

City of Longmont Recreation Master Plan





www.migcom.com

ACKNOWLEDGEMENTS

City Council 2015

Dennis Coombs, Mayor
Brian Bagley, Ward I, Mayor Pro Tem
Jeff Moore, Ward II
Bonnie Finley, Ward III
Polly Christensen, Council Member At Large
Sarah Levison, Council Member At Large
Gabe Santos, Council Member At Large

Park and Recreation Advisory Board (PRAB) 2015

Rick Accountius
J.D. Birchmeier
Doug Gollhofer
Karen Kochanski
Cherese Montgomery
Robert Pudim
Amy Saunders
Brian Bagley, City Council Liaison

Park and Recreation Advisory Board (PRAB) 2014

Rick Accountius
J.D. Birchmeier
Doug Gollhofer
Alicia Howell
Cherese Montgomery
Sharon O'Leary
Amy Saunders
James Wardell
Brian Bagley, City Council Liaison

City Manager

Harold Dominguez

Staff Team

Karen Roney, Community Services Director

Jeff Friesner, Recreation and Golf Manager

Ben Wagner, Recreation Center Supervisor

Karen Charles, Aquatics Supervisor

Sue Jacobson, Recreation Center Supervisor

Michele Waite, Senior Services Manager

Judith Anderson, Library Director

Wesley Jessup, Museum Manager

Christina Pacheco, Children, Youth and Families Manager

Consulting Team

MIG, Inc.

Ballard*King



Art Class at the St. Vrain Memorial Building

EXECUTIVE SUMMARY

The City of Longmont Recreation Services Division (Recreation Services) serves a unique community by offering a wide range of recreational opportunities to all ages, including indoor recreation programs, outdoor aquatic activities, athletics and special events. Recreation Services programming is a key to the City's investment in quality of life and the health of the Longmont community. This Plan is Recreation Services' guide to remain both forward-thinking and adaptable as it fulfills its mission to build community through life-long recreation, leisure and learning.

Developing the Plan

The City of Longmont engaged in an integrated, three-part planning process to address the topics of park land protection, park access and connectivity, and investment in recreation assets and programs. The Recreation Master Plan focuses primarily on recreation programs, events and services. Plan documents representing the other two parts of the process include the Longmont Parks, Recreation and Trails Master Plan (PRT) and the ADA Self Assessment and Transition Plan (ADA Plan).

Recreation Master Plan goals and objectives reflect the results of a comprehensive community engagement process. Engagement strategies included an online recreation questionnaire and a series of community interviews, or “intercepts,” conducted at the Recreation Center and several local community events, culminating in contact with over 1,000 community members. This recreation-specific input built on the over 1,300 points of contact established during development of the Parks, Recreation and Trails Master Plan. The combined effort provides a strong basis for Recreation Services to set a path forward.

The planning process included intensive work sessions with City staff, in Recreation Services as well as internal partner divisions, and community partners including the St. Vrain Valley School District and other community service providers. This work refined goals of the Recreation Master Plan and helped identify the most useful tools to assist in implementation.



Silver Sneakers at the Longmont Recreation Center

Strategic Framework

The Recreation Master plan is built on a strategic framework developed to guide City staff and Recreation Services activities and investments over the next three years. The strategic framework is comprised of Recreation Services' vision and mission, its principles as an organization, and four core goal areas. Together these elements will guide action over the next three years and beyond.

Vision

Longmont Recreation Services leads the way in creating a unique community by providing memorable recreational experiences for all in a fun, innovative and safe learning environment.

Mission

Longmont Recreation Services builds community through evolving life-long recreation, leisure and learning opportunities for the health and well-being of our community.

Organizational Principles

1. Create **memorable and fun** experiences.
2. Provide **diversity in programs, events and services** to meet the changing needs and interests of our community.
3. Maintain **safe, well managed facilities** to ensure participation opportunities for all.
4. Promote and encourage behaviors that support a **healthy lifestyle**.
5. Offer programs and services that are **accessible** to all residents.
6. Work **collaboratively** with our colleagues and our community.

Goals

Goal 1: Bring new participants to recreation services and expand the user base.

Goal 2: Build upon current strengths.

Goal 3: Explore and expand partnerships.

Goal 4: Promote the community and economic value of the City's investment in recreation.

From Plan to Action

This Recreation Master Plan provides a three year plan of action drawing on the details provided under the goals. Some exciting areas of innovative change outlined in the plan include:

- Improving understanding how the City invests in the quality recreation experiences Longmont deserves;
- Evaluating existing offerings to improve what is working and change or eliminate what is not;
- Exploring new recreation activities and emerging trends through experimental pilot programs and events, with room to learn from successes and failures;
- New strategies for streamlining processes and working more effectively with internal and external partners; and
- Ways to best use existing recreation facilities to serve current and new customers.

This plan also includes practical tools to help evaluate and improve recreation offerings in Longmont. These tools address the following topic areas:

- Program Innovation
- Recreation Program Evaluation
- Facility Use Prioritization
- Performance Measurement
- Programming Coordination Within Community Services
- Streamlining Special Event Permitting



Flag Football at Sandstone Ranch

Plan Stewardship

Good stewardship is needed to activate the Recreation Master Plan and make it work for Longmont’s community. This plan is designed to work in conjunction with the Parks, Recreation and Trails Master Plan (PRT), the ADA Self Assessment and Transition Plan (ADA Plan) and other existing plans and policies to be most effective. The Recreation Master Plan should guide the overall direction of Recreation Services activities over the next three years. Several action areas have already been initiated by Recreation Services during this planning process. Ongoing and coordinated implementation will be shepherded by City staff, the Parks and Recreation Advisory Board, and City Council, with input from the community in both implementation and evaluation of specific projects and programs. The community’s ideas are always welcome. The Park and Recreation Advisory Board is the ongoing public forum for the discussion of ideas. This advisory board meets on the second Monday of each month and reserves time in each meeting for public comments. For more information visit <http://longmontcolorado.gov> or contact Recreation Services at (303) 651-8393.



