

Parks & Recreation Advisory Board

Fully Hybrid Meeting

6:00 p.m., January 27, 2025



AGENDA

All agenda times are approximate

- I. **APPROVAL OF AGENDA** (2 minutes)
- II. **FUTURE BOARD ITEMS AND TOURS** (2 minutes), Page 2
- III. **PUBLIC PARTICIPATION** (15-30 minutes)
 - A. This portion of the meeting is for members of the public to communicate ideas or concerns to the Board regarding parks and recreation issues for which a public hearing is not scheduled later in the meeting (this includes consent agenda). The public is encouraged to comment on the need for parks and recreation programs and facilities as they perceive them. All speakers are limited to three minutes. Depending on the nature of your matter, you may or may not receive a response from the Board after you deliver your comments. The Board is always listening to and appreciative of community feedback.
- IV. **CONSENT AGENDA** (5 minutes), Page 3
 - A. Approval of Minutes from November 18, 2024, Page 4
 - B. Updates from the Director of Parks and Recreation, Page 6
 - C. Parks and Recreation Operations Updates, Page 6
 - D. Parks and Recreation Planning, Design and Construction Updates, Page 6
- V. **ACTION ITEMS**
 - A. None
- VI. **MATTERS FOR DISCUSSION/INFORMATION**
 - A. None
- VII. **MATTERS FROM THE DEPARTMENT**, Page 11
 - A. 2025 Courts System Plan Implementation (Page 11, 30 mins)
 - B. Long-Term Financial Strategy (Page 16, 30 mins)
- VIII. **MATTERS FROM THE BOARD**, Page 25
 - A. Explore Liaison to Long-Term Financial Strategy and BPR Budget Development
 - B. PRAB Meeting Coordination
 - C. PRAB Matters (verbal)
- IX. **NEXT BOARD MEETING:**
 - A. February 24, 2025
- X. **ADJOURN**

Boulder Parks & Recreation Advisory Board Members 2024

Andrew Bernstein
Elliott Hood
Eric Raffini
Jennifer Robins
Anna Segur
Sarah van der Star

Mission Statement

BPRD will promote the health and well-being of the entire Boulder community by collaboratively providing high-quality parks, facilities and programs.

Vision Statement

We envision a community where every member's health and well-being is founded on unparalleled parks, facilities and programs.

Goals of the Master Plan

1. Community Health and Wellness
2. Taking Care of What We Have
3. Financial Sustainability
4. Building Community
5. Youth Engagement
6. Organizational Readiness



PRAB Future Board Items Agenda

	January	February	March
	Fully hybrid for members, staff, and community.	Fully hybrid for members, staff, and community.	Fully hybrid for members, staff, and community.
<u>Regular Mtg (c)</u>	<ul style="list-style-type: none"> • Bill Bower Park • Historic and Cultural Assets Program 	<ul style="list-style-type: none"> • Future of Rec Centers: Phase 1 update 	
<u>Regular Mtg (a)</u>			
<u>Regular Mtg (d/i)</u>			
<u>Regular Mtg (md)</u>	<ul style="list-style-type: none"> • 2025 Courts System Plan Implementation (30 mins) • Long-Term Financial Strategy (30 mins) 	<ul style="list-style-type: none"> • 2024 Year End Financial Review (15 mins) • 2024 Progress Report & State of the Urban Forest (15 mins) • Primos Park Plan: Schematic Design (30 mins) 	<ul style="list-style-type: none"> • Civic Area Plan: Preliminary Site Program (15 mins) • Future of Rec Centers: Preliminary Phase 1 recommendations (30 mins) • North Boulder Park Plan: Schematic Design (30 mins)
<u>Regular Mtg (mb)</u>	<ul style="list-style-type: none"> • Explore Liaison to Long-Term Financial Strategy and BPR Budget Development • PRAB Meeting Coordination 		<ul style="list-style-type: none"> • PRAB Recruitment, Orientation and Departing Board members (20 min) • Chair & Vice Chair selection process (5 min)
<u>Other Mtgs or Topics</u>			
<u>Dept Events & Items of Interest</u>	<ul style="list-style-type: none"> • Jan 15: Board Recruitment: Begin outreach for staff and Council Members on availability for virtual interviews (Feb. 17 – Feb. 28) • Jan 31: Board Recruitment: Application deadline, midnight 	<ul style="list-style-type: none"> • Feb 3 - Feb 7: Board Recruitment: Process qualified applications that have not already been processed and prepare application packet. Send applicants interview dates for signup. • Feb 7: Board Recruitment: Applications sent to council members. Application packet published to external website. Forwarded to board secretaries to distribute to board members and staff liaisons. • Feb 19: PRAB Virtual Interviews, 2-4pm • Feb 25: PRAB Virtual Interviews, 9-12pm 	<ul style="list-style-type: none"> • March 20: City Council makes B&C appointments

