Recreation Programs and Services
Needs Assessment
June 2011
**Introduction**

In an effort to expand services in the northern Colorado region, the Ed and Ruth Lehman YMCA (YMCA), located in Longmont, Colorado, collaborated with the Town of Windsor on a Recreation Programming and Services Needs Assessment. The intent of this project was to explore a service delivery partnership between the YMCA and the Town of Windsor to identify program gaps in the Windsor area that could potentially be addressed by the YMCA through an active partnership agreement.

The project team consisted of staff from both agencies and consultants hired by the YMCA. The Town of Windsor also contributed funding to the project. The goal of both entities is to enhance and broaden services provided to the citizens of Windsor and the surrounding community. Assessment included a survey of citizen desires as well as evaluation of potential use of facilities and an effective service delivery model for programs and services.

**Study Methodology**

The Partnership Guidelines in use by the Town of Windsor call for a needs assessment prior to engaging in any formal partnership. The scope of this project specifically addresses the needs assessment portion of the Guidelines with identification of how the YMCA might propose to work with the Town of Windsor to meet gaps in services and/or programs. This project considers distinctive planning, public engagement, and support issues as outlined in the Guidelines. Project outcomes reflect the Town of Windsor’s mission and goals, as well as the YMCA’s three areas of focus.

Methodology for the Recreation Programming and Services Needs Assessment included several strategies used to engage members of a various current user groups of the Community Recreation Center, non-users, stakeholders, staff, and governing boards from both agencies in the input process. Those strategies included:

- Four public meetings
- Joint staff workshop with representation from both agencies
- Statistically valid citizen survey
- Board presentations to both agencies

**YMCA Areas of Focus**

- Youth Development
- Healthy Living
- Social Responsibility

**Project outcomes reflect the Town of Windsor’s mission and goals, as well as the Ed and Ruth Lehman YMCA’s three focus areas**

**The Windsor Parks and Recreation Department oversees the provision of services related to recreation and cultural opportunities for the entire community through quality programs, facilities, service, and management of natural resources.**
Highlights and a summary of each of those strategies are outlined below.

A. Community and Staff Input

For this project, it was important to engage the public with sufficient and meaningful mechanisms that would allow for frank and open discussions about the current state and future of recreation programs and services in the Town of Windsor. A series of four public meetings and one staff workshop were conducted at the Community Recreation Center and Town Hall.

Public Meetings
The series of public meetings were promoted by flyers, posters, invitations, word of mouth, recreation class announcements, and a press release. Although somewhat low in numbers, those that attended represented a variety of user groups and perspectives and included business owners, community group members, school representatives, Chamber of Commerce, and class participants. Attendees engaged in constructive discussions about specific topics concerning the Town of Windsor’s recreation facilities, programs, and services. Discussion also included partnership opportunities with the YMCA and/or other outside agencies.

The public meetings used a SWOT Analysis to identify:
- Strengths – What is working
- Weaknesses – What is not working
- Opportunities – What has been learned that can be put to use
- Threats – How might these be addressed through potential partnerships

The questions below were used to generate public discussion and meaningful input.

Guiding Questions – Public Meetings

- What Town of Windsor programs and services do you currently use?
- In terms of indoor facilities and programs, what do you think the Town’s recreation system should do for you? (your values)
- In light of what was discussed (above), what is working for you?
- In light of what was discussed (above), what about the recreation system is not working for you?
- Based on what is working and what is not currently working in the Town of Windsor’s recreation system, what have we learned? What are the opportunities ahead?
- Of the opportunities identified, what is the most essential, or of critical importance to the community?
- How can the Town and the YMCA work together to responsibly address these improvements/changes given limited resources? What opportunities exist?
- Are there additional potential partnerships that the Town and YMCA should consider - in the future?
Outcomes of the public meetings included assessment of current programming and capacity limitations of the Town to meet desired future programming levels. A briefing of community input from the focus groups is as follows:

**What is Working in Windsor?**
- Youth sports
- Community Recreation Center – youth basketball
- Family programming
- Senior programs
- Adaptive challenge
- Special events
- Adaptive program
- Senior lunch program
- Pre-school open gym
- Group fitness classes
- Climbing wall
- Gymnastics class
- Aquatics partners (school district and motel)

**What is Not Working in Windsor?**
- Unable to keep people in Windsor
- Indoor aquatics demand
- Learn to swim programs
- Demand for skatepark
- Demand for indoor walking facility
- Demand for family activities
- Demand for exercise equipment/weight room
- Community daycare program
- Indoor gym space/facilities

