

PROCEEDINGS

BOULDER PARKS AND RECREATION PATHFINDERSSM

SECTION 1:

ABOUT PATHFINDERSSM

PathfindersSM is a facilitated strategic planning workshop conducted by the Eppley Institute for Parks and Public Lands at Indiana University. Invited stakeholders gather to focus on the role, functions, and priorities of an organization, in this case the Boulder Parks and Recreation Department (BPRD), and its relationship with the community. The name PathfindersSM reflects the role of those attending the workshop to discover and show others a path or way forward. The workshop is designed to form consensus around choices that are part of the Boulder Parks and Recreation Master Plan Update.



While PathfindersSM workshops can be used at any time in the lifecycle of an organization, they are generally used by the Eppley Institute during the development of a master plan. In this way, the workshop events serve multiple purposes: to review and discuss emerging best practices affecting the organization, to explore prevailing opinions about the state of the community, to review trends that may impact planning decisions, to find shared ideas about the direction and destination of the organization, to craft potential solutions to threats and issues, to build relationships and create networks for collaboration, and, in some cases, to identify specific actionable goals that participants can carry out to assist with further planning and implementation.

The following specific goals for the PathfindersSM process were chosen for BPRD to assist with the development of the Boulder Parks and Recreation Master Plan Update:

- Help to develop a vision for the future of Boulder Parks and Recreation
- Reaffirm and/or help to make choices regarding the priorities of Boulder Parks and Recreation
- Contribute to the organization and guiding principles of Boulder Parks and Recreation's mission
- Form broad goals and outline potential action planning strategies for the master plan

To accomplish these goals, two workshops were conducted in February 2013. On Saturday, February 9, 2013, a total of 44 participants attended a PathfindersSM event at the East Boulder Community Center in Boulder. Organizations represented at the event included the Audubon Society, Boulder Area Realtors Association, Boulder CVB, Boulder Mountainbike Alliance, Clinica, Colorado Chautauqua Association, Growing Gardens, Growing Up Boulder, Intercambio, PLAY Boulder, South Boulder Little League, University of Colorado, VIA Mobility Services, and YMCA, as well as the Boulder Parks and Recreation Advisory Board (PRAB), staff from the Boulder Parks and Recreation Department, City Council members, and representatives from other municipal offices

and boards. A complete summary of this PathfindersSM event is presented in Section 2, including the agenda and results from the workshop's exercises.

An additional PathfindersSM event was conducted on Tuesday, February 12, 2013, with BPRD staff at the Flatirons Event Center. Thirty-eight employees attended to represent functions such as recreation programming, park operations, facility maintenance, urban forestry, ecology, planning, construction, volunteer coordination, financial management, marketing, communications, and departmental leadership. Section 3 presents the details of this workshop, including the agenda and results.

In Section 4, the final section of this report, the outcomes of both events are synthesized and ascendant themes are discussed. This section also contains a comprehensive list of all proposed action items as well as critical follow-up tasks identified by staff and participants as important for the finalization of the master plan update.

SECTION 2: COMMUNITY PATHFINDERSSM WORKSHOP

Setting

A PathfindersSM workshop with parks and recreation stakeholders from the community was held at the East Boulder Community Center on Saturday, February 9, 2013, from 9:00am to 2:00pm. A total of 111 individuals were invited to participate; of those, 44 accepted and attended. In advance of the workshop, information packets were distributed to participants containing a cover letter from BPRD Director Kirk Kincannon, the workshop agenda, and a summary of the master plan process and research to date. The packet is attached as Appendix A.

Attendees were assigned seats at specific tables to maximize innovation and relationship building. For ease of facilitation, tables were given nicknames of BPRD facilities. Appendix B1 lists community participants by assigned table.

The agenda for the workshop included the following modules, which were developed to facilitate a progression from thinking about the current state of Boulder and the parks and recreation system to generating concepts and ideas about how to keep the community as an innovative leader in providing a high quality of life for its residents, reshaping the vision and mission of the department, and brainstorming specific actions to achieve the goals proposed previously in the day.

8:30am – 9:00am	Coffee, Light Breakfast, and Get Acquainted as People Arrive
9:00am – 9:15am	Welcome and Introductions
9:15am – 9:45am	Where We Are: A Perspective on Boulder Parks and Recreation
9:45am – 10:30am	Preferred Future
10:30am – 11:30am	Change and Possibilities
11:30am – 12:30pm	Working Lunch: System-wide Planning
12:30pm – 1:30pm	Action Strategies
1:30pm – 2:00pm	Wrap Up of the Day

The remainder of this section describes results of the workshop modules that produced discussion or outcomes from the participants.

Where We Are: A Perspective on Boulder Parks and Recreation

This module consisted of a panel discussion by Kirk Kincannon (Director, Boulder Parks and Recreation Department), David Driskell (Executive Director, Boulder Community Planning and Sustainability), and Louise Chawla (Professor of Environmental Design, University of Colorado). Kincannon provided context for the event by reviewing the expanse of programs and facilities offered by BPRD, making the point that park and recreation services are highly valued in Boulder, as evidenced by the fact that approximately 90% of all residents interface with the department each year. Driskell reiterated that Boulder places a high priority on environmental, social, and economic sustainability. He referenced several planning projects that aim to keep the city on the cutting edge of providing a built environment that achieves all three sustainability goals and made the point that some of the most successful endeavors are the product of public-private partnerships, not simply direct provision of desirable places by the City of Boulder. Chawla also mentioned the importance of the built environment in achieving public health goals such as promoting physical fitness, social interaction, mental well-being, and sense of community. She also touted the importance of planning events such as the PathfindersSM workshop to address persistent challenges such as providing underserved populations with fair and easy access to park and recreation services.

Following these presentations, participants were asked to discuss the panelists' remarks at their tables. In their groups, they were also asked to identify common themes and/or questions for the speakers. Each group made notes on a flip chart next to their table and, following the exercise, shared highlights of their conversation with the rest of the room. Common themes included:

- The need to emphasize public health in the planning process
- The importance of serving underrepresented populations
- The role of partnerships in providing access to the right mix of programs for the community

To see all responses in their original form, refer to Appendix C1.

Preferred Future

Participants were asked to imagine it is the year 2018 and to consider this phrase: *"BPRD has been incredibly successful over the past five years. It has..."* They were then asked to develop three to five phrases that finish the prompt, describing the preferred future of the department and the community of Boulder. Most responses reflected these concepts:

- ...engaged underserved/minority groups in more programming
- ...engaged underserved/minority groups in decision-making
- ...identified sustainable funding sources to provide access to low-income users
- ...avoided unnecessary duplication of facility/service provision with other providers in the community
- ...provided safe, close-to-home parks to all residents, especially youth
- ...developed more public/private/BVSD partnerships for program delivery and park access

- ...developed more partnerships to promote holistic/public health, especially for youth
- ...monitored usage of programs/facilities by user groups, including underserved populations
- ...clearly tied priorities and organizational performance to funding
- ...developed a sustainable plan for the management and maintenance of facilities
- ...clarified the role of the City of Boulder in community park and recreation services
- ...transformed Boulder's urban parks into the finest in the nation

To see all responses in their original form, refer to Appendix C2.

Change and Possibilities

For this second exercise, each table of participants was provided with a poster displaying the BPRD mission statement. Groups were asked to think about how to revise the existing mission statement considering the results of the last activity, themes that had emerged so far during the planning process, and the principles of a strong mission statement. After the exercise, the room identified the following key words and ideas that appeared multiple times during the activity:

- Creative
- Places
- Health
- Accessible
- Partnerships/collaboration/network/system
- For all
- Welcoming
- Sustainable
- Community
- Opportunities

To see all responses in their original form, refer to Appendix C3.

System-wide Planning

In this exercise, tables were provided with a poster listing nine themes that had emerged so far during the planning process. Groups were asked to rank each theme with an 'A,' 'B,' or 'C' to indicate if pursuing issues associated with each should be a near-, mid-, or long-term priority, respectively. Participants were also asked to suggest broad goals for each. Each of the themes is listed below, with comments on the results of the exercise.

- Community Health and Wellness – One of the highest priorities. Goals included engaging youth, combating obesity, ensuring accessibility/programs for all populations, and developing partnerships with organizations such as BVSD.

- Recreation Programming – Important, but relatively less urgent. Goals included evaluating programs for effectiveness and redundancy in the community, serving diverse populations, and ensuring financial sustainability.
- Environmental Stewardship – Generally important. Goals included maintaining existing community attitudes and finding new and innovative ways to keep the city and BPRD on the cutting edge of sustainability.
- Asset Management – Generally a high priority. Goals included addressing the maintenance backlog, using existing facilities before building new ones, and finding opportunities for shared/flexible facilities.
- Financial Sustainability – One of the highest priorities. Goals included exploring and enhancing partnerships, realigning facilities/services to reduce redundancy and fill unmet needs, and developing a clearer and firmer decision-making framework for prioritizing competing funding needs.
- Community Building and Relationships – One of the highest priorities. Goals included actively developing new partnerships, getting involved in more community special events, and diversifying uses and user groups.
- Youth Engagement and Activity – Generally important. Goals included developing partnerships with youth-oriented organizations (particularly BVSD), continuing to involve them in planning and decision-making, and reducing barriers to physical and mental health.
- Connecting Parks, Facilities, and Trails – Important, but relatively less urgent. Goals included addressing physical barriers to parks and trails, increasing the involvement of BPRD in the upcoming update of the Transportation Master Plan, and developing partnerships with other city/county agencies that manage rights-of-way.
- Organizational Change – Generally important. Goals included making data-driven decisions, seeking out diversity in community leadership advice on policy, reducing silos in the BPRD, building more teams, and setting common goals among those teams.

To see all responses in their original form, refer to Appendix C4.

Action Strategies

The final exercise required groups to develop action items for specific themes. Participants were asked to identify who would be responsible for each action and a timeframe for completion. After actions were developed, individuals were asked to vote on their preferred items. The most popular action items are summarized below:

- Develop community action group of kindred providers; assigned to Kirk Kincannon and Chris Coker (YMCA) for this quarter (Theme: Community Building and Relationships).

- Pursue joint planning effort to develop a shared vision and identify barriers/opportunities; assigned to Kincannon, CMO, and BVSD Board for immediate action (Theme: Community Building and Relationships).
- Assess gaps or duplication in community parks and recreation services; assigned to BPRD staff and the master plan team for immediate action (Theme: Financial Sustainability).
- Expand Adopt-a-Park to neighborhood park level to promote awareness, ownership, and communication; assigned to BPRD and neighborhood representatives to design in 2013 and implement in 2014 (Theme: Community Building and Relationships).
- Designate/prioritize funding to address the maintenance backlog; assigned to BPRD staff and City Council for the upcoming budget cycle (Themes: Asset Management; Financial Sustainability).
- Develop partnership with BVSD focused on youth health and activity; assigned to BPRD staff, BVSD staff, and public health representatives for action later in 2013 (Theme: Youth Engagement and Activity; Community Health and Wellness).

To see all responses in their original form, refer to Appendix C5.

Summary: Major Themes from Community Workshop

Overall, the community PathfindersSM event generated rich ideas and feedback for BPRD, and particularly for the master plan update. Despite diverse representation from different aspects of the community, there was a great deal of commonality in the themes of discussions throughout the day, summarized here:

- Promote and continue to act upon the relationship between parks, recreation, and public health
- Engage and provide enhanced access for underserved populations and minority groups
- Continue to prioritize the identification of sustainable financial structures/opportunities for the department
- Review and develop partnerships to avoid unnecessary duplication of facility/service provision to the community
- Provide safe, close-to-home parks to all residents, especially youth
- Manage and maintain facilities in a sustainable way, particularly in light of deferred maintenance needs

SECTION 3: STAFF PATHFINDERSSM WORKSHOP

Setting

A second PathfindersSM workshop with BPRD staff was held at the Flatirons Event Center on Tuesday, February 12, 2013, from 8:30am to 4:00pm. A total of 43 employees were invited to participate; of those, 38 accepted and attended. As with the community workshop, information packets were distributed to participants in advance of the event. The packets included a cover letter from BPRD Director Kirk Kincannon, links to research conducted for the master plan, the workshop agenda, and a summary of the master plan process to date. Except for the cover letter and agenda, the packet issued to staff participants was the same as the one distributed to community participants. Packet materials can be found in Appendix A.

As in the community workshop, attendees were assigned seats at specific tables to maximize innovation and relationship building. For ease of facilitation, tables were given nicknames of BPRD facilities. Appendix B2 lists staff participants by assigned table.

The workshop agenda included the following modules, which differed slightly from the community PathfindersSM session. The modules were developed not only to facilitate a progression in thinking about the current state of Boulder and the parks and recreation system but also to raise awareness of the department's vision and mission. The agenda's sequence also drew connections between the Saturday event and this staff workshop, especially in leveraging the idea that planning should derive from both a top-down and bottom-up approach to develop attainable and operational items to inform the master plan's strategic action plan section.

8:30am – 9:00am	Coffee, Light Breakfast, and Get Acquainted as People Arrive
9:00am – 9:15am	Welcome and Introductions
9:15am – 9:45am	Where We Are: A Perspective on Boulder Parks and Recreation
9:45am – 10:15am	Update on Community Pathfinders February 9 Workshop
10:15am – 10:30am	Questions to the Panel
10:30am – 11:00am	Reflections
11:00am – 12:00pm	Change and Possibilities
12:00pm – 1:00pm	Visioning
1:00pm – 3:15pm	Action Strategies
3:15pm – 4:00pm	Wrap Up

The remainder of this section describes results of the workshop modules that produced discussion or outcomes from the participants.

