



BOULDER PARKS AND RECREATION Master Plan Update

Restore | Connect | Sustain

Engagement Window 3 Summary

Abridged Version ~ March 2022

EXECUTIVE SUMMARY

Engagement Window #3 included staff, stakeholder, and community engagement from November 2021 to March 2022. This document outlines the outreach tactics used to reach partners, users, and the general community. Each method to collect feedback includes summarized highlights. This engagement window focused on development, refinement, and prioritization of goals and initiatives.

Engagement feedback is an important building block that is complimented by extensive research and interpretation of related policies. Equity and resilience are the lenses used in each of the building blocks to ensure they are intricately woven into the plan. Engagement feedback from engagement window #3 directly influenced the master plan update draft.



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INTRODUCTION TO ENGAGEMENT

A critical component of the Boulder Parks and Recreation Master Plan Update is public engagement. Public involvement in the decision-making process is a priority for the City of Boulder. The engagement plan compels the public to be active in the development of the recommendations and priorities which should then progress into support of the approval, and ultimately the implementation of the plan allowing the department to effectively deliver community-oriented park and recreation opportunities to its community members. An overview of community engagement in the City of Boulder was used for guidance and available for review.

Overall, the public process must be equitable, open, and collaborative to build trust community-wide. The process needs to be documented carefully to secure support for, and approval of, the Master Plan by city management, advisory groups, City Council, department staff, as well as the diverse user groups of the community.

The community engagement for this plan occurred during one the most challenging times for Boulder. The pandemic, a mass shooting and unprecedented fires have created a high level of stress and exhaustion in our community and among staff. The current pandemic has heavily influenced the engagement to include a much higher level of online engagement than would traditionally be planned. The other tragedies caused some delay in to process while we put engagement on hold to allow our community time to recover. The health and safety of our community members and staff is the highest priority.



ENGAGEMENT OVERVIEW

The engagement for the BPR Master Plan Update includes four windows of engagement designed to correlate with the project process to ensure the community voice has a role at each key decision-making point. Summaries of each engagement window will be available to demonstrate transparency and trust in the process. A visual timeline is available to demonstrate the alignment of the process phases and engagement windows with major touchpoints for information or discussion with boards and City Council.

- **Engagement Window #1: Share a Foundation of Information and Inquiry**

- February-March 2021, Complete ([link](#))**

- This engagement window focused on developing interest and awareness of the project. Staff presented a foundation of information for the community to develop common understanding of current mission and vision of the department, outcomes since 2014 plan and agree on future opportunities and challenges to be explored in the master plan process.

- **Engagement Window #2: Identify and Evaluate Options**

- April - August 2021, Complete ([link](#))**

- This engagement window focused on collecting and evaluating feedback from the community using anecdotal and statistically valid methods to better understand the community needs and desires.

- **Engagement Window #3: Developing Recommendations**

- September-March 2022, We Are Here**

- This engagement window focused on reviewing the high-level recommendations and goal prioritization to garner support for the plan and to verify it is representative of the community.

- **Engagement Window #4: Making and Communicating Decisions**

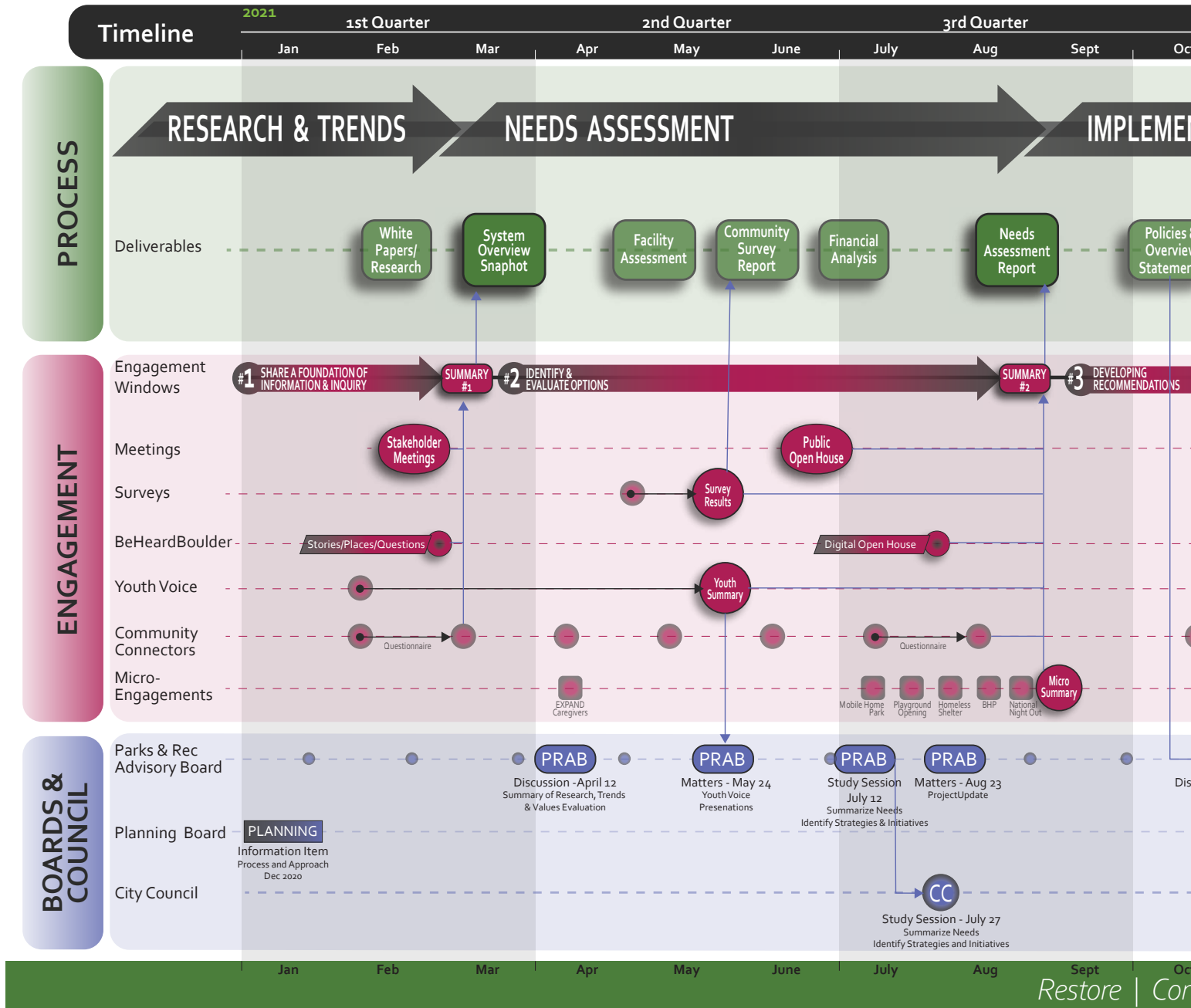
- April - July 2022**

- This engagement window will focus presentation of the draft plans highlighting values and recommendations to guide the next 5-10 years.