**What Have We Learned?**
- Make best use of the non-peak time
- Integrate additional services or draw to the Community Recreation Center, i.e. coffee bar, juice bar
- Create intergenerational activities
- Build on successes - card groups, game room
- Meet a growing need of diverse recreational interests
- Infrastructure - Windsor is losing revenue because the infrastructure isn't here (in Windsor)
- Increase marketing strategies/branding

**What should be offered? (and may already be offered)**
- Healthy opportunities
- Services to keep people in Windsor
- Aquatic center
- Learn to Swim programs
- Skatepark
- Tennis
- Indoor walking facility
- Exercise equipment
- Youth activities
- Activities for singles
- Preschool program
- Internship program for high school age
- Indoor facilities
- Batting cages
- Family activities
- Coordinated classes for youth and adults at same time
- Intergenerational offerings
The staff workshop included eight employees from the YMCA and ten from the Town of Windsor Parks and Recreation Department. Discussion generated by the questions below addressed included current strengths, issues/needs/problems.

**Guiding Questions – Staff Workshop**
- What Town of Windsor programs and services do you see as strengths/strongest in demand?
- What YMCA programs and services do you see as strengths/strongest in demand?
- What are some of the concerns you think the community might have with a partnership between the Town and the YMCA?
- What opportunities do see that might address these concerns?
- Of the programs and services that could be offered, what might be most essential, or of critical importance to the community?
- How can the Town and the YMCA work together to responsibly address the things of critical importance given limited resources?
- What are the things going on in the community that you as staff, cannot control but will have to deal with as in terms of future programming needs?

**How to Work together**
- Provide opportunities for additional recreation centers
- Have mutual benefits; relationship cannot be competitive
- Support capital improvements
- Provide umbrella approach to programs and services
- YMCA memberships transferrable opportunities
- Develop cross cultural opportunities
- Utilize YMCA’s broader perspective
- Complement, not compete
- Embrace differences and diversity to bring specific strengths
- Focus on common goals

**Potential Partnerships**
- Poudre Valley Hospital Wellness Center
- Local private business
- Corporate sponsors
- Naming rights opportunity for funding partner
The following boxes summarize responses provided by both the YMCA and Town staff representatives.

### YMCA Strengths
- Silver Sneakers
- Drop-in fitness
- Rated and licensed pre-school
- Health/wellness family programming with Latino focus
- Advocacy support – general education for immigrants
- Community partners
- Grant programs
- Youth sports
- Responsive to community needs

### Town of Windsor Recreation Strengths
- Gym sports – IGA with schools
- Aquatics – IGA
- Group Fitness (registration and drop-in)
- Pre-school
- Youth athletics
- Art enrichment classes youth and adult
- Martial arts
- Adult general education classes
- Teens
- SALT – Student Advisory Leadership Team
- Active Adults

### Partnership Concerns
- Non-profit versus public non-profit
- Who is running the show – YMCA or City?
- What does the YMCA know about Windsor?
- Business community – doesn’t understand partnership guidelines
- Not a demand of Latino population
- Religious affiliation of the YMCA; church and state
- YMCA outreach for funding – will it stay in Windsor or go to Longmont?
- Duplication of services – who is running what?
- Program impact on facilities
- Taxpayer perceptions – residents pay taxes to support programs, will they still see it as necessary to pay taxes if YMCA operates without tax support

### Addressing Concerns
- Survey gaps in service
- Create financial and operational efficiencies
- Create branding
- Identify examples of YMCA partnerships across the country (Colorado Springs and Pueblo)
- Complement, not compete
- Build trust and visibility
- Embrace differences and diversity
- Build staff relationships
- Focus on common goals; integrate YMCA focus areas and Windsor Parks and Recreation mission
Programs and services of critical importance

- Aquatics
- Fitness
- Gyms
- Baseball fields
- Indoor running track
- Staff capacity
- Higher need for low income support rather than bilingual
- Summer camps
- Before and after school programs
- Transportation from school to center

How to partner to address programs and services of critical importance

- YMCA – fundraising
- Start relationship with something small; let community see successful outcomes before a formal Active Partnership is considered
- Transparency in communication and intent
- Blend strengths from both agencies and pool resources
- Involve other existing partners from both agencies – i.e. public health initiatives; Pepsi partnership with the YMCA; IGAs with schools
Public Meeting/Staff Workshop Summary
The Town of Windsor Parks and Recreation Department and the YMCA provide a wide variety of facilities, programs, and services to their communities and beyond. Staff from both agencies and Town residents identified strengths, values, gaps in services, partnership concerns, partnership opportunities, and more, which should be considered in the Recreation Programs and Services Needs Assessment.