*Itty Bitty City at the St. Vrain Memorial Building
Climbing Wall at Longmont Recreation Center*

TABLE OF CONTENTS

Acknowledgements

Executive Summary

I. Introduction

Planning Context.....	2
Longmont’s Population Today.....	3
Purpose of the Master Plan.....	4

II. Recreation in Longmont

Organizational Overview.....	5
Recreation Facilities.....	9
Recreation Programs.....	15
Strengths of Recreation Services.....	17
Key Issues.....	17

III. Strategic Framework

Vision.....	21
Mission and Organizational Principles.....	22
Goals.....	23

IV. Strategic Objectives

Goal 1: Bring new participants to recreation services and expand the user base.....	25
Goal 2: Build upon current strengths.....	28
Goal 3: Explore and expand partnerships.....	32
Goal 4: Promote the community and economic value of the City’s investment in recreation.....	35

V. Implementation

Implementation Tools.....	39
Areas of Action.....	47

Appendices

Appendix A: Facility Prioritization Guidelines

Appendix B: Recreation Program Evaluation Tool

Appendix C: Proposed Performance Measures

Appendix D: Community Services Program Coordination Model

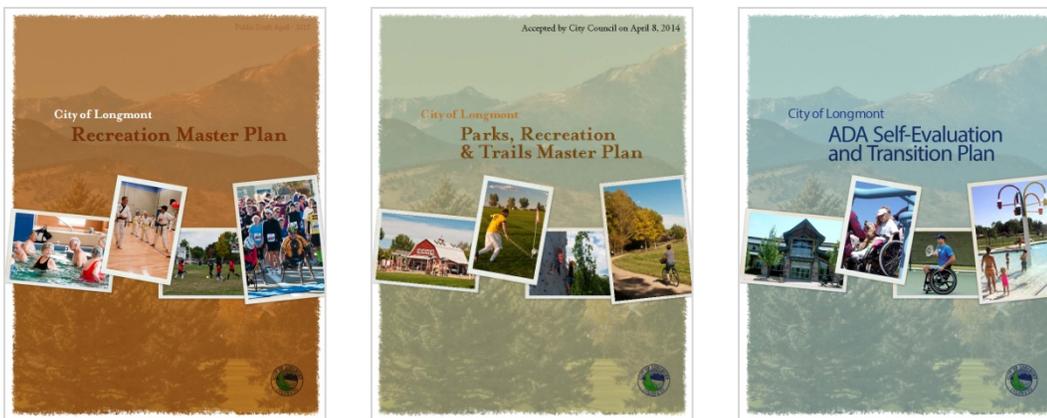
Appendix E: Special Events Streamlining

Appendix F: Public Outreach Summary

I. INTRODUCTION

The City of Longmont Recreation Services Division (Recreation Services) serves a unique community, offering a wide range of recreational opportunities, including indoor recreation programs, outdoor aquatic activities, athletics, and special events. Recreation Services programming is a key to the City's investment in quality of life and the health of the Longmont community. This Plan is Recreation Services' guide to remain both forward-thinking and adaptable as it fulfills its mission to build community through life-long recreation, leisure and learning.

The Recreation Master Plan (The Plan) is one component of an integrated planning effort addressing the rich and varied topics of park land protection, park access and connectivity, and investment in recreation assets and programs. Adopted in April 2014, the Longmont Parks, Recreation and Trails Master Plan (PRT) outlines a strategy and direction to complete the City's park and trail system, and identifies future recreation facility needs. The ADA Self Assessment and Transition Plan (ADA Plan) identifies physical barriers and recommends policy actions to improve City parks and recreation facilities for people of all levels of ability. This Plan focuses primarily on recreation programs, events and services.



Recreation Master Plan goals and objectives reflect the results of a comprehensive community engagement process. An online questionnaire and a series of community interviews, or “intercepts”, conducted for this Plan reached nearly 1,000 people. The online recreation questionnaire (March 2014) was offered in both English and Spanish. Community intercept input was collected at the Recreation Center in March 2014, and at the following events the prior summer:

- Rhythm on the River

The City's extensive parks and trails network is a source of community pride. The 100-year old park system contains 42 parks and 2,350 acres of park land, including 192 acres of neighborhood parks, 253 acres of community parks, 1654 acres of district parks, and over 93 miles of greenway trails.

Longmont parks and facilities create the setting for high-quality recreation programs rivaling those of other front-range communities. Longmont Recreation Services offers a wide variety of recreation activities and programs for all ages and skill levels, as well as events for the entire community. As the focus of this Plan, the specific programs of Recreation Services and the facilities that support them are described in Chapter II.

Longmont's Population Today

Longmont is growing and changing as a community. In a recent study³, Longmont is described as a community of families with children. At the same time, the community is aging, reflective of a national trend that has garnered the close attention of community service providers and others. Individuals aged 25 – 44 comprise 27.6% of the population, and over one-quarter (28.6%) of Longmont's population is younger than 18 years of age. As of 2011, nearly 23 percent of Longmont's population is aged 55 or older.⁴

As is the case across communities throughout the western United States and elsewhere in the county, Longmont's Latino community is growing in both size and importance with respect to community planning, service provision and local decision-making. According to Census data, Longmont's Latino population accounts for nearly one-quarter (25.6%) of all City residents.

Median household income is slightly higher in Longmont than the Colorado as a whole (\$58,698, compared with \$58,433 looking across the state) and neighboring Boulder (\$56,312)

³ The demographic discussion presented in this section is based on the findings of the 2013 Demographic Analysis conducted by Ballard*King and Associates in support of the City's Parks, Recreation and Trails Master Plan (PRT) process.

⁴ US Census Bureau American Community Survey 2009-2013; 2010 Census. <http://quickfacts.census.gov/qfd/states/08/0845970.html>. Accessed March 20, 2015.

Purpose of the Master Plan

This Plan presents a series of goals, objectives and specific actions to guide Recreation Services' activities in fulfillment of its mission. The Plan also provides a set of tools that can be adapted and applied in the ongoing and strategic evaluation of City recreation services and programs. This Plan has a three-year horizon. In addition to updating the Plan every three years, Recreation Services will report on Plan implementation progress on an annual basis.

The Recreation Master Plan outlines the strategic priorities of Recreation Services, and how to continue to provide relevant and high quality programming to meet community demand. The Longmont community is constantly growing and changing, and trends in recreation are ever-evolving. Therefore, it is – and will remain – the business of Recreation Services to trade in the old in exchange for new and exciting programs in order to remain responsive to evolving community needs. In light of this role, the following chapters of the Recreation Master Plan reflect direction, yet provide appropriate flexibility for the Division.

In January of 2014, Recreation Services and Golf Services were combined into one Division. At that point, the development of the Plan was advanced to the point in which Golf could not be included. Future updates of the Plan will include golf services and programs.



Centennial Pool

II. RECREATION IN LONGMONT

Recreation Services is invested in inspiring healthy, active living for Longmont residents. Health impacts of chronic issues such as obesity and heart disease, and disparities in health across geographic, socio-demographic and racial lines, are the focus of policy and grant makers across the country. Recreation Services plays an essential role in opening doors to fun and unique recreation experiences that enrich people’s lives but also make them stronger, healthier and better equipped to prevent and combat illness and disease.

This Chapter presents a summary of the Recreation Services Division, key facilities programmed by Recreation Services, and other City divisions whose activities contribute to recreation program access and quality. Recreation Services Division strengths, which establish the foundation for its success, are highlighted. Finally, this chapter explores a series of strategic issues related to design and management of recreation programs and effective operations.

Longmont residents often recreate with their families. Popular activities offered by the City include aquatics and swimming, events and concerts, and arts and cultural activities.