Where We Are: A Perspective on Boulder Parks and Recreation

This module consisted of a panel discussion by Kirk Kincannon, Jeff Dillon (BPRD Parks and Planning Superintendent), and Alice Guthrie (BPRD Recreation Superintendent). Dillon provided a summary of Driskell's presentation on Saturday, and Guthrie summarized Chalwa's presentation.

Update on Community PathfindersSM Workshop

Following the panel presentation, BPRD staff members who attended Saturday's community workshop provided a brief summary of their perceptions of the process and the overall importance of the event to the planning process. The staff presenting for this module were Alison Rhodes, Abbie Poniatowski, Lisa Martin, Teri Olander, and Jeff Haley.

Reflections

For their first exercises, participants were asked to reflect on the presentations they had heard and, with their table groups, develop a list of two to three top themes to keep in mind for BPRD's future. Most responses reflected these concepts:

- Partnerships/collaboration
- Community health and wellness
- Sustainability
- Proactive asset management
- Finding a "north star" to guide the department
- Enhanced accountability
- Engaging all youth
- Articulating the successes of the department

To see all responses in their original form, refer to Appendix D1.

Change and Possibilities

Before this exercise, the participants were told about the mission statement activity conducted with the community group on Saturday. Each table of staff members was then asked to discuss the strengths and weaknesses of the mission statement revisions and to identify key words or phrases that should be included in mission, vision, or other planning statements. After all groups reported to the entire room, individuals were asked to vote on their preferred keywords and ideas. Concepts that were deemed to be most important were:

- Continuing environmentally sustainable practices
- Using collaboration/partnerships instead of just direct service provision
- Public health and overall community wellness
- Ensuring safety
- Strategic asset management
- Taking care of existing facilities instead of prioritizing the development of new facilities
- Creating accountability and defining measureable outcomes

To see all responses in their original form, refer to Appendix D2.

Visioning

In this exercise, tables were provided with guidance on crafting a strong vision statement and then were asked to develop one for BPRD. These visions helped to amplify and augment the overall suggestions received from the community PathfindersSM workshop.

To see all responses in their original form, refer to Appendix D3.

Action Strategies

The final exercise required groups to develop action items for specific themes, similar to the activity conducted at the community workshop. Participants were asked to identify who would be responsible for each action and a timeframe for completion. After actions were developed, individuals were asked to vote on their preferred items. The most popular action items are summarized below:

- Develop a nature outreach program; assigned to BPRD staff with OSMP for completion in two years (Theme: Community Building and Relationships).
- Conduct a staffing analysis; assigned to "all" for ongoing action (Theme: Financial Sustainability).
- Develop a relationship with BVSD to engage youth. No ownership or timeline identified (Theme: Youth Engagement and Activity).
- Develop neighborhood gatherings in parks; assigned to Marketing, Programming, and Parks for completion in 2014 (Theme: Community Building and Relationships).
- Formalize department partnership criteria and plans; assigned to Recreation staff and PRAB for completion in the first quarter of 2014 (Theme: Organizational Change).

To see all responses in their original form, refer to Appendix D4.

Summary: Major Themes from Staff Workshop

Overall, the staff PathfindersSM event generated feedback that will be particularly useful in planning for employee engagement and ownership during the implementation of the plan. The major themes discussed throughout the day included:

- Developing and maintaining "sustainable practices and partnerships"
- Addressing the maintenance backlog and communicating the importance of "taking care of what we have"
- Identifying a "north star" to guide the department in decision-making, especially for difficult policy trade-offs
- Fostering organizational agility and accountability
- Using financial, visitation, and other operational data in decision-making
- Engaging youth, minorities, and the underserved
- Continuing to prioritize environmental sustainability

- Finding ways to “tell our own story” and tout organizational success to other City of Boulder departments and to the public
- Positioning BPRD as a critical piece of the community’s health and wellness infrastructure
- Contributing to Boulder’s sense of community and high quality of life

SECTION 4:

CONCLUSION

Theme and Goal Synthesis

Although discussed in varying degrees of detail, a number of concepts received the most attention during both PathfindersSM workshops. Of the nine emerging themes used to frame the exercises, six received the most attention:

- Community Health and Wellness
- Asset Management
- Financial Sustainability
- Community Building and Relationships
- Youth Engagement and Activity
- Organizational Change

The remaining three (Recreation Programming; Environmental Stewardship; and Connecting Parks, Facilities, and Trails) were broadly recognized as important but appeared to be regarded as values that the community already prioritizes and/or as methods for achieving success in the prevailing six areas.

The resulting six themes inform the development of strategic action areas, which will be further explored and expanded in coming weeks as the Parks and Recreation Master Plan Update is finalized. Moving forward, these strategic action areas will serve as a framework for drafting strategic recommendations and action items for the plan:

- Engagement of underserved populations
- Development of partnerships to serve youth
- Development of partnerships to provide access to urban parkland
- Prioritization of public health in facilities, programs, and services
- Development of transparent and consensus-based decision-making frameworks
- Use of data in decision-making
- Proactive and sustainable management of assets
- Reduction of unnecessary redundancy in facilities, programs, and services
- Prioritization of addressing gaps in facilities, programs, and services
- Better communication of role of parks and recreation in advancing public health

Action Item Synthesis

Action items generated during both workshops are synthesized below. Items varied in terms of specificity, timeliness, ownership, and categorization, so the synthesis aims to capture the spirit of each suggestion while attempting to reduce redundancy. In many cases, the phrasing of similar items was changed to merge them into a single action. Similarly, timeframes and responsible parties were combined or generalized. By and large, however, items remain associated with the original theme they were developed for and presented on by the table groups. This synthesis will inform the development of action items for the master plan update in the context of the six emerging themes.

Theme: <i>Community Health and Wellness</i>		
Action	Who	Timeframe
Partner with BVSD to develop initiatives to address youth health concerns and connection with nature	BPRD staff, BVSD, BCPH	2014
Establish/overhaul subsidies for disadvantaged groups	Not specified	Not specified
Create community health programs and events (e.g., health fair, Boulder's Biggest Loser, Health Gauge)	Not specified	Ongoing seasonally
Develop programs to increase awareness for food access	Not specified	Not specified
Develop outdoor fitness programs in parks	BPRD Rec Program staff	2013
Develop programs in parks near low-income neighborhoods and disadvantaged populations	BPRD Rec Program staff	2013
Develop enhanced mapping for parks to describe and increase access	BPRD Planning, IT, and Comm. staff	2014
Develop multi-purpose paths (e.g., add soft surface next to hard surface)	BPRD Planning and Maint staff	2014

Theme: <i>Recreation Programming</i>		
Action	Who	Timeframe
-- No actions --		

Theme: <i>Environmental Stewardship</i>		
Action	Who	Timeframe
-- No actions --		

Theme: <i>Asset Management</i>		
Action	Who	Timeframe
Prioritize maintenance backlog in the 2014 budget by evaluating existing funding and reallocating toward asset management	PRAB, Council	Immediately
Earmark debt service funds to asset management priorities	PRAB, Council	2015
Prioritize asset inventory	BPRD staff	Immediately
Engage community in park asset management condition assessment	BPRD Planning staff	Every 3–5 years
Identify new sources of funding for asset management, including sponsorships	Foundation, BPRD, PRAB	2014
Roll-out asset management software integrated with other city departments	BPRD staff; FAM; Transportation	2013–2014

Theme: <i>Financial Sustainability</i>		
Action	Who	Timeframe

Conduct analysis of fees for services, including pricing for different population segments and subsidy policy	Not specified	Not specified
Create or clarify criteria for core services and cost-based services using community values or engagement	BPRD staff; community	Ongoing annually
Implement commercial use fee	BPRD staff	2014
Explore/establish a sinking fund (or depreciation account) for maintenance and operation of facilities	BPRD staff	2015
Revisit impact fees and how they are allocated	BPRD staff	2014
Develop cost-saving programs/initiatives (e.g, pack-it-in/pack-it-out, etc.)	BPRD staff	Ongoing
Conduct staffing analysis to ensure optimal use of resources	BPRD staff	Ongoing
Conduct cost-benefit analysis of events	BPRD staff	2014
Dedicate funding/staff to leverage resources to enhance community partnerships	BPRD staff	2014
Develop mechanism to "spin off" non-core/redundant programs to local community partners	BPRD staff	2015

Theme: <i>Community Building and Relationships</i>		
Action	Who	Timeframe
Robust outreach to community groups during and following planning efforts	BPRD / COB staff & boards	Ongoing
BVSD / City Council joint meeting and dinner	COB staff & Council	Ongoing annually
Conduct joint planning effort between BVSD, BPRD, and CMO to develop shared vision and identify barriers and opportunities	BVSD Board, BPRD Director, CMO	Immediately

Develop partnership (or Community Action Group) designed to maximize participation, meet community demand for services, reduce barriers, reduce redundancy, identify opportunities, etc., through creation of policies and plans	BPRD Director plus stakeholders from COB, BVSD, CU, YMCA, CVB, Chamber, etc.	2013
Conduct partnership-oriented facility assessment to help determine redundancy/gaps in service provision	Not specified	Not specified
Hold parks and recreation summit	Not specified	Not specified
Assess gaps/duplication in community regarding park and recreation services	BPRD staff	Ongoing
Discuss partnership possibilities to meet active physical education requirements (FHS & SBRC)	BPRD staff	Immediately
Expand Adopt-a-Park to neighborhood scale for all parks	BPRD staff, neighborhood representatives	2014
Create new parks and public spaces in re-developed areas	Not specified	Not specified
Develop nature outreach programs	BPRD & OSMP staff; CU	2015
Develop community-building programs (e.g., Concerts at the Rez, scavenger hunt, etc.)	BPRD staff	2014

Theme: <i>Youth Engagement and Activity</i>		
Action	Who	Timeframe
Develop community "free day" for youth at pools and recreation centers	Not specified	Not specified
Use social media more effectively	Not specified	Not specified

Conduct additional outreach to parents	BPRD staff and BVSD	Not specified
Create youth engagement and activity round table	BPRD Director	2013
Identify service gaps specific to youth opportunities	Community stakeholders	2013
Include nature play components in park planning	BPRD Planning staff	Immediately

Theme: <i>Connecting Parks, Facilities, and Trails</i>		
Action	Who	Timeframe
-- No actions --		

Theme: <i>Organizational Change</i>		
Action	Who	Timeframe
Create relationship structures for partners and formalize partnership criteria	BPRD Volunteer Coord / staff	2014
Standardize data collection and analysis to achieve consistent metrics throughout the department	BPRD staff	2013
Create technology team to identify efficiencies	BPRD staff	Future
Develop performance measures for the organization	BPRD staff, community stakeholders	2014, then ongoing annually
Develop business plans for programs and facilities	BPRD staff	In parts over two years
Implement plans	BPRD staff	Ongoing

Workshop Feedback from Participants

In the days immediately following both the community and staff PathfindersSM events, the Eppley Institute distributed surveys to participants in order to assess the workshop's effectiveness. The surveys also included questions that allowed respondents to share follow-up ideas with the planning team about the topics and suggested actions discussed during the event. Survey responses from the community PathfindersSM group are included in Appendix E1. Staff responses are in Appendix E2.

APPENDIX A

Appendix A1: Community Participant Cover Letter and Agenda



February 1, 2013

Dear Pathfinder,

I want to thank you for taking the time to participate in this workshop on the future of our community's Parks and Recreation system. Your continued commitment to excellence, whether in business or at sports and recreational pursuits, will be an important asset in our desire to initiate positive change for our parks and recreation services.

Saturday, February 9, we have an opportunity to build on the great parks and recreation services we have in Boulder in a positive way. We appreciate you making the commitment to share your special gifts and love of the community to work with us towards a positive outcome.

We are providing the following packet of information for your preparation for the meeting. It provides an overview of the planning process to date as well as the agenda to be used during the workshop on Saturday. In addition we are providing a link to the Eppley web page as well as a link to all research documents for the master plan. These can be accessed at:

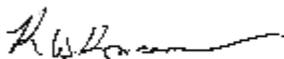
Eppley Master Plan Web Site: <http://boulder.parksandrecplan.org/>

Master Plan Research, Public Engagement and other background information:

http://www.bouldercolorado.gov/index.php?option=com_content&view=article&id=2504&Itemid=2019

We look forward to seeing you on Saturday morning, February 9 at the East Boulder Community Center ready to start at 9:00 AM sharp and promise to have everything completed by 2:00 PM. Coffee and a light breakfast will be available starting at 8:30 AM. If you have any questions please feel free to call Alison Rhodes, the Master Plan Project Manager at 303-413-7249.

Sincerely,



Kirk Kincannon, CPRA
Director Boulder Parks and Recreation Department

PATHFINDERSSM WORKSHOP AGENDA

Boulder Park and Recreation Master Plan Update February 9, 2013 • East Boulder Community Center • 9:00a.m.- 2:00 p.m.

8:30-9:00 AM	Coffee, Light Breakfast and Get Acquainted as people arrive
9:00-9:15 AM	Welcome and Introductions
9:15-9:45 AM	Where We Are? A Perspective on Boulder Parks and Recreation
9:45 -10:30 AM	Preferred Future
10:30-11:30 AM	Change and Possibilities
11:30 –12:30 PM	Working Lunch - System Wide-Planning
12:30 – 1:30 PM	Action Strategies
1:30 - 2:00 PM	Wrap Up of Day

Description

The PathfindersSM is a facilitated workshop of stakeholders who gather together to focus on the role, functions, and priorities of Boulder Parks and Recreation in the community. The name PathfindersSM is chosen deliberately to reflect the role of those attending the workshop to discover and show others a path or way forward. The workshop is designed to further refine consensus and emerging choices that are part of the Boulder Park and Recreation Master Plan Update.

