

# NEEDS ASSESSMENT

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# SECTION 1: INTRODUCTION

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## The LOS Approach

The purpose of this paper is to identify and analyze the existing Level of Service (LOS) provided by the Boulder Parks and Recreation Department (BPRD) to the City of Boulder (COB) in the following areas: parkland, recreation facilities, and recreation programs and services. LOS can be described as a measurement of the degree of provision of facilities or services to the residents of the community. Agencies should track LOS as a way to meet the needs and desires of citizens and maintain a desired state while taking into consideration limited financial and human resources as well as land use goals (among others).

Determining LOS measures involves combining both quantitative and qualitative information. Numeric LOS metrics are most commonly used when analyzing parkland and recreation facilities so as to express acreage or availability in per capita terms. However, effective assessments of recreation programs often rely more heavily on other factors, such as specific programming trends. Regardless, a critical component of the Needs Assessment is to provide insight regarding how service levels should change over time given the context and trends of the community. Findings provide direction for the department to plan and are also intended to ensure that a balance of facilities and services are provided uniformly across the city. The establishment of unrealistic LOS strategies can create a system that cannot be achieved without substantial investment in land and new facilities.

The development of LOS strategies for BPRD are directly impacted by the community's land supply, tax base, willingness to fund, as well as facility and service demand. They are also impacted by the University of Colorado student population, which is calculated as part of the total population of Boulder. There needs to be a reasonable amount of flexibility built into the process that allows future adjustment in the implementation process based on budget constraints, limitations on resources, or changing community preferences over time.

## Methodology

This assessment utilizes a triangulation approach to derive findings that inform service levels for BPRD. To determine these, the planning team used a basic model to synthesize civic engagement findings, policy direction, and topical research. Specific sources include:

- Topical Reports on the BPRD system, policy framework, and applicable trends
- The 2012 BPRD Master Plan Community Survey
- LOS metrics from benchmark agencies
- Recommendations from *Park, Recreation, Open Space, and Greenway Guidelines* by the National Recreation and Park Association (NRPA)
- Findings from the *2012 Parks and Recreation National Database Report* (PRORAGIS) by the NRPA

- The *2012 City Parks Facts* report from the Trust for Public Land
- The *2012 Sports, Fitness and Leisure Activities Topline Participation Report* by the Sporting Goods Manufacturers Association
- The 2006 Boulder Parks and Recreation Master Plan
- The 2010 Boulder Valley Comprehensive Plan

While this model provides a relatively standard method for analyzing information gathered throughout the planning process, it is important to note that the nature of the information varies by source. Some provide precise measurements of observable trends, such as participation levels or land acreage. Other sources provide information that is qualitative, such as meeting notes or open-ended comments. Regardless of the degree of precision implied by some of these findings, information has been considered on an aggregate level. Some data sources may weigh more heavily than others in shaping a final recommendation, but ultimately, the nature of this input is anecdotal.

Unless otherwise specified, the LOS discussions provided in this assessment are specific to BPRD; they are not applicable at a citywide level. The observations represent the extent to which BPRD, as one of multiple providers in the community, might address the demand for programs and facilities. For instance, the COB has a significant amount of open space; however, most of it falls under the management of Open Space and Mountain Parks department. While the LOS analysis in this plan certainly considers that fact as a part of the situational context, findings are focused on BPRD. The same principle is relevant to the analysis for recreation facilities and recreation programs.

There may be many providers of a particular service throughout the community, and the LOS analysis will describe the level at which BPRD might contribute to the overall availability in the community. In some cases, findings give input on the nature of delivery considering the possibility that some programs could be offered by contractors or formal partners rather than through direct provision by BPRD staff. In addition, the LOS must take into consideration the alternative services provided by other major institutions and the private sector. This includes population related to the University of Colorado, the Boulder Valley School District, non-profit providers, private health clubs, neighboring golf courses, as well as other service providers in the region.

The Needs Assessment is divided into three subsequent sections. After this Introduction, Section 2 analyzes BPRD's portfolio of urban parkland such as neighborhood parks and civic areas. Section 3 focuses on recreation facilities including BPRD's recreation centers, pools, and specialized use areas. Section 4 provides an assessment of the recreation programs and services offered at those facilities.

### Settings Added as a Management Overlay

Park and recreation systems in a community are unique in the level of service standards, but also in design, and operations/maintenance approaches. While national, regional, and community standards for level of service exist, the design, operations/maintenance, and use of park and recreation systems varies by community, and is uniquely defined by each community. The result is that standards for design, operations/maintenance, and use are seldom included in master plans but are generally the result of management decisions made

over time that may not consider all the consequences. This master plan, in alignment with the Boulder Community Sustainability Framework, is unique in that it adds a contextual layer to the park and recreation system levels of service by establishing 'management zones' or settings. The settings serve as a management overlay for each park and recreation facility to allow the intended use and function of the park or recreation area to be unique, but at the same time function in a similar manner for operations and maintenance.

A setting is made up of several different elements and features that are recognizable by the general public and help provide a context for operations and management decisions. BPRD recently established the following settings to provide a broad range as management overlays for the evaluation of, and operation and maintenance planning of park land and recreation facilities within the agency's urban park system:

1. **Outer Park (Edge & Entrances)** – This includes all portions of the entrances and edges of parks. The first major features encountered by park visitors are the landscape buffers, public parking lots, signage, and entryways that welcome visitors and set the tone for their experience.
2. **Buildings & Structures** – This includes major buildings managed by the Facility and Asset Management department (FAM) or BPRD as well as park structures such as picnic shelters, pavilions, maintenance buildings, and storage facilities that support park and recreation activities.
3. **Active Recreation Areas** – This includes major athletic fields such as soccer, baseball, softball, and multiuse (both natural and artificial turf), as well as hard-surface courts such as tennis, basketball, skate parks, and other play areas intended for physical and active use by individuals or large groups in formal activities or events.
4. **Passive Recreation Areas** – This includes public gathering areas, single-seating areas, plazas, Pearl Street Mall, informal picnic grounds, outdoor classrooms, community gardens, and other areas for individual or groups to engage in unstructured civic and community events.
5. **Playgrounds** – This includes all children's play areas, from tot lots to elementary-school-age playgrounds, swings, and other play equipment. Furthermore, playgrounds include surface areas, edging, and immediate supervision areas as well as parent seating, shade trees, and gathering areas.
6. **Pathways** – This includes all pedestrian connections: paved bike trails, sidewalks, nature trails, and soft-surface pathways. It also includes bridges and tunnels that are part of a larger trail system that connects parks to neighborhoods, schools, and shopping.
7. **Urban Forests** – This includes the 40,000 urban trees that are managed for their aesthetic value and environmental contributions. Formal landscapes may include ornamental trees, shrubs, and flowerbeds that are not native to the area and have been planted as part of an overall park design.
8. **Natural Areas** – This includes the natural areas that form over 50 percent of urban parks within the City of Boulder and connect with the larger open spaces and greenbelts. These areas include stream corridors, wetlands, ponds, and remnant native landscapes that offer opportunities for nature play and wildlife observation in the urban setting.

### Balancing Total Cost of Ownership with Community Need

The management overlay of settings is one of the first steps in developing an asset management program for BPRD that includes a total cost of ownership approach. Recognizing the master plan research that indicates BPRD has an ever increasing backlog of deferred maintenance in parks and recreation facilities, and that the community has expressed a high priority need for better maintaining the asset portfolio of the park and recreation system, the focus on level of service that follows emphasizes maintenance over development of new facilities. It is an important focus for this master plan in developing a sustainable urban park and recreation system that emphasizes effective care of current assets over the development of new ones that are likely to be built without adequate operation and maintenance funding. It should be noted, however, that total cost of ownership is only one of the many financial and operational strategies BPRD must address moving forward.

## SECTION 2:

# PARK AND RECREATION LANDS

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### Park Settings

Urban park systems generally provide a wide array of diverse settings for diverse uses, and this is certainly the case for the community of Boulder. Identifying types of settings within public parks can lead to another way of creating standards that can be used for management decisions at a granular level on park assets. Settings refer to the basic building blocks of public parks, such as buildings, playgrounds, active recreation areas, or pathways. Settings are the major asset components the public might expect to find in the various public areas that they visit regardless of other typology.

### Park Classification

Another way to describe and manage parks is by using a park classification system. Classifications are primarily based upon a park's acreage and the nature of its location in the community. Parks of similar size or location often reflect somewhat similar settings in a general way. Very small parks tend not to contain urban forests, and may in fact be too small to accommodate a playground. On the other hand, much larger parks may tend to contain predominately natural areas, or, if a sports complex, mostly active recreation areas.

The following park classifications have been developed by the Boulder Parks and Recreation Department (BPRD) based upon previous guidelines from the NRPA adopted by Boulder in 2006 and current research including benchmark communities and public engagement. The different classifications are intended to reflect current trends and community values and can be used by BPRD as guidelines to develop an equitable system of parks for the city.

The classifications are:

- Neighborhood Parks
- Community Parks
- City and Regional Parks
- Other Land Types
  - Civic Areas
  - Recreation Facilities
  - Trails and Connectors
  - Undeveloped Parkland
  - Developing Areas

These classifications were developed by BPRD as a product of preliminary background research conducted by the planning team for the Master Plan. Table 1 provides an overview of the current acreage and LOS for each type. Current acreage is considered to be land that is currently open for public use. Undeveloped acreage includes land that is held in reserve as undeveloped for future park needs.

Table 1: Current BPRD Park Classifications and LOS

Park Classification	Current Acres	Current LOS <sup>1</sup>	2006 LOS Recommendation	Undeveloped Acres	Total Acres <sup>2</sup>	2030 LOS <sup>3</sup>
Neighborhood Parks	306.74	3.15	3.00 <sup>4</sup>	19.42	326.16	2.81
Community Parks	149.66	1.54	1.50	19.00	168.66	1.45
City/Regional Park	716.88	7.36	1.00 – 3.00	274.68	991.56	8.55
Parkland Subtotal	<b>1,173.28</b>	<b>12.05</b>	<b>5.50 – 7.50</b>	<b>313.10</b>	<b>1,486.38</b>	<b>12.81</b>
Other Land Types	316.79	N/A	N/A	0.00	316.79	N/A
Total	<b>1,490.07</b>	<b>15.30</b>	<b>N/A</b>	<b>313.10</b>	<b>1,803.17</b>	<b>15.54</b>

This needs assessment will describe each classification in more detail along with relevant research findings that may influence new policy regarding LOS. Implications for population growth on LOS standards will be explored for each park type. The 2030 projected population will be applied to determine how LOS levels would change if no increases are made to the parkland inventory. Similarly, this section will explore the implications to park acreage if current LOS levels are maintained over time.

### Current Trends

Current population projections estimate a population in Boulder of about 116,000 (Area I and II) by the year 2030. Overall, the current park acreage (for both current and undeveloped sites) exceeds the department's 2006 LOS guidelines. However, the geographic distribution of the city's parkland will need adjustment to meet future community needs. Through the city's area planning and sub-community planning processes, future park needs in new and redeveloping neighborhoods will continue to be addressed. Sub-community and area plans address planning issues at a detailed level and explore new land-use ideas, including specific park needs, for an entire sub-community or specific areas and/or neighborhoods.

A national trend in park and recreation service delivery that should be considered is the increased reliance on private businesses and nonprofit organizations to meet growing park and recreation demand in certain specialized areas. The growth of athletic clubs is one example of the private sector stepping in to meet a demand at market rates; so is the rise of park-type facilities developed by homeowners' associations or private apartment complexes.

<sup>1</sup> Unless otherwise specified, LOS is presented as per 1,000 residents and based upon a population of 97,385.

<sup>2</sup> Available by 2030.

<sup>3</sup> Based upon an estimated population of 116,000.

<sup>4</sup> In the 2006 Master Plan, the LOS for Pocket Parks was recommended at 1.5 per thousand and 1.5 per thousand for Neighborhood Parks. The two classifications have been combined in this Master Plan.

These facilities can provide anything from basic exercise equipment or picnic shelters to recreation programs ordinarily provided at traditional parks or recreation centers, including gymnasiums and swimming pools.

Another emerging national trend is a growth in specialized sport facilities that can be found in neighborhood or community parks, as well as within recreation centers. Many specialized sport facilities are developed with the intention of attracting regional, state, and national competitions. These facilities require major investments of funds to build and maintain. Once considered a critical public sector component, with shrinking budgets these activities are becoming more and more market rate commodities. One concern is that as these facilities become privatized and fair market rates are charged, access is limited to those who can afford to pay the prevailing rates.

Finally, there is an emerging national trend for outdoor recreation outfitters and guides to provide close-to-home nature and interpretive recreational activities to meet a growing demand. These private enterprises provide specialized services such as day camping, fitness or boot camps, boating, skiing, and other activities on publically owned lands. Traditionally, concessionaire fees are charged for access to public lands in exchange for providing desired services that otherwise would not be available to the general public. Issues related to these types of operations include amount of revenues provided to offset other recreation programs balanced with the public desire for these types of activities and availability of parkland to accommodate increased uses associated with commercial activities.

While each of these issues and trends is relevant to the overall discussion of park and recreation land service levels, there are additional considerations that apply specifically to the different types of parks administered by BPRD. The remainder of this section will explore each of these types in more detail and help establish a foundation for which strategic policy recommendations can be devised.

## Neighborhood Parks

### Description

Neighborhood parks often are considered the most fundamental park type in a city's park system because they provide focal points for neighborhood identities, gathering places for friends and family, opportunities for informal play, and natural settings for quiet reflection close to home. These parks range in size between five and 20 acres and are usually located within walking distances of neighborhood residences (within half-mile radius). Historically, Boulder's neighborhood parks are five acres or larger. With limited availability of larger parcels, future sites between three and five acres are considered when larger sites cannot be acquired. In addition, the revised classification includes pocket parks of at least one acre that have adequate space for a children's playground and some level turf areas.