Organizational Overview

Recreation Services Division

Recreation Services Division is part of the City’s Community Services Department. Recreation Services seeks to provide affordable and accessible recreation programs and activities for all residents by offering a wide range of opportunities, such as sports and aquatics, fitness and wellness, special events, and education and enrichment programs including the city’s Small Wonder Preschool. Specific offerings include programs, classes and activities as varied as drumming, oil painting, strength training, adult kickball, paddleboard yoga, babysitters’ boot camp, and a kids-only triathlon. Recreation Services is also responsible for facility, park shelter, and athletic rentals and reservations, and supports planning for parks and recreation facilities.

Community Services Overview

The Longmont Community Services Department provides a range of services and programs for residents beyond Recreation Services. Community Services believes that “the people are the city” and is committed to “providing dynamic, innovative and fully accessible services for our residents so they can live, work and play to their fullest.” The following is an overview of the divisions and major facilities within Community Services, followed by a summary of Recreation Services’ facilities and programs.

Figure 2-1 provides an overview of the divisions and major facilities within Community Services and Public Works, focused primarily on groups with a notable role in parks and recreation.

Children, Youth and Families

The mission of Children, Youth and Families is to "inspire and empower children, youth and families to be active responsible members of society while strengthening the connection with the community." Services include short-term counseling; family assistance (teen moms, homeless youth, legal advice); youth development and after school programs; community problem solving sessions; and early education for young children. The Longmont Youth Center facility hosts counseling services and includes a recording studio and spaces for clubs and councils to meet.



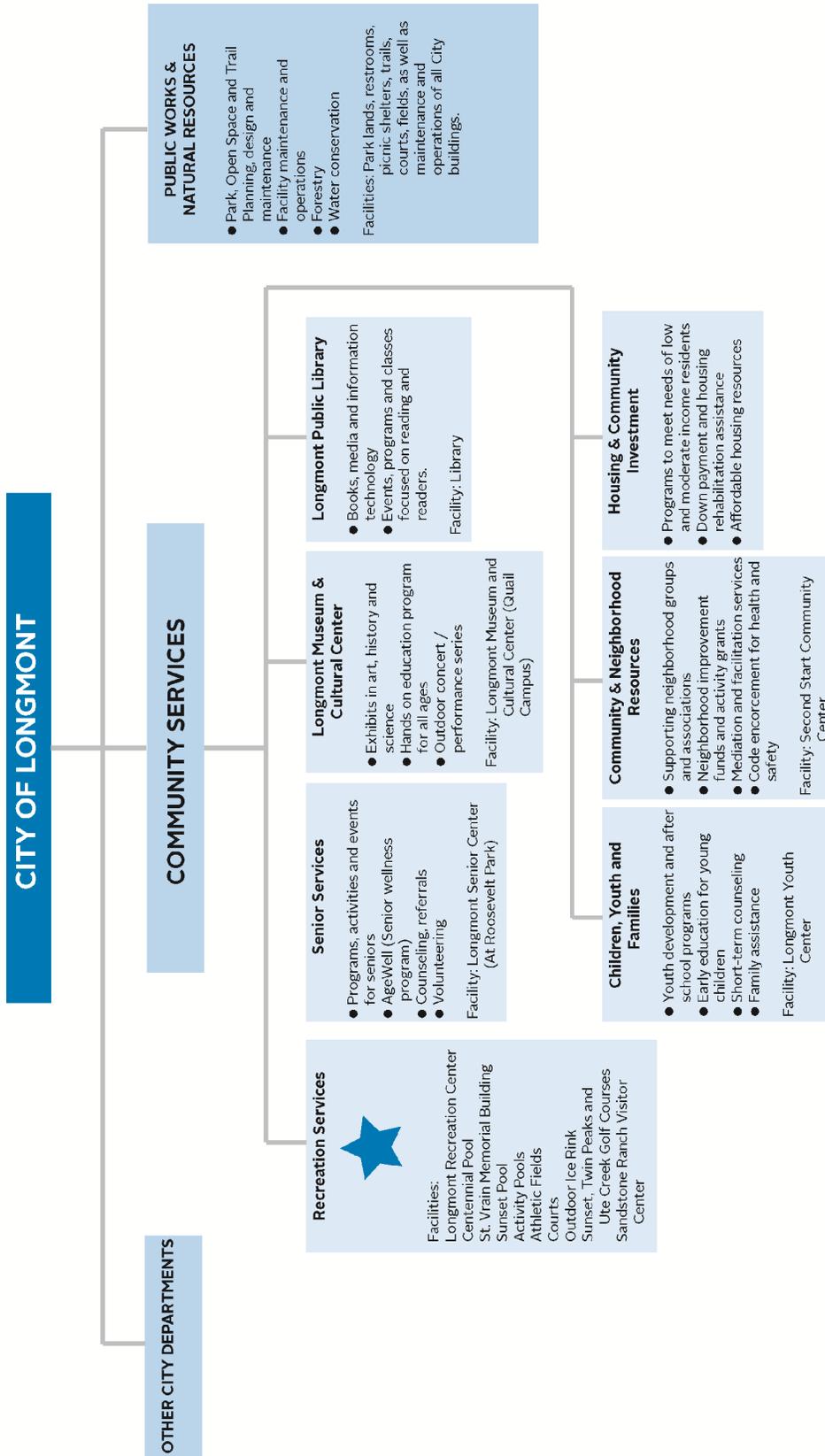
Martial Arts at the St Vrain Memorial Building

Longmont Museum and Cultural Center

The Longmont Museum and Cultural Center features changing exhibits in history, art and science, as well as the award-winning Front Range Rising, a long-term exhibit on the history and culture of this region. An expansion project currently underway will add the 250-seat Stewart Auditorium and Cone-Shortall stage, the Swan Atrium, and the Kaiser Permanente Education Center to the Museum.

The Museum also has hands-on education programs for all ages, an outdoor concert/performance series each summer and a gift shop featuring local history books, souvenirs and exhibit-related materials.

Figure 2-1: Recreation Services within the City Organization



Longmont Public Library

The Longmont Library is located near the Civic Center and offers opportunities for learning and enrichment. The Library offers traditional library services: books, magazines, audiobooks, newspapers, CDs, public computers and storytimes and 21st-century library services: eBooks, eMagazines, online research databases, DVDs, streaming video and high-speed WiFi.

The library has public-use computer stations, a children's area and provides meeting rooms for groups. The library hosts events, programs and classes throughout the day and evenings. The library was built in 1993, and the institution celebrated its centennial on March 16, 2007.



Longmont Library

Senior Services

This Division promotes dignity, independence and a sense of community and purpose for older adults in Longmont. Senior Services provides programs, groups and clubs for adults over 55 including: card and board games, arts and crafts classes, dance and music classes, healthcare, and computer instruction. They also sponsor speakers and presentations, and host concerts and celebrations. Senior Services helps facilitate Meals on Wheels and AgeWell, a senior wellness program. The Senior Center Facility, located in Roosevelt Park, is over 20,000 square feet and provides classrooms, a gym, and dining space. It is used for hosting many of the senior programs and classes, and provides rental space for events, parties and meetings.

