRONMENTAL NONPROFITS</b>			
Alliance for Sustainable Colorado	Aaron	Nelson	Project Assistant
Aiken Audubon Society	Steve	Vaughn	President
Audubon Society of Greater Denver	Susan	Smith	Director
Audubon Society of Greater Denver	Ann	Bonnell	2nd Vice President
Arkansas Valley Audubon	SeEtta	Moss	President
Boulder Audubon Society	Marti	Oetzel	Boulder Audubon Society
Canyon Lakes Visitor Ctr.			Marketing and Community Relations
Ft. Collins Audubon Society	Kate	Bolster	Membership Chair
Bluff Lake Nature Center	Steve	Norris	Director
Colorado Environmental Coalition	Elise	Jones	Executive Director
Environment Colorado	Matt	Baker	Executive Director
Front Range Earth Force	Lisa	Bardwell	Executive Director
Front Range Earth Force	Charlie	Chase	Professional Dev. & Technical Assistance Team
Golden Earth Day Council	Lee	Fisher	Treasurer
Mead Open Space Committee	Jamie	Lang	Chair
Rocky Mt. Recreation Initiative	Roz	McClellan	
Rocky Mountain Bird Observatory	Scott	Gillihan	Executive Director
Sierra Club, Rocky Mtn. Chapter	Dan	Disner	Chapter Coordinator

Agency	First Name	Last Name	Title
Sierra Club, Rocky Mtn. Chapter	Susan	LeFever	
Southern Rockies Conservation Alliance	Aaron	Clark	
The Nature Conservancy	Frogard	Ryan	Chico Basin Project Director
The Nature Conservancy	Nancy	Fishbein	Land Conservation Program Manager
Colorado Open Lands	Jonathan	Moore	Director of Land Protection
Colorado Open Lands	Juniper	Mott-White	
The Conservation Fund	Sydney	Macy	Colorado Director
Trust for Public Land	Doug	Robotham	Director
Colorado Coalition of Land Trusts	Kris	Larson	Executive Director
Clear Creek Land Conservancy	Rock	Pring	
Trust for Public Lands	Lynn	Sherrod	Executive Director
Douglas Land Conservancy	Don	Glaser	Executive Director
Legacy Land Trust	Steve	Ryder	Executive Director
The Palmer Land Trust	Dave	VanDerWege	Executive Director
Poudre River Trust	Joe	Rowam	
San Isabel Land Protection Trust	Brian	Riley	Executive Director
All Species Count BioBlitz	Julie	Gustafson	
<b>HEALTH ORGANIZATIONS</b>			
Colorado Walks	Gay	Page	
9 Health Fair	Anne	Crosby	Executive Director
Colorado Foundation for Public Health and the Environment	Thomas	Dunlop	President
Douglas County Educational Foundation	Sean	McGraw	Executive Director
Partnerships for Healthy Communities	Carol	O'Dowd	Executive Director
Rocky Mountain Sustainable Living Association	Kellie	Falbo	Executive Director
West Custer County Hospital District	David	Hall	Chairman
<b>HISTORY &amp; HERITAGE ORGANIZATIONS</b>			
Arapaho and Roosevelt National Forest			
Centennial Village Museum	Ann	Schmidt	Marketing and Special Events Coordinator
Colorado Chautauqua Historic District			
Colorado Historical Society	Andy	Stine	Roadside Interpretive Program
Colorado Historical Society			Executive Director
Colorado Historical Society	Greg	Wolff	Section 106 Compliance Coordinator
Colorado Historical Society	Amy	Pallante	Section 106 Compliance Coordinator

Agency	First Name	Last Name	Title
Fort Collins Municipal Railway			
Historic Downtown Fort Collins			
Loveland Stone Age Fair and Archaeological Society			
National Park Service Poudre River Corridor	Susan	Boyle	
The Boulder History Museum	Nancy	Geyer	Executive Director
Heritage Conservation Network	Judith	Broeker	Program Director
National Society of the Daughters of the American Revolution	Donna	Hoffman	Regent
High Plains Historical Society			
National Society of the Daughters of the Revolution	Marilyn	Metz	Regent
Elbert County Historical Society			
Adams County Historical Society			President
Aurora Historical Society			President
Boulder Historical Society	Nancy	Geyer	Executive Director
Longmont Heritage Association			President
Littleton Historical Society			President
Pueblo County Historical Society	George	Williams	President
South Platte Valley Historical Society	Jan	Clower	President
Trinidad History Society			President
<b>TOURISM ORGANIZATIONS</b>			
Ft. Collins Convention & Visitors Bureau	Jim	Clark	Executive Director
Ft. Collins Welcome Center	Linda	Ellis	Manager
Arvada Chamber of Commerce	Lynn	Kensington	Networking & Leads Group
Berthoud Area Chamber of Commerce	Mark	Chaffee	President
Berthoud Area Chamber of Commerce	Michele	Jurs	Executive Director
Boulder Chamber of Commerce	Susan	Graf	President & CEO
Boulder Chamber of Commerce	Dan	Powers	Community Affairs Manager
Greater Brighton Area Chamber of Commerce	Lynn	Southard	Executive Director
Greater Brighton Area Chamber of Commerce	Laura	Whitmore	Executive Director
Broomfield Chamber of Commerce	Rick	Roberts	President & CEO
Castle Rock Chamber of Commerce			Executive Director
Cherry Creek Chamber of Commerce in Denver			Executive Director

Agency	First Name	Last Name	Title
Colorado Association of Commerce and Industry	Chuck	Berry	President
Colorado Springs Chamber of Commerce	Mary Lynn	Black	Director
Custer County Chamber of Commerce	Paul	Wenke	President
Denver Metro Chamber of Commerce	Maria	McCue	Foundation Program Manager
Denver Metro Conv & Visitors Bureau	Richard	Scharf	President/CEO
South Metro Denver Chamber of Commerce	John	Brackney	President
Greater Englewood Chamber of Commerce	Katie	Mendel	Executive Director
Fort Collins Area Chamber of Commerce	David	May	President & CEO
Fountain Valley Chamber of Commerce	Lorene	Moore	President
Greater Golden Chamber of Commerce			Executive Director
Greenhorn Valley Chamber of Commerce	Sara	Blackherst	Executive Director
Greeley/Weld Chamber of Commerce	Sarah	MacQuiddy	President
Greenwood Village Chamber of Commerce			Executive Director
Highlands Ranch Chamber of Commerce	Glen	Hagen	Chair Elect
Huerfano County/Walsenburg			Executive Director
Jefferson County, West Chamber Serving	Amy	Sherman	President
Johnstown-Milliken Chamber of Commerce	Oliva	Eldred	President
La Veta - Cuchara Chamber of Commerce	Margaret Sandy	Cartwright Helwig	Co-Presidents
Lafayette Chamber of Commerce			Executive Director
Longmont Area Chamber of Commerce			Executive Director
Louisville Chamber of Commerce			Executive Director
Loveland Chamber of Commerce	Gaye	Stockman	President & CEO
Lyons Chamber of Commerce	Chastidee	Bolkovatz	Executive Director
Metro North Chamber of Commerce	Deborah	Obermeyer	President & CEO
Parker Chamber of Commerce	Jane	Johnson	Membership Coordinator
Pueblo Chamber of Commerce	Rod	Slyhoff	Director

Agency	First Name	Last Name	Title
Trinidad/Las Animas County Chamber of Commerce			Executive Director
Wheatridge Chamber of Commerce	Pamela	Goff	President
<b>TOURISM ATTRACTIONS</b>			
Cache La Poudre/North Park Scenic Byway			Estes-Poudre Ranger District
Rocky Mountain National Park			
<b>HERITAGE AND TOURISM GROUPS</b>			
Colorado Community Revitalization Association			Executive Director
Colorado Hotel and Lodging Association	Ilene D.	Kamsler, CAE	President
CDOT- Colorado Scenic and Historic Byways Commission	Sally	Pearce	Director
Colorado Office of Smart Growth	Eric	Bergman	Director
Colorado Preservation, Inc.	Mark	Rodman	Executive Director
Colorado Restaurant Association	Pete	Meersman	President & CEO
Colorado Rural Development Council	Clarke	Becker	Executive Director
Colorado State Historic Preservation Office	Georgianna	Coniguglia	SHPO
Colorado State Historic Preservation Office	Susan	Collins	Deputy SHPO
Colorado Tourism Office	Kim	McNulty	Director
Colorado Tourism Office	Monica	Brooks	Tourism Program Specialist
Denver Convention and Visitors' Bureau Cultural Tourism	Jayne	Buck	Vice President of Tourism
Frontier Pathways Historic & Scenic Byway	Mark	Sping	Chairman
National Trust for Historic Preservation Mountains/Plains Office			Executive Director
Pikes Peak Country Attractions	Michele	Carvell	
Scenic Highway of Legends	Mike	Moore	
Scenic Highway of Legends	Paula	Manini	
State Historic Fund			Executive Director
<b>TOURISM AND RECREATION SERVICES &amp; BUSINESSES</b>			
A Country Pedaler			Marketing & Community Relations
A Rack Attack-Car Rack & Hitch			Marketing & Community Relations
Acme Bicycles			Marketing & Community Relations
Adventures Out West			Marketing & Community Relations

Agency	First Name	Last Name	Title
AmericanHiker.com			Marketing & Community Relations
Anywhere Mobile Bike Repair			Marketing & Community Relations
Balle Racing			Marketing & Community Relations
Bent Spoke			Marketing & Community Relations
Beybreze Farm			Marketing & Community Relations
Bicycle Doctor/Edgeworks			Marketing & Community Relations
Bicycle Pedal'R			Marketing & Community Relations
Bicycle Village			Marketing & Community Relations
Bicycle Village			Marketing & Community Relations
Big Thompson Ranch			Marketing & Community Relations
Bike Peddler			Marketing & Community Relations
Bike Peddler Bike Products			Marketing & Community Relations
Bike Pro-Mobile			Marketing & Community Relations
Bike Stop			Marketing & Community Relations
Bike Stop			Marketing & Community Relations
Bike-N-Hike			Marketing & Community Relations
Bikes To-Trikes			Marketing & Community Relations
Bitterbrush Cycles			Marketing & Community Relations
Blue Mountain Riding Ctr.			Marketing & Community Relations
Bob's Bicycles			Marketing & Community Relations
Bradley Stables			Marketing & Community Relations
Brave New Wheel			Marketing & Community Relations
Brian's Bicycle Repair			Marketing & Community Relations

Agency	First Name	Last Name	Title
Campus Cycles			Marketing & Community Relations
Carmichael Training Systems			Marketing & Community Relations
Castle Rock Bicycle Company			Marketing & Community Relations
Challenge Unlimited			Marketing & Community Relations
Cherry Creek Bike Rack			Marketing & Community Relations
Collins' Bicycles			Marketing & Community Relations
Colorado Cyclist			Marketing & Community Relations
Colorado Cyclist			Marketing & Community Relations
Colorado Springs Bike Shop			Marketing & Community Relations
Cornerstone Ranch			Marketing & Community Relations
Cougar Canyon	Karl	Gabrielson	Planner
Criterion Bicycles			Marketing & Community Relations
Cycle Analyst			Marketing & Community Relations
Cycletote Corp.			Marketing & Community Relations
Cyclogist			Marketing & Community Relations
Deer Valley Ranch			Marketing & Community Relations
Denver Bicycle			Marketing & Community Relations
Denver Bicycle Werx			Marketing & Community Relations
Denver Spoke			Marketing & Community Relations
Derby Bicycle Shop			Marketing & Community Relations
Double Diamond Stables			Marketing & Community Relations
Dragon Lowriders			Marketing & Community Relations
Eldora Mountain Resort			Marketing & Community Relations
Excel Sports			Marketing & Community Relations



Agency	First Name	Last Name	Title
Experience Plus Intl. Bicycle			Marketing & Community Relations
Extreme Scooters Go-Peds			Marketing & Community Relations
Full Cycle			Marketing & Community Relations
George's Repair Shop			Marketing & Community Relations
Golden Bear Bike Shop			Marketing & Community Relations
Great Divide Ski Bike & Hike			Marketing & Community Relations
Green Tree Equine Facility			Marketing & Community Relations
Greentree Cyclery			Marketing & Community Relations
High Gear Cyclery			Marketing & Community Relations
Horses 'R' Us			
International Bike			Marketing & Community Relations
J W Rafter Ranch			Marketing & Community Relations
Jimbo's Bike & Coffee			Marketing & Community Relations
Kimmel Graphics	Maureen	Kimmel	
Lazy J Bar S Ranch Inc.			Marketing & Community Relations
Lazy Ranch Riding Stables			Marketing & Community Relations
Lee's Cyclery			Marketing & Community Relations
Loveland Cycle N Fitness			Marketing & Community Relations
Lucky B Ranch			Marketing & Community Relations
Maxim Bicycles			Marketing & Community Relations
Mob Cyclery			Marketing & Community Relations
Mobile Bicycle & Ski Shop			Marketing & Community Relations
Mojo Wheels			Marketing & Community Relations
Mountain High Cyclery			Marketing & Community Relations

Agency	First Name	Last Name	Title
Neptune Mountaineering			Marketing & Community Relations
Old Town Bike Shop			Marketing & Community Relations
Parelli Natural Horsemanship			Marketing & Community Relations
Pedal Pushers Cyclery			Marketing & Community Relations
Peloton Cycles			Marketing & Community Relations
Performance Bike Shop			Marketing & Community Relations
Pine Acre Farms			Marketing & Community Relations
Pro Cycling			Marketing & Community Relations
Recumbent Bicycles			Marketing & Community Relations
Recumbent Bikes Trikes			Marketing & Community Relations
Recycled Cycles Bicycles Fitness			Marketing & Community Relations
Recycled Cycles Lory Student			Marketing & Community Relations
REI-Recreational Equipment Inc.			Marketing & Community Relations
REI-Recreational Equipment Inc.			Marketing & Community Relations
REI-Recreational Equipment Inc.			Marketing & Community Relations
Road 34 Bike Shop			Marketing & Community Relations
Rock 'n Road Cyclery			Marketing & Community Relations
Rockin' R King Ranch			Marketing & Community Relations
Rocky Mountain Audio Guides, LLC			Marketing & Community Relations
Rocky Mountain Race Support			Marketing & Community Relations
Roubaix Bicycle Co.			Marketing & Community Relations
Saddle Ridge Farms			Marketing & Community Relations
Salvagette			Marketing & Community Relations

Agency	First Name	Last Name	Title
Sharp Equine Center			Marketing & Community Relations
Singletrack Factory			Marketing & Community Relations
Singletree Farm LLC			Marketing & Community Relations
Sno-Cap Stables			Marketing & Community Relations
Sports Plus			Marketing & Community Relations
Spring Creek Recumbent Bicycles			Marketing & Community Relations
Stone Mountain Lodge and Cabins			Marketing & Community Relations
Sundance Lodge and Stables			Marketing & Community Relations
Sun Pony Ranch			Marketing & Community Relations
Tandem Cycle Works			Marketing & Community Relations
Ted's Bicycles			Marketing & Community Relations
The Bikesmith			Marketing & Community Relations
The Urban Farm - The Denver Fair			Marketing & Community Relations
Timberline Bicycle Tours			Marketing & Community Relations
Timberline Bicycle Tours			Marketing & Community Relations
Tomora Training Ctr.			Marketing & Community Relations
Treads Bicycle Outfitters			Marketing & Community Relations
Turin Bicycles Ltd.			Marketing & Community Relations
University Bikes			Marketing & Community Relations
Vance's Bicycle World			Marketing & Community Relations
Well-Spoken Bicycle Repair			Marketing & Community Relations
Western Wildlife Adventures			Marketing & Community Relations
World Of Bicycle	Val	Pierre	Marketing & Community Relations
InMotion365, Inc	Eric	Hayes	

Agency	First Name	Last Name	Title
InMotion365, Inc	Kelly	Trotter	
REI, Inc.	Bob	Cook	Outreach Specialist
Denver Post, The	Joanne	Ditmer	
Walden Mills Group	Judy	Walden	
Dick's Sporting Goods			Community Marketing Coordinator
21st Century Graphics	Tim	Meehan	
Denver Post, The	Ray Mark	Rinaldi	Assistant Managing Editor/Features and Arts & Entertainment
9 News	Lori	Rabinowitz	
9 News	Tim	Ryan	Assistant News Director
<b>EDUCATION INSTITUTIONS</b>			
Colorado State University	Tammy	Ryan	Dept of Natl. Resource Rec. & Tourism
Univ of Colorado at Denver	Shauna	Palmer	CO Center fo Comm. Development
Metro State College of Denver	Mary Ann	Loeffler	Leisure Studies Program
Natural Resources Recreation & Tourism	Tara	Mickelburgh	Coordinator of Administration
Leeds School of Business	Patrick	Long	Tourism Management Program
Colorado State University	Jessica	Clement	Dept. of Forest, Range & Watershed Stewardship
Colorado State University	Michael	Tupa	Extension Community Development Specialist
University of Northern Colorado	Marcia	Carter, Re.D.	Assoc. Prof., Dept. of Human Services
University of Northern Colorado	Diane	Gaede, PhD	Assistant Professor of Recreation
CSU Environmental Learning Center	Brett	Bruyere	
<b>STATE TRAILS COMMITTEE</b>			
CO State Trails Committee	Debra	Thorson	District 1 Representative
CO State Trails Committee	Britt	Weygandt	District 2 Representative
CO State Trails Committee	Kevin	Hall	District 3 Representative
CO State Trails Committee	Phil	Chamberland	District 4 - Chair/Snowmobile Subcommittee Chair
CO State Trails Committee	TJ	Rapoport	District 6 Representative
CO State Trails Committee	Ron	Benson	District 6 Representative
CO State Trails Committee	Brooke	Fox	At-Large Vice Chair
<b>STATE PARKS BOARD</b>			
Colorado State Parks Board	Antonette	DeLauro	Member
Colorado State Parks Board	Dr. Tom W.	Ready	Chair, Co. State Parks Board
Colorado State Parks Board	Tom	Glass	Co. State Parks Board Member
Colorado State Parks Board	Wade	Haerle	GOCO Representative

Agency	First Name	Last Name	Title
Colorado State Parks Board	Doug	Cole	Member
<b>CORPORATE PARTNERS</b>			
DeWalt Tools/Home Depot	Chris	Juelich	Colorado Distribution Manager
GoLite	Kim	Coupounas	Founder and President
Outside Magazine	Scott	Parmalee	Vice President and Publisher
REI	Gerhard	Holtzendorf	
Sierra Designs			Community Relations
<b>UNASSOCIATED MEMBERS</b>			
	Jerry	Kalamen	
PPACG	Warren	Whitenber	
	Mark	Leslie	
<b>POTENTIAL FUNDERS</b>			
Great Outdoors Colorado	Wally	Piccone	Local Govt. Program Manager
Great Outdoors Colorado	John	Swartout	Executive Director
Great Outdoors Colorado	Diane	Gansauer	
Colorado Lottery	Judy	Rose	Community Relations Manager
<b>ELECTED OFFICIALS</b>			
Senator Salazar - Denver	David	Hiller	State Issues Counsel
Senator Salazar - Denver	Erin	Minks	
Senator Salazar - CO Springs	Angela	Joslyn	Regional Representative
Senator Salazar - CO Springs	Andrew	Yarbrough	Regional Representative

\*\*Denotes managing agencies interviewed for the CFRT Inventory and Assessment.