AGENDA SETTING

The PRAB Chair, PRAB Vice Chair and BPR staff set the agenda for the next month on Thursday directly following the regular PRAB meeting. PRAB members can submit agenda requests to the Chair and Vice Chair by Wednesday following the PRAB regular meeting for consideration. If time-sensitive matters arise, PRAB Chair and Vice Chair may amend the agenda as needed.

TO: Parks and Recreation Advisory Board

FROM: Alison Rhodes, Director of Parks and Recreation
Bryan Beary, Senior Manager, Community Building and Partnerships
Mark Davison, Senior Manager, Planning
Denise Dawson, Senior Manager, Urban Parks
Regina Elsner, Senior Manager, Natural Resources
Jackson Hite, Senior Manager, Business Services
Megann Lohman, Senior Manager, Recreation
Scott Schuttenberg, Deputy Director

SUBJECT: Consent Agenda

DATE: January 27, 2025

A. Approval of November 18, 2024, Minutes

CITY OF BOULDER
BOULDER, COLORADO
BOARDS AND COMMISSIONS MEETING MINUTES

To listen to the Parks and Recreation Advisory Board meetings in their entirety, please go to the following link: www.boulderparks-rec.org

Name of Board/Commission: Parks and Recreation Advisory Board
Date of Meeting: November 18, 2024
Contact Information Preparing Summary: Rosa Kougl; 303-413-7223
Board Members Present: Jennifer Robins, Sarah van der Star, Elliott Hood, Anna Segur, Jennifer Robins, Eric Raffini
Board Members Absent: Bernie Bernstein
Staff Present: Ali Rhodes, Rosa Kougl, Scott Schuttenberg, Jackson Hite, Stacie Hoffmann, Clarissa Collins, Tina Dalton, Mark Davison, Deryn Wagner, Megann Lohman, Regina Elsner, Jonathan Thornton, Charlotte O'Donnell, Bryan Beary
Guests Present: Kristin Sealey, Michael Flowers, Mira Theisen, Brandon Lucero, Cat Lepine
Type of Meeting: Regular
Agenda Item 1: Call to Order The meeting was called to order at 6 p.m. A quorum was present for the conduct of business. Motion to approve agenda. First motion by Robins, second by Raffini. The motion passed 5-0.
Agenda Item 2: Future Board Items: Rhodes, Director of Parks and Recreation, reviewed upcoming agenda items and events. No PRAB follow up questions or comments.
Agenda Item 3: Public participation: <ul style="list-style-type: none"> • Alex Veltman, John Boylan, Irene Lee, Yvonne Castillo, Finnigan Connolly, Jimmie Connolly, Weston Bennett, Chrissy Brescoll, and Alan Smith shared support for the Future of Recreation Centers project and specifically, the importance of the SBRC to their families/community. • Thomas Lindahl shared concerns on funding for an interpretive display at Bill Bower Park.
Agenda Item 4: Consent Agenda <p>A. Approval of Minutes from October 21, 2024, Study Session and October 28, 2024, Business Meeting</p> <p>Motion to approve the minutes from the October 21, 2024, Study Session and October 28, 2024, Regular PRAB meeting. First motion Robins, second by Segur. The motion passed 5-0.</p> <p>B, C, D. Updates from the Director, Project Updates, Operations & Development</p> <p>No PRAB follow up questions or comments.</p>
Agenda Item 5: Items for Action <p>I. None.</p>

Agenda Item 6: Matters Discussion/Information

A. Final Boulder Parks and Recreation 2025 Fee Adjustments

Hite and Hoffmann presented this item

Members of the board expressed concerns about the impacts of fee increases on access and amidst current condition of city facilities. Board members also encouraged that staff implement a solid communication plan to share new fees.

Agenda Item 7: Matters from the Department

A. Future of Recreation Centers: Planning Analysis and Engagement Window 2 Summary

Wagner and Theisen presented this item

Staff shared details on the deliverables of each stage of the project and the process for the Future of Recreation Centers project. The Board responded to staff's presentation and requested to be kept up to date on the project as it progresses including the role of the Boulder Valley School District (BVSD).