Partner Departments and Divisions

Recreation Services relies on partner departments and divisions to plan, build, maintain and otherwise support recreation facilities in the community. The Natural Resources Division of the Public Works and Natural Resources Department plans and builds City parks, trails and open spaces. Parks Operations plays a critical role in facilities maintenance and operations, including maintenance of picnic shelters, courts and other recreation facilities. Recreation Services works with both groups to coordinate the physical facilities with programming and activities. This includes additional athletic fields maintenance resources to support recreational and competitive play.

Recreation Facilities

Recreation Services facilities and City parks are used for events, league play, tournaments, fitness, education and enrichment classes and camps. The schedule and suite of recreation offerings is largely driven by the parks and facility space available to accommodate them.

Below is an overview of the primary Recreation Services facilities serving the public. Each facility serves an important purpose and fulfills a community need; specific opportunities to renovate and replace aging recreation infrastructure are explored in the PRT.

Longmont Recreation Center

The Longmont Recreation Center is a 63,500 square-foot facility in southeast Longmont. Opened in 2002, its features include:

- Open lap pool (6 lanes, 25 yards) and leisure pool with water slides, lazy river, play features, spa and sauna
- Multi-court gymnasium and indoor running track
- Weight room, a cardio room and exercise room
- Meeting/birthday party room
- Indoor climbing wall and outdoor skate park
- Café and babysitting room

The center is open seven days a week and has over 450,000 users per year. The center is open for general use, programming, swim lessons, birthday parties, private rentals, and fitness and water classes.

When asked what Recreation Services does best, questionnaire participants applauded the variety and choice of programs and activities, well maintained recreation facilities, and program value and affordability.

St. Vrain Memorial Building

The St. Vrain Memorial Building is a 29,441 square-foot facility located in Roosevelt Park adjacent to Longmont's historic old town district. The building was built in 1951 and had a major renovation in 2001. This facility features:

- Indoor gymnasium with bleacher seating for 900
- Weight room and a fitness/wellness room
- Two classrooms and a conference room
- Preschool room
- Administrative offices (Recreation Services)

The St. Vrain Memorial Building is open for general use; basketball and volleyball league play; birthday parties; private rentals; and fitness, sports and dance classes. The St. Vrain Memorial Building also benefits from its proximity to the Senior Center.

It is home to education and enrichment programs including a state licensed preschool program and a summer camp and fitness programs. It also serves as a community emergency shelter.



St. Vrain Memorial Building interior

Centennial Pool

Centennial Pool is a 14,336 square-foot indoor facility located in eastern Longmont in Clark Centennial Park. Its features include:

- Six-lane, 25-yard competition swimming pool with spectator seating
- Wading area and deep end with two one-meter diving boards
- Cardio/fitness room

Centennial Pool is the only indoor competitive pool in the city and hosts five high schools and two private swim teams. When not fully reserved for competitive swimming, this facility is open to the public. Programming includes open swimming, learn-to-swim classes, fitness classes, birthday party rentals, and room and pool rental.



Kid's triathlon at Centennial Pool

Sunset Pool

Located at Sunset Park, this unique, crescent-shaped heated pool features a 6-lane x 25-meter lap area as well as a deep water zone with a 1-meter diving board, a 3-meter board, and a deck level board. There are also two large slides and a shallow zone. Programming during the summer swim season includes open swimming, learn-to-swim classes, fitness classes, birthday party rentals, and room and pool rental. The facility features a large sand beach, and a new bathhouse was constructed in 2011.

Other Outdoor Aquatics Facilities

In addition to Sunset Pool, Longmont’s park system includes several other facilities for outdoor swimming and water play, including:

- Roosevelt Activity Pool
- Kanemoto Activity Pool¹
- Splash Pads at Stephen Day and Sandstone Ranch parks
- Swim Beach at Union Reservoir

Each of the pools and the swim beach have lifeguard staff and entrance fees.

Athletic Fields/Complexes

Longmont’s community parks are home to a variety of athletic fields and sports complexes that provide residents and visitors access to recreational, league, and competitive sports team play. Three key community parks support league and tournament play for youth and adult sports: Sandstone Ranch Park, Garden Acres Park and Clark Centennial Park. A fourth, Community Park Dry Creek Park, includes athletic areas scheduled to open in the fall of 2015.



Volleyball at Longmont Recreation Center

¹ This activity pool was destroyed in the September 2013 flood. The City is replacing the activity pool on this site as part of the recovery effort.

Recreation Services schedules the following fields and complexes for programming throughout the year:

- Twenty-one ball field diamonds (12 are lighted)
- Thirty-two rectangular turf fields for sports ranging from football, to soccer and lacrosse (two fields are under lights)
- Park turf areas for team practices
- Twenty tennis courts
- Seasonal outdoor ice rink at Roosevelt Park

The City also maintains the following spaces for informal recreation:

- Many open turf fields for leisure play
- Seventeen sand volleyball courts
- Other courts and special features including roller hockey rinks, wheel parks, horseshoe pits, three disc golf courses, cricket pitches, a BMX park, a hand ball wall, pickleball, fishing piers/ access and a bocce ball court



Soccer at Sandstone Ranch

Special Events Venues

Many of Longmont’s popular community events take place, begin or end at Roosevelt Park. The park is home to Longmont’s summer concert series and the Longmont Lights holiday celebration. It is also the starting point for the Halloween Parade as well as many community events organized by non-profits, private business, faith-based organizations and individuals. Roosevelt Park, along with Thompson Park, and Main Street and 4th Avenue (which often serve as park-like locations for social gathering), make up a central core of heavily programmed sites.

In addition, district parks provide the open space and facilities in support of many special events and activities. Union Reservoir Park, a 736 acre natural lake on the eastern edge of the city, is home to the City's Kinetics Race, fishing derbies and regattas. Three privately-run triathlons are also held at the reservoir.

Roger's Grove District Park next to the St. Vrain Creek is transformed each year for Longmont's most popular annual event, Rhythm on the River. The two-day event draws over 30,000 people from all over the region to celebrate the environment, the community, arts and music. This community event is organized by Recreation Services in collaboration with many City departments, volunteers, as well as business sponsors and vendors.



Turkey Trot starting line

Golf Courses

Longmont has three municipal golf courses: Sunset, Twin Peaks, and Ute Creek. Each offers courses for golfers of all skill levels. Each course includes a club house, pro shop, equipment rental and instruction, and also hosts tournaments and events. Sunset Golf Course is a nine-hole course featuring a clubhouse with restaurant and bar. Twin Peaks is an 18-hole course featuring a full driving range and practice putting green, golf instruction, and a clubhouse with a restaurant and bar. Ute Creek is an 18-hole, championship Par 72 course featuring wildlife and waterway preservation and is recognized by the Audubon International Cooperative Sanctuary Program as environmentally friendly. Ute Creek also features a practice facility, instruction, and clubhouse with restaurant and bar.