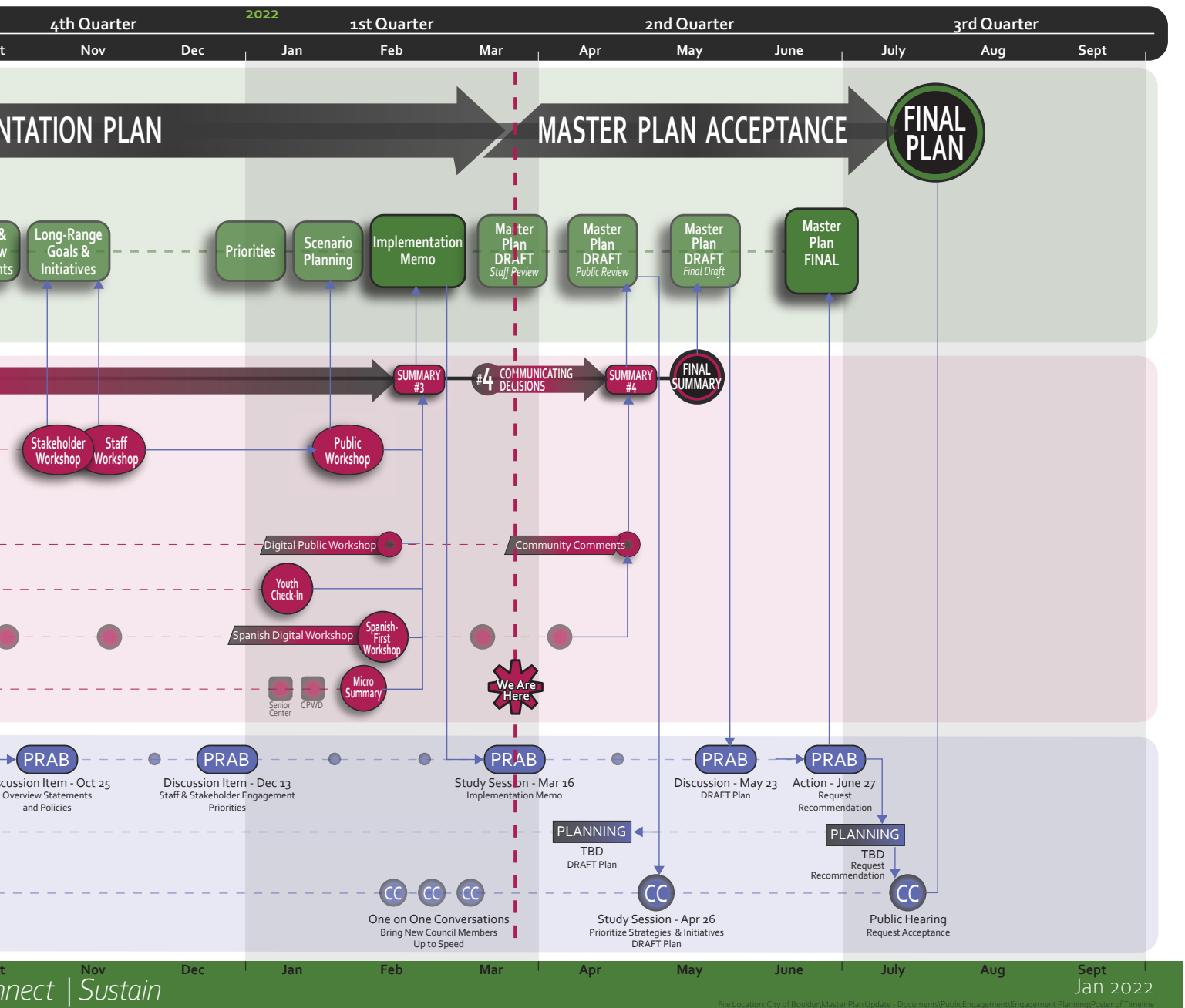
GRAPHIC TIMELINE



BOULDER PARKS & RECREATION
Master Plan



PARKS AND RECREATION Plan Update



ENGAGEMENT WINDOW #3: DEVELOPING RECOMMENDATIONS

Objectives

This engagement window focused on reviewing the high-level recommendations and goal prioritization to garner support for the plan and to verify it is representative of the community.

- Inform and consult the public to verify that their voice was heard and demonstrated in the work.
- Collaborate with stakeholders to confirm that we are on the right track with recommendations and priorities within the broader landscape of other stakeholders and budget limitations.
- Ensure alignment among decision makers (PRAB/City Council), the community and what the research analysis indicates.
- Integrate equity analysis in outlining recommendations.

Outreach Overview

Staff used a myriad of tactics to develop interest and awareness. BPR is fortunate to have a strong community following in several digital platforms. It was also imperative to reach community members across the community who may not be current users or connected to BPR through those digital platforms. A combination of digital platforms, traditional print media and community connection was used to reach a broad segment of the community.

Outreach Tactics for Awareness

Digital platforms were used to drive the community to project information and engagement opportunities. The web pages received approximately 3,000 hits during engagement window #3.

- Press release issued on January 19.
- Community connectors invited service providers working with under-served community members to reshare social media throughout their networks.
- Other city digital channels used to share the engagement opportunity, such as the library department's social media, the Let's Age Well e-newsletter, and the citywide NextDoor account.
- Two BPR email blasts reaching approximately 30,000 subscribers for general BPR information.
- Email update reminders about the engagement window sent directly to approximately 690 email subscribers requesting project specific information. During this engagement window, this project list added almost 150 new subscribers.
- Multiple social media campaigns on the department's Instagram, Twitter, and Facebook page, and on the citywide Facebook page.
- Features in e-newsletters of other departments and partner organizations, including Downtown Boulder Partnership and PLAY Boulder.
- An Inside Boulder News story on Boulder TV 8 (Channel 8) in English and Spanish that continues to live online.
- Several e-newsletters to all BPR staff and a presentation during a virtual all-staff meeting to provide project information to share with their direct contacts, partners and patrons to provide a more personalized invitation to engage in the project.
- Links to the BPR Master Plan located on high traffic BPR web pages to help inform community member while they are visiting the site.
- A Heads-up message included in council and published publicly.