Agenda Item 8: Matters from the Board Members

A. PRAB Recruitment

Vacancies for recruitment include the seat formerly held by Lewis (resignation) as well as those currently held by Van der Star (term expiring), Raffini (term expiring) and Hood (resignation).

B. PRAB Matters

- Robins has been unofficially added to the Play Boulder Board.
- Thank you for the Pleasant View facility, it is a great facility
- Request for an onboarding retreat in the spring.

Agenda Item 9: Next Board Meeting

Next Board meeting:

- Monday, January 27, 2025, Hybrid

Agenda Item 10: Adjourn

The meeting was adjourned at 7:52p.m.

Approved by:

Attested:

 Elliott Hood
 Board Member
 Date: _____

 Rosa Kougl
 BPR Staff
 Date: _____

B. Updates from the Director of Parks and Recreation

2025 Fee Schedule Implementation

The 2025 Parks and Recreation Fee Schedule was implemented on January 1, 2025, following the City Manager's Rule 8-3-8. A (24). The Daily Camera published the fee updates in late November, with no public comments received during the 15-day comment period. Staff shared a survey to gather input on the draft fees in the Boulder Parks and Recreation (BPR) Eblast on December 19, 2024. The E-Blast is received by 45,824 community members. The survey closed on January 1, 2025, with no comments submitted.

BPR staff prioritized communication about the fee changes. BPR trained front desk staff with a new Fee Policy FAQ, preparing staff to answer questions about the 2025 fees. BPR also sent communications to customers on monthly billing plans and to boat owners regarding the fee changes. BPR revised the Digital Recreation Guide, web pages, signage and handbills to reflect the new fees. Staff also updated ActiveNet, BPR's current recreation management software, with the new fees.

C. Parks and Recreation Operations Updates

Community Hot Shot Competition

The Sports service area will host an inaugural 'Community Hot Shot Competition' on Saturday, January 25th at Boulder High School. This basketball-focused event is open to all age and skill levels and seeks to provide a fun and competitive environment for the community to engage with BPR. Teams of two will have two separate one-minute opportunities to score as many points as possible from various marked spots on the court.

In partnership with CU Athletics, the two duos with the highest scores will receive tickets and compete again at halftime during the CU vs Arizona State Men's Basketball game on Tuesday, January 28th in front of thousands of fans. Staff are hoping to engage with several key demographics in the community through this effort, which will include marketing/promotion of sports programs, and make this a successful event for years to come.

D. Parks and Recreation Planning, Design and Construction Updates

The following information is intended to provide the PRAB with relevant updates on specific projects as they reach major milestones. This section is not all inclusive of all current projects and only illustrates major project updates. For a complete list of all current projects and details, please visit www.BoulderParkNews.org.

Overview of Major Projects

Staff continue to work on the following projects and will update the PRAB as major milestones are achieved:

Projects	Status
System Planning	
Future of Recreation Centers System Plan	Planning
Future of Parks System Plan	Start 2026
Universal Design Accessibly Plan	Start 2026
Park & Facility Renovation Plans	
Boulder Junction Park: Opening a New Park	Design
Civic Area Renovation	Design
East Boulder Community Center Renovation	Design
North Boulder Park Renovation	Design
Pearl Street Renovation	Start 2026
Primos Park: Opening a New Park	Design
Park Refresh Plans	
Barker Park Refresh	Start 2025
Ebin G Fine Park Refresh	Start 2026
Park Asset Management	
Bill Bower Park: New Interpretive Display Garden	Design
Burke Park: Picnic Shelter Replacement	
Boulder Reservoir: ADA Dock Replacement	Design
Boulder Reservoir: Road and Parking Lot Repaving	Start 2025
Chautauqua: Courts Replacement	Planning
East Boulder Community Park: Courts Enhancement	Planning
Pleasantview: Parking Area & Multi-Modal transport	Start 2026

- **Bill Bower Park:** The community named the park, established in 2014, for Bill Bower. They wanted to honor him as a WWII military veteran and an active community leader who lived in the upper Table Mesa neighborhood for many years. The plan for the park included a location for an interpretive display garden to explain Mr. Bower’s accomplishments that was not funded in the initial park development (see Figure 1 for rendering of the garden).