Other Facilities

City park sites include additional facilities used for recreation activities. These range from the multi-purpose such as picnic shelters, which can host everything from a casual gathering to a company picnic, to the unique, such as the Izaak Walton Clubhouse, a small building that is used for classes, rentals and special events at the park.

Recreation Services is also responsible for the Sandstone Ranch Visitor Center, a historic home that houses a collection of local cultural and natural history exhibits. This facility, located to the south of Sandstone Ranch Community Park, is a destination for school field trips and environmental programs.



Tennis lessons at Hover Park.

Recreation Programs

Recreation Services offers a wide range of fitness and wellness programs, athletics, and education and enrichment for all ages and abilities. Table 2-1 on the following page outlines just some of the seasonal and year-round offerings provided by Recreation Services.

Table 2-1: Overview of Recreation Services Programming

Category	Description	Examples
Athletics and Sports Teams	Organized sports leagues and programs	Adult Softball Middle School Intramural Soccer Youth basketball Preschool Athletics Ice Hockey
Special Needs Programs (SCOPE)	Provides specialized support and recreational opportunities to individuals with disabilities or special needs	Bowling Special Needs Softball Special Olympics Swimming Prep
Fitness and Wellness	Instructional fitness classes, programs and individual training	Yoga Silver Sneakers Fitness Programs Zumba
Education and Enrichment	Instructional courses for personal and professional growth	Babysitter's Training Course Comedy Improv for Adults Music Classes Spanish Language
Outdoor Recreation	Activities and instruction supporting an outdoor lifestyle	Wilderness & Remote First Aid Snowshoe Outings SPOT Adventure Camp
Aquatics	Instruction, training, exercise and recreational opportunities in Longmont's pools	Open Swim Learn-to-Swim Classes Masters Swim Team Lifeguard Certification Classes
Early Childhood Development	Resources for preschool-aged children	Small Wonders Preschool Preschool Spanish Aqua Tot Classes
Special Events	Seasonal, annual or one-time events	Rhythm on the River Summer Concert Series Youth and Adult Triathlons Longmont Lights Turkey Trot

Strengths of Recreation Services

Community and staff evaluation of Recreation Services has resulted in identification of the following strengths:

- Overall high level of community satisfaction with the quality and value of recreation services and programs
- Wide variety of recreation programs, classes and activities
- Affordability of offerings
- Talented and professional staff and instructors with a passion for healthy living and trying new things
- Excellent, well-maintained recreation facilities
- Excellent aquatics/swimming programs
- High quality activities around movement and fitness
- Quality special events, contributing to Longmont's family-friendly atmosphere and genuine sense of place

Key Issues

Through this process, Recreation Services has articulated a series of challenges and strategic issues related to recreation programming and effective operations. Some have been identified as challenges beyond the Recreation Services' control, reinforcing the need for a flexible approach to pursuing Master Plan goals. These issues, often interrelated, begin to suggest a path of action for the Recreation Services. Issues are briefly summarized below.

Maximizing Use of Facilities

Quality facilities are the backbone of quality programming and a key factor in the financial performance of Recreation Services. Longmont has made extensive investments over time in its many recreation facilities. Recreation Services recognizes the importance of making the most of the City's existing assets. Successfully programming City recreation facilities is critical to maintaining the confidence of the community and ensuring that adequate space is available for existing and new uses.

Some facilities are aging and offer less flexible spaces, which can result in scheduling challenges and constrain the suite of available programs and activities. For example, the St. Vrain Memorial Building has been adapted over its 60+ year life but faces limitations in the space and configuration of uses. Because of these and similar limitations across the system, Recreation Services must be creative in programming, and must be strategic and collaborative to accommodate any major shift or expansion of programming in the future.

Innovations in Programming

Responding strategically to current trends and resulting shifts in local demand is paramount to the provision of community services of any kind. Recreation Services' success is based in large part on its adaptability, its nuanced understanding of community needs, and – perhaps most important – its ability and willingness to try new things. The community's desire for different and new physical outlets, enrichment opportunities, and opportunities for "fun!" is constantly evolving. To keep pace with this changing appetite – and to remain at the cutting edge of recreation programming – Recreation Services must foster a culture of innovation and free thinking, and must advocate for a policy and budget environment that protects the Division's ability to modify their offerings and experiment.

Serving Everyone while Avoiding Duplication

Providing something for everyone is an aspirational goal for recreation service providers throughout the country, and a notable challenge. The gap is increasing between those seeking the most affordable services and support to develop the most basic skills on the one hand, and those with the resources to pay premium dollar for adventure and play. Many participants in this planning process shared that Recreation Services excels at providing variety, with programs for all ages – toddler through older adult. Others expressed a desire for different and better education and enrichment programming; more special events; a greater variety of fitness classes; outdoor activities and adventure sports; and more early morning and evening classes. Recreation Services faces the responsibility and the challenge of filling gaps in programming and continuing to innovate, and doing so in a coordinated fashion. With many service providers serving City residents, new programs and services must be designed and offered in a coordinated fashion in order to avoid overlaps, overlooked needs and missed opportunities.

The majority of questionnaire participants (70%) believe that Recreation Services should "provide something for everyone."

Balancing Value and Affordability

Recreation Services is tasked with offering affordable activities and programs, as well as professional, competitive-level instruction and other services that are simply costly to provide. When asked what they value most when making choices about where and how to recreate, survey respondents most frequently indicated that price (27.5%) and program quality (24.5%) drive their decisions. While many people recommended offering low/no cost options, sliding scale fees, and donation-based programs and classes, others suggested a need for more and better-trained staff, especially for activities requiring a higher level of skill or more specialized training.

The City of Longmont's Financial Policy for Recreation Services is to recover 80% of its costs. This policy excludes capital purchases over \$5,000,

community events and programming for at-risk youth. The key to providing a variety of recreation options is to balance the programs that require a significant investment with those that have a higher potential to be sustained entirely by associated user fees. Finding this balance requires quality data and an almost intuitive understanding of community preferences and willingness to pay.

Improving Program Access and Distribution

Community survey results indicate a need to provide a variety of offerings in locations throughout the city. This supports the continued distribution of events across parks and the city while particularly targeting the “identity clusters” defined in the Parks, Recreation and Trails Master Plan. Over one-fifth of respondents (22.5%) stated that the availability of programs that are conveniently located and not too crowded are critical factors in their decisions about where and how to recreate.

Many community comments spoke to the increasing need for accessible and conveniently located opportunities for older adults and people with disabilities. Discussions with community based organizations, and attention to shifting demographics make clear the continued and growing need for convenient and culturally relevant services to meet the needs of the growing Latino community.

