



2026

# Norwood Park and Recreation District Master Plan



Norwood Park & Recreation District
PO Box 645
1555 Summit Street
Norwood, CO 81423
www.norwoodparkandrec.org
(970)327-0148

## ADOPTION

This Master Plan has been adopted by the Norwood Park and Recreation District Board on this 12th day of October, 2026.

(signatures on file)

_____

Karl Cody, President

_____

Krys Smith, Vice President

_____

Kelvin Verity, Secretary/Treasurer

_____

Matt Stanger, Director

Executive Summary 4
District History 5
Serving the People of Wrights Mesa 6
Mission 6
Purpose of the Plan 6
The District's Intent 6
Related Planning Efforts in the Region 7
Town of Norwood - Trails, Parks, Open Space Plan Oct. 2022 7
Norwood School District (R-2J) - New School Facility 2026 7
Grand Mesa, Uncompaghre, and Gunnison (GMUG) National Forest - Management Plan June 2024 7
Lone Cone Library District - Site Plan 2019 7
Public Input and the Planning Process 7
What We Have Now 8
Existing Community Parks, Trails, and Programs 8
Inventory of Existing Elements and Facilities 11
Norwood Park and Recreation District Facilities 12
Progress Since 2010 13
What We Want 14
Demographics of the Area 14
Community Input 15
Gap Analysis 16
Prioritizing Goals and Activities 16
Short Term Goals 16
Long Term Goals 17
Staffing Goals 17
Operational Recommendations 17
Administration and Management 17
APPENDICES 19

# Executive Summary

The plan sets a community-driven roadmap for the next decade of Norwood Park and Recreation District's arts, recreation, trails, and facilities while operating within limited funding.

**Purpose and service area**
The District serves roughly 2,240 residents across about 418,500 acres of Wrights Mesa, including Norwood and nearby communities. Its mission is to provide diverse, year-round recreation and arts opportunities that support physical, cultural, creative, and social well-being.The 2026 update builds on progress since the original 2010 plan, a 2024 community survey, the regional West End Vision Plan, and a stakeholder retreat. It is intended to guide spending, partnerships, grant applications, and coordination with local and public-land agencies.

**Existing strengths and progress**
Since 2008, the District has helped deliver a regulation lighted ball fields, ice rink, Burn Canyon Trails, Nordic skiing, pickleball, disc golf, arts and theater programming, and the reopening of the Charlie Fowler climbing wall. The District's major asset is the NPRD Campus at 1555 Summit Street, including The Livery and Oliver House. It provides offices, meeting and event space for up to 155 people, a stage and sound system, arts/theater resources, outdoor gathering and performance areas, and public Wi-Fi. The broader area offers Town Park amenities, school athletic and indoor facilities, fairgrounds, public lands trails, wildlife areas, a library, community garden, and disc golf course. Partnerships are therefore central to avoiding duplication and filling unmet needs.

**Community needs and gaps**
Community engagement shows strong support for music, dance, theater, family events, yoga, hiking and trail activities. The principal gaps identified are:
- Connected, safe trails: Norwood Town Loop/Bridle Trail; regional trail links; and a safe multi-modal Highway 145 corridor from Pioneer Village to Norwood Hill.
- Youth, senior, and everyday recreation: a youth/senior center, outdoor activity programs, equipment storage or lending, and stronger coordination for youth programs.
- Recreation infrastructure: a permanent skatepark, public school/community track, tennis courts, playground improvements, sledding hill, dog park, competitive 18-hole disc golf, and eventually a recreation center with a public pool.
- Capacity and communication: more staff, grant-writing capability, collaboration, and clearer public communication.

**Priority goals**
<u>Short term</u>
- Organize sledding-hill events with County permissions and the West End Sledders Club.
- Pursue a youth/senior center at 1670 Naturita Street through a Town lease, Fresh Food Hub partnership, funding plan, and operating budget.
- Establish predictable programming, such as hiking club, adult volleyball and kickball.
- Develop a permanent skatepark plan with a skater/BMX committee, Town partnership, and grant funding.

<u>Long term</u>
- Build the Norwood Town Loop/Bridle Trail by securing easements, defining trail standards, and securing funding for construction.
- Partner on a Highway 145 multi-modal trail through the regional recreation partnership.
- Plan a recreation center with a public pool by identifying a site, right-sizing amenities, and assessing construction and operating costs.

**Implementation and financial realities**
The District is governed by a five-member elected board, while staff manages day-to-day operations. The plan recommends adding a full-time executive director and part-time facilities operations/maintenance staff as programming and funding grow. Core annual public revenue is modest: approximately $40,000 from the property tax mill levy plus about $9,500 in Conservation Trust Funds. Larger projects will require grants, matching funds, donations, earned revenue, and formal partnerships. The central implementation principle is to leverage limited tax dollars, maintain fiscal accountability, and pursue opportunities that directly advance the District's mission, even when they arise outside the stated priority list.

Overall, the plan shifts the District from establishing foundational facilities and programs toward closing trail, recreation center, youth/senior-service, and staffing gaps through partnerships and external funding.