A local group has come forward, the Admiral Arleigh Burke Chapter (AABC) of the Military Officers Association of America (MOAA), who are able to be the donors to fund the project as noted in a previous presentation to PRAB.

The final stages in the funding campaign with commitments from the donor are due to the PLAY Foundation on January 31. With this funding in place, the project is planned to move forward to construction in the Spring of 2025.



Figure 1: Artistic rendering of Bill Bower interpretive area.

- **Historic and Cultural Assets Program:** The department manages 12 properties that are listed as local, state, or federal landmarks. This summary below provides a brief description of the main 2024 CIP projects completed as an outcome of the 2023 Historic Places Plan.
- **Harbeck-Bergheim House:** window frames and sills were repaired to improve operability, energy efficiency, and maintain the historic exterior. In addition, window blinds were installed on 34 windows to increase energy efficiency, aid the preservation of the interior, and provide security for the non-profit lessee, Women's Wilderness.



Window Sill Repair – Before and After

- **Columbia Cemetery:** The perimeter fence and gates were repaired and repainted. One section required tree removal and stone wall repair due to tree root damage.



Fence and Gate Repairs: Before and After



Repaint Fence: Before and After

TO: Parks and Recreation Advisory Board

FROM: Alison Rhodes, Director of Parks and Recreation
Bryan Beary, Senior Manager, Community Building and Partnerships
Mark Davison, Senior Manager, Planning
Denise Dawson, Senior Manager, Urban Parks
Regina Elsner, Senior Manager, Natural Resources
Jackson Hite, Senior Manager, Business Services
Megann Lohman, Senior Manager, Recreation
Scott Schuttenberg, Deputy Director

SUBJECT: Matters from the Department

DATE: January 27, 2025

A. 2025 Court System Plan Implementation

Summary

The intent of this item is to provide PRAB with an update on implementation of the [Courts System Plan](#) for tennis and pickleball. PRAB last discussed the Court System Plan in the spring of 2024. The board's input informed the final plan.

This item provides updates on:

- The city's annexation application to add city-owned property near **East Boulder Community Park** to the park. This increase in parkland captures a special opportunity to add community benefit at this site, including an opportunity to increase the quantity of courts dedicated to tennis and pickleball through an exciting partnership with the University of Colorado Athletics Department. The property, formerly known as Hogan Pancost, was purchased by the city in 2019 for the purposes of flood mitigation and parkland.
- 2025 construction of the city's **first dedicated pickleball courts at Tom Watson Park**.
- 2025 **total refurbishment of the multi-use court at Chautauqua Park**, nearly entirely funded by a donor. This will be the city's first implementation of the city's 2010 Sponsorship Naming of City Facilities Policy.
- **Partnerships and philanthropic efforts** to leverage the city's investments and improve the above projects
- 2025 work to evaluate operational elements of the CSP.

Background

The 2022 BPR Plan, unanimously supported by the PRAB, Planning Board and City Council, directed staff to complete a Court System Plan (CSP) to develop Levels of Service for tennis and pickleball and to seek opportunities to maximize community benefit through Joint Use Agreements and partnerships. With the CSP completed in summer of 2024, it is now another input that guides capital and operating decisions. Staff reprioritized work to develop the plan in the 2023 and 2024 workplans. The 2025 workplan now includes implementing that plan.

Court System Plan Key Recommendations

The Court System Plan provides recommendations developed by considering input from the community, analysis of data (such as benchmarking, supply and demand), and policy.

The key recommendations of the plan are:

- All plans for courts should follow City of Boulder's Community Sustainability, Equity and Resilience Framework and the 2022 BPR Department Plan to best serve the community.
- BPR should continue the asset management approach by investing \$400K per year over the next six years to improve playability of existing courts and reduce long-term maintenance costs.
- BPR should develop additional outdoor courts as funding and capacity allow. The recommended additions are: 22 dedicated tennis courts and 22 dedicated pickleball courts.
- BPR should further evaluate potential partnerships to better understand indoor facility opportunities.
- BPR should pursue programming, reservation, and maintenance improvements.

2025 Project Updates

East Boulder Community Park Courts

Project Description: This project will result in dedicated tennis and pickleball courts as directed by the [Court System Plan](#). East Boulder Community Park (EBCP) was identified in the Court System Plan as 1 of 6 existing park locations feasible for tennis and pickleball courts. The potential use of the city-owned property to the south of EBCP provides an opportunity to expand recreation services at this site beyond what is possible with the current uses and land constraints.