Over 80% of plan questionnaire participants believe that the community should invest in low-cost or no cost youth programs.

Improving Messaging and Communications

Improving public information about current offerings is essential to connecting more residents with recreation services. While existing users are familiar with the City’s catalog of classes, activities and events, many others are not. In addition, many residents who may not be able to afford participating are unaware of available scholarships and other resources that would help make their participation possible.

Creating in-house capacity to “sell” recreation services will help the Recreation Services reach beyond its existing constituency. Currently, staff specialize almost exclusively in program management and provision; new skills in marketing and communications are required to expand the current user base and better serve the broader Longmont community.

In addition, communicating the value of Recreation Services in the context of city-wide investment in services and facilities is of strategic importance. Recreation Services needs to reframe the way it talks about itself via new and different messaging around its contribution to community health, the local economy, and the Longmont way of life.

III. STRATEGIC FRAMEWORK

Recreation Services has developed a path to meet – and even exceed – the community’s needs and expectations around recreation and to address the key issues identified in the previous chapter. The strategic framework of the Recreation Master Plan is, in essence, just that. Comprised of Recreation Services’ mission and vision, its principles as an organization, and four core goal areas and objectives, the strategic framework provides guidance to staff and Recreation Services activities and investments over the next three years.

The strategic framework is informed by the outreach findings from the Recreation Master Plan and the Parks, Recreation and Trails Master Plan processes. Figure 3-1 on the next page depicts the strategic framework and the relationship of the core elements of this Plan.

Vision

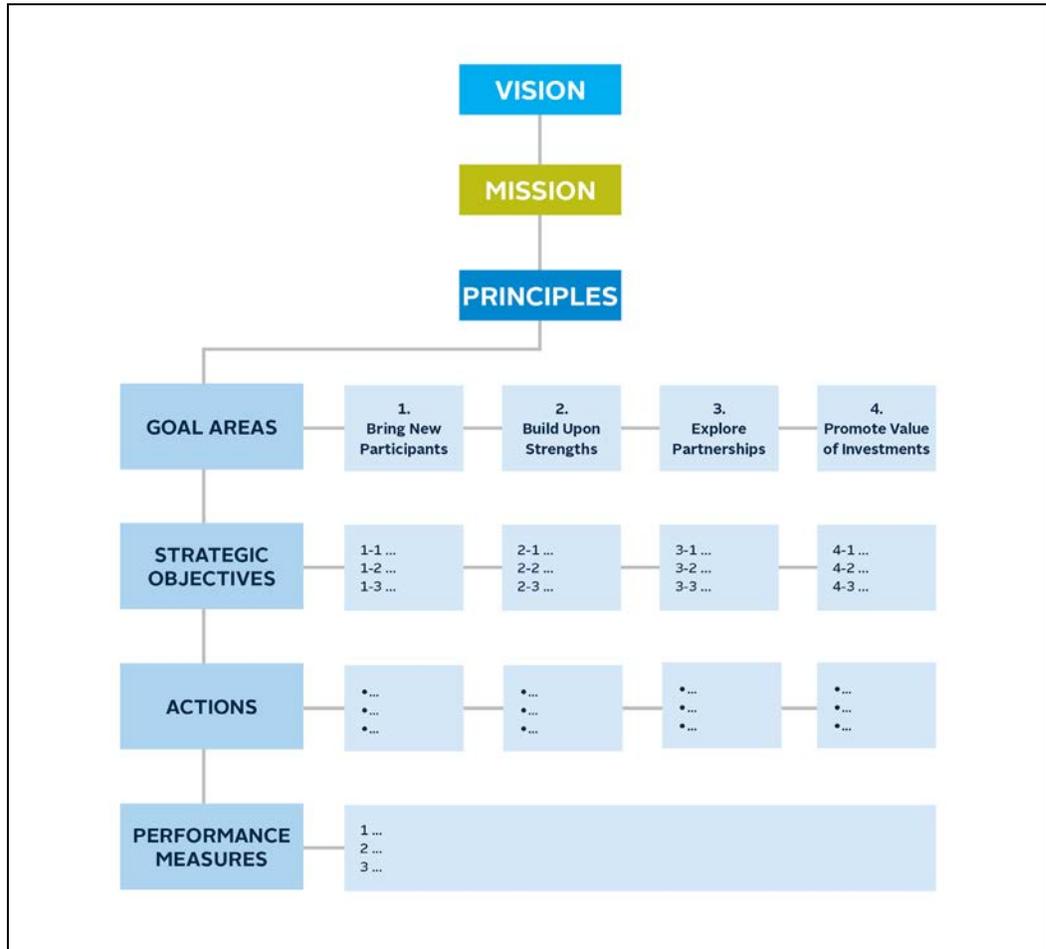
The *Vision* describes the aspirations of Recreation Services and serves as a guide for choosing actions in the future. It provides a mental picture of what the organization wants to be and achieve, and serves to focus employees and management on how their contributions will affect the community.

Longmont Recreation Services leads the way in creating a unique community by providing memorable recreational experiences for all in a fun, innovative and safe learning environment.



Hot air balloons launching over Longmont

Figure 3-1: Recreation Master Plan Strategic Framework



Mission and Organizational Principles

The *Mission* describes the fundamental purpose of Recreation Services and its primary role and function within the City and Longmont Community.

Longmont Recreation Services builds community through evolving life-long recreation, leisure and learning opportunities for the health and well-being of our community.

Organizational principles are statements describing the values of Recreation Services. They help define the activities in which the organization engages and reflects staff attitudes toward their work, their mission and their relationships.

1. Create **memorable and fun** experiences.
2. Provide **diversity in programs, events and services** to meet the changing needs and interests of our community.
3. Maintain **safe, well managed facilities** to ensure participation opportunities for all.
4. Promote and encourage behaviors that support a **healthy lifestyle**.
5. Offer programs and services that are **accessible** to all residents.
6. Work **collaboratively** with our colleagues and our community.

Goals

The Recreation Master Plan focuses on four goals that provide direction for achieving the Recreation Services Mission. The *Goals*, along with strategic objectives detailed in the next chapter, describe Recreation Services' aspirations and strategic focus in its long-range planning and provision of community services.

Goal 1: Bring new participants to recreation services and expand the user base.

Recreation Services will introduce new users to program and service offerings and expand the user base for City recreation services. This can be accomplished by providing a wide range of activities that appeal to a broader demographic, by strengthening capacity to serve a diverse community, and by supporting the implementation of new ideas. Recreation Services will work to balance the cost of the innovation programs with high performing programs to maintain overall economic sustainability. This includes focusing on identifying and removing barriers (perceived and actual) to participation.

"I am fortunate to be using one of the scholarships you offer....thank you so much. It means a great deal to be able to exercise as I age."

Goal 2: Build upon current strengths.