# District History

In 2008, voters approved the creation of the Norwood Park and Recreation District and the one mill property tax levy to fund it. Right away with its original Board of Directors Ken Watt, Jim Wells, John Herndon, and John Mansfield, projects were underway to complete a regulation baseball field with lights at the Norwood Public School, and set up the inaugural ice rink in collaboration with the San Miguel County Fairgrounds in 2010.

After years of planning and working with the BLM and many other entities, the Burn Canyon Trails became a reality in 2017. In 2016, the Norwood Nordic Association was formed under the umbrella of the District, establishing groomed Nordic ski trails at Busted Arm Draw. Also that year, the Town of Norwood was able to build the pickleball courts in Town Park with grant funds and support from the District.

The Norwood Park and Recreation District acquired the Livery property in 2018 through a series of local fundraising efforts combined with grant funding the District secured. This not only kept a space that had become an important public venue in public hands, it also provided the District with offices and its first real property. Further capital and grants were raised to complete the purchase of the Oliver House and remainder of the lot at 1555 Summit Street in Norwood in 2022.

In 2019, a 9-hole disc golf course was set up in town with the local club Wrights Mesa DiscGolf. And in 2020, the non-profit Arts, Community, Education (ACE) of Norwood, a.k.a. Wide Sky Arts Collective, became part of the District, adding music, theater, art, and dance to the traditional recreational pursuits. After the disruption of programs and events due to the Pandemic, the District worked hard to bring people together again to share activities, with the Try It Tuesday series, community theater productions, music events, a speaker series, and finally reopening the Charlie Fowler climbing wall for public use in 2023.

Since its inception, the Norwood Park and Recreation District has been able to provide programs, events, and increase recreational opportunities through the work of the volunteer Board of Directors, a part-time administrator, and small part-time staff. This would not be possible without the continued strong support of volunteer instructors, leads, coaches, and participants. A part-time program manager position was established in 2023 to oversee the planning and execution of Music on the Mesa, a major free public concert series for Norwood, as well as help coordinate other events. In 2025, the position of part-time executive director

was created to take on administrative duties as well as maintain and manage the facilities more comprehensively.

# Serving the People of Wrights Mesa

## Mission

It is the mission of the Norwood Park and Recreation District to provide diverse year-round recreational and arts opportunities through the creation and maintenance of quality parks, trails, facilities, events, and programs.

The benefits of these opportunities are designed to meet the physical, mental, cultural, creative, and social needs of the District residents and visitors, while enhancing the overall quality of life in the District and encouraging long-term stability and growth.

The District's mission advances the West End Vision Plan by fostering a vital, viable, and healthy connected community; supporting the local economy through diverse recreation options; managing growth via mixed-use resources; and partnering with public land managers to expand educational and recreational opportunities.

## Purpose of the Plan

After 15 years, the District has progressed, with completion of a number of its original goals and projects, and the purchase of The NPRD Campus (including The Livery and the Oliver House) at 1555 Summit Street in Norwood. An in-depth community survey in 2024, development of a regional vision for Norwood, Naturita, and Nucla (the West End Vision Plan), and a work session with key community members in 2026 have all contributed to a renewed look at the District's short- and long-term goals.

The Master Plan looks to the future and explores how to wisely spend the tax dollars District citizens have entrusted to the Board. It will continue to serve to help find ways of leveraging those tax dollars in other funding efforts to better serve the District.

This Master Plan will be a useful tool for communicating with other agencies and organizations whose missions overlap with this one. It will help develop and define collaborations as well as provide potential grantors and funders an understanding of strategy and goals of the District.

## The District's Intent

The Norwood Park and Recreation District encompasses approximately 418,500 acres in San Miguel County, Colorado, from just west of Placerville, CO to the edge of the Dolores River Canyon. It contains residential and commercial property as well as taxable mineral interests, including oil and gas wells. The population of the District is approximately 2,240 people. The Town of Norwood is the only incorporated town within the District, with a population of 525.

The intent of this District is not to focus on the needs that are already being met, but rather focus on any gaps in recreational and arts opportunities where its citizens feel they may be underserved. The District will serve as a conduit for the public and organizations to facilitate realization of recreational opportunities. Some of the existing recreational options in the area include Norwood Town Parks, San Miguel Basin Fairgrounds, multi-use trails on US Forest Service and BLM public land, and access to fishing and boating along the San Miguel River and at Miramonte Reservoir's Dan Noble State Wildlife Area.

The NPRD Campus provides facilities for classes, programs, and events - both public and private, as well as offices for the District and other community services. The Livery in particular is a venue designed and used for music, dance, theater, celebrations and presentations. These facilities benefit District residents as well as people living in surrounding communities including Redvale, Placerville, Naturita, Nucla, and Paradox.

# Related Planning Efforts in the Region

It is important to take into consideration and be in tune with other planning efforts in the region, both on-going and on the horizon. This Master Plan will be most effective as a compliment to other plans and actions, and communication is key.