Ground Rules

There are specific ground rules the PathfindersSM workshop utilizes:

- We will start on time and make sure that the entire day is productive.
- Please leave cell phones off – short breaks will be provided to check your messages.
- Please come prepared to participate in discussions and idea creation– we have provided summary information for your review and our meeting will require your full attention and everyone’s participation.
- We will be prepared with information items, handouts, forms, and productivity tools and clear direction.

Goals of the PathfindersSM Workshop

- Help to develop a vision for the future of Boulder Parks and Recreation
- Reaffirm and/or help to make choices on the priorities of Boulder Parks and Recreation
- Contribute to the organization and guiding principles Boulder Parks and Recreation’s mission
- Form broad goals and outline potential action planning strategies for the master plan

Appendix A2: Staff Participant Cover Letter and Agenda



February 5, 2013

Dear Staff,

I want to thank you for taking the time to participate in this workshop on the future of our community's Parks and Recreation system. You were invited because you are a leader in our department.

Tuesday, February 12th, we have an opportunity to build on the great parks and recreation services we have in Boulder in a positive way. We appreciate you making the commitment to share your knowledge of the department and community to work with us towards a positive outcome.

We are providing the following packet of information for your preparation for the meeting. It provides an overview of the planning process to date as well as the agenda to be used during the workshop on Tuesday. In addition we are providing a link to the Eppley web page as well as a link to all research documents for the master plan. These can be accessed at:

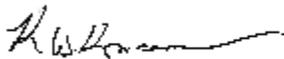
Eppley Master Plan Web Site: <http://boulder.parksandrecplan.org/>

Master Plan Research, Public Engagement and other background information:

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We look forward to seeing you on Tuesday morning at the Flatirons Events Center ready to start at 9:00 AM sharp and promise to have everything completed by 4:00 PM. Coffee and a light breakfast will be available starting at 8:30 AM. If you have any questions please feel free to call Alison Rhodes, the Master Plan Project Manager at 303-413-7249.

Sincerely,



Kirk Kincannon, CPRA
Director Boulder Parks and Recreation Department



STAFF PATHFINDER^s WORKSHOP

**Boulder Park and Recreation• Master Plan Update
February 12, 2013
Flatirons Event Center**

AGENDA

8:30-9:00 AM	Coffee and Get Acquainted as people arrive
9:00-9:15 AM	Welcome and Introductions Discussion of ground rules and objectives for the day
9:15-10:00 AM	Where We Are? A Perspective on Boulder Parks and Recreation Master Plan
10:00-10:15 AM	Break
10:15-11:00 AM	Update on Citizen Pathfinder February 9 th Workshop
11:00 –12:00 PM	Change and Possibilities
12:00 –1:00 PM	Working Lunch
1:00-2:00 PM	System Wide-Planning
2:00-3:00 PM	Action Strategies
3:00-4:00 PM	Wrap Up of Day

Expectations

- We will start on time and make sure that the entire day is productive
- Please leave cell phones off – breaks will be provided to check your messages
- Please come prepared – we have provided summary information for your review
- We will be prepared with key agenda items, handouts, forms, and productivity tools

Goals of the Workshop

- Build upon the success of the Citizen Pathfinder Workshop
- Develop a vision for the future of Boulder Parks and Recreation
- Reaffirm and/or modify the mission of Boulder Parks and Recreation
- Develop organization and guiding principles for meeting the mission
- Develop broad goals to attain the mission
- Identify potential action planning strategies for the master plan



**PathfindersSM Workshop
Boulder Parks and Recreation Master Plan Update
Boulder, Colorado
MASTER PLAN OVERVIEW**

February 1, 2013

INTRODUCTION

The 2006 Parks and Recreation Master Plan is being updated to reflect current and emerging trends including aging facilities, changing programs and services needs, changing demographics, increased inactivity and connection to nature by youth and advances in technology. The master plan update is structured within the context of the city's Sustainability Framework that is reflective of both the Boulder Valley Comprehensive Plan and the city's Priority Based Budgeting approach.

As a guide for the Boulder Parks and Recreation Department (BPRD) over the next five years, the master plan update is intended to address the delivery of park and recreation services in a manner that meets the community's service standards and sustainability goals.

The purpose of the citizen PathfindersSM workshop is to engage a broad range of individuals from various professions in the discussion of the future of Boulder Parks and Recreation Department. The goals of the workshop include:

- Assist in the development of a vision for the future of Boulder Parks and Recreation
- Help to reaffirm and/or modify the mission of Boulder Parks and Recreation
- Assist in the development of organization and guiding principles for meeting the mission
- Assist in the development of broad goals to attain the mission
- Help identify potential action planning strategies for the master plan

BACKGROUND

Master Plan Overview

The City of Boulder Parks and Recreation Master Plan update process is being led by department staff in conjunction with a project team consisting of the Eppley Institute for Parks & Public Lands (Eppley), Studio Terra, and BBC Research. The update, which began in February 2012, is anticipated to be presented to City Council for consideration and acceptance in the third quarter of 2013. The process includes three phases of work: background research, a community needs assessment, and action plan development. Phase 1 has been completed and Phase 2 is currently underway. Project documents referenced within this packet, in addition to other work products, may be found at:

http://www.bouldercolorado.gov/index.php?option=com_content&view=article&id=2504&Itemid=2019

Phase 1: Background Research (February 2012 – December 2012).

The first phase of the master plan focused on two key areas, research on current department operations and an extensive public engagement process. Research related to the planning area; related planning documents; city charter, mission and vision; trends; benchmarking; recreation programs and services; financial sustainability and asset management was undertaken as a foundation for the master plan update. The public engagement process was used to help further identify key themes and the research phase was completed in December following council direction from the November study session.

Phase 2: Community Needs Assessment (December 2012 – March 2013). This phase will help clarify the department’s mission and develop a needs analysis based on the community engagement findings and a benchmark comparison of twelve cities. It will integrate goals, approaches and strategies included within existing related city planning documents. A level of service analysis has been undertaken to define core services, funding priorities and develop related recommendations utilizing national best practices in the field of parks and recreation. The needs assessment will inform the contents of the master plan. The primary public engagement process of this phase is the PathfindersSM Workshop, which is designed to bring key stakeholders and decision makers together to refine the issues and suggest strategies for implementation.

Phase 3: Action Plan Development (April 2013 – August 2013). Research and community feedback will be synthesized to establish an investment strategy, recommendations and action plan that is consistent with city-wide sustainability goals and community priorities.

Topical Report Findings

Eppley conducted in-depth research over the last several months. Emerging from the research are topical reports that will be synthesized to formulate the final master plan. The research was an iterative process during which both BPRD staff and PRAB provided input and guidance. The following topics were researched, and the complete reports may be found at the site referenced above:

- Overview of planning area
- Related planning documents
- Charter, mission and vision
- Trends
- Asset management
- Financial sustainability
- Key benchmark analysis
- Recreation programs and services

Community Park and Recreation Survey

The community recreation survey instrument was developed using a combination of well-established, scientifically proven valid questions, and the identified core themes and issues as a guide for developing questions that would provide the data to back up and validate what was learned in the stakeholder interviews. A total of 663 useable surveys were returned, yielding a response rate of 20.7%. This has produced a 3.8% confidence interval at a confidence level of 95 percent. The community survey results are discussed in depth in the report Research Findings: Community Survey.

Public Engagement

A critical component of the master plan update is the public engagement process, which is necessary to effectively deliver a community-oriented park and recreation system. Overall, the public process must be balanced, open, and collaborative and as a result will build community-wide trust in the plan and the process. The process is developed carefully in order to create an outcome that will secure support for, and approval of, the Master Plan by City Council, advisory groups, city management, department staff, and the diverse user groups of the park and recreation department services.

The public involvement to-date has included the following strategies:

- **Stakeholder interviews**
Early in the process, key stakeholders representing a wide variety of both active and passive user groups, community leaders, city staff, PRAB, and special interest groups were interviewed by members of the project team. The interview notes were analyzed using qualitative data analysis methods to identify recurring themes and early emerging trends.
- **Public open houses (three meetings in October 2012)**
Over three different dates in late October, Boulder's Parks and Recreation Department hosted public meetings focused on the department's Master Plan Update. Specific objectives of the public meetings were to present findings related to key issues or focus areas including background information and questions for the public to consider in their dialogue and gather input regarding each of the focus areas to confirm and validate preliminary findings.
- **Staff Technical Advisory Group (TAG) input**
The technical advisory group (TAG) for the Park and Recreation Master Plan update is comprised of various cross team members from the park and recreation staff working with varying degrees of responsibility and involvement. The primary role of TAG members is to serve as subject matter experts in their area of expertise, verifying information and research for accuracy and content.
- **Internet survey open to the general public**
The Community Park and Recreation survey referenced above was also available online and open to the public. This open survey was promoted at the public meetings, on the plan website and in department e-mail newsletters. The results of the open survey are kept separate from the statistically valid responses, and used to identify areas where the statistically valid survey may not have captured adequate feedback from users and vested stakeholders.
- **Online information sharing and feedback submission**
The project team is keeping the public informed and updated about the Master Plan via several online methods. Eppley is managing an external website to share information and collect feedback at www.boulder.parksandrecplan.org. The department is also posting background research documents and public engagement findings to the Master Plan page

on the department's public website. In addition, the department hosted a topic focused on the Master Plan update on the City of Boulder's virtual town hall, www.inspireboulder.com.

- Outreach to target populations, including youth and minorities
In addition to the above public engagement, the department continues outreach to minorities, youth and other special populations. Staff has met twice with the Youth Opportunities Advisory Board (YOAB) and Human Relations Commission, hosted conversations with the Fairview High School Student Council, and continues to plan focus groups with target groups.

This PathfindersSM Workshop is the next step in community engagement, and will be followed by a community-wide open house to share progress, ongoing web-based discussions and continued PRAB study sessions. The final master plan update will be presented to PRAB, Planning Board and City Council for consideration and acceptance during the second and third quarters of 2013.

Methodology on the outreach, as well as findings of each, can be found in the Summary of Public Engagement.

Board Feedback

The Parks and Recreation Advisory Board (PRAB) play a major role in the master plan process. PRAB's responsibilities include the following:

- Attend public meetings to listen to community input
- Promote the participation of all segments of the community
- Review topical reports that build a foundation of current conditions and provide input
- Advise the department on preliminary direction for the master plan update
- Adopt the final master plan and make a recommendation to council.

From February 2012 through January 2013, the PRAB has held four study sessions and three updates/discussions related to the master plan update. The discussions have focused on the key themes and policy issues that have emerged as a result of research and public engagement, and PRAB engagement is captured in the report Summary of PRAB Engagement.

ANALYSIS

Department Mission and Vision

An overarching goal of the 2012 Parks and Recreation Master Plan Update is to investigate the department's existing role as a provider of public services in the Boulder community and to make recommendations to allow for greater effectiveness. A critical step in doing so is understanding what is expected, both formally and informally, from the department as well as understanding how these expectations align with similar or related pursuits of other entities.

The department's mission should describe this general purpose, answering the question "What does the organization do?" The vision statement should then focus on the future and describe the desired accomplishment of the organization. Analysis of the current mission and vision suggest both should be revised to reflect current needs of the community, available resources, and public expectations of the department. BPRD's current mission and vision as found in the 2006 Master Plan are:

Mission ("What do we do?")	Vision ("Where do we want to be?")
<p>The mission of the City of Boulder's Parks and Recreation Department is to provide safe, clean, and beautiful parks and facilities and high-quality leisure activities for the community. These services shall enhance residents' health and well-being and promote economic vitality for long-term community sustainability. We will accomplish this through creative leadership, environmentally sustainable practices, and the responsible use of available resources.</p>	<p>Strive for excellence in our parks and recreation system to reflect and serve the unique values and qualities of our community.</p>

Key Themes

The findings of the research, as well as the public engagement to-date, have resulted in the identification of the key themes that will impact the delivery of park and recreation services in Boulder. These are summarized below:

- **Community Health and Wellness** – Throughout the process, the public indicated a desire for parks and recreation to focus on public health and wellness through parks, facilities and programs. National trends indicate that rising obesity rates, especially among children, is occurring in Colorado and Boulder, emphasizing the importance that parks and recreation services can continue to play in keeping Boulder a healthy and vibrant community.
- **Recreation Programming** - Throughout the public outreach, a variety of broad needs and expectations were identified relative to the current offerings of recreation programs and services. One recurring theme was the need to focus on youth programs, programs for families with low-incomes and individuals with disabilities. Another theme was the need for affordable programs for all members of the community, including scholarships for underprivileged participants. A variety of comments expressed continued support for various specialized programs and facilities that promote individual sports or activities. Industry trends show more departments are beginning to facilitate specialized or advanced programs, through alternative delivery methods, such as contracted programs and services.
- **Environmental Stewardship** – The community survey results indicate that the community expects the department to be an environmental stewardship leader in the community. The survey identified forests and natural areas as the most important facilities/services, even in the urban park setting. With over half of the urban parkland natural or undeveloped, the department is challenged with meeting the higher environmental standards within the existing resources.