Property Background: The City of Boulder purchased the parcel south of East Boulder Community Park in 2019 for the purposes of stormwater detention, flood management and parkland. The entire parcel is depicted in Figure 1 below (an image of the parcel developed to support City Council's consideration and approval of the property purchase in 2019). Three acres east of 55th St. are managed by the city's Open Space and Mountain Parks Department; they are not being considered for park development. The 19 acres west of 55th St. are intended to have a shared use for utilities and parkland as noted in the [September 3 2019 City Council memo](#); Item E: *'The three acres of land that is east of 55th Street will be used for open space purposes. The 19 acres of land west of 55th Street will be used for Stormwater Management and Flood Control purposes. It will also be available for parks and recreation uses that will not conflict with the utility purpose.'*



Figure 1: East Boulder Community Park and Hogan Pancost

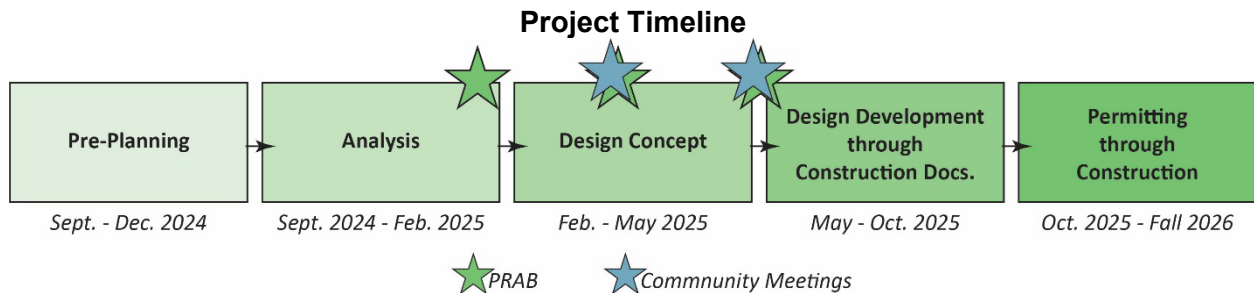
The potential use of the parcel provides an opportunity to build outdoor and year-round indoor tennis courts to support the level of service goals for public courts. The new tennis courts will allow the conversion of the existing courts into dedicated pickleball courts. While the annexation process is underway, BPR has contracted a consultant to develop a concept plan for the new and converted courts with related amenities.

Process: The parcel is not currently included in the city limits. Before the property can be developed, several steps need to be completed:

1. The property must be annexed into the city’s service area. BPR has submitted an Annexation/Initial Zoning Application to the City of Boulder’s Planning and Development Services Department.
2. Upon annexation, any proposed development on the parcel will require land use review. Some processes require Planning Board and City Council approval.

Site Program: The site program will be confirmed based on site conditions, funding, and community engagement. BPR has allocated \$2,000,000 of funding for this project through the Capital Improvement Program for parks covering for asset management and park renovation categories and intends to seek additional funding through grants, partnerships and donations. Dependent upon funding, the intent is to include designated pickleball courts, designated tennis courts, supporting amenities such as shade shelters, lighting, shaded gathering spaces, and walkways to support access.

The expansion of the park provides the opportunity for future phases to advance health and well-being and the 2022 BPR Plan including but not limited to soft surface trails and interpretive education, nature play, and a cross-country trail.



Five Month Outlook

- **Design Concept and Preliminary Cost (Feb. – May 2025)**
 - Existing Conditions Study, Opportunities and Constraints, Design Concept Plan (with illustrative rendering and preliminary costs)
- **Community Engagement (March-May 2025)**
 - Community Meeting #1 – Mar.
 - Process, Existing Conditions, Opportunities and Constraints, Site Program
 - Community Meeting #2: - May
 - Concept Plan Presentation
 - 3 Parks and Recreation Advisory Board (PRAB) Meetings
 - PRAB Meeting #1 – Jan. 2025: Process and Timeline
 - PRAB Meeting #2 - Mar. 2025: Community Input
 - PRAB Meeting #3 – May: Concept Plan

Tom Watson Pickleball Courts

Project Description: This project will result in the city's first dedicated pickleball courts as directed by the [Court System Plan](#). Tom Watson Park was identified in the Court System Plan as 1 of 6 existing park locations feasible for tennis and pickleball courts. This underutilized site with no nearby neighbors provides the city's fastest opportunity to build dedicated pickleball courts, addressing the need for pickleball and relieving pressure on courts currently being used at multi-sport to serve both tennis and pickleball.