## Town of Norwood - Trails, Parks, Open Space Plan Oct. 2022

- Norwood Town is currently using a development & redevelopment plan completed with assistance from CU-Denver's College of Architecture & Planning to update and upgrade the Town-owned parks and properties. This is in keeping with the Master Plan of 2002. Streets and drainage maintenance and modifications may coincide with the parks being worked on.
- With the purchase of the soon-to-be-Old-School property adjacent to the San Miguel Basin Fairgrounds, the Town will be studying possible future uses of the property once the hazard mitigation and environmental restoration is completed.

## Norwood School District (R-2J) - New School Facility 2026

- The Norwood School District is building a completely new facility beginning May 2026. However, the funding does not include construction of the athletic fields. The school will be using the existing fields until such time that new ones can be built on the grounds of the new buildings.

## Grand Mesa, Uncompaghre, and Gunnison (GMUG) National Forest - Management Plan June 2024

- The USDA Forest Service adopted the long-term forest management plan for the GMUG District, which includes San Miguel County's National Forests. Their plans will be guided by this, although funding for Forest Service operations in general have been deeply cut since 2025.

## Lone Cone Library District - Site Plan 2019

- The new Lone Cone Library, built in 2019, is still in the process of completing the outdoor spaces. The conceptual plan includes a number of publicly accessible features in a park-like setting on its 12-acre lot.

The District and its Board members must also be cognizant of other State and Federal agencies and their planning processes. This includes, but is not limited to to: US Fish & Wildlife Service, Colorado State Land Board, Colorado Parks & Wildlife, the Bureau of Land Management, San Miguel County Parks & Open Space Commission. In addition, other area organizations' plans and intentions must be taken into consideration, including but not limited to: Montrose West Rec, Inc., West End Trails Alliance, San Miguel Watershed Coalition, and other members of the Recreation Roundtable led by San Miguel County.

# Public Input and the Planning Process

As previously mentioned, this planning process has been on a continuum, led by Directors and influenced by constituents over the past decade. More recently and directly, the following engagement activities focused on updating the Master Plan.

In March 2024, with assistance from University of Colorado-Denver's College of Architecture and Planning, a community survey was conducted. The results were compiled and shared with the District Board in July 2024. The summary report can be found in Appendix A.

In April 2026, a number of community leaders and representatives from organizations the District works with directly were invited to participate in a day-long work session, focusing on clarifying, retaining, updating, and/or adding goals for the Norwood Park and Recreation District. Meeting notes, compiled by staff and participants, can be found in Appendix B.

Through a 16-month very extensive public engagement process, the West End Vision Plan development (WEVision) culminated in a regional guiding vision in January 2026. It has been adopted by the three town governments and both counties. The conversations and outcomes from the 120+ meetings and gatherings, interacting with 710+ people of the larger community (Norwood, Nucla, Naturita and surrounding area) helped inform the Master Plan Update. This vision and action plan can be found in Appendix C.

# What We Have Now

## Existing Community Parks, Trails, and Programs

Norwood Town Park - Located adjacent to the Town Hall, Norwood's Town Park contains a picnic pavilion with charcoal grates, playground equipment & swings, tetherball, basketball court, skate pad with mobile ramp & rails, splash pad, pickleball courts, and pump track (currently being revitalized). The Park also has pit toilet public restrooms. The conceptual plan adopted in 2022 includes other features for future development.







Norwood School District Facilities - The current school, located on the northwest side of town adjacent to the County Fairgrounds, has a football field and baseball diamond, both with lights. There is a long-jump pit and discus/shot-put pad. The school grounds also have a recently upgraded playground appropriate for K-12 kids. Indoor facilities include a wrestling room, gymnasium with bleachers and locker rooms, and all-purpose-room with attached kitchen. The previous cafeteria is now the drama/music room, with small stage area and concession window attached. In the pre-school building, there is an indoor climbing wall: the Charlie Fowler Memorial Climbing Wall.

In 2028, the new school is anticipated





opening, with two gymnasiums, commons with stage area, cafeteria, and adjacent music room. However, there is currently no funding for building athletic fields (Master Plan has a football field with full track, and baseball diamond) and will continue using the existing fields at the current location. An all-ages playground and separate play space for toddlers will be part of the new school.



San Miguel Basin Fairgrounds - Owned and operated by San Miguel County, the Fairgrounds is located on the northwest edge of Norwood. It hosts two large events: the San Miguel Basin Fair and the CPRA Rodeo. It is also actively used by the Roping Club and Dressage Club throughout the spring and summer. There is an indoor riding arena, outdoor rodeo grounds and horse race track, a covered pad known as the Pig Palace (used for swine pens during Fair week, and in winter becomes the ice rink with the hockey boards set up), restrooms, grandstand, judges/announcer booth.
On the north side of the property, there are Little League baseball diamonds with bleachers, restrooms, and playground equipment.









Dan Noble State Wildlife Area - Owned and operated by Colorado Parks and Wildlife, the Dan Noble SWA covers 2,192 acres surrounding and including Miramonte Reservoir. It is an area offering fishing, power boating, windsurfing, waterskiing, hunting, camping, and wildlife viewing. The facilities include a dump station, restrooms, boat ramps, picnic shelters, and potable water.