- **Asset Management** – The maintenance of existing facilities and parks was a consistent theme that appeared repeatedly in discussions with the public and civic leaders. The survey indicated a clear preference for spending tax revenue on maintaining or enhancing existing park and recreation facilities. With an increasing backlog of over \$37 million in repairs for existing facilities, Boulder will need to identify ways to allocate limited resources to ensure the long-term viability of the park and recreation system for the future.
- **Financial Sustainability** –The public comments illustrate a desire to provide many levels of programs and services to the community. Balancing multiple and increasing demands from the public within existing resources is a challenge. Survey results indicate support for providing program subsidies for beginner youth programs, lower income families and individuals, as well as support for subsidies to individuals with disabilities. Sixty-five percent of survey respondents felt that parks and recreation services contribute to the social welfare of the whole community. Stakeholders and community leaders, recognize the limits to public funding and the need to focus on core services as the most effective method of allocating limited funding. Survey responses also indicate that advanced level classes for all, should be priced at a higher market rate.
- **Community Building and Relationships** – Building community engagement and cultural activities through programs and initiatives that reach out through volunteer opportunities was another theme repeated throughout the public engagement process. Civic spaces and close-to-home parks were recognized by stakeholders as an important component of building strong neighborhoods and making social connections. The public also stated a desire to allow for more community events in the parks and facilities that engage the local community.
- **Youth Engagement and Activity** – Like much of the nation, Colorado is experiencing declining youth participation in outdoor recreation activities. The public comments align with the findings about the need to actively engage youth with park places, facilities and programs that are placed-based. One theme was the need for facilities for youth sports and another theme was providing more access to nature in the parks system. There was a strong desire for after-school programs in partnership with the Boulder Valley School District (BVSD) and other non-profit organizations. Feedback from multiple sources stated that youth should be a priority for the parks and recreation department.
- **Connecting Parks, Facilities and Trails** - The public felt that parks and recreation should focus on providing improved access to parks and facilities that allow increased use from all sectors of the community. The public felt that coordinating with transportation corridors and providing better linkage along trails, greenways and public transit was an important component. There was support for a system of parks linked along pathways to improve public health and encourage neighborhoods to come together to build community. Nationally, agencies are working to connect their communities through trails and greenways, providing trails and access to parks, open space and recreation facilities.

- **Organizational Change** - Trends in the profession indicate a shift in management of public park and recreation facilities from a more direct service provider to one where the department helps facilitate and support both profit and non-profit entities in providing recreation services and programs. The survey supported the expansion of BPRD's current role into facilitating service providers for both profit and non-profit providers, including focusing on partnerships, contract services and other non-traditional modes to accomplish the goals of the community. To be effective, this will require new capabilities with an emphasis on delivery methods and enhancing staff development. Creation of more formal business management practices to include use of new technologies, data driven decision-making, and collaborative decision-making tools will support the organization changing over time.

Sustainability Framework

The themes identified above represent the broad values of the community, as well as the findings based on research, trends and best management practices of public park and recreation agencies. The city's Sustainability Framework is built upon the foundation of the Boulder Comprehensive Plan (BVCP) and the city's Priority Based Budgeting (PBB) Program. Applying the Sustainability Framework to decision-making in the BPRD requires staff to consider the themes within the context of all seven strategy areas. At the intersection of all these areas is the community's ability to sustainably meet its needs now and in the future. These categories directly relate to current and traditional services provided to the community by BPRD.



Community Character/Built Environment

Boulder's compact, interconnected urban form helps ensure the community's environmental health, social equity, and economic vitality. The urban park system helps to define the shape and feel of a city and its neighborhoods. Boulder's urban parks, which broadly include parkland, plazas, greenways, landscaped boulevards, public malls, and civic spaces, significantly define the layout, real estate value, traffic flow, public events, and the civic culture of the community. Boulder parks are an important element of smart growth that addresses both the public's need for greenspace and the role it can play in mitigating higher development density.

Additionally, activity centers afford Boulder residents the opportunity to participate in recreation activities, create social ties with community members, and encourage physical, social, and mental engagement. Unique facilities, such as the Boulder Reservoir and Pearl Street Mall, enhance the social fabric of the distinct community, helping to build community and contribute to the overall community character.



Natural Environment

The city and department strive to preserve and protect the natural resource base and environmental quality on which life depends. Green infrastructure is the interconnected system of green spaces that conserves natural ecosystem values and functions, sustains clean air and water, and provides a wide array of benefits to people and wildlife. It is the community's natural life

support system - the ecological framework needed for environmental and economic sustainability. Parks located along the streams and drainage ways play an important ecological function for mitigation of urban development. As the community's built infrastructure of roads, sewers and utilities needs to be upgraded and expanded, its green infrastructure also needs to be upgraded and expanded. By planning and managing urban parks as part of an interconnected green space system, flood control and storm water management costs can be reduced. Additionally, urban parks can also protect biological diversity and preserve essential ecological functions while serving as a place for recreation and civic engagement.



Energy and Climate

The city and department strive to ensure the efficient use of natural resources, reduce and minimize the use of non-renewable resources and contribute to the overall quality of the climate through best management practices. Parks and recreation facilities play an important role in mitigating climate change. Continually 'greening' parks is an important contribution to Boulder's sustainability efforts.

Urban parks cool and clean the air, improve and modify local wind circulations, and better regulate precipitation patterns. Well-vegetated parks mitigate the impact of the urban heat island and minimize local climate change, while the urban forest sequesters carbon and other pollutants. Recreation centers and other facilities also have a major role in implementing energy policies. Recycling, composting, and high-efficiency lighting and heating/cooling systems can dramatically reduce the city's carbon footprint and contribute to the financial and environment sustainability of the Boulder community.



Economic Vitality

The city and department strive to develop and maintain a healthy, adaptable economy that is vital to the quality of life and levels of services and amenities desired by citizens. Boulder parks are a source of positive economic benefits. Over 100 years of research has shown that parks enhance property values, increase municipal revenue, attract homebuyers, workers and retirees. At the bottom line, parks are a good financial investment for Boulder. When linked properly with local visitor service providers, parks and recreation often emerges as an "engine" that can drive tourism in the community through unique features and programs, and access to unique experiences such as special events and festivals.

Recreation facilities also add to the economic vitality of the community by providing sites for sports tournaments and athletic events, which can be major sources of tourism and economic benefits. Additionally, facilities provide an opportunity to engage local small businesses through contract services such as fitness classes, mountain bike training, and food vendors.



Community Well-Being & Safety

The city and department strive to promote a healthy community and address social and cultural inequities recognizing that environmental, economic and social sustainability are built upon full community involvement. Boulder's parks are one of the quickest and most effective ways to build a sense of community and improve quality of life. Park improvements are often quick and tangible actions which can work in concert with other issues such as reducing crime, eliminating

graffiti or traffic management. Parks impart measurable health benefits for both adults and children - providing direct contact with nature and a cleaner environment as well as opportunities for physical activity and social interaction. Recreation programs and services provide a breadth of benefits for users. The community can participate in activities that strengthen the mind, spirit, and body. In turn, parks and recreation programs build social capital, which is the backbone to a strong and engaged community. Whether community members utilize open space, parks, recreation programs, or any combination, active living and strengthening social connections will lead to community well-being.



Mobility and Connectivity

The city and department strive to maintain and develop a balanced and well-connected system of parks and recreation facilities that are linked to all modes of travel. The recreational and social values of urban parks are well known. However, linking parks, greenways, river corridors, and other natural or restored lands together to create an interconnected green space system provides far greater benefits for people, wildlife, and the economy. It helps connect people and neighborhoods, provides opportunities for exercise that can counter today's trends in obesity and adult onset diabetes, and enhances emotional well-being by bringing nature "close to home."



Good Governance

The city and department focus on modeling stewardship and sustainability of the financial, human, information and physical assets of the community. This is done by supporting strategic decision making with timely, reliable, and accurate data and analysis based on current research. Managing assets for the full lifecycle cost and maintaining existing infrastructure promotes a healthy and safe community while contributing to financial sustainability. In addition, using a lifecycle management approach for recreation services that calls for planning, implementing, and evaluating programs is imperative to meet diverse and changing community needs effectively. Utilizing best management practices, new technology, and providing professional development are necessary to effectively and efficiently manage all operations and provide good customer service.

CITY COUNCIL AND PRAB 11-28-12 STUDY SESSION

On November 28, 2012, PRAB and City Council participated in a joint study session, focused on four areas that have emerged as a result of the research and community engagement. The Council and PRAB were asked to focus on four questions:

1. What are BPRD's essential or priority services? (What business should we be in? What role do we play? All things to all people?)
2. As trends evolve, should needs be met by adding services or replacing them?
3. How should BPRD balance providing community good with revenue production?
4. How does BPRD prioritize maintaining existing facilities with developing new ones?

The discussion resulted in the following direction from City Council and PRAB members:

- **Trends**
The community has indicated that it is very important that BPRD contribute to the community's physical health, as well as promoting physical and mental well-being. City Council and PRAB agree that the department can increasingly play a critical role in creating a healthy community through programs and facilities that promote wellness.
- **Role of the Department**
BPRD offers a broad spectrum of programs and traditionally, parks and recreation agencies focus on beginner programs and on health and wellness. BPRD must be strategic in program delivery to ensure that subsidies and resources can be directed to serving the community in the most effective way. Council agreed with the results of the community input indicating that tax-payer subsidy is appropriate for programs for the disadvantaged populations in the community. Council and PRAB were also in alignment in their support of discussing the idea of partnerships and privatizing certain programs and services.
- **Programs and Services**
The community has indicated that it is essential that the department provide recreation programming for children and teens, disadvantaged populations, families and senior and has also suggested that programs for youth, low-income populations and people with disabilities should be subsidized by taxes. Council and PRAB both asked that the department review the current fee structure, existing pricing model for cost recovery and determine how and where subsidy is applied. There is a desire of City Council for the department to illustrate how current funding meets the priorities of the community that were identified in the survey. The council indicated a preference that the department focuses on programs that promote wellness and healthy lifestyles, and that meet the needs of the disadvantaged in the community.
- **Infrastructure Investment**
Maintenance of existing facilities was of high importance to the community, PRAB and Council. Council understands that, given limited resources and multiple community needs, appropriate trade-offs will need to be made and the department cannot be "all things to all people." PRAB supported the need of the department to appropriately budget annually to address maintenance backlogs and the City Council would like to understand the current maintenance backlog and how it is being addressed in funding priorities. There is a desire for Boulder's parks to be world-class in design and functionality.

NEEDS ASSESSMENT OVERVIEW

The Needs Assessment is a synthesis of the research, community engagement and policy direction to date with the purpose of creating recommendations regarding how Level of Service (LOS) values should change over time given the context and trends of the community. LOS can be described as a measurement of the degree of a provision of facilities or services to the

community. The Needs Assessment is divided into three sections: park and recreation lands, recreation facilities, and recreation programs and services.

Park and Recreation Lands

Section 2 analyzes BPRD’s portfolio of urban parkland. The parkland is classified into categories to allow for the creating and tracking of standards. Classifications are primarily based upon acreage and nature of their location in the community. Within each classification, the current LOS is discussed as well as any current concerns and/or future issues as a result of the growing or changing community needs. 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 listed in table 1 below:

Table 1: BPRD Park Classifications and LOS

Park Classification	Current Acres	Current LOS¹	2006 LOS Recommendation	Undeveloped Acres	Total Acres²	2030 LOS³
Neighborhood Parks	306.74	3.15	3.00 ⁴	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	1,173.28	12.05	5.50 – 7.50	313.10	1,486.38	12.81
Other Land Types	316.79	N/A	N/A	0.00	316.79	N/A
Total	1,490.07	15.30	N/A	313.10	1,803.17	15.54

Recreation Facilities

Section 3 discusses recreation facilities, as categorized based on national trends provided by NRPA Guidelines, 2012 Parks and Recreation National Database Report, 2012 City Park Facts from the Trust for Public Lands, benchmark data, cost recovery rates, and civic engagement findings. As with urban parkland, within each type, the current LOS is discussed as well as any current issues and/or future issues as a result of the growing or changing community needs (see Table 2).

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

² Available by 2030.

³ Based upon an estimated population of 116,000.

⁴ 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.

Table 2: 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

Recreation Programs

In this section, the broad spectrum of BPRD's programming is assessed. Both program specific and overarching issues are presented that are opportunities for the department to enhance its provision of services to the public and make the most effective use of the resources available. 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. Information found in these categories was also informed by national trends provided by the Sporting Goods Manufacturers Association (SGMA) and civic engagement findings. 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

NEXT STEPS

A full PathfindersSM Report will be prepared and distributed to all attending the workshop as well as PRAB. The PRAB will discuss the findings of the PathfindersSM at the February 25, 2013 meeting and study session and the board's final approval of the Needs Assessment and a review of the draft Action Plan is scheduled for March 18, 2013. City Council will be informed of those findings and of PRAB's input in an April Information Packet and discuss the recommendations at the May 28, 2013 Study Session. PRAB recommendation of the final plan is scheduled for June 2013. The final Master Plan will then go to Planning Board review and finally to City Council for acceptance.

