

5 YEAR STRATEGIC PLAN

2026 - 2031



CARBON VALLEY PARKS & RECREATION DISTRICT

STRATEGIC PLAN



CARBON VALLEY
PARKS & RECREATION DISTRICT









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PLANNING, PROCESS, & TIMELINE

INTRODUCTION

Carbon Valley Parks and Recreation District (CVPRD) is at a pivotal moment. As our facilities age and community expectations evolve, we're taking a forward-thinking approach to ensure our services continue to meet the needs of the residents we serve.

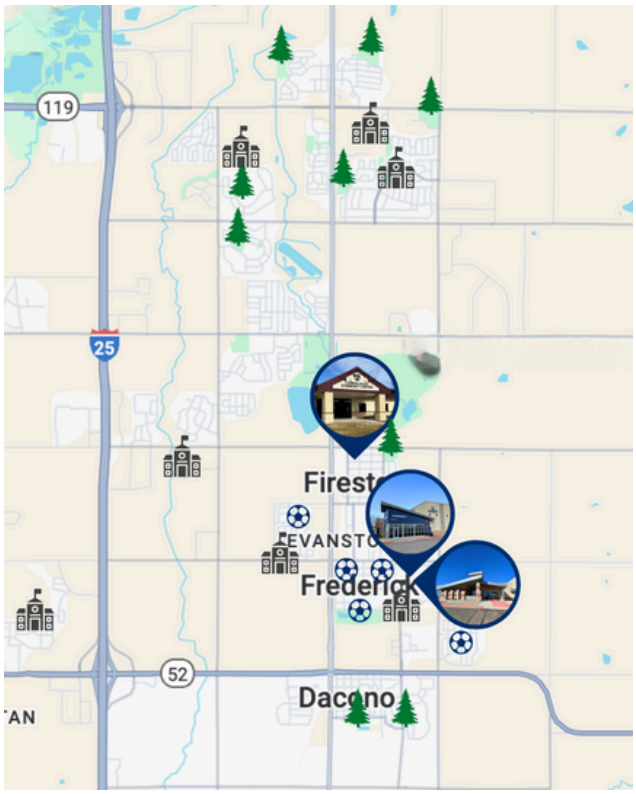
To guide this effort, CVPRD has developed a 5-Year Strategic Plan. A comprehensive roadmap shaped by community input and designed to prioritize improvements, address operational challenges, and plan for future growth.

With the desire to accomplish as much growth as possible by using current funding mechanisms, the plan outlines funding strategies through three key focused themes:

- Focus One concentrates on revitalizing and maintaining existing parks and recreation spaces, including upgrades to indoor and outdoor facilities and enhancements to popular areas like the Carbon Valley Recreation Center.
- Focus Two looks ahead to future opportunities, such as expanding amenities by partnering with local municipalities, school districts, and private entities for land and joint usage allocations.
- Focus Three identifies and prioritizes service delivery modeling and best practices in the use of subsidy funding and facility usages across all disciplines of current and future offerings.

This plan reflects CVPRD's commitment to responsible stewardship, community engagement, and long-term sustainability. It's not just about facilities, it's about enriching lives, fostering wellness, and building a vibrant future for all who live, work, and play in Carbon Valley.

The Strategic Action Plan will serve as a guiding framework for CVPRD staff and leadership, ensuring that every step forward is aligned with the values and aspirations of our community.





CARBON VALLEY MAP OF THE DISTRICT

** The symbols of the tree, ball, and school are owned by a community partner.*

PLANNING, PROCESS, & TIMELINE

WHY NOW?

This plan is designed to help us care for and improve what we already have, explore future opportunities, and enhance how we deliver services, all while staying aligned with the needs and priorities of our residents.

By using data-driven decision-making and following industry best practices, we're ensuring that every dollar, whether from user fees or the tax base, is used as effectively and responsibly as possible. A key goal of this plan is to maximize what we can accomplish without returning to voters for another property tax increase, demonstrating our commitment to fiscal responsibility and long-term sustainability.

Now is the time to plan with purpose so we can build a stronger, more resilient future for the entire Carbon Valley community together.

