

APPENDIX D: SCORP STAKEHOLDER ENGAGEMENT TECHNICAL REPORT

Statewide Public and Land Managers Survey

Prepared by Mike Quartuch, Human Dimensions Specialist/Researcher, CPW Policy and Planning Unit

Surveys Background

Outdoor recreation plays a vital role in Colorado's economy and contributes to Coloradans' sense of place and appreciation of the outdoors. Thus, an important component of Colorado's SCORP is to identify what activities Coloradans enjoy, why they are motivated to participate, what barriers stand in their way, and what types of outdoor recreation experiences they prefer both locally and statewide. These data help land managers and others interested in natural resource conservation to balance biological factors and social desires. In addition to collecting data about public interests and preferences, it is equally important to understand the issues, concerns, and potential opportunities facing agencies and organizations responsible for managing parks, open-space and trails across Colorado.

Research Methods

Data for the 2019-2023 SCORP were collected using two different survey instruments. The "Public" questionnaire was mailed to a random sample of 7,000 Coloradans. The second targeted land managers, or any individual working within an agency or organization currently managing land in Colorado for outdoor recreation purposes. In total, 926 individuals were invited to participate in the Land Managers survey. Results from each of these efforts were analyzed by CPW staff and are organized according to each of the respective survey instruments (below).

"Public" Survey

Questionnaire development

The 2018 "Public" survey was titled, "Your Perspectives about Outdoor Recreation in Colorado" and developed via an internal team of CPW staff. When applicable, questions from the 2014 Public survey were retained to allow for comparisons to be made over time. However, it is important to note that substantive changes were made to reduce overall survey and question length. The questionnaire consisted of 20 questions spanning five overarching sections (e.g., "Health and Outdoor Recreation") (Appendix D1).

Survey sample

Survey Sampling International™ was hired to develop the sample of Colorado residents. Using a similar approach as the 2014 Public survey, approximately 1,000 people from each of the seven tourism districts were included in the final sample (Table 1). Individuals were identified using both listed sources (i.e., landlines) and cellular telephone billing addresses. The latter was included in an attempt to reach younger residents. However, respondents diverged from the demographics of the state in a few notable areas (see results section above right).

Table 1. Sample size per Colorado tourism district.

Tourism district	Total sample size
1 Northwest	1,000
2 North Central	1,000
3 Metro	1,154
4 Northeast	841
5 Southeast	992
6 South Central	1,170
7 Southwest	843

Survey implementation

The questionnaire was implemented following a modified Dillman Tailored Design method (Dillman, Smyth, and Christensen, 2014). A hard-copy questionnaire and invitation letter was mailed to individuals on November 27, 2017. A link to the online questionnaire was included in the invitation for respondents who preferred to participate electronically and a description of the survey and web link were translated in Spanish. About one week later (December 5, 2017), non-respondents received a reminder postcard encouraging them to participate. A second questionnaire was mailed approximately four weeks after the reminder on January 5, 2018. A second and final reminder postcard was mailed January 11, 2018.

Land Managers Survey

Questionnaire development

An internal team of CPW staff and several individuals from external agencies/organizations developed the Land Managers survey instrument, using the Colorado SCORP's 2014 "Local Government Provider" survey as a useful starting point. However, the majority of questions were substantively edited, re-ordered or removed altogether, making direct comparisons between the 2014 and 2018 questionnaires difficult. For example, items that were "not applicable" or were less significant (on a scale of least-to-most significant) in the 2014 survey were removed. The final online questionnaire contained 26 questions which were organized within eleven primary sections (e.g., "Volunteers; Outdoor Recreation Needs") (Appendix D2).

Survey sample

The sampling frame for the Land Managers survey included a robust list of individuals representing local, state, and federal agencies as well as several non-governmental organizations and private entities. The addition of several federal agencies and other non-governmental groups represents an improvement from the 2014 effort. We chose to expand the sampling frame to be more inclusive of constituents and groups who manage land in Colorado. In total, 1,056 individuals were invited to participate in the study, though the final sample included 960 people.

Survey implementation

The online survey instrument was implemented using SurveyMonkey. On March 7, 2018 all individuals received an email invitation, describing the study and encouraging them to participate in the online survey. The email invitation also served

as a filter, identifying individuals who were no longer employed by a particular agency/organization. In total, 130 individuals were removed from the sample. However, because this was a purposeful sample (i.e., not random), researchers contacted other individuals in a particular agency/organization in hopes of reaching the appropriate employee. This process yielded 34 “substitutes” and, as indicated above, the final sample included 926 individuals. Three follow-up, reminder emails were sent to non-respondents on March 15, March 28, and on April 4.

Analyses

Descriptive statistics (e.g., percentages, frequencies, and/or means) were calculated for all quantitative survey results using the Statistical Package for Social Sciences (SPSS version 25). All open-ended, qualitative results were analyzed using a two-step coding process (when applicable). For example, question number 26 on the Land Managers survey asked respondents to “share additional thoughts or comments” on the final page of the survey. First, responses were reviewed and organized into broad categories (e.g., “Funding”). Second, similar statements within each of the larger categories were further grouped into sub-categories (e.g., “lack of funds/disagreement on park or trail development plans”). However, any statements spanning multiple categories were included in each rather than forcing them into only one. For example, the statement provided above was included in each of the two broad categories: (1) “Funding/staffing,” and (2) “Cooperative management/planning.”

Results: Statewide “Public” Survey

Response rate and respondent information

In total, 7,000 questionnaires were mailed and 1,910 surveys were returned completed. After removing 549 surveys due to undeliverable addresses (484) and incomplete surveys (65), our adjusted response rate was approximately 30%. While we attempted to reach younger adults using multiple sampling strategies, the average age of respondents was 62 years old and nearly 85% were over 50 years old. In addition, women and people of color were under-represented in our sample. About 37% of respondents were female even though women comprise about 50% of the statewide population. Hispanics, the largest minority group in Colorado, make up 21% of the state population but only comprised about 6% of respondents. Because these data differ substantially from Colorado census data, they were weighted to address potential sampling bias and to allow researchers to generalize findings to the broader population of Coloradans.

Recreation participation

Findings from the 2018 Public survey indicate that the vast majority (92%) of Coloradans recreate at least once every few weeks to upwards of more than four times per week (Figure 1). Results from the 2014 Public survey provided similar evidence indicating that nearly 90% of Coloradans recreate outdoors. In addition, about 69% of all respondents indicated recreating between once and four times per week.