The department develops specific features for individual parks on the basis of a design process that includes extensive neighborhood participation. Neighborhood parks provide a wide variety of recreational opportunities within residential areas. They typically include space and facilities for the active recreational pursuits of children, teenagers, and young adults, as well as

quiet landscaped areas that act as buffers to residential settings and offer space in which older residents can relax with their families. Elementary schools may provide some of the typical neighborhood park components such as ball field space and playground apparatus when neighborhood parks are not available or are located adjacent to school sites with joint-use agreements.

The most common types of spaces and facilities that are designed within neighborhood parks may include some of the following: play equipment for preschool and older children; paved multi-purpose courts for tennis, basketball, volleyball, and related games; athletic fields and similar facilities for league sports; and free play areas with grass lawns. Neighborhood parks also generally include an open playing field for informal activities such as pick-up sports games and practices for baseball, soccer, and other league games. It is interesting to note that in some communities, such as Boulder, larger neighborhood parks are used for formal scheduled activities and sports. This can have an adverse impact on neighborhoods by limiting public access during peak times, increasing use patterns as well as traffic and parking impacts. Neighborhood parks can also provide landscape as a buffer to surrounding roads and land use; passive recreational areas for senior citizens and others that include walks, benches, gardens, picnic tables, quiet areas, and outdoor picnic areas with small shelters; and a small parking lot. Not all of the above facilities will be found at all neighborhood parks.

### **Characteristics of Traditional Neighborhood Parks**

1. Typically five acres or larger
2. Typically serve residents living within easy walking and biking distance (half-mile/10-minute walk)
3. Offer non-programmed outdoor space including paths, seating areas, places to picnic and play catch, children's play areas, and landscaping that enhances and preserves the site's natural character

Boulder's park system includes a number of smaller "pocket" parks that serve residents living within a 1/4-mile walking distance. Research has shown that parks that are close to homes (within 1/4 mile, or a five-minute walk) promote health and wellness in the populations who have access to parks, trails, and public spaces. Urban plazas are often smaller hardscaped and landscaped spaces that provide open space for surrounding residences, offices, and commercial buildings. Pocket parks and urban plazas will be acquired when larger land parcels are not available or when unique opportunities present themselves.

Some parks less than five acres in size still share many of the attributes of neighborhood parks. They are generally set aside to serve a segment of the population such as young children or senior citizens. A good example is a children's play area built within a townhouse or condominium project. Elementary school yards often serve as de facto neighborhood parks, though they are generally designed and managed primarily for school use. Types of improvements typically developed in smaller neighborhood parks include children's play equipment, seating, limited grass areas, picnic tables, informal play areas, and other amenities.

### **Characteristics of Smaller Neighborhood Parks**

1. Smaller than five acres
2. Flat, grassy, flexible-use space that is not programmed for active recreation

3. Area for children's playground equipment
4. Generally used for passive (not active) recreation
5. Areas for sitting and picnicking
6. Easily accessible to neighbors by sidewalks and/or paths
7. Compared to traditional neighborhood parks, more expensive to maintain due to size, materials, and features

### Analysis

BPRD currently provides a total of 306.74 acres of neighborhood parkland for an LOS of 3.15 acres per 1,000 residents. This includes some land categorized as pocket parks in earlier COB planning and policy documents. When the 19.42 acres of undeveloped acreage open for public use, a total of 326.16 acres of neighborhood parkland will be available. If no further acreage beyond the undeveloped neighborhood parkland is added to the BPRD system, the projected growth in population will yield an LOS of 2.81 acres/thousand in the year 2030. To maintain the current LOS of 3.15 acres/thousand, an additional 39.24 acres beyond the existing undeveloped acres (for a total of 365.40 acres) of neighborhood parkland would need to be acquired by the year 2030.

**Table 2: Neighborhood Park LOS Analysis**

<b>Current acreage</b>	<b>306.74</b>
Undeveloped acreage	19.42
Current COB population	97,385
<b>Current LOS<sup>5</sup> (per thousand)</b>	<b>3.15</b>
2006 Master Plan LOS recommendation	3.00
Projected 2030 COB population	116,000
Total acreage available in 2030	326.16
<b>Projected LOS<sup>6</sup> in 2030</b>	<b>2.81</b>
Additional acreage <sup>7</sup> required by 2030 to maintain current LOS	(+39.24)
<b>Total acreage required by 2030 to maintain current LOS</b>	<b>365.40</b>
Additional acreage required by 2030 to meet 2006 recommendation	(+21.84)
<b>Total acreage required by 2030 to meet 2006 recommendation</b>	<b>348.00</b>

Access to neighborhood parks, playgrounds, and picnic areas forms the foundation of most city park systems and, according to civic engagement research conducted for this plan, is valued by residents. Findings from the community survey show that over 82% of residents consider close-to-home neighborhood parks to be "very important." About 17% of residents say that they use neighborhood parks daily, a percentage surpassing any other type of park. Interviews with stakeholders and the public confirmed this finding; comments indicated that neighborhood parks are considered valuable places to exercise, relax, or have children play.

<sup>5</sup> Current LOS = Current Acreage / Current Population

<sup>6</sup> Projected LOS = (Current Acreage + Undeveloped Acreage) / Projected Population

<sup>7</sup> Beyond Undeveloped Acreage

This aligns with research suggesting that neighborhood parks in close proximity to homes provide opportunities for children to experience nature and engage in physical activity. Neighborhood parks have also been shown to contribute economically to their surroundings – the “proximate principle” states that houses in close proximity to neighborhood parks tend to have higher property values.

The BVCP established two standards that apply directly to neighborhood parks and their proximity to community residences:

- Provide neighborhood parks of a minimum of five acres in size within one-half mile of the population to be served.
- Provide playground facilities for toddlers, preschoolers, and school-age children up through age 12 within one-quarter to one-half mile of residents.<sup>8</sup>

Currently, BPRD land provides over 80% coverage for residences using the five-acre/half-mile standard (see Table 3). The coverage is 100% if non-BPRD acreage (e.g., school property administered by BVSD) is included. BPRD currently provides enough playgrounds to yield approximately 75% coverage of the BVCP standard for one playground facility per quarter-mile. The coverage increases to 100% if non-BPRD facilities (e.g., BVSD school playgrounds) are included. Using the upper range of the BVCP standard (i.e., one playground facility per half-mile), the current compliance is 100% for all facilities.

**Table 3: Neighborhood Park Proximity Analysis**

Current coverage of five-acre/half-mile standard by BPRD	80%
Current coverage of five-acre/half-mile standard by all providers	100%
Current coverage of playground/ <i>quarter</i> -mile standard by BPRD	75%
Current coverage of playground/ <i>quarter</i> -mile standard by all providers	100%
Current coverage of playground/ <i>half</i> -mile standard by BPRD	100%
Current coverage of playground/ <i>half</i> -mile standard by all providers	100%

## Community Parks

### Description

Community parks are larger than neighborhood parks and generally include a mix of active and passive park areas and active recreation facilities. Community parks provide space for those recreational activities that serve a wider population than the surrounding neighborhood and are intended to serve several neighborhoods within a larger geographic area of the city. These parks can range from 20 to 100 acres in size and provide a balance of natural environments and developed facilities. Physical features commonly found in community parks include multiple sports fields for baseball, softball, soccer, football, and other related sports that are scheduled for leagues and tournaments. They can also provide tennis courts and multi-purpose courts for basketball, volleyball, and handball. Other areas include playgrounds, picnic shelters, tables, paths, and off-street parking lots.

<sup>8</sup> Boulder Valley Comprehensive Plan, p. 88

Although community parks are larger in size and serve a broader purpose than neighborhood parks, they can meet the need for close-to-home parks much like neighborhood parks do. The focus is on meeting the recreation needs of several neighborhoods or a large section of the community as well as preserving unique landscapes or natural use areas. They allow for group activities and offer other recreational opportunities not feasible, nor perhaps desirable, at the neighborhood level. The primary purpose of a community park is to provide opportunities for social contact among a wide variety of members of different neighborhoods and ethnic and socio-economic backgrounds. These parks meet the specialized needs of a broader community; have higher technical design requirements; provide a sense of community; and increase economic development potential. Like neighborhood parks, they should offer a balance between active and passive recreation activities.

### Analysis

BPRD currently provides 149.66 acres of community parkland, or an LOS of 1.54 acres per 1,000 residents. After the additional 19.00 acres of undeveloped parkland are opened to the public, the projected growth in population will yield an LOS of 1.45 acres/thousand in the year 2030. To maintain the current LOS of 1.54 acres/thousand, an additional 9.98 acres (for a total of 178.64 acres) of community parkland would need to be acquired by the year 2030. See Table 4 for a summary.

**Table 4: Community Park LOS Analysis**

<b>Current acreage</b>	<b>149.66</b>
Undeveloped acreage	19.00
Current COB population	97,385
<b>Current LOS (per thousand)</b>	<b>1.54</b>
2006 Master Plan LOS recommendation	1.50
Projected 2030 COB population	116,000
Total acreage available in 2030	168.66
<b>Projected LOS in 2030</b>	<b>1.45</b>
Additional acreage required by 2030 to maintain current LOS	(+9.98)
<b>Total acreage required by 2030 to maintain current LOS</b>	<b>178.64</b>
Additional acreage required by 2030 to meet 2006 recommendation	(+5.34)
<b>Total acreage required by 2030 to meet 2006 recommendation</b>	<b>174.00</b>

In public meetings, stakeholder interviews, and the community survey, the importance of providing flexible and adaptable spaces for diverse forms of recreation was emphasized. Specific comments were submitted regarding the importance of providing spaces that can be used for playing athletic sports on an informal basis and open fields that can be used for special events or passive recreation. Community parks meet these needs, along with other key purposes such as providing pockets of urban forests, short trails, and small bodies of water.

The BVCP established a proximity standard for community parks calling for a park “of a minimum of 50 acres in size [to be located] within three and one-half miles of the population to be served.”<sup>9</sup> Currently, 100% coverage is provided by BPRD using this standard (see Table 5).

**Table 5: Community Park Proximity Analysis**

Current coverage of 50-acre/3.5-mile standard by BPRD	100%
Additional acreage required for 100% coverage	0 ac

## City Parks and Regional Parks

### Description

City and regional parks serve the entire community, as well as the surrounding county, and draw visitors to Boulder. They provide space for high-intensity recreational activities, as well as natural areas and features typical of neighborhood and community parks. Regional parks are generally large tracts of land set aside for their scenic qualities and outdoor recreational opportunities. These areas vary in size depending on the type of facilities and are generally located within a short drive of urban areas. A regional park typically provides a majority of facilities that enhance the minimum enjoyment of the natural setting such as trails, swimming, boating, fishing, and camping facilities (Boulder Reservoir matches this standard in some ways). Common features that might be found in regional parks include bike parks, picnic areas, botanical gardens, boating facilities, swimming facilities, and parking areas.

These parks are usually larger in size and can range from 100 to 300 acres. They generally provide a mix of natural beauty and developed facilities. Extensive wooded areas are often part of large urban parks, lending a sense of the natural landscape to the urban setting. The types of facilities often found in large urban parks include athletic fields, nature centers, day camps, boating/swimming areas, picnic areas, and shelters. Other facilities include a mixture of trails and off-street parking facilities. Valmont City Park, with 173 acres, is the only example of a large urban park in Boulder. The Boulder Reservoir is the only regional park operated by BPRD and provides a mix of developed and natural areas that attract visitors from well outside the city limits.

### Analysis

BPRD has 716.88 acres currently developed for public use (see Table 6), a significant number of which are water-based at the Boulder Reservoir. Current acreage provides a total current LOS of 7.36 acres per thousand. Including currently undeveloped land but with no new acquisitions, this would provide an estimated LOS of 8.55 for the population in 2030. To maintain the current LOS of 7.36 acres per thousand, no additional acres beyond the currently undeveloped land would be required. In fact, only 136.88 acres of the currently undeveloped land would need to be developed to maintain the LOS in 2030. Because the COB has long-term plans to develop all 274.68 acres, however, the LOS in 2030 will exceed the current LOS without having to add any additional acres, as would be the case with other park classification types.

<sup>9</sup> Boulder Valley Comprehensive Plan, p. 88

To date, only 45 acres on the north side and approximately 40 acres on the south side of Valmont City Park have been developed. The park will undergo a site planning process in 2013 to determine the next phase of development for the south side of the park. This could include a regulation disc golf course, athletic fields, fully accessible playgrounds, picnic areas, shelters, and trails. Valmont City Park, Boulder Reservoir, and the Area III site meet the city's guidelines for city and regional parks. Part of Valmont City Park has been developed, and the Area III site will be held in reserve to meet long-term recreational needs for future population growth. Area III has 187 acres of undeveloped land reserved to meet future park needs.

There are no explicit LOS proximity standards for city or regional parkland specified in the BVCP or by NRPA. However, civic engagement feedback has emphasized the importance of open space to the community. Approximately nine out of 10 community survey respondents indicated that it was "very important" to have forests and natural areas in Boulder. A total of 44% of respondents reported using these areas at least a few times a week, and only 5% said that they never use them.