CARBON VALLEY PARKS & RECREATION DISTRICT BY THE NUMBERS (2024)

14,476
Group Fitness Participants

4,127
Group Swim Participants

214
Private Swim Participants

48
Adult Sports Teams

2,404
Youth Sports Participants

321
Volunteer Coaches

5,016
Open Gym Participants

2,341
Gymnastics Class Participants

11,486
Community Center Fitness Participants

275
Active Adult Event Participants

745
Youth Program Participants

8,685
Kid Zone Check-ins

Membership Growth

25,255
District Memberships

771
Active Adult Memberships

District Facilities

181,103 VISITS IN 2024 TO CVPRD FACILITIES:

The Recreation Center houses fitness, weights, a full service gymnasium, an aquatics center, and Kid Zone.

The Community center houses Active Adults, SilverSneakers, Fitness Programs, and Community Events.

The Gymnastics Center hosts open gym, gymnastics classes, team competitions, and private events.

Employment Opportunities

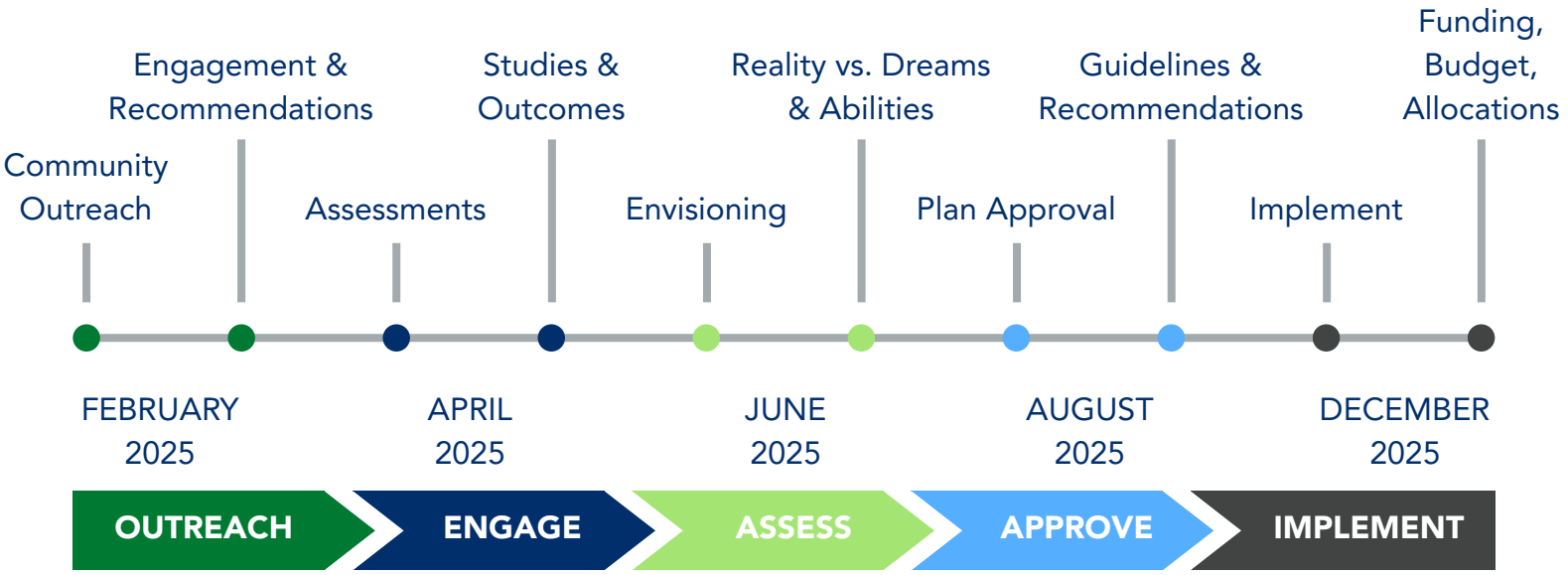
We are proud to employ, on average, between 160-180 staff members annually, with upwards of 30 full-time positions.