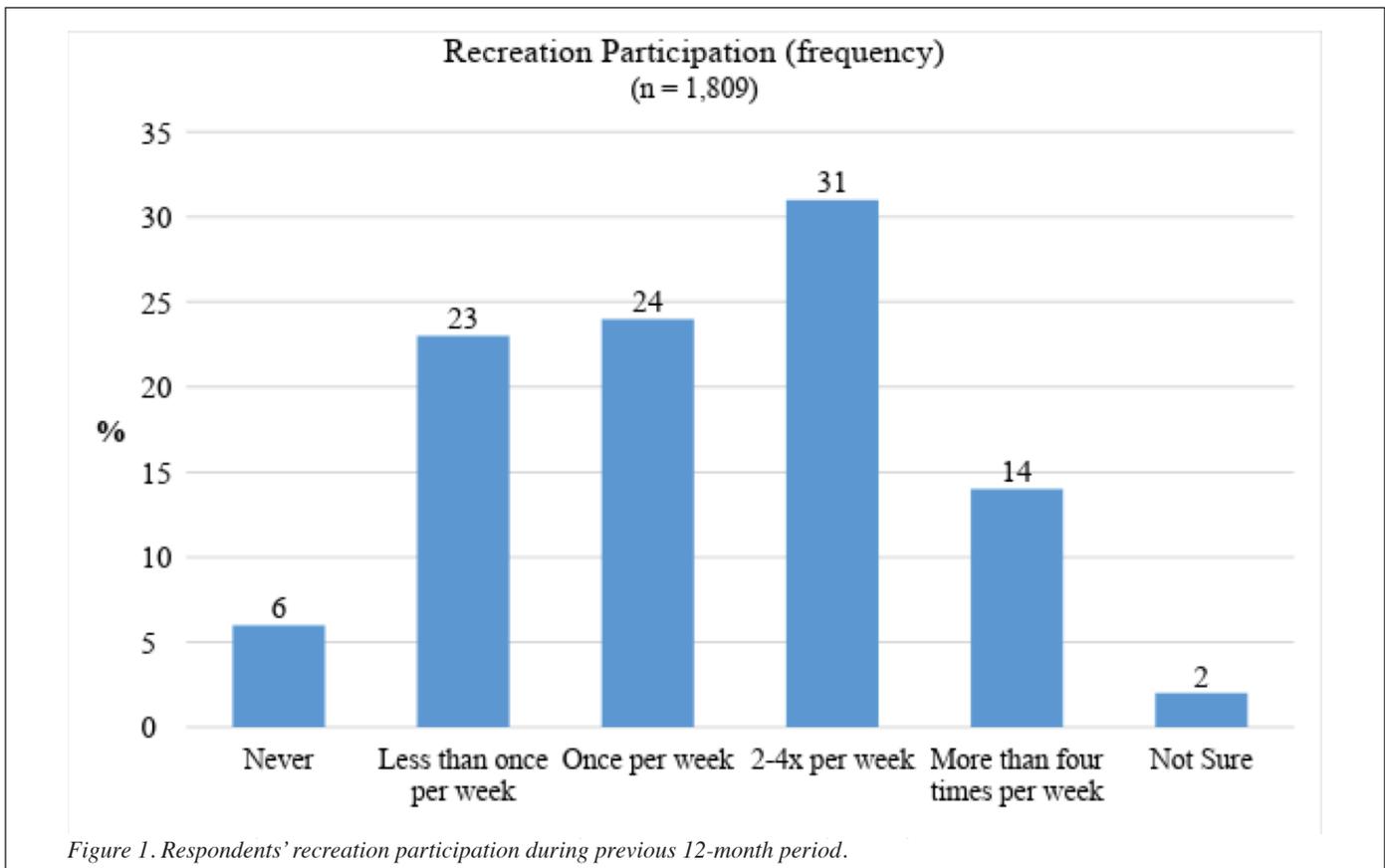


Figure 1. Respondents’ recreation participation during previous 12-month period.

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With respect to where Coloradans spend time outdoors, findings indicated that nearly two-thirds (64%) are using parks, open space and trails in their local communities to recreate between one and more than four times per week (Figure 2).

Statewide estimates illustrate a similar trend. About 85% indicated using State parks, forests or wildlife areas and 82% used national parks, forests and recreation areas during the previous twelve month period (Figure 3).

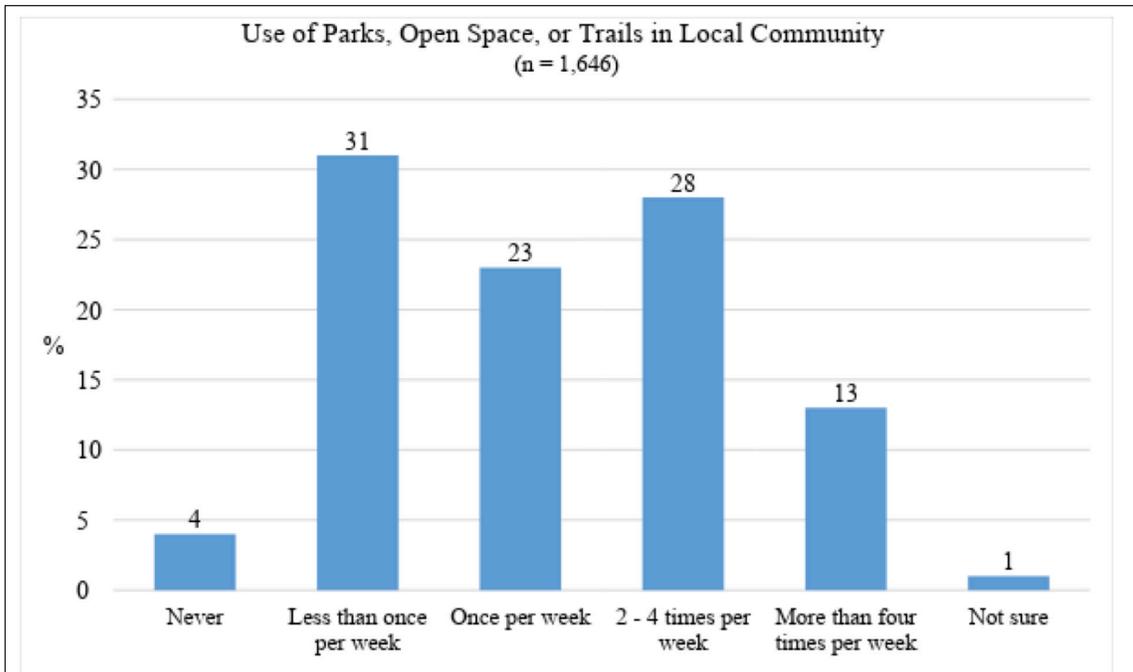


Figure 2. Respondents' recreation participation during previous 12-month period.

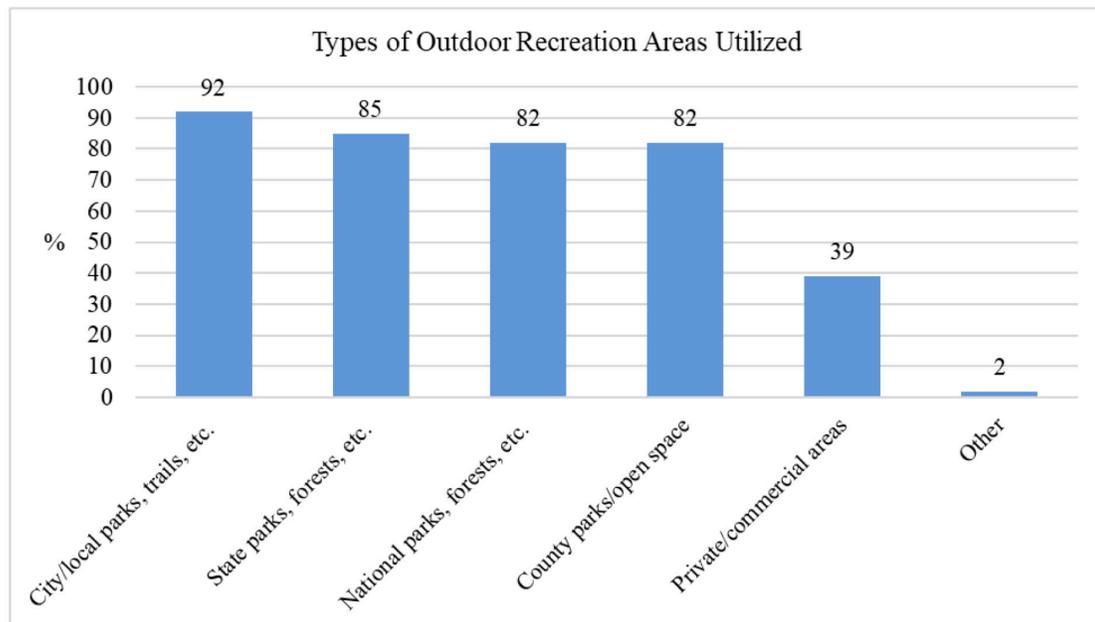


Figure 3. Respondents' recreation participation during previous 12-month period.

Activity participation

To understand Coloradans’ recreation preferences, trends and where, specifically, they are recreating, respondents were asked to indicate how many days they engaged in a particular activity across the state. A map dividing the state into seven tourism

districts is provided (Figure 4) along with a list of different outdoor activities (Appendix D1). Results from this question can be analyzed and subsequently interpreted in two ways, both of which offer unique insight into respondents’ recreation preferences and are presented below.