Print media was used in combination with digital methods to increase awareness for community members with less access to digital platforms.

- Bi-lingual signage posted at all facilities and at major park sites.
- Bi-lingual bookmarks placed in books on hold at the library and on exercise equipment at the rec centers
- The Let's Age Well Program Guide included an announcement in their January 2022 issue.
- Virtual Workshop included in Daily Camera "News from City Hall" listing.

ENGAGEMENT METHODS FOR FEEDBACK

Several methods for engagement were used to encourage the community to participate and provide feedback about goals, initiatives, and prioritization. This engagement window provided valuable information about the level of detail and use of active language needed for further development of goals and initiatives. Review and prioritization of the goals and initiative were the focus of this window. The goals, initiatives and activities were available in English and Spanish.

Stakeholder Meeting

On November 8, 2021, the Master Plan Update project team hosted a world café-style workshop with department stakeholders. Stakeholders are defined as groups or organizations that either currently support the department's work in some way or otherwise have alignment in their mission or activities with BPR. Seventeen stakeholders participated in brainstorming discussions to generate ideas for goals and initiatives that will propel BRP forward in the next five to seven years to meet the needs identified in the Needs Assessment Report. Tables were set up to facilitate discussions for five of the six Key Themes (excluding Organizational Readiness). Three rounds of 20-minutes discussions allowed participants to choose the three Key Themes of most interest to them to provide their input. Facilitators at each table captured notes on flip charts that were later transcribed by staff.

Staff Charrette

On November 17, 2021, the project team hosted a full-day staff workshop to discuss goals and initiatives. The morning started with a longer discussion of Organizational Readiness with the desire to hear from staff how the department can improve over the next five to seven years. In the afternoon, the format switched to the world café-style that allowed staff to participate in discussions about three of the remaining five Key Themes. Overall, these staff discussions generated 60+ pages of raw notes.

Virtual Community Workshop

On February 3, 2022, staff hosted a 90-minute virtual public workshop to discuss goal prioritization with the community. The original date was moved out to accommodate community recovery from a devastating fire in the neighboring community. There was an informational presentation followed by discussion in breakout rooms. Each break out room focused on a specific key theme. Each breakout room facilitator hosted a discussion, took notes. Community members could move between breakout rooms freely, so some folks visited all rooms while others preferred to visit only one or two of the key themes. Facilitators reported out discussion highlights from each room to the main group at the end of the meeting. Approximately 14 community members participated, including 2 PRAB members. This virtual workshop was also hosted in a Spanish-First format and was mirrored by an online on-demand version as noted section below. The activities for the virtual community workshop, Spanish-first workshop and BeHeardBoulder site were developed so both live and on-demand feedback could be analyzed together, balancing the feedback to be equally important regardless of method used.

Spanish-First Virtual Community Workshop

On February 8, 2022, approximately 12 community members participated in a Spanish-first virtual workshop to help prioritize, add to and comment on the goals and initiatives. Similar content from the Virtual Community Workshop but was presented in a format codesigned by a Community Connector to facilitate meaningful dialogue in a culturally relevant way to Spanish-speaking community members. In addition, a \$15 gift card incentive was provided to support participation. This expanded on previous outreach through community connectors and participation in local events.

BeHeardBoulder Virtual On-Demand Workshop

This workshop used the BeHeardBoulder online engagement platform to host an on-demand virtual workshop February 1 – 28, 2022. Staff recorded videos of the presentation from the virtual community workshop to inform the goal prioritization activity. The goals, initiatives and activities were provided in English and Spanish for each key theme. Community members were asked to prioritize the goals and had the opportunity to provide open ended comments for each key theme. There were 74 results for the English version and 2 for the Spanish version. The raw data is available upon request (or attachment D). There was no cross reference to check for duplicate entries. Most participants did not login to the system, so we do not have demographic data. This was intentional to reduce the participation barrier.

Micro-Engagements

Micro-Engagements describe smaller and more targeted engagement with segments of the community by meeting them where they are at in places or meetings they would be attending to bring the information and opportunity to engage to them. There were limited safe opportunities during the pandemic, but staff made the best of available opportunities.

- **Youth:** Growing Up Boulder (GUB) did extensive youth outreach in engagement window 1 and 2. As a follow up, staff shared the goals and initiatives with GUB staff to ensure the voice of youth was appropriately represented in the outcomes. The Youth Opportunities Advisory Board is in transition and is working with GUB to re-imagine the role of YOAB. A check-in was not feasible with the board at this time
- **Age Well Center:** Staff hosted a 2-hour in-person drop-in session at the West Age-Well Center to reach our aging population for discussion around their needs and priorities. Staff chose a time and day that would be most active for their patrons. A day pass to the BPR facilities was provided as incentive to participate in the prioritization survey. This builds off previous outreach to our aging adults through programming like Silver Sneakers.
- **Center for People with Disabilities (CPWD):** Staff hosted a workshop for CPWD staff to review the process, draft goals, and draft initiatives. Videos and materials were provided in advance to expedite the discussion regarding needs and priorities for the population they serve. This built on previous work done with the EXPAND program participants and caregivers.

PRAB

The Parks and Recreation Advisory Board (PRAB) was engaged multiple times in engagement window #3. At the October meeting, PRAB reviewed draft overview and policy statements for each of the key themes following up in December with review of draft goals and priorities as a result of staff and stakeholder meeting before further development in preparation for sharing draft goals and initiatives at the community workshops. Regular PRAB



business meetings are always open the community with an opportunity for the community to share their opinions.

COMMUNITY FEEDBACK HIGHLIGHTS

Stakeholder Feedback Highlights

Feedback from the stakeholders was collected and summarized as a base to build and prioritize goals and initiatives. Raw comments from the stakeholder and staff meetings are available in Appendix B or upon request if viewing the abridged version.