# APPENDIX B

## Colorado Front Range Trail (CFRT) Development Council Charter

### Background

Colorado State Parks, with support from many communities, initiated the Colorado Front Range Trail Project in 2002. Reinforced by the Colorado State Parks Strategic Plan, the implementation phase has begun by reconvening the original stakeholder group and forming the Colorado Front Range Trail Development Council. Through their participation in the Council, members will ensure the interests of their communities, businesses, and organizations are effectively represented.

### Mission

To serve as an advisory group to Colorado State Parks in planning, promoting, building, and managing the Colorado Front Range Trail which will enrich Colorado's recreation and tourism resources, our heritage, and our health.

### Structure

Colorado State Parks, housed within the Division of Natural Resources, is the overseeing agency and decision-making entity for the CFRT Project, guided by the CFRT Project Team.

- The **Project Team** is comprised of State Park employees managing the overall project, assisted by consultants. The Project Team is tasked with developing the *Implementation Plan* and guiding the strategic vision of the CFRT.
- The **Development Council** will serve as an advisory group to Colorado State Parks and the Project Team in these efforts.
- The **Steering Committee** will provide leadership for the Council and will make recommendations to State Parks and the Project Team.

See the attached *Organization Chart* for additional clarification on the entities involved in the CFRT Project.

### Development Council Membership

The Council is composed of representatives from a multitude of agencies, organizations, businesses, and jurisdictions across the Front Range of Colorado. Members represent communities of all sizes, Colorado's tourism attractions, cultural and heritage resources, natural resource and recreation organizations, as well as outdoor recreation businesses. Membership is open to any interested person or party who represents a potential stakeholder in the CFRT. Citizens may participate in a designated public comment period during Council meetings. Stakeholders are encouraged to select members who can ensure the interests of their agency, organization, or businesses are fairly represented.

### Responsibilities

The Council will serve as an advisory group to State Parks for the strategic implementation of the CFRT. Members of the Council will:

- Gather and verify information and data related to trail segments;
- Assist in the development of trail completion priorities for the CFRT;
- Provide recommendations for the CFRT Implementation Plan, including review of draft documents;
- Participate in quarterly meetings;
- Contribute guidance on marketing and financial strategies related to the CFRT;
- Serve as a liaison between the Council and their respective agencies, organizations, and businesses as well as their stakeholders by conveying communications between the two entities;
- Engage and inform the communities and other stakeholders in their respective CFRT sections;
- Support and monitor promotion, development, and maintenance of the CFRT; and
- Involve their agency, organization, or business in strategies that will effectively achieve the objectives of the CFRT Implementation Plan.

Colorado State Parks will be the overseeing agency of the CFRT project and Development Council. Colorado State Parks will:

- Serve as the decision-making authority;
- Convene and facilitate meetings;
- Work in collaboration with the Council to develop agendas and priorities;
- Record and distribute minutes and action items;
- Present, publish, and distribute a draft and final CFRT Implementation Plan;
- Circulate relevant information and updates to the Council;
- Actively promote and seek funding for the completion of the CFRT; and
- Create guidelines for CFRT signage and contribute funding for the initial installation of signs.

### **Procedures**

**A.** Meetings of the Development Council will be conducted quarterly.

**B.** Some objectives of the Development Council may necessitate the formation of Ad Hoc Workgroups. Workgroups will report their findings and recommendations to the entire Council for review.

**C.** Recommendations of the Development Council and its Steering Committee will be reached by consensus, whenever possible. If a vote of the Council or Steering Committee is deemed advantageous, decisions will be made by a majority vote.

### **Steering Committee**

A Steering Committee will be comprised of two to four members from each section of the trail (North, Middle, South) to represent the Development Council as well as six State Parks representatives: the Recreational Trails and LWCF Program Manager, the High Plains Region Manager, the Southeast Region Manager, and three regional trail coordinators. The Steering Committee will:

- Collaborate with State Parks to make recommendations for the function of the Development Council and creation of the CFRT Implementation Plan;
- Provide guidance on agendas, project direction, and products;



- Present sectional perspectives for prioritization of trail segment completion;
- Act as a liaison to and representative for the stakeholders in their respective section of the trail; and
- Help engage stakeholders in planning, promoting, building and managing their respective section of the trail.

*Selection.* Two representatives will be elected from each of the three trail sections. Nominations for Steering Committee members will be gathered from Council members at the initial Council meeting. The two candidates receiving the majority of the votes will be selected to serve on the Steering Committee.

*Term.* Steering Committee members will serve a one-year term with successive Committee members being selected in the same manner. Committee members may serve successive terms. Should a Steering Committee member step-down from their duties before the end of their term, a replacement will be selected from the appropriate section via a nomination and majority vote among fellow trail section members.

*Time Requirements.* Steering Committee members are expected to attend approximately four planning meetings via conference call and four quarterly Development Council meetings through December 31, 2006.

### **Meetings**

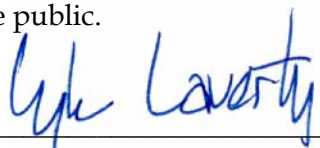
The Colorado Front Range Trail Development Council will meet quarterly between December 2005 and December 2006, during which time the *CFRT Implementation Plan* will be completed. Meetings will be four hours in length and will be scheduled during business hours. In December 2006, the Steering Committee will establish the meeting schedule for 2007. Effort will be made to schedule meetings to encompass the greatest number of Council members.

### **Amendment of Charter**

Modification of this Charter can be made by mutual consent of State Parks and the Council. Colorado State Parks may make termination through notification.

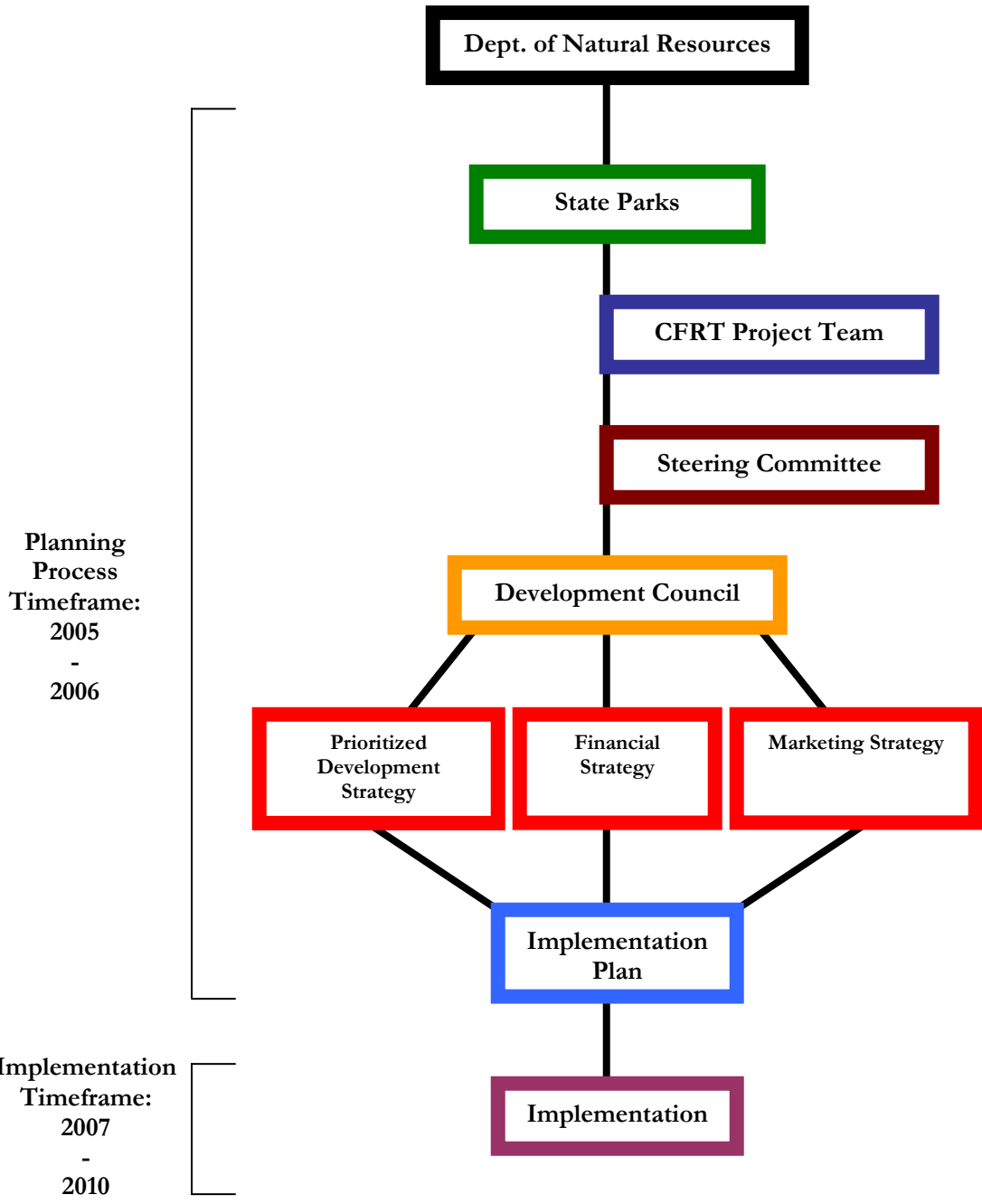
### **Endorsement**

This Charter represents the consensus of State Parks and the Council. It does not confer any legal rights on the part of any person or entity. This Charter does not obligate any organization, business or local, state, or federal agency to take any action that adversely affects the interests of the public.

  
 \_\_\_\_\_  
 Lyle Laverty  
 Director, State Parks

March 22, 2006  
 Date

## **Colorado Front Range Trail Project Organizational Chart**



# APPENDIX C

## Colorado Front Range Trail (CFRT) Implementation Plan Trail Corridor Designation and Alignment Changes Processes

One of the guiding principles of developing the CFRT is that local jurisdictions along the CFRT Trail corridor have the authority to make all trail route, acquisition, and development decisions. For a sense of continuity, the Colorado State Trails Program will continue to collaborate with local jurisdictions to implement suggested guidelines.

Although Colorado Front Range Trail (CFRT) designation and alignment changes are simple, they are an important part of the trail development process. All changes should be sent to:

Lori Collins Malcolm  
State Trails and LWCF Program Manager  
Colorado State Parks  
13787 South Highway 85  
Littleton, CO 80125  
Lori.Malcolm@state.co.us  
(303) 791-1957 ext. 131

The procedures described below have been adopted by Colorado State Parks and the CFRT Development Council.

### I. Trail Corridor Designation

Colorado State Parks Trails Program asks jurisdictions who agree to manage CFRT segments to request designation of each of those segments as a part of the CFRT. While many jurisdictions have been proactive in designating trails as parts of the CFRT, some jurisdictions have not been as actively involved in the designation process. Similarly, some jurisdictions that are located in the CFRT service area have not yet agreed to take primary responsibility for building, managing, and maintaining the trail. Or, there may be instances when a jurisdiction will need to assume primary responsibility from another jurisdiction.

Following is a description of the process for jurisdictions to request designation of CFRT segments which they agree to manage:

1. Jurisdiction that agrees to assume primary responsibility for a defined CFRT trail segment will write a letter to Colorado State Parks Trails Program describing the sections they wish to have officially designated and requesting official designation. The request should include a description and map of the trail segment, with sufficient detail to clearly identify the trail alignment to the extent possible. For some envisioned trail segments, it may not be feasible to identify the exact location of the trail alignment.

2. The Trails Program will examine the request for consistency with its adopted CFRT Guidelines and will send the CFRT Guidelines to the requesting jurisdiction along with a Designation Letter request form that will list the specific trail segments for which the jurisdiction is agreeing to take primary responsibility.
3. Upon receipt of the completed Designation Letter Request Form from the requesting jurisdiction, The Trails Program will send a Designation Certificate to the jurisdiction.
4. The Trails Program will inform the CFRT Development Council of each CFRT segment designation.

## **II. Changes in CFRT Corridor Alignment**

### **A. Temporary Changes in CFRT Corridor Alignment**

A managing jurisdiction of a CFRT segment may wish to temporarily change the location of an existing CFRT section to accommodate construction, maintenance, or rehabilitation of that trail section, or to accommodate some other circumstance. In order to ensure that State Parks can accurately respond to public requests for information about the CFRT:

1. The managing jurisdiction will send notification to the Colorado State Parks Trails Program that it is temporarily changing the CFRT corridor alignment. If practical, the jurisdiction will send the notification at least two weeks prior to the change. The notification will include:
  - A map that accurately depicts the exact re-location of the trail corridor in relation to the existing corridor.
  - The anticipated length of time that the corridor will be temporarily relocated.
  - Notice of accommodation of CFRT Guidelines into the temporary alignment.
  - Relocate CFRT signs appropriately to assist trail users.
2. The Colorado State Parks Trails Program will send to the managing jurisdiction a letter of acknowledgment of the temporary trail corridor relocation.
3. When the managing jurisdiction is ready to restore the trail section to its original alignment, it will notify The Trails Program. This notification will be submitted at least two weeks prior to the restoration, if practical.
4. The Colorado State Parks Trails Program will inform the CFRT Development Council and the Steering Committee of the temporary change.

### **B. Permanent Changes in CFRT Corridor Alignment**

A managing jurisdiction of a CFRT segment may wish to permanently change the location of an existing CFRT section. In such cases, State Parks will verify that the change is consistent with CFRT Guidelines, if applicable, and will respond to requests for information about the CFRT.

1. The managing jurisdiction will submit a written request for the alignment change to Colorado State Parks at least 90 days prior to the date it desires to make the change. The request will include:
  - The reason for the trail corridor realignment, a description of the change, the surface type, the types of uses that will be allowed on the trail, and an assurance that the changed alignment will comply with CFRT Guidelines.
  - A map that accurately depicts the exact re-location of the trail corridor in relation to the existing corridor.
  - The anticipated date that the corridor will be permanently relocated.
  - Posting of CFRT signs to accurately inform the public of the new corridor alignment.
  
2. **Minor Change of Scope.** If the corridor alignment change is of a minor scope (defined generally as a short distance equivalent to less than approximately 1/8 of a mile from the center line of the existing trail):
  - Colorado State Parks will send to the managing jurisdiction a letter of acknowledgment of the request for permanent trail corridor relocation, including notification that the requested change is minor in scope and will not require additional action on their part.
  - When the trail relocation is complete, the managing jurisdiction will notify Colorado State Parks.
  - Colorado State Parks will accordingly change CFRT database that it maintains and update maps on the website.
  - Colorado State Parks will notify the CFRT Steering Committee and the Development Council of the change in trail corridor location.
  
3. **Major Change of Scope.** If the corridor alignment change is of a major scope (defined generally as a distance equivalent greater than approximately 1/8 of a mile from the center line of the existing trail):
  - Colorado State Parks will send to the managing jurisdiction a letter of acknowledgment of the request for permanent trail corridor relocation, including notification that the requested change is major in scope and a description of the approval process.
  - Colorado State Parks will convene a meeting (telephone conference calls may be used if preferred) of the CFRT Steering Committee within 30 days of the request. Prior to the meeting, Colorado State Parks staff will send a copy of the request to the Steering Committee. The requesting jurisdiction will attend the Steering Committee meeting to provide clarification and/or answer questions. The Steering Committee will consider the request and make a recommendation to the Development Council and Colorado State Parks Board.
  - Colorado State Parks will accordingly change CFRT database and public maps that it maintains once the change is completed.