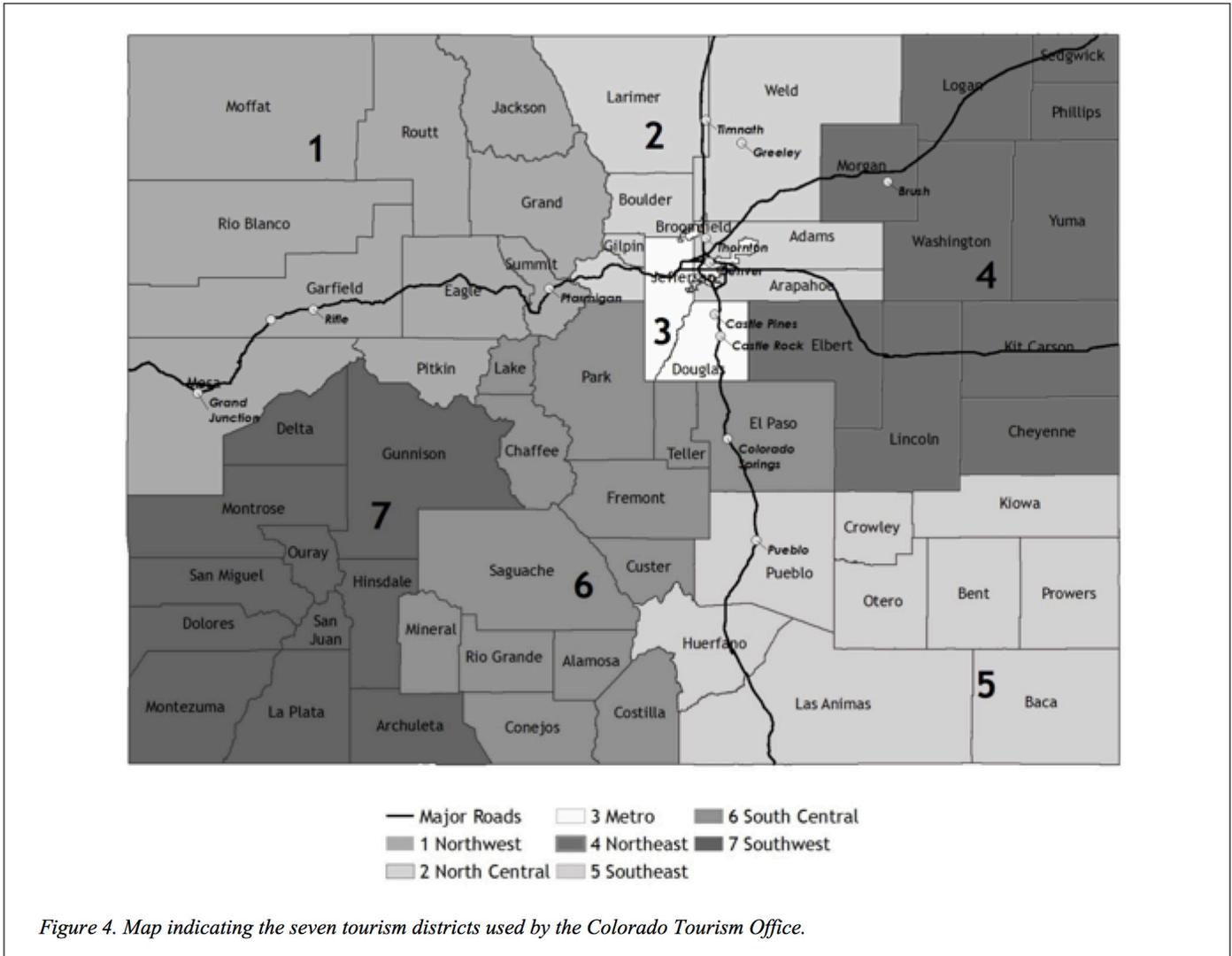


Figure 4. Map indicating the seven tourism districts used by the Colorado Tourism Office.

First, the number of people who engaged in a particular activity illustrates which outdoor recreation activity (or activities) resonated the most across our sample of respondents and in turn, Coloradans. Second, the number of days respondents partici-

pated in any particular activity represents a measure of avidity, or dedication for a particular activity expressed by a subset of respondents. This measure was also extrapolated to the population of Coloradans using the weighting factors described above.

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Overwhelmingly, walking was the most frequently engaged in or “popular” activity statewide (Table 2, left side). Approximately 3.1 million Coloradans went walking somewhere in the state during the previous 12 months. Hiking/backpacking was the second most popular activity statewide (2.2 million) followed by picnicking and tent camping (1.3 million). It is also important to track activities that may not resonate with stakeholders. To this end, the five least frequently engaged in activities among Coloradans included: snowmobiling (301,424), horseback riding (299,158), rock climbing (283,293), water/jet

skiing (149,579) and sailing (129,182). However, it is important to acknowledge the degree of comparability, or lack thereof, with respect to many of the outdoor recreation activities listed in this question. For example, fewer Coloradans may rock climb than go picnicking but the degree of difficulty/skill level required to do the former is demonstrably greater than that of the latter. In addition, the number of people who engage in an activity is only one measure. Fewer people may go horseback riding across the state, but those who do, go riding often (Table 2, right side).

Table 2. Recreation activities ranked by number of respondents and average number of days Coloradans engaged in a particular activity (only top ten activities provided).

Number of Coloradans who participated in a given activity**				Average number of days Coloradans participated in a given activity**		
Rank	Activities	# People	% of survey respondents	Rank	Activities	# Days
1	Walking	3,193,283	74	1	Walking	75
2	Hiking/backpacking	2,257,282	52	2	Jogging/running (outdoors)	50
3	Picnicking	1,389,271	32	3	Road biking	35
3	Tent camping	1,389,271	32	4	Bird watching	32
4	Fishing	1,266,888	29	4	Team or individual sports (outdoors) (e.g., basketball, golf, tennis, etc.)	32
5	Playground activities	1,248,757	28	5	Playground activities	30
6	Jogging/running (outdoors)	1,228,360	28	6	Horseback riding	28
7	Skiing (alpine/tele)/snowboarding	1,205,697	27	7	Wildlife viewing (excluding bird watching)	25
8	Wildlife viewing (excluding bird watching)	1,162,636	26	7	Hiking/backpacking	25
9	RV camping/cabins	1,137,706	26	8	Mountain biking	23
10	Team or individual sports (outdoors) (e.g., basketball, golf, tennis, etc.)	1,071,982		9	Fishing	17
	N/A			10	Skiing (alpine/tele)/snowboarding	14

**Data are weighted based on U.S. Census Data.

At the regional or tourism district level, responses tend to be more variable with respect to the second and third most popular activities. Walking remains number one across all districts and hiking/backpacking ranks number two in all districts

except in the Northeast (region 4) and Southeast (region 5) where hunting and RV camping rank second, respectively. The third activity is highly variable but fishing ranked third in the Southeast, South Central and Southwest districts (Table 3).

Table 3. Top three most “popular” activities by tourism district.

Rank	Northwest	North Central	Metro	Northeast	Southeast	South Central	Southwest
1	Walking	Walking	Walking	Walking	Walking	Walking	Walking
2	Hiking/backpacking	Hiking/backpacking	Hiking/backpacking	Hunting	RV camping/cabins	Hiking/backpacking	Hiking/backpacking
3	Skiing (alpine/tele)/snowboarding	Playground activities	Jogging/running (outdoors)	Wildlife viewing (excluding bird watching)	Fishing	Fishing	Fishing

*Results should be interpreted with caution due to small sample sizes.

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The story changes slightly when considering the number of days Coloradans engage in a particular activity. However, walking still ranks first overall. Statewide, Coloradans spent an average of 75 days walking outside in the previous 12 months (Table 2, right side). This far exceeds every other activity. Jogging/running ranked second at 50 (average) days followed by road biking at 35 average days.

Reasons to recreate and barriers to recreation participation

It is important to understand what motivates Coloradans to recreate outdoors. Motivations represent critical psychological constructs, encouraging individuals to try to and continue to participate in a given activity. The latter is more likely when expectations about an experience are realized and when experiences are positive. Overall, Coloradans recreate for a variety of reasons (Figure 5). The three most important reasons to recreate included: (1) to enjoy/spend time in nature (92%), (2)

to relax (91%) and to spend time with friends and family (91%), and (3) to exercise/improve physical health (87%).

The factors motivating people to recreate outdoors help them get and stay involved but the constraints they face inhibit future participation. Respondents were asked to indicate how much of a barrier a variety of reasons were to their future outdoor recreation participation (Figure 6). Overall, few of the reasons provided represented substantive barriers to respondents. However, over half (56%) of respondents indicated a lack of time, specifically, due to various commitments (e.g., work, family, friends) as a moderate-to-major barrier to their outdoor recreation participation. Similarly, 47% identified traffic congestion as a moderate-to-major barrier and nearly half (45%) indicated crowding as deterring them from recreating outdoors. Lastly, about 34% of respondents identified costs associated with entrance fees, parking and other user fees as a substantive barrier.

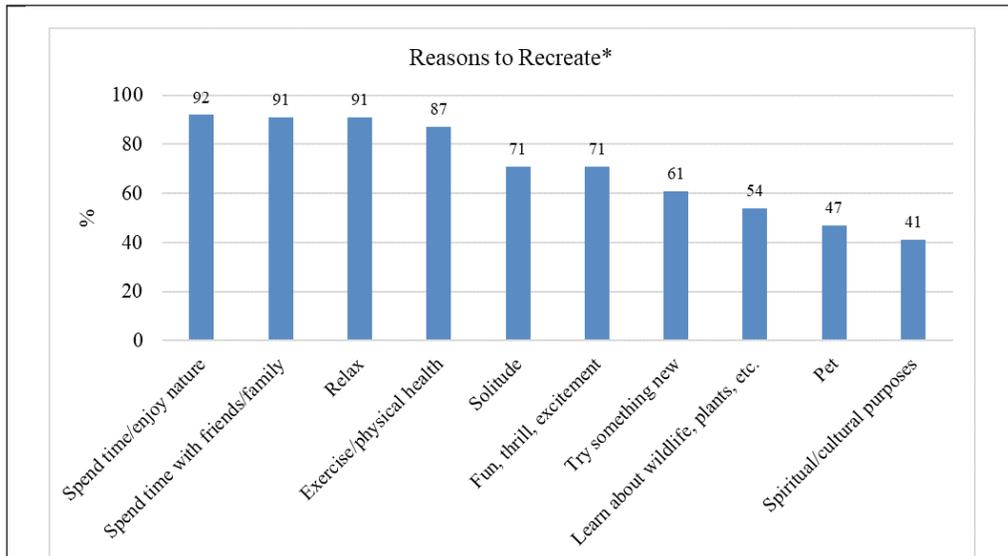


Figure 5. Respondents' motivations to recreate outdoors. *Results comprise moderately-to-very important reasons to recreate.