**Table 6: City and Regional Park LOS Analysis**

<b>Current acreage</b>	<b>716.88</b>
Undeveloped acreage	274.68
Current COB population	97,385
<b>Current LOS (per thousand)</b>	<b>7.36</b>
2006 Master Plan LOS recommendation	1.00 – 3.00
Projected 2030 COB population	116,000
Total acreage available in 2030	991.56
<b>Projected LOS in 2030</b>	<b>8.55</b>
Additional acreage required by 2030 to maintain current LOS	(-137.80)
<b>Total acreage required by 2030 to maintain current LOS</b>	<b>853.76</b>
Additional acreage required by 2030 to meet 2006 recommendation	<b>(-875.56 – -643.56)</b>
<b>Total acreage required by 2030 to meet 2006 recommendation</b>	<b>116.00 – 348.00</b>

## Other Land Types

### Civic Use Areas

The department also manages areas and spaces for other departments and land for uses not typical of parks, like the Columbia Cemetery and the historic Harbeck House. The primary non-park areas include the Pearl Street Mall and the Civic Area around the Municipal Complex including the library grounds and City Hall. This also includes the Boulder Creek Bike Path and a number of community garden sites. The Municipal Campus site and Pearl Street Mall also contain playgrounds that serve visitors to the downtown area. Civic use areas can be sub-categorized into the following three groups:

- **Historic/Cultural/Civic Sites** – This includes unique local cultural opportunities. Examples include historic downtown areas, performing arts parks, botanical gardens, ornamental gardens, indoor theaters, amphitheaters, special event venues, and public buildings.
- **Plazas and Landscaped Areas** – Urban plazas are often smaller hardscaped and landscaped spaces that provide open space for surrounding residences, offices, and commercial buildings.
- **Operation Facilities and Offices** – This includes buildings and structures used to operate park and recreation administration and operational functions, but in some cases may be used for public functions.

The total amount of land within this classification is 80.69 acres. There are no LOS standards for civic areas from the 2006 plan, NRPA, or with benchmark communities. However, the BVCP states that the city should “[p]rovide other park and recreation facilities accessible to the public and in quantities sufficient to address public demand.”<sup>10</sup> These types of areas should be added to the Park and Recreation Department portfolio as needed, but with care due to the higher cost of maintaining small and highly developed urban facilities. Boulder must consider the larger community and social good generated from including these facilities in the existing BPRD inventory and balance these against the costs of operations and maintenance.

One facility of note that should be examined is the Civic Area as it relates to Central Park. This entire area is under review now with the Civic Area Master Plan. Its central location and expanses of public facilities make it a major public resource that contributes to the overall public good. The BPRD currently manages the landscape, playground, and hardscape features associated with the entire area.

### Recreation Facilities

Recreation facilities and special-use parks are parks that support single-use or specialized-use areas such as major sports complexes that house many formal and informal athletics events, aquatic centers, and recreation centers. Recreation facilities typically include athletic complexes dedicated to single-use activities (e.g., Stazio Softball Fields, Pleasantview Fields), outdoor aquatics facilities (e.g., Scott Carpenter Pool, Spruce Pool), recreation centers (e.g., North, South, and East Boulder Recreation Centers), or golf courses (e.g., Flatirons Golf Course). These facilities have highly specialized maintenance and management requirements and are generally subject to different standards than urban parkland.

The discussion of recreation facilities in this section is limited to a generic analysis of how their cumulative acreage contributes to the overall acreage of the BPRD system. A more specific analysis that addresses the appropriate mix and extent of recreation facilities is addressed in the next section. Generally, no standards are established for this acreage as the area provided is ancillary to the purpose of the recreation facility function. Indeed, development of LOS is difficult due to the specific nature of each type of facility and the wide range of land required for each activity. However, it is important to inventory and understand that there are operation and maintenance costs for the recreation facility acreage that supports the facility (e.g., parking, landscaping, green areas, etc.).

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<sup>10</sup> Boulder Valley Comprehensive Plan, p. 88

### Trails and Connectors

Trails and connectors that are managed by Public Works through Greenways and Transportation provide close-to-home recreation and non-motorized links between residential areas, parks, and schools; foster improved public health and a sense of community; increase economic development potential; and protect wildlife migration corridors and habitat. This classification consists of trails, greenbelts, and linear parks and includes a mix of hard- and soft-surface trails. Currently, BPRD provides 15 of a total of 364 miles of trail in Boulder.

As issues around alternative transportation, public health, and economic vitality continue to affect planning decisions, there will be increased discussion about how the physical connectivity provided by urban trails can help meet community objectives. Just as proximity of homes to neighborhood and community parks has emerged as a priority in recent years, so too has the proximity of homes to trails. The development of LOS standards for urban trails and connectors is still in early stages, especially considering the multiple types and purposes of trails. What has emerged during this planning process is the need both to better assess trail proximity needs and to convert those findings into action-oriented planning goals.

### Undeveloped Parkland

There are approximately 313 acres of undeveloped parkland in the system. This includes 19.42 acres of neighborhood and pocket parks, 19 acres of community parks, and approximately 274.68 acres of city and regional parkland available for development, including Valmont and 187 acres of city parkland in Area III in reserve for future consideration. Due to funding constraints, park development has not kept pace with residential development in certain parts of the city. Underserved areas are located primarily in the northernmost part of the city.<sup>11</sup> Completion of Boulder's undeveloped parks will meet the department's service guidelines in most of these underserved areas and will provide additional parks in well-served areas.

The 2005 Parks and Recreation Survey confirmed that residents place a high priority on completing undeveloped park sites. The department focused energy over the past five years in developing neighborhood parks and pocket parks and finishing development of East Boulder Community Park. The 2012 Parks and Recreation Survey confirmed that close-to-home neighborhood parks were the most visited and that taking care of existing facilities was of primary importance.

### Developing Areas

Due to the high price and lack of available land to develop in Boulder, some growth will take place in infill sites that are not currently zoned for housing, including commercial and industrial areas. Rezoning and redevelopment of infill sites may require the city to acquire and develop new lands for urban parks and recreation. Infill developments may have an even greater need than other neighborhoods for parks and urban green space because of higher density (more people per square mile) with more multi-story housing and housing in mixed-use developments. As smaller housing lots are developed, infill developments will need public spaces for residents to play and relax. These sites may not be large enough to provide a neighborhood park of five or more acres, so smaller neighborhood parks, pocket parks, or

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<sup>11</sup> 2006 Parks and Recreation Master Plan, Park Service Area Map, pp. 26-27

urban plazas should be considered. The department should explore creative ways to acquire, develop, and maintain park sites. This could include working with developers or community organizations to explore alternative park facilities such as rooftop gardens or green boulevards.

The areas where significant change is anticipated are the Gunbarrel area and the Transit Village (Boulder Junction). The need for an additional park site was identified through the Gunbarrel Area Plan, and the next step will be to identify where and how it will occur. Park needs for Boulder Junction are being met through development impact fees.

## SECTION 3: RECREATION FACILITIES

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### Recreation Facilities Level of Service

The following recreation facilities classifications are intended for use by the City of Boulder Parks and Recreation Department as guidelines to help establish a recreation facility inventory that represents and reflects the interests of the Boulder community, accounts for relevant national trends, and provides direction for future recreation facility management. The recreation facility types are based on national guidelines provided by NRPA, 2012 Parks and Recreation National Database Report, 2012 City Park Facts from the Trust for Public Land (TPL), benchmark data, cost recovery rates, and civic engagement findings. These findings are only preliminary and require additional analysis for refinement. Each facility type is analyzed individually. Along with the detailed description of each recreation facility classification, a level of service standard for each classification is discussed in relation to the current LOS along with the projected LOS for the year 2030. A full listing of recreation facilities for each classification can be found in the topical research reports published on BPRD's website.

The following section covers the high-priority recreation facilities that are in high demand, generate revenues, or help in building community and social good as they relate to the city's goals. These include:

- Aquatics Facilities (both indoor and outdoor pools)
- Recreation Centers
- Golf Course
- Athletic Fields (both diamond and rectangular fields)
- Playgrounds
- Shelters
- Skate Parks
- Dog Parks
- Picnic Shelters
- Tennis Courts
- Community Gardens

Table 1 below provides a summary of the current and projected LOS for each of these facilities based on population. In addition, the table provides a summary of the benchmark communities, as well as the TPL LOS for those facilities for which it is available.

**Table 1: Boulder Park and Recreation Facility Level of Service**

Recreation Facility	LOS Per Pop.	Current Facilities	Current LOS	Facility Per Pop.	Projected Facility per Pop. (2030)	Benchmark Range	Benchmark Median LOS	Benchmark Median Reg. LOS	TPL Median LOS
Diamond Fields Combined	10,000	24	2.46	4,058	4,850	0.7 – 10.6	2.45	2.89	1.60
Rectangular Fields	10,000	20	2.05	4,869	5,820	0.35 – 7.9	1.32	5.22	NA
Playgrounds	10,000	40	4.11	2,435	2,910	2.6 – 8.1	3.96	3.96	2.20
Dog Parks	100,000	4	4.11	24,346	29,100	0 – 3.1	1.33	1.33	0.60
Skate Parks	100,000	1	1.03	97,385	116,400	0 – 2.2	1.24	1.33	0.40
Golf Course	100,000	1	1.03	97,385	116,400	0 – 0.04	0.01	NA	0.70
Indoor Pools	100,000	3	3.08	32,462	38,800	0 – 4.4	1.88	2.08	NA
Outdoor Pools	100,000	2	2.05	48,693	58,200	0 – 4.4	2.49	1.79	NA
Swimming Pools Combined	100,000	5	5.13	19,477	23,280	0 – 8.8	4.37	3.87	2.10
Recreation Centers	100,000	3	3.08	32,462	38,800	NA	NA	NA	3.50
Tennis Courts	10,000	40	4.11	2,435	2,910	0.9 – 4.0	2.8	3.2	1.8
Picnic Shelters	10,000	34	3.49	2,864	3,424	0.5 – 6.1	3.3	5.1	NA
Community Gardens	100,000	4	4.11	24,346	29,100	0 – 8.0	1.0	0.4	NA

## Aquatics

### Description

Community pools are often considered traditional amenities regularly available to the public. Pools provide the venue for swim lessons, open play/swim, practice, and also conditioning opportunities. Pools can be either indoor or outdoor while varying in size and depth. Boulder has three indoor pools located at the three recreation centers and two outdoor pools, Scott Carpenter Pool and Spruce Pool, located two miles apart from each other.

### Analysis

The 2012 City Park Facts shows that the top 10 cities in the nation average an LOS of 6.5 pools (both indoors and outdoors) per every 100,000 residents (or one pool for every 15,000 residents). Comparatively, Boulder is below that average with a total LOS of 5.1 (or one pool for every 20,000 residents). However, Boulder is well above the median when compared to the Master Plan benchmark communities, which range in LOS from 0.6 to 8.7 pools per 100,000, with a median of 2.8.

Indoor and outdoor pools attract different uses and can have varying demand, however. For indoor pools the benchmark communities range from 0 to 4.4 indoor pools per 100,000, with a median of 2.0 (or one indoor pool for every 37,527 residents). Boulder provides 3.1 indoor pools per 100,000. According to the 2012 Parks and Recreation National Database Report, the recommended service level for indoor pools is one per every 42,028 residents. BPRD currently provides one indoor pool for every 32,462 residents and even at the 2030 population projection, Boulder would provide one indoor pool for every 38,667 residents.

For outdoor facilities, Boulder provides one outdoor pool per every 48,693. Benchmark cities range in LOS for outdoor pools from 0 to 4.4, with a median of 1.8 (or one outdoor pool for every 37,527 residents). Boulder's two outdoor pools are aging with Scott Carpenter having approximately 60 years of service and nearing the useful life of this type of facility.

However, some public feedback has called for additional indoor swimming lanes and existing competitive pool time is at a premium. The recommended indoor pool LOS for this plan must consider current demand, anticipated future needs, and financial ability to build, operate and maintain additional facilities as well as the other aquatics facilities provided by CU, non-profits and the private sector.

If no further pools are developed, the projected growth in population will yield an indoor pool LOS of 1/38,667 and an outdoor pool LOS of 1/58,000.

Table 2: Indoor Pools Level of Service

Current total number of indoor pools	3
Current indoor pool LOS (1 facility/xx,xxx residents)	1/32,462
Benchmark LOS range for indoor pools	1/0 – 44,000
Benchmark LOS median for indoor pools	1/37,527
Projected LOS in 2030 if no indoor pools are added	1/38,667
Increase in LOS from current to 2030 population	6,205 additional community members

Table 3: Outdoor Pools Level of Service

Current total number of outdoor pools	2
Current outdoor pool LOS	1/48,693
Benchmark LOS range for outdoor pools	1/0 – 141,853
Benchmark LOS median for outdoor pools	1/44,448
Projected LOS in 2030 if no outdoor pools are added	1/58,000
Increase in LOS from current to 2030 population	9,307 additional community members

## Recreation Centers

### Description

BPRD operates and maintains three recreation centers: North Boulder Recreation Center, South Boulder Recreation Center, and the East Boulder Community Center. In total, the recreation centers equal 138,000 square feet and house the majority of BPRD's indoor recreation programs and services. Each center has a pool, gym, and a number of fitness rooms. These facilities offer residents a multitude of pre-registered and "open" or "drop-in" activities. In addition, Boulder residents are able to rent facility space within the recreation centers to accommodate other uses such as birthday parties and specialty activities.

### Analysis

The median jurisdiction population per recreation/community center, according to the 2012 Parks and Recreation National Database Report, is one facility per every 24,431 people. Moreover, the 2012 City Park Facts report (for the top 10 highest average facilities per resident) shows an average of 2.15 centers per every 20,000 residents, equal to one facility per 9,302

residents. Given that the City Park Facts report provides a very high-end range, in part due to the higher reporting on smaller community-based centers, a comparison of benchmark communities may provide a more reasonable LOS range for BPRD.