APPENDIX B

Appendix B1: Community Participant List

First Name	Last Name	Organization	Position	Table	
Bob	Yates	Parks and Recreation Advisory Board	Chair	1	Boulder Reservoir
Crystal	Gray		citizen	1	
Jeff	Dillon	City of Boulder Parks and Recreation	Parks and Planning Superintendent	1	
Mike	Patton	City of Boulder Open Space and Mountain Parks	Director	1	
Morgan	Lommele	Boulder Mountainbike Alliance	Board Member	1	
Ramona	Clark	Growing Gardens	Executive Director	1	
Chris	Coker	YMCA of Boulder Valley	CEO/President	2	Scott Carpenter
Heidi	Brinkman	BCI	President	2	
Kirk	Kincannon	City of Boulder Parks and Recreation	Director	2	
Lesli	Ellis	City of Boulder Community Planning and Sustainability	Comprehensive Planning Manager	2	
Michael	Guzek	Parks and Recreation Advisory Board	Board Member	2	East Boulder Community Park
Jeff	Haley	City of Boulder Parks and Recreation	Planning Manager	3	
Alice	Guthrie	City of Boulder Parks and Recreation	Recreation Superintendant	3	
Brea	Bond, MD MPH	Clinica - Peoples Clinic	Clinic Medical Director	3	
Katherine	Buckley	Growing Up Boulder	Intern	3	
Stephen	Jones	Boulder County Audubon Society	President	3	
Valerie	Maginnis	City of Boulder Library & Arts	Director	3	
Abbie	Poniatowski	City of Boulder Parks and Recreation	Senior Business and Finance Manager	4	
Colleen	King	PLAY Boulder Foundation	Executive Director	4	Foothill Community Park
Kenneth	Hotard	Boulder Area Realtors Association	Senior Vice President of Public Affairs	4	
Lee	Shainis	Intercambio	Executive Director	4	
Mike	Conroy	Parks and Recreation Advisory Board	Board Member	4	
Paul J.	Fetherston	City of Boulder	Deputy City Manager	4	
Cheryl	Kent	University of Colorado Recreation Services	Director of Recreation Services	5	Harlow Platts Community Park
Lisa	Martin	City of Boulder Parks and Recreation	Urban Parks Manager	5	
Mary Ann	Mahoney	Boulder Convention and Visitors Bureau	Executive Director	5	
Molly	Winter	City of Boulder DUHMD	Director	5	
Randall	Rutsch	City of Boulder Public Works - Transportation	Senior Transportation Planner	5	

Renaë	Foxhoven	South Boulder Little League	Board Chair	5	
Bridger	Tomlin	Youth Opportunities Advisory Board	Board Member	6	North Boulder Community Park
Jeff	Arthur	City of Boulder Public Works-Utilities	Director	6	
Karen	Rahn	City of Boulder Human Services	Director	6	
Leisha	Conners Bauer	Boulder County	Chair	6	
Nicole	Cavalino	VIA Mobility Services	Director of Customer Service and Community Services	6	
Simon	Smith	Clinica - Peoples Clinic	Clinic Director	6	
Teri	Olander	City of Boulder Parks and Recreation	Programs Administrator	6	
David	Driskell	City of Boulder Community Planning and Sustainability	Executive Director	7	
Kelly	Wyatt	Parks and Recreation Advisory Board	Board Member	7	Valmont City Park
Louise	Chawla	University of Colorado Environmental Design	Professor	7	
Sophie	Duncan	Youth Opportunities Advisory Board	Chair	7	
Susan	Connelly	Colorado Chautauqua Association	Executive Director	7	
Alison	Rhodes	Boulder Parks and Recreation	Master Plan Project Manager	7	
Matt	Appelbaum	City Council	Mayor		
Tim	Plass	City Council	Council Member		

Appendix B2: Staff Participant List

	Employee		Pos Title
1	Abbie	Poniatowski	BUSINESS & FINANCIAL MANAGER
	Steve	Whipple	RECREATION ADMINISTRATOR - CENTERS
	Callie	Hayden	PARKS ZONE SUPERVISOR
	Nick	DiFrank	LANDSCAPE DESIGNER II
	Mary	Malley	COORDINATOR OF VOLUNTEER SERVICES
	Sarah	Rodriguez	PROGRAM COORDINATOR - RESERVOIR/AQUATICS
2	Doug	Cook	GOLF FACILITIES OPERATIONS MANAGER
	Jeff	Haley	PARKS PLANNING MANAGER
	Sarah	DeSouza	POLICY & INFORMATION SERVICES MANAGER
	Lance	Olander	SPORTS TURF MANAGER
	Mary	Neumann	BUDGET SPECIALIST
3	Lisa	Martin	URBAN PARKS OPERATIONS MANAGER
	Todd	Calvin	CENTER SUPERVISOR
	Paul	Bousquet	MARKETING MANAGER
	Tina	Briggs	LANDSCAPE DESIGNER II
	Alex	Zinga	PROGRAM COORDINATOR (YSI)
	Phil	Henry	MAINTENANCE LOGISTICS COORDINATOR - AQUATICS
4	Colleen	Fitzgerald	RECREATION ADMINISTRATOR - A & I
	Summer	Kennedy	PROGRAM SUPERVISOR
	Carey	Sager	PARKS ZONE SUPERVISOR
	Derrick	Tripp	PROGRAM COORDINATOR
	Jayson	Swigart	FINANCE AND FACILITY COORDINATOR
	Joy	Master	CONSERVATION ECOLOGIST
5	Teri	Olander	RECREATION ADMINISTRATOR - PROGRAMS
	Kathleen	Alexander	FORESTER
	Mike	Lamb	PROJECT MANAGER
	Stacy	Cole	FACILITIES SUPERVISOR - RESERVOIR MGMT & OPS
	Dean	Rummel	RECREATION SUPERVISOR-PROGRAMS & FACILITIES
	Alyssa	Morin	RECREATION COORDINATOR
9	Alison	Rhodes	CENTER SUPERVISOR
	John	Cogdill	PARKS CONSTRUCTION MANAGER - SUPERVISOR
	Matt	Hickey	C L A S S SYSTEM MANAGER
	Doug	Godfrey	LANDSCAPE DESIGNER II
	Sherri	Brown	PROGRAM COORDINATOR
	Kathleen	Murphy	Program Coordinator
	Kirk	Kincannon	DIRECTOR OF PARKS & RECREATION
	Alice	Guthrie	RECREATION SUPERINTENDENT
	Jeff	Dillon	PARKS & PLANNING SUPERINTENDENT

APPENDIX C: ORIGINAL RESPONSES FROM COMMUNITY PATHFINDERSSM WORKSHOP

Appendix C1: Where We Are

Participant Directions

Participants were asked to discuss the panelists' remarks among their tables. In their groups, they were also asked to identify common themes and/or questions for the speakers.

Participant Responses

Responses are listed in the order they were presented at the event.

Table 1	<ol style="list-style-type: none"> 1. smaller facilities – more frequency. How available is that? 2. recognize cultural demographic in the use of parks 3. transportation to parks creating greater accessibility, what are the barriers? <p>development of meaningful use of the park space balanced with the <u>cost</u> to do so.</p>
Table 2	<p>Childhood obesity – getting children outside Create outside play areas</p> <ul style="list-style-type: none"> • providing connection/access • intentional programs • eliminate barriers to participation • <u>intentional</u> outreach to youth/families <p>develop more collaborative programs& service delivery</p>
Table 3	<ol style="list-style-type: none"> 1. Awareness of financial constraints – “What’s holding us back?” 2. How to <u>encourage</u> children to get outdoors 3. What really are the <u>barriers</u>? <ul style="list-style-type: none"> • Proximity – time (too busy) • Income • Access • Culture 4. Is urban redevelopment really meeting needs of vulnerable populations (areas within city?)
Table 7	<p>* what is the difference in value (if any) between organized & unorganized play? <u>Barriers</u></p> <ul style="list-style-type: none"> • transportation • proximity <p>kids & screen time</p>
Table 6	How to insure equitable access to available parks and services?

Table 5	Data related to overall health, patterns from childhood →advocacy ? 1. role of <u>different kinds of parks</u> (urban, etc) and rec center and organized sports 2. % of population using rec center, demographics % of ethnicity using facilities
Table 4	Public-Private Partnerships <ul style="list-style-type: none"> • optimize service delivery • increase facility <u>funding</u>/investment increase <u>foundation</u> role

Appendix C2: Preferred Future

Participant Directions

- Step 1** Choose one person at your table for each of these roles:
- **Timekeeper** – watch the clock to ensure enough time to complete exercise
 - **Facilitator** – ensure your table’s discussion stays on task and on time
 - **Recorder** – take notes; use large, legible handwriting on flipcharts
 - **Reporter** – provide a concise summary of your table’s results
- Step 2** Assume it’s the year 2018. Consider the phrase, *“BPRD has been incredibly successful over the past five years. It has...”*
- Step 3** Develop 3-5 phrases that finish the prompt, describing the preferred future of the department and the community of Boulder. The Recorder should write these phrases on the flipchart by your table.
- Step 4** After time expires, your table’s Reporter will be called upon to share your results.

Participant Responses

Responses are listed in the order they were presented at the event.

Table 3	+ transition from non-native to native plant materials + engaged cultural & ethnic groups in decision-making input ← + achieved \$ balance of providing services in partnership w/community (not duplicate) + on going measurement – monitoring of P&R usage by vulnerable populations →(data tracking) + funding source to provide access to low-income families for P&R services \$ (rec passes)
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Table 7	<p>Incredibly successful in 5 years looks like</p> <ul style="list-style-type: none"> • more pub/pri ps's (leverage resources) in program delivery CU – BVSD (Health Community/Clinics) <ul style="list-style-type: none"> - monitoring - because P&R can't be everything to everyone on it's own • rev capture from private/commercial users of public park lands • →Central Park transformed into best urban park in country involving integration of nat. areas • →more plan old green fields for unstructured play w/climbing trees • →physically proximate and/or safe & affordable accessibility (eco passes!) to non-proximate facils. And programs • every school yard is a neighborhood park <ul style="list-style-type: none"> - PE every Day! (actually physical) <p><u>Youth/children</u></p> <ul style="list-style-type: none"> • more phys activs where kids are <ul style="list-style-type: none"> - schools - neighborhoods <p>child care centers</p>
Table 6	<ol style="list-style-type: none"> 2. become more accessible <ul style="list-style-type: none"> • making people more comfortable in using facilities • on natural transportation route • involves all level of families (intergenerational) 3. engaged community partners to break down barriers <ul style="list-style-type: none"> • i.e.)healthcare facilities w/increased focus on “whole” health <ul style="list-style-type: none"> - -> childhood obesity & goal setting w/family 4. increased education & awareness of health (whole health) benefits 5. increased/enhanced partnership w/BVSD <ul style="list-style-type: none"> • information • pathways to encourage youth participation <ul style="list-style-type: none"> - school credit - reinforce goal setting - opportunities to activities might not try - link to other aspects of curriculum <p>5. clear priorities tied to funding</p>
Table 5	<p>Remove barriers for youth – transpo etc – improved access Partnerships/collaboration to take away barriers #1 sustainability of assets – maintenance (environmental) financial sustainability vx. Providing services/cost recovery for high quality facilities complete Valmont park & improve other parks [VISION need true partnerships w/CU & BVSD & P/R & Private]</p>
Table 4	<ul style="list-style-type: none"> • <u>focus on health</u> • increase youth participation • provide access to low income inter/national recognized • increase synergy between Rec & Senior Services • *partner/spin-off, \$\$ time people w/in mission & vision (facilities or programs) • build community connections • *clear city role*

Table 1	<ol style="list-style-type: none"> 1. flexible parks that encourage routine/diverse use 2. more multi-generational & multiracial use (more Eben Fine parks – students, diversity, dif rec opps, water, picnics, etc) → what makes a park successful? 3. convenient, flexible available motor & non-motor transportation b/w facilities & parks 4. local food islands <ul style="list-style-type: none"> • gardens – urban forestry • close to home/-small scale neighborhood → updated land use recs → process for putting in gardens → more engagement from neighbors about parks uses 5. more engaged/involved community → partnerships with local group/non-profits 6. → resident involvement, volunteer “buy in” 7. new funding streams for parks (vrbo, airbnb, etc) ! use fees 8. more free, safe smaller parks close to home, w/easy access
Table 2	<p>[*] O & M back log – less backlog/high standard of excellence * updated, improved + renovated parks + facilities – apolitical , equal treatment * reduced significantly</p> <p>[*] Childhood obesity - partnerships, strategic w/external orgs – city facilitates w/schools, nonprofits, housing, etc - metrics - healthy eating, no duplication of svcs, - address sedentary lifestyles - access – removing barriers : intentional programming, transportation + access + safety - cultural barriers</p> <p>What does it look like? [*] Collaborative efforts/partnerships + address all these <u>issues</u></p> <ul style="list-style-type: none"> • <u>healthy lifestyle</u> connections + peer support • community – driven “village” self-driven sustainable food, transportation, activity

Appendix C3: Change and Possibilities

Participant Directions

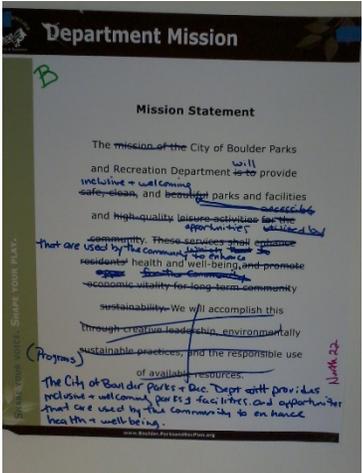
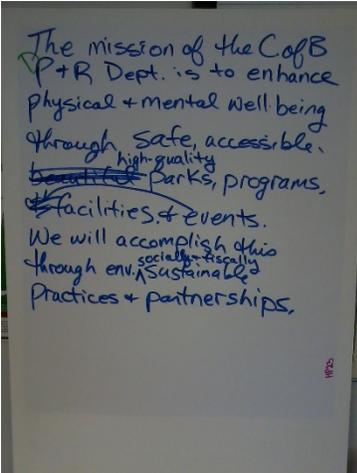
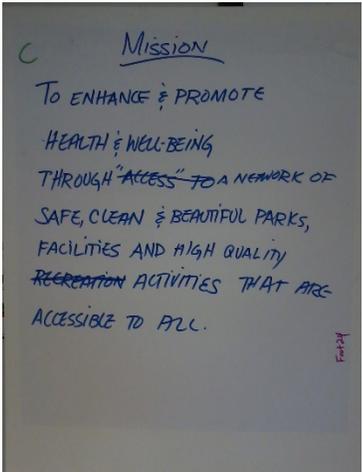
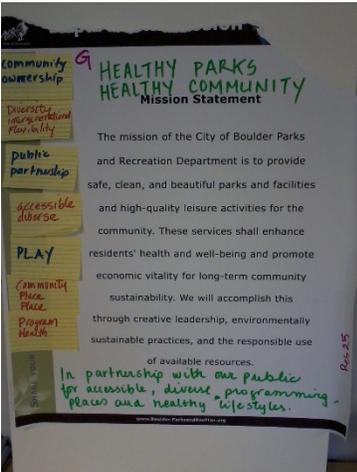
- Step 1** Choose one person at your table for each of these roles:
- **Timekeeper** – watch the clock to ensure enough time to complete exercise
 - **Facilitator** – ensure your table’s discussion stays on task and on time
 - **Recorder** – take notes; use large, legible handwriting on flipcharts
 - **Reporter** – provide a concise summary of your table’s results
- Step 2** Your table has been supplied a poster with the BPRD mission statement. Think about how you might change the mission statement considering:
- The results of the last exercise
 - The themes that have emerged so far during the planning process
 - The principles of a strong mission statement

Step 3 The Recorder should mark-up the poster of the current mission statement with ideas on how to revise it. Be creative and don't hold back!