Tom Watson Park sits on land owned by the IBM Corporation, with a long-term easement to the City of Boulder for parks and recreation purposes. Improvements for recreation purposes are allowed in the agreement. BPR has allocated approximately \$2,000,000 of funding for this project through the Capital Improvement Program covering asset management and park renovation needs, and intends to seek additional funding through grants, partnerships and donations.

Process: Site analysis is underway with a geotechnical engineer, surveyor and the design team. With site analysis complete, the project team will begin design and simultaneously launch a fundraising campaign in partnership with PLAY Boulder. With a final design, construction documents and permitting will begin in the summer. A soft opening of the new courts is planned for November 2025.

Site program: At the core of this redevelopment of a portion of Tom Watson Park is a dedicated pickleball facility with 12 courts. Other planned improvements, to be finalized as funding is confirmed include new restrooms, shade shelter, food court and play area, updated walkways for improved circulation and accessibility, and a resurfacing of the parking lot.

Project Timeline



Court Condition and Chautauqua Court Replacement

Since 2022, BPR has increased funding for court maintenance to address poor condition and to rebuild courts on a post tension concrete (PTC) foundation. This method increases life-cycles, reduces maintenance costs and increases playing quality. Staff project that through this approach, the city will save approximately \$7 million dollars in long-term maintenance costs over 20 years. Over the last two years we've improved the condition of 10 tennis courts. In 2023 we resurfaced 4 courts at Tom Watson and 2 courts at North Palo Park, additionally 4 courts were converted to PTC: 2 at Columbine Park (2024) and 2 at Arapahoe Ridge Park (2024).

The CSP included a condition assessment for the city's existing courts. After 2023-2024 improvements noted above, the court at Chautauqua Park is now in the worst condition. This is largely due to the original construction method and expansive soils at the site. Mo and Jennifer Segel have funded the court's renovation. This significant donation enables the city's first implementation of the city's 2010 Sponsorship Naming of City Facilities Policy. Contracting is complete for this project and construction is anticipated to be complete by June.

Partnerships and Philanthropy

The 2022 BPR Plan recognized that revenues are not keeping up with expenses and BPR must explore alternate funding mechanisms and partnerships to meet community needs for parks and recreation. Staff have been hard at work developing the capacity, process and partners necessary for successful community building. Here are some updates of work underway:

- **University of Colorado Partnership:** The University of Colorado Athletic Department and the City of Boulder are partnering to provide a new indoor facility for tennis players throughout the community, including members of the CU Women's Tennis team. The facility, sited at East Boulder Community Park, may feature four to six courts, and will be available to the community year-round. (see joint press release: [Partnership to Build Indoor Tennis Facility](#))

Starting in January, the CU Tennis team began using CU's historic Balch Fieldhouse for individual coach/player practices. Three temporary courts were created inside the iconic fieldhouse and are open to the community through an online reservation system, from January through April. [Press Release](#)

- **Capital Placemaking Campaign for Courts launching with PLAY Boulder Foundation:** In partnership with PLAY Boulder, BPR's philanthropic non-profit partner, staff are developing a capital campaign providing community members and other interested donors the opportunity to make projects underway better by funding amenities not possible within project budgets. The campaign has two areas of focus:
 - Tom Watson – pickleball specific: opportunity to support court and shelter construction, with naming/recognition for major gifts; potential partnership for food/concession area.
 - EBCP Outdoor Courts – opportunity to support tennis and pickleball courts and shelter construction, site lighting and amenities, with naming/recognition for major gifts.

Grants

Staff are exploring opportunities for grant funding with organizations like the United States Tennis Association (USTA) and the AARP that are focused on the construction of tennis and pickleball facilities.

Court Programming

The CSP provided recommendations for the infrastructure and operations of public courts. Evaluating the operational recommendations of the Court System Plan is on the 2025 workplan. These include, but are not limited to, evaluating fees for court reservations to promote access and equity, evaluating administration of court rentals (e.g. cancellation fees and reservation timing), and considering alignment with BPR's Fee Policy and other amenity reservation practices.

Staff are analyzing all Court System Plan recommendations and will be implementing changes as the new Recreation Management Software (RMS) is implemented in the 4th quarter of 2025. A communication plan will be developed in conjunction with any changes that may occur.