BPRD currently maintains three recreation/community centers for a total LOS of 3.1, or one center per every 32,462 residents. The benchmark comparison range is 0.0 – 14.4, with a median LOS of 2.9 (or one center per every 30,303 residents). BPRD's level of service is about equal to the median LOS number, but this does not take into consideration private health clubs as well as facilities provided by CU to the student population. Moreover, the large degree of variance in the benchmark range and the findings by national reports make determining an LOS range difficult.

**Table 4: Recreation Centers Level of Service**

<b>Current total number of recreation centers</b>	3
<b>Current recreation center LOS</b>	1/32,462
<b>Benchmark LOS range for recreation centers</b>	1/0 – 161,719
<b>Benchmark LOS median for recreation centers</b>	1/30,303
<b>Projected LOS in 2030 if no recreation centers are added</b>	1/38,667
<b>Increase in LOS from current to 2030 population</b>	6,205 additional community members

## Flatirons Golf Course

### Description

Golf courses are facilities that are not sector-exclusive. Many parks and recreation departments own and manage a public course, but they compete with private-sector clubs as well as neighboring communities. Size and number of holes can vary between departments, but generally cities can, and do, offer this amenity to their residents.

### Analysis

The national guidelines for golf course provision state that there should be one 18-hole golf course per every 43,200 – 50,000 residents. There are differing guidelines for par-three courses and nine-hole courses; however, for the purpose of this discussion, the LOS will be regarded in terms of 18-hole golf courses. In addition, the national average for rounds of golf played on 18-hole courses per year is approximately 30,000 to 33,000. In 2012, BPRD's Flatirons Golf Course sold 43,974 total rounds, 20,140 of which were 18-hole and 23,834 were nine-hole.

BPRD currently operates one golf course for an LOS of 1.0. The benchmark comparison LOS range is 0 – 4.4, with 1.4 being the median LOS (or one course per every 63,463 residents). If no new city courses are added, BPRD’s LOS would be one golf course per 116,000 residents in 2030. However, it should be noted that BPRD’s golf course is one of five courses located within the region and within a 10-mile radius. If additional golf courses are needed to serve the community’s demand, further analysis should be conducted to determine the feasibility and appropriateness of the city providing additional golf courses or facilities versus allowing the private sector to respond to the demand.

**Table 5: Golf Courses Level of Service**

<b>Current total number of golf courses (this number should reflect courses within a 20-minute drive of Boulder)</b>	1
<b>Current golf course LOS</b>	1/97,385
<b>Benchmark LOS range for golf courses</b>	1/0 – 172,000
<b>Benchmark LOS median for golf courses</b>	1/63,463
<b>Projected LOS in 2030 if no golf courses are added</b>	1/116,000
<b>Increase in LOS from current to 2030 population</b>	18,615 additional residents

## Diamond Ball Fields

### Description

Ball fields cater to a diverse community and can serve multiple purposes. For example, baseball diamonds can be converted into softball fields and vice versa. Additionally, there are different sizes and regulations for fields depending on the target audience (e.g., adult baseball vs. youth baseball). The fields can be organized primarily by the length of the base path, with a 60- to 65-foot path (for softball and most Little League Baseball) and a 90-foot base path (for adult and older use baseball). The distance to outfield fences can be adjusted, as can the surface material for infields (skinned or turf). Portable mounds can meet the need for a raised mound, making the fields as multi-use as possible. Ball fields are primarily used for league play, but depending on the size and condition of the complex, ball fields can be used to host statewide and sometimes nationwide tournaments that bring tourists to the area. In all, ball fields have been a staple of parks and recreation agencies for many years and represent a key public facility that is important to have and maintain.

### Analysis

Determining ball field LOS can be difficult because of the nature of these types of facilities; both softball and baseball fields can be converted to accommodate the other, while adult fields can be reduced in size to accommodate youth. Because of this, it is not possible for many communities to provide separate counts for softball and baseball fields. So for this analysis, we focus on the combined total of ball diamonds.

Currently, BPRD has 24 diamond fields (one per every 4,034 residents) in its inventory. This equals an LOS of 2.46 fields per 10,000 population. The median LOS for benchmark communities is 2.45 per 10,000, and the TPL median is 1.6 per 10,000 (one field per 6,250 residents.)

There has been differing feedback from various segments of the public regarding the development of additional diamonds. Some do not consider additional fields a priority, especially given the fact that nearby communities provide facilities. However, some members of the public – generally those that participate in baseball or softball themselves, or have children that do – have expressed a strong desire for additional fields, especially for tournaments that are closer to home and in Boulder. Additional analysis beyond the master plan will be required to assess facility demand in greater detail and to develop alternatives for meeting that demand.

**Table 6: Diamond Ball Fields Level of Service**

<b>Current total number of ball diamonds</b>	24
<b>Current ball diamond LOS</b>	1/4,058
<b>Benchmark LOS range for ball diamonds</b>	1/947 – 1/14,073
<b>Benchmark LOS median for ball diamonds</b>	1/4,081
<b>Projected LOS in 2030 if no ball diamonds are added</b>	1/4,833
<b>Increase in LOS from current to 2030 population</b>	775 additional community members

## Rectangular Fields

### Description

Rectangular fields are another staple of parks and recreation agencies' facility inventories that are largely used for active recreation (e.g., sports). Often called multi-purpose or multi-use fields, rectangular fields can be formatted for various sports including soccer, football, ultimate Frisbee, and other sports. Those fields found in neighborhood and community parks often provide more passive recreation opportunities as well, such as walking, lounging, sunbathing, and family gatherings, when not scheduled for competitive sports. When rectangular fields in neighborhoods are scheduled to meet league demand, they reduce the supply of accessible green space, cause congestion due to lack of adequate off-street parking, and create noise and other disturbances not associated with neighborhood parks.

## Analysis

BPRD currently has a total of 20 rectangular fields for an LOS of 2.05 (or one per 4,869 residents). A benchmark comparison shows an LOS range of 0.35 – 7.93, with a median LOS of 1.32 for all benchmark communities and 5.22 for regional benchmark communities. From this analysis it is clear that field use in the Colorado Front Range region is higher than national trends. If no additional rectangular fields are made available by 2030, and if BPRD maintains its current rectangular field inventory, the LOS will be one for every 5,800 residents.

**Table 8: Rectangular Fields Level of Service**

<b>Current total number of rectangular fields</b>	20
<b>Current rectangular field LOS</b>	1/4,869
<b>Benchmark LOS range for rectangular fields</b>	1/1,143 – 28,200
<b>Benchmark LOS median for rectangular fields</b>	1/8,391
<b>Projected LOS in 2030 if no rectangular fields are added</b>	1/5,800
<b>Increase in LOS from current to 2030 population</b>	931 additional community members

## Community-based Facilities

The following section provides analysis for facilities that are free to the community and considered basic building blocks of a public park and recreation agency. These facilities, which include neighborhood playgrounds, picnic shelters, dog parks, skate parks, and community gardens, are high on the social and community capital-building scale and recognized for their importance to neighborhood well-being.

### Playgrounds

#### Description

Playgrounds can be considered the backbone for park amenities. The term “park” is commonly considered synonymous with a playground or, at the very least, brings the thought of a playground to mind. Playgrounds vary in size, dimension, location, and range of activities available at the site. Generally, playgrounds are designed for youth and children but are constructed with accessibility in mind for people with disabilities and for the parents/guardians who accompany children.

#### Analysis

The median jurisdiction population per playground, according to the National Database Report, is one playground per every 3,800 residents. Additionally, the median LOS for playgrounds among the top 100 cities in the US is 2.2 (or one playground for every 4,545

residents). Examining the available national guidelines in tandem with the benchmark comparisons helps derive the playground LOS discussion.

BPRD currently provides one playground per 2,435 residents (or an LOS of 4.11). A benchmark comparison shows an LOS range of 2.18 – 8.04 with a median LOS of 3.96 (or one playground for every 2,525 residents). Using the benchmark information in concert with the national guidelines set forth, it may be necessary to consider establishing an LOS that is indicative of the Boulder community due to the large LOS variance in both benchmark communities and national LOS ranges (if it is believed that the guidelines should be different compared to national guidelines).

The projected LOS in 2030 if BPRD maintains its current number of playgrounds is one for every 2,900 residents, which is still above the benchmark communities. If BPRD desires to keep the current LOS, then the department would have to add an additional eight playgrounds by the year 2030. Additionally, the BVCP calls for all residential homes to be within a quarter mile of a tot-lot or playground. To determine the desired LOS for 2030, it is necessary to discuss how proximity will factor into maintaining and planning for additional playgrounds.

**Table 9: Playgrounds Level of Service**

<b>Current total number of playgrounds</b>	40
<b>Current playground LOS</b>	1/2,435
<b>Benchmark LOS range for playgrounds</b>	1/1,244 – 4,587
<b>Benchmark LOS median for playgrounds</b>	1/2,481
<b>Projected LOS in 2030 if no playgrounds are added</b>	1/2,900
<b>Increase in LOS from current to 2030 population</b>	465 additional community members

## Skate Parks

### Description

Skate parks provide a confined location for skateboarding, rollerblading, and, in some instances, biking. Before the development of skate parks, skateboarders and the like did not have a specified location for recreation. With the development of specialty facilities such as these, users can build a community in a place that is truly their own.

### Analysis

Skate parks have grown in popularity in recent years; thus little national data is available in terms of LOS. The TPL top 10 cities have an average LOS of 1.81 (or one skate park per every

55,555 residents). The median range for the TPL study was 0.40 (or one per every 40,000 residents).

BPRD currently has one skate park for an LOS of one per 100,000 residents. A benchmark comparison shows an LOS range of 0 – 2.2 with a median LOS of 1.2 per 100,000 residents (or one skate park per every 74,203 residents).

**Table 10: Dog Parks Level of Service**

<b>Current total number of skate parks</b>	1
<b>Current skate park LOS</b>	1/97,385
<b>Benchmark LOS range for skate parks</b>	1/0 – 141,000
<b>Benchmark LOS median for skate parks</b>	1/74,203
<b>Projected LOS in 2030 if no skate parks are added</b>	1/116,000
<b>Increase in LOS from current to 2030 population</b>	18,615 additional community members

## Dog Parks

### Description

Dog parks have grown in popularity in recent years, as parks and recreation agencies have recognized that growing numbers of residents wish to provide their dogs with opportunities for outdoor exercise while forming a community with fellow pet owners. Dog parks also serve to concentrate pet waste in a defined area, which, while not solving the problem of pet waste contaminant, does help to alleviate the harmful environmental degradation it causes.

### Analysis

According to PRORAGIS, the median jurisdiction population per dog park is one per every 48,260 residents. A snapshot of the top 10 city averages for dog parks per capita reveals an average LOS of 0.33 (or one per every 30,303 residents). Since dog parks have been growing in popularity, the variability in LOS range most likely reflects the unique makeup of individual cities; although pet ownership has increased over the years, demand for dog parks is location specific and requires examination of the residents' characteristics.

BPRD currently has four dog parks for an LOS of 4.11 (or one per 24,346 residents). A benchmark comparison shows an LOS range of 0 – 3.13 with a median LOS of 2.4 (or one per every 41,697 residents). Based on the population projection for 2030, BPRD's LOS would be one per every 29,000 residents if no additional dog parks were developed. This is still above the benchmark comparison communities.

Table 11: Dog Parks Level of Service

Current total number of dog parks	4
Current dog park LOS	1/24,346
Benchmark LOS range for dog parks	1/0 – 172,000
Benchmark LOS median for dog parks	1/41,697
Projected LOS in 2030 if no dog parks are added	1/29,000
Increase in LOS from current to 2030 population	4,654 additional community members

## Picnic Shelters

### Description

Shelters are a staple of traditional park and recreation facilities. They provide the opportunity for neighborhood block parties, gatherings, and family picnics. Shelters are available to rent for groups or individual outings, but are also open on a free basis to residents.

### Analysis

According to NRPA guidelines, the LOS for picnic shelters should be one per every 2,000 residents. A scan for additional national standards/guidelines for picnic shelter LOS has not produced additional national guidelines. The LOS discussion for BPRD will be framed by a benchmark analysis, with NRPA guidelines serving only as a reference point.

BPRD currently has 24 picnic shelters for an LOS of 3.49 (or one per 2,864 residents). A benchmark comparison shows an LOS median of one picnic shelter for every 2,785 residents. Based on the population projection for 2030, BPRD's LOS would be one shelter per every 3,412 residents if no additional shelters were developed. This is an increase in population served of 548 community members per shelter.

Table 12: Picnic Shelters Level of Service

Current total number of picnic shelters	34
Current picnic shelter LOS	1/2,864
Benchmark LOS range for picnic shelters	1/1,372 – 6,956
Benchmark LOS median for picnic shelters	1/2,785
Projected LOS in 2030 if no picnic shelters are added	1/3,412
Increase in LOS from current to 2030 population	548 additional community members

## Tennis Courts

### Description

Tennis courts have been a staple of public park and recreation facilities, and Boulder has 40 courts available for play throughout the city. Outdoor facilities are most common in park and recreation agency inventories; however, indoor facilities are not uncommon (although low in frequency). Tennis courts host programming such as lessons and competitions while also providing opportunities for more recreational tennis activities (e.g., pick-up games).

### Analysis

According to the 2012 Parks and Recreation National Database Report, the median jurisdiction population for outdoor tennis courts is one per every 4,292 residents. Indoor tennis courts have a different median jurisdiction population of one per every 16,034 residents. Only one benchmark agency reported having indoor tennis courts; thus, the LOS discussion will pertain to outdoor tennis court LOS.

BPRD currently has 40 tennis courts for an LOS of 4.11 (or one per 2,435 residents). A benchmark comparison shows an LOS median of one tennis court per every 3,444 residents. Based on the population projection for 2030, BPRD's LOS would be one tennis court per every 2,900 residents if no additional courts were developed. This is an increase in population served of 465 community members per tennis court.