# APPENDIX D

## Colorado Front Range Trail Implementation Plan Trail Development Guidelines

In April 2003, Colorado State Parks published *Colorado Front Range Trail Guidelines*. The document included trail planning process guidelines, as well as physical guidelines for designing and building trail segments. Summarized below are the primary physical development guidelines, adapted from that document. For more detailed information, consult the full *Colorado Front Range Trail Guidelines* document, at [www.parks.state.co.us](http://www.parks.state.co.us). Go to Programs/Trails Program/FrontRangeTrl.

### I. General Front Range Trail Goals

- Form a spine trail corridor along Colorado's Front Range that links communities, points of interest, and state and local parks.
- Create a safe, fun, attractive, continuous, interesting, diverse, and educational trail.
- Utilize existing and approved proposed trails as the basis for the corridor.
- Create a fairly direct north – south route.
- Link to other trails; especially major east – west trails along the corridor.
- Have a separated trail, away from highways and roads, when possible.
- Strive to protect the sensitive natural, cultural, and scenic resources when locating the trail.
- Create a trail corridor that enhances eco-heritage tourism along the Front Range.
- Incorporate alternatives and loops, so the trail can be used as soon as possible for diverse range of trail uses.

### II. Notifications

- Obtain public input about where the trail should and should not lead.
- Follow the land-use rules and regulations of the jurisdiction through which the trail travels.
- Make sure the project has the support of local committees, boards, and decision-makers.
- Submit a Designation Letter to Colorado State Parks to indicate the jurisdiction's intent to construct, manage, and maintain the trail.
- To make temporary or permanent changes in the trail corridor alignment through the jurisdiction, follow the notification process established by the State Trails Program through the Colorado Front Range Trail Development Council.

### III. Alignment and Development Alternatives

- **Trail User Considerations:**
  - Types of trail uses (pedestrian, bicycle, equestrian, motorized) will be determined by the jurisdiction through which the trail passes. Choice of uses should take into account:
    - Compatibility among trail use types
    - Compatibility with CFRT trail uses in adjoining jurisdictions
    - Public preferences
    - Compatibility with adjoining land uses

- Suitability for the terrain and trail surface
  - Incorporate major points of interest (scenic, recreational, commercial, historic, and cultural).
  - Determine a trail alignment that is comfortable and safe for trail users.
  - Facilitate access from nearby activity nodes.
  - Avoid potential safety hazards.
- **Adjacent Land Owner Considerations:**
    - Acquire fee title or easement interests from willing land owners only.
    - Choose alignments that avoid potential conflicts between land owners and trail users.
    - Accommodate commercial and development interests to the extent possible.
    - Avoid potential safety hazards.
- **Resource Preservation Considerations:**
    - Comply with local, state, and federal environmental laws and regulations.
    - Avoid environmental impacts through careful analyses of:
      - Protection of riparian and wetlands and compliance with 404 permitting.
      - Threatened or endangered plant and wildlife species/habitats.
      - Sensitive or pristine habitat.
      - Visual resource protection.
      - Effects on cultural and historic resources.

#### IV. Recommended Trail Development Standards

Jurisdictions should follow generally accepted trail development standards. Standards may vary depending on the use of the trail and the location. Generally, trails in urban areas will be more developed than those in rural areas. **Table D-1** and **Table D-2**, respectively, summarize typical trail development standards and considerations.

**Table D-1: Recommended Trail Development Standards**

	Urban	Sub-Urban	Rural*
<b>Width</b>	10-12 feet	8 feet	5 feet
<b>Maximum Grade</b>	5%	5%	8.33% up to 200 feet
<b>Maximum Cross Slope</b>	3%	5%	5%

*\*ADA standards should be met whenever feasible. For more information on ADA Accessible Guidelines, please review the following: Designing Sidewalks and Trails for Access Part II or II :Best Practices Design Guide by Beneficial Designs, Inc., September 2001 and Forest Service Trail Accessibility Guidelines FSTAG, May 2006.*



**Table D-2: Trail Development Considerations**

<b>Surface</b>	Concrete*, gravel, crusher fines (natural may be suitable for rural and/or equestrian, running path, and motorized vehicle uses)
<b>Structures</b>	Bridges, walls, culverts, etc. should meet generally accepted engineering and accessibility standards.
<b>Drainage</b>	Trails should be free of standing water.
<b>Accessibility</b>	Designed to accommodate the needs of all populations, compatible with federal guidelines or rules adopted in compliance with the Americans with Disabilities Act (ADA).
<b>Environmental</b>	Avoid environmentally sensitive areas. Mitigate if necessary to comply with local, state and federal rules and regulations.
<b>Signage</b>	Use CFRT signage standards, compatible with local standards.

*\*All concrete trails should meet ADA accessibility standards.*

*\*\* The Colorado State Parks Trails Program recommends that managing authorities abide by all Federal, State, and Local regulations for the development and maintenance of trails.*

## **V. Trail Construction**

- The construction process should include supervision by the trail designer or a qualified project manager.
- If contracting construction, solicit bids from contractors who have performed well on similar projects and check references.
- For appropriate types of trail projects, volunteers and youth groups should be utilized for construction. Choose accredited youth corps or other qualified youth organizations, and/or ensure qualified crew leaders work with volunteer organizations.



# APPENDIX E

## Overview of GRASP™ Analysis Methodology to Determine the Level of Service (LOS)

### GRASP™ Background

GRASP™ is a powerful analysis tool that has been developed by three Colorado consulting firms: GreenPlay, LLC, Design Concepts, and Geowest, to aid in problem solving for resource planning, development and management. In recent years, this tool has been used with great success to provide an enhanced level of service (LOS) analysis for park and recreation systems throughout the country. The **Geo-Referenced Amenities Standards Program (GRASP™)** Methodology builds on traditional capacity analysis, but goes beyond to track not only the quantity (or capacity), but also quality of components, or features, of an entire parks, recreation, trails, and/or open space system. Geographic Information Systems (GIS) data (digital library of information relating to a particular place or thing) and GRASP™ analysis are used to provide a more effective way of recognizing how any specific location, home or business is being served by amenities determined to be of value to the community. This “composite values analysis” is accurate, can be implemented, can be used for benchmarking in the future, and is unique to each project because it is based on the expressed values of a particular community or group.

### GRASP™ as an Analysis Tool

GRASP™ analysis can be considered in two ways: 1) how a particular amenity (such as a trail segment) serves the area around it (by providing access to something, encouraging economic development such as establishment of bike shops or eateries), and 2) how the amenity (trail segment) is impacted by its surroundings (near a natural or historic feature, in an industrial versus scenic area, etc.)

The GRASP™ analysis is a multi-step process that culminates in maps that are easy-to-read graphic presentations of LOS and prioritization based on expressed values. The steps involved in the GRASP™ analysis process include:

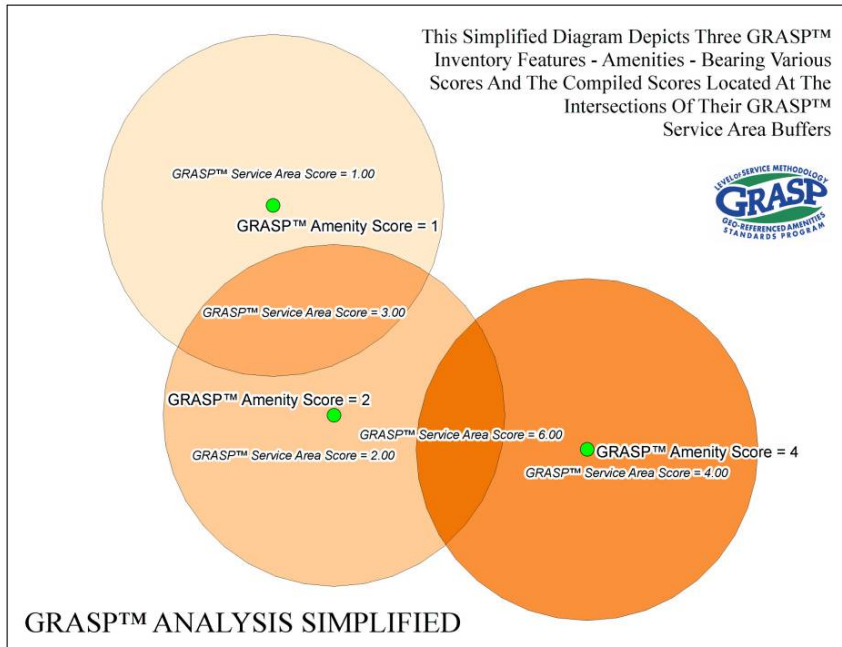
- **Information gathering** – A variety of information is gathered about trail features, relevant nearby services, population, landscape, funding amounts and sources, etc. This information is translated into GIS data sets that can be tied to geographic points, areas, or lines so that they can be accessed or graphically displayed. These data sets can also be displayed in tabular format, or sorted by type of information gathered, which dramatically aids the analysis process.
- **Component/Feature ranking and weighting** – each relevant piece of information (component or feature), in the data set such as a nearby service (historic facility, retail outlet, body of water, or population count) is ranked and weighted according to importance to project, quality, and impact to the amenity (trail segment). Importance is a value determined through public outreach (Quarterly CFRT Development Council meetings). Components and features may also be modified if something extends their hours of accessibility (such as if lighting were provided) or make them more enjoyable or convenient (restrooms and/or drinking fountains).

- **Applying the buffers** – a service radius or buffer is determined and applied to a particular piece of data representing the area of influence of that data. For instance, a typical trail walker may venture off a trail to visit an historic feature if it were located less than one third mile (10 minute walk) off the trail. So a service buffer may be established for one third mile radius from that historic feature. A biker may be willing to travel one mile for the same purpose, so another buffer would be established at a radius of one mile. These are considered travel time buffers. A buffer may need to be truncated if a barrier comes into play (feature is located on the other side of a highway from a trail segment).
- **Producing the Maps** - all of the information is compiled, ranked, modified, and buffers are applied. The resulting information is displayed in a series of maps.
- **Performing the Analysis** – Maps are then analyzed to determine, in this case, LOS for the existing trail and priorities for future trail funding and construction. The maps can also be produced to illustrate “what if” scenarios. For example, what would the LOS look like if a standard were raised resulting in capital improvement in particular areas?

### **GRASP™ Graphic Illustration**

**Figure E-1** shows a simplified illustration of how the GRASP™ Analysis process works. The shade or darkness of the service area for each component/feature (historic facility, retail outlet, body of water – shown as a green dot in the illustration) varies according to its score. A darker shade indicates a higher score for that component/feature. When the service areas for multiple components/features are plotted on a map, a picture emerges that represents the cumulative service provided by that set of components/features upon the geographic area. Where service areas for multiple components overlap, a darker shade results from the overlap. Darker shades indicate locations that are “served” by more and/or higher-quality components. The shades all have numeric values associated with them, so that for any given location on a GRASP™ map, there is a numeric GRASP™ Level of Service score for that location and that particular set of components.

**Figure E-1: GRASP™ Analysis Simplified**



### **GRASP™ Applied to the Colorado Front Range Trail (CFRT)**

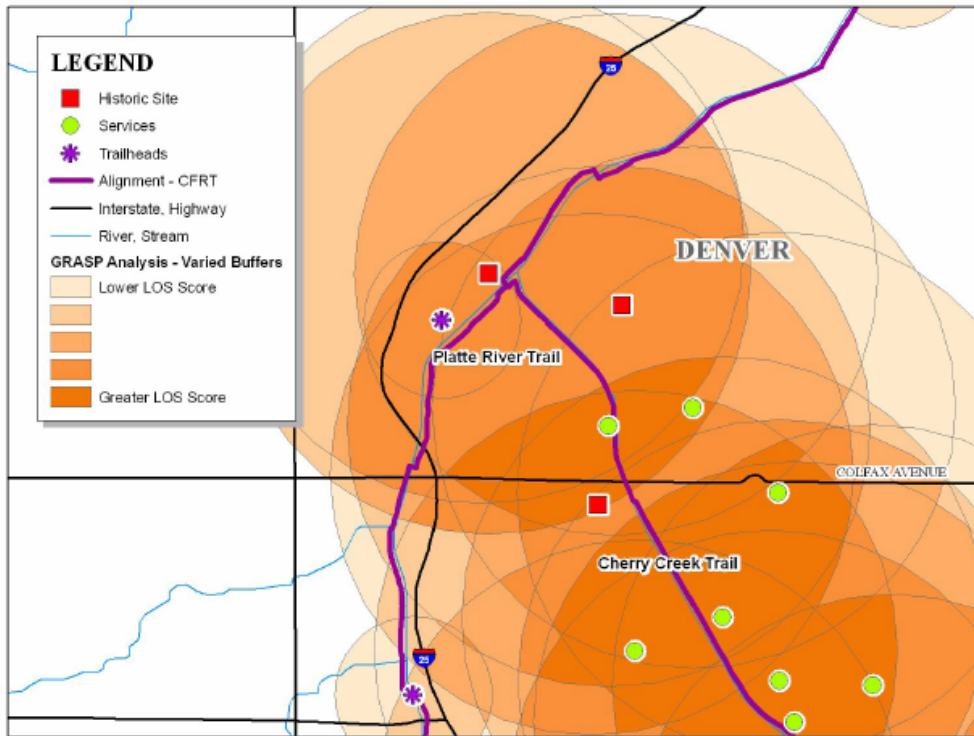
Detailed mapping of the CFRT helps guide locations for future trail construction, helps track project development, and helps publicize and gain support for further development of the trail.

GIS has played an important role in the mapping process. GIS is a tool that links important information about the CFRT such as trail surface, managing agency, trailhead locations, etc., to the geographic location of each segment of the CFRT. Colorado State Parks now has an extensive GIS database that contains the information listed above and other relevant data. This GIS system will continue to be updated as new information becomes available, allowing State Parks to produce maps for general consumption and analysis purposes.

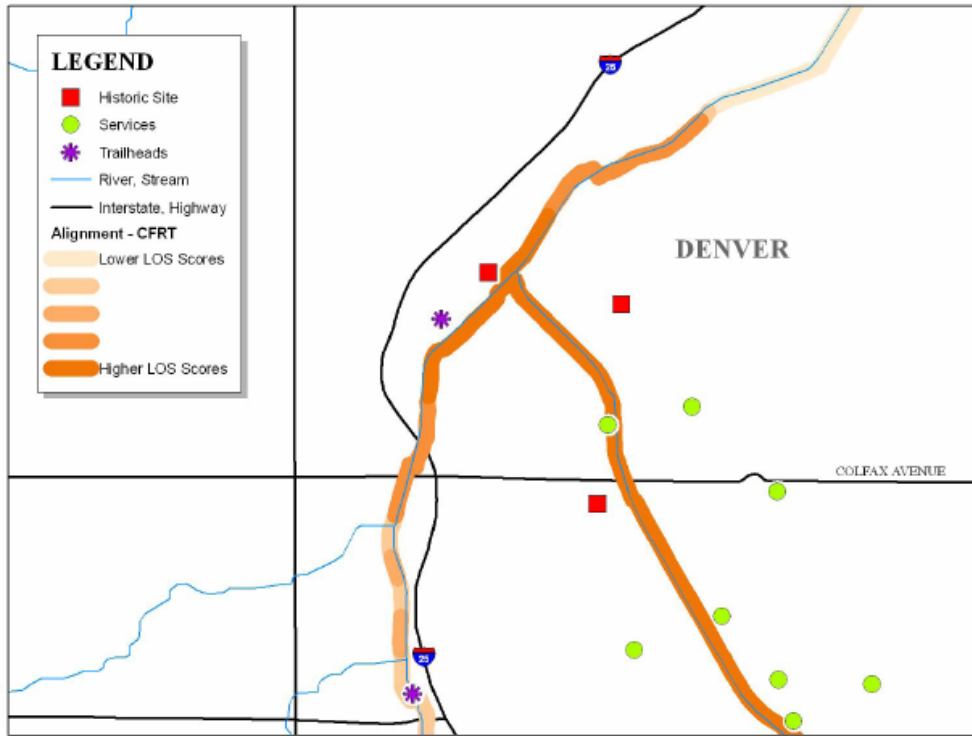
In the CFRT Implementation Plan, circular buffers were used to create the analysis, however, the GRASP™ maps show scores (colors) only for the trail alignment. In other words, the buffers were clipped to the trail alignment to highlight the GRASP™ scores as they are applied to the trail itself in a linear fashion.

As an illustration of this concept, in **Figure E-2**, the CFRT is depicted as it traverses through Denver. Features have been mapped that have been determined to add value to the experience of using the trail because they are in close proximity to the trail. These include several historic sites to visit; several convenience services which may be retail outlets such as a bike shop, or eateries; and trailheads. The features have been given circular buffers. In **Figure E-3**, the buffers have been clipped to show how they apply to the trail itself for ease in interpretation of the analysis.

Figure E-2: Compiled Level of Service - Historic, Services, and Trailhead Buffer Zones



**Figure E-3: Compiled Level of Service Associated with the CFRT**



This mapping analysis is valuable in showing the current LOS provided by the existing CFRT segments. Over time, as further development of the area in the vicinity of the CFRT occurs, LOS can increase through the addition of services or trailheads.