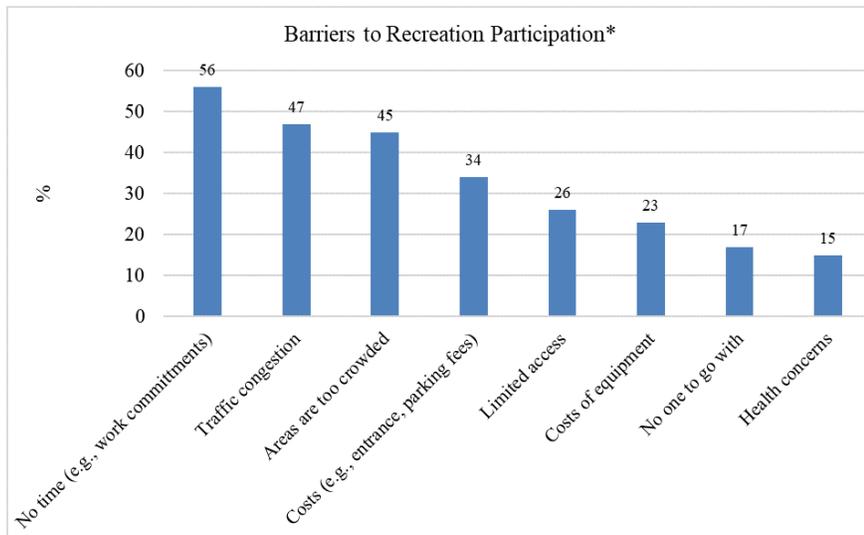


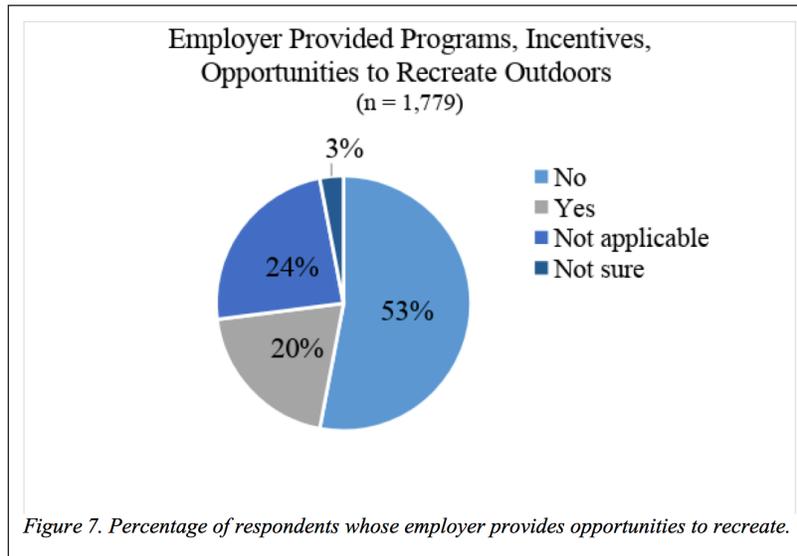
Figure 6. Potential barriers to respondents' outdoor recreation participation. *Six items were not included in Figure 5 due to lower concern about each. Results comprise moderate-to-major barriers to recreate.

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Health and outdoor recreation

The personal health benefits associated with outdoor recreation have been well documented across diverse fields including natural resources, recreation and tourism, and public health. Put simply, the more time people spend outdoors, the more likely they are to live healthier lives. Given this connection, respondents were asked whether they participated in any physical activities or exercises in the outdoors aside from their regular job.

Seeing as nearly 92% of respondents recreate outdoors, it is not necessarily surprising that 77% of respondents indicated they do, in fact, exercise outdoors during a typical week. In addition, over half (53%) are not provided with programs, incentives or opportunities to do so from their current employer (Figure 7). It is important to also note that this question was not applicable to nearly one-quarter (24%) of respondents.



Preferred services and recreation preferences

An important component of the Colorado SCORP is to identify what types of outdoor recreation opportunities and preferences Coloradans desire. Two questions were used to measure this. The first asked respondents to indicate how much of a priority various types of recreation areas should be for future investment where they live (i.e., local-level assessment). The second measured respondents' perceptions about activities recreation providers should prioritize in Colorado (i.e., statewide assessment). The same questions were included in the 2014 SCORP "public" survey and results mirror one another.

The types of recreation areas Coloradans want to see in their local area have not changed substantially since 2014. In fact, the top three priorities - dirt/soft surface walking trails and paths, nature and wildlife viewing areas, and playgrounds and play areas built with natural materials - remained the same during this time (Table 4, top portion).

Similarly, 72% of Coloradans continue to believe recreation providers should prioritize long-term planning and management (number 2 in 2014) and 70% suggested operation and maintenance of existing infrastructure and facilities (number 1 in 2014). Local, regional and statewide trails ranked third in both the 2018 and 2014 surveys (Table 4, lower portion).

Table 4. Comparing Coloradans local and statewide recreation preferences (2014-2018).

Local area priorities	2018 Rank* (%)	2014 Rank* (%)
Dirt/soft surface walking trails and paths	1 (52)	1 (54)
Nature and wildlife viewing areas	2 (46)	2 (46)
Playgrounds and play areas built with natural materials.	3 (41)	3 (44)
Picnic areas and shelters for small groups.	4 (34)	4 (30)
Statewide priorities		
Long-term planning and maintenance	1 (72)	2 (69)
Operation and maintenance of existing infrastructure and facilities	2 (70)	1 (72)
Local, regional and statewide trails	3 (60)	3 (58)

*Identified by combining "high" and "essential" priorities.

Open-ended comments

In total, 569 respondents included open-ended comments about outdoor recreation in Colorado. Of those respondents, 178 revealed issues associated with age or specific health limitations. As such, their comments were categorized as “not

applicable” and removed from these analyses. The vast majority of comments described issues associated with access, conservation, infrastructure/maintenance and opportunities associated with hunting, fishing and shooting sports. Any comments spanning multiple categories were recorded as such.

Table 5. The top four themes identified in open-ended comments.

Comment category (“Theme”)	% of respondents who commented
Access (overall)	41
- <i>Physical accessibility</i>	<i>13</i>
- <i>Decrease fees</i>	<i>12</i>
- <i>Overcrowding</i>	<i>9</i>
- <i>Time, other limitations</i>	<i>7</i>
Conservation/development issues	19
New infrastructure/maintenance	15
Hunting, fishing, shooting opportunities	11

Access (160 comments)

Broadly, the topic of “access” was described by over 40% of respondents. Statements about access, or lack thereof, often included issues associated with limitations to an individual’s ability to recreate. Given the wide range of such issues, we further divided access into four sub-themes (Table 6). Approximately 13% of respondents mentioned proximity to recreation areas, trail closures, ADA accommodations and other accessibility issues. For example, one respondent suggested that “family-friendly outdoor recreation (accessible, safe, local) is important to me...”

Decreasing fees was also indicated by about 12% of respondents. These comments ranged from an interest in and desire to have “free” recreational access to discounted rates for seniors. The following statement summarizes this perspective: “Cost of activities should be kept reasonable for all.”

Overcrowding at recreation areas due to population growth and increasing recreation participation presented another concern for nearly 9% of respondents. One individual described this issue as a key factor in his/her decision about where to live: “I chose to move from the front range to the western slope to get away from the overcrowding.”

In addition, limitations on people’s time due to other commitments continues to present barriers for the public. This comes as no surprise given the relatively high percentage of respondents who indicated “time” as being a substantive barrier earlier in the questionnaire. Several respondents described a deep, personal enjoyment derived from outdoor recreation but feeling unable to participate as frequently as they prefer. The following statement captures this sentiment: [I] “like to use all outdoor recreation places as much as time allows, but that hasn’t been much lately.”

Conservation/development issues (71 comments)

The second most frequent open-ended comment included statements about conservation and/or development issues, more generally. This concern was shared by nearly 20% of respondents. Comments describing this category included a desire to limit development (and pollution), expand acquisitions and connections, enhance wildlife management, and, in general, to protect and expand recreation areas. The following statement aptly illustrates this concern, “[N]atural spaces and wildlife are what makes Colorado, Colorado...Park space should be protected.”

New infrastructure/maintenance (58 comments)

Comments in this category included specific requests by various user groups, such as “more RV hook ups in campgrounds” and “more horse campgrounds and staging areas.” Other comments pertained to general infrastructure development, including an interest in seeing more restrooms and trails created as well as an interest in simply maintaining existing facilities.

More hunting/fishing/shooting opportunities (44 comments)

One respondent wrote, “Public land hunting opportunities in my area are diminishing in quality and are becoming overcrowded” (also included in the “overcrowding” category). This statement represents one of the major concerns of recreationists; others include requests for increased fish stocking, higher quality fishing opportunities, hunting license reform and increased access to lands for hunting.

