

Appendix D

New or Updated Master Plan Policies

Please refer to the 2006 Parks and Recreation Master Plan for the complete list of policies.

2. Operational Policies

2.8 – Safety

Facilities and programs shall have operating plans that dictate safety procedures that will be reviewed and updated annually. Controlled-access areas such as recreation centers will be staffed during operating hours in order to maximize customer safety. Staff will be trained to conduct their work assignments safely. Park and recreation facility design and construction shall be guided by recommendations from the United States Consumer Product Safety Commission, National Playground Safety Standards, manufacturers' instructions, and other safety sources. Safety inspections of parklands and facilities will be made according to the Department's procedures and in conjunction with the city's Risk Manager and Facilities and Asset Management staff.

3. Program Policies

3.1 – Pricing

The Department is implementing service-based pricing to support recreation programs and facilities. Fees will be established based on the defined cost to provide programs and facilities and the market, when appropriate. Using this method will ensure that all

programs and facilities are priced appropriately and fees are set so that each program and facility will recover the cost identified in its cost-recovery goals. Understanding and defining the cost to provide the service will assist in the establishment of a cost-recovery goal for the Department and for each service area.

The Department's pricing goals are as follows:

- Use a standard pricing method to calculate and analyze the total cost of service consistently for all recreation programs, services, and facilities.
- Apply an appropriate amount of indirect costs to user fees.
- Understand City cost allocations and capital expenses that would need to be included in the total cost of recreation, beyond operating costs.
- Reinvest in recreation infrastructure, following industry standards, by establishing a facility investment fee in the pricing structure.
- Plan for reduced tax supported funding for the Recreation Activity Fund through flexible fund management and by generating new revenue sources and increased profits through fees.

3.1A – Pricing for Facility Rentals

The same pricing methodology for Department programs will be applied to Facility Rentals, which at a minimum will pay for direct costs. The rental amount will be identified in the contractual agreement signed by the Department and the renter.



3.1B – Program Classification – Core and Desirable Programs and Program Levels

The Department offers three types of programs – Social Core, Business Core, and Desirable. Social core, or “public good”, programs have partial cost recovery expectations of between zero and 90 percent, and have user fees that are supplemented by tax supported funding. These programs traditionally are municipal youth programs, programs that target disadvantaged populations, or activities that enhance the health, safety, and livability of the community and therefore require the removal of a cost barrier for optimum participation. There are two types of social core programs: 1) life and safety and community health programs that engage youth and the community at large in healthy activities and help achieve life-long healthy habits; and 2) programs that serve disadvantaged populations.

Business core programs have full cost recovery, plus cost recovery expectations of more than 100 percent and meet the needs of the market, often at market rate. These are programs that are financially successful and are able to help lower the tax supported funding by generating revenue that can be used to help offset the costs of social core programs.

Desirable programs have full (100 percent) cost recovery expectations and respond to expressed community needs. These programs must meet the following criteria to be offered through the City:

Required Criteria:

- The program covers required direct and indirect costs (instructor fees, class materials, and admin-

istrative costs).

- Physical program space is available.
- The program is in demand. Classes often fill up and may have a waiting list.
- The program serves a large population or identified need of the community.

Preferred Criteria:

- The program might provide a partnership opportunity to leverage city resources.
- The program maximizes facility use or uses a space that would otherwise be empty.
- The program contributes to serving a diverse cross-section of the community.

The Department has developed and is implementing a classification system to define skill and experience levels, simplify the registration process for programs and individual classes, and help determine program and class fees. This model is based on the university course-level model, that ranges from beginning to advanced or elite. Level 100 classes could receive subsidy, if available, and Levels 200, 300, and 400 classes would receive no subsidy. The categories include:

Level 100: introductory or basic level class or program targeted to any age group.

Level 200: advanced beginner/intermediate class or program targeted to any age group, with a prerequisite class or equivalent related experience.

Level 300: advanced, elite, or competitive class or program for youth.

Level 400: advanced, elite, or competitive class



or program for adults, or a private class or program for any age.

3.1C – Cost Recovery

Fees will be determined based on the costs that are identified to be recovered, and will vary according to whether they are programs, contracted services, facilities or rentals, as follows:

Cost Recovery Types

Recreation Services	Cost Types						
	Program Direct*	Program Indirect	Facility	Recreation Indirect	Department Indirect	City Cost Allocation	Capital
Programs (Classes, Teams, Leagues, Camps)	X	X	X	X	Δ	Δ	Δ
Contracted Recreation Services	O	O	X	X	Δ	Δ	Δ
Facilities (Admissions)	O	O	X	X	Δ	Δ	Δ
Rentals	O	O	X	X	Δ	Δ	Δ

* Cost baseline
 X= City of Boulder Parks and Recreation Costs
 O= Costs paid by user but collected by outside program provider
 Δ= Costs not presently recovered via user fees

Cost recovery goals are established once the cost type to be included in fees is determined by the recreation service type.

3.1D – Facility Use Priorities

In order to actively and successfully market its programs through the Recreation Guide, the department must prioritize its own programs first. This allows programs and classes to be scheduled in advance and advertised in the Recreation Guide. It also clarifies

times that the facilities are available for use by others, including other city departments that use the facilities, community groups that are facility partners (ongoing rentals) and one-time rentals. Program partners who have established schedules at recreation facilities will have priority over new program partners or expanded programs from existing partners.