# APPENDIX F

## Construction, Maintenance, and Acquisition Grants Criteria for the Colorado Front Range Trail

This CFRT Implementation Plan recommends that existing evaluation criteria used to determine allocation of local development funds be weighted to reflect the input of the CFRT Development Council. **Figure F-1** depicts the ranking of criteria by the CFRT Development Council, along with the percent increase to be applied to each section of the existing Colorado State Trails Program Grant Evaluation Scoring Matrix that corresponds to the criteria. **Figure F-2** shows the Scoring Matrix, which includes a column for the CFRT percent increase for each criteria on the right. Each row includes a reference to the criteria applied as well as the percent increase to be applied.

**Figure F-1: Weighting of Criteria for Allocating Local Development Funding**

CRITERIA	RANK	PERCENT INCREASE
Planning	1	10%
Support	2	9%
Partnerships	3	8%
Trail Design	4	7%
Linkages	5	6%
Financial	6	5%
Environmental	7	4%
Readiness	8	3%
Management Capability	9	2%

**Figure F-2: Existing Scoring Matrix with Criteria for CFRT**

TRAIL BENEFITS AND EXPERIENCES: 0-280 POINTS		
QUESTION	POINTS	CFRT
<b>URGENCY:</b>		
1. What is the immediate need for this project?	0-65	
2. Is the project funding or match at risk?	0-40	Financial priority + 5%
3. Are there urgent environmental consequences by not completing this project or urgent environmental benefits by completing this project?	0-40	
<b>TRAIL FEATURES:</b>		
1. Describe any cultural, historic, natural wonders or scenic features.	0-10	
<b>USERS:</b>		
1. List the primary user groups and estimate the number of users and types of use on this trail. How will the users benefit from this project?	0-30	

2. What is the level of difficulty of the trail in this system (beginner, moderate, or difficult) and is there a need for this level?	0-30	
<b>TRAIL SIGNIFICANCE:</b>		
1. Show how the project facilitates an integrated statewide trail system that links another trail, greenway, scenic corridor, forest, recreation area, or park area. Show how the trail preserves critical access point(s), corridor(s), and/or system link(s).	0-35	Linkage priority +6%
2. What are the positive and/or negative impacts of this project on the neighboring communities?	0-30	

<b>PLANNING AND DESIGN: 0-280 POINTS</b>		
<u>QUESTION</u>	<u>POINTS</u>	<u>CFRT</u>
<b>"STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN" AND "ON NATURE'S TRAIL":</b>		
1. How will the project tie to the "Statewide Comprehensive Outdoor Recreation Plan" and/or "On Nature's Trail"? Is the project area identified/referenced as a priority in a federal, regional, county, or municipal plan? Include the Name(s) and Date(s) of the Plan(s).	0-45	Planning priority +5%
<b>MAINTENANCE RESOURCE COMMITMENT:</b>		
1. List the resources and document your commitment to continue maintenance or have another entity continue project maintenance.	0-40	Maintenance capability +2%
<b>TRAIL PLANNING AND DESIGN:</b>		
1. Describe the trail planning team and any specialist input.	0-20	Planning priority + 5%
2. Has the trail been laid out on the ground? Describe the fieldwork.	0-20	
3. What are the trail specifications? (Examples: tread width, surface type, clearing height and width, passing lanes, grade, etc.)	0-20	Trail Design priority +2.3%**
4. What practices in the planning and design did you incorporate that will make the trail sustainable?	0-20	Trail Design priority +2.3%**
5. What design standards were utilized? (Examples: "American Association of State Highway and Transportation Officials Guide for the Development of Bicycle Facilities", "IMBA Trails Solutions Book For Soft Surface Trails," "Colorado Outdoor Training Initiative Trail Guidelines", "U.S. Department of Agriculture Forest Service Trail Construction and Maintenance Handbook", "USDA Forest Service, Missoula Technology and Development Center Wetland Trail Design and Construction or Geosynthetics for Trails in Wet Areas", "Designing Sidewalks and Trails for Access", or "Planning Trails with Wildlife in Mind".)	0-20	Trail Design priority +2.3%**

<b>PUBLIC INVOLVEMENT PROCESS:</b>		
1. Describe the public involvement processes for this project. List the meetings and/or specific contacts.	0-30	
2. Please list all relevant stakeholders and provide phone numbers of three references that we have permission to contact.	0-30	Support priority +4.5%**
3. Provide six support letters using at least three of the categories listed below. Letters must be current, unique and provide information specific to the project.	0-35	Support priority +4.5%**

<b>ENVIRONMENT: 0-280 POINTS</b>		
<u>QUESTION</u>	<u>POINTS</u>	<u>CFRT</u>
1. How is the project planned to alleviate project effects on fish and wildlife, vegetation, geology and soils, mineral resources, air and water quality, and/or cultural resources? Examples may include: <ul style="list-style-type: none"> <li>▪ Habitat improvements like restoration of wetlands, corridor cleanup or plantings for cover, nesting or food.</li> <li>▪ Screening of trail users from important habitat areas, environmental education programs, opportunities for “watchable wildlife” facilities, and impact monitoring.</li> <li>▪ Trail design or route selection.</li> <li>▪ Management of trail users and related activities.</li> <li>▪ Resource protection by reducing sedimentation on trails, defining switchbacks, and eliminating cutting of trails.</li> </ul>	0-45	Environmental priority +4%
2. Are there any sensitive, rare, or federally listed threatened and endangered species present on the project site? How did you determine the presence or absence of the species?	0-35	
3. Are there any cultural sites? How were the sites located and documented?	0-35	
4. Are there wetland issues? How did you determine the sites?	0-35	
5. If there are species and sites identified in questions 2, 3, and 4, are the proper analysis complete and permits in place? (Biological Evaluation, U.S. Fish and Wildlife Consultation, Division of Wildlife, Colorado Natural Heritage Program review, Army Corp of Engineers, etc.)	0-35	
6. Describe the habitats present in the project area?	0-35	
7. How important, productive, or pristine is the fish, wildlife, or vegetation habitat in the project area? Examples may include: <ul style="list-style-type: none"> <li>▪ Existing development or human impacts to the project area.</li> <li>▪ Critical habitat for a particular species, or an area with high value for nesting, feeding or calving.</li> <li>▪ Large blocks of undisturbed wildlife habitat.</li> </ul>	0-30	

8. Does the project provide trail-related wildlife, ethics, and/or environmental education at trailheads, through wayside materials, signs, and/or publications?	0-30	
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<b>Youth, Volunteers and Partnerships: 0-110 Points</b>		
<u>QUESTION</u>	<u>POINTS</u>	
<b>YOUTH AND VOLUNTEER COMMITMENT:</b>		
1. A stated goal of the “Statewide Comprehensive Outdoor Recreation Plan” and “On Nature’s Trail” is to promote volunteerism and youth programming. Describe the use of volunteers or youth programs that will be utilized during this project. If they are inappropriate to this project, explain why.	0-55	
<b>PARTNERSHIPS:</b>		
1. Describe your partners and their contributions to the project.	0-55	Partnership priority +8%

<b>Application Structure: 0-50 Points</b>		
<u>QUESTION</u>	<u>POINTS</u>	
<b>DO NOT ANSWER THESE QUESTIONS: The overall application will be scored by the reviewers based on these questions and these points will be included.</b>		
1. Is the project well planned and thought out?	0-25	
2. Is the budget complete and accurate, the timeline reasonable, the maps clear and concise, and the grant application organized?	0-25	

\*\*In cases where the priority category is represented by more than one question on the grant application, the percentage is split so that the total is in line with the priority’s rank.

# APPENDIX G

## Planning Trail Grants Criteria With Criteria for Colorado Front Range Trail

This CFRT Implementation Plan recommends that existing evaluation criteria used to determine allocation of local development funds be weighted to reflect the input of the CFRT Development Council. **Figure G-1** depicts the ranking of criteria by the CFRT Development Council, along with the percent increase to be applied to each section of the existing Colorado State Trails Program Grant Evaluation Scoring Matrix that corresponds to the criteria. **Figure G-2** shows the existing Scoring Matrix with a column for the CFRT percent increase added on the right. The column includes a reference to the criteria applied as well as the percent increase to be applied.

**Figure G-1: Weighting of Criteria for Allocating Local Development Funding**

CRITERIA	RANK	PERCENT INCREASE
Planning	1	10%
Support	2	9%
Partnerships	3	8%
Trail Design	4	7%
Linkages	5	6%
Financial	6	5%
Environmental	7	4%
Readiness	8	3%
Management Capability	9	2%

**Figure G-2: Existing Scoring Matrix with Criteria for CFRT**

Trail Benefits and Experiences: 0-300 Points		
<u>QUESTION</u>	<u>POINTS</u>	<u>CFRT</u>
<b>URGENCY:</b>		
1. What is the immediate need for this plan?	0-65	
2. Are there urgent environmental consequences by not completing this plan or urgent environmental benefits by completing this plan?	0-40	
<b>PROJECT AREA FEATURES:</b>		
1. Describe trail benefits and experiences as it relates to cultural, historic, and scenic features of the planning area:	0-35	

<b>USERS:</b>		
1. List the potential user groups and estimate the number of users and types of use on this trail. How will users benefit from this project?	0-40	
2. Will the plan address anticipated growth?	0-40	
<b>TRAIL SIGNIFICANCE:</b>		
1. Describe how this plan fits into the statewide trail system and/or link to another trail, forest, greenway, scenic corridor, recreation area or park area.	0-40	Linkage priority + 6%
2. Explain how the plan will identify positive and/or negative impacts to neighboring communities?	0-40	Partnership priority + 4%

<b>Planning and Design: 0-300 Points</b>		
<u>QUESTION</u>	<u>POINTS</u>	<u>CFRT</u>
<b>"STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN" AND "ON NATURE'S TRAIL"</b>		
1. How will this plan tie to the "Statewide Comprehensive Outdoor Recreation Plan" and/or "On Nature's Trail"? Is the project area included in any other federal, regional, county, or municipal plan? Include the Name(s) and Date(s) of the Plan(s).	0-45	Planning priority +5%
<b>TRAIL PLANNING AND DESIGN:</b>		
1. Describe the trail planning team and any specialist input?	0-40	Planning priority +5%
2. How did the site visit validate your need for this project plan?	0-40	
3. What design standards are being considered to develop this plan?	0-35	Trail Design priority +7%
4. How and when will this plan be implemented and what funding sources will be utilized?	0-35	Financial and Readiness priority + 8%
<b>PUBLIC INVOLVEMENT PROCESS:</b>		
1. Define the public involvement processes for this plan.	0-35	
2. Please list all relevant stakeholders and provide phone numbers of three references that we have permission to contact.	0-35	Support Priority + 4.5%**
3. Provide six support letters using at least three of the categories listed below. Letters must be current, unique and provide information specific to the project.	0-35	Support Priority + 4.5%**

<b>Environment: 0-290 Points</b>		
<u>QUESTION</u>	<u>POINTS</u>	<u>CFRT</u>
1. How will this document address: <ul style="list-style-type: none"> <li>▪ Sensitive, rare, or federally listed threaten and endangered species present on the site.</li> <li>▪ Cultural sites</li> <li>▪ Wetland issues</li> </ul>	0-150	Env't'l priority +2%
2. Who will be contacted for evaluations?	0-70	Env't'l priority +2%
3. Will the plan include trail-related wildlife, ethics, and/or environmental education at trailheads, through wayside materials, signs, and/or publications?	0-70	

<b>Youth, Volunteers and Partnerships: 0-60 Points</b>		
<u>QUESTION</u>	<u>POINTS</u>	<u>CFRT</u>
1. Describe your partners, volunteers and/or youth and their contributions to the plan.	0-60	Partnership priority + 4%

<b>Application Structure: 0-50 Points</b>		
<u>QUESTION</u>	<u>POINTS</u>	
<b>DO NOT ANSWER THESE QUESTIONS: The overall application will be scored by the reviewers based on these questions and these points will be included.</b>		
1. Is the project well planned and thought out?	0-25	
2. Is the budget complete and accurate, the timeline reasonable, the maps clear and concise, and the grant application organized?	0-25	

\*\*In cases where the priority category is represented by more than one question on the grant application, the percentage is split so that the total is in line with the priority's rank





# APPENDIX H

## Economic Development Benchmarking

The development of the Colorado Front Range Trail (CFRT) in the many growing rural and suburban communities along the trail corridor could bring significant economic growth and revenue to these areas. Therefore, it is important to periodically track the economic development around the trail that could be associated with trail development.

Three mid-sized, yet quite different, developing communities along the CFRT have been chosen as “benchmark” communities for the purpose of illustrating the benchmarking concept. These include Ft. Lupton, **Figure H-1**, Monument, **Figure H-2**, and Walsenburg, **Figure H-3**. It is intended that the benchmarking information and change over time, showing the impact of the trail system through these communities, may be used by all communities to show economic development.

The CFRT not only provides for the health, well-being, and quality of life for communities, but for economic prosperity, as well. Trail amenity developments such as restaurants, lodging, recreation opportunities, recreation retail, and bike shops have been inventoried and mapped for 2006 in order to illustrate economic development related to CFRT development. This information may be used at a local and regional level to gain community, policymaker, and funding support for the development and construction of the trail. These amenities should be re-inventoried and mapped on a periodic basis to provide a benchmarking analysis for economic development surrounding the CFRT.