To minimize impacts to participants, fee increases may be limited to 10% in a year for any community or recreation level programs. Fee increases may be phased in over a 2-to-3-year period to minimize impacts to participants.

Next Steps

Staff will consult with the board as appropriate and provide regular updates to PRAB over the next two years as projects come online and programming is updated.

B. Long-Term Financial Strategy

The city's Budget Officer, Charlotte Huskey, will join the board meeting to provide the board with an overview of the city's Long-Term Financial Strategy (LTFS) project. City Council elevated this project as a priority at their April 2024 retreat. The intent of this item is to provide members of the Parks and Recreation Advisory Board (PRAB) an update on the project's scope and timeline as outlined in Attachment A, Long-Term Financial Strategy Overview.

Long-Term Financial Strategy Overview for PRAB

January 27, 2025



Long-Term Financial Strategy

Current and Future State

Current State

- 68% of revenues dedicated, **reducing flexibility to address needs** of the moment
- Major revenue source, sales & use tax, **reduces stability and predictability** of funding levels
- Underfunded core city services, expiring funding sources – **difficult to ensure reliability**
- Recent practice focused on **short-term decisions without a strategy** for revenue approaches and tax renewals

Future State

- **Increased flexibility of funding** to meet emerging and changing needs
- **Increased stability and diversity** of revenues, **less reliance** on sales & use taxes
- **Increased reliability** through establishing guiding principles, revenue identification, and community prioritization to meet service level demands
- A **long-term strategy** will help us focus more **holistically and comprehensively** to support core service levels and community needs

Long-Term Financial Strategy

Guiding Principles



Fiscal Sustainability and Sufficiency

- Core service levels are stable and predictable.
- Revenue is diverse, flexible and stable enough to provide city services and service levels that support community needs.
- Revenues are at a sufficient level to provide city services and service levels aligned to community needs.



Equity

- Financial policies and implementation advance racial equity and reduce burdens on historically disadvantaged groups.



Resiliency

- Ability to anticipate, adapt and recover quickly to adversity and change, supported by a diversification of revenues and sufficient reserve levels to meet emerging community needs, emergencies, and changing economic conditions.

Financial Strategy Committee

Policy Guidance

- Focused on prioritizing general funding and flexibility to meet community needs, recognizing the challenges of restricted funding
- Ensure strong reserves can support potential risks
- Understand interaction of ballot measures with wider organizational finances, continue to prioritize investments toward intended outcomes and community needs
- Evaluate the timing urgency for the ballot measures
- Understand coordination and implications of other state and county measures
- Focus on reducing tax and other revenue burdens for historically disadvantaged groups
- Distribute tax burden more equitably



Long-Term Financial Strategy Workstreams

1. Long-Term Financial Plan

- Establish guiding financial principles, perform current state assessment, inventory and update financial policies, and identify future action steps (workstreams)

2. Alternative Funding Mechanisms and Revenue Opportunities

- Inventory existing fees, cost of service recovery, and fee policies
- Inventory existing taxes
- Identify recommendations for existing revenue updates, fee development, and potential alternative revenue sources

3. Core Service Level Identification & Refinement

- Inventory Current Service Levels, Define Core Service Level
- Determine funding amounts required for core service level increments

4. Ballot Measures Strategy

- Identify potential tax ballot items, develop ballot measure strategy for 2025 and 2026

Ballot Measure Strategy

2025 Tax Ballot Measures

More focused, incremental approach to tax changes

Key Focus Areas:

- Unmet needs, taking care of what we have
- Funding opportunities for core services