PLANNING, PROCESS, & TIMELINE

REASONING FOR IMPLEMENTATION

1. **Proactive Stewardship of Existing Assets:** CVPRD's facilities are valuable community assets. A strategic plan ensures they are maintained, improved, and adapted to meet current and future needs, protecting the community's investment.
2. **Anticipating and Planning for Growth:** The Carbon Valley region is growing. A strategic plan helps CVPRD stay ahead of that growth by identifying opportunities for expansion, land acquisition, and new services that align with evolving demographics and usage patterns.
3. **Enhancing Service Delivery:** By evaluating how services are currently delivered and where improvements can be made, the plan supports more efficient, equitable, and responsive programming for all residents.
4. **Fiscal Responsibility and Transparency:** The plan emphasizes **data-driven decision-making** and **best practices** to ensure every dollar, whether from user fees or taxes, is used responsibly. It also aims to **maximize impact without requiring additional tax increases,** reinforcing trust with the community.
5. **Community-Driven Vision:** The plan is shaped by community input, ensuring that CVPRD's priorities reflect what residents value most. Whether that's more options, better facilities, or expanded programming.
6. **Long-Term Operational Clarity:** It provides a clear roadmap for staff and leadership, aligning day-to-day operations with long-term goals and helping the District stay focused, accountable, and adaptable.
7. **Strengthening Funding Opportunities:** A well-articulated strategic plan positions CVPRD to better compete for grants, partnerships, and alternative funding sources by demonstrating a clear vision and responsible planning.

STRATEGIC PLAN TIMELINE



ENVISIONING

IMAGINING FUTURE POSSIBILITIES AND OUTCOMES TO GUIDE DECISION-MAKING AND PLANNING.

Carbon Valley Parks and Recreation District (CVPRD) was established in 1983 as a special district serving roughly 45 square miles including the city of Dacono, the towns of Firestone and Frederick, and surrounding rural areas. CVPRD fulfills this mission in the facilitation of programs at three facilities and multiple sports fields.
These include:

- A 55,000 square foot Recreational Center that houses:
  - An Aquatics center
  - Community rooms
  - A Gymnasium
  - Exercise studios
  - Fitness equipment
- A Community Center for Active Adults
- A Gymnastics Center

Mission

The Carbon Valley Parks and Recreation District strives to increase and enhance recreational opportunities by providing a variety of quality programs and activities for the residents of Frederick, Firestone, Dacono and surrounding communities.

Vision

To engage community, enhance life, and encourage play.

Values

- Innovation
- Integrity
- Customer Service
- Teamwork







CARBON VALLEY
PARKS & RECREATION DISTRICT

COMMUNITY OUTREACH

STAFF NEEDS & PRIORITIZATIONS

- Additional Gym
- New Maintenance & Office Building

PATRON/USER NEEDS & PRIORITIZATIONS

- Cardio & Free Weight Rooms Expansion
- Balance of Programmed & Open Schedule Time Slots
- Fitness Room Expansion
- MPR Room Expansion

We need to prioritize projects in a timeline of events due to the correlation between certain projects being dependent on each others completion.





CARBON VALLEY
PARKS & RECREATION DISTRICT

COMMUNITY OUTREACH

PATRON ENGAGEMENT & RECOMMENDATIONS

SURVEY THEMES

- Facility Improvements
- Outdoor Facilities, Court Sports, and Adventure Programs
- Aquatics Improvements and Swimming Programs Specialty Classes
- Adult Programming
- Youth and Family Programming
- Community Access and Affordability



1. Please rank the most important items for the District to prioritize.

594 Responses 1-300 | 594

Rank	Options	First choice ● ● ● ● Last choice
1	Renovation/Expansion of the Recreation Center	
2	Improvement of current offerings (continued focus on wh at the District already offers and does well)	
3	New program offerings (new trending programs for registr ation and drop-in usage)	
4	Athletic Field improvements and expansion (renovate and/ or build new athletic fields)	

2. If the District were to pursue renovation/expansion of the Rec Center, please rank the items we should prioritize. (Numbers in options correlate to below image)