3.2 – Use of Facilities and Park Lands by Not-for-Profit or Government Organizations for Special Events

Parks and recreation facilities and park lands may be used by not-for-profit and government organizations if their event is offered in collaboration with the Department, assists the Department in its efforts to reach underserved populations, and is consistent with the Department's mission. A proposal outlining the event, its purpose, target audience, expected number of participants, fees, cost recovery expectations and staffing will be submitted to the Director of the Parks and Recreation Department a minimum of ten weeks before the event.

3.5 – Special Events

The Department works with groups and individuals to hold special events subject to the following guidelines:

- The event is consistent with the Department's mission.
- The event provider enters into a contractual agreement with the City.
- There are sufficient staff resources to manage the Department's interface with the special event provider.
- The frequency of events does not pre-empt regular public use of the area.
- The event is held in an appropriate area for the anticipated size of the event and expected attendance and does not affect a neighborhood on a continuing basis.

- Environmental, safety, and public health concerns are addressed.
- Other city departments are kept informed of or involved in events.
- Event holders must comply with all city special event policies.

3.5A – Internal Special Events

The Department offers or facilitates special events to either generate revenue, promote a program or activity, engage the public, or celebrate individuals or events. Each type of event requires an approved event plan. Internal special events are subject to the following guidelines:

- The event is consistent with the Department's mission.
- The event provider prepares a detailed budget showing expenses and expected revenues.
- The event will generate revenues in excess of the cost of providing the event (industry standard is 150 percent cost recovery).

Department Special Event – an event or activity primarily designed, organized or sponsored by the Department to generate revenue while contributing to the individual, social, economic and/or environmental health and well-being of the community.

Department-sponsored, mission-driven special events must recover all associated staff and direct expenses plus generate revenue (achieve 150 percent cost recovery per industry stan-



dard) within a specified period of time as identified within the approved event plan.

Promotional Event – an activity or event held at a Department facility for the purpose of promoting a program, facility or activity of the Department or the Department as a whole. Promotional events are designed to attract prospective new clients. Promotional events may require modest subsidy, but should be as revenue neutral as possible. Promotional events should reflect the mission and goals of the Department.

Programmatic Event – a one-time activity, event or workshop held as part of the recreation programs of the Department and meeting the pricing, enrollment and other policy criteria of a recreation program.

Public Engagement Event – a public meeting or event designed to gather input from and/or share information with the community about Department plans, opportunities, policies or changes that could impact residents or user groups. Public engagement events are always free and open to the public, requiring subsidy for all associated event costs.

Ceremonial Event – a public event designed to celebrate, honor or commemorate achievements or individuals related to the mission and goals of the Department. Ceremonial events are generally free and open to the public, requiring support/subsidy for all associated event costs.

3.6 – Use of Parks and Recreation Facilities for Private Profit/Gain

Facilities provided by city governments are for the public good and are not intended for private profit. Activities for private gain will not be allowed when they interfere with the conduct of city programs or general use by the public. Such activities may be allowed through a permit process with an appropriate fee. These activities will not be allowed if the city is already providing or sponsoring a similar program (e.g., private lessons will not be conducted in city swimming pools). The permit/rental fee for commercial (private gain) purposes will be at least two times the rate for a private rental, which is higher than a nonprofit rental.

5. Environmental Management and Maintenance Policies

5.9 – Recycling

The Department encourages and supports recycling efforts in its facilities and at special events and promotes the use of products and services that are durable, repairable, reusable, recyclable, or otherwise represent a low-waste solution, including the recycling of organic waste. The Department complies with city purchasing guidelines that promote the purchase of recycled and recycled-content products. (BVCP Policies 4.42 Waste Minimization and Recycling and 4.43 Promoting the Use of Recycled Materials)



5.10 – Energy Conservation

The Department will promote energy conservation through its choices of high-performance building and landscape designs, building materials, and renewable energy sources wherever possible, such as those used in achieving LEED™ Silver Certification for the remodeled North Boulder Recreation Center. The Department will purchase fuel-efficient hybrid vehicles when appropriate, and will pursue the latest in technological advancements in furthering the use of renewable energy sources. The Department will strive to achieve zero waste at all indoor facilities. (BVCP Policies 4.39 Energy Conservation and Renewable Energy and 4.41 Energy Efficient Building Design and Construction Waste Minimization)

5.11 – Light Pollution

The Department will comply with municipal ordinances governing light pollution in new lighting

design and replacement of existing outdoor lighting systems. Exceptions may be required when existing lighting at existing facilities must be upgraded and industry standards are not compatible with City standards. (BVCP Policy 4.46 Outdoor Lighting / Light Pollution)

5.19 – Dogs

The Department recognizes the important relationship between park visitors and their canine companions. The Department is committed to a citywide effort requiring responsible guardianship and well-behaved dogs. Policies on dogs that protect the land, visitors, and wildlife in both natural and maintained park lands are supported by local ordinances. The Department will continue to advocate interagency and resident participation in policies related to dogs.