Strengths are diverse. Both agencies successfully offer a broad portfolio of (yet often different) recreation opportunities to build upon. Each has very experienced and dedicated staff, and is driven by a strong sense of mission. The Town of Windsor’s recreation program is thought well of, has a relationship with the school district and other community agencies and groups, and currently provides high quality activities such as youth sports, outdoor aquatics, group fitness classes, and active adults and teen programs. It provides a broad array of offerings positively impacting the quality of life experience in the community. The citizens of Windsor provide both tax support and other ongoing financial support through fees and charges.

In the Longmont area, the YMCA has developed strong ties to the community and current and potential funders. It is very adept and pro-active in engaging diverse and often underserved segments of the community. It takes a holistic approach to its programs offerings encompassing social service, youth development, and healthy living. In addition, it has the programming infrastructure and expertise to develop specialized programs such as a licensed preschool program.

Generally, participants agree that facilities used for indoor recreation in Windsor, including those owned by the Town and the School District, are being used at capacity, leaving few opportunities for expansion that would represent other community interests or need. Public meeting participants strongly communicated a need for aquatic facilities and weight room amenities. Programming gaps include, but are not limited to, licensed daycare programs and additional indoor gym activities. With a long spring/fall/winter season, the need for indoor recreation facilities to support drop-in and programmed activities was identified. Ultimately, it seems that the community would like to follow through on the full service, multi-generational community recreation center that was envisioned when the master planning for the Windsor Community Center was completed. This will allow residents more services closer to home and will have the potential to generate tax dollars in Windsor.

In consideration of expansion to address additional community needs, participants communicated their value for maintaining what is already in place. Community members understand the cost of supporting ongoing operations and do not want to sacrifice current operations for new operations, but rather insist on the proper identification of costs associated with new development and the necessity of ensuring that new and adequate funding is identified and planned for as decisions are considered.

B. Statistically-Valid Survey

Methodology
The community engagement process also consisted of a statistically valid survey designed to include interested parties, including current users of the Community Recreation Center, while also allowing non-users an opportunity to provide comment and input.
The survey was conducted by RRC Associates, a Boulder survey firm, who partnered with GreenPlay on this project. This firm is highly experienced in exploring parks and recreation issues with citizens. The primary list source used for the mailing was a third party list purchased from Melissa Data Corp., a leading provider of data quality solutions with emphasis on U.S., Canadian, and international address and phone verification and postal software. Use of the Melissa Data list includes renters in the sample who are frequently missed in other list sources such as utility billing lists.

Surveys were sent to 3,064 out of the 7,507 total households in Windsor (2009 estimate by the CO Dept. of Local Affairs /State Demography Office). Therefore, almost half of all households received a survey. The random sample used for the mailing was selected by sorting the entire list of all households in Windsor (by ZIP code, Carrier Route, then mailing address), then selecting every “n-th” record. This method of sample selection insures that no segment of the population (geographically, demographically, etc.) is excluded or over-represented.

Random sampling does not mean “haphazard”; rather, it means “without bias” for any particular person. In other words, each person in the Town’s population has the same chance as every other person to be selected for the survey.

The Survey was divided into five sub-categories.
- Current programs and facilities
- Future indoor recreation center space
- Future recreation programs and activities
- Financial choices
- Communication

The full survey report is provided to the YMCA and the Town of Windsor as a separate document. Highlights of the survey follow.

Current Programs and Facilities
Respondents were asked to rate how well they thought Windsor Community Recreation Center programs and activities are currently meeting the needs of the community. The following programs and activities received the highest ratings with the percentage of respondents indicating that the current offerings are “mostly or completely” meeting need, by assigning a 4 or 5 on 5-point scale):
- 79% – Programs and activities for seniors
- 72% – Programs and activities for kids/youth
- 67% – Overall recreation center programs