594 Responses 1-300 | 594

Rank	Options	First choice ● ● ● ● ● ● ● ● ● Last choice
1	1. Expand Multipurpose Room/40-Person Fitness Class	
2	3. Expand existing cardio space	
3	4. Expand free weights/circuit	
4	6. Expand/build additional gymnasium	
5	7. Build a small turf field	
6	5. Renovate teen lounge	
7	Improved athletic fields throughout the community (not pi ctured above).	
8	8. Shade structure at turf field	
9	9/10. Admin offices and maintenance shop/garage	

3. How should the District prioritize usage of the gym and pool in the recreation center?

594 Responses 1-300 | 594

Rank	Options	First choice ● ● ● ● ● Last choice
1	Open recreation (i.e. drop-in, non-scheduled activities)	
2	Balance of programmed time and open recreation	
3	Programmed classes that require registration (i.e. sports pr ograms, swim lessons)	
4	Programmed classes that do not require registration (i.e. fi tness classes, pickleball)	
5	Rental space for the community	



COMMUNITY OUTREACH

Leveraging current studies and outreach while exploring additional feedback

Future partnership opportunities to possibly co-design, build, and utilize future parks, athletic fields or recreational facilities within the Carbon Valley area.

A collective analysis of the three community municipalities and the community outreach they have done over the past 3 years.

These themes collectively emphasize the urgent need for expanded and updated recreational facilities in the Carbon Valley area (indoor and outdoor), driven by significant population growth and community demand. They also highlight the importance of community engagement, detailed planning, and phased development to ensure successful implementation.

FIRESTONE

Focuses on health and wellness, parks and recreation, and community livability. Highlights include maintaining the quality of parks and recreation opportunities. Key amenities include Firestone Sports Complex, neighborhood parks/fields, future development of Central Park.

FREDERICK

Emphasizes the development of parks, trails, and open spaces, promoting physical activity and outdoor recreation. Key amenities include Milavec Reservoir, Frederick Skate Park (and future expansion), Centennial Park, and Bella Rosa Golf Course.

DACONO

Outlines the vision for a new City Center with a vibrant, mixed-use downtown area with a phased approach to development. Key amenities include Centennial Field, Clem Dufour Park.

COMMUNITY OUTREACH

ST VRAIN VALLEY SCHOOL DISTRICT AND WELD RE-8

- Awaiting the release of detailed planning documents from SVVSD regarding the successful 2024 school district bond initiative.
- Intend to prioritize capital investments and improvements to the SVVSD softball field (Frederick Softball Field) and the old vacant gymnasium in the downtown Frederick area, focusing on revitalizing underutilized facilities.
- Exploring opportunities to partner with SVVSD (or potentially acquire ownership) of both facilities to expand CVPRD programming, increase community engagement, and enhance public benefit.
- Interested in coordinating with Weld RE-8 to support future growth and development south of Highway 52.

PRIVATE DEVELOPERS AND COMMUNITY PARTNERS

- Prioritizing involvement in new development planning that includes parks, open spaces, and potential athletic field surfaces to support recreational and community needs.
- Maintaining a continued focus on the former Frederick High School softball, soccer, and baseball fields located near the current Thunder Valley K-8, south of the recreation center. recognizing the strategic value of this privately owned property, which has remained unused for years, and advocating for its revitalization. Proposing the transformation of the site into a multi-purpose, small-scale athletic complex to meet both District and community needs.



SVVSD GYM



PRIVATE DEVELOPER OWNED



FREDERICK SOFTBALL FIELD





DELIVERABLES

General Outcomes:

- Reaffirmation of space and activity programming goals.
- Prioritized desired facility space needs.

CVPRD CURRENT RECREATION CENTER ASSESSMENT

Focus Areas:

- Desired activities, overall building and space efficiencies, pedestrian flow, user experience, and major structural or mechanical impacts.
- Evaluation of parking and site impacts based on suggested renovations.