Financial Sustainability highlights from the stakeholder meeting discussion focused on more transparency and inclusion for the community in the process and seeking of non-traditional funding. There was also interest in opportunities to support the department in closing the funding gap, acknowledging that non-traditional funding can support the effort, but not fully close the gap.

Taking Care of What We Have highlights included an emphasis on partnerships. The stakeholders acknowledged the need for partners to support with funding and human resources to accomplish the community's desired level of service. A key takeaway is that "Taking Care of What We Have" includes maintenance and capital investment for replacing and improving aging infrastructure. In addition, consideration for climate goals is a priority for replacing aging infrastructure.

Community Health and Wellness stakeholder conversations were geared towards self-directed activities that are close-to-home and focused on underserved populations with support of enhancing or developing partnerships to help provide those activities. There was also a discussion around creating a transparent level of service in parks. For example, there was a discussion about re-assessing the current level of service for restrooms in neighborhood parks with a realization that maintenance of them is also an increasing challenge.

Community Building and Relationships were threaded into discussions at every key theme table group with partnership building and enhancement being the topic of the day. Stakeholders expressed a need for a clear and transparent process or pathways to partner, donate, and volunteer. There was also an appreciation that partnership building and enhancing is a skill and requires strategy and staffing to accomplish the goals and ideas shared at the meeting.

Youth Engagement and Activity discussions were focused heavily on teens as a gap in service. Teens have different needs and interests than youth. Both age groups should be a high priority. Spaces, programs, leadership opportunities, and ongoing engagement were discussed in depth. Asset mapping of programs, services, and organizations that already serve teens and youth would provide the department with a better vision of the gaps and allow the department to play the role of a connector to services rather than duplicate them.

Staff Feedback Highlights

Feedback from the stakeholder workshop and staff charette were organized, categorized, and refined to generate a high-level outline of draft goals and initiatives related to the 6 key themes. The resulting outline is provided below.

Organizational Readiness

- How we do the work that we do
 - Plans
 - Processes
 - Procedures
 - Communications
- Support the staff we have now
 - Training and development (including Goal 1 from the City of Boulder's Racial Equity Plan (Everybody gets it).
 - Work plan and communications
 - Support innovation
 - Goal 2 from the City of Boulder's Racial Equity Plan (Justly Do It)
- Recruit, hire, and retain new staff
 - Improvements to onboarding
 - Strategy 5.2 from the City of Boulder's Racial Equity Plan (Develop City of Boulder's Workforce)

Financial Sustainability

- Increased capacity/resources
 - Non-traditional funding sources (grants, donations, sponsorships, etc.)
 - Tools to evaluate and implement non-traditional funding sources
- Reduce the gap between expenses and funding – *Align resources with core services/Work Smarter
 - Leverage inefficiencies to create efficiency
 - Evaluate service levels
 - Investments in technology and innovation
- Balance existing needs and resources
 - Sliding scales
 - Balance goals with existing funds
 - Transparency around financial decisions

Taking Care of What We Have

- Continued culture of asset management
 - Lifecycle approach to asset management
 - Includes smaller capital budgeting for on-going maintenance before it becomes an emergency
 - Coordination with other departments
- Transparent prioritization process
 - Needs-based mapping
 - Criticality/consequence of failure
- Climate resilience
 - Infrastructure supports city's climate goals
 - Urban ecosystems managed to support resilience and adaptation to climate change
 - Urban forest and natural lands

Community Health and Wellness

- Activation of parks



- o Amenities that serve diverse community and needs (flexible, multi-use, multi-generational)
 - o Restrooms in parks
- Systems approach to meeting levels of service
 - o Walkability/10-minute neighborhoods/proximity and access analysis
- Address community needs through programming

Building Community and Relationships

- Foster and facilitate community dialog to build social capital within the community
 - o Go to where people are
 - o Engage with larger community, not just our customers or users
 - o Further city-wide goals of equity and inclusivity in community engagement practices
- Strengthen internal administration of partnerships and relationships
 - o Tools and process to manage
 - o Guidelines
 - o Prioritization
 - o Staffing
- Enhance current partnerships and relationships
 - o Prioritize and Develop relationships with like-minded organizations and businesses
 - o Relationships in spaces and programming
 - o Grow and seek out new partnerships and relationships

Youth Engagement and Activity

- Design Facilities and Spaces to support youth and teens
 - o Places to go
 - o Safe and welcoming spaces
- Intentional programming and activities for youth and teens
- Holistic and Dynamic Community Web of services
 - o Fostering youth participation, developing them as leaders and advocates, youth should have a voice

Community Workshop and Micro-Engagement Feedback Highlights

Feedback from the 3 workshops and micro-engagements was collected and summarized. The on-demand version included a more clearly executed the prioritization exercise, while the facilitated workshops resulted in less interest in the prioritization exercise with more interest in conversational participation and providing refining comments. A summary of the conversations and comments were put into the key themes framework. Raw comments from workshops are available in Appendix C or upon request if viewing the abridged version.

The draft goals and the results of the prioritization exercise are included on the following page. The community was also provided the initiatives for each goal to better understand the intent of the goal. A full set of the draft goals and initiatives are included in Appendix A. One of the main take-aways from this exercise was the need for simplified active language. The goals were too vague, while the initiatives were too detailed. The draft goals and initiatives found in this document were further refined based on the culmination of this feedback for the master plan update.

Prioritization Results

The community was asked to prioritize the goals (found on the following page). The prioritization exercise was summarized and shown below. The prioritization exercise was used to re-order the goals with the highest priorities listed first.

Goal ranking exercise results. The lowest number demonstrates the highest priority.

	6 people Age-Well Average	74 people BHB Eng Average	2 people BHB Spa Average
Building Community and Relationships			
Goal A	1.17	1.56	1.5
Goal B	2.50	2.08	2
Goal C	2.33	2.31	2.5
Community Health and Wellness			
Goal A	2.33	1.38	1.5
Goal B	1.83	2.05	2
Goal C	1.83	2.53	2.5
Youth Engagement and Activity			
Goal A	1.67	1.71	2
Goal B	2.33	2.03	2
Goal C	2.00	2.2	2
Taking Care of What we Have			
Goal A	3.17	2.13	2
Goal B	3.00	2.26	3
Goal C	2.33	3.38	3
Goal D	2.33	3.39	3
Goal E	3.67	3.54	4
Financial Sustainability			
Goal A	1.50	1.54	1
Goal B	2.17	2.09	2.5
Goal C	2.33	2.28	2.5
Organizational Readiness			
Goal A	1.67	1.81	2
Goal B	1.67	2	2
Goal C	2.67	2.16	2

DRAFT GOALS FOR THE PRIORITIZATION EXERCISE



Building Community & Relationships

Key Theme Description

Build a connected community through outreach programs and initiatives. Create social and cultural equity for healthy relationships across our community.