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Results: Land Managers Survey

Response rate and respondent information

960 individuals representing 564 agencies/organizations were invited to participate in the study. 480 individuals completed the survey, resulting in a 50% response rate. While informative, this response rate represents the number of individuals who participated and does not offer insight about the types of agencies/organizations who participated. In many instances, multiple individuals within a particular agency/organization were asked to participate. The response rate actually increases to nearly 65% when calculating whether at least one individual from each agency/organization completed the survey.

About half of all respondents (47%) represented cities or towns with about 27% divided between counties and metro districts/municipalities. Another 10% of respondents work for a state agency (Table 6). We also wanted to gauge how long respondents have worked for their respective agency/organization. Approximately, one-third (34%) of respondents were relatively recent employees, having worked less than one to five years for the agency/organization and another 16% have worked for their current employer between 6-10 years. In other words, half (50%) of all respondents have worked for their respective agency/organization for less than 10 years (Table 7).

Table 6. Percent of respondents separated by type of employer.

Agency/Organization (n = 480)	%
City/Town	47
Metro districts/Municipality	14
County	13
State agency	10
Federal agency	7
Other (please specify): (e.g., special district [parks and recreation; taxing], wildlife consulting firm)	5
Land Trust	3
Private institution	1

Table 7. Number of years respondents have been employed with their agency/organization.

Years with Agency/Organization (n = 320)	%
0 – 5 years	34
6 – 10 years	16
11 – 15 years	17
16 – 20 years	14
21 – 25 years	8
26 – 30 years	4
31 – 43 years	7

Long-term planning

Land managers in Colorado are often tasked with meeting both social and ecological needs. This balancing act is becoming increasingly complicated as the demand for unique outdoor recreational experiences increases. Given the increasing pressure on land managers to meet the needs of a growing population of outdoor enthusiasts, it is important to understand how management decisions are made. Thus, respondents were asked whether their agency/organization utilizes a planning document to guide decision making for parks, trails or open space, and if so, what it entails.

Almost three-quarters (73%) of respondents indicated having a planning document in place and nearly half indicated that the plan addresses specific natural resources management alternatives (46%) and also encourages public or stakeholder engagement throughout the planning process (49%). In slightly more than half of cases (54%), the planning document was formally adopted by a governing body such as a board of directors (Figure 8). Plans that identify strategies for increasing diversity, inclusion, and equity in outdoor recreation or those that establish regulatory policies are less common (24%, and 33%, respectively).

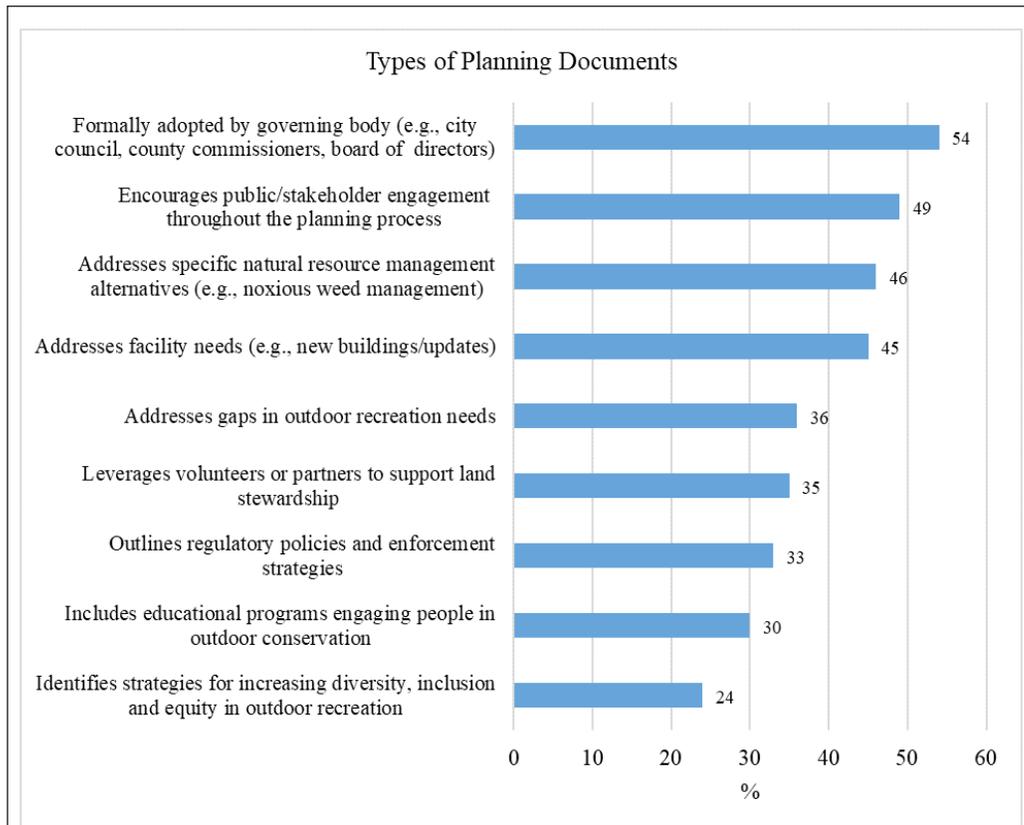


Figure 8. Characterization of agency/organization planning documents.

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Types of lands managed

Using a purposeful sampling approach allowed us to reach a wide variety of land managers across the state. Not surprisingly, respondents indicated managing a wide range of parks, trails and open-space and an equally variable number of acres across categories. Over half (55%) indicated managing neighborhood/community parks. Another 41% currently manage special use parks such as skateboard or dog parks and more than one-third (38%) currently manage open space and natural areas (Figure 9).

Respondents also indicated the number of acres they are responsible for managing across each category described above (Table 8). In total, respondents manage approximately 37 million acres throughout the state of Colorado.

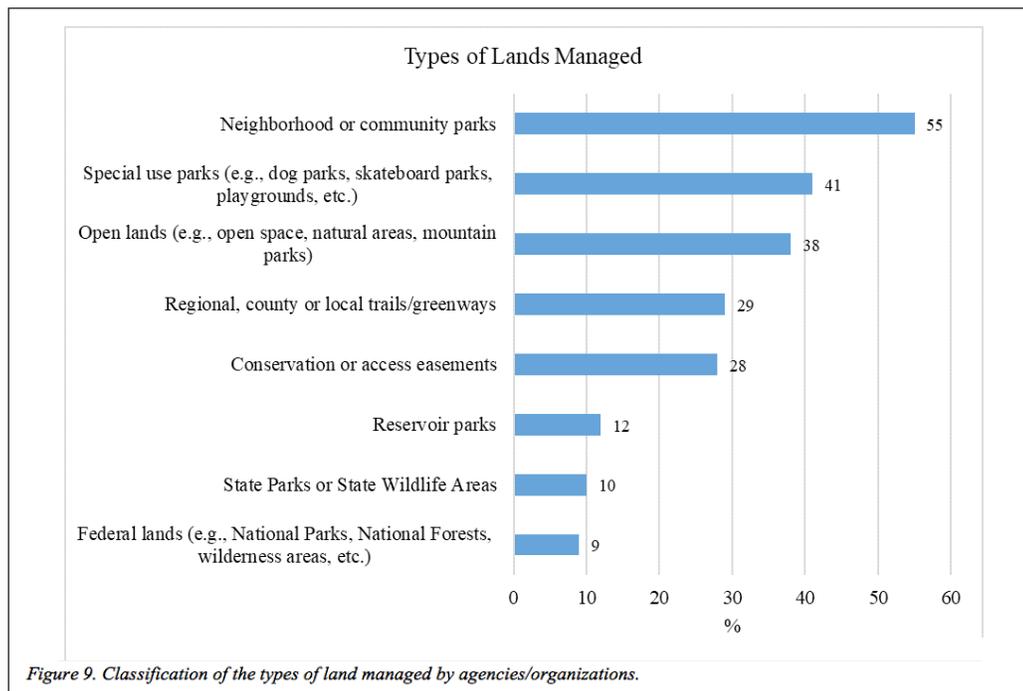


Table 8. Approximate acres of land managed by respondents within their jurisdiction.

	Managed by Respondents
Federal lands (e.g., National Parks, National Forests, wilderness areas, etc.)	34,212
Conservation or access easements	1,285
State Parks or State Wildlife Areas	576
Open lands (e.g., open space, natural areas, mountain parks)	417
Reservoir parks	30
Neighborhood or community parks	26
Regional, county or local trails/greenways	16
Special use parks (e.g., dog parks, skateboard parks, playgrounds, etc.)	6

Programs provided and volunteer assistance

In addition to knowing how many acres respondents manage, it is equally important to understand what programs land managers provide for their users and how, specifically, they are able to provide such programs. In many instances, land managers rely on outside partner organizations or volunteers to implement various programs and provide a suite of services. To ascertain these data, respondents were asked whether they offer programs on their own or if they seek assistance from other organizations to do so. Three broad programmatic categories included: recreation (i.e., sports, fitness and athletics), environmental/conservation education (e.g., interpretive programs), and health (i.e., nutritional guidance, general wellness and weight loss initiatives, etc.).