Table 13: Tennis Courts Level of Service

Current total number of tennis courts	40
Current tennis court LOS	1/2,435
Benchmark LOS range for tennis courts	1/1,803 – 6,087
Benchmark LOS median for tennis courts	1/3,444
Projected LOS in 2030 if no tennis courts are added	1/2,900
Increase in LOS from current to 2030 population	465 additional community members

## Community Gardens

### Description

Community gardens provide an important social and environmental value to the community and are in alignment with Boulder Comprehensive Plan goals for sustainable agriculture. Community gardens provide habitat for many different types of flora and fauna. Residents can go for relaxing walks or hold family gatherings (among many other activities) at this type of facility. The existing BPRD-owned community gardens are managed in partnership with Growing Gardens, a non-profit organization.

### Analysis

According to the 2012 Parks and Recreation National Database report, the median jurisdiction for community gardens is one per every 31,936 residents. It should be noted that less than 50% of participating agencies in the 2012 report acknowledged operating and managing community gardens. Community gardens are a unique and largely location-specific amenity.

BPRD currently has four community garden areas for an LOS of 4.11 per 100,000 population (or one per 24,346 residents). A benchmark comparison shows an LOS median of one community garden per every 24,346 residents; Boulder is the median LOS. Based on the population projection for 2030, BPRD's LOS would be one community garden per every 29,000 residents if no additional garden areas were developed. This is an increase in population served of 4,654 community members per garden area.

Table 14: Community Gardens Level of Service

Current total number of community gardens	4
Current community garden LOS	1/24,346
Benchmark LOS range for community gardens	1/0 – 97,385
Benchmark LOS median for community gardens	1/24,346
Projected LOS in 2030 if no community gardens are added	1/29,000
Increase in LOS from current to 2030 population	4,654 additional community members

# SECTION 4:

## RECREATION PROGRAMS

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### Introduction

BPRD offers a variety of recreation programs and services to Boulder residents. These services have been reviewed and analyzed in previously released topical reports. In this needs assessment, BPRD's programs will be revisited to discuss both specific and overarching issues that constitute ways in which the department can enhance its provision of services to the public and make the most effective use of available resources. Programs and services were examined by using national trend information provided by the Sporting Goods Manufacturers Association (SGMA), benchmark data, and information gleaned throughout the civic engagement process.

In general, a major priority of the department is to make informed management decisions based on budgeting and financing metrics. In particular, policy decisions regarding specific recreation programs are often made with consideration of the extent to which the cost to deliver a program can be recovered. However, decisions are increasingly informed by another factor: the degree of social or public good that the program provides to the community. Social good programs differ from private good programs in that the latter provide benefits that are generally exclusive to the participant, while the former enhance the health, safety, and livability of the community. The 2010 RFPF proposed the classification of programs into "social core," "business core," and "desirable programs," with the intention that these categories would help guide the department's program management and delivery. So far in the planning process, however, it has been observed that this categorization has not been implemented. It may be necessary to identify, in a more formal and detailed way than previously done, how programs and services compare in terms of social versus private good as well as high versus low degree of cost recovery. For example, a program area such as dance may include activities that vary in terms of social/private good and high/low cost recovery. While beginner dance for children may be categorized as a social good activity, advanced adult dance activities may represent a private good. These different types of programs may benefit from different types of funding policies and subsidy levels.

Another general need observed during the process involves the lifecycle management of programs and services, particularly after programs have been implemented. Program evaluations play a vital role in informing management decisions and currently appear to be underutilized at BPRD. A lifecycle management approach to recreation programs involves establishing clear, measurable program objectives and then measuring how well the program achieved those stated objectives. Currently, class evaluations are conducted; however, they are limited in scope and might become more beneficial if their structure is redressed and they are implemented at the activity level.

The method of delivering recreation programs and services is changing, although a recent international trend has been to leverage partnerships to conceive, design, implement, evaluate, and retire programs. Boulder has innumerable opportunities to pursue public-private,

public-nonprofit, and public-public partnerships. In fact, many of BPRD's existing programs have a critical dependence upon partnerships. In order to sustain the provision of programs over the long term, a number of key partnership relationships must continue to be cultivated and strategically managed.

It may be particularly valuable to examine the provision of so-called traveling competitive programs, which we define in this plan as either team or individual recreation activities provided by BPRD that have been established to compete with teams within leagues in a broader geographic area. Certain BPRD dance and gymnastics programs participate in tournaments and travel to other communities during a competitive season. These are worthy of review because they are generally provided by non-governmental organizations, including other organizations in the Boulder community. While it may indeed be appropriate to continue this model of service delivery in Boulder, additional policy guidance and analysis are warranted before developing recommendations for alternative methods for providing these activities.

However, BPRD's recreation program and service needs are largely policy related. Much conversation is warranted to analyze how future management decisions are informed, particularly in terms of alignment with existing policy frameworks, such as the BVCP. An emphasis on fiscal responsibility moving forward makes it critical to explore key issues related to categorization, partnerships, lifecycle management, and budget priorities.

### Recreation Program and Service Classification

The following classification system, largely informed by the department's Program Viability Assessment (PVA), was also used in the Master Plan topical reports to analyze program participation, finances, and management practices. This needs assessment will continue to analyze recreation programming using this classification.

- Aquatics
- Boulder Reservoir
- Dance
- EXPAND
- Fitness
- Gymnastics
- Mind & Body (Yoga)
- Pilates
- Pottery
- Special Interest
- Sports
- Weight Training
- YSI
- Valmont Bike Park
- Flatirons Golf Course

Using this classification system in this section is advantageous because it exhibits a logical analytical progression from research findings presented in the topical reports. Using this

breakdown has limitations, however. As noted in the paragraphs above, one of the general findings that surfaced during the planning process was the need to further understand the degree to which individual programs contribute to achieving community goals for both financial sustainability (i.e., cost recovery) and social sustainability (i.e., social good). While the PVA categorization and analysis provide information regarding the former, BPRD lacks a framework for information on the latter. Such information will assist staff and policymakers in making important imminent trade-off decisions about the management of the department's overall portfolio of programs.

The needs assessment and forthcoming strategy recommendations will lay the foundation for a comprehensive assessment of each individual program in terms of financial and social sustainability. But before conducting such an assessment, it is critical to understand the characteristics of the environment surrounding each program area. This needs assessment will review each program area and synthesize findings to date regarding demand from the public, national participation trends, and other considerations. As a baseline, it will also describe how service provision would need to change to maintain the same degree of service to Boulder as the community experiences population growth.

## Aquatics

### Description

Swimming pools provide residents with many recreational opportunities. Participants can engage in activities that are available for all ages: fitness classes, swim clubs, lessons (group or private), and open swim. Aquatics programs take place at recreation centers' indoor pools and at the city's outdoor pools, Scott Carpenter Pool and Spruce Pool.

### Analysis

According to the SGMA, swimming continues to be the most popular "aspirational sport" for inactive children ages six to 12 and in the top two for individuals over 45. In fact, swimming remains in the top four "aspirational interests" across the lifespan.

Overall, the BPRD aquatics area's registration numbers have remained relatively consistent since 2009; however, swim lessons for three- to five-year-olds and water fitness classes have experienced an increase in registrations, while areas such as training classes and swim lessons for children ages three and younger have seen a decrease.

Civic engagement has brought forth the desire to increase the number of aquatic facilities in Boulder. Residents have expressed the desire for closer pool access and more available pool time. The community survey indicated a high desire to focus on programming across the lifespan, with a particularly strong interest in youth and adult/senior adult programming opportunities.

Taken together, these national trends for swimming activities and civic engagement findings indicate a demand for increased pool availability for younger age groups as well as for water fitness-related opportunities. Activities such as aquatic training classes and swim lessons for

individuals ages 16 and older have experienced a steady decline in registrations since 2009, which may necessitate transferring resources to accommodate other growing trends such as aquatic-related opportunities for older adults. Analysis also points to a need for greater focus on providing youth swim lessons, senior adult activities, and water fitness classes.

**Table 7: Aquatics Summary and Recommendations**

<b>National trends</b>	<ul style="list-style-type: none"> <li>• Popular across the lifespan, especially among youth</li> <li>• “Aspirational” activity for inactive individuals</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Modest increase in 3–5 youth swim lessons (3.13%)</li> <li>• Modest increase in water fitness classes (10.69%)</li> <li>• Modest decrease in 6–12 youth swim lessons (-3.69%)</li> <li>• Moderate decrease in 3 and under youth swim lessons (-15.74%)</li> <li>• Moderate decrease in adult swim lessons (-22.43%)</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• Survey indicated a high desire to focus on programming across the lifespan with a particularly strong interest in youth and adult/senior adult programming opportunities</li> <li>• Requests for additional water fitness opportunities</li> <li>• Some comments did not relate to specific aquatic programs, but concerned indoor aquatic facility availability</li> </ul>

## Boulder Reservoir

### Description

The Boulder Reservoir is a 700-acre, multi-use recreation and water-storage facility. BPRD provides programming at the reservoir, including summer day camp programs, sailing lessons, and water sports. Activities are provided for both youth and adults.

### Analysis

Across the nation, water sports have experienced an overall modest increase in participation since 2007. While boardsailing/windsurfing and kayaking have seen participation grow by double-digit percentages, water skiing, jet skiing, and sailing have seen the opposite trend. Among benchmark agencies, BPRD’s ability to offer programming at the Boulder Reservoir is unique; few comparable agencies reported having the ability to offer water activities at a similar site.

Overall, BPRD’s programming at the Boulder Reservoir has increased slightly since 2009, with a dramatic spike in 2012. Specialty camps have experienced the greatest increase in registrations, while individual classes such as sailing, boating safety, and kayaking have experienced high drop-offs in registrations or have been discontinued altogether.

The community survey showed slightly less interest in having facilities for specific recreation activities compared to natural areas, recreation centers, civic areas, and neighborhood parks. Visiting neighborhood parks and forested/natural areas were the most frequently reported

activities among respondents. Other community outreach techniques (e.g., public open houses, Inspire Boulder, master plan website) have sparked little public discussion of Boulder Reservoir’s recreational programming.

The lack of discussion regarding Boulder Reservoir’s recreational programming could suggest that the public is generally content with the opportunities currently available; however, national trends point to increasing participation in water sports such as boardsailing and kayaking. The declining registration rates at the reservoir (except for camps) may be indicative of the local area.

**Table 8: Reservoir Summary and Recommendations**

<b>National trends*</b>	<ul style="list-style-type: none"> <li>• Modest increase in overall watersports since 2007</li> <li>• Moderate increases in boardsailing/windsurfing and kayaking</li> <li>• Moderate decrease in water skiing, jet skiing, and sailing</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• Compared to benchmark agencies, BPRD’s ability to offer programming at the Boulder Reservoir is unique because a low number of comparable agencies reported having the ability to offer water activities at such a site</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Overall, BPRD’s programming at the reservoir has modestly increased since 2009, with a dramatic spike in 2012</li> <li>• Greatest increases were in specialty camps</li> <li>• Individual classes such as sailing, boating safety, and kayaking have experienced high drop-offs in registrations or have been discontinued altogether</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• Survey showed slightly less interest in having facilities for specific recreation activities compared to natural areas, recreation centers, civic areas, and neighborhood parks</li> <li>• Relatively little input regarding Boulder Reservoir programming</li> </ul>

\*Please see Appendix A for national participation statistics.

## Dance

### Description

BPRD offers a variety of classes that explore dance, rhythm, and creative movements for early childhood through adulthood. Programming includes introductory classes as well as performance programs for youth. Camps are also available. Programs take place at the recreation centers and the Iris Studio. Dance activities include jazz, ballet, hip hop, hula, salsa, and much more.

### Analysis

Exercise-to-music participation has increased nationally by 7.5% in the last two years. Participation identified as “casual” has increased by 19% over the same timeframe, while frequent or core participation has decreased. This trend can be viewed as a change in desired service delivery – participants are desiring more and more nonregistered, or “drop-in,” programming.

BPRD’s dance registration numbers have fluctuated year to year since 2009. Through the third quarter of 2012, dance registrations were on pace to meet (or possibly exceed) the three-year average total. However, overall dance registrations are below the bar set in 2009. Since 2009, ballet, jazz, salsa, and tap dance have been the more popular offerings among individual dance courses. Ballet stands alone in maintaining moderately consistent registration numbers, but with a slight decline since 2009.

Civic engagement shows that dance courses are valued to an extent, but not among the most important to Boulder residents. Survey respondents reported a lower desire to have dance offerings in Boulder, regardless of whether they were provided by BPRD or another city agency/entity. Dance activities are offered by at least five other types of entities within Boulder. Additionally, 92.5% of survey respondents reported using art, dance, and gymnastics programs a few times a year or not at all. The public has expressed a desire for BPRD to provide recreation programs regardless of whether they are provided by others in or near Boulder; however, dance programs do not seem to be a specific area of interest.

**Table 9: Dance Summary and Recommendations**

<b>National trends*</b>	<ul style="list-style-type: none"> <li>• Modest increase in “exercise-to-music” participation in the last two years</li> <li>• “Casual” participation moderately increased</li> <li>• “Frequent” or “core” participation has modestly decreased</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Fluctuation in BPRD dance participation</li> <li>• Most popular: ballet, jazz, salsa, tap</li> <li>• Dance is offered by at least five other types of entities within Boulder</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• Survey showed a lower desire to have dance offered, regardless of whether provided by BPRD or another entity</li> <li>• 92.5% of survey respondents reported using art, dance, and gymnastics programs a few times a year or not at all</li> <li>• More drop-in opportunities are desired (adult or youth?)</li> </ul>

\*Please see Appendix B for national participation statistics.