Program Improvements:

- Admin Area Renovation: improved visibility, open and private offices, and break room.
- New Fitness Room: expanded group fitness room.
- Lounge/Flex Area: reprogrammed current group fitness room to a teen/gathering space.
- Gym Addition: new gym addition with a middle school-sized basketball court and synthetic flooring.
- Circuit/Free Weights/Cardio Area: Removal of walls to create an open fitness/weight area.
- Maintenance Building: New building for staff offices, vehicle service bays, recreation equipment storage, and maintenance storage.
- Turf Area with Covered Pavilion: Development of a small children's turf area and covered pavilion.

Future Success:

- Improved Functionality:
  - More open, interactive environment for the center.
  - Increased visibility for staff supervision.
- Expanded Program Spaces:
  - New space options to maximize program opportunities.
  - Enhanced maintenance capabilities with a new maintenance building.
- Community Impact:
  - Better utilization of the building's spaces.
  - Achievement of CVPRD's desired goals for the community.

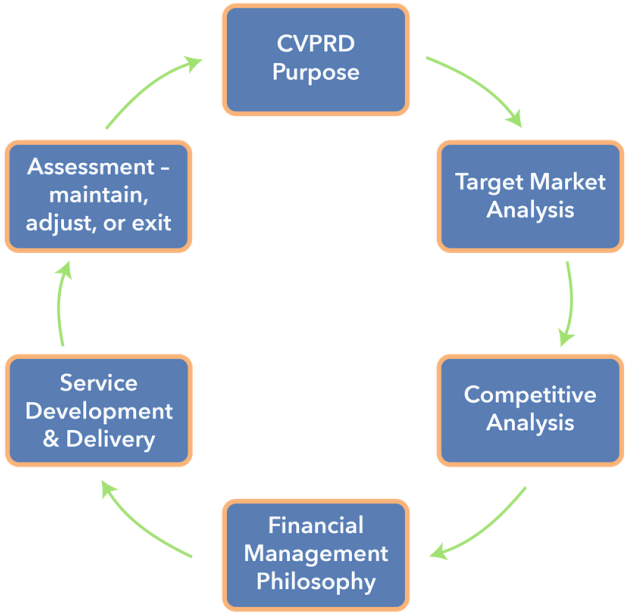


These outcomes and future success points highlight the comprehensive approach taken to improve the Carbon Valley Recreation Center and ensure its functionality for years to come.

DELIVERABLES

INCORPORATING MANAGEMENT PLANNING

With the largest contributor to CVPRD tax revenue being oil and gas, CVPRD's 5-year goal is to reduce reliance on oil and gas tax revenue by decreasing the percentage of taxpayer funding for services and programs from 70% to 60%. This strategic shift aims to strengthen financial sustainability as production from wells within the District continues to decline.
We aim to "Shrink The Gap" in the use of taxpayer money to fund our services and programs for the community from 70% to 60%.



STEPS TAKEN TO ACTIVELY SHRINK THE GAP

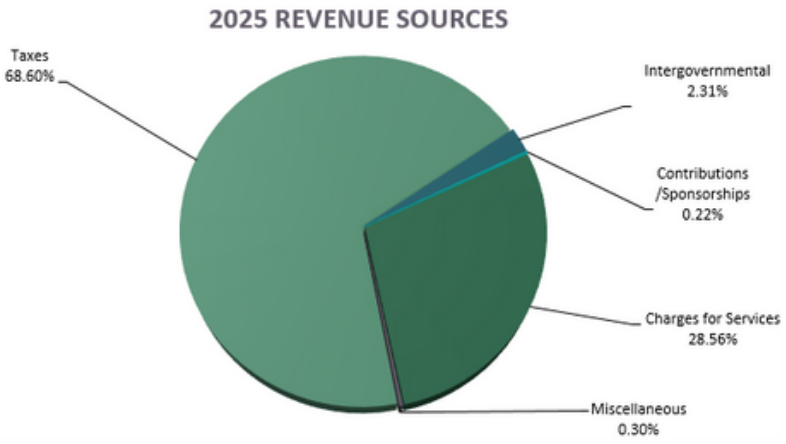
Purpose of Service Delivery Modeling:

- Create a mechanism to intentionally address District & Community priorities. Develop processes and outcomes through staff's active participation.
- Address the "why's, what's, & how's" behind services.
- Establish priorities for the allocation of resources.
- How best to be good stewards of taxpayer and user funding.
- Overall, consistently applied across CVPRD services.