Future programming should build from and expand upon the qualities that have created Recreation Services' strong, committed user base. Maintaining support from the current Recreation customer is a priority within this goal. This includes the recent focus on strategic self-evaluation and the commitment to attracting and training high quality, customer service-oriented staff. In addition, City commitment to renewing and sustaining the

quality and attractiveness of Longmont’s recreation facilities will support the community’s active lifestyle.

Goal 3: Explore and expand partnerships.

Recreation Services has a broad set of partners that assist in providing Longmont’s strongest and most popular programs and events. Recreation Services will build on existing internal partnerships, making use of the specialized expertise within all Community Services divisions to fulfill its mission and achieve its goals. Expanding external partnerships will position Recreation Services to leverage its strengths and that of its partners in order to improve service provision access and equity.

Goal 4: Promote the community and economic value of the City’s investment in recreation.

More clearly communicating the positive impact and value – direct and indirect – of recreation services has the potential to inspire greater investment in programs and facilities, which, in turn, can lead to transformative change across the community. Through clear and strategic communication, Recreation Services can inform important discussions and position itself as a key participant in decisions related to city-wide economic development and quality of life.



Climbing the wall at Longmont Recreation Center

IV. STRATEGIC OBJECTIVES

The path defined by the strategic framework will expand the recreation opportunities offered in Longmont. This path leads to more value for existing participants, providing top quality service to new participants and finding new ways to work with partners across the community to make it all happen.

This chapter outlines a series of strategic objectives designed to advance the mission and organizational aspirations of the Recreation Services Division. Objectives and actions are organized according to Recreation Services' four goals, outlined in the previous chapter.

Goal 1: Bring new participants to recreation services and expand the user base.

Strategic Objectives

1-1 Expand or adapt services and offerings to engage underrepresented groups.

Longmont has an established participant base of children, youth, and older adults. Recreation Services should expand this base by engaging residents and populations who are not currently participating in Recreation Services' offerings. Specific demographic targets for this effort identified during the planning process include teens, young adults, working families, members of the Latino community and people with disabilities.

Specific action items include:

- Evaluate the relevance of current programs and identify potential barriers to entry, with target populations in mind.
- Build staff capacity to meet the needs of the Latino community and better reflect the cultural and ethnic diversity of Longmont.
- Ensure that programming and services advertised in Spanish are also available in Spanish, or are offered with support for those who speak English as a second language.
- Monitor and evaluate implementation of ADA Transition Plan recommendations related to modifying recreation programs and policies.

“What should Recreation Services be doing in 2024?”

Questionnaire respondents recommend a focus on diversity in programming, quality, and programs and activities for kids and youth.

- Modify the schedule and locations of programs to better serve working families; partner to provide affordable child care or design programs to accommodate participation of adults with children and/or multiple ages of children in a single activity.

1-2 Encourage and evaluate new program ideas.

Continue to explore new ideas regularly. Implement new programming on a trial basis to explore the community's level of interest and program performance potential.

Specific action items include:

- Create space within the budgeting process to innovate and follow trends. Consider exempting new or experimental programs from current cost recovery requirements.
- Research emerging trends on a regular basis. Use this information to inform new program offerings.
- Seek community and customer input as part of expanded surveying efforts (see Objective 2-4).
- Experiment with new types of special events in different locations/settings.

1-3 Maximize existing facility use.

Longmont has made extensive investments over time in quality recreation (and related) facilities. Make the best use of existing assets with the full range of organizational objectives in mind, in part by identifying and filling gaps in the schedule or range of offerings.

Specific action items include:

- Monitor changes in the use of reservable/scheduled recreation facilities.
- Formalize and implement priority use guidelines and policies across all reservable or scheduled facilities, building on the field use policy. An initial set of guidelines is provided in Appendix A.
- Identify programming that can fill gaps in facility schedules, including short-term, one-time-only events and innovative offerings.
- Explore expanding hours at the Longmont Recreation Center during peak indoor season.

- Re-name and market the Sandstone Ranch Visitor Center to reflect its role interpreting the local and natural history and to increase visitation.

1-4 Transform new users into lifelong recreation constituents and supporters.

The most important resource for Recreation Services is a supportive public; this is a resource that is built one new user at a time. In all services and interactions, seek to build relationships that increase and maintain local, grassroots support for Recreation Services over time.

Specific action items include:

- Improve welcome packet materials and other collateral to tell Recreation Services' story, focusing on the range of offerings, new or popular community events and activities, and Recreation Services' role in supporting healthy lifestyles.
- Evaluate user experiences to identify areas for improvement, including customer service and registration processes.
- Maintain a contact list of newly registered program participants. Use this list to stay in touch via invitations to join new programs, satisfactions surveys, etc.



Swim lessons at Longmont Recreation Center Pool

Goal 2: Build upon current strengths.

Strategic Objectives

2-1 Evaluate all existing programs on a recurring basis.

Establish a consistent and routine practice of program evaluation to ensure that the full catalog of offerings remains relevant, and that the associated commitment of Recreation Services resources (staff time, facilities, scheduling and funding) is advancing City, Department and Recreation Services goals.

Specific action items include:

- Refine and implement evaluation criteria (based on the set in Appendix B) that will enable data driven decisions about continuing or ending programs based on:
 - Advancing Recreation Services' goals
 - Revenue generation potential
 - Life-cycle of programs
 - Program schedule and variety
 - Utilization of facilities
 - Overlap with other Community Services divisions
- Design and implement an evaluation process that entails reviewing each program on a three-year, staggered cycle. This will allow thoughtful consideration of programs and give time for programs to establish themselves (i.e., gain public attention, smooth out the seasonal changes in attendance, etc.).
- Identify the programs that are strong revenue generators and critical to the financial success of Recreation Services, and so must be retained.

"Keep up the yoga, Zumba, and NIA classes.

Also, the kids swim program, especially beginner swim, is the best!"

2-2 Establish a performance management program to gauge Recreation Service progress and success.

Measuring and monitoring progress towards Recreation Services' mission, vision and goals is important to demonstrating success and emphasizing Recreation Services' value to the community. Establish an integrated performance measurement framework and program to inform the planning and implementation of programs, evaluate

activities against Recreation Services' goals, and help justify future projects and budgets.

Specific action items include:

- Convene internal working groups to develop performance measures and indicators relevant to each program area. Include evaluation of existing data collection and identify new data needed.
- Refine and implement, with input from Recreation Services' leadership, a set of Recreation Services performance measures and indicators, drawing in part from the work of individual program areas. A proposed set of performance measures is laid out in Appendix C.
- Integrate measures with the program evaluation framework to create a comprehensive performance measurement program.
- Establish a schedule for reporting on performance that aligns with budget preparation to help build the case for staffing, program and capital projects.
- Quantify the City's total investment in recreation (including direct program costs, costs of providing facilities, administrative costs, and internal charges for services) and incorporate into cost recovery and other performance measures.