2026 Tax Ballot Measures

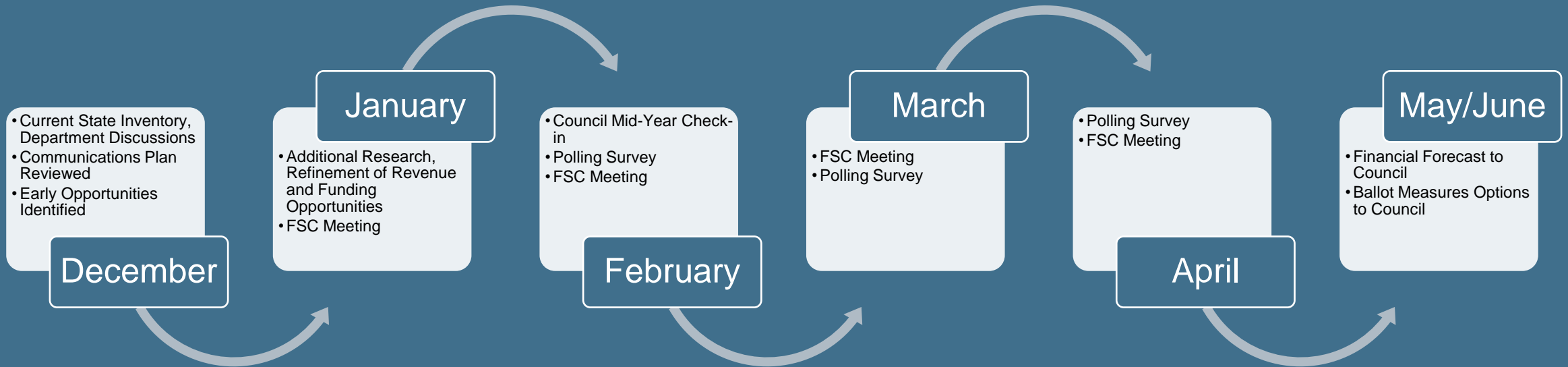
Expanded, more comprehensive approach to tax changes

Key Focus Areas:

- Unmet needs, taking care of what we have
- Additional investments in services, programs

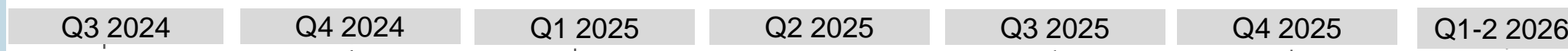
LTFS Timeline (Q4 2024-Q3 2025)

Phase 1



Attachment A
Q3 2024 – Q2 2026
Long-Term Financial Plan
 LTFS Plan Developed
 Financial Policies Inventoried
 Current State Inventory Performed
 Future Action Steps Identified

Long-Term Financial Strategy Project Timeline DRAFT



Long-Term Financial Plan Workstream

RFQ/RFP Identified: Project Plan, Polling Survey, Financial Analyses

Alternative Funding Mechanisms and Revenue Opportunities Workstream

Phase 1: Inventory and Early Revenue Opportunities

Phase 2: Financial Analyses & Revenue Strategy & Toolbox Identified

Core Service Levels Workstream

Phase 1: Core Service Defined and Program Alignment

Phase 2: Benchmarking Analyses and Core Service Level Refinement

Multi-Year Ballot Measure Strategy – 2025 and 2026

Phase 1: 2025 Ballot Measures Planning, Polling Survey

Phase 2: 2026 Ballot Measures Planning, Engagement



Alternative Funding Mechanisms
Phase 1 (through February):
 • Comprehensive Revenue Manual & Fee Inventory
 • Early Revenue Opportunities Identified
 • Additional Research Outlined
Phase 2 (through July):
 • Refined Revenue Research
 • Financial Analyses

Core Service Levels
Phase 1 (through February):
 • Core service defined
 • Alignment of programs, subprograms to hierarchy of core services, master plans, CSP
Phase 2 (through July):
 • Benchmarking Analyses
 • Refinement of core service levels

Ballot Measure Strategy
Phase 1: 2025 Ballot Measures Planning – Focused Approach
Phase 2: 2026 Ballot Measure Planning – Expanded Approach

Engagement & Communications
Phase 1: 2025 Polling Survey
Phase 2: 2026 Polling Survey, Broad Community Engagement

2025 Budget Council Sessions City Council Mid-Year Check-in (Feb. 27th) Financial Forecast, LTFS Update, Ballot Measures to Council (May 8th) EBT Discussions 2026 Budget Council Sessions



Boulder Parks & Recreation Advisory Board

TO: Parks and Recreation Advisory Board

SUBJECT: Matters from the Board

DATE: January 27, 2025

A. Explore a Liaison to Long-Term Financial Strategy and BPR Budget Development

B. PRAB Meeting Coordination

a. March Regular Meeting Date. The regularly scheduled March meeting falls on Monday, the 24th, the beginning of BVSD's Spring Break.

i. Discussion Needed:

- Consider rescheduling to avoid conflicts.

b. May Regular Meeting Date. Reschedule to avoid Memorial Day holiday.

i. Discussion Needed:

- Reschedule to avoid holiday.

c. Next study session

i. Discussion Needed:

- PRAB's input on scheduling next study session to support onboarding

C. PRAB Matters (Verbal)