The remaining categories, which hover around the 50 percent mark for “mostly or completely” meeting the need, have slightly higher unmet need, and are generally in the range of 10-15 percent for “not at all or not very much meeting the needs” (ratings of 1 or 2). These include programs for toddlers, teens, families, and adults. Figure 1 on the following page illustrates a comprehensive list of programs and activities that “mostly/completely” or “not at all/not very much” meet the needs the needs of households in the Town of Windsor.
Respondents were then asked to rate how well they thought facilities and services currently provided by the Windsor Community Recreation Center are meeting the needs of the community. As shown in Figure 2, the following received the highest ratings with the percentage of respondents indicating that the current offerings are “mostly or completely” meeting need (by assigning a 4 or 5 on 5-point scale):

- 88% – Multi-purpose rooms
- 88% – Lobby
- 77% – Gymnasium
- 75% – Dance rooms

The remaining categories, which hover just under the 70% mark for “mostly or completely” meeting the need, have slightly higher unmet need, and are in the range of 13-19 percent for “not at all or not very much meeting the needs” (ratings of 1 or 2). These include the rock climbing wall, stretching area, and group fitness room.
Figure 2: How Well Facilities and Services are Currently Meeting Needs of Households

As shown in Figure 3, when asked why they do not use the center or programs, respondents most frequently indicated:

- 36% – No time/other personal issues
- 30% – Programs not offered at the times I want
- 29% – Do not have the programs I want
- 27% – Not aware of programs or facilities offered
- 23% – Lack of facilities and amenities
Respondents were also asked about what other recreation facilities and programs, if any, they use (Figure 4). Responses indicated:

- 38% use private health and fitness clubs (primarily in Windsor, Fort Collins, Greeley, and Loveland).
- 37% use private or public schools.
- 25% use programs or facilities in other communities (primarily in Fort Collins, Loveland, and Greeley).
- 25% use churches.

Only two percent indicated that they currently use YMCA facilities, which is likely a reflection of the lack of YMCA facilities in the vicinity.
Future Indoor Recreation Space
A list of indoor recreation facilities and amenities that could be added, expanded, or improved at the Windsor Community Recreation Center was provided and respondents were asked questions regarding the importance of providing these facilities in Windsor.

As shown in Figure 5, when asked to rate each option’s importance on a 5-point scale (1 being “not at all important” and 5 being “very important”), the following are rated the highest overall (4 or 5 on a 5-point scale):

- 78% – Indoor leisure pools with aquatic play features
- 73% – Swimming pools with lap lanes for fitness swimming/competition
- 64% – Weight training space
- 63% – Cardio space
Future recreation programs and activities

Similar to the indoor facilities section, respondents were asked to rate the importance (on a 5-point scale with 1 being “not at all important” and 5 being “very important”) of a list of future recreation programs and activities that could be added, expanded, or improved in the Town of Windsor. As shown in Figure 6, when broken out by youth, adult, and general programs, the following were rated the highest in each category (4 or 5 on a 5-point scale):

- 71% – Swim lessons rated the highest among youth programs.
- 70% – Group fitness classes and indoor aquatics programs tied for highest among adult programs.
- 67% – Family programs/events were rated the highest among general programs.
Figure 6: Adding/Expanding/Improving Recreation Programs and Activities

**YOUTH PROGRAMS**
- Swim lessons (4.02) 71%
- Youth sports leagues (3.72) 66%
- Youth sport classes (3.66) 65%
- Youth classes (art, science, fencing, martial arts, music) (3.64) 64%
- Teen programs (3.68) 62%
- Youth camps (3.58) 60%
- Before/after school programs (3.44) 55%
- Youth fitness classes (3.39) 54%
- Youth gymnastics/tumbling programs (3.38) 51%
- Preschool/toddler programs (3.21) 49%
- Youth dance (3.28) 47%

**ADULT PROGRAMS**
- Group fitness classes (3.94) 70%
- Indoor aquatics programs (3.89) 70%
- Strength training (3.67) 63%
- Adult leisure programs/skills education (cooking, etc.) (3.63) 60%
- Personal training (3.41) 51%
- Adult sports leagues (3.28) 48%
- Dance (3.27) 42%

**GENERAL PROGRAMS**
- Family programs/events (3.79) 67%
- Environmental/outdoor education programs (3.43) 55%
- Volunteering (3.49) 52%
- Martial arts classes (2.99) 31%
- Tennis (3.03) 26%

(Scale: 1 = "Not at all important" / 5 = "Very important")
Financial Choices

It was explained in the survey that the Town of Windsor Parks and Recreation Department receives tax dollars to help build, operate, and maintain facilities, as well as provide recreation programs; whereas YMCA funds are typically generated through private donations. Any new partnership agreement would allow a combined effort when planning or adding new facilities and programs. Should a partnership form in future planning efforts with an agency, additional funds, regardless of the source, must be designated to pay for the increase in operations, maintenance, and staffing of the facilities. Some of the ongoing expense would be assumed to be offset by fees and charges.