Step 4 After time expires, your table's Reporter will be called upon to share your results.

Participant Responses

Responses are listed in the order they were presented at the event.

<p>Table 6</p> 	<p>Table 5</p> 
<p>Table 4</p> 	<p>Table 1</p> 

<p>Table 2</p>	<p>Table 3</p>
<p>Table 7</p>	<p>Summary</p>

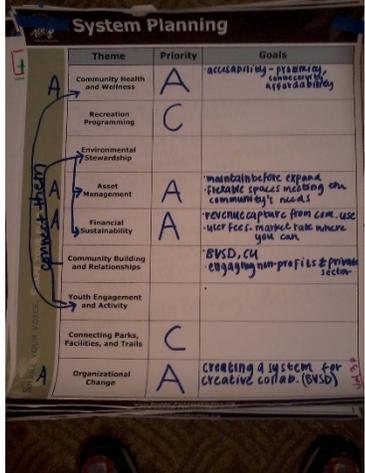
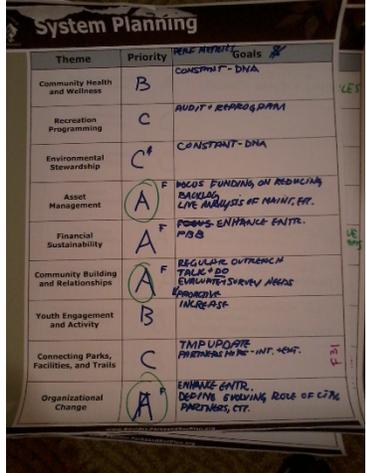
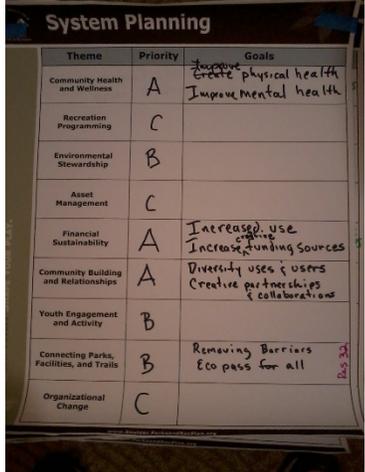
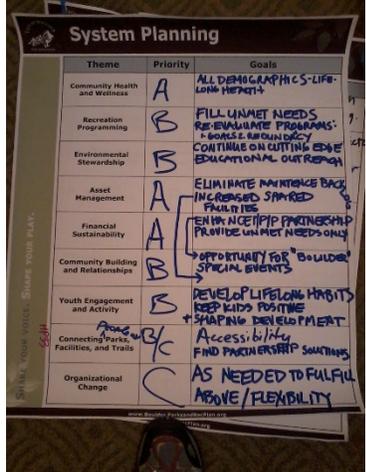
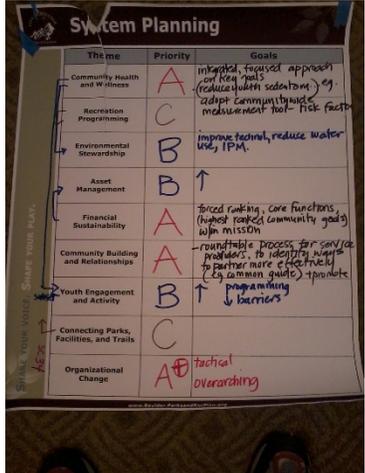
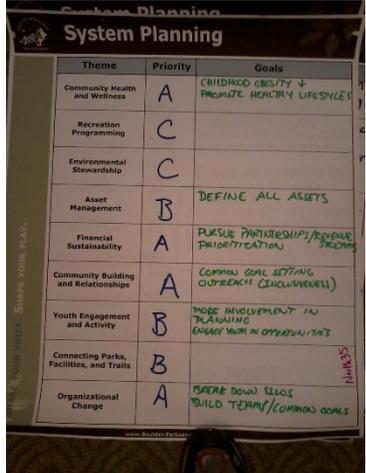
Appendix C4: System-wide Planning

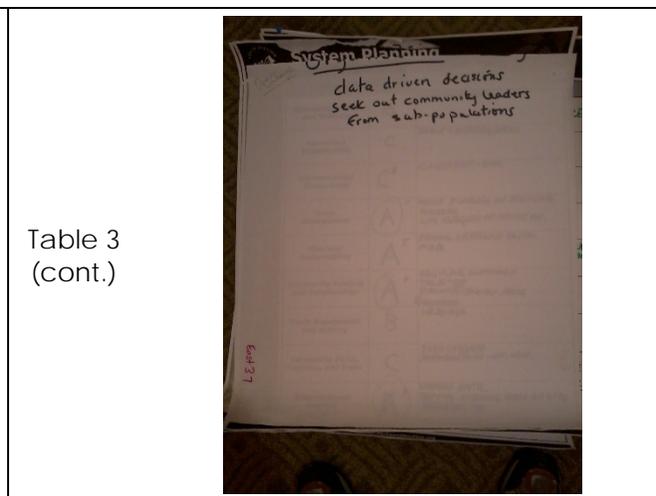
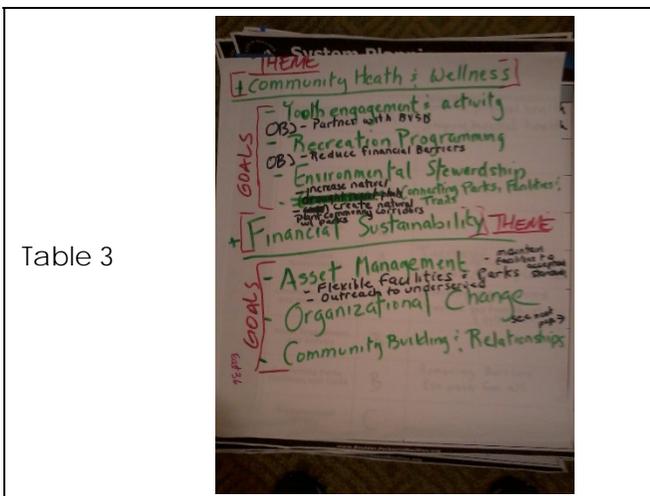
Participant Directions

- Step 1** Choose one person at your table for each of these roles:
- **Timekeeper** – watch the clock to ensure enough time to complete exercise
 - **Facilitator** – ensure your table’s discussion stays on task and on time
 - **Recorder** – take notes; use large, legible handwriting on flipcharts
 - **Reporter** – provide a concise summary of your table’s results
- Step 2** Your table has been supplied a poster listing the nine emerging themes. In the middle (“Priority”) column, put an “A,” “B,” or “C” for each theme:
- A – top tier / near term priority
 - B – second tier / mid-term priority
 - C – third tier / long term priority
- Step 3** In the last column, list 1-2 broad goals BPRD might pursue related to each theme. If you’re running short on time, start with your top tier priorities.
- Step 4** After time expires, your table’s Reporter will be called upon to share your results.

Participant Responses

Responses are listed in the order they were presented at the event.

<p>Table 7</p>  <p>System Planning</p> <table border="1"> <thead> <tr> <th>Theme</th> <th>Priority</th> <th>Goals</th> </tr> </thead> <tbody> <tr> <td>Community Health and Wellness</td> <td>A</td> <td>accelerating - priority, community health & well-being</td> </tr> <tr> <td>Recreation Programming</td> <td>C</td> <td></td> </tr> <tr> <td>Environmental Stewardship</td> <td></td> <td></td> </tr> <tr> <td>Asset Management</td> <td>A</td> <td>maintain before expand, flexible spaces meeting our community's needs</td> </tr> <tr> <td>Financial Sustainability</td> <td>A</td> <td>revenue capture from car use, user fees, market rate where you can</td> </tr> <tr> <td>Community Building and Relationships</td> <td></td> <td>BVSD, CU, engaging non-profits & private sector</td> </tr> <tr> <td>Youth Engagement and Activity</td> <td></td> <td></td> </tr> <tr> <td>Connecting Parks, Facilities, and Trails</td> <td>C</td> <td></td> </tr> <tr> <td>Organizational Change</td> <td>A</td> <td>creating a system for creative collab. (BVSD)</td> </tr> </tbody> </table>	Theme	Priority	Goals	Community Health and Wellness	A	accelerating - priority, community health & well-being	Recreation Programming	C		Environmental Stewardship			Asset Management	A	maintain before expand, flexible spaces meeting our community's needs	Financial Sustainability	A	revenue capture from car use, user fees, market rate where you can	Community Building and Relationships		BVSD, CU, engaging non-profits & private sector	Youth Engagement and Activity			Connecting Parks, Facilities, and Trails	C		Organizational Change	A	creating a system for creative collab. (BVSD)	<p>Table 4</p>  <p>System Planning</p> <table border="1"> <thead> <tr> <th>Theme</th> <th>Priority</th> <th>Goals</th> </tr> </thead> <tbody> <tr> <td>Community Health and Wellness</td> <td>B</td> <td>CONSTANT - DNA</td> </tr> <tr> <td>Recreation Programming</td> <td>C</td> <td>AUDIT + REPROGRAM</td> </tr> <tr> <td>Environmental Stewardship</td> <td>C</td> <td>CONSTANT - DNA</td> </tr> <tr> <td>Asset Management</td> <td>A</td> <td>INCREASE FUNDING ON REDUCING BACKLOG, LIVE ANALYSIS OF MAINT. EFF.</td> </tr> <tr> <td>Financial Sustainability</td> <td>A</td> <td>POSSIBLE ENHANCE ENTR. FIBS</td> </tr> <tr> <td>Community Building and Relationships</td> <td>A</td> <td>REGULAR OUTREACH TABLES + DO EVALUATION SURVEY + INCREASE KNOWLEDGE INCREASE</td> </tr> <tr> <td>Youth Engagement and Activity</td> <td>B</td> <td></td> </tr> <tr> <td>Connecting Parks, Facilities, and Trails</td> <td>C</td> <td>TRIP UPDATE PREFERRED TO NO - INT. VENT.</td> </tr> <tr> <td>Organizational Change</td> <td>A</td> <td>ENHANCE ENTR. DEFINE EVOLVING ROLE OF CTRG PARTNERS, ETC.</td> </tr> </tbody> </table>	Theme	Priority	Goals	Community Health and Wellness	B	CONSTANT - DNA	Recreation Programming	C	AUDIT + REPROGRAM	Environmental Stewardship	C	CONSTANT - DNA	Asset Management	A	INCREASE FUNDING ON REDUCING BACKLOG, LIVE ANALYSIS OF MAINT. EFF.	Financial Sustainability	A	POSSIBLE ENHANCE ENTR. FIBS	Community Building and Relationships	A	REGULAR OUTREACH TABLES + DO EVALUATION SURVEY + INCREASE KNOWLEDGE INCREASE	Youth Engagement and Activity	B		Connecting Parks, Facilities, and Trails	C	TRIP UPDATE PREFERRED TO NO - INT. VENT.	Organizational Change	A	ENHANCE ENTR. DEFINE EVOLVING ROLE OF CTRG PARTNERS, ETC.
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Appendix C5: Action Strategies

Participant Directions

- Step 1** Choose one person at your table for each of these roles:
- **Timekeeper** – watch the clock to ensure enough time to complete exercise
 - **Facilitator** – ensure your table’s discussion stays on task and on time
 - **Recorder** – take notes; use large, legible handwriting on flipcharts
 - **Reporter** – provide a concise summary of your table’s results
- Step 2** Your table has been supplied posters for developing action strategies. Choose a theme for which your table will develop action items. Write that theme at the top of the poster.
- Step 3** Develop 2-5 S.M.A.R.T. action items for the theme. Identify who should be responsible for each item, and a timeframe for completion. Remember, S.M.A.R.T. action items are:
- S** – Specific
 - M** – Measureable
 - A** – Attainable
 - R** – Relevant
 - T** – Time-framed
- Step 4** As time permits, develop action items for other themes.

Participant Responses

Responses are listed in the order they were presented at the event.