Dry Creek Basin SWA - Colorado Parks and Wildlife also owns and operates the Dry Creek Basin State Wildlife Area, located about 15 miles west southwest of Norwood including areas on both sides of Highway 141 between Naturita and Slickrock. It encompasses 12,789 acres and provides primarily hunting but also hiking, picnicking, and wildlife viewing. There are no facilities.

BLM Recreation Sites and Campsites - These designated recreation sites along the San Miguel River Corridor include facilities and other site amenities. All of these are located along Highway 145 on the Tabeguache Scenic Byway.  Day use sites - Norwood Hill Cabin, Beaver Creek boat ramp, Specie Creek boat ramp. Camping sites include - Lower Beaver Creek, Corral, Caddis Flats.



Burn Canyon Trails - This series of loop trails is locate about 3 miles west of Norwood. The main trailhead parking with information kiosks is accessed by a graded dirt road. It offers easy to moderate terrain for hiking, mountain biking, and trail riding. The McKee Draw trail can also be access from this trailhead.

Thunder Trails - Offering over 20 miles of single-track for hiking, biking, and horseback riding, these daisy-chained trails are located a few miles south-southwest of Norwood on Forest Service land. The loops pass through the ponderosa forest at the edge of Naturita Canyon. The main parking area is accessed by graded dirt road closed in winter. Camping is allowed in designated spaces along the Thunder Road which runs up the middle of the trail loops. No facilities.



Busted Arm Draw Nordic Trails - Located about 10 miles from Norwood just off the Lone Cone Road (CR 44ZS), the road beyond a large parking area is closed to vehicles in winter, and is groomed for nordic skiing. This offers about 2.5 miles of groomed trail and another 4.5 miles of ungroomed track. In the summer, there are designated camp sites along this road.

Lone Cone Library - The Lone Cone Library is in the town of Norwood. The facility has two study rooms, a conference room, and a multipurpose room that can be divided with an attached kitchen. Outdoors there is an amphitheater space off the south patio, and a loop walking path around the building.



Norwood Community Garden - Situated in one of the Town's small parks, at the corner of Mesa Street and Summit Street, the community garden offers plots for rent for the growing season, as well as benches, picnic table, and outhouse (summer only).



Wrights Mesa Disc Golf Course - Made possible by a license agreement between NPRD and the property owners Town of Mountain Village, the 9-hole disc golf course is located on a 37-acre parcel on the southwest corner of the Town of Norwood.

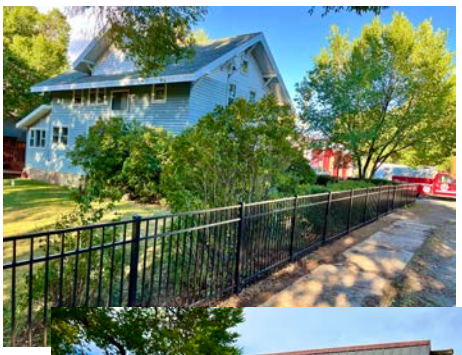
## Inventory of Existing Elements and Facilities

| Existing Element or Facility | | | Location |
|---|---|---|---|
| Baseball Field (regulation, lights) | | | School District |
| Baseball/softball Fields (Little League) | | | Fairgrounds |
| Outdoor Basketball Court (rough) | | | Town Park |
| Pickleball Courts | | | Town Park |
| Indoor Courts (basketball, volleyball, pickleball) | | | School District |
| Football Field (bleachers, press box, lights) | | | School District |
| Wrestling Room | | | School District |
| Play Equipment Areas (3) | | | Fairgrounds, School, Town Park |
| Splash Pad | | | Town Park |
| Picnic Areas (3) | | | Town Park, Fairgrounds, Community Garden |
| Skate Park (concrete pad, mobile features) | | | Town Park |
| Pump Track (being rejuvenated 2026) | | | Town Park |
| Indoor Climbing Wall | | | School District |
| Roller/Ice Rink | | | Fairgrounds |
| Indoor Riding Arena | | | Fairgrounds |
| Outdoor Arena & Race Track | | | Fairgrounds |
| Meeting Rooms | | | County Building, Library, Town Hall, NPRD Campus |
| Disc Golf Course | | | in Town |
| Trailheads with information kiosk, parking | | | Burn Canyon (BLM), Busted Arm (FS), Thunder Trails (FS) |
| Recreation Sites (8) - public lands | | | BLM, National Forest, CPW/SWA |
| | | | |

## Norwood Park and Recreation District Facilities

<u>Norwood Park and Recreation District Facilities</u>
In 2018, the District purchased The Livery; in 2022, the District was able to purchase the Oliver House and remainder of the property at 1555 Summit Street. With this acquisition, the following elements were added to the public facilities in the District.