## Exciting Programs and New Dimensions (EXPAND) Programs and Services

### Description

EXPAND (Exciting Programs and New Dimensions) provides a variety of therapeutic recreation programs and services to youth and adults with disabilities. The department also provides all individuals with disabilities the opportunity to participate inclusively in a recreation program of their choice. Inclusion is mandated federally under the Americans with Disabilities Act (ADA). Programs take place at the recreation centers, East Senior Center, Flatirons Golf Course, and on the Colorado University campus.

Analysis

Each day, more people are born with disabilities or receive disabling injuries. For the last decade, there has been increased attention to, and advocacy for, the rights of those with disabilities, including access to health and wellness programs. Therapeutic programs are part of a specialized and growing field that requires certified professionals to develop and implement programming. Park and recreation agencies must continue to grow with the trend.

EXPAND is a social good program, meaning that it is operated because of the ideals it represents – inclusivity and access for all. EXPAND is one of BPRD’s few programming areas that has seen stable registration numbers since 2009. In fact, through the third quarter of 2012, EXPAND has reached 90% of the three-year average for registrations. While BPRD is not the community’s only provider of therapeutic programming, EXPAND has maintained a steady flow of participants. EXPAND’s individual activity offerings are diverse, with registrations dispersed among at least 38 different subjects. With a stable (and potentially growing) client base, EXPAND has been able to meet the needs of its users.

Civic engagement has reiterated the idea that BPRD should be inclusive for all. According to the community survey, approximately 82% of respondents said it was either essential or very important for BPRD to provide recreation programs for people with disabilities. The public has also stated that such programs should be largely subsidized by taxes and not by user fees.

It is difficult to determine when to increase some EXPAND programming areas and decrease others. Given the specialized nature of this program, specific programming areas are highly susceptible to participants’ interests. The 2012 SGMA report identifies current participation trends by activity, which may or may not indicate trends for EXPAND programming as well. In addition, it is important to explore options for subsidizing social good programs such as EXPAND. Funding sources for such programs include foundations, scholarships, and revenue from private good or other revenue-generating programs. Determining the best method to fund EXPAND will help guide decision making moving forward.

**Table 10: EXPAND Summary and Recommendations**

<b>National trends</b>	<ul style="list-style-type: none"> <li>• Demand for therapeutic recreation programs is increasing</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Stable participation</li> <li>• BPRD is not the only provider of therapeutic programming</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• 82% of survey respondents said it was either essential or very important for BPRD to provide recreation programs for people with disabilities</li> <li>• Survey also indicated that such programs should be largely subsidized by taxes and not by user fees</li> </ul>

## Fitness

### Description

Fitness programs are designed to help meet the health and wellness needs of participants. Programs may include, but are not limited to, exercise, cardio activities, sport conditioning, Swiss Ball, boot camp, kickboxing, and more. Classes may be pre-registration or drop-in (e.g., open fitness, etc.). Fitness programs are held at the recreation centers.

### Analysis

According to the 2012 SGMA report, fitness sports remained the most popular physical activity in the nation. The national participation rate is approximately 60% (for the fourth year in a row), and activities such as boot camp-style training have driven this set of activities. In addition, activities such as spinning (stationary cycling) are growing in popularity and can be offered in both individual and group programming settings. Health and wellness have been pushed to the forefront of park and recreation agencies in recent years, and, in 2012, the NRPA established a health and wellness pillar, thus recognizing it as a critical area to focus their efforts.

Commensurate with the national trend, BPRD’s boot camp classes have had the greatest increase in registration numbers since 2009 and boast the greatest number of registrants by activity for the fitness area. BPRD’s 50-plus resistance offering has also received an increase in registrations. Fitness classes are in the top four “aspirational interests” across the nation for ages 55 and older regarding recreational pursuits.

The community survey showed that respondents are leery of BPRD facilitating and organizing recreation opportunities provided by private businesses in the community (e.g., fitness centers). Respondents did, however, indicate that promoting physical and mental well-being is highly important. Fitness activities are offered by the most entities in the community, including BPRD. Residents have also expressed a desire for BPRD to continue to provide programming in areas regardless of whether they are offered elsewhere in or near the surrounding community.

With the tremendous popularity of fitness sports across the nation, a conversation should be had regarding what fee structure is appropriate. Since Boulder residents have many other options to fulfill their fitness needs, BPRD should discuss the level of service provision they should offer and how much money the department should generate from those activities. In addition, since service provision is trending toward more “drop-in” activities, it is imperative to identify the appropriate mix of pre-registered and open classes.

**Table 11: Fitness Summary and Recommendations**

<p><b>National trends*</b></p>	<ul style="list-style-type: none"> <li>• Fitness sports are the most popular physical recreation activity</li> <li>• National participation rate is 60%</li> <li>• Among most popular: spinning, boot camp</li> </ul>
<p><b>Benchmark trends</b></p>	<ul style="list-style-type: none"> <li>• NA</li> </ul>

<p><b>Local trends</b></p>	<ul style="list-style-type: none"> <li>• Increase in BPRD’s boot camp (more than any other fitness activity)</li> <li>• Increase in 50-plus resistance</li> <li>• Fitness activities are offered by many entities in the community</li> </ul>
<p><b>Local comments</b></p>	<ul style="list-style-type: none"> <li>• Survey and public meeting input placed very high importance on promoting physical and mental well-being</li> <li>• Desire for BPRD to continue to provide programs regardless of whether they are offered elsewhere in or near the community</li> </ul>

\*Please see Appendix B for national participation statistics.

## Gymnastics

### Description

Gymnastics programs cater to both Boulder’s and the surrounding communities’ youth populations. BPRD offers a variety of skill level–based classes in gymnastics on a daily basis. Programs include basic tumbling for early childhood and elementary ages as well as more skill development for youth six and over. Competitive programs and summer camps are available for youth. Open gym is also available, and birthday parties are offered for all ages. All gymnastics programs take place at the North Boulder Recreation Center.

### Analysis

Team sports have steadily declined over the last four years across the nation; however, gymnastics have experienced the opposite trend. Total participation has increased by approximately 22% over the last two years, with the greatest increases seen among “frequent” and “core” users. It remains unclear how long gymnastics will outlast the negative trend for team sports, but recent data shows that the near future outlook for this activity is good.

BPRD’s gymnastics program accounts for approximately 25% of all registrations when broken down by area. Through the third quarter of 2012, gymnastics registration reached 92.4% of the previous three-year average and is on pace to reflect the usual registration numbers. Girls’ programming registration numbers exceed boys’ in every category. Programming includes co-ed, boys’, and girls’ classes; BPRD also offers traveling competition teams for boys and girls, respectively. Girls’ teams garner more registrations; however, registrations for both boys’ and girls’ competition teams have remained consistent since 2009.

The community has stated that art, dance, and gymnastics programs are not highly important overall in the community (compared to other types of activities). Civic engagement has reiterated that the BPRD gymnastics program is highly specialized and only serves youth. A review of benchmark agencies shows that only two other agencies offer gymnastics and that BPRD is the only agency that provides a traveling competitive team. Moreover, an environmental scan shows that nearby communities offer gymnastics programs as well. Boulder residents have also expressed a desire to be financially sustainable in programmatic decisions (among many other areas).

It is not uncommon for park and recreation agencies to administer recreation activities that are traditionally provided by private entities. Gymnastics is a popular amenity offered by BPRD that draws many people to the North Boulder Recreation Center. A discussion is necessary to determine what level of service provision should be available for gymnastics. In particular, it is important to address fee structures in regards to subsidizing other program areas.

**Table 12: Gymnastics Summary and Recommendations**

<b>National trends*</b>	<ul style="list-style-type: none"> <li>• Participation has increased by approximately 22% over the last two years</li> <li>• Highest increases among “frequent” and “core” users</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• Only two other communities offer gymnastics</li> <li>• Only Boulder provides competitive traveling gymnastics</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Accounts for about 25% of all BPRD registrations</li> <li>• Girls’ programming registration numbers exceed boys’ programming registrations in every category</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• According to the survey, art, dance, and gymnastics programs are not highly important overall in the community</li> <li>• Comments received saying gymnastics is highly specialized and only serves youth</li> </ul>

\*Please see Appendix C for national participation statistics.

## Mind/Body (Yoga)

### Description

Yoga includes mind and body classes for youth and adults. Programs may include, but are not limited to, Yoga, Alexander Technique, Feldenkrais, and Chi Kung. Classes may be pre-registration or drop-in (e.g., open Yoga and Chi Kung, etc.). Yoga programs are held at the three recreation centers, East Senior Center, and Iris Studio. Alexander Technique programs and Chi Kung classes are held at the North Boulder Recreation Center. Feldenkrais programs are held at the East Senior Center and Iris Studio.

### Analysis

Yoga participation has increased by 16.8% over the last two years across the nation. Participation by “regular” and “frequent” users increased the most; however, “casual” participation increased by 12.6% as well. The growing popularity of yoga as a mind and body exercise includes all forms of participation, which have risen steadily since 2007.

BPRD’s yoga programs comprise approximately 7% of total programming registrations. Individual registered classes have experienced a steady decline since 2009, with the exception of therapeutic yoga and women’s yoga. Through the third quarter of 2012, yoga registration numbers were only 62.6% of the previous three-year average, which suggests that the decline in registration is continuing. It appears that BPRD’s yoga participation trend is opposite of the nation’s.

In the community survey, 79.1% of respondents reported using BPRD health and wellness programs (including yoga) either a few times a year or not at all. A community scan shows that yoga classes are offered by many competing entities, largely private yoga studios. Yoga programs have fallen well below 100% cost-recovery rates since 2007. Community input has called for financial sustainability of recreation programs and supports decisions to seek partnerships or allow programs to be provided by other sectors.

Undoubtedly, yoga is an upward-trending activity across the nation; however, BPRD service provision for yoga must take into account all of the other opportunities available to Boulder residents. It is necessary to discuss the level of service provision and the current fee structure of private good activities such as this.

**Table 13: Yoga Summary and Recommendations**

<b>National trends*</b>	<ul style="list-style-type: none"> <li>• Participation has steadily increased since 2007</li> <li>• “Regular” and “frequent” participation is increasing the most</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Yoga programs comprise 7% of total programming registrations</li> <li>• Participation has declined since 2009, with the exception of therapeutic yoga and women’s yoga</li> <li>• Yoga classes are offered by many competing entities</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• 79.1% of survey respondents report using BPRD health and wellness programs (including yoga) either a few times a year or not at all</li> </ul>

\*Please see Appendix B for national participation statistics.

## Pilates

### Description

Pilates programs may include, but are not limited to, Pilates, Nia, Zumba, and Ayre dance. Classes may be pre-registration or drop-in (e.g., open Nia, Zumba, Ayre dance, etc.). Pilates programs are held at Iris Studio, Salberg Center, South Boulder Recreation Center, and the East Senior Center. Nia, Zumba, and Ayre dance programs are held at all three recreation centers.

### Analysis

Across the nation, Pilates training participation has decreased by 3% over the last two years. The major decline in participation has occurred among “frequent” users. Only “casual” participation has increased in the last two years. This trend reflects the desire for more “drop-in” and irregular Pilates offerings rather than the traditional pre-registered variety.

BPRD’s Pilates registrations comprise 4% of total program area registrations. Since achieving over 1,000 registrations in 2009, registrations have not exceeded more than 700. Individual

classes have declined in registrations since 2009, except for Zumba, which was a “drop-in” course. These registration numbers reflect the national trend of pre-registered Pilates classes being less desired than irregular, “drop-in” offerings.

Community outreach indicates that health and wellness programs are used minimally compared to frequenting parks and surrounding natural spaces. A community scan shows that Pilates programs are offered by a variety of service providers, giving Boulder residents many options to meet their needs. Pilates programs have fallen well below 100% cost-recovery rates since 2007. Community input calls for financial sustainability of recreation programs and supports decisions to seek partnerships or allow programs to be provided by other sectors.

**Table 14: Pilates Summary and Recommendations**

<b>National trends*</b>	<ul style="list-style-type: none"> <li>• Decline among “frequent” users</li> <li>• Slight increase among “casual” participants</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Comprise 4% of total registrations</li> <li>• Participation peaked in 2009</li> <li>• Major increase in drop-in Zumba</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• 79.1% of survey respondents report using BPRD health and wellness programs (including yoga) either a few times a year or not at all</li> <li>• Willingness to seek program from other providers</li> </ul>

\*Please see Appendix B for national participation statistics.

## Pottery

### Description

Pottery includes a variety of classes for youth, adults, and seniors. Five-week specialty classes are also available. Programs may include, but are not limited to, Drawing and Watercolor, Porcelain, Glaze Application, and Shino Exploration. In addition, pottery camps are available for youth of all ages. All pottery programs and services are held at the City of Boulder Pottery Lab.

### Analysis

Because pottery is a specialized recreation activity, it is difficult to locate a national participation trend. Pottery is a good example of an area-specific program whose desirability fluctuates from community to community. Even though a holistic snapshot of pottery participation is not readily available, other indicators can help guide park and recreation agencies in making programmatic decisions in this area.

Pottery registrations comprise approximately 4% of BPRD’s total registration numbers. Pottery registrations have held relatively steady since 2009, with only a small decline in number.

Children and teen pottery classes have experienced an upward trend in registrations, but specialized pottery classes have experienced a decline.

The broader civic engagement process (community survey, master plan website, Inspire Boulder, and public open houses) has brought forth little advocacy for or opposition to the pottery lab. Participants in pottery classes represent a very small subsection of total BPRD users. An examination of benchmark agencies shows that pottery may be a desired activity for some users within the surrounding area. For example, Fort Collins, Westminster, and Foothills all reported having a pottery studio; however, benchmark agencies outside of the Colorado area did not report being service providers for pottery. This benchmark comparison suggests that pottery is a localized desired recreation activity. Community engagement reiterates the desire to be financially sustainable, and pottery activities have one of the lowest cost-recovery rates of all BPRD program areas.