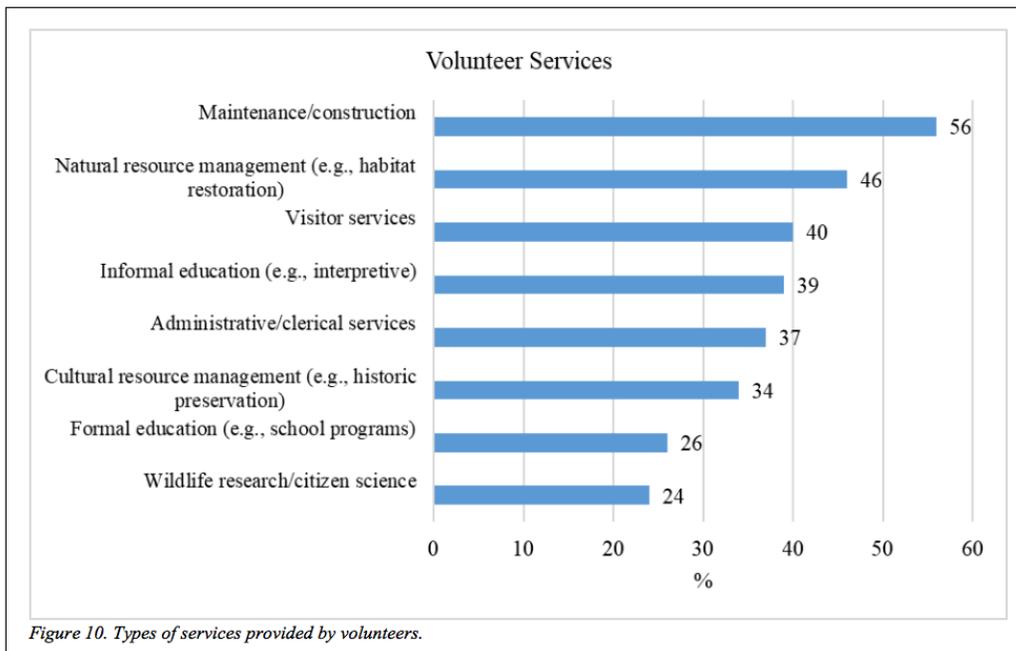
Overall, less than half of respondents indicated being able to provide such services on their own (Table 9, column 3). In fact, less than 40% of respondents are able to provide health and environmental/conservation education programs without the help of partners. After including support from partners/outside groups, 44% of respondents indicated being able to offer health programs; 57% environmental education and 55% recreation programs (Table 9, column 5). Regardless of how such programs are implemented, they reach a substantive number of people each year. Approximately, 495,000 people participate in health programs, 1.3 million experience environmental/conservation education programs, and about 21.7 million enjoy recreation-related programs during a twelve month period.

Table 9. Types of programs offered by agencies/organizations.

Type of Program Offered	No (%)	Yes (%)	are provided by another partner or outside group (%)	own or with a partner/outside group (%)
<u>Health</u> : Wellness, nutritional guidance, weight loss initiative, etc.	52	30	14	44
<u>Environmental/Conservation education</u> : Interpretive, outdoor or environmental education programs	40	37	20	57
<u>Recreation</u> : Sports, fitness, athletics	42	47	8	55

Volunteers represent another critical component for land managers and without them, managers would be hard pressed to accomplish their goals. On average, respondents benefited from approximately 1.8 million volunteer hours during the previous twelve month period. This is the equivalent of 865 full time employees. Despite the importance of volunteers, more than half (51%) do not track volunteer hours, which means this number may be an under-representation.

Of the 49% of respondents who do track volunteer hours, about 25% track the total number of hours. The remaining 24% track hours across volunteer categories (see Figure 10 for examples). Volunteers are used for a wide variety of support. More than half of respondents (56%) employ volunteers for maintenance and construction needs and about half (46%) draw upon volunteers to assist with natural resource management issues such as habitat restoration (Figure 10).



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Funding and financial concerns

One of the goals of the Land Managers survey is to better understand the issues and concerns facing land managers in Colorado and, as expected, funding represents an important piece of that pie. Respondents were asked to estimate their agency/organizations unmet financial need with respect to outdoor recreation, parks, open-space, etc. Nearly one-fourth (23%) of respondents indicated having no unmet financial needs. Another 40% indicated an unmet need less than \$150,000 annually (Table 10). About 10% of respondents indicated an unmet financial need of more than \$3 million.

Next, respondents were asked how they typically addressed financial shortfalls and the extent to which these efforts were successful. More than half (56%) applied for grants to address unmet needs and nearly 40% reduced services or staff (Figure 11). The latter may serve as an important reason why land managers identified several of the management and visitor service issues they indicated later in this survey (see next page). The level of success of each effort was highly variable, though most were described as being somewhat-to-very successful with one notable exception. About 43% of respondents whose agency/organization reduced services or staff suggested such efforts were somewhat-to-not at all successful (Table 11).

Table 10. Approximate unmet financial need of agencies/organizations.

Unmet Financial Need	%
No unmet financial need	23
Less than \$50,000 annually	21
\$50,001 - \$150,000 annually	19
\$150,001 - \$350,000 annually	9
\$350,001 - \$550,000 annually	6
\$550,001 - \$1,000,000 annually	6
\$1,000,001 - \$3,000,000 annually	5
Greater than \$3,000,000 annually	10

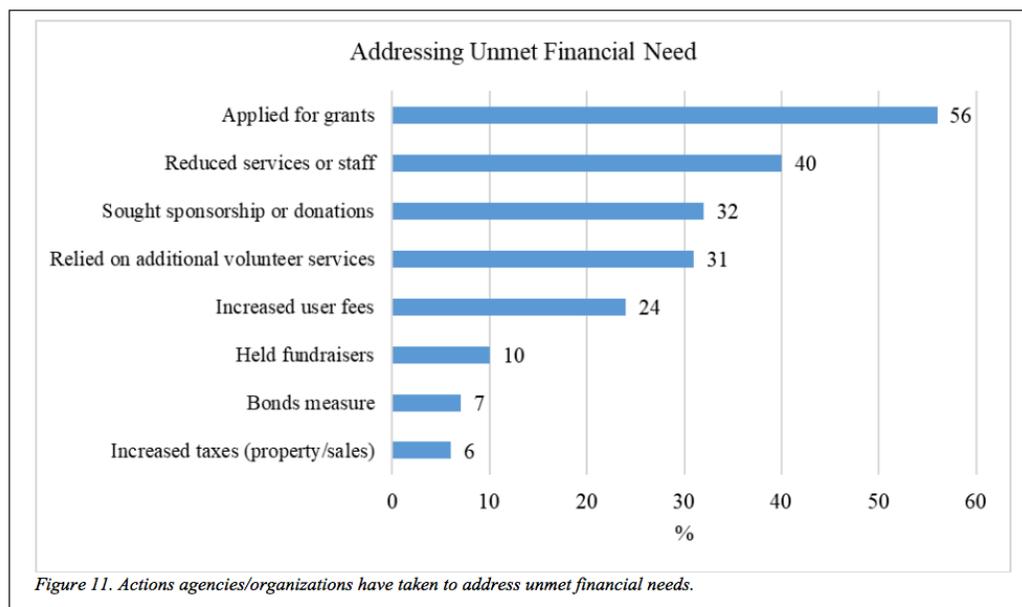


Figure 11. Actions agencies/organizations have taken to address unmet financial needs.

Table 11. Relative "success" of efforts used to address unmet financial needs.

Financial Effort	Not at all successful (%)	Somewhat successful (%)	Moderately successful (%)	Very successful (%)	Not applicable (%)
Applied for grants	4	28	28	32	8
Increased user fees	7	17	21	9	46
Sought sponsorship or donations	7	28	20	7	37
Reduced services or staff	11	33	19	4	33
Relied on additional volunteer services	8	24	21	10	37
Held fundraisers	8	10	8	2	71
Increased taxes	5	4	4	6	80
Bond measure	5	1	3	11	80

Management issues

Respondents were asked how much of an issue 17 different management concerns were to them. Potential concerns ranged from issues related to off-leash dogs and vandalism to serving a growing population to human-wildlife conflict. The following items represent the top three management-related issues: (1) maintaining existing recreation infrastructure or resources (73%), (2) adapting to changing user needs/preferences (60%), and (3) coordinating with other outdoor recreation agencies/organizations (54%). (Figure 12). Clearly there is a correlation between what the public would like managers to prioritize statewide (see Table 5, bottom portion) and with the types of management issues identified by nearly three-quarters of land managers.