- Office space (4) for the District and local service agencies (Oliver House & Livery Loft)
- Conference room with attached kitchen (Oliver House)
- Meeting room/dance hall/gathering space with capacity for 155 people (The Livery)
- Stage with lights and sound system (The Livery)
- Theater/drama materials: set flats, costumes, props
- Projector and screen (The Livery)
- Picnic area (The Yard)
- Outdoor performance area (The Livery Deck)
- Restrooms (The Livery and Oliver House)
- Public space with complimentary wifi access




















# Progress Since 2010

In looking at the original Goals and Action Plans in the original Master Plan, here's the "report card".

1(ST). Develop further baseball, soccer, and other open play fields…specifically, to rehabilitate and create a high school regulation size baseball field.
DONE - field completed 2011, lights installed 2012.

2(ST). Seek potential park sites for…multi-use recreational activities, community spaces for meetings & picnics,…for indoor activities.
DONE - The Livery, Yard, and Oliver House acquired 2018-2022.

3(ST). Aid in the coordination and operation of recreation programs run under different agencies [and organizations].
In Progress/Ongoing - Norwood Nordic Association & Wrights Mesa Discgolf operate autonomously, with the District's administrative and limited financial support. Norwood Youth Organization (team sports) returned to independent status after a short transitional period. Norwood Park and Recreation acts as a fiscal agent for Dressage Club.

4(ST). Complete Loop Trail around Town of Norwood.
Not Started.

5(ST). Participate in planning with BLM and other agencies…enhance recreational opportunities on State and Federal lands.
DONE & Ongoing - Partnered on completion of the Burn Canyon Trail system (phase I) (2016) and Thunder Trails (2017).

1(LT). Create trail linkages to existing trails on public lands, …
In Progress - Submitted a Trails Proposal for interconnecting trails from Busted Arm Draw to Beaver Park, 2023.

2(LT). Develop a recreation center to include pool, fitness center, gymnasium, indoor courts.
Not started.

3(LT). Develop a regional park with a wide range of sought-after amenities.
Not Started - however, assisted in adding pickleball courts to Town Park.

1(Staffing). Seek office space
DONE - with the purchase of 1555 Summit Street, District office is in the Livery Loft, with office spaces for rent in the Oliver House.

2(Staffing). Seek staff for day-to-day operations.
DONE (& ever-evolving) - with the establishment of the Part Time Executive Director (2024) and Part Time Programs & Events Manager (2023) positions. The current job descriptions evolved from a number of iterations of Facilities Manager, Rentals Assistant, Program Director, and other part-time positions were used.

3(Staffing). Seek someone to take the lead in grant applications.
Not Started.

# What We Want

## Demographics of the Area

From the original Master Plan's study of the population and makeup of communities in the District, a moderate level of growth was forecast. And indeed there has been overall growth in the region. Based on this and other factors, future growth is anticipated to continue.

---

### Population numbers from the Colorado State Demography Office

| | 2006 | 2008 | 2020* | 2024 | 2030 (forecast) |
|---|---|---|---|---|---|
| San Miguel County | 7,223 | 7,552 | 8,072 | 7,803 | 8,025 |
| Town of Norwood | 490 | 512 | 535 | 560 | not available |

* data from US Census Bureau

Census Bureau data shows the following estimates for 2024:

| | San Miguel County | Town of Norwood |
|---|---|---|
| Gender | 59% M / 41% F | 47.8% M / 52.2% F |
| Age 0-9 yrs | 6.2% | 6.3% |
| Age 10-19 yrs | 11.8% | 6.8% |
| Age 20-34 yrs | 19.2% | 29.4% |
| Age 35-44 yrs | 14.3% | 11.8% |
| Age 45-54 yrs | 14.9% | 15.5% |
| Age 55-64 yrs | 14.8% | 11.6% |
| Age 65-74 yrs | 13.6% | 12.9% |
| Age 75+ | 5.0% | 5.8% |
| Household Income | $79,024 | $57,417 |
| Employment Rate | 73.9% | 77.8% |

The statistics for the County are influenced by the populations of Telluride, Mountain Village, Ophir, and eastern parts of the County at large. These populations may be served by the Norwood Park and Recreation District, but are not the primary constituents. The relative demographics of the Town are more indicative of the District's population.

## Community Input

Beyond the routine interactions of constituents, Directors, and District staff, these engagement activities activities help gage community needs and desires related to the District's mission.

**March - July 2024 Community Survey:**
With support from the University Technical Assistance Program (UTAP) at University of Colorado - Denver, surveys were completed by 90 people. (Appendix A)

Asked what programs or events should be added or continued, the survey results showed interest in music, dance, family-friendly events, as well as yoga, trails (hiking, riding), and theater programs.

The top pick for a short-term goal was completion of the Norwood Town Loop Trail. And for the long-term goal, an indoor recreation center (including pool) remained a strong lead.

**June 2025 - January 2026 West End Vision Plan:**
Over the course of 18 months, over 600 people contributed to developing the regional plan incorporating Norwood, Naturita, Nucla, and surrounding area. Although the District is wholly within San Miguel County, this helped inform the needs of the wider service area. (Appendix B)

The engagement process identified five basic shared values our communities espouse. Based on these values, 8 Major Goals were identified. Among these, the Norwood Park and Recreation District can support Goal #1 - Vital and Viable Community, Goal #5 - Balanced Use of Land & Resources, and Goal #7 - Vibrant Community Character directly through our existing mission.