Asset Management Planning:

- Optimize budget and financial planning.
- Maximize asset lifespan with regular maintenance and tracking.
- Improved customer service with less unplanned downtime and disruptions.
- Informed decision-making with data-driven planning and investments.
- Regulatory compliance and risk management to minimize liability risk and aging assets.

CURRENT REVENUE SOURCES



FUNDING SOURCES



DELIVERABLES

OUTREACH, ENGAGEMENT OUTCOMES, & THEMES CVPRD STUDIES (2019-2024)

GROWING COMMUNITY NEEDS

Rapid population growth in Carbon Valley demands expanded recreational facilities, with significant projections highlighting increased demand.

FACILITY LIMITATIONS & EXPANSION

Existing recreation center is 20+ years old and overcrowded, requiring renovations and new spaces such as fitness areas, gymnasiums, and maintenance buildings.

COMMUNITY ENGAGEMENT & INPUT

Extensive public outreach, including surveys and open houses, has shaped priorities for new and improved recreational facilities.

PROPOSED FACILITY ENHANCEMENTS

Plans have included new recreation centers, outdoor pools, fieldhouses, and additional amenities to address growing needs and enhance community well-being.

MARKET DEMAND & REGIONAL STUDIES

High recreation participation rates and local studies from Firestone, Frederick, and Dacono reinforce the necessity for improved facilities that align with community priorities.

FINANCIAL STRATEGY & PHASED APPROACH

Cost estimates and funding strategies support a structured development plan, prioritizing immediate needs while ensuring long-term sustainability. All without asking the taxpayers for more money in the near future.

CARBON VALLEY
PARKS & RECREATION DISTRICT



PLANNING

APPROVALS & GUIDELINES

REALITY VS. DREAMS

Short-Term & Long-Term "Wins" & Planning

Reality (quick wins):

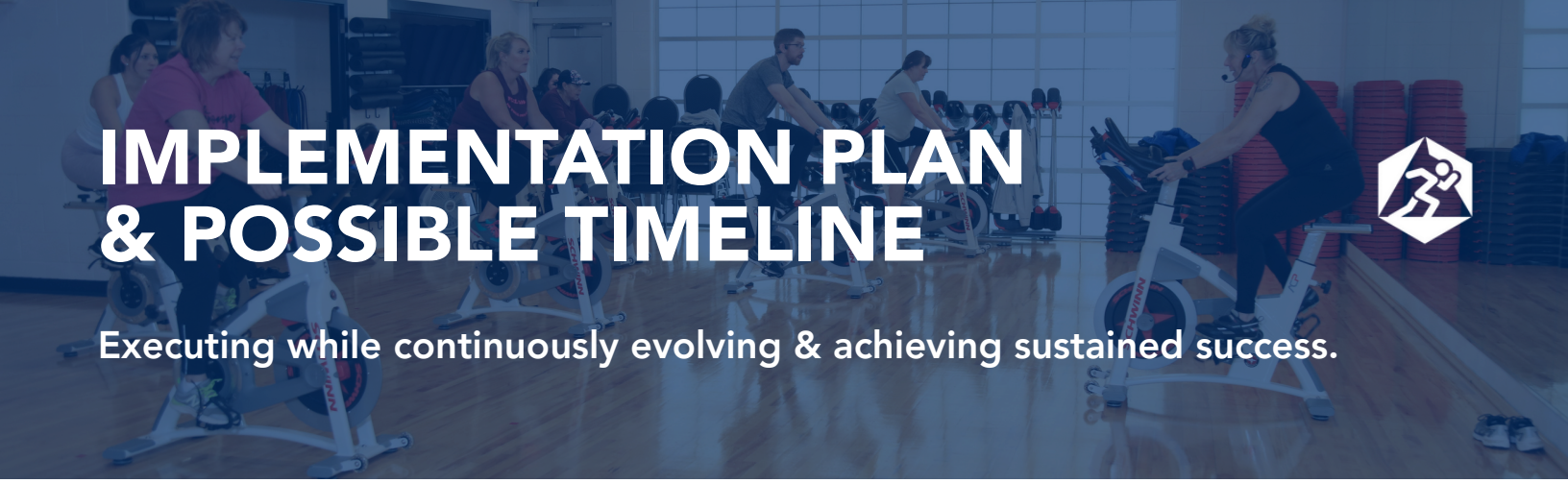
- Office Remodel
- Weight Room sq ft expansion
- Partnered Projects
  - (Athletic fields, SVVSD Gym...)
- Maintenance Shop