The Pottery Lab Working Group (PLWG) was recently formed to investigate alternative management scenarios for pottery programs currently provided by BPRD. Options for future service provision include continuing to have the City of Boulder be the primary direct operator of the Pottery Lab; transitioning the program to provision by a different community provider; or building a partnership in which the COB would still maintain some involvement. PLWG recommendations were not issued in time for this assessment but are expected to be included in the final deliverable. Up to this point, however, the Boulder community has supported BPRD seeking alternative methods of service delivery moving forward.

**Table 15: Pottery Summary and Recommendations**

<b>National trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• Provided in three Colorado benchmark communities, but no national ones</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Small registration numbers</li> <li>• Participation in specialized pottery declining</li> <li>• Participation in youth and teen pottery slightly increasing</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• Relatively little input regarding pottery</li> </ul>

## Special Interest

### Description

Special interest activities include specialty programming such as drawing, painting, drama camps, art programs, and cooking classes. Special interest classes are generally offered in the summer months and target a small and specific audience. Locations for special interest programs vary depending on the program topic.

Analysis

Special interest activities are an amalgam of recreation topics and can span a variety of interests. There is little data that points to a nationwide trend regarding this recreation category. It is appropriate, therefore, to examine these recreational pursuits at the local level.

Overall, BPRD’s special interest activities have shown a decline in participation since 2009. Special interest registrations as a whole vary from year to year and represent the smallest total program area registrations (only approximately 1% of total); however, some programs have proven to be viable.

The community survey shows low desire and user frequency for these types of programs; however, as the pottery research noted, these special interest programs are localized to the Boulder community. These classes are offered because of community interest in having them available. Although class registrations have decreased, there is a strong trend in offering specialized camps. Camps were once classified as special interest programs but are now grouped with their respective program areas.

Given that there is little national data and little specific public advocacy for special interest topics, only preliminary recommendations may be made. BPRD must develop an intentional approach to listening to public opinion and implementing special interest programs based on community wants and financial sustainability.

**Table 16: Special Interest Summary and Recommendations**

<b>National trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Class participation slightly declining</li> <li>• Camp registration increasing</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• Survey shows a low desire and user frequency</li> </ul>

Sports

Description

Sport activities include the daily program offerings that serve youth, adults, and seniors. Programs include softball, soccer, tennis, volleyball, basketball, flag football, kickball, and dodge ball, as well as sports camps or camps for holidays and school vacation days. BPRD also facilitates private rentals of soccer, baseball, softball, and multi-purpose fields, as well as other sports-related facilities. Sports programs are held at East Mapleton Ball Fields, the three recreation centers, Pleasant View Fields, Martin Park, and Stazio Softball Fields.

Analysis

Nationally, team and individual sports participation has decreased since 2007. In the last two years, volleyball (court), slow-pitch softball, and football (touch and tackle) have experienced

a decline of at least 10% in overall participation. Sports such as baseball, basketball, football (flag), and soccer have experienced a smaller decline, but a decline at that. Sports such as ultimate Frisbee, beach volleyball, rugby, lacrosse, field hockey, and most racquet sports have seen the only participation increase over the last two years. National trends confirm that traditional pastime sport activities have a declining participation trend while nontraditional sporting activities are on the rise.

BPRD’s sport programs have followed the national trend described above. Traditional sport activities have decreased moderately since 2009, while racquet sports have been increasing (slightly). In all, sports comprise approximately 21% of total department program registrations. To date, sports are on pace to finish 2012 above the three-year registration average.

The community constantly expresses the desire to be financially sustainable in programmatic areas. Sport programs, in all, surpass 100% cost recovery and are considered business core programs, thus requiring fewer resources compared to the return on investment. Revenue from these programs can help support/fund activities that do not generate extra money for the department. The community survey indicated a desire for adult sport activities to be more user-fee driven than sport activities for youth. And, in general, approximately 83% of survey respondents said that it is important to have athletic/sports fields and programs in Boulder, with approximately 50% reporting being at least satisfied with the athletic/sports fields and programs offered by BPRD. There has been vocal community support for more baseball and softball activities; however, registration trends since 2009 and national trends since 2007 suggest that this support comes from a relatively small and specialized population.

Traditional sports have experienced a steady decline in participation, with some experiencing double-digit decreases in the last two years. However, nontraditional sports such as ultimate Frisbee, lacrosse, pickleball, and other racquet sports have seen constantly increasing participation rates. Although BPRD has shown a great cost-recovery rate in this programmatic area, it may be necessary to explore shifting programming focus toward nontraditional sports. A shift in service provision may also lead to exploring potential partnerships or switching to the role of facilitative sport programmers.

**Table 17: Sports Summary and Recommendations**

<p><b>National trends*</b></p>	<ul style="list-style-type: none"> <li>• Team and individual sports participation has decreased since 2007</li> <li>• Volleyball (court), softball, and football experienced at least a moderate decline in participation</li> <li>• Baseball, basketball, football (flag), and soccer have experienced a modest decline</li> <li>• Ultimate Frisbee, beach volleyball, rugby, lacrosse, field hockey, and most racquet sports have seen participation increases</li> </ul>
<p><b>Benchmark trends</b></p>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<p><b>Local trends</b></p>	<ul style="list-style-type: none"> <li>• Traditional sport activities have decreased moderately since 2009</li> <li>• Modest increase in racquet sports</li> </ul>

<p><b>Local comments</b></p>	<ul style="list-style-type: none"> <li>• Adult sports should be driven more by user fees compared to youth sports</li> <li>• 83% of survey respondents said that athletic/sports fields and programs are important to have in Boulder</li> <li>• Community input requesting more baseball/softball programs, but registration is declining</li> </ul>
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\*Please see Appendix C for national participation statistics.

## Weight Training

### Description

Weight training includes programs for youth and adults. Programs include, but are not limited to, personal training sessions, circuit training, and classes geared specifically to women and youth. Classes can be pre-registration or drop-in (e.g., open weight training). All weight training programs are held at the recreation centers.

### Analysis

The number-one “aspirational interest” for ages 13–44 is working out with weights. This interest is reflected in the nationwide positive trend of weight training participation. However, the positive trend is reflected in “casual” participation rather than “frequent” or “regular” participation. This suggests that individuals prefer to participate in weight training on their own time rather than in regularly scheduled pre-registered classes.

Weight training comprises approximately 4% of BPRD’s total program area registrations. Registration numbers have declined steadily since 2009 and are below the three-year average in 2012. Three particular courses are noteworthy: complete conditioning, weight management, and workouts for women. These classes, although experiencing slight declines in registrations, comprise the bulk of pre-registered weight training classes. Weight training recently eclipsed the 100% cost-recovery mark, and the financial outlook seems promising.

Public outreach has not brought forth specific advocacy for, or opposition to, weight training programming. Weight training is a traditional recreation activity that can be found at most recreation centers around the nation. Four benchmark communities reported having weight training facilities available for their users. The community survey shows that approximately 86% of respondents believe it is important to have health and wellness programs available in Boulder. Conversely, 79.1% of respondents reported frequenting health and wellness programs a few times a year or not at all. This community input supports the national trend away from regular, pre-registered classes in favor of “casual” participation.

Since weight training services are offered by a myriad of providers in the community, the level of service provision may need to be discussed in terms of community availability. Additionally, since weight training is a highly desirable “aspirational activity,” BPRD should discuss the appropriate level of weight training to be made available to those who do not currently utilize weight training programs.

Table 18: Weight Training Summary and Recommendations

<b>National trends</b>	<ul style="list-style-type: none"> <li>• Top “aspirational” interest for ages 13–44</li> <li>• Positive trend of weight training participation, particularly in “casual” participation</li> <li>• Traditional recreation activity that can be found at most recreation centers</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• Four benchmark communities reported having weight training facilities available for their users</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Registration numbers have declined since 2009</li> <li>• Most participants register for Complete Conditioning, Weight Management, and Workouts for Women</li> <li>• Offered by other community providers</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• No specific advocacy or opposition</li> <li>• 86% of respondents believe it is important to have health and wellness programs available in Boulder</li> </ul>

## Youth Services Initiative

### Description

The YSI (Youth Services Initiative) Program provides everyday after-school and summer programs to youth ages six to 18 living in seven different low-income-housing sites in the City of Boulder. YSI also offers special events and trips for youth to experience a variety of activities that they might not otherwise be able to afford. YSI programs are held on site at housing centers or at a BPRD facility if an on-site facility is unavailable.

### Analysis

Programs like YSI are continuing to grow around the country. Every day more families are affected by the economic downturn, and the consequences are not exclusive to adults – children feel the effects as well. Like other social good programs, YSI exists to target a specific audience and meet a specific community need.

YSI comprises a small number of program registrations for BPRD; however, the registration trend is positive. Since 2009, registrations have steadily increased, and, through 2012, YSI is well above the three-year average. It should be noted that the positive trend comes with a stark reality – Boulder is not resistant to increasing poverty, and BPRD’s programming will be affected by it.

In recent years, Boulder’s poverty rate has increased while its demographic makeup has changed. Public outreach has brought forth the notion of meeting the needs of a changing community. The community’s ethnic composition is becoming more diverse, and BPRD programming will need to proactively (and reactively) meet the needs of this changing demographic. A community scan shows that programs targeting youth at risk are not as prevalent as some of the more mainstream programs. An overwhelming number of survey respondents reported a strong desire to meet the needs of youth – 97.7% of respondents agree that it is important for BPRD to provide positive youth development activities for children

and teens, and 96.3% said it is important for BPRD to provide recreational opportunities to people who otherwise might not be able to participate (e.g., people with low incomes). Additionally, survey respondents (79.5%) reported the desire to subsidize programs for low-income youth and families with taxes rather than user fees.

It is recommended that BPRD continue to emphasize the YSI program. To do so, it is necessary to establish dedicated program funding, or at least to initiate a conversation regarding financing social good programs. The national trend and local trend indicate that YSI participation will likely continue to increase, putting a strain on available resources. As a socially good program, YSI is important to the community, and civic engagement has proven to support this notion.

**Table 19: YSI Summary and Recommendations**

<b>National trends</b>	<ul style="list-style-type: none"> <li>• Demand for programs for disadvantaged youth is increasing</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• NA</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Participation is increasing</li> <li>• BPRD is one of only a few local providers of recreation programming for at-risk youth</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• 97.7% of survey respondents agree that it is important for BPRD to provide positive youth development activities for children and teens</li> <li>• 96.3% said it is important for BPRD to provide recreational opportunities to people who otherwise might not be able to participate</li> <li>• 79.5% reported the desire to subsidize programs for low-income youth and families with taxes rather than user fees</li> </ul>

## Valmont Bike Park

### Description

The Valmont Bike Park at Valmont City Park (VBP), which opened on June 11, 2011, is a free facility that is open to the public. Based on information from counters placed throughout the park, it is estimated that Valmont Bike Park had 60,000 users in 2012. In 2011, the department began minor programming at the bike park and had fewer than 50 participants. In 2012, when a contract was developed for limited programming, the park attracted 1,916 participants and generated revenue of approximately \$35,000. Programming includes private and semi-private clinics and after-school biking programs for youth; a Summer Skills Camp will be offered in 2013. Park and shelter rentals and facility rentals are also available.

### Analysis

Mountain biking participation has decreased by 5.1% nationally over the last two years. Mountain biking, or non-paved-surface biking, is the only biking category that has decreased in participation across the nation. BMX and road/paved-surface biking have each grown

(marginally) in participation. Holistically, biking is gaining more interest from the public; however, the exact biking interest is likely to be location specific.

The formal contract for bike programming started in 2012, so registration and participation numbers for BPRD biking programs are not available for this analysis. After a discussion with BPRD staff, it is clear that monitoring, recording, and reporting user data for biking programs should be formalized.

A benchmark comparison shows that BPRD is the only park and recreation agency that operates biking programs such as those found at Valmont. Naperville and Fort Collins were the only communities reporting having a bike park; however, upon further analysis it has been determined that these parks are multi-use skate parks, which translates into a BMX-style bike park. Community outreach during the master plan process has not brought forth much opposition to programming at the bike park. The community has continually called for more financially sustainable practices, and the bike park is not exclusive. Once better data tracking can be implemented, BPRD can better assess the biking programming needs.

**Table 20: Valmont Bike Park Summary and Recommendations**

<b>National trends</b>	<ul style="list-style-type: none"> <li>• Mountain biking participation is decreasing</li> <li>• Road cycling and BMX are slightly increasing</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• BPRD is the only park and recreation agency that operates biking programs such as those found at Valmont</li> <li>• Naperville and Fort Collins were the only communities reporting having a bike park</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Data not available</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• Relatively little input specific to Valmont Bike Park</li> </ul>

## Golf

### Description

Golf includes daily play management consisting of customary aspects of golf operations such as convenience retail; basic instruction programs; practice areas and league play; driving range; youth programming; and special events. It also identifies occurrences of private groups prepaying for use of the golf course that precludes public access (rentals). Programs take place at the Flatirons Golf Course.

### Analysis

Golf participation has declined by 5.2% across the nation over the last two years. Although there is not a clear direct indicator of why this activity has a negative trend, it can be surmised that the recent economic downturn has led to a decrease in “premium” recreation activities such as golf. Recreational pursuits are often the first expense to be sacrificed when discretionary income shrinks.

BPRD does not offer many specific golf programs besides the traditional nine-hole and 18-hole golf outings. BPRD only programs golf lessons for users. Since 2009, golf lesson registrations and rounds of golf have declined slightly (not including 2012 as data is not yet reported).