The survey asked “Recognizing that adding new programs and facilities takes investment, how likely would you be to vote for the following in order to allow addition, expansion, or improvement of programs or facilities desired by your household?” (Figure 7), illustrates the support for a sales tax or property tax increase. Outcomes of this question reflect favorably that Town residents are willing to spend their money on addition, expansion, or improvements to recreation programs, facilities, or amenities.

- Support for a Town sales tax increase was stronger than a Town property tax increase (64 percent of respondents indicated that they would “probably” or “definitely” vote ‘yes’ for a sales tax increase, while 41 percent indicated that they would “probably” or “definitely” vote ‘yes’ for a property tax increase).
- Support for the tax increases (sales tax, and to a lesser extent, a property tax), was slightly higher among younger respondents and households with children living at home.

Figure 7: Support of Tax Increases to Allow Addition, Expansion, or Improvement of Programs or Facilities

<table>
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<th>Definitely vote &quot;no&quot;</th>
<th>Probably vote &quot;no&quot;</th>
<th>Don't know/unsure</th>
<th>Probably vote &quot;yes&quot;</th>
<th>Definitely vote &quot;yes&quot;</th>
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<td>Town sales tax increase</td>
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<td>Town property tax increase</td>
<td>28%</td>
<td>24%</td>
<td>10%</td>
<td>29%</td>
<td>12%</td>
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Communication
The survey addressed two questions regarding communication and information sharing.

1) How does the Town do in providing information about recreational services and programs?

Overall, respondents were relatively satisfied with how the Town has provided information to them about recreational services and programs. Approximately 62 percent of respondents indicated a 4 or 5 on a 5-point scale where 1 is “poor” and 5 is “excellent.”

- 41% rated it a 4.
- 21% rated it a 5.

2) When households were asked how they prefer to be reached, the majority of respondents indicated:

- 78% – The Link Brochure
- 44% – Local newspaper
- 32% – Email blasts from the Recreation Department
- 27% – Town website: www.windsorgov.com
- 20% – At the recreation center

Statistically Valid Survey Summary
In general, the statistically valid survey had an excellent response rate of 13 percent. Its findings reflected what was heard through public meetings and the staff workshop. Windsor residents indicate that of the current programs and facilities they used most often, activities for seniors, kids/youth rank highest. Recreation center programs also ranked in the top three of most used. With regard to needed indoor recreation space, citizens indicated a demand for indoor leisure pools and lap lane pools, followed by weight training space. Overall the programs in highest demand are indoor aquatics, group fitness, and swim lessons.

Of the financial choices to allow expansion, addition, or improvement, 64 percent of Windsor residents would probably support a sales tax increase, while 41 percent would probably vote favorably on a property tax increase. The “probably and definitely vote yes” combined response of 64 percent and the “probably or definitely vote no” combined response of 27 percent represents more than a two to one ratio, which is generally a strong indication of support and interest at this stage of the process, before a lot of detailed information is determined and known.

In terms of communicating recreational programs and services to residents, The Link Brochure is by far the most effective tool followed by the local newspaper and email blasts as the best way to market to the community. Nationally, we are finding a growing increase in the preference for electronic communications, which should be kept in mind for the future.

It is worthy to note that the 2011 Town of Windsor National Citizen Survey conducted recently by the Town, shows validation of the overall support of the Recreation Division’s programs and services through current use and satisfaction levels. Use of Windsor Community Recreation Center and participation in recreation programs or activities scored “more” than the average response of comparable communities across the country. The quality of recreation programs or classes and of recreation centers or facilities scored “much more” than the average response of comparable communities.
C. Next Steps
The purpose of this project was to explore a service delivery partnership between the YMCA and the Town of Windsor by identifying program gaps in the Windsor area that could potentially be addressed by the YMCA through an active partnership agreement.

Specifically, the Ed and Ruth Lehman YMCA in Longmont is exploring a desire to expand services in the northern Colorado region, with the Windsor area as a potential target. The Town of Windsor has an interest in addressing program expansion needs based on citizen input, and exploring partnership opportunities, including the YMCA, in an effort to do so.