**April 2026 Master Plan Retreat:**
The District hosted a 1-day retreat engaging 15 key leaders and representatives for a concentrated look at progress, contributions, needs, and gaps. This activity brought to light opportunities for enhancing the effectiveness and value of what the District is doing and will pursue in the future. (Appendix C)

Of particular interest, the attendees identified the following as relevant gaps that the District can fill:
From the original Master Plan -
- Trails and Trailheads, connections
- Parks (acquisition? future of Town Park?)
- Recreation Center
- Collaboration, in particular for youth programs
- Communication
- Norwood Town Loop Trail

From the Survey Results -
- Arts, theater, and music (strong community support)
- Senior and Youth programs
- Public Pool

From the Retreat activities -
- Trails working group for planning and maintenance, Youth Trail Corps
- Climbing gym
- Skatepark and/or pump track in Town Park
- New disc golf course
- School/Public Track & Field
- Outings and/or hiking club
- Full-service Recreation Center

## Gap Analysis

With an understanding of the existing recreation and arts opportunities, and with input from the survey, community engagement, and work sessions conducted April and July 2026, potential gaps in activities, programs, and services were identified. This list sets the stage for prioritizing and planning specific projects Norwood Park and Recreation District may pursue in the future.

- Safe, multi-modal trail along Hwy 145 in the corridor from top of Norwood Hill (MM 97) to Pioneer Village (MM 103)
- Norwood Town Loop Trail (Bridle Trail)
- Tennis courts
- Youth Center
- Playground equipment (safe, enjoyable)
- Senior Center
- Sledding hill
- Track (school/public)
- Skate park (in-ground, permanent features)
- Public Pool
- Regional multi-use trail connections
- Sports gear & equipment storage, loan system
- Recreation programs (i.e. hiking club, adult volleyball, kickball)
- 18-hole disc golf course (competitive)
- Dog park
- Recreation Center with public pool, fitness classes, game room, etc.

## Prioritizing Goals and Activities

Setting and prioritizing manageable goals, both short and long term, is a critical component of the success of the District. Although these goals and priorities have been carefully planned, should a unique and desirable opportunity arise, the District should not hesitate to take advantage, even if it falls outside the scope of these goals, as long as contributing to the pursuit of the Mission.

## Short Term Goals

1. Goal: Sledding Hill Events on CR M44/Beef Trail Rd
   Action:
   - coordinate with County for event access & permissions
   - create plan that can be put into action when snow conditions allow
   - collaborate with West End Sledders Club

2. Goal: Youth/Senior Center at 1670 Naturita Street
   Action:
   - approach Town of Norwood (property owner) with lease proposal
   - establish a partnership with the Fresh Food Hub
   - investigate funding avenues
   - draft potential operating budget

3. Goal: Recreation Programs - consistent, predictable, outdoor activities
   Action:
   - establish hiking club list, membership, communication, network, expectations
   - adult volleyball @ NPS APR fall/winter - collaborate with NYO team
   - adult kickball league @ little league fields spring/summer
   - fall 2026 intro, late-spring/summer 2027

4. Goal: Skate Park Development Plan
    Action:
    - create skater/BMX committee
    - begin Tony Hawk Skatepark Project grant process
    - establish collaboration agreement with Town of Norwood
    - incorporate skatepark in the plans going forward

## Long Term Goals

1. Goal: Norwood Town Loop Bridle Trail
    Action:
    - establish relationships with Town & County staff
    - create a committee to pursue easements/right-of-ways
    - consult with legal counsel as to the process
    - establish a trail tread standard to be used
    - find funding for trail build

2. Goal: Multi-modal Trail along hwy 145 from Pioneer Village to top of Norwood Hill
    Action:
    - collaborate/partner with County recreation roundtable, becoming a part of the Recreation Partnership Initiative Committee

3. Goal: Recreation Center with public pool
    Action:
    - search for appropriate site
    - identify amenities and appropriate scale
    - understand funding needs, both construction & operations
    - seek funding

## Staffing Goals

In the long term, the District would benefit greatly from retaining a full time Executive Director as well as part time facilities operations and maintenance staff. Staffing levels must remain proportional to programming and funding.

# Operational Recommendations

## Administration and Management

The Norwood Park and Recreation District is governed by a five member Board of Directors. Board members are elected officials and ultimately, the overall administration and management of the District is their responsibility. It should be noted that staff, not the Board Members, will be responsible for the day to day business of the District. Generally speaking, the Board makes decisions on the policy of the District, and the staff will implement that policy

Financial Overview:
The District's mill levy generates a modest income, approximately $40,000 per year, and the District receives Conservation Trust Funds in the amount of roughly $9,500 per year. Without a change in the mill levy, which must be approved by voters, this is likely to remain the same in the near- and mid-term. It is important to use and leverage these funds in the most valuable ways possible, showing the citizens that their hard-earned tax dollars are going to good use and benefits the community as a whole.