Dreams (longer-term):

- Additional Gymnastium (Aux Gym)
- Fitness Studio Expansion
- Continue plan for possible future election

ALIGNING OBJECTIVES AND PROCESS PLANNING TO PROVIDE CLEAR DIRECTION

- Staff recommendations and 5-year budgeting
- Board of Directors Approval (and Process)
- Funding and Budget Guidance and Allocations



IMPLEMENTATION PLAN & POSSIBLE TIMELINE

Executing while continuously evolving & achieving sustained success.

PHASE 1: QUICK WINS & IMPROVEMENTS (YEAR 1–2)

Budget Estimate ($100,000 - $3,000,000)

- Engage stakeholders early to build momentum and demonstrate progress.
- Continue baseline data collection for facility usage, capacity, and community needs.
- Identify and implement small-scale, high-visibility projects with smaller budget impact.
- Remove barriers for future Phases

PHASE 2: STRATEGIC PLANNING & PARTNERSHIP EXPLORATION (YEAR 2–4)

Budget Estimate ($100,000 - $2,000,000)

- Explore, initiate discussions, and finalize agreement with private developers and the school districts for potential partnerships (e.g., shared-use facilities, land purchases, co-development).
- Begin mid-scale projects that align with long-term goals and have moderate budget impact.

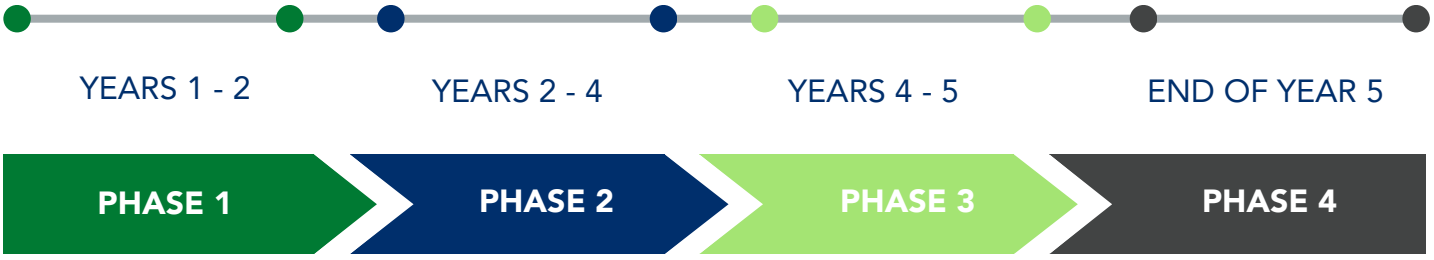
PHASE 3: MAXIMIZE EXISTING OPPORTUNITIES (YEARS 4–5)

Budget Estimate ($3,000,000 + total project completions)

- Complete all feasible improvements within current facilities and partnership opportunities.
- Showcase completed projects to the community to build trust and support.
- Launch a community engagement campaign to assess support for a larger-scale bond or funding initiative.

PHASE 4: REASSESSMENT & VOTER ENGAGEMENT (END OF YEAR 5)

- Reevaluate long-term facility needs based on completed work and remaining gaps.
- Prepare a comprehensive proposal for voter consideration, grounded in demonstrated progress and clear future needs.





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ENGAGE COMMUNITY.
ENHANCE LIFE.
ENCOURAGE PLAY.

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