Figure H-1: 2006 Economic Development Benchmarking Map of the Fort Lupton Area

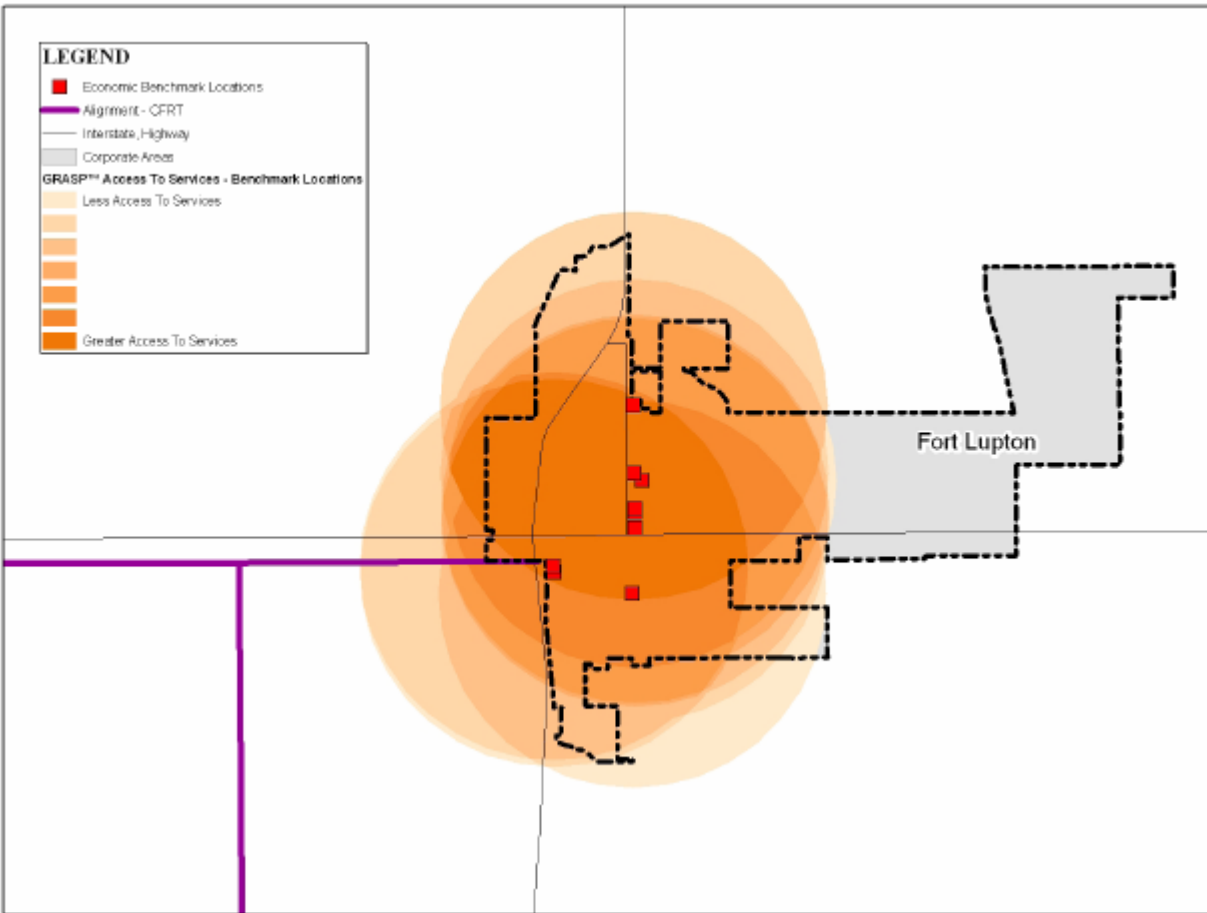


Figure H-2: 2006 Economic Development Benchmarking Map of the Monument Area

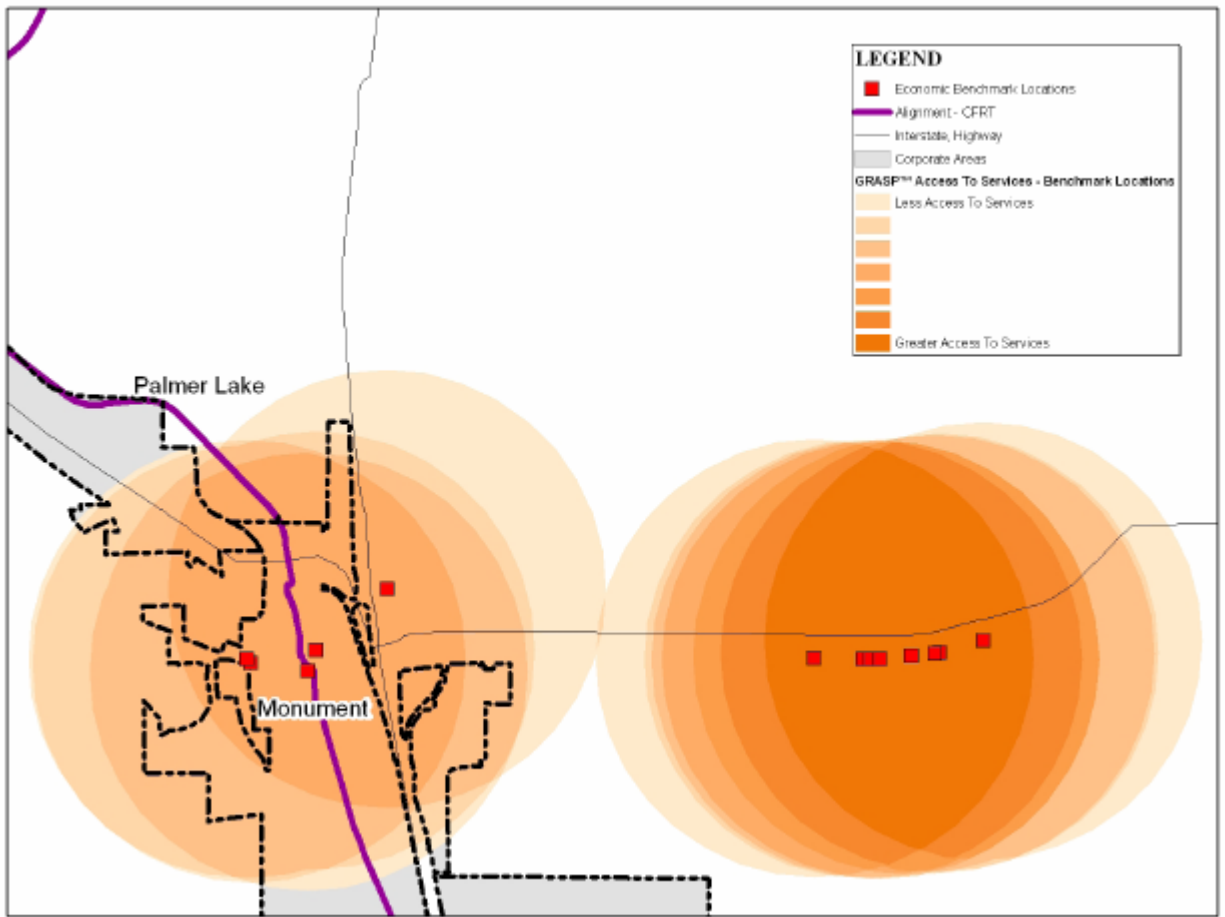
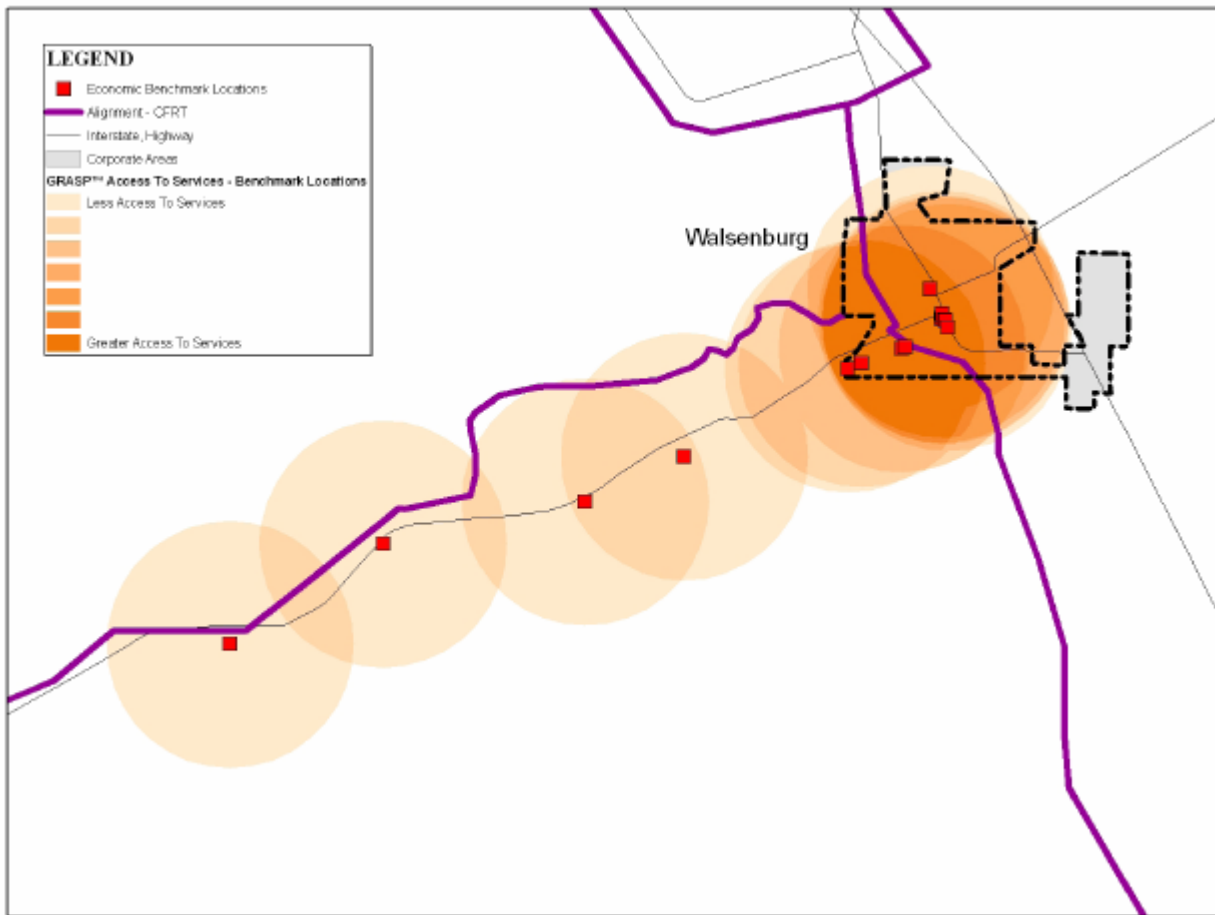


Figure H-3: 2006 Economic Development Benchmarking Map of the Walsenburg Area



# APPENDIX I

## Summary of Development Council Marketing Targets and Strategies

The CFRT Project Team worked with the CFRT Development Council on three tasks to create a comprehensive list of:

- Task 1: targets for marketing
- Task 2: effective marketing strategies
- Task 3A: current marketing partnerships
- Task 3B: potential collaborations and funding

The result of a brainstorming session with the Development Council at the 1<sup>st</sup> Quarterly CFRT meeting is reported here.

<b>TASK 1: TARGETS FOR MARKETING</b>		
<b><u>Development</u></b>	<b><u>Promotion</u></b>	<b><u>Promotion (cont'd)</u></b>
ADA organizations	Bed-n-Breakfast Associations	LaFarge
Agriculture/Farming Groups	Bike Groups	Local Tourism Councils
Army Corps of Engineers	Bikeshops	Medical services
Auto Manufacturers	Birding Magazines	Non-profits
BSA	Birding Retail Shops	Oil & Gas Companies
CDOT	Budweiser	Outdoor adventure orgs/programs
County Commissioners	Chambers of Commerce	Outdoor Industry Association (OIA)
County Government	Church Groups	Outdoor retailers
Developers	Clubs	Out-of-state visitors
Economic Development Corps	Dude & Guest Ranches	Rec. center programs/brochures
EPA	Colorado Retail Council	Rec. Equipment Manufacturers
Federal Agencies	Colorado Springs Airport	Recreation User Groups
Historical Societies	CO Springs Health Partners	Recreation User Magazines
Homebuilders	Colorado Tourism Groups	REI
Homeowners Associations	Comprecare	Restaurants
In-state Residents	Convention/Visitors Bureaus	Retirement Organizations
Landowners	DIA	RTD
Leave No Trace	Educational Institutions	Schools
Legislators	GSA	Services to the trail
Local Media	Health Insurance Companies	Tack & Feed Stores
Open Space Boards (COSA)	Health Organizations	Timberland

<b>TASK 1: TARGETS FOR MARKETING</b>		
Public Health Organizations	Healthfood Stores	Tobacco Industry
Railroads	Hospitality industries	Tour operators
Regional Councils of Government	Hotel/Restaurant Associations	Tourism Groups (State & Local)
Service Organizations	Hunters	Trail Users
Sierra Club	Inflight Magazines	Universities
Utility Companies	IMBA	USAA
Airlines	Kaiser	Youth
Anglers		

<b>TASK 2: EFFECTIVE MARKETING STRATEGIES</b>	
AAA	Health Events
AARP	Heritage Societies
Agricultural Support	Homeowner Associations
Alternative, healthy lifestyles	Internet links
American Heart Association	Libraries
American Lung Association	Lions Clubs
Art & Photo contest of the Trail	Local businesses
Big Thompson	Local celebrities
Bike to Work Day	Local TV and radio
BIO-BLITZ	Magazines
Calendar w/ trail photos	Maps with amenities (food and lodging)
CDPHE	Military bases
Clean Air Consortium	Municipal
Collaborative marketing	National Trails Day events
Colorado Front Range Trail Day	News releases
Colorado Youth Corps	Oil and gas industry
Conduits	Poudre River Fest
Coordination with local planning agencies	PR Packet - common language
CSU	Press Packets
Database of grant applications and marketing efforts	Projects are ready to go
Department of Local Affairs	Promote youth health
Develop Partnerships	Quality of Life
Earth Force	RTD Smart Thursdays
Economic Benefit	School districts
Ecotourism	School events
Education (K-12)	School volunteer projects
Effective communication and planning	Signs

<b>TASK 2: EFFECTIVE MARKETING STRATEGIES</b>	
Engagement of youth	Special events
Environmental education	Statewide
Equestrian magazines	Student councils
Establish basic standards of construction	Sustainable Living Fair
Events to fundraise & market CFRT	Trails festivals
From a regional point of view	Trails.com
Fun runs & walks	Treasure hunts- Geocaching
Trail map to help define acquisition and jurisdictions	Universities
Get website up	Update CFRT website as needed
Google.com mapping	Websites with GIS/GPS mapping
GORP	Wildlife/Environmental Corridors
H2O Shed	Youth use of trails

<b>TASK 3A: CURRENT MARKETING PARTNERSHIPS</b>
CDOT- DOW Corridor Studies
Greeley-Ft. Collins-Tri City Area (5 miles left)
Larimer County/ S. Berthoud
Local Governments- 5285 Trails Group
Milliken- CO Division of Wildlife
Northeast WIN-WIN (Brighton, Thorton, et al)
Poudre Heritage Alliance- Poudre Trail Authority
St. Vrain Trail Master Plan - Longmont/Lyons connection (acquisitions)
Weld County Road 7 (State Parks & Weld - acquisition)
Youth Corps

<b>TASK 3B: POTENTIAL COLLABORATIONS &amp; FUNDING</b>	
ACE- Active Community Environment	Kregge Foundation
Adopt-a-trail	Local microbreweries (Fat Tire)
American Heart Association	Lottery
American Lung Association	Marathons
Army Corps of Engineers	MS 150
Asphalt/Concrete Companies	National initiatives
Bicycle Colorado	New Balance
Bikes Belong	Nike
Bohemian Fund	Nonprofits
Budweiser	Oil companies
CDOT regional transportation areas	Outdoor Industry Association

<b>TASK 3B: POTENTIAL COLLABORATIONS &amp; FUNDING</b>	
Churches	Partnerships between jurisdictions
Colorado Birding Trail	Private Foundations
Comcast	Professional training programs
Community Foundations	Railroads (utility corridors)
Coors	Real Estate Brokers
COPAN	REI
Daniels Fund	Ride the Rockies
Developers	Robert Wood Johnson Foundation
Education (K-college)	Rotary/Kiwanis
EPA (kiosks)	Sierra Designs
Equestrian Associations & Clubs	Silom Stone- Pueblo (benches)
Front Range Mayors/Managers	State Historic Preservation
Gates	State Tourism Board
GOCO	Target
Gravel Companies - donate materials	Timberland
Greenland Mountain Bike Marathon	Trail Associations (as a model)
High School Athletic Association - CHASSA	Urban Drainage
Historic and Archeological Societies	Utility Companies
Home Depot	VOC
Kellogg Foundation	Volunteer Organizations
Kelty	Walmart
Kodak Foundation	Water districts



# APPENDIX J

## Methodology for Calculating Financial Assumptions

Appendix J details some of the assumptions and calculations used for determining the costs associated with the CFRT. All of the costs and tables referenced are included in the *Financial Strategy* section.

### Considerations

- All calculations are based on the value of a dollar in 2006 and have not been adjusted for inflation.
- For all calculations, planned and envisioned segments where the surface type was unknown, the average was used assuming 75% are built as hard surface and 25% are soft surface.
- For all calculations and summaries involving known surface types, the average estimated construction cost was used.
- Values for soft surface include crusher fines and natural surface. All other surface types were characterized as hard surface including: asphalt, concrete, boardwalk, etc.

### Calculations

Total cost for constructing the CFRT was calculated by adding:

Estimated average construction costs for existing (known and unknown surface type) + planned and envisioned segments (known and unknown surface type) + existing trailheads + planned trailheads.

In **Tables 32 - 37**, construction costs are broken down by surface type and section for existing trail and planned and envisioned trail. These estimates assume that hard surface trails such as asphalt or concrete greenway trails cost approximately \$300,000 - \$350,000 per mile to construct (including wayside amenities). Soft surface trails were estimated to cost \$75,000 - \$175,000 per mile. These assumptions were then multiplied by the number of miles per surface type for each section. Though trailhead construction costs can also vary, an average of \$300,000 - \$350,000 was used for full-service sites that include restrooms, water fountains, and parking.

In **Table 32** existing trailhead numbers were gathered during the development of the CFRT and verified through the survey of managing agencies.

Estimated construction costs in **Table 38 Incremental Estimated Construction Costs for Planned and Envisioned Segments by Section** include costs associated with planned and envisioned segments of the CFRT for hard, soft, and unknown (or undetermined) surface types. For unknown surfaces, two calculations were used: 1) 50% hard surface and 50% soft surface and 2) 75% hard surface and 25% soft surface. Where the surface type was known to be hard or soft (**Table 36**), costs for both surface types were averaged for each section. The total estimated construction costs for all surfaces were then divided equally to provide an estimate of the capital needed to complete the CFRT in five-year increments over a 24-year period.

**Table 41: Annual Estimated Cost to Construct Priority Segments (2006 – 2010)** uses the average estimated construction costs for known surface types in **Table 39**. The total costs for unknown surface types were taken from **Table 40**. (For unknown surface type, the range of numbers is the cost if 50% of surfaces are built as hard and 50% built as soft and if 75% are built as hard surface and 25% are soft surface).

**Table 42: Estimated Operation and Maintenance Costs for Existing, Planned, and Envisioned Trail by Section** was derived using the assumption that annual operation and maintenance of both hard surface and soft surface trails costs between \$6,000 and \$10,000 per mile. This was determined based on input from managing agencies, Design Concepts Community and Landscape Architects, and the Project Team. Estimates were confirmed to ensure consistency with other sources such as Americantrails.org and Trails for the Twenty-First Century, Island Press, 2001.

According to the above sources, estimated annual maintenance costs of \$6,000 - \$10,000 include drainage and storm channel maintenance, sweeping, clearing of debris, trash removal, weed control and vegetation management, mowing of grass along shoulders, minor repairs to trail fixtures and features, maintenance supplies, equipment fuel, and general repairs. Trail operation and estimates fluctuate according to numerous factors including: type and frequency of use, surface type, weather conditions, landscape, etc.

#### **Miscellaneous**

The City of Evans reported their planned/envisioned segment to be “undetermined,” however; the total cost for the 1.2-mile segment was reported to be only \$150,000 for the Highway 66 to Poudre/South Platte segment. Therefore, it was inferred that a soft-surface type would be used.

