



Boulder Parks & Recreation Advisory Board

To: City Council
From: Parks and Recreation Advisory Board
Date: December 9, 2015
Subject: Council Feedback

The Parks and Recreation Board (PRAB) appreciates the opportunity to contribute to City Council's planning for the 2016 annual retreat. We respectfully submit the following responses to Council's questions:

What are your top priorities within the framework of the council work plan adopted at the last city council retreat?

The prior Council work plan included several initiatives which invited participation by PRAB and/or the Parks & Recreation Department including, but not limited to:

- Reducing barriers to community events;
- Accommodating Density (specific item on Quality of Life initiatives);
- Local Food Resilience (Edible Parks); and
- Envisioned 2-year "Desired Outcomes & Tasks" related to the City's consideration of capital bonds potentially funding flood and/or civic center projects, the City's smoking ban; support for local foods and making it easier to host block parties in parks.

In addition, PRAB recognizes the intersecting interests of City function in accommodating visions related to a thriving arts community, non-motorized vehicle connectivity, resilience and the achievement of climate change goals.

Based on these Council priorities and the remaining work identified in each area, PRAB has established the following top priorities for 2016 include the following:

- 1. Contributing to our quality of life** by 'taking care of what we have' in providing vibrant, sustainable public spaces. We believe that doing so will drive greater PRAB focus on soliciting public support for the rebuilding Scott Carpenter Pool, improving Boulder Reservoir, exploring funding options for the next phase in Valmont Park development, and revitalizing the Civic Area – all efforts receiving significant community feedback.
- 2. Developing community partnerships** by continuing to work with organizations to understand their needs and how their missions support city's goals.
- 3. Evaluating commercial use opportunities** to ensure appropriate use agreements and consider the Boulder community's priorities. This effort is specifically connected to the creation of a sustainable business model for the Civic Area and other capital amenities of the City as managed and maintained by Parks & Recreation.

4. **Emphasizing community building** by partnering with neighborhood associations to host neighborhood events, conducting extensive community outreach efforts and, emphasizing park planning and connections between public spaces.
5. **Developing an Urban Forestry Master Plan** that involves extensive community education and outreach. Though not our only resilience-related topic, PRAB will continue to support the health and diversification of Boulder's urban tree canopy as evidence of our resilience standards and appreciation of climate change.
6. **Anticipating and accommodating density** by realizing the potential of South Valmont and anticipating future community park and recreation needs at the site. Concurrently, PRAB anticipates 2016 Parks & Recreation Department study regarding affordability and accessibility of its programming, service reach to the underserved and efforts which further the Community's welcoming climate for a diverse community. The PRAB looks forward to contributing additional community context for the department's efforts in these areas.

What would you like to see done that would further advance the Council Goals?

The PRAB would like to see the following actions pursued in order to advance Council's Goals:

- Council's funding priorities to include resources ensuring that the City's existing assets and resources are maintained appropriately.
- Develop an Urban Forestry Master Plan using cohesive and complete community outreach and developing an accompanying education plan.
- Develop a comprehensive community building/partnership that appropriately recognizes donors and public-private partnerships.
- Enhance the city's partnerships with the Boulder Valley School District.
- Evaluate the impacts and benefits of commercial use of public spaces by studying other peer communities and ensuring that community concerns are addressed.

How can your board specifically help reach the Council Goals?

During the last year, PRAB has appreciated the opportunity to participate in Council initiatives including the reimagining of the Civic Area, the development of a Cultural Community Plan, flood-related infrastructure planning, the smoking ban and Chautauqua lease renewal negotiations to name a few. We trust that PRAB's role in these efforts furthered community outreach and gave valuable context to Council in each regard.

The PRAB is eager to help and support Council's efforts to attain its next series of goals by:

- Hosting community outreach and engagement opportunities that provide information and education and to help understand the community's priorities.
- Participating in joint Council/Board study sessions to address city-wide issues.
- Working to improve communication and information sharing across City Boards.
- Partnering with other Boards/Departments and Council to continue to develop and program the Civic Area.

Are there city policies that need to be addressed that would enable your board to function at a higher level?