Survey respondents believe it is important (79%) to offer specialized facilities (e.g., golf courses) in Boulder; however, only 22.1% of respondents reported using specialized facilities at least a few times per month. A benchmark analysis shows that other park and recreation agencies have golf courses (usually more than one course). Cost-recovery rates for the golf facility have reached 100%, but specific cost-recovery rates for golf programs are not reported.

**Table 21: Golf Summary and Recommendations**

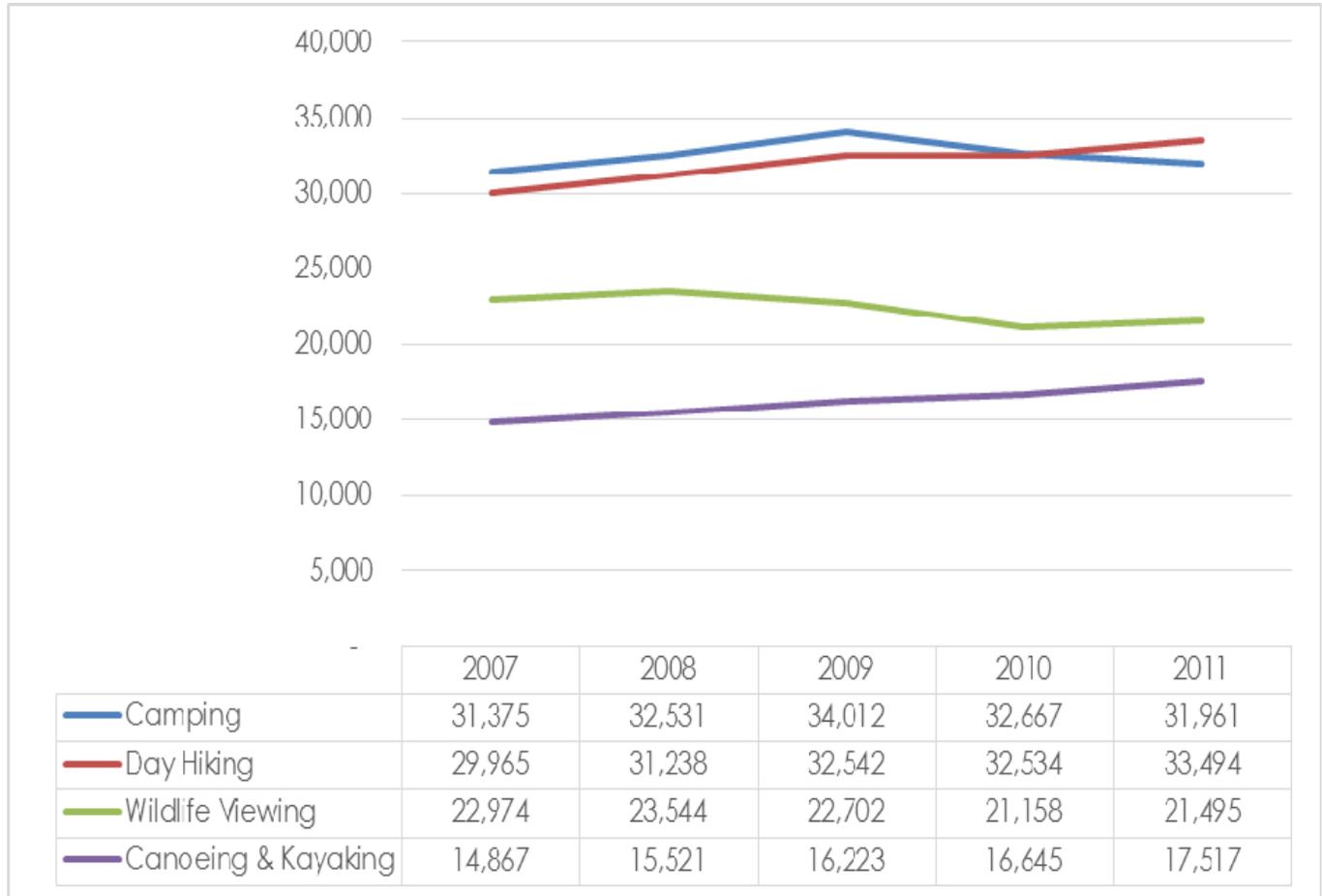
<b>National trends</b>	<ul style="list-style-type: none"> <li>• Participation is decreasing, perhaps because of economy</li> </ul>
<b>Benchmark trends</b>	<ul style="list-style-type: none"> <li>• Provided by several other benchmark communities</li> <li>• Some managed through partnerships</li> </ul>
<b>Local trends</b>	<ul style="list-style-type: none"> <li>• Golf lesson registrations and rounds of golf have declined slightly</li> </ul>
<b>Local comments</b>	<ul style="list-style-type: none"> <li>• 79% of survey respondents believe it is important to offer specialized facilities (e.g., golf courses)</li> <li>• 22.1% of respondents reported using specialized facilities at least a few times per month</li> </ul>

### Conclusion

Growing trends inside and outside of Boulder present a challenge for recreation service provision. In order to meet the demands of a changing demographic and successfully provide programs and services in the years to come, BPRD must continue to confront recreation trends and take as proactive an approach as possible. It is unrealistic to believe that the current recreation program and service provision is adequate to meet the community’s needs in years to come. Findings of this assessment suggest that changes must be made regarding program lifecycle management, data tracking and reporting, service provision methodologies, and types of programs and services provided. However, it is critical to understand the extent to which each recreation program contributes to both social and financial sustainability before making significant changes to the overall portfolio of recreation programs and the service levels of each.

# APPENDIX A

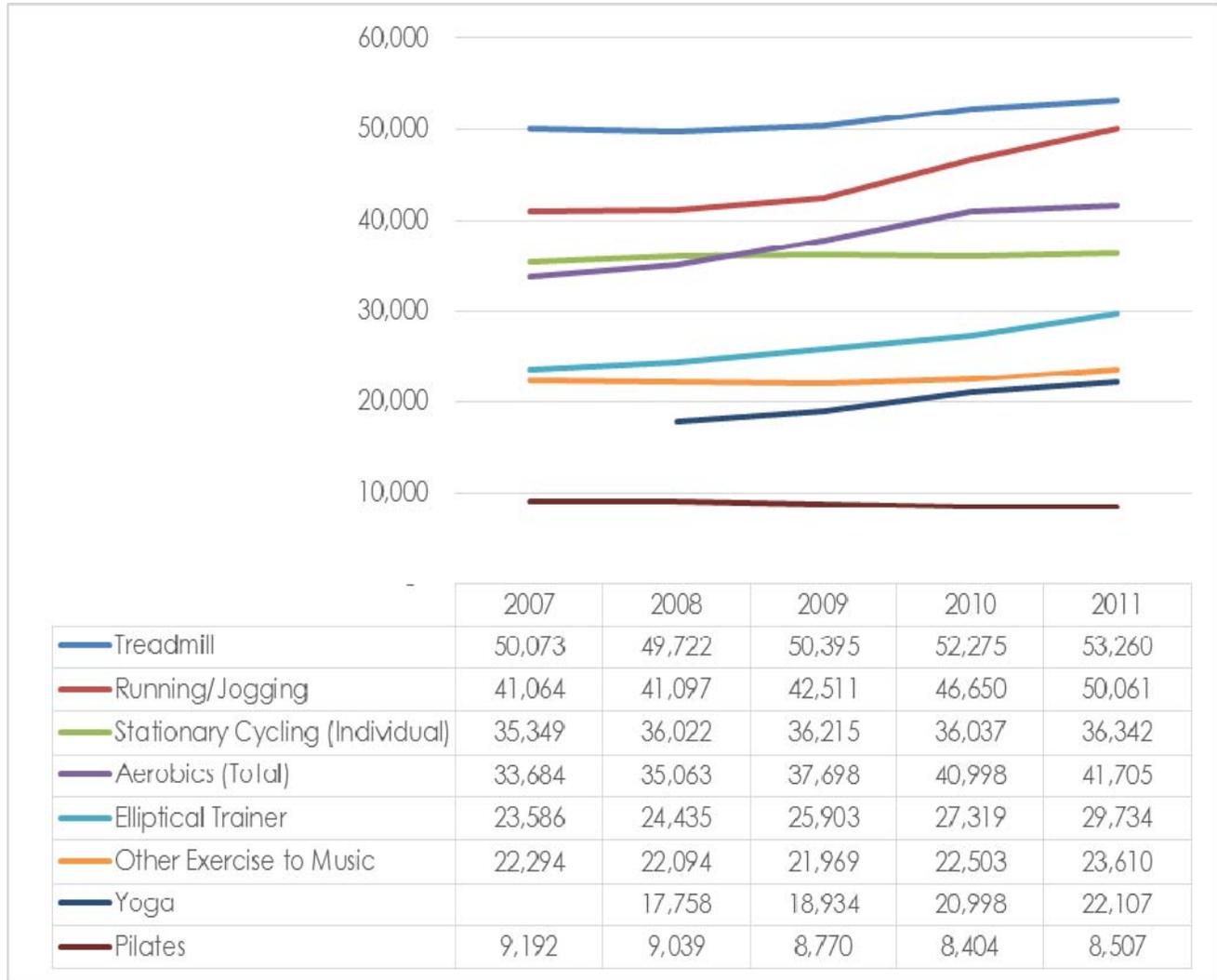
National Participation in Outdoor Recreation Activities, 2007-2011<sup>12</sup>



<sup>12</sup> Source: SGMA *Topline Report*. All participation figures are in 000's for the US population ages 6+

# APPENDIX B

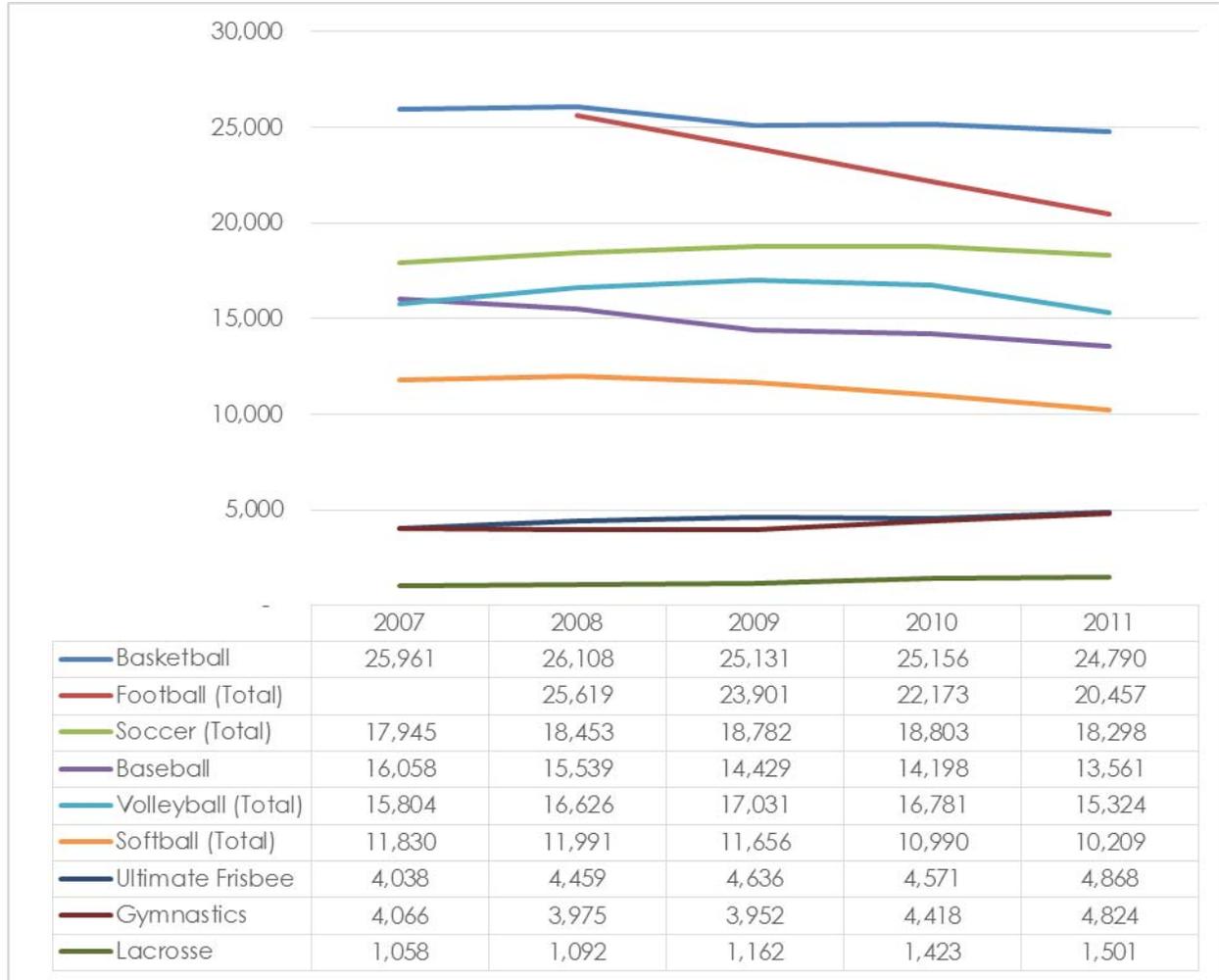
National Participation in Fitness Activities, 2007-2011<sup>13</sup>



<sup>13</sup> Source: SGMA Topline Report. All participation figures are in 000's for the US population ages 6+

# APPENDIX C

National Participation in Sports Activities, 2007-2011<sup>14</sup>



<sup>14</sup> Source: SGMA *Topline Report*. All participation figures are in 000's for the US population ages 6+