Goals

- A. Build a stronger community through meaningful connections with all members of the Boulder community
- B. Strengthen internal administration of partnerships and relationships
- C. Strengthen and build partnerships and relationships to ensure the long-term success of the department



Community Health & Wellness

Key Theme Description

Keep Boulder emotionally and physically healthy through its parks, facilities, and programs.

Goals

- A. Define a systems approach to meet levels of service and department capacity
- B. Ensure our services meet the recreational needs of our community
- C. Identify opportunities to improve programming and address barriers to access



Youth Engagement & Activity

Key Theme Description

Engage youth with parks, facilities and programs that provide direct experience with nature, experiential learning and opportunities to close the educational achievement gap.

Goals

- A. Focus on the physical and mental health of teens through recreations services
- B. Integrate more passive and active youth recreations opportunities into existing services
- C. Utilize community partnerships to expand recreational opportunities for youth and teens



Taking Care of What We Have

Key Theme Description

Prioritize investments in existing parks and facilities.

Goals

- A. Ensure department asset management program is consistently and clearly implemented
- B. Ensure all department staff know and understand how to care for the facilities, amenities, and infrastructure that make up the park and recreations system
- C. Budget for the operation and maintenance of existing assets, including replacement of assets at the end of their life
- D. Provide well-maintained and flexible recreations facilities for the Boulder community
- E. Implement ecosystem and facility improvements that support achieving the City's climate commitments



Financial Sustainability

Key Theme Description

Balance the many demands with existing resources. Recognize the need to focus on core services and the priorities of the community.

Goals

- A. Increase funding resources to meet the needs of the community
- B. Fill the funding gap
- C. Focus on the most important work



Organizational Readiness

Key Theme Description

Respond to changes over time by using new technologies and data-driven and collaborative decision-making tools.

Goals

- A. Improve Internal Processes
- B. Build our team
- C. Support our team

DRAFT Jan 2022

Summarized Community Conversations and Comments

Building Community and Relationships

- Several people commented that BPR should work with non-profits with similar missions and Boulder Valley School District (BVSD).
- Suggestions included working with other recreation providers, user groups and groups with potential funding to provide more opportunities, facilities and volunteer hours.
- Many people felt that BPR could improve partnerships by setting clear goals, making a more efficient and consistent process for managing partnerships, and communicating transparently about how partnerships are prioritized.
- Equity in community building and partnerships was important to many who want to see BPR connect with diverse members of the community, hear from under-represented groups and address barriers to access.

Community Health and Wellness

- Several people felt that identifying opportunities for improving programming and ensuring BPR services meeting the recreational needs of the community were both foundational to all the work in this key theme.
- Several people mentioned the importance of engaging and involving the community through different opportunities, events and activities.
- Seniors, youth and underserved populations continued to be key demographics to reach.
- Several respondents recommended gathering baseline data and measuring results in a transparent way going forward.
- Recommendations to improve equity related to this key theme included offering more culturally relevant programs, offering programs in Spanish and helping the community to connect with and navigate programs.

Youth Engagement and Activity

- Several suggestions focused on engaging teens from different backgrounds, interests and skill levels.
- Working schools and other new partners was a popular suggestion.
- Several people stressed the importance of developing facilities and places that encourage teens and kids to safely hang out especially in-person and outside.
- Teens and families would like opportunities to work or volunteer to contribute to parks and recreation.

Taking Care of What We Have

- Many people felt that Taking Care of What We Have is the most important theme.
- The South Boulder Recreation Center was identified by many people as needing improvements. The current lack of pool hours was a specific concern from several people.
- Several community members requested that Age Well programming be restored to East Boulder Community Center.
- Many people requested for more pickleball courts and more tennis courts, especially dedicated courts for each specific sport.
- Tennis court users also requested a greater level of maintenance and more tennis programming.
- Several people noted gaps in maintenance in the park system and safety concerns.
- Resilience and actions to address climate change were supported by many people.
- Several people discussed the importance that staff know how to take care of assets.



Financial Sustainability

- Many people suggested making funding more equitable by introducing a sliding scale for fees, changing the financial aid limit for children and dispersing available funds to all parts of the community that need support.
- Several people shared that staffing choices and pay should reflect the recreational needs of the community.
- Many people expressed interest in increasing current funding and carefully allocating fund to the most important work.

Organizational Readiness

- Volunteerism and other ways to improve community experience and connection within the community and between staff and the community were focuses for this theme.
- Several people agreed that cross training and continual business improvement were important practices to implement.
- Improving staff's ability to measure success was a recommendation from several people.
- Several respondents shared concerns about the difficulty of recruiting staff and presented ideas to collaborate with different groups to improve recruitment.

NEXT STEPS

Staff will facilitate a study session with PRAB to provide an opportunity for input on the strategic actions of the BPR Master Plan Update. This study session discussion will include:

1. The role of equity and mapping in decision-making
2. The policies, goals and initiatives for each of the six key themes
3. The primary policy shifts identified as part of the master plan process

Following the study session discussion, staff will incorporate PRAB's feedback into the first full draft of the Master Plan Update. Below is the current anticipated schedule for completion of the Master Plan Update.

March 16:	PRAB Study Session
April 13 - May 4:	Final window of community engagement on draft Master Plan Update
April 26:	City Council Study Session on draft Master Plan Update
May 23:	PRAB Discussion Item on draft Master Plan Update
June 27:	PRAB Action Item recommending acceptance of Master Plan Update
July TBD:	Planning Board public hearing recommending acceptance of Master Plan Update
July TBD:	City Council public hearing for acceptance of Master Plan Update



Building Community & Relationships

Key Theme Description

Build a connected community through outreach programs and initiatives.
Create social and cultural equity for healthy relationships across our community.