The PRAB might offer that the following city polices be reviewed to maximize the effectiveness of the Board's work and impact:

- Conflict of interest policy
- Public meeting rules to pursue less restrictive ways for Board members to communicate with each other.

While the PRAB certainly appreciates the need for transparency in the performance of its role, we recommend that there might be more efficient means for PRAB members to collaborate in responding to the needs our community. Specifically, the interpretation that three (3) or more PRAB members communicating on-line in response to a Department request or community inquiry is tantamount to a "meeting" has not proved practical.

Are there other items that council should address in the coming year?

The PRAB suggests that council address the following items in the coming year:

- Support of the realization of the Valmont Park plan in response to density trends on the City's northern and eastern corridors.
- Develop and implement a plan on how ongoing activation and maintenance might be staffed and funded for the Civic Area.

Respectfully submitted,

The Parks and Recreation Advisory Board

Parks and Recreation Key 2016 and 2017 Work Items

Work Plan Item and short description/ project outcome	Project Department Resource needs and impacts to other depts.	1 st quarter 2016	2 nd quarter 2016	3 rd quarter 2016	4 th quarter 2016	First half 2017	Second half 2017
<p>Boulder Urban Forestry Master Plan - In 2015, the Parks and Recreation Department (Forestry Group) presented to Council a proposed strategy to address the on-going Emerald Ash Borer infestation anticipated to effect roughly 11% of Boulder’s urban tree canopy over the next decade. As supported by Council (September 8, 2015), the strategy called for a series of efforts aiding in long-term tree care, directed treatment standards for public trees, community education initiatives, aggressive tree planting and the development of a comprehensive Urban Forestry Master Plan which would aid in the sustainability of Boulder’s urban tree canopy. The development of that Master Plan is the addressed in this project scope.</p> <p>Comprehensive Master Plan document contributing to the sustainability of Boulder’s urban tree canopy. Plan will include and address:</p> <ul style="list-style-type: none"> • Establishment of a baseline figure for urban tree canopy and long term canopy goals; • Tree diversification goals; • Urban heat island mitigation; • Prioritization of tree planting activities; • Pesticide use guidelines for public trees; • Appropriate pesticide use guidelines for private property owners treating public street trees; • Placement and selection of tree species that are 	<p>Key work items include Plan Scope Definition, RFP for related Plan Development and Outreach, Contract for Services, Facilitated Community Outreach Sessions and Mechanisms including but not limited web and print materials, PRAB presentation and Council update. Project can launch and continue within the approved 2016 budget and should be concluded within the year. Launch of contract cannot proceed without purchasing approval. Contract for services will be vetted by CAO. Other Parks & Recreation work (including that of the Forestry group) will not largely be affected by the launch of this project except that the Forestry Manager must devote time to development of the scope and monitoring of the consulting services throughout the year.</p>	<ul style="list-style-type: none"> ▪ Scope proposal/definition ▪ Development of potential contractor’s list ▪ Prep of RFP (with Purchasing) ▪ RFP Issuance and selection of consultant ▪ Update website to announce scope of project ▪ Exploration of discount program 	<ul style="list-style-type: none"> ▪ Consulting services and development of the plan ▪ Documenting recommendations and strategies ▪ Development of summary (primary findings and plans) ▪ Community updates, input sessions ▪ CU or other entity involvement ▪ Coordination with Community Building Plan (tree plantings) ▪ PRAB presentation (public meeting) ▪ PRAB Update Presentation (45 minutes) 	<ul style="list-style-type: none"> ▪ Preparation for Council Update ▪ Website Update with potential social media feedback option ▪ Council Update Presentation (1 hour, Q3) 	<ul style="list-style-type: none"> ▪ Communications update ▪ Regular updates via social media and web 	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ n/a