## APPENDIX K

### CFRT Grants by Year

Grant Year	Project Sponsor	Region	Requested	Awarded	Total Cost
2002	Colorado State Parks - Pueblo State Park	South	\$15,000	\$15,000	\$15,000
2002	City of Greeley	North	\$300,000	\$250,000	NA*
2002	Highlands Ranch Metropolitan District	Middle	\$75,000	\$75,000	\$277,528
2002	Sand Creek Regional Greenway	Middle	\$4,256,970	\$1,150,000	\$11,070,020
<b>Total for 2002</b>			<b>\$4,646,970</b>	<b>\$1,490,000</b>	<b>\$11,362,548</b>
2003	City of Ft. Collins	North	\$310,300	\$310,300	\$1,247,839
2003	City of Longmont	North	\$181,000	\$181,000	\$983,536
2003	City of Longmont, Parks and Recreation Division	North	\$250,000	\$250,000	\$1,071,000
2003	Poudre River Trail Corridor Inc.	North	\$100,000	\$123,086	\$270,153
2003	Poudre River Trail Corridor Inc.	North	\$185,914	\$185,914	\$395,327
2003	Poudre River Trail Corridor Inc.	North	\$170,800	\$170,800	\$702,320
2003	Town of Firestone	North	\$250,000	\$250,000	\$555,100
2003	Castle Oaks Middlepolitan District	Middle	\$250,000	\$250,000	\$740,480
2003	City of Colorado Springs	Middle	\$90,000	\$149,165	\$149,165
2003	City of Colorado Springs	Middle	\$41,000	\$76,309	\$76,309
2003	Douglas County	Middle	\$242,000	\$193,600	\$598,000
2003	City of Pueblo Planning and Development Department	South	\$15,000	\$15,000	\$25,000
2003	Colorado Springs Parks, Recreation, and Cultural Services	South	\$150,000	\$150,000	\$910,000
2003	South Central Council of Governments	South	\$70,000	\$70,000	\$107,525
2003	Colorado Historical Society	North, Middle, & South	\$41,323	\$41,323	\$82,645
<b>Total for 2003</b>			<b>\$2,347,337</b>	<b>\$2,416,497</b>	<b>\$7,914,399</b>
2004	City of Evans	North	\$96,300	\$77,040	\$197,600
2004	City of Ft. Collins	North	\$11,400	\$11,400	\$15,450
2004	City of Westminster	North	\$500,000	\$500,000	\$10,000,000

Grant Year	Project Sponsor	Region	Requested	Awarded	Total Cost
2004	High Plains Environmental Center	North	\$202,877	\$202,877	\$1,212,400
2004	Town of Windsor	North	\$200,000	\$108,910	\$735,400
2004	City of Ft. Collins	North	\$100,000	\$80,000	\$3,000,000
2004	City of Brighton	Middle	\$15,000	\$15,000	\$24,670
2004	City of Commerce City	Middle	\$200,000	\$160,000	\$1,325,000
2004	Douglas County	Middle	\$15,000	\$15,000	\$30,000
2004	Trails and Open Space Coalition South	South	\$15,000	\$15,000	\$29,000
<b>Total for 2004</b>			<b>\$1,355,577</b>	<b>\$1,185,227</b>	<b>\$16,569,520</b>
2005	Colorado State Parks	North	\$3,000	\$3,000	\$24,300
2005	City of Ft. Collins	North	\$100,000	\$100,000	\$312,000
2005	City of Longmont - Parks & Open Space Division	North	\$200,000	\$200,000	\$1,043,000
2005	City of Louisville	North	\$155,500	\$126,000	\$311,000
2005	City of Westminster	North	\$5,100	\$4,000	\$19,200
2005	Larimer County Parks & Open Lands	North	\$200,000	\$200,000	\$1,008,700
2005	Poudre River Trail Corridor Inc.	North	\$6,000	\$6,000	\$24,300
2005	Poudre River Trail Corridor Inc.	North	\$178,850	\$178,850	\$360,700
2005	Rocky Mountain National Park	North	\$11,900	\$11,900	\$83,800
2005	Rocky Mountain National Park	North	\$39,000	\$39,000	\$118,800
2005	Rocky Mountain National Park	North	\$15,000	\$15,000	\$47,535
2005	Town of Firestone	North	\$200,000	\$200,000	\$489,000
2005	Audobon Society	Middle	\$15,000	\$15,000	\$143,200
2005	City of Wheat Ridge Parks & Rec. Dept.	Middle	\$50,000	\$50,000	\$300,716
2005	Poudre River Trail Corridor Inc.	Middle	\$6,000	\$3,000	\$24,266
2005	City of Colorado Springs	South	\$150,000	\$120,000	\$700,000
2005	Colorado State Parks	North, Middle & South	\$35,000	\$35,000	\$250,340
<b>Total for 2005</b>			<b>\$1,370,350</b>	<b>\$1,306,750</b>	<b>\$5,260,857</b>
2006	Town of Milliken	North	\$20,000	\$10,000	\$25,000
2006	Boulder County	Middle	\$145,000	\$145,000	\$362,520
2006	Chatfield State Park	Middle	\$20,000	\$20,000	\$35,000

Grant Year	Project Sponsor	Region	Requested	Awarded	Total Cost
2006	Wildlands Restoration Volunteers	Middle	\$15,000	\$15,000	\$153,900
2006	Lake Pueblo State Park	South	\$20,000	\$16,000	\$25,000
2006	Teller County Division of Parks	South	\$65,000	\$65,000	\$167,700
	<i>Total for 2006</i>		<b>\$285,000</b>	<b>\$271,000</b>	<b>\$769,120</b>
	<b>Total for all CFRT Grants</b>		<b>\$10,005,234</b>	<b>\$6,669,474</b>	<b>\$41,876,444</b>



# APPENDIX L

## Sample Sponsorship Policy

This Sample Sponsorship Policy provides details on event sponsorships for Colorado State Parks staff or managing agencies to consider as an alternative funding strategy. Event sponsorships can be solicited for some of the proposed events provided in the *Marketing Plan* such as bike races, fun runs, festivals, etc.

# SAMPLE Parks & Recreation Department Sponsorship Policy

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# **SAMPLE Parks & Recreation Department**

## *Sponsorship Policy*

### **Introduction**

The following guidelines in this Sponsorship Policy have been specifically designed for the SAMPLE Parks & Recreation Department, while considering that these guidelines may be later adapted and implemented on a city-wide basis. Some assumptions regarding this policy are:

- Partnerships for recreation and parks facilities and program development may be pursued based on the SAMPLE Partnership Policy, encouraging the development of partnerships for the benefit of the city, its citizens, and potential partners. Sponsorships are one type of partnership, and one avenue of procurement for alternative funding resources. The Sponsorship Policy may evolve as the needs of new projects and other City departments are incorporated into its usage.
- Broad guidelines are offered in this policy to delineate primarily which types of sponsors and approval levels are currently acceptable for the SAMPLE Parks & Recreation Department.
- The policy should ensure that the definition of potential sponsors may include non-commercial community organizations (for example: YMCA's and Universities), but does not include a forum for non-commercial speech or advertising.
- Sponsorships are clearly defined and are different from advertisements. Advertisements are one type of benefit that may be offered to a sponsor in exchange for cash or in-kind sponsorship.
- The difference between sponsors and donors must be clarified, as some staff and the public often confuse and misuse these terms.

### **Structure**

**Part A** of this document gives the **Sponsorship Policy**

**Part B** gives the **Levels of Sponsorship Tiers and Benefits**

**Part C** provides the vocabulary and **Glossary of Sponsorship Terms**



**Part A.**  
**Sponsorship Policy**  
**SAMPLE Parks & Recreation Department**

**I. Purpose**

In an effort to utilize and maximize the community's resources, it is in the best interest of the City's Parks & Recreation Department to create and enhance relationship-based sponsorships. This may be accomplished by providing local, regional, and national commercial businesses and non-profit groups a method for becoming involved with the many opportunities provided by the Parks & Recreation Department. The Department delivers quality, life-enriching activities to the broadest base of the community. This translates into exceptional visibility for sponsors and supporters. It is the goal of the Department to create relationships and partnerships with sponsors for the financial benefit of the Department.

**Sponsorships vs. Donations**

It is important to note that there is a difference between a sponsorship and a donation. Basically, sponsorships are cash or in-kind products and services offered by sponsors with the clear expectation that an obligation is created. The recipient is obliged to return something of value to the sponsor. The value is typically public recognition and publicity or advertising highlighting the contribution of the sponsor and/or the sponsor's name, logo, message, products or services. The Sponsor usually has clear marketing objectives that they are trying to achieve, including but not limited to the ability to drive sales directly based on the sponsorship, and/or quite often, the right to be the exclusive sponsor in a specific category of sales. The arrangement is typically consummated by a letter of agreement or contractual arrangement that details the particulars of the exchange.

In contrast, a donation comes with no restrictions on how the money or in-kind resources are used. This policy specifically addresses sponsorships, the agreements for the procurement of the resources, and the benefits provided in return for securing those resources. Since donations or gifts come with no restrictions or expected benefits for the donor, a policy is generally not needed.

**II. Guidelines for Acceptable Sponsorships**

Sponsors should be businesses, non-profit groups, or individuals that promote mutually beneficial relationships for the Parks & Recreation Department. All potentially sponsored properties (facilities, events or programs) should be reviewed in terms of creating synergistic working relationships with regards to benefits, community contributions, knowledge, and political sensitivity. All sponsored properties should promote the goals and mission of the Parks & Recreation Department as follows:

**Sample Parks & Recreation Mission Statement:**

**Sample Goals of the Park & Recreation Department:**

### III. Sponsorship Selection Criteria

#### A. Relationship of Sponsorship to Mission and Goals

The first major criterion is the appropriate relationship of a sponsorship to the above outlined Parks & Recreation Department's Mission and Goals. While objective analysis is ideal, the appropriateness of a relationship may sometimes be necessarily subjective. This policy addresses this necessity by including Approval Levels from various levels of City management staff and elected officials, outlined in Section B, to help assist with decisions involving larger amounts and benefits for sponsorship.

The following questions are the major guiding components of this policy and should be addressed prior to soliciting potential sponsors:

- Is the sponsorship reasonably related to the purpose of the facility or programs as exemplified by the Mission Statement and Goals of the Department?
- Will the sponsorship help generate more revenue and/or less cost per participant than the City can provide without it?
- What are the real costs, including staff time, for procuring the amount of cash or in-kind resources that come with the generation of the sponsorship?

Sponsorships which shall NOT be considered are those which:

- Promote environmental, work, or other practices that, if they took place in the City, would violate U.S. or state law (i.e., dumping of hazardous waste, exploitation of child labor, etc.), or promote drugs, alcohol, or tobacco, or that constitute violations of law.
- Duplicate or mimic the identity or programs of the Parks & Recreation Department or any of its divisions.
- Exploit participants or staff members of the Department.
- Offer benefits which may violate other accepted policies or the Sign Code.

#### B. Sponsorship Plan and Approval Levels

Each project or program that involves solicitation of Sponsors should, PRIOR to procurement, create a Sponsorship Plan specific to that project or program that is in line with the Sponsorship Levels given in *Part B*. This plan needs to be approved by the Management Team Members supervising the project and in accordance to City Partnership, Sponsorship and Sign Code policies. In addition, each sponsorship will need separate approval if they exceed pre-specified limits. The Approval Levels are outlined below:

<b>Under \$1,000</b>	The program or project staff may approve this level of Agreement, with review by their supervising Management Team Member.
<b>\$1,001 to \$10,000</b>	The Agreement needs approval of a Management Team Member.
<b>\$10,001 to \$25,000</b>	The Agreement needs approval of the entire Senior Management Team and Department Director
<b>Over \$25,000</b>	The Agreement needs approval of the City Supervisor (the City Supervisor may recommend a City Council or Board of Trustees review).

### **C. No Non-Commercial Forum is Permitted**

This criterion deals with the commercial character of a sponsorship message. The City intends to create a limited forum, focused on advertisements incidental to commercial sponsorships of Parks & Recreation facilities and programs. While non-commercial community organizations or individuals may wish to sponsor Department activities or facilities for various reasons, no non-commercial speech is permitted in the limited forum created by this policy:

Advertisements incidental to commercial sponsorship must primarily propose a commercial transaction, either directly, through the text, or indirectly, through the association of the sponsor's name with the commercial transaction of purchasing the commercial goods or services which the sponsor sells.

#### **The reasons for this portion of the Policy include:**

- (1) The desirability of avoiding non-commercial proselytizing of a "captive audience" of event spectators and participants;
- (2) The constitutional prohibition on any view-point related decisions about permitted advertising coupled with the danger that the City and the Parks & Recreation Department would be associated with advertising anyway;
- (3) The desire of the City to maximize income from sponsorship, weighed against the likelihood that commercial sponsors would be dissuaded from using the same forum commonly used by persons wishing to communicate non-commercial messages, some of which could be offensive to the public;
- (4) The desire of the City to maintain a position of neutrality on political and religious issues;
- (5) In the case of religious advertising and political advertising, specific concerns about the danger of "excessive entanglement" with religion (and resultant constitutional violations) and the danger of election campaign law violations, respectively.

Guidelines for calculating the Levels of Sponsorship Tiers and Benefits are provided and outlined in *Part B*.

## ***IV. Additional Guidelines for Implementation***

### **A. Equitable Offerings**

It is important that all sponsorships of equal levels across divisions within Parks & Recreation yield the same value of benefits for potential sponsors.

### **B. Sponsorship Contact Database**

A designated staff person or representative of the Parks & Recreation Department will keep an updated list of all current sponsors, sponsored activities, and contacts related to sponsorship.

#### ***Purpose of Maintaining the Database:***

- Limit duplicate solicitations of one sponsor
- Allow management to make decisions based on most appropriate solicitations and levels of benefits offered
- Keep a current list of all Department supporters and contacts
- Help provide leads for new sponsorships, if appropriate

For staff below Management Team level, access to the database will be limited to printouts of listings of names of sponsors and their sponsored events. This limited access will provide information to help limit duplicated solicitations, and will also protect existing sponsor relationships, while allowing the evaluation of future sponsorships to occur at a management level.

**If a potential sponsor is already listed, staff should not pursue a sponsorship without researching the sponsor's history with the most recently sponsored division. If more than one division wishes to pursue sponsorship by the same company, the Management Team shall make a decision based on several variables, including but not limited to:**

- History of sponsorship, relationships, and types of sponsorship needed
- Amount of funding available
- Best use of funding based on departmental priorities.

### **C. Sponsorship Committee**

A committee consisting of the supervisors of each program using sponsorships and other management team designees shall meet twice per year to review the database, exchange current contract samples, and recommend adjusting benefit levels and policy as needed. Changes shall not take effect before approval by the Management Team.

***Part B.***  
***Levels of Sponsorship Tiers and Benefits***

The following tiers are presented as a guideline for types of benefits that may be presented as opportunities for potential sponsors.

Each sponsorship will most likely need to be individually negotiated. One purpose for these guidelines is to create equity in exchanges across sponsorship arrangements. While for the sake of ease the examples given for levels are based on amount of sponsorship requested, the level of approval needed from City staff is really based on the amount of benefits exchanged for the resources. The levels of approval are necessary because the costs and values for different levels of benefits may vary, depending on the sponsorship. It is important to note that these values may be very different. Sponsors typically will not offer to contribute resources that cost them more than the value of resources that they will gain and, typically, seek at least a 2-1 return on their investment. Likewise, the City should not pursue sponsorships unless the total value the City receives is greater than the SAMPLE's real costs.

A hierarchy of Sponsors for events, programs, or facilities with more than one sponsor is listed below from the highest level to the lowest. Not all Levels will necessarily be used in each Sponsorship Plan. Note that the hierarchy is not dependent on specific levels or amounts of sponsorship. Specific levels and amounts should be designed for each property before sponsorships are procured within the approved Sponsorship Plan. Complete definitions of terms are included in **Part C**.

*Hierarchy of Sponsorship Levels (highest to lowest)*

Parks and Recreation Department-Wide Sponsor ⇒  
Facility/Park Title or Primary Sponsor ⇒  
Event/Program Title or Primary Sponsor ⇒  
Presenting Sponsor (Facility, Event or Program) ⇒  
Facility/Park Sponsor ⇒  
Program/Event Sponsor ⇒ Media Sponsor ⇒ Official Supplier ⇒  
Co-sponsor

This hierarchy will help decide the amounts to ask various sponsors for, and determine what levels of benefits to provide. It is important to build flexibility and choice into each level so that sponsors can have the ability to choose options that will best fit their objectives. Note that the benefits listed under each level are examples of value. The listing does not mean that all of the benefits should be offered. It is a menu of options for possible benefits, depending on the circumstances. These are listed primarily as a guideline for **maximum** benefit values. It is recommended that each project create a project-specific Sponsorship Plan for approval in advance of Sponsorship procurement, based on the benefits available and the values specific to the project.

I. Sponsorship Assets and Related Benefits Inventory

*TO BE DETERMINED FOR EACH AGENCY BASED ON OFFERINGS (PROPERTIES),  
VALUATION, AND DETERMINED BENEFITS*

*A tiered structure of actual values and approval levels should be determined as part of a  
Sponsorship Plan.*

## *Part C.*

### *Glossary of Sponsorship Terms*

#### Activation

The marketing activity a company conducts to promote its sponsorship. Money spent on activation is over and above the rights fee paid to the sponsored property. Also known as leverage.

#### Advertising

The direct sale of print or some other types of City communication medium to provide access to a select target market.

#### Ambush Marketing

A promotional strategy whereby a non-sponsor attempts to capitalize on the popularity/prestige of a property by giving the false impression that it is a sponsor. Often employed by the competitors of a property's official sponsors.

#### Audio Mention

The mention of a sponsor during a TV or radio broadcast.

#### Business-to-Business Sponsorship

Programs intended to influence corporate purchase/awareness, as opposed to individual consumers.

#### Category Exclusivity

The right of a sponsor to be the only company within its product or service category associated with the sponsored property.

#### Cause Marketing

Promotional strategy that links a company's sales campaign directly to a nonprofit organization. Generally includes an offer by the sponsor to make a donation to the cause with purchase of its product or service. Unlike philanthropy, money spent on cause marketing is a business expense, not a donation, and is expected to show a return on investment.

#### Cosponsors

Sponsors of the same property.

#### CPM (Cost Per Thousand)

The cost to deliver an ad message to a thousand people.