Goals

A. Build a stronger community through meaningful connections with all members of the Boulder community

Initiatives

- Prioritize equitable and inclusive outreach methods, including multilingual tools options, ensuring that all community members have equitable participation opportunities.
- Ensure all BPR facilities include signage in at least two languages other than English, depending on the demographics of particular subcommunities.
- Facilitate in-person engagement activities at popular gathering spaces throughout the community.
- Expand toolbox of engagement techniques to include virtual engagement tools as a regularly occurring option.
- Engage with all community members, not only existing BPR customers, partners, or users and solicit feedback on what types of engagement are meaningful to different groups.
- Foster informal relationships with like-minded organizations that can increase the reach of BPR.
- Establish a department-wide framework and onboarding process for volunteers and utilize the citywide Volunteer Collective to promote volunteerism throughout the community as an avenue for building advocates and sharing knowledge.

B. Strengthen internal administration of partnerships and relationships

- Dedicate permanent staff resources to identity, invest in, and manage, long-term partnerships and relationships.
- Standardize the operating procedures related to partnerships including definitions, process, timelines and expectations to create clarity for all involved.
- Create a clear and transparent partnership model that defines the who, what, when and how of potential partnerships to achieve mutual benefit, including any potential difference between non-profit and for-profit partners. The model should also outline how BPR recruits and maintains relationships through incentives, marketing, etc.
- Develop an internal framework with which partnerships can be recruited, managed and evaluated.
- Development a formalized partnership agreement that establishes roles, terms, duration, support, and administration of the relationship.



Goals

C. Strengthen and build partnerships and relationships to ensure the long-term success of the department

Initiatives

- a. Assess existing programmatic and facility partnerships to ensure continued mutual benefit and alignment with BPR's mission and vision. Strategically evaluate and prioritize how and where time is spent on which partnerships, tied to the impact initiatives may have in the community.
- b. Conduct regular interdepartmental engagement activities to identify opportunities to partner with other city department on services and/or maintenance responsibilities.
- c. Develop an ongoing database of like-minded organizations and businesses which may be suitable for partnerships with BPR.
- d. Cultivate relationships with organizations and businesses to develop long-term connections and a shared vision for the future of BPR.
- e. Identify priority gaps in services which have the opportunity be supported through one or multiple partnerships.
- f. Prioritize partnerships that address barriers to accessing and/or using BPR services.
- g. Utilize existing models to extend the idea of "bringing services to our underserved populations" to provide the right types of activities for our diverse community through existing and new partnerships with other community organizations.
- h. Holistically evaluate existing and new potential partnerships to ensure alignment to meet community and BPR needs, now and in the future.
- i. Work with the Health Equity Fund and community partners to continue to support multi-year funding for programs that ensure positive health equity outcomes in all subcommunities.
- j. Expand and improve partnerships with BVSD, especially focusing on the health and wellness of teens through volunteer opportunities, leadership programs and other initiatives that help them feel connected to the community and the environment.

APPENDIX A: DRAFT GOALS AND INITIATIVES



Community Health & Wellness

Key Theme Description

Keep Boulder emotionally and physically healthy through its parks, facilities, and programs.

Goals

A. Define a systems approach to meet levels of service and department capacity

Initiatives

- Define a method for measuring levels of service that includes equity as a cornerstone, and measure its effectiveness regularly to ensure BPR is meeting the diverse needs of our community.
- Define access (equity), proximity and quality (resilience) criteria to supplement per capita metrics that indicate how well BPR provides parks, playgrounds, facilities and amenities to the community.
- Explore the option of shifting BPR's service model to a 15-minute neighborhood delivery model, ensuring residents have access to quality parks, facilities, programs and services within a 15-minute walk and to reduce the carbon impact of BPR programming.
- Implement a user satisfaction survey that directly relates to the additional metrics used to track satisfaction over time.
- Utilize the equity mapping completed as part of the master plan process as a foundation for ensuring investments in facilities and programming is equitably distributed and as a way to measure success of additional metrics over time.

B. Ensure our services meet the recreational needs of our community

- Make sure existing facilities are resilient and enhanced to support higher use, a more diverse population with diverse needs.
- Plan new parks and future phases of exiting parks to support the growing population, be resilient to and mitigate the impacts of climate change.
- Identify opportunities to repurpose underused parkland and/or facilities to fill city and neighborhood service gaps.
- Engage with community members to understand what types of activities will help encourage more participation in BPR programming and services through pop-up events held each season.
- Construct new improvements at existing parks that have been planned for future phases based on the surrounding community's priorities for parks and recreation.



Goals

Initiatives

B. Ensure our services meet the recreational needs of our community *(continued from previous page)*

- f. Expand active programming, specifically in parks and create more flexible, multi-functional, unstructured and multi-generational spaces.
- g. Continue to create programming specifically targeting teens, underserved community members and active adults, as these are the fastest growing/most in need of specialized programming and/or services and also those the community indicated most important for BPR to serve.
- h. Implement a user satisfaction survey that directly relates to the additional metrics used to track satisfaction over time.

C. Identify opportunities to improve programming and address barriers to access

- a. Focus on enhancing community members' experience and interactions with BPR staff, services and programming by improving the registration system, offering more flexible services, and enhance marketing efforts.
- b. Create a community outreach strategy to meet people where they are, share information about all of the programming and services BPR has to offer and sustain relationships with community members throughout the city.
- c. Identify and prioritize opportunities to address barriers to access and inclusion, including financial, language, social, mental, physical, transportation and other barriers, to ensure BPR is supporting all aspects of health and wellness.
- d. Work with Health Equity Fund staff to identify and promote programming and services that are geared to the needs of targeted populations and result in positive health outcomes.
- e. Implement a user satisfaction survey that directly relates to the additional metrics used to track satisfaction over time.



Youth Engagement & Activity

Key Theme Description

Engage youth with parks, facilities and programs that provide direct experience with nature, experiential learning and opportunities to close the educational achievement gap.

Goals

Initiatives

A. Focus on the physical and mental health of teens through recreations services

- a. Create a suite of services that work together to target the specific and evolving needs of teens, and to help mitigate the effects of anxiety and depression in this age group.
- b. Involve Boulder teens in decision-making through existing organizations and social media in order to serve them in the best way possible.
- c. Provide more spaces at all three recreation centers for passive recreation and areas for teens to relax, socialize and just hang out. Work with existing youth groups to understand what types of spaces will work best for a variety of ages.
- d. Identify and develop the appropriate social media channels that features teen activities and events and allows teens to share their creativity with posts about BPR services.
- e. Develop programming and activities that integrate technology to meet teens where they are to track their activities and learn about health and wellness.
- f. Implement more volunteer and leadership opportunities for teens to interact with their peers and others.
- g. Expand paid intern program, to help teens engage with the community and learn about career development.