<p>compatible with optimizing rooftop solar capture capacity;</p> <ul style="list-style-type: none"> • Coordination with vegetation management for potential municipalization of the electric utility; • Public outreach and education regarding the benefits of the urban canopy; and • Reforestation of creek corridors with native species. 							
<p>Capital Project Activity - The department master plan and community input identified the need to keep existing assets at a high quality while also providing for enhanced and new recreation facilities and parks to meet the growing needs of the community. With the adoption of Asset Management best practices the department is working to develop a capital investment strategy plan that will reinvest in existing critical assets while developing new facilities and services within a sustainable framework.</p> <p>The Capital Investment Strategy will provide a development framework plan with specific, implementable urban park design and development recommendations for the enhancement of Boulder’s urban park system. The strategy will address the need to investment up to 40 million in existing assets as well as \$24 million in critical aging infrastructure as well as the desire to invest up to \$50 million in enhanced and new facilities as identified in the department’s Master Plan over the next ten years. The plan identifies three investment scenarios that follow the master plan framework of fiscally constrained, action plan</p>	<p>The development of a data driven capital investment strategy requires that the asset management best practices are implemented on existing assets to allow for accurate and data driven decisions on what assets are most critical to the system and which assets may be removed from the inventory to address limited financial resources. In addition the investment strategy relies on a variety of site plans and studies that identify upgrades and new facilities including the master plan, Valmont City Park, Reservoir Master Plan, urban forest management plan, the aquatics facility study as well as plans for Scott Carpenter, Mapleton, Tom Watson and the recreation facility condition report. Finally to be successful the department’s capital investment plan must align with overall city goals for enhanced capital spending to allocate limited resources to those city wide services that are most critical to the community. This process should be coordinated with the larger CIP effort.</p>	<ul style="list-style-type: none"> ▪ Draft CIS report ▪ Internal staff review ▪ BVSD Joint Use Agreement ▪ PRAB meetings – 4 hours ▪ PRAB review and recommendations on the CIP 	<ul style="list-style-type: none"> ▪ Final CIS report ▪ Hire capital manager as part of asset manager position ▪ Planning Board meeting 2 hours ▪ Planning Board review and recommendation of CIP 	<ul style="list-style-type: none"> ▪ Implementation strategy ▪ Council meetings 4 hours as part of CIP budget ▪ Council acceptance of CIP through the budget process ▪ Council study session and budget meetings 	<ul style="list-style-type: none"> ▪ Review and revisions as required to CIS report ▪ Meetings with stakeholders and potential donors 	<ul style="list-style-type: none"> ▪ Develop Funding Strategy ▪ Implement funding strategy for key projects ▪ Community Survey and outreach ▪ Continued partnership development ▪ PRAB ▪ Planning Board ▪ Council Study Session 	<ul style="list-style-type: none"> ▪ Implement ▪ Implement – possible city wide bond ▪ Partnership development ▪ Partnership development ▪ Council CIP

and vision plan.							
<p>Commercial Use of Public Space - Consistent with examination of the Civic Area's potential and the City's continuing evolution of Special Events policies, the department will explore policies and practices related to commercial use of public spaces, including those efforts that support the local economy and the vibrancy of our communities. This will include examination of policies, practices, permitting and pricing related to in-park concessions, ticketed-gated activity, facility rental and the appropriate balance of protected general public use and city park infrastructure.</p> <p>By the end of the Q3 (2016), develop policies and practices that clearly establish the department's approach to the commercial use of public spaces.</p>	<ul style="list-style-type: none"> ▪ In response to the evolution of the Civic Area and in anticipation of changes necessary to sustainably and responsibly operate the City's Parks and Recreation venues, the department will evaluate practices concerning: <ul style="list-style-type: none"> ○ Commercial vending ○ Ticketed-gated activity ○ Public private partnerships 	<ul style="list-style-type: none"> • Review and analysis of existing policies and industry best practices 	<ul style="list-style-type: none"> ▪ Community engagement and outreach to stakeholders ▪ Hold meeting, round tables, focus groups with stakeholders including DBI, Farmers Market, concessionaires, and existing commercial use permit holder (15-20 hours) 	<ul style="list-style-type: none"> ▪ Present policies and practices to Parks and Recreation Advisory Board (PRAB) ▪ Public hearing at September 26, 2016 PRAB meeting 	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ n/a
<p>Community Building and Partnerships - The parks and recreation department will continue to foster community building and pursue/enhance partnerships critical to our sustainable provision of quality spaces and programming meeting the community's needs for recreation and respite. Included in this work will be successful conclusion of our department's negotiations with the Boulder Valley School District defining the joint use of facilities/amenities</p>	<p>This work is interrelated to almost all projects in the department in order to identify scope of need and areas of opportunity. Internal sponsor and donor recognition guidelines need to first be established to ensure consistent and appropriate action.</p> <p>Through the implementation of the departments Service Design and Delivery Model, partnership building will focus on mutually beneficial, mission focused and connection of guiding principles as demonstrated in parks, facilities, and programs. By</p>	<ul style="list-style-type: none"> • Review/recommend changes to sponsorship/donor recognition policy/practice • Public private partnership opportunity listening sessions re. concessions at Golf Course, Res., Civic Area • Review, renew, discontinue 2015 program partnerships through evaluation and service delivery initiatives 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • Activate ongoing community program volunteers • Pursue partnership opportunities for identified capital projects and programming needs • Identify and evaluate 2016 program partnership contractual scope of works • Implementation of service partnership 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • RFP Issuance (concessions @ Golf and Res) • Pursue partnership opportunities for identified capital projects and programming needs • Evaluate JUA between COB and BVSD • 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • Pursue partnership opportunities for identified capital projects and programming needs • Final evaluation of program partnerships from 2016 performance • Finalize program partnership agreements for 2017 • Evaluate JUA between COB and BVSD 	<ul style="list-style-type: none"> • Issue calendar of 2017 BPR Community Building Events • Capital Project opportunities list finalized • Develop 2017 pre-planned volunteer events and ongoing programs • 2-3 outreach meetings re. park renovations; 2-3 hrs • Volunteer Appreciation event; 	<ul style="list-style-type: none"> • Grant and sponsorship solicitation • Pursue partnership opportunities for identified capital projects and programming needs • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted

<p>owned by each organization. We will also explore the impact of existing programming partnerships (dance, tennis, biking instruction and community gardening, for example) and evaluate the viability of partnerships to support expanded service reach to the underserved and contributions to parks and recreation capital improvements. OUTCOMES: Through strategic development of public-public or public-private partnerships, the parks and recreation department will be able to leverage its resources to increase the service reach, programming impact and sustainability of public amenities. The creation of more strategic and meaningful volunteer opportunities and events will encourage a culture of stewardship and leadership in the Boulder community.</p> <p>The department is focused on Master Plan recommendations to shift the practices that facilitates the delivery of high-quality programs with community partners where most effective and limits the direct delivery of programs to those that align with the highest community values.</p>	<p>considering each individual service's alignment with mission; financial viability; market position; and the competitors that provide a similar service, the department will begin to identify those services that organization should be in the business of providing and how best to provide those services effectively and efficiently. Collaborative partnerships are opportunities to eliminate unnecessary duplication of service while providing for efficient and effective utilization of resources.</p>	<ul style="list-style-type: none"> • Implementation of JUA between COB and BVSD • Volunteer team restructure and new hire • Grant and sponsorship solicitation • Solidify urban forest outreach strategy for 2016 • Issue calendar of 2016 BPR Community Building Events • Capital Project opportunities list finalized • Host 2 PPP listening session; 4 hrs total • 2-3 outreach meetings re. park renovations; 2-3 hrs • Volunteer Appreciation event; 3-4 hrs 	<p>orientations</p> <ul style="list-style-type: none"> • Issue calendar of partnership milestone dates • Identify 2017 partnership RFP processes • Evaluate JUA between COB and BVSD • 3 department hosted community events; 3-5hr/event (Creek Fest – multiday) • Donor/sponsor recognition policy to PRAB; April, 5 hrs • • 	<ul style="list-style-type: none"> • Roll out urban forest outreach program; ongoing • 5 pre-planned community volunteer events (tree plantings, clean ups, park openings); 3hr/event • 3 department hosted community events; 3-5hr/event • Ongoing volunteer projects • PPP PRAB review and liaison selection • 	<ul style="list-style-type: none"> • 	<p>3-4 hrs</p> <ul style="list-style-type: none"> • Grant and sponsorship solicitation • Activate ongoing community program volunteers • Pursue partnership opportunities for identified capital projects and programming needs • 3 department hosted community events; 3-5hr/event • 10-15 pre-planned community volunteer events (tree plantings, clean ups, park constructions); 3hr/event 	<p>community events; 3-5hr/event</p> <ul style="list-style-type: none"> • Ongoing volunteer projects
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