The process of pursuing this study has provided multiple benefits by engaging the community in helping to determine its future, and allowing the YMCA and Town of Windsor staff members to develop a deeper understanding of each others’ organizations. Additionally, through presentations to the Parks and Recreation Advisory Board and Windsor Town Board, as well as the YMCA Board of Directors, board members have had the opportunity to meet the staff directors of each organization and be exposed to each other’s missions, operations, and future goals.

A next logical step would be for each entity to digest the information provided through this study and align and integrate it with current planning and long-term goals in order to define its level of continuing interest. Each entity should re-evaluate its original goals in light of the information now available and with a better understanding of the other organization’s mission, goals, and operating practices. A potential partnership should represent a cooperative venture that is mutually beneficial and addresses common goals. Interest and support for pursuing a partnership must be articulated by the governing boards of both agencies.

Assuming continuing interest, the boards of each organization could direct staff to work together to provide options for realistic partnerships that could be taken on in the near term, and conceptually identify longer term opportunities that could be pursued in the future. These options and opportunities could then be presented to the boards, perhaps in a joint meeting. As necessary and timely, a joint committee could be convened consisting of a subcommittee of the YMCA Board and the Town of Windsor Parks and Recreation Advisory Board, and/or volunteers from the Windsor community. A timeline should be established to provide momentum for the effort. Some direction by late summer or early fall would allow planning to occur for 2012.

Implementation of programming partnerships is generally able to be carried out at the staff level, as long as the cost of the effort is under a $5,000 threshold. Capital partnerships would require continued engagement of the governing boards. In addition, any identified capital improvement would require a separate feasibility study to engage the community, determine the scope and specific elements of the improvement, and estimate probable costs and potential revenues based on the desired scope. This information will be critical in determining the partnership potential for a given project. The cost for a feasibility study could range from $22,000 to $40,000 depending on the magnitude of the project, prior work, need for architectural technical support, etc.
Thoughts Regarding Potential Partnerships
Establishing credibility by starting small and building on strengths and successes was identified in both the public meetings and staff workshop as the way to create a successful partnership. Exploring a programming partnership, such as a youth daycare or summer camp program, or another activity could be a good starting point. The Windsor Partnership Guidelines provide a step by step approach to development of a partnership. Details such as appropriate facility space, staffing requirements and management, pricing structure, program access, marketing strategies, and responsibilities of each entity would have to be addressed. Exit strategies would be thought through up front, and evaluation of the partnership would be scheduled on a regular basis. Please note that depending on how a partnership is structured and the magnitude of the financial impact, it could exceed a threshold that would require that the Town offer a bidding opportunity to other potentially interested parties.

Other programmatic areas for potential partnerships could focus on enhancing community wellness. Fitness and wellness programs were ranked as being highly valued in Windsor, and preventative healthcare is an increasing trend across the country. Building on the Town of Windsor’s successful group fitness classes, the YMCA could bring some of its partners to the table, such as those that address diabetes and chronic diseases, nutrition education, and family programming for health and wellness.

For the longer term, partnerships for capital development could be considered. Through both the public meetings and the Citizen Survey, Windsor residents reinforced their interest in the completion of the Community Recreation Center to include aquatics and weight room amenities. The Town of Windsor is in a good position in terms of having a footprint in place for an expansion project. Participation for youth and adult sports is at capacity as a result of limited field availability. The Town has the land to add athletic fields; however, it currently lacks the financial resources to construct new fields. Recreation trends indicate that rectangular/multi-use fields are increasing in demand as soccer, lacrosse, and rugby continue to grow. Although capital projects are a much more complex proposition, both organizations could explore the potential of pooling financial and other resources to complete these or other projects.

Staff identified a concern regarding capacity limitations in terms of infrastructure and staffing levels as expansion of programs and services is considered. Administrators from both organizations will need to come to consensus on both direct and indirect costs to create a universal budget regarding any type of partnership. Discussions surrounding revenue and reimbursements will need to occur to cover the cost of operation.

Successful municipal/YMCA partnership models exist across the country. Several, which could be further explored, are identified here:

- The City of Pueblo, Colorado
- Colorado Springs, Colorado
- West Sacramento, California
- Lumpkin County, Georgia
- Battle Creek, Michigan

Partnerships include everything from offering specialized programs and services to funding collaborations, to facility operations. Partnerships trends will continue to grow regardless of the players. In today’s economic climate, creative collaborations are occurring across the nation as a way for communities to keep residents active and healthy.