B. Integrate more passive and active youth recreations opportunities into existing services

- a. Ensure BPR programming, services and facilities are encouraging kids to be active and develop healthy lifestyles by connecting youth to nature and recreation activities "close to home" and making these activities fun and exciting – growing with youth over time.
- b. Work with PLAY Boulder Foundation to enhance PlayPass program for increased access to existing recreational youth sports.
- c. Build off the success of working with Growing Up Boulder and explore a potential partnership with Great Outdoors Colorado (GOCO) Generation Wild campaign to reach an even wider audience, encourage kids to reconnect to nature, get outdoors and participate in activities that reignite their 'wild'.
- d. Continue to build on the work BPR has done to date to explore nature play opportunities for youth to develop programming and add park amenities that provide youth options that reinforce the idea of interaction, the importance of the outdoors, stewardship, and the excitement of discovery in the outdoors.



Goals

B. Integrate more passive and active youth recreations opportunities into existing services *(continued from previous page)*

Initiatives

- e. Implement a demonstration project in a targeted park (based on parkland availability and equity mapping) connected to an existing neighborhood that includes an area for youth to interact with nature - a place for unstructured play and discovery - to test the idea of adding this to the menu of BPR park programming options in the future.
- f. Develop programming and activities that integrate technology to meet youth where they are to track their activities and learn about health and wellness.
- g. Utilize existing inventory and condition data, as well as the new needs mapping to identify areas within the community to focus investments in new or renovated park equipment, designed to meet the diverse needs of the surrounding neighborhood.
- h. Partner with BVSD to integrate outdoor learning into field trips, learning opportunities and clubs related to recreation.
- i. Develop models for nature clubs or family nature outings that utilize BPR and other community organization volunteers to expand kids' knowledge of all the recreation and health enhancing opportunities that can be found in our community.

C. Utilize community partnerships to expand recreational opportunities for youth and teens

- a. Expand recreational opportunities specifically targeted to teens and youth and also offer opportunities that are incorporated into and or complement larger community-wide programs and services with other demographic groups to ensure integration.
- b. Create list of existing services and providers focus on youth and teens in order to identify both potential partners and gaps in services.
- c. Develop a coordinated information campaign to get the word out about all the opportunities that BPR and other community providers offer. Partners in this coordinated information campaign should include public land managers, Nature and Outdoor Program Providers, outdoor equipment manufacturers and retailers, Chambers of Commerce, school districts, convention/ visitors' bureaus, media outlets and other appropriate organizations.
- d. Establish, maintain and prioritize new community partnerships that supplement BPR capacity and resources and create new pathways to engage youth and teens.
- e. Regularly engage with youth and teens to understand their interests and to co-create services for them - include passive opportunities, like comment cards at BPR facilities and active opportunities, like special events in parks.



Taking Care of What We Have

Key Theme Description

Prioritize investments in existing parks and facilities.

Goals

A. Ensure department asset management program is consistently and clearly implemented

Initiatives

- a. Conduct a needs-based mapping process to inform where in the community additional facility and/or program investments should be made.
- b. Improve the budgeting process to provide clarity and prioritization in decision making related to minor capital projects that, if left unaddressed, risk becoming critical maintenance issues.
- c. Establish a dedicated group of staff members to regularly assess the condition of assets and engage with stakeholders to identify facility issues and priorities.
- d. Continue to expand utilization of the city's enterprise asset management software to drive data-driven decision making and investments.

B. Ensure all department staff know and understand how to care for the facilities, amenities, and infrastructure that make up the park and recreations system

- a. Develop a standardized internal process for Asset Lifecycle Management that can be applied to all BPR assets. The process should clearly define maintenance responsibilities, asset specific service & maintenance plans, inspection schedules, and component and/or asset replacement dates.
- b. Develop training curricula and an ongoing program to educate staff on asset management best practices to ensure staff have the knowledge, resources, and tools necessary to collect and analyze data related to all phases of asset management, including material to develop a broad understanding of climate change and the city's commitment to addressing the climate emergency.
- c. Establish a process to regularly coordinate with other city departments to identify common maintenance related goals and diversify funding opportunities and maintenance responsibilities.
- d. Develop staff's ability to appropriately care for and maintain the department's specialized assets (i.e., urban canopy, natural lands, bike trails, and culturally relevant and historically designated resources).



Goals

Initiatives

C. Budget for the operation and maintenance of existing assets, including replacement of assets at the end of their life

- Track target and actual funds spent on operation and maintenance (O&M) and capital replacement to ensure sufficient reinvestment in BPR facilities through the Total Cost of Facility Ownership (TCFO) model.
- Annually update the Current Replacement Value (CRV) of department assets to identify yearly goals related to O&M and capital expenditures.
- Annually identify O&M related expenses to ensure that sufficient funds are being spent on O&M as determined by the Department's CRC.
- Utilize all relevant plants, such as the UFSP and HiPP, to plan for ongoing maintenance and long-term stewardship of BPR assets.
- Develop a long-term strategy to close gaps in O&M and capital funding.

D. Provide well-maintained and flexible recreations facilities for the Boulder community

- Manage the renovation and capital enhancement of the East Boulder Community Center as envisioned with the extension of the Community, Culture, Resilience and Safety Tax in 2021 to achieve community goals to sustain that facility into the future.
- Explore opportunities and timeline for the redevelopment of the South Boulder Recreation Center.
- Begin planning for the development of undeveloped parkland at Valmont City Park and Area III so that as funding and planning allow, these acres can help meet parkland needs.

E. Implement ecosystem and facility improvements that support achieving the City's climate commitments

- Ensure that new capital projects utilize sustainable building materials and processes and improve energy efficient operations where feasible and appropriate.
- Implement the recommendations of the Urban Forest Strategic Plan that supports a healthy urban tree canopy, recognizing the important ecosystem benefits of trees, including but not limited to carbon sequestration, mitigating urban heat islands, and improving water quality from urban storm run-off.
- Develop a Natural Lands Management Plan to clearly define why and how urban ecosystems within the BPR system are managed to benefit native species and mitigate impacts from climate change.
- Develop a Water Resources Plan to ensure BPR is thoughtfully managing water infrastructure to mitigate against impacts of climate change (e.g., plan for drought).