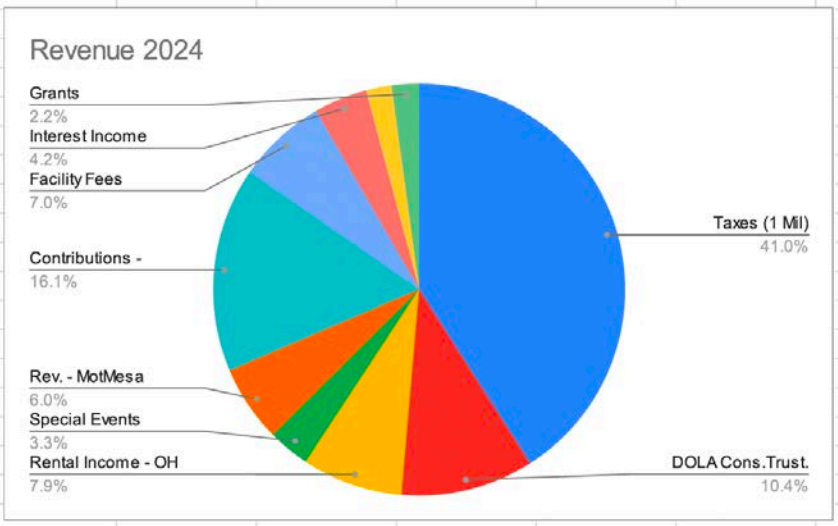
Other sources of funding are needed to accomplish many of the goals of the District. This includes grants from both private and government organizations, through local, regional, state and federal agencies. As many of the grants mandate matching funds, it remains important for the District to manage finances carefully, so that matching funds will be available.

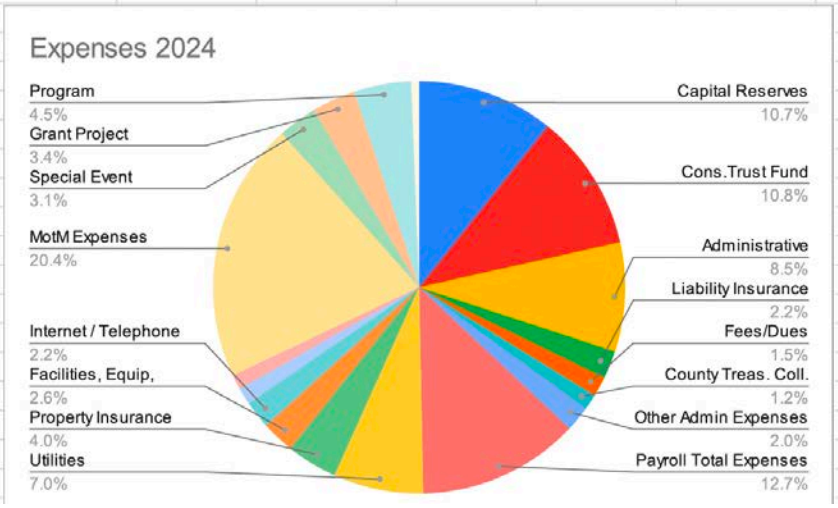
Facility rental fees, program registration fees, and event admissions & concessions generate the revenue needed to cover a portion of related expenses. Donations and collaboration among entities pursuing mutually beneficial projects maximizes use of the resources for the greatest short and long term benefit. It may be necessary to establish Intergovernmental Agreements and Memoranda of Understanding in such pursuit.

Although finances are an important aspect of the District's operation, the most important factor for success is community support. It is very important to maintain the original promise to the people paying the mill levy tax. Demonstrating fiscal responsibility and optimizing outcomes is paramount.

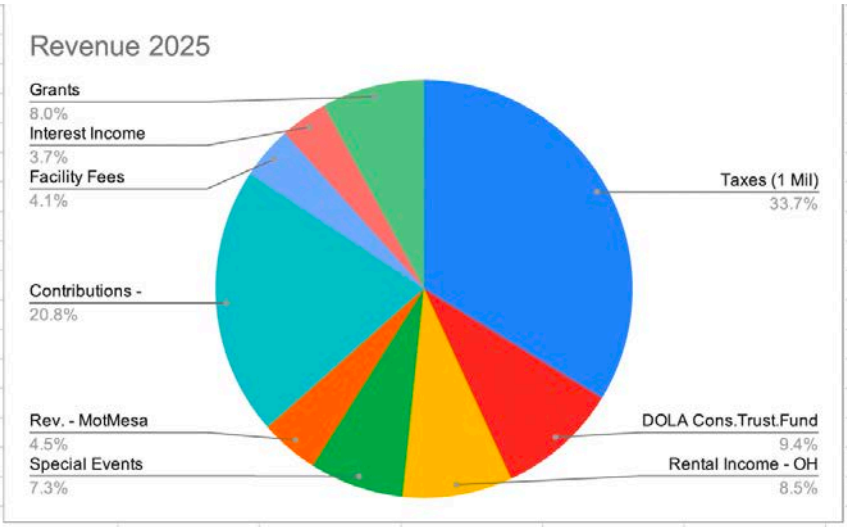
To illustrate current levels of revenue and expenses, here are the Pie Charts generated from the annual Profit & Loss reports.