#### Cross-Promotions

A joint marketing effort conducted by two or more cosponsors using the sponsored property as the central theme.

### Donations

Cash or in-kind gifts that do not include any additional negotiated conditions in return.  
Synonyms: Philanthropy, Patronage.

### Editorial Coverage

Exposure that is generated by media coverage of the sponsored property that includes mention of the sponsor.

### Emblem

A graphic symbol unique to a property. Also called a mark.

### Escalator

An annual percentage increase built into the sponsorship fee for multi-year contracts.  
Escalators are typically tied to inflation.

### Exclusive Rights

A company pays a premium or provides economic benefit in exchange for the right to be the sole advertised provider, at the most competitive prices, of goods purchased by consumers within Parks & Recreation Department facilities and parks.

### Fulfillment

The delivery of benefits promised to the sponsor in the contract.

### Hospitality

Hosting key customers, clients, government officials, employees and other VIPs at an event or facility. Usually involves tickets, parking, dining and other amenities, often in a specially designated area, and may include interaction with athletes.

### In-Kind Sponsorship

Payment (full or partial) of sponsorship fee in goods or services rather than cash.

### Licensed Merchandise

Goods produced by a manufacturer (the licensee) who has obtained a license to produce and distribute the official Marks on products such as clothing and souvenirs.

### Licensee

Manufacturer which has obtained a license to produce and distribute Licensed Merchandise.

### Licensing

Right to use a property's logos and terminology on products for retail sale. Note: While a sponsor will typically receive the right to include a property's marks on its packaging and advertising, sponsors are not automatically licensees.

### Mark

Any official visual representation of a property, including emblems and mascots.

### Mascot

A graphic illustration of a character, often cartoon-like, to promote the identity of a property.



### Media Equivalencies

Measuring the exposure value of a sponsorship by adding up all the coverage it generated and calculating what it would have cost to buy a like amount of ad time or space in those outlets based on media rate cards.

### Media Sponsor

TV and radio stations, print media and outdoor advertising companies that provide either cash, or more frequently advertising time or space, to a property in exchange for official designation.

### Municipal Marketing

Promotional strategy linking a company to community services and activities (sponsorship of parks and recreation programs, libraries, etc.)

### Option to Renew

Contractual right to renew a sponsorship on specified terms.

### Philanthropy

Support for a nonprofit property where no commercial advantage is expected. Synonym: Patronage.

### Perimeter Advertising

Stationary advertising around the perimeter of an arena or event site, often reserved for sponsors.

### Premiums

Souvenir merchandise, produced to promote a sponsor's involvement with a property (customized with the names/logos of the sponsor and the property).

### Presenting Sponsor

The sponsor that has its name presented just below that of the sponsored property. In presenting arrangements, the event/facility name and the sponsor name are not fully integrated since the word(s) "presents" or "presented by" always come between them.

### Primary Sponsor

The sponsor paying the largest fee and receiving the most prominent identification (Would be naming rights or title sponsor if sponsored property sold name or title).

### Property

A unique, commercially exploitable entity (could be a facility, site, event, or program)  
Synonyms: sponsee, rightsholder, seller.

### Right of First Refusal

Contractual right granting a sponsor the right to match any offer the property receives during a specific period of time in the sponsor's product category.

### Selling Rights

The ability of a sponsor to earn back some or all of its sponsorship fee selling its product or service to the property or its attendees or members.

### Signage

Banners, billboards, electronic messages, decals, etc., displayed on-site and containing sponsors identification.

### Sole Sponsor

A company that has paid to be the only sponsor of a property.

### Sponsee

A property available for sponsorship.

### Sponsor

An entity that pays a property for the right to promote itself and its products or services in association with the property.

### Sponsor ID

Visual and audio recognition of sponsor in property's publications and advertising; public-address and on-air broadcast mentions.

### Sponsorship

The relationship between a sponsor and a property, in which the sponsor pays a cash or in-kind fee in return for access to the commercial potential associated with the property.

### Sponsorship Agency

A firm which specializes in advising on, managing, brokering or organizing sponsored properties. The agency may be employed by either the sponsor or property.

### Sponsorship Fee

Payment made by a sponsor to a property.

### Sports Marketing

Promotional strategy linking a company to sports (sponsorship of competitions, teams, leagues, etc).

### Supplier

Official provider of goods or services in exchange for designated recognition. This level is below official sponsor, and the benefits provided are limited accordingly.

### Title Sponsor

The sponsor that has its name incorporated into the name of the sponsored property.

### Venue Marketing

Promotional strategy linking a sponsor to a physical site (sponsorship of stadiums, arenas, auditoriums, amphitheatres, racetracks, fairgrounds, etc.)

### Web Sponsorship

The purchase (in cash or trade) of the right to utilize the commercial potential associated with a site on the World Wide Web, including integrated relationship building and branding.

# APPENDIX M

## Sample Partnership Policy

This Sample Partnership Policy provides relevant background information and partnership benefits related to corporate sponsorships for Colorado State Parks staff or managing agencies to consider as an alternative funding strategy for the CFRT.

# Sample Partnership Policy and Proposal Format

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# SAMPLE Partnership Policy And Proposal Format

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# I. SAMPLE Partnership Policy

## A. Purpose

This policy is designed to guide the process for SAMPLE in their desire to partner with other private, non-profit, or other governmental entities for the development, design, construction, and operation of possibly partnered recreational or related facilities and/or program partnerships that may occur on SAMPLE Property.

SAMPLE would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the SAMPLE to develop recreational and related facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the SAMPLE, as well as for the citizens of the SAMPLE.

**This policy document is designed to:**

- Provide essential background information,
- Provide parameters for gathering information regarding the needs and contributions of potential partners, and
- Identify how the partnerships will benefit SAMPLE and the community.

**Part Two, the “Proposed Partnership Outline Format,”** provides a format that is intended to help guide Proposing Partners in creating a proposal for review with SAMPLE staff.

## B. Background and Assumptions

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community’s benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

### **Note on Privatization:**

This application is specific for proposed partnering for new facilities or programs. This information does not intend to address the issue of privatization or transferring existing SAMPLE functions to a non-SAMPLE entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The SAMPLE is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current SAMPLE functions, please call or outline your ideas in a letter for the SAMPLE’s consideration.

In order for partnerships to be successful, research has shown that the following elements should be in place prior to partnership procurement:

- There must be support for the concept and process of partnering from the very highest organizational level – i.e.: the Board or Trustees, City Council, and/or department head.
- The most successful agencies have high-ranking officials that believe that they owe it to their citizens to explore partnering opportunities whenever presented, those communities both solicit partners and consider partnering requests brought to them.
- It is very important to have a Partnership Policy in place before partner procurement begins. This allows the agency to be proactive rather than reactive when presented with a partnership opportunity. It also sets a “level playing field” for all potential partners, so that they can know and understand in advance the parameters and selection criteria for a proposed partnership.
- A partnership policy and process should set development priorities and incorporate multiple points for go/no-go decisions.
- The partnership creation process should be a public process, with both Partners and the Partnering Agency well aware in advance of the upcoming steps.

### *C. Partnership Definition*

For purposes of this document and policy, a Proposed Partnership is defined as:

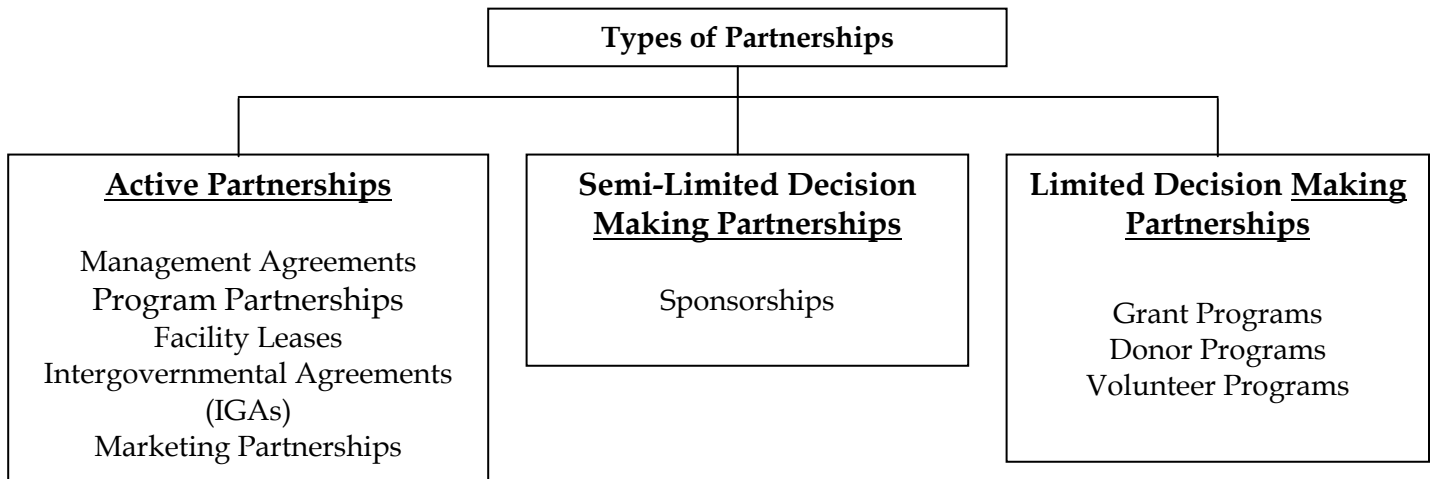
**"An identified idea or concept involving SAMPLE and for-profit, non-profit, and/or governmental entities, outlining the application of combined resources to develop facilities, programs, and/or amenities for the SAMPLE and its citizens."**

A partnership is a cooperative venture between two or more parties with a common goal, who combine complementary resources to establish a mutual direction or complete a mutually beneficial project. Partnerships can be facility-based or program-specific. The main goal for SAMPLE partnerships is enhancing public offerings to meet the mission and goals of the SAMPLE. SAMPLE is interested in promoting partnerships which involve cooperation among many partners, bringing resources together to accomplish goals in a synergistic manner. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various projects and increase public support for community recreation goals. Partners often have flexibility to obtain and invest resources/dollars on products or activities where municipal government may be limited.

Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds, (5) labor, (6) materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others,

certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy:



***D. Possible Types of Active Partnerships***

SAMPLE is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed “Active” Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

Examples of Public/Private Partnerships:

- A private business seeing the need for more/ different community fitness and wellness activities wants to build a facility on SAMPLE land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and needs a spot to place it.
- Several neighboring businesses see the need for a place for their employees to work out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the SAMPLE to operate for additional public users.

- A biking club wants to fund the building of a racecourse through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the SAMPLE in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the SAMPLE.
- A garden club wants land to build unique butterfly gardens. They will tend the gardens and just need a location and irrigation water.

#### *Examples of Public/Non-Profit Partnerships*

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the SAMPLE to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the SAMPLE to lease the land.

#### *Examples of Public/Public Partnerships*

- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build two gyms adjacent to SAMPLE facilities to share for their training during the day. The gyms would be open for the SAMPLE to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the SAMPLE manages and maintains the wall to provide public use during off hours.
- A university needs meeting rooms. They fund a multi-use building on SAMPLE land that can be used for SAMPLE community programs at night.

### ***E. Sponsorships***

SAMPLE is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see *the SAMPLE Sponsorship Policy* for more information.



## ***F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs***

While this policy document focuses on the parameters for more active types of partnerships, the SAMPLE is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

## ***G. Benefits of Partnerships with SAMPLE***

The SAMPLE expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

### *Benefits for the SAMPLE and the Community:*

- Merging of resources to create a higher level of service and facility availability for community members.
- Making alternative funding sources available for public community amenities.
- Tapping into the dynamic and entrepreneurial traits of private industry.
- Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
- Meeting the needs of specific groups of users through the availability of land for development and community use.

### *Benefits for the Partners:*

- Land and/or facility availability at a subsidized level for specific facility and/or program needs.
- Sharing of the risk with an established stable governmental entity.
- Becoming part of a larger network of support for management and promotion of facilities and programs.
- Availability of professional SAMPLE recreation and planning experts to maximize the facilities and programs that may result
- Availability of SAMPLE staff facilitation to help streamline the planning and operational efforts.

## II. The Partnering Process

The steps for the creation of a partnership with the SAMPLE are as follows:

- A. SAMPLE will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the SAMPLE. This will be done through notification in area newspapers, listing in the brochure, and through any other notification method that is feasible.
- B. The proposing partner takes the first step to propose partnering with the SAMPLE. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the SAMPLE asks for a **Preliminary Proposal** according to a specific format as outlined in *Part Two - Proposed Partnership Outline Format*.
- C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the SAMPLE Mission and Goals, and the Selection Criteria, a SAMPLE staff or appointed representative will be assigned to work with potential partners.
- D. The SAMPLE representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review, and support issues. The SAMPLE representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved SAMPLE departments, providing guidance for the partners as to necessary steps.
- E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the SAMPLE to seek a **Request For Proposal (RFP)** from competing/ collaborating organizations.

**Request For Proposal (RFP) Trigger:** In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than \$5,000, and the SAMPLE has not already undergone a public process for solicitation of that particular type of partnership, the SAMPLE will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- F. For most projects, a **Formal Proposal** from the partners for their desired development project will need to be presented for the SAMPLE's official development review processes and approvals. The project may require approval by the Legal, Planning, Fire and Safety, Finance and/or other SAMPLE Departments, Parks and Recreation Advisory Board, Planning Board, The Board of Trustees, and/or the City County, depending on project complexity and applicable SAMPLE Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the SAMPLE for its costs incurred in having a

representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.

- G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the SAMPLE's staff, while some projects may proceed most efficiently if the SAMPLE contributes staff resources to the partnership.
- H. The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If SAMPLE staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- I. Specific **Partnership Agreements** appropriate to the project will be drafted jointly. There is no specifically prescribed format for **Partnership Agreements**, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
- Lease Agreements
  - Management and/or Operating Agreements
  - Maintenance Agreements
  - Intergovernmental Agreements (IGAs)
  - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the SAMPLE for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- J. If all is approved, the Partnership begins. The SAMPLE is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation, the types of measures used, and details on what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

### III. The Partnership Evaluation Process

#### A. Mission Statements and Goals

All partnerships with SAMPLE should be in accord with the SAMPLE's and any specifically affected Department's Mission and Goals. For purposes of example for this policy, the following sections utilize the SAMPLE's Parks & Recreation Department's Mission and Goals to represent how a proposed partnership for that Department would be preliminarily evaluated:

##### **Sample SAMPLE Parks & Recreation Mission Statement:**

The SAMPLE Parks & Recreation Department provides and cares for public park lands and creates opportunities for personal growth. We work with the citizens of the SAMPLE to provide a broad spectrum of opportunities to renew, restore, refresh, and recreate, balancing often stressful life-styles. We encourage the participation of individuals and families to develop the highest possible level of physical and mental well-being. We believe that well-balanced, healthy people contribute to a productive and healthy community.

##### **Sample Goals of the Park & Recreation Department:**

- Promoting physical and mental health and fitness
- Nourishing the development of children and youth
- Helping to build strong communities and neighborhoods
- Promoting environmental stewardship
- Providing beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserving cultural and historic features within the SAMPLE's parks and recreation systems
- Providing a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

#### B. Other Considerations

##### ***1. Costs for the Proposal Approval Process***

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by SAMPLE ordinances.

Successful Partnerships will take these costs into account and may plan for SAMPLE recovery of some or all of these costs within the proposal framework. Some of these costs could be reimbursed through a negotiated agreement once operations begin, considered as construction expenses, or covered through some other creative means.

## ***2. Land Use and/or Site Improvements***

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as SAMPLE contributions and may need to be negotiated for a project include:

- Any Facilities or non-existent Infrastructure Construction
- Roads or Street improvements
- Maintenance to Specified Standards
- Staffing
- Parking
- Snow Removal
- Lighting
- Outdoor Restrooms
- Water Fountains
- Complementary uses of the Site
- Utility Improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.)
- Custodial Services
- Trash Removal

## ***3. Need***

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need. Proposals should specifically explain how if they propose to be made available with a subsidy, as would be the case if a partnership is made through the dedication of public land or facilities as a lower than market value.

## ***4. Funding***

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for SAMPLE citizens, will the SAMPLE consider contributing resources at a below market value to a project. The SAMPLE recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

**The details of approved and pending funding sources should be clearly identified in a proposal.**

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Getting alternative funding often demands creativity, ingenuity, and persistence. However, many forms of funding are available.

Alternative funding can come from many sources e.g., Sponsorships, Grants, and Donor Programs. A local librarian can help with foundation and grant resources. Developing a solid

leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

All plans for using alternative funding should be clearly identified. The SAMPLE has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.

### ***C. Selection Criteria***

In assessing a partnership opportunity to provide facilities and services, the SAMPLE will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two gives a structure to use in creating a proposal. SAMPLE staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the SAMPLE and affected Department's Mission Statement and Goals?
- How does the proposed facility fit into the current SAMPLE and the affected Department's Master Plan?
- How does the facility/program meet the needs of SAMPLE residents?
- How will the project generate more revenue and/or less cost per participant than the SAMPLE can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the SAMPLE borders and within adjacent jurisdictions?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the SAMPLE of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants
- What are the overall benefits for both the SAMPLE and the Proposing Partners?

### **Additional Assistance**

SAMPLE is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.

- Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the SAMPLE Comprehensive and Master Plans, the Parks and Recreation Master Plan, site maps, and other documents are available at the SAMPLE offices. These documents may be copied or reviewed, but may not be taken off-site.
- The SAMPLE Web Site has additional information.
- If additional help or information is needed, please call 000-000-0000.

*Part Two*  
**Proposed Partnership Outline Format**

*(Sample format to be used by the Parks & Recreation Department)*

Please provide as much information as possible in the following outline form.

**I. Description of Proposing Organization:**

- Name of Organization
- Years in Existence
- Contact Names, Mailing Address, Physical Address, Phone, Fax, E-mail
- Purpose of Organization
- Services Provided
- Member/User/Customer Profiles
- Accomplishments
- Legal Status

**II. Summary of Proposal** (100 words or less)

What is being proposed?

**III. Benefits to the Partnering Organization**

Why is your organization interested in partnering with the SAMPLE Parks & Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

**IV. Benefits to the SAMPLE Parks & Recreation Department**

Please individually list and discuss the benefits (monetary and non-monetary) for the SAMPLE Parks & Recreation Department and residents of the SAMPLE.

**V. Details (as currently known)**

The following page lists a series of *Guiding Questions* to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of SAMPLE Parks & Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.



## *Guiding Questions*

### *Meeting the Needs of our Community:*

- In your experience, how does the project align with park and recreation goals?
- How does the proposed program or facility meet a need for SAMPLE residents?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

### *The Financial Aspect:*

- Can the project generate more revenue and/or less cost per participant than the SAMPLE can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants? What are the anticipated prices for participants?
- What resources are expected to come from the Parks & Recreation Department?
- Will there be a monetary benefit for the SAMPLE, and if so, how and how much?

### *Logistics:*

- How much space do you need? What type of space?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEO requirements?

### *Agreements and Evaluation:*

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure the SAMPLE of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of "exit strategies" should we include?
- What should be done if the project does not meet the conditions of the original agreements?



# APPENDIX N

## Potential Grant Opportunities for CFRT Stakeholders

These potential federal, state, and private grant opportunities provide Colorado State Parks staff with a foundation for compiling a comprehensive list of relevant grants for managing agencies of the CFRT, if they pursue this recommendation as outlined in the *Financial Strategy*. Regardless of whether Colorado State Parks staff decides to add to and/or update this list, it should be distributed to the Development Council to publicize the potential grants available to managing agencies.

### Federal Government Opportunities

#### **United States Department of Agriculture**

##### Economic Action Programs

Contact: [www.fs.fed.us/spf/coop/eap.htm](http://www.fs.fed.us/spf/coop/eap.htm)

Support to help rural communities build skills, networks, and strategies to address social, environmental and economic changes. Applications are processed through the state office and compete on a regional basis.

##### Urban and Community Forestry Program

Contact: [www.fs.fed.us/spf/coop](http://www.fs.fed.us/spf/coop)

Competitive project grants, awarded through regional divisions, ([www.fs.fed.us/spf/COOP/udf\\_regions.htm](http://www.fs.fed.us/spf/COOP/udf_regions.htm)) to support people in urban areas and community settings to sustain shade trees, forest lands, and open spaces.

##### Rural Community Assistance Programs

Contact: [www.fs.fed.us/spf/coop/programs/eap/rca.shtml](http://www.fs.fed.us/spf/coop/programs/eap/rca.shtml)

Competitive awards and grants through regional offices that facilitate and foster sustainable community development, linking community assistance and resource management. Rural community assistance efforts include themes of healthy communities, appropriately diverse economies, and sustainable ecosystems.

##### Fund for Rural America

Contact: [www.rurdev.usda.gov/](http://www.rurdev.usda.gov/)

A competitive program supporting awards for research, extension, and education grants addressing key issues that contribute to economic diversification and sustainable development in rural areas. Each program and initiative promotes self-sustaining, long-term economic and community development in rural areas. Programs include the Community Facilities Guaranteed Loan Program and the Community Facilities Grant Program.

#### **United States Department of Commerce**

##### Public Works Development Facilities Program

Contact: [www.eda.gov](http://www.eda.gov)

Grants help distressed communities attract new industry, encourage business expansion, diversify local economies, and generate long-term, private sector jobs. This

can include business incubator facilities, technology projects, and sustainable development activities. Applications are managed through the regional office of the Economic Development Administration (EDA). Local technical assistance and short-term planning grants are also available.

## **State Opportunities**

### **Great Outdoors Colorado**

*Contact:* 1600 Broadway, Suite 1650

Denver, CO 80202

Phone: (303) 863-7522

[www.goco.org](http://www.goco.org)

### **Legacy Initiative Grants**

Legacy projects are of regional or statewide significance and are encouraged to integrate the Board's funding categories of outdoor recreation, wildlife, open space, and local government projects. These grants are large-scale, multi-year projects to which GOCO has made multi-million dollar commitments. Entities eligible to receive Legacy funding are local governments, nonprofit land conservation organizations, the Colorado Division of Wildlife and Colorado State Parks.

### **Local Government Grants**

Competitive grants are awarded to counties, municipalities, and special districts to acquire, establish, expand, and enhance park, outdoor recreation, and environmental education facilities. Projects include ballfields, sports complexes, skate parks, playgrounds, and swimming pools.

### **Open Space Grants**

Competitive grants are awarded to non-profit land conservation organizations, local governments, Colorado State Parks and the Colorado Division of Wildlife for projects that protect land and natural areas such as urban open space, riparian corridors, wildlife habitat, agricultural land, and community separators.

### **Wildlife Grants**

GOCO funds efforts to preserve and protect Colorado's wildlife through the Colorado Division of Wildlife. Projects include keeping species off the federal threatened and endangered species list through recovery efforts and the protection of critical wildlife habitats, wildlife education programs and wildlife viewing programs.

### **Trails Grants**

Projects that build, enhance, maintain, or expand trails around the state receive GOCO funding through the Colorado State Trails Program, a partnership between GOCO and Colorado State Parks.

### **Planning & Capacity Building**

These competitive grants help develop plans to preserve or enhance open space, parks and outdoor recreation or to help build the capacity of organizations to do so. Entities eligible to receive planning & capacity building grants are local governments, nonprofit

land conservation organizations, the Colorado Division of Wildlife and Colorado State Parks.

### **Colorado Department of Local Affairs**

*Contact:* 1313 Sherman St., Room 521

Denver, CO 80203

303.866.4462

[www.dola.state.co.us](http://www.dola.state.co.us)

### Conservation Trust Fund for Local Governments

The department distributes Conservation Trust Fund (CTF) monies from net Lottery proceeds to over 400 eligible local governments: counties, cities, towns, and eligible special districts that provide park and recreation services in their service plans. Funding can be used for interests in land and water, park or recreation purposes, for all types of open space, including but not limited to flood plains, green belts, agricultural lands or scenic areas, for any scientific, historic, scenic, recreation, aesthetic or similar purpose.

### Heritage Planning Grant Program

The Colorado Heritage Planning Grant Program is designed to recognize and reward those communities cooperatively planning to manage growth. Grants are awarded annually to multi-jurisdictional projects around the state. Eligible recipients include local governments: towns, cities, counties, and Title 32, Article 1 special districts. Approximately \$1.6 million has been awarded to projects involving over 100 local governments in high growth areas of the state since the program's inception in 2000. The projects funded address many of the impacts of growth, including traffic congestion, loss of agriculture, loss of open space, fiscal impacts to local governments, and lack of affordable housing. Partial funding has been restored for the 2006-07 fiscal year for the first time since fiscal year 2002-03.

### Small Cities Community Development Block Grant

CDBG funds received by the department from the U.S. Department of Housing and Urban Development are divided approximately into thirds for housing, economic development and public facilities projects. Applications are taken throughout the year with an ongoing decision making process. A Local Government Services advisory committee reviews public facilities projects; housing projects are considered by the Division of Housing; and most business financing is handled by the state Office of Economic Development.

## **Private Foundation Opportunities**

### **American Greenways**

*Contact:* <http://www.conservationfund.org/?article=2106>

*When:* Applications may be submitted from March 1 to June 1 of each calendar year.

The final deadline for submitting applications and other required materials is **June 1**.

The announcement of awards will be made in early fall.

*How much:* The maximum grant award is \$2,500, although most grants will range from \$500 to \$1,000.

*What:* The Eastman Kodak American Greenways Awards, a partnership involving Kodak, the Conservation Fund, and the National Geographic Society, provides small grants to stimulate the planning and design of greenways in communities.

**Frank Stanley Beveridge Foundation, Inc.**

*Contact:* [www.beveridge.org](http://www.beveridge.org)

The Florida-based Beveridge Foundation was established in Massachusetts in 1947 by Frank Stanley Beveridge, the founder of Stanley Home Products, Inc. Today the Foundation considers grant proposals in some two dozen institutional/program activity areas, including animal related, arts and culture, civil rights, community improvement, conservation/environment, crime, disasters/safety, diseases/medical disciplines, education, employment, food and agriculture, health - general & rehabilitative, housing, human services, mental health - crisis intervention, philanthropy/voluntarism, public affairs and society benefit, recreation, religion, science, social sciences, and youth development.

**Hasbro Children's Foundation**

*Contact:* 32 West 23 Street, New York, NY 10010

<http://www.hasbro.org>

*When:* Rolling deadline

*How much:* Average \$500-\$35,000

*What:* Seek to fund fully integrated universally accessible playgrounds. Priority is given to economically disadvantaged areas.

**Merck Family Fund**

*Contact:* 303 Adams Street, Milton, MA 02186

<http://www.merckff.org>

*When:* No deadline

*How much:* \$15,000 to \$35,000

*What:* Grants are for community-based conservation groups. New requests for support to the Merck Family Fund should be made by a letter of inquiry rather than with a full proposal or a request for a personal meeting. The letter should not exceed two pages and should concisely describe the project, its purpose, its likely impact, and the amount being requested. The letter should also briefly describe the organization and the overall budget. The Fund's staff will review the letter and decide whether to invite a full proposal. Letters of inquiry are acknowledged as soon as possible. The Fund strongly prefers applications printed double-sided on non-chlorine bleached 100% recycled or alternative paper, and organizations that have a commitment to recycled and reused products throughout their work.

**The Merck Foundation**

*Contact:* 303 Adams Street, Milton, MA 02186

[www.merckff.org](http://www.merckff.org)

*When:* No deadline but only invited proposals will be considered

*How much:* \$10,000 - \$35,000

*What:* Supports work by communities with few resources who are confronting significant social, economic, and environmental challenges. The two areas of focus for the Fund are to a) create green and open space, and b) support youth as agents of social

change. Projects falling under this first category can range from encouraging local residents to reclaim, improve, and maintain community gardens, land with the potential for recreational or educational uses, and under-utilized open space; build local, grassroots organizations, provide technical assistance, and advocate at a city-wide level for the enhancement of open space; and provide additional benefits to the community, such as employment training, fresh food, or economic opportunities. Under the second category, projects should involve youth in the design, operation, and evaluation of a project; train youth to learn skills, develop relationships, and gain experience while making a positive impact on the community; support youth to research issues of concern, design strategies for change, and implement action plans; and identify youth as important stakeholders in the health and well-being of the community.

### **JP Morgan Chase Foundation**

Contact: [www.jpmorganchase.com](http://www.jpmorganchase.com)

(212) 332-4100

When: One deadline per year for each grant area

How much: \$2,000 to \$5,000

What: Offers grants in three areas: Youth Education, Community Asset Development, and Community Life. Will fund general operating costs of not-for-profit groups.

### **Charles Stewart Mott Foundation**

Contact: [www.mott.org](http://www.mott.org)

Established in 1926 by industrialist Charles Stewart Mott, the Flint, Michigan-based Mott Foundation makes grants in the United States and, on a limited geographic basis, internationally, in four broad program areas: civil society, the environment, philanthropy in Flint, MI, and poverty. These programs, in turn, are divided into more specific areas: the civil society program focuses on the United States, South Africa, Central/Eastern Europe, Russia, and the newly created Republics; the environment program is devoted to reform of international lending and trade policies, prevention of toxic pollution, protection of the Great Lakes ecosystem, and special initiatives; the Flint program concentrates on institutional capacity building, arts and recreation, economic and community development, and education; and the poverty program focuses on building communities, strengthening families, improving education, economic opportunity, and cross-cutting initiatives. In addition to detailed application guidelines and a biography of Charles Stewart Mott, the Foundation's well-organized Web site offers a searchable grants database, dozens of links to grantee Web sites, a list of publications available through the Foundation, copy of latest annual report, and related stories in each broad program area.

### **National Tree Trust Community Tree Planting Grant**

Contact: [www.nationaltreetrust.org](http://www.nationaltreetrust.org)

When: They anticipate having complete details of their new program structure in late summer 2003.

What: The National Tree Trust is currently reviewing, revising and consolidating its grant programs. As part of this effort, NTT is working with its partners to examine the existing and future needs of organizations working in the field of urban and community forestry. It is known that the current structure of existing NTT grant programs, including Community Tree Planting (CTP), Growing Together (GT) and Partnership

Enhancement Monetary Grant Program (PEP) will change in 2004. NTT is developing an expanded monetary grant program to serve the needs of its targeted audience.

### **Prospect Hill Foundation**

*Contact:* 99 Park Avenue, Suite 2220, New York, NY 10016-1601  
(212) 370-1165

<http://foundationcenter.org/grantmaker/prospecthill/>

*When:* No deadline

*How much:* Up to \$50,000

*What:* The mission of the Prospect Hill Foundation is “to advance the human experience while ensuring the well-being of the earth. Grants are given to environmental conservation. The request should be in the form of a letter (three pages maximum) that summarizes the applicant organization's history and goals; the project for which funding is sought; and the contribution of the project to other work in the field and/or to the organization's own development. In addition, requests should include the organization's total (current and proposed) budget and staff size; the project budget; project dates; potential sources of project support; and a list of the organization's board of directors. Submit two copies.

### **Rockefeller Brothers Fund**

*Contact:* 437 Madison Avenue, 37th Floor  
New York, New York 10022-7001  
(212) 812-4200

<http://www.rbf.org>

*When:* No Deadline

*How much:* \$25,000-\$100,000

*What:* The Fund's programs are intended to develop leaders, strengthen institutions, engage citizens, build community, and foster partnerships that include government, business, and civil society. Grants given to community based organizations.

### **TriMix Foundation**

*Contact:* 401-885-4680x10, or [grants@trimixfoundation.org](mailto:grants@trimixfoundation.org)

*When:* Deadline is in May

*How much:* Up to \$15,000

*What:* Supports programs and initiatives designed to improve the lives of children and build cohesive neighborhoods and communities.

### **Trust for Public Land (TPL)**

*Contact:* 666 Broadway, 9th Floor, New York, NY 10012  
(212) 677-7171

[www.tpl.org](http://www.tpl.org)

### **Neighborhood Open Space Management Grant Program**

*When:* Annual deadline is January 31

*How much:* Average \$500-\$2000, some more, some less

*What:* Grants to help groups more effectively manage local open spaces in low- to moderate-income neighborhoods. Primarily for community gardens but will consider parklands that have been reclaimed after being ill-treated or underused.



Additionally, TPL's Conservation Finance Program provides professional, technical assistance and campaign services to state and local government executives, legislatures, and public agencies that need to research and evaluate conservation finance options.

**Laura B. Volger Foundation, Inc.**

P.O. Box 610508, Bayside, NY 11361-0508

Contact: (718) 423-3000

When: January 1, April 1, July 1, and October 1

How much: Between \$2,500 and \$5,000

What: These grants are awarded to organizations concerned with the health, well being, and education of children, the disadvantaged, and the elderly. Specific programs or projects are preferred rather than general operating support or capital programs.

Groups should be a registered 501(c)(3) nonprofit.

**Corporate Opportunities**

**Banks**

The Community Reinvestment Act requires banks to invest in the communities in which they collect deposits. Because of this, most large banks have a centrally-administered community grants program that you can apply to for small grants, usually at the beginning of the year. The branch managers of these banks also have money that they can give to neighborhood community groups at their discretion. To get a larger grant, your program should probably include some kind of economic development, like employing local youth.

**Ben & Jerry's Foundation**

Contact: 30 Community Drive, South Burlington, VT 05403-6828

(802) 846-1500

[www.benjerry.com/foundation](http://www.benjerry.com/foundation)

When: Ongoing

How much: \$1,000 to \$15,000

What: Funds non-profit organizations working for progressive social change by addressing the underlying concerns of social and environmental problems. Submit a letter of inquiry to apply.

**The Goodyear Tire & Rubber Company**

Contact: [www.goodyear.com/corporate/about/about\\_guidelines.html](http://www.goodyear.com/corporate/about/about_guidelines.html)

Based in Akron, Ohio, the Goodyear Tire & Rubber Company "seeks to be a socially aware and responsive global citizen, wherever it operates or does business." Goodyear has several grant categories including civic and community. Highest consideration is given to requests in communities in where Goodyear plants and principal offices are located.

**Recreational Equipment, Inc.**

Contact: <http://www.rei.com/aboutrei/>

Recreational Equipment, Inc. (REI) is helping build a lasting legacy of trails, rivers, and wildlands for generations to come and ensuring ongoing programs to help people of all

ages and experiences participate. The Grant program supports organizations nominated solely through REI employees. REI's charitable giving focuses support on projects that protect outdoor places for recreation and help increase participation in outdoor activities. The program is divided in two areas: Conservation Grants and Outdoor Recreation Grants.