Financial Sustainability

Key Theme Description

Balance the many demands with existing resources. Recognize the need to focus on core services and the priorities of the community.

Goals

A. Increase funding resources to meet the needs of the community

Initiatives

- a. Pursue non-traditional funding sources where appropriate that provide a benefit to BPR to do more with less, including, but not limited to, grants, sponsorships, and donations.
- b. Establish a framework in which non-traditional funding sources may be evaluated to ensure that opportunities are in alignment with the department's mission and priorities.
- c. Define a transparent and streamlined process in which community stakeholders may donate funds to build, grow, or maintain, specific amenities and/or programs within the BPR System, while planning for full lifecycle costs.
- d. Dedicate necessary staff resources to develop and maintain a non-traditional funding pipeline, including, but not limited to, grant seeking, grant writing, and fundraising.

B. Fill the funding gap

- a. Utilize a systems approach to leverage existing inefficiencies to create more efficiency in financing.
- b. Evaluate existing levels of service to ensure resources are being equitably allocated to priority areas and serving the greatest community benefit.
- c. Pursue investments in technology and innovation that provide financial and operational efficiencies for the department.
- d. Prioritize cost saving technologies and capital projects that reduce the department's carbon footprint and ecological impact and promote resilience amongst BPR facilities
- e. Regularly assess total cost of service delivery for all programs and facilities and use available subsidy to set fees, based upon degree of community benefit as determined by the Recreation Priority Index.
- f. Identify and track annual cost recovery targets by service (facilities and programs) against actuals to ensure cost recovery targets are being met.



Goals

C. Focus on the most important work

Initiatives

- a. Prioritize a sustainable approach financial aid to ensure the department's continued ability to fund aid programs.
- b. Evaluate sliding scale financial aid to spread available subsidies throughout the community more holistically.
- c. Streamline the financial aid application process to reduce barriers and expand access to aid programs.
- d. Reallocate/redistribute excess revenues to other programs that help reduce additional barriers to access, if all funds for specific financial aid programming is not used.
- e. Ensure prioritization of programs and amenities are accurately reflected in the allocation of available funds.
- f. Ensure funding for minor capital projects and ongoing refurbishment of resources that may not meet capital thresholds.
- g. Implement resilience-based budgeting that leverages synergies with other departments and outside organizations to address the needs of the community more holistically.
- h. Ensure use of the racial equity instrument in funding decisions, ensuring the department always considers "Who Benefits" and "Who is impacted."
- i. Streamline and simplify the department's current Service Delivery Framework and Recreational Priority Index.
- j. Establishing a transparent process in which financial decisions may be communicated throughout the department.
- k. Leverage the department's existing scenario planning and budgeting process to prioritize new programs and/or capital projects.



Organizational Readiness

Key Theme Description

Respond to changes over time by using new technologies and data-driven and collaborative decision-making tools.

Goals

A. Improve Internal Processes

Initiatives

- a. Establish role clarity, streamlined processes, and standard procedures and documentation that clearly define how BPR and its staff does its work to provide high-quality and consistent services to the Boulder community.
- b. Collect and analyze service delivery data, including registration and user data, to develop a plan that supports flexibility and responsiveness to community needs in real time.
- c. Create a centralized repository for standard operating procedures (SOPs) for BPR program areas that are updated annually through the organizational assessment tool. Standard Operating Procedures should define key performance measures and the skills and resources needed for each program area to support staff resilience and continued growth within positions. Ensure these are stored in one location accessible to all employees.
- d. Support cross-training and collaboration between positions and work groups to increase adaptability and staff capacity to ensure BPR is resilient and prepared to handle increasing environmental, economic and social changes as they relate to recreation services.
- e. Continue to focus on data to make decisions and ensure that staff have the knowledge, resources, technology, and tools necessary to be responsive to community needs.
- f. Collaborate with the city's IT department to develop a central information repository where staff can request and/or receive information, support, and resources (i.e., staff support, technology support, etc.), as well as record data that may be used for future analysis and decision making. Ensure this is coordinated with the city data warehouse project.
- g. Improve the annual work plan process to clearly identify priorities, establish realistic allocations for staff time, and a framework for being able to decline projects or programs that do not fit within those priorities or allocations. Transparency and clarity around the decisions made related to annual work plans should be clearly communicated among and supported by staff and department leadership.
- h. Create an Innovation Budget that staff can access to support innovative processes that increase efficiency through tools, training and/or resources.
- i. Develop Key Performance Indicators to measure the success of ongoing internal process improvements.
- j. Ensure all teammates benefit from Climate and Resilience training to develop a broad understanding of the Climate Emergency and BPR's role in mitigating and responding to the effects of Climate Change.



Goals

Initiatives

B. Build our team

- a. Recruit, hire and retain a highly competent and capable work force through clear and consistent processes that provide appropriate support to meet the changing recreation needs and desires of the Boulder community.
- b. Ensure that BPR's hiring practices support the development of a workforce that addresses and works to dismantle institutional racism (Racial Equity Plan Strategy 5.2).
- c. Develop clear and consistent onboarding processes that includes expectations and job duties, time and space to learn foundational knowledge, and opportunities for exposure to other department teams, city departments and stakeholders.
- d. Build plan to recruit and retain frontline positions for Park Operations and aquatics..

C. Support our team

- a. Develop clear training processes that include opportunities for cross-training and cross-teaming to support staff development and resilience across work groups.
- b. Work with each employee to develop 5-year plans that includes specific subject areas and milestones that give individuals personal and professional goals to work toward.
- c. Provide support for continuing education or other learning opportunities for each department staff member.
- d. Support a culture of learning and development that encourages staff to seek out training opportunities to improve their skills and competencies, and "stay in the know" about future parks and recreation planning, operations and maintenance practices, and trends.
- e. Support supervisors in managing their teams holistically, including increased acknowledgement of the importance of emotional intelligence amongst management.
- f. Work with Human Resources to provide staff with livable and competitive wages and/or benefits to build appropriate capacity to meet the needs of a diverse community.
- g. Create a strong organizational culture through employee spotlight stories, wellness activities, semi-annual staff events, and events with the larger Boulder community.
- h. Ensure all staff are trained per the citywide Racial Equity Plan requirements.
- i. Create an institutionalized process for succession planning.