Also of importance, more than half (53%) of respondents indicated the capacity to serve a growing population (e.g., crowding/overuse) as a significant issue. On one hand, this finding illustrates land managers' challenges in handling (or responding to) an increasing volume of outdoor enthusiasts in parks, open-space and other areas. A similar concern was expressed by the

public as well (see Figure 6). Almost half (45%) of Coloradans identified crowding as a significant barrier to their recreation participation. On the other hand, this concern may also be related to managers' perceptions about how their agency/organization responded during times of financial hardship. Recall, nearly 40% of respondents suggested their agency reduced services or staff to address unmet financial needs. Given such a reduction, it would come as no surprise that land managers would find it difficult to meet the needs of outdoor recreationists.

Lastly, some of the management issues respondents identified were also concerns expressed during the 2014 inquiry. For example, maintaining existing recreation infrastructure or resources was the number one concern identified in 2014. Coordinating with other outdoor recreation agencies or organizations was the fourth overall management issue identified during the 2014 effort. To reiterate, caution is advised when comparing findings from the two surveys given substantive changes in the survey instruments, including the way questions were worded.

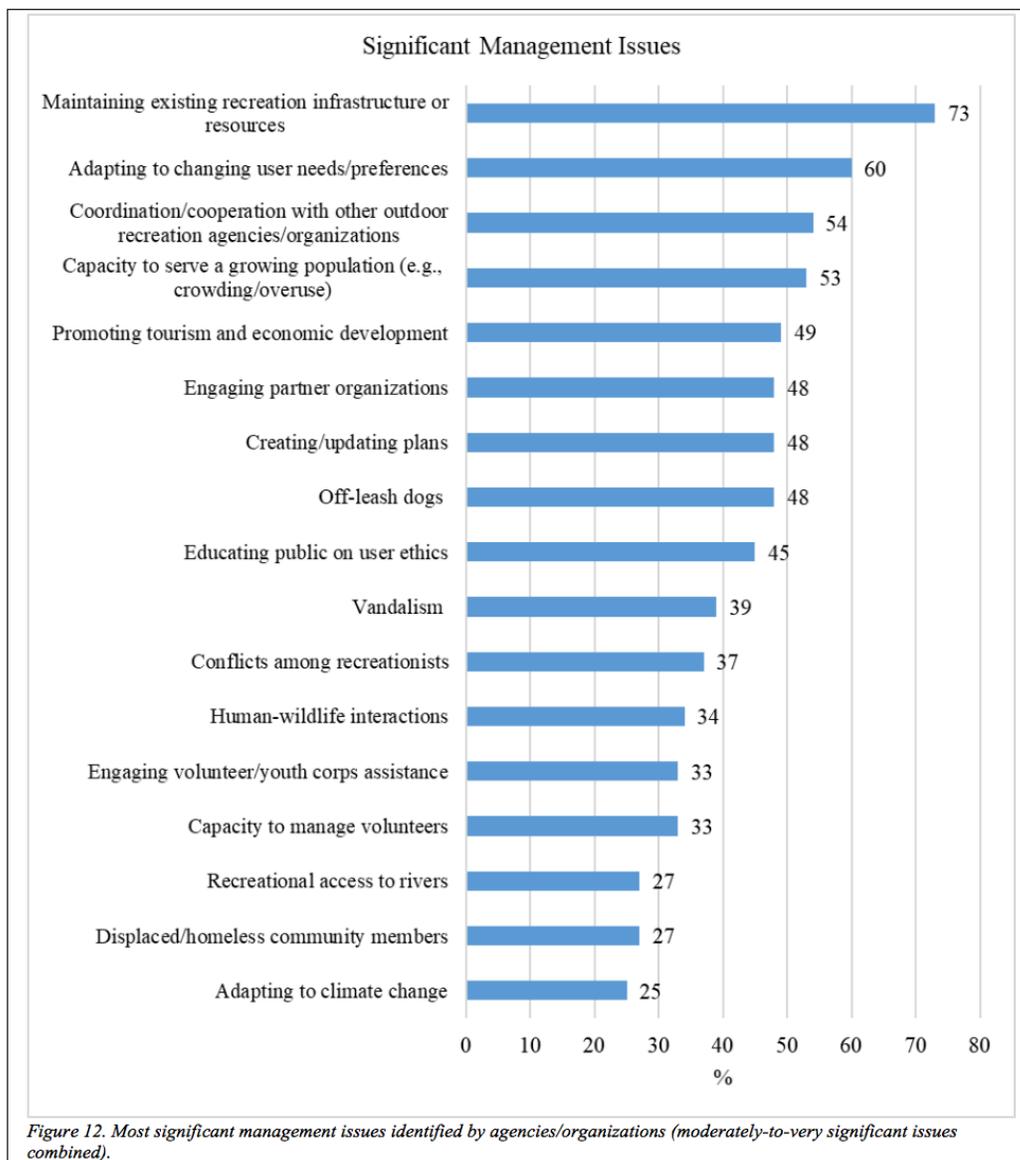


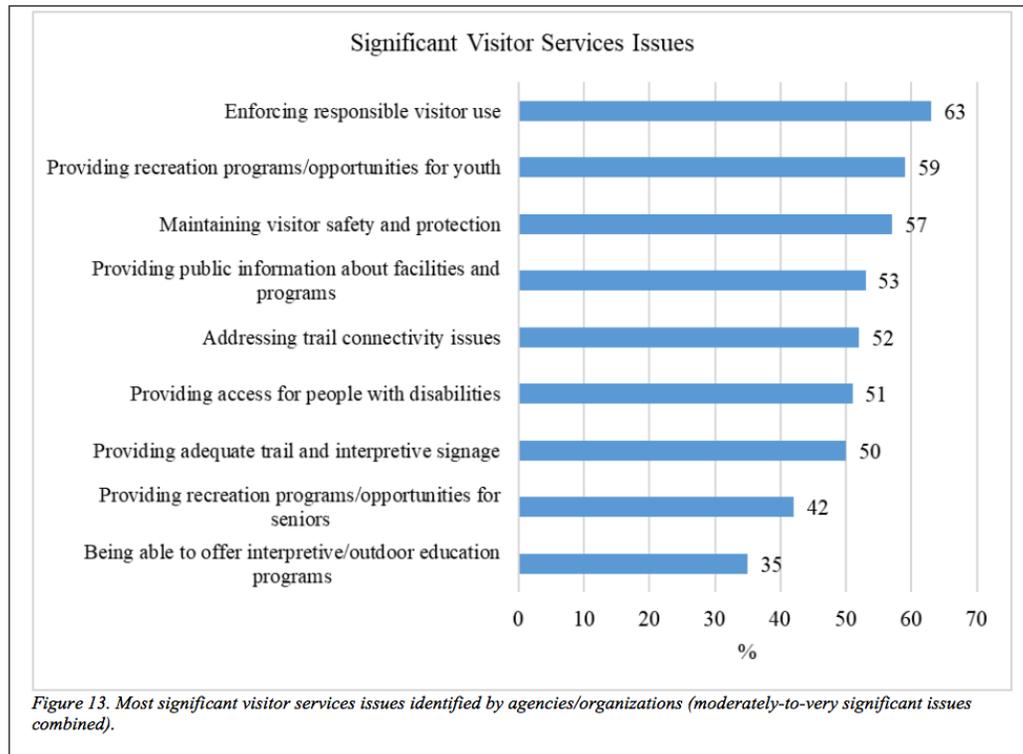
Figure 12. Most significant management issues identified by agencies/organizations (moderately-to-very significant issues combined).

APPENDIX D: SCORP STAKEHOLDER ENGAGEMENT TECHNICAL REPORT

Visitor service issues

Similar to the previous question, respondents were asked how significant nine visitor service issues were for their agency/organization. Nearly two-thirds (63%) indicated concerns about enforcing responsible visitor use and 59% identified providing recreation programs or opportunities specifically for youth as a substantive issue (Figure 13.)

The third overall visitor service issue, maintaining visitor safety and protection, was a challenge for 57% of land managers. Another important point to illustrate about visitor service issues involves the relative importance of nearly every possible issue. Seven out of nine issues provided represent significant issues to at least half of those who responded.



Natural resource issues

An open-ended format was used to determine the most significant threats to conservation/natural resources facing agencies/organizations. In total, 250 comments were provided and placed in one or more of the 12 categories (Table 12). About one-third (32%) of comments described topics related to increased visitation, visitor management and/or access, summed up by one participant's comment regarding "growth that exceeds the ability to provide services." Approximately 28% of comments involved residential or commercial development and/or resource fragmentation. One

participant succinctly described this threat as "development, loss and fragmentation of natural resources." Nearly one-quarter (24%) of respondents' statements spanned topics related to financial concerns, agency/organization funding, or issues associated with a lack of staffing. For example, "lack of staff to oversee properties, convey a stewardship ethic, create a presence on-site." This statement was also included in the category labeled, "Public engagement; misuse/ethics."