Theme: <i>Financial Sustainability and Outreach</i>			
Table: 6			
SMART Action	Who	Timeframe	Dot Votes
Robust community outreach during master plan and other planning. Process to determine priorities. BVSD/city council dinner & joint meeting Public hearing city council regular meeting	City staff, boards & commissions	Annually or more	17
Assessing gaps/duplication in community for services <ul style="list-style-type: none"> • Include programs that are contracted out • Family engagement and services • Who servicing 	Staff act on recommendations in Recreation Program Plan	Ongoing implementation Determine through master plan process	17
Fees <ul style="list-style-type: none"> • To whom and how much • Focus on cost recovery • Who subsidizes and how much (golf & softball) • Should other users subsidize? • Specific funding for those who cannot play 	--	--	11

Theme: <i>Community Building & Relationships</i>			
Table: 7			
SMART Action	Who	Timeframe	Dot Votes
Joint planning effort to develop shared vision and identify barriers and opportunities	Kirk, Jane, Bruce (BVSD board)	Monday	29
Discuss partnership possibilities to meet active physical education requirements (FHS & SBRC)	Alice & Alison	Monday	10
Understand school resources and community needs and vice versa	Jeff D.	Monday	8

Theme: <i>Community Building & Relationships</i>			
Table: 2			
SMART Action	Who	Timeframe	Dot Votes

Community Action group (CAG) of kindred providers	Chris & Kirk	2 wks.; Q 1	38
C.A.G. identifies 3 opportunities for collaboration: <ul style="list-style-type: none"> Common goals <ol style="list-style-type: none"> obesity reduce sedentary lifestyles 	CAG	Q2	15
Implement actionable items <ul style="list-style-type: none"> Community guide 	CAG	Q3-4	4
Evaluation of <u>actions</u> <ul style="list-style-type: none"> Refine whole approach CAG if necessary New opportunities & CAG members 	CAG	Q4; 2014	1

Theme: <i>Financial Sustainability</i>			
Table: 2			
SMART Action	Who	Timeframe	Dot Votes
Categorize/create <ul style="list-style-type: none"> Core, mission based – cost based, rational criteria 	--	--	--

Theme: <i>Community Building & Relationships</i>			
Table: 5			
SMART Action	Who	Timeframe	Dot Votes
Develop partnership designed to maximize participation through creation of policies & plans that will optimize use of resources to meet current & end future demands	Cheryl Kent, regents, VC of Administration, directors of recreation/athletics, facility plan CU Kim Black – BVSD Facilities Superintendent	--	23
Existing and future demand	COB recreation superintendent, parks & planning, P & R director, PRAB, CMO, city council, community, CVB, YMCA/YWCA	--	8
Measurements: <ul style="list-style-type: none"> Facility utilization – existing/new Personal community participation Waiting lists # special events 	Actions: <ol style="list-style-type: none"> Facility assessment-COB/CVB 2013-2014 Conversation 	--	6

<ul style="list-style-type: none"> • Health/disease obesity rates • Revenues – facility & sales tax \$ • Leader – Parks & Rec COB master plan 	starter policy - COB P/R master plan – 3 rd Qtr 2013 3. Tool for unmet needs – P/R and all partners – 2014 4. Measurement baseline		
2015 action steps: <ul style="list-style-type: none"> • 2014 Parks & Recreation sports summit 	--	--	1

Theme: <i>Community Building & Relationships</i>			
Table: 1			
SMART Action	Who	Timeframe	Dot Votes
Expand Adopt-A-Park to park/'hood – scale for <u>ALL</u> parks <ul style="list-style-type: none"> • Acknowledges character of each park • Ownership • Community • Communicate between parks & neighborhood 	Dept. Neighbors Neighborhood coordination	Design framework – 1 year: Qtr1 2014 Rollout: March 2014	38
Engaging non-profit, public & private organizations Project based partnerships	Community driven Parks found (as resource)	5 goals in 5 years	23
New parks and public spaces in redeveloped areas	--	--	8

Theme: <i>Asset Management</i>			
Table: 4			
SMART Action	Who	Timeframe	Dot Votes
Make maintenance backlog the #1 priority	PRAB & city council	<u>Now</u> 2014 budget process	31
Prioritize inventory asset list	Dept. staff	<u>Now</u> Refine by 2014 budget process	7
Evaluate existing \$ and reallocate towards asset management	Staff/EBT	<u>Now</u>	1
Earmark debt service funds to asset management	EBT/city council	End of 2015	20
Identify new sources of \$ for asset	PLAY/department/P	2014 (ongoing)	1

management (specific)	RAB		
Develop process for life cycle management for new assets	Department	End of 2013	--

Theme: <i>Community Health & Wellness</i>			
Table: 3			
SMART Action	Who	Timeframe	Dot Votes
Youth engagement <ul style="list-style-type: none"> Partner w/BVSD to develop initiatives increasing health/activities/activity log/restoration/nature play/inventory-mapping/outdoor classroom 	Representatives from: P/R, environmental groups, public health	1 year pilot program Fall 2014	26
Recreation programming	Task force – COB/community	2-5 years	20
Reduce financial barriers <ul style="list-style-type: none"> Scholarships Partner w/neighborhoods to subsidize recreation passes for low income Research user preferences/use activity for programs/services based on low income/underserved criteria- subsidy based on data 	--	--	--

APPENDIX D: ORIGINAL RESPONSES FROM STAFF PATHFINDERSSM WORKSHOP

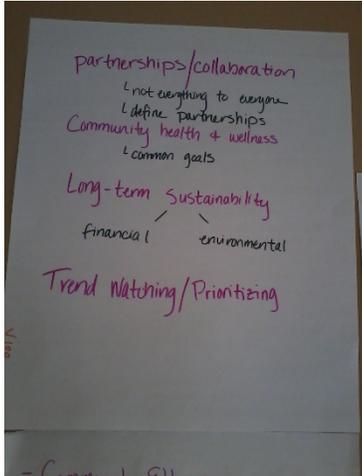
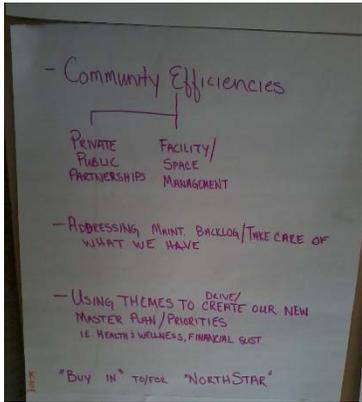
Appendix D1: Reflections

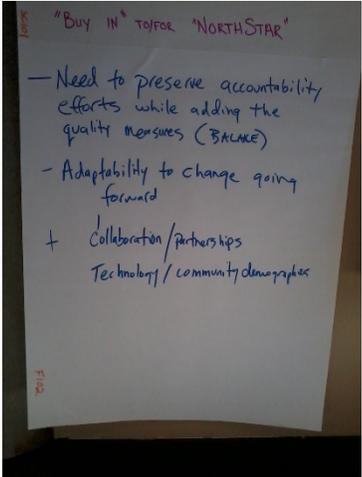
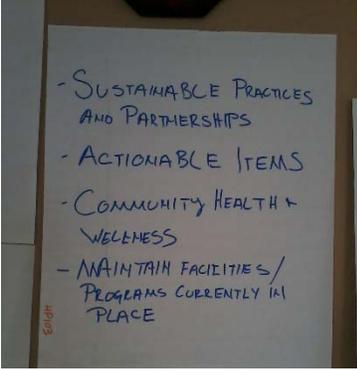
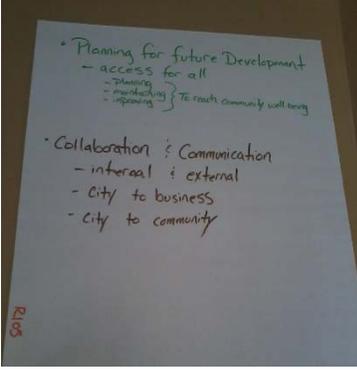
Participant Directions

- Step 1** Choose one person at your table for each of these roles:
- **Timekeeper** – watch the clock to ensure enough time to complete exercise
 - **Facilitator** – ensure your table's discussion stays on task and on time
 - **Recorder** – take notes; use large, legible handwriting on flipcharts
 - **Reporter** – provide a concise summary of your table's results
- Step 2** Consider the presentations you've heard so far this morning. List the top 2-3 themes that are the most important to keep in mind for BPRD's future. The Recorder should write these phrases on the flipchart by your table.
- Step 3** After time expires, your table's Reporter will be called upon to share your results.

Participant Responses

Responses are listed in the order they were presented at the event.

<p>Table 5</p> 	<p>Table 1</p> 
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<p>Table 2</p> 	<p>Table 6</p> 
<p>Table 4</p> 	<p>Table 3</p> 

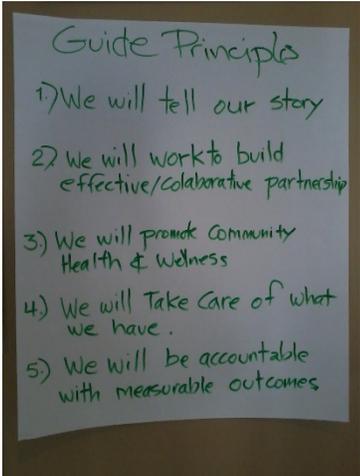
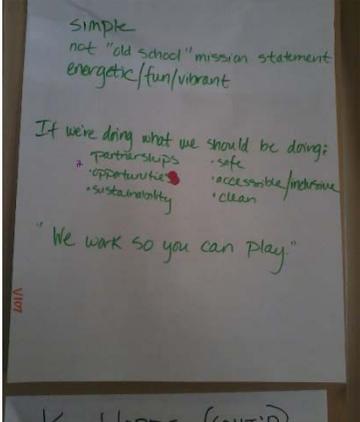
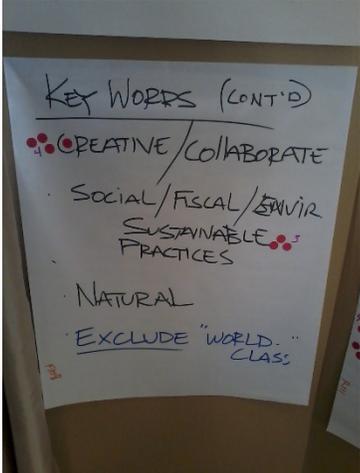
Appendix D2: Change and Possibilities

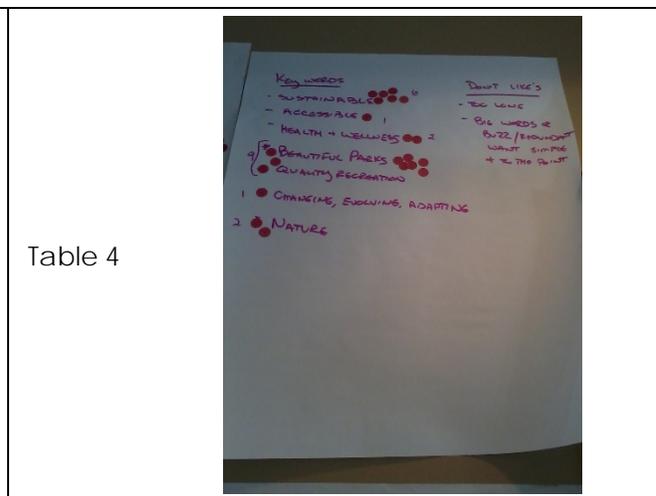
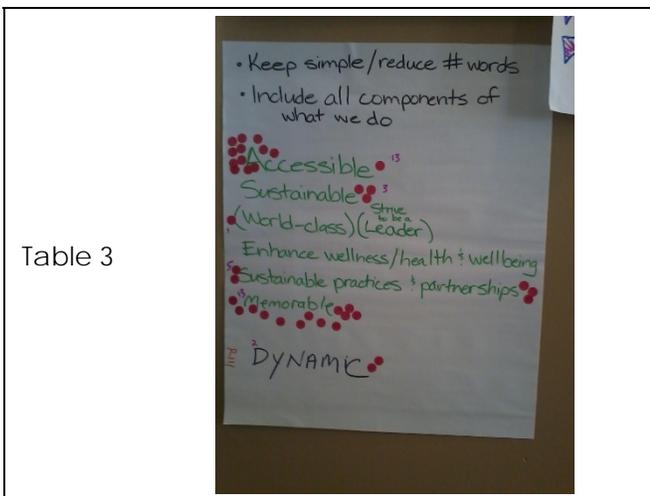
Participant Directions

- Step 1** Choose one person at your table for each of these roles:
- **Timekeeper** – watch the clock to ensure enough time to complete exercise
 - **Facilitator** – ensure your table’s discussion stays on task and on time
 - **Recorder** – take notes; use large, legible handwriting on flipcharts
 - **Reporter** – provide a concise summary of your table’s results
- Step 2** Review the nine posters that describe the “emerging themes” from the planning process so far. Also review the results from the mission statement exercise conducted with the community stakeholders on Saturday. Discuss the strengths and weaknesses of the mission statements. Do any of them stand out as being particularly strong? Should any of them be used as the basis for a revised mission statement?
- Step 3** Identify key words and phrases that your group thinks should be in the BPRD mission. The Recorder should write these key words and phrases on your table’s flipchart.
- Step 4** After time expires, your table’s Reporter will be called upon to share your table’s thoughts.

Participant Responses

Responses are listed in the order they were presented at the event.