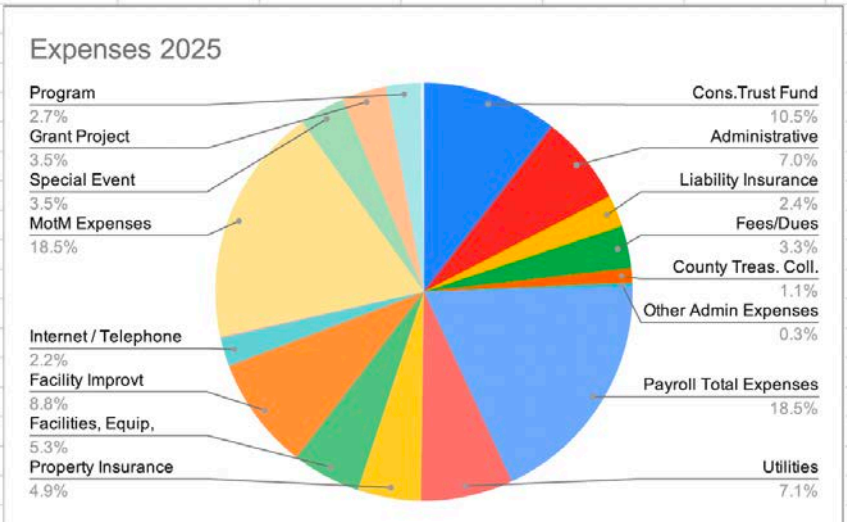
| | |
|---|---|
| **Revenue** | |
| Taxes (1 Mil) | $39,446.91 |
| DOLA Cons.Trust.Fun | $10,030.98 |
| Rental Income - OH | $7,600.00 |
| Special Events | $3,181.67 |
| Rev. - MotMesa | $5,778.64 |
| Contributions - MotMe | $15,482.06 |
| Facility Fees | $6,757.22 |
| Interest Income | $4,028.02 |
| Donations/Contributio | $1,931.00 |
| Grants | $2,081.39 |
| Program Fees | $893.63 |
| | |
| **Expenses** | |
| Capital Reserves | $10,000.00 |
| Cons.Trust Fund | $10,030.98 |
| Administrative Service | $7,965.42 |
| Liability Insurance | $2,043.00 |
| Fees/Dues (website/a | $1,439.76 |
| County Treas. Coll. Fe | $1,143.63 |
| Other Admin Expense | $1,847.62 |
| Payroll Total Expense | $11,832.33 |
| Utilities | $6,563.68 |
| Property Insurance | $3,718.00 |
| Facilities, Equip, Supp | $2,410.83 |
| Internet / Telephone S | $2,016.36 |
| Cleaning Service | $1,225.00 |
| Lawn and Garden Ser | $1,090.00 |
| MotM Expenses | $19,039.03 |
| Special Event Expens | $2,856.52 |
| Grant Project Expense | $3,196.33 |
| Program Supplies/Inst | $4,178.32 |
| NPRD Community Pro | $0.00 |
| Nordic Operations | $0.00 |
| Ice Rink Operations | $584.86 |



| Revenue | |
|---|---|
| Taxes (1 Mil) | $34,790.67 |
| DOLA Cons.Trust.Fun | $9,698.17 |
| Rental Income - OH | $8,745.00 |
| Special Events | $7,561.76 |
| Rev. - MotMesa | $4,650.69 |
| Contributions - MotMe | $21,450.00 |
| Facility Fees | $4,197.00 |
| Interest Income | $3,763.84 |
| Donations/Contributio | $0.00 |
| Grants | $8,250.00 |
| Program Fees | $1,674.35 |
| | |
| **Expenses** | |
| Cons.Trust Fund | $9,698.17 |
| Administrative Service | $6,431.25 |
| Liability Insurance | $2,259.00 |
| Fees/Dues (website/a | $3,044.47 |
| County Treas. Coll. Fe | $1,012.36 |
| Other Admin Expense | $249.91 |
| Payroll Total Expense | $17,120.79 |
| Utilities | $6,592.72 |
| Property Insurance | $4,530.00 |
| Facilities, Equip, Supp | $4,910.86 |
| Facility Improvt | $8,096.13 |
| Internet / Telephone S | $2,046.84 |
| Cleaning Service | $0.00 |
| Lawn and Garden Ser | $100.00 |
| MotM Expenses | $17,126.13 |
| Special Event Expens | $3,259.39 |
| Grant Project Expense | $3,196.33 |
| Program Supplies/Inst | $2,471.52 |
| Marketing /PR | $246.50 |
| Nordic Operations | $0.00 |
| Ice Rink Operations | $0.00 |




# APPENDICES

Appendix A: 2024 Community Survey & Results
Appendix B: West End Vision Plan
Appendix C: April 2026 Retreat Notes & Summary
Appendix D: Detailed District Map
Appendix E: Norwood Town Map
Appendix F: Norwood Town Parks Conceptual Plan (excerpts)
Appendix G:  Site Plan for new school