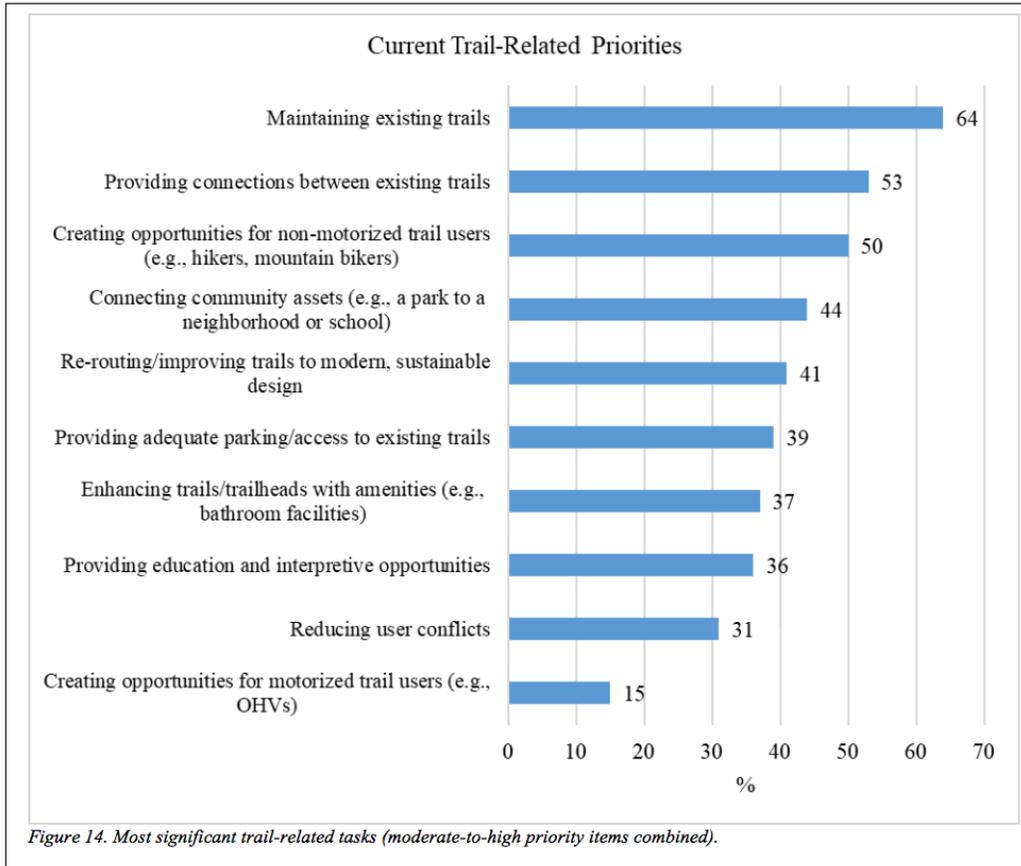
Table 12. Most significant natural resource/conservation issues.

Comment Categories	%
Increased visitors; management; access	32
Development; visitor impacts	28
Funding/staffing issues	24
Water resources	13
Regulations, enforcement, maintenance	10
Public engagement; misuse/ethics	8
Climate Change	6
Invasive/nuisance species	5
Cooperative management/planning	4
Wildfires	4
Forest Health	3
Agriculture	1

Trail-related priorities

Results from the 2014 SCORP public outreach underscored the vital role that trails play in connecting Coloradans to the outdoors. Thus, respondents were asked the extent to which ten trail-related management responsibilities represent current priorities for their agency/organization. Approximately two-thirds (64%) identified maintaining existing trails as a substantive

priority and over half (53%) suggested providing connections between existing trails as an important priority for their agency/organization (Figure 14). Additionally, 50% of respondents indicated the need to create opportunities for non-motorized trail users (e.g., hikers) as an important priority for their respective agency/organization.

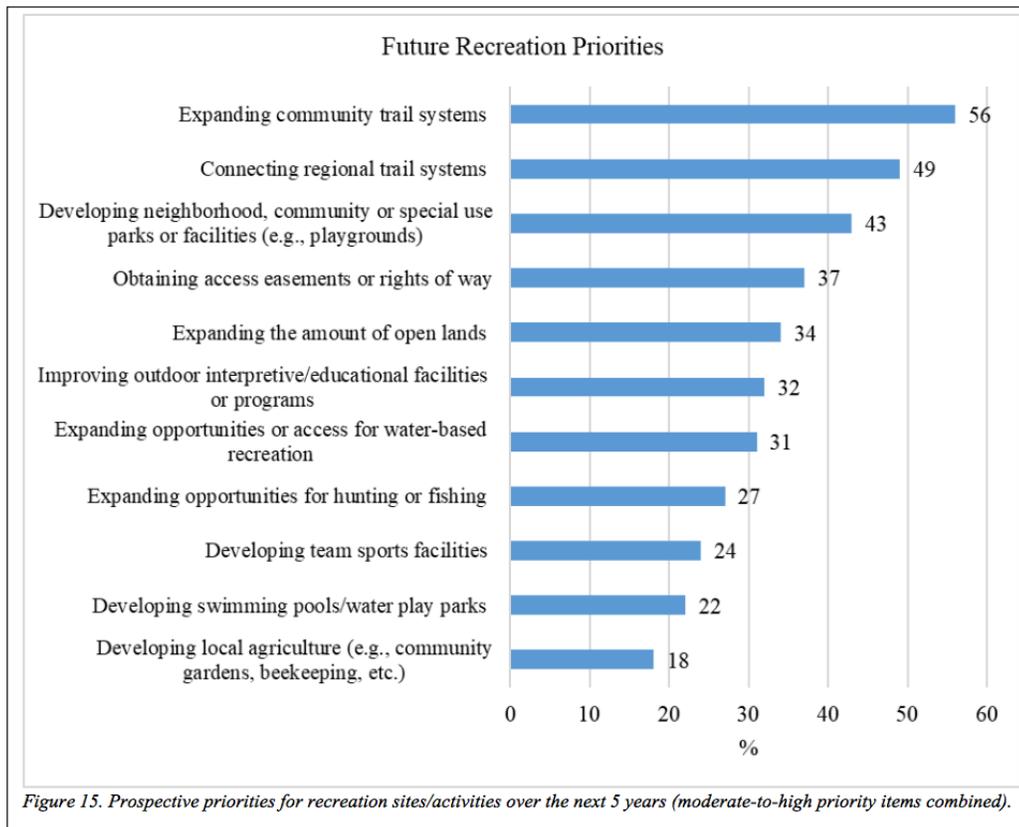


APPENDIX D: SCORP STAKEHOLDER ENGAGEMENT TECHNICAL REPORT

Outdoor recreation needs (future priorities)

The results described above illustrate the complex issues facing land managers in Colorado. As the state's population continues to increase and diversify, it is possible that agencies/organizations may need to shift or adjust their priorities to meet the growing demand for outdoor recreation experiences. To examine this assumption, respondents were asked to consider how much of a priority several new outdoor recreation sites or activities will be for their respective agency/organization. Interestingly, the top two responses were also ranked first and

second in the 2014 survey. According to more than half of respondents (56%), expanding community trail systems will be an important priority in the future (Figure 15). Similarly, nearly half (49%) identified connecting regional trail systems as a significant priority in the next five years. Lastly, about 43% of respondents indicated developing neighborhood, community or special use parks or facilities (e.g., playgrounds) as a priority they will need to address in the coming years.



Additional thoughts/comments

The final question on the survey asked respondents to share any additional insight they have about ways to improve outdoor recreation opportunities in Colorado. In total, 93 open-ended comments were “coded” or organized into similar categories (Table 13). Almost half (40%) of comments involved the topic of funding. Specifically, statements emphasized the need to increase, diversify or stabilize funding. Two respondents adequately captured this sentiment:

“Need to find means financially to enhance trail opportunities, work out connecting trails between counties...”

“I think we need to be planning ahead...Surveying visitors to assess their evolving needs/desires as well as securing new funding sources...”

Table 13. Open-ended comments.

Comment Categories	%*
Funding: increase, diversify, stabilize	40
Conservation	26
Partnerships, interagency/organization support	19
Access (recreation opportunity)	18
Small, disadvantaged towns	13
No suggestions/supportive comments	13
New infrastructure, maintenance	13
Increased visitors and management	9
Regulations, enforcement	9
Ethics, education	9
Planning efforts	6
Miscellaneous	3

*Some comments were coded into multiple categories which is why they do not equal 100%.

More than one-quarter (26%) of respondents described a general need to conserve, connect or acquire land (i.e., “Conservation”). The notion of partnerships and issues associated with access/recreational opportunity were described in 19% and 18% of open-ended statements respectively. The following statement succinctly spans both categories:

“Rural areas need more help in marketing their outdoor recreational opportunities on a national level.”

In addition, about 13% of comments highlighted the need to maintain, improve or develop new infrastructure. This sentiment was also expressed in the quantitative survey findings (See Figure 12 on page 75).

“The City of (name removed) is a disadvantaged community in Southern Colorado with an aging population. We don’t have funding to expand our parks and rec opportunities or add trails, open space but do need to refurbish our existing parks.”