<p>Table 6</p> 	<p>Table 5</p> 
<p>Table 5</p> 	<p>Table 2</p> 
<p>Table 2 (cont.)</p> 	<p>Table 1</p> 



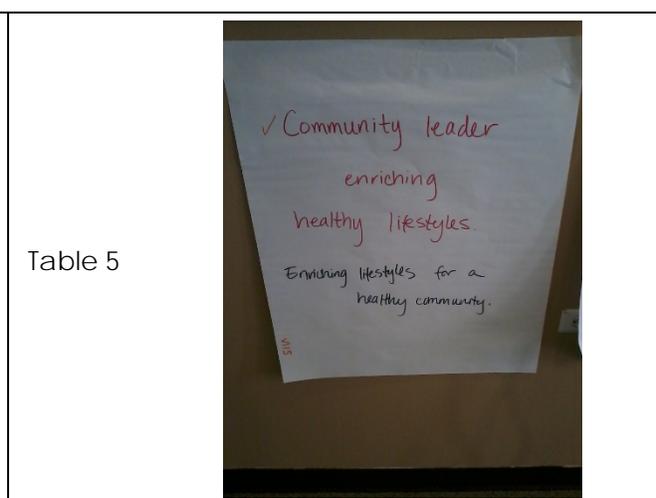
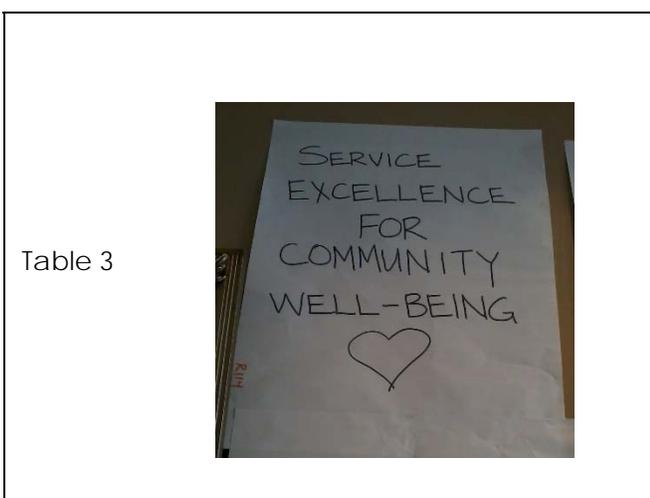
Appendix D3: Visioning

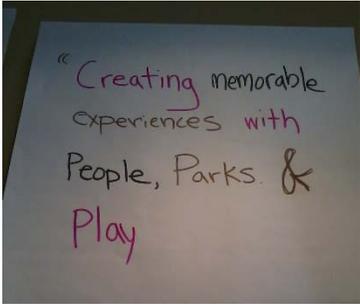
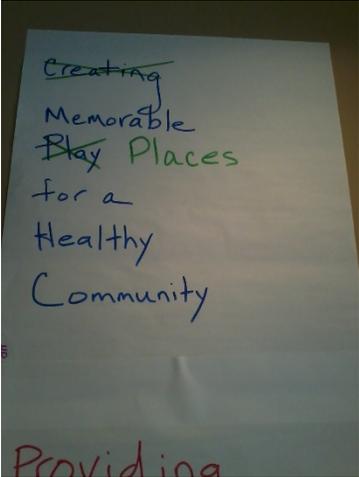
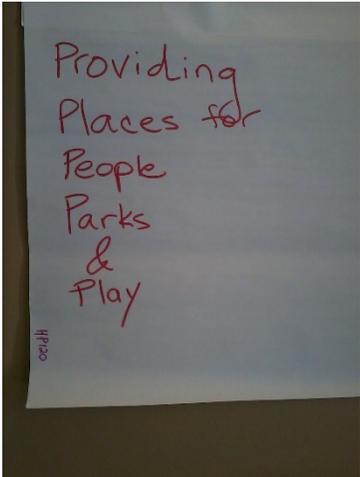
Participant Directions

- Step 1** Choose one person at your table for each of these roles:
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 - **Facilitator** – ensure your table’s discussion stays on task and on time
 - **Recorder** – take notes; use large, legible handwriting on flipcharts
 - **Reporter** – provide a concise summary of your table’s results
- Step 2** Based upon the principles of a good vision statement, write one for BPRD.
- Step 3** After time expires, your table’s Reporter will be called upon to share your results.

Participant Responses

Responses are listed in the order they were presented at the event.



<p>Table 4</p> 	<p>Table 1</p> 
<p>Table 2</p> 	<p>Table 6</p> 
<p>Table 6 (cont.)</p> 	

Appendix D4: Action Strategies

Participant Directions

- Step 1 Choose one person at your table for each of these roles:
- **Timekeeper** - watch the clock to ensure enough time to complete exercise
 - **Facilitator** - ensure your table's discussion stays on task and on time

- **Recorder** – take notes; use large, legible handwriting on flipcharts
- **Reporter** – provide a concise summary of your table’s results

Step 2 Your table has been supplied posters for developing action strategies. Choose a theme for which your table will develop action items. Write that theme at the top of the poster.

Step 3 Develop 2-5 S.M.A.R.T. action items for the theme. Identify who should be responsible for each item, and a timeframe for completion. Remember, S.M.A.R.T. action items are:

- S** – Specific
- M** – Measureable
- A** – Attainable
- R** – Relevant
- T** – Time-framed

Step 4 After time expires, your table’s Reporter will be called upon to share your results.

Participant Responses

Responses are listed in the order they were presented at the event.

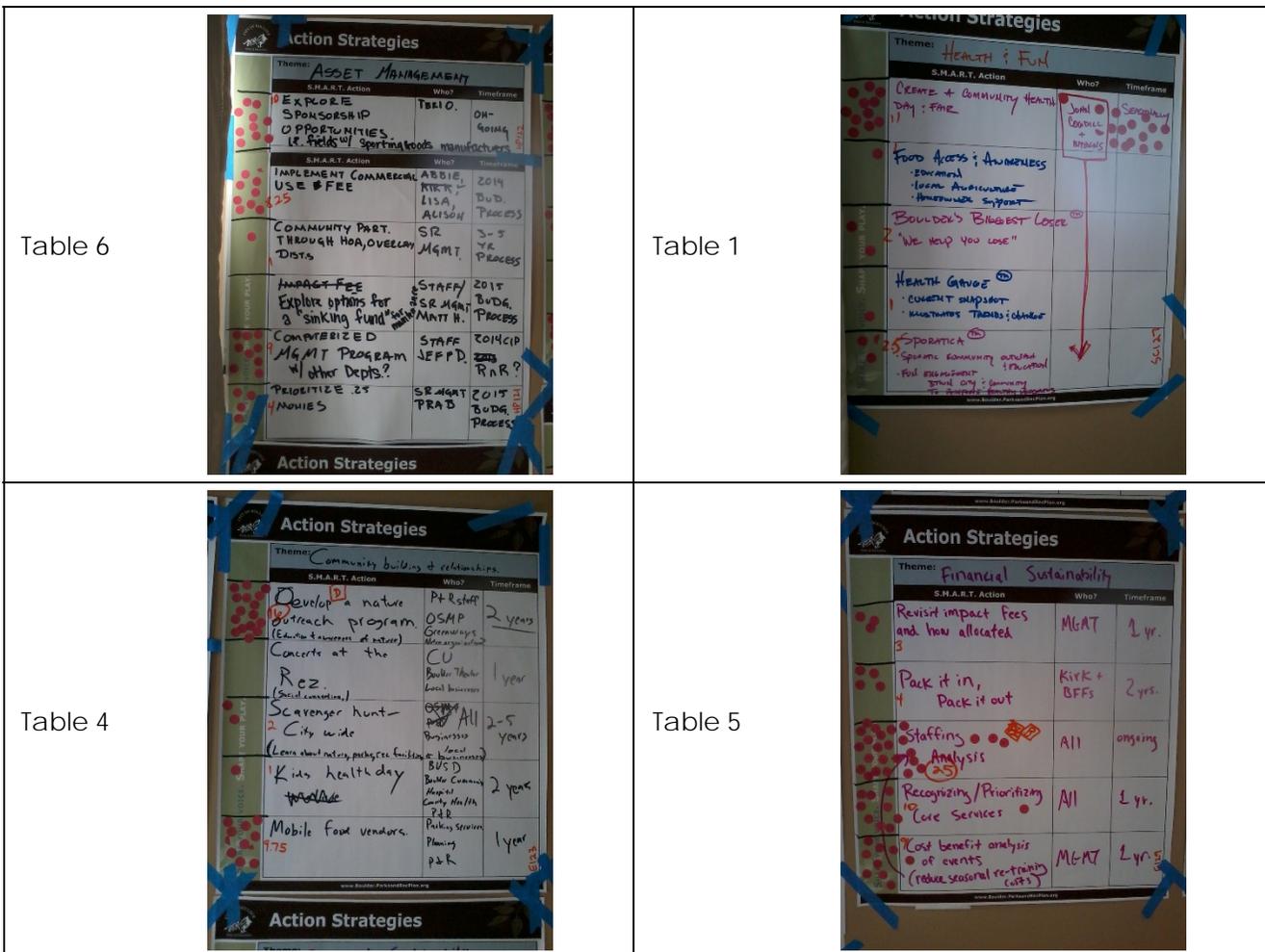


Table 3

Action Strategies			
Theme: Community Health and Wellness			
S.M.A.R.T. Action	Who?	Timeframe	
DEVELOP OUTDOOR FITNESS PROGRAMS IN CITY PARKS	REC PROGRAMMERS	3rd Quarter 2013	
DEVELOP ENHANCED MAPPING FOR PARKS TO INCREASE ACCESS/ DESCRIBE PARK ASSETS THAT ARE INTERESTING	PLANNING COMMUNICATIONS IT	1st Quarter 2014	
COLLABORATE WITH PARTNERS TO A EDUCATION AND ACCESS TO HEALTHY CHOICES	PIR- HS PARTNERSHIP BOO HEALTH EXID Y CU	PROCESS 1st Quarter 2014	
DEVELOP PROGRAMS IN PARKS NEAR LOW-INCOME SITES	REC PROGRAMMING YSI	3rd Quarter 2013	
MULTI-PURPOSE PATHS - ADD SOFT SURFACE TRAIL NEXT TO HARD SURFACE	PIR Planning Maint Transpo	Plan 1st Quarter 2014	
↑ SAFETY / ENCOURAGE USE			

Table 2

Action Strategies			
Theme: YOUTH ENGAGEMENT + ACTIVITY			
S.M.A.R.T. Action	Who?	Timeframe	
COMMUNITY "FREE DAY" FOR YOUTH - Pool/CENTERS			SOCIAL MEDIA
"IDEA DAY" - ASK YOUTH WHAT IS FUN?			SOCIAL MEDIA
GET PROGRAMS OUTSIDE AND MORE ACCESSIBLE			FANS and HEALTH
MINDFULNESS MEDITATION			HEALTH
DEVELOP RELATIONSHIP w/ BV/SD (ENGAGE YOUTH)			
INCREASE SPONSORSHIPS/SUBSIDY FOR YOUTH			
CROSS-CULTURAL SPORTS			
USE SOCIAL MEDIA MORE EFFECTIVELY			
OUTREACH TO PARENTS (ENGAGE NON-TRADITIONAL SPORTS (GOLF, HOCKEY))			

Table 1

Action Strategies			
Theme: ORGANIZATIONAL CHANGE			
S.M.A.R.T. Action	Who?	Timeframe	
Analyze existing service providers to establish partnerships	MTEAM (+)	3-6 mo By end of 2013	
Create relationship structures for partners	Volunteer Coord. Board	6-9 mo By 1Q 2014	
Standardize data collection & analysis	Cross Team	6-9 mo By end of 4Q 2013	
Create Tech Team to look for efficiencies	Cross Team	Something in future	

Table 5

Action Strategies			
Theme: Community Building + Relationships			
S.M.A.R.T. Action	Who?	Time	
Neighborhood gatherings in parks	marketing programming parks	2014	
Partnering w/ Businesses	Marketing	4th Quarter	
Comm Camp @ REC	REC + Program Staff + Police	2014	
Partnering w/ BV/SD	Kirk + Bruce	3rd Quarter 2013	
Community fair/ Olympic Games	CVB + P&R Staff	2014	
Incorporate CU + OSHP into programming for nature + science	Programmers	summer 2013	

Table 4

Action Strategies			
Theme: Youth engagement + activity			
S.M.A.R.T. Action	Who?	Timeframe	
Identifying gaps w/in the community in youth opportunities		3rd quarter	
Identify duplicate services for youth w/in the community	round table		
Create youth engagement of activity "round table"	Kirk + BFF	first quarter	
Partner w/ BV/SD for accessible service provision	PRAD + school board	2014	
Institute educate families in the benefits of a how to become involved in program & nature play	Programming		
include nature play components in Park Planning			

Table 3

Action Strategies			
Theme: ASSET MGMT			
S.M.A.R.T. Action	Who?	Timeframe	
Engage Community in Park Asset Condition Assessment	Planning Maint	3-5 year cycle	
Identify sponsors to help maintain/fund assets	Rec Parks	2013	
CMO/CA - Δ sponsorship ordinance/policy to allow more sponsorships?	Mgmt CMO CAO		
CITY WIDE - ASSET TRACKING & RESPONSIBILITIES	PIR FAM TRANSPO	4th Q 2013	

Table 2

Action Strategies		
Theme: FINANCIAL SUSTAINABILITY		
S.M.A.R.T. Action	Who?	Timeframe
ANNUALLY REVIEW / DERIVE DEPT CORE SERVICES THROUGH A COMMUNITY ENGAGEMENT PROCESS	Partners - Community - PRAB - STAFF	Annually
BY SEP 2014, DEDICATE APPROPRIATE FUND/STAFF TO LEVERAGE RESOURCES TO ENHANCE COMMUNITY PARTNERSHIP	CEO DEPT DIR - SA TEAM - STAFF	By Sep 2014
BY JUNE 2014, EXPLORE INNOVATIVE FUNDING SOLUTIONS (CORPORATION, TAXES, DISTRICT, COOPERATION AGREEMENTS) TO ENHANCE/LEVERAGE EXISTING FUND	CMO - DIRECTOR - SA TEAM - STAFF - PRAB	By June 2014
"SPIN-OFF" NON CORE SERVICES (SEE ACTION #1) TO LOCAL COMMUNITY PARTNERS	" "	By Sep 2015 <i>PRAB</i>

Table 6

Action Strategies		
Theme: Organizational		
S.M.A.R.T. Action	Who?	Timeframe
Formalize Dept. partnership criteria + plans (how you do it)	Rec. staff PRAB	Q1 '14
Develop performance measures, then monitor/evaluate	Staff ↓ Community	Q4 '13
Develop business plans for programs + facilities	Area dependent + Mgmt.	Chunks! 2 years
Implementing our plans	ALL	Q4 '13 = always
Explore partnering / duplication w/ HS & Library	Kirk / Karen / Staff	Q1-Q4 '13