Resident ideas for new programs:

- Piano for all ages
- Pottery
- Scuba
- Gardening
- Swing dancing
- Firearms safety
- Archery
- Social media basics

...and much more!

2-3 Advocate for maintaining high quality, attractive facilities across the system.

High quality initial investment, increased maintenance and ongoing renewal of recreation facilities will be needed to support the level of quality Longmont residents and visitors have come to expect. Work closely with Natural Resources and Facilities Operations/Maintenance Divisions and others to ensure the continued success of Recreation Services, including the condition of key system features that directly impact financial performance.

Specific action items include:

- Evaluate and share user satisfaction data to ensure that athletic fields, indoor program spaces and reservable facilities are maintained to high community expectations.
- Collaborate with other Departments to streamline and improve picnic shelter and room reservation, clean-up and turn-over.

- Coordinate with maintenance staff to update maintenance standards and renewal needs that impact Recreation Services.

2-4 Strengthen community engagement in program and service evaluation.

Identifying key strengths and areas for improvement can help strengthen Recreation Services' strategic focus. Ongoing engagement of the user base and resulting feedback are critical to understanding the root causes of Recreation Services' success, evaluating programs, and maintaining and enhancing the quality of recreational offerings.

Specific action items include:

- Expand customer and visitor experience surveying to gather feedback, utilizing the online registration system to automate survey distribution.
- Gather testimonials from program and event participants, event organizers and staff, emphasizing strengths, innovations and successes.
- Apply lessons learned to modify programs and services, and use positive testimonials to promote individual offerings and the work of the Recreation Services.

2-5 Attract and retain quality staff.

Quality staff members are crucial for the overall success of Recreation Services. They are the "face" of Recreation, making personal connections with users and providing quality instruction and support. Recognizing and promoting the role of staff in delivering quality service and programs are key elements to serving the community.

Specific action items include:

- Incorporate the Recreation goals and objectives into recruitment strategies including seeking out staff who can continue the interest in innovative program offerings, expanding the linguistic and cultural diversity to reflect Longmont's growing Latino population.
- Implement the established staff development plan
- Create methods for participants and colleagues to recognize exceptional efforts made by Recreation Services staff.

2-6 Use Recreation Services' efforts on free special events strategically to expand awareness and access.

The free special events are extremely popular and well-attended. Certain events can help define the culture of Longmont and contribute to overall quality of life. Use the popularity of existing special events in Longmont to build awareness of additional opportunities.

Specific action items include:

- Use free special events to promote existing and new recreation programming and collect feedback from the community.
- Utilize free events to fundraise for facility improvements and market to prospective partners.
- Balance free community events across the Community Identity Clusters identified in the Parks, Recreation and Trails Master Plan (Union Reservoir Cluster, Sandstone Ranch Cluster, St. Vrain Greenway Cluster, Historic Downtown Cluster, McIntosh Lake Cluster, Quail Cluster). Currently the Sandstone Ranch and McIntosh Lake clusters lack signature events while the Historic Downtown Cluster hosts most of the community's free events.



Longmont Mascot Race, Downtown Longmont

Goal 3: Explore and expand partnerships.

Strategic Objectives

City staff and event partners have formed a working group to share knowledge and resources around producing special events in Longmont.

3-1 Position Recreation Services as a resource to community organizations and other City divisions.

Recreation Services' expertise in programming is an asset that can benefit a wide range of internal and external partners who also provide similar services. Sharing this expertise builds the value of Recreation Services to the community.

Specific action items include:

- Develop programming guidelines and continue to document practices in a way that facilitates sharing Recreation Services' programming expertise.
- Share programming resources, such as event planning best practices and guidelines, with external partners who wish to provide recreation services in Longmont.

3-2 Focus Recreation Services' partnership efforts on expanding recreation opportunities in Longmont.

There are limits to Recreation Services' internal capacity to provide new offerings, events and services. When choosing partnerships, Recreation Services should focus on those that expand recreation opportunities and improve quality of life community-wide.

Specific action items include:

- Meet with existing partner-providers to identify the potential or plans for expanding recreation offerings for residents.
- Help fill identified or emerging gaps in service by collaborating with partners that are better positioned to meet these community needs.
- Clarify and communicate (with the assistance of the City Clerk's office) exactly what services and assistance Recreation Services can offer to external partners who wish to provide recreational opportunities or special events in Longmont.

- Use this Plan to communicate, internally and to other Community Services divisions, the current and potential roles, strengths, and limitations of Recreation Services.
- Pursue partnerships, up to and including the transfer of responsibility for programs, with a focus on increasing the overall quantity and quality of recreation opportunities in Longmont.

3-3 Build on the knowledge, skills and resources of partner divisions.

Many Community Services divisions offer programming that is at times parallel, intersecting or overlapping with Recreation Services offerings. By building and maintaining programming partnerships that enhance the collective knowledge about the subject matter, the established processes and existing facilities, Recreation Services and the partner divisions improve the outcomes for the community.

Specific action items include:

- Cultivate and maintain open communication with other divisions through formal and informal idea-sharing.
- Utilize the Community Services Program Coordination Model to guide the coordination of programs that overlap with the mission and goals of other Community Services divisions; explore how the combined expertise of multiple divisions can enhance all offerings. The current version of the Coordination Model is presented in Appendix D.
- Work with Public Works, Parks, and other Community Services divisions to secure program space in other City facilities, as program demands necessitate and as opportunities arise.
- Assist the City Clerk's office in simplifying the special event/reservation process in order to make it easier for outside organizations to organize community events. Guidance on how to streamline this process can be found in Appendix E.

3-4 Connect external partners with identified needs.

There will continue to be needs in the community that are beyond the capacity of Recreation Services. This does not mean that the need must go unmet. Recreation Services can help to match up these needs with the individuals and entities that may be able to fill them. Bringing partners with additional capacity and skills to discussions of new offerings is an important role for Recreation Services.

Specific action items include:

- Engage with new partners to build relationships, expand outreach, and improve offerings for underserved communities. Examples include the Center for People with Disabilities, Intercambio and El Comité de Longmont.
- Reach out to existing and potential external partners to share program ideas and opportunities to determine if an external partner can provide the needed service, activity or event.
- Reach out to existing or potential funding partners or sponsors to determine if additional resources could be obtained to internally provide for an identified recreation need.
- Encourage individuals and organizations to help support existing events rather than organize new, potentially conflicting events.



Silver Sneakers Fitness Program Longmont Recreation Center

Goal 4: Promote the community and economic value of the City's investment in recreation.

Strategic Objectives

4-1 Actively engage in community and economic development activities and initiatives.

Recreation is an important metric for quality of life, and essential for families, employees and visitors. Recreation opportunities help attract individuals and companies to the City. Recreation also supports small business through contract programming and event partnerships. Emphasize Recreation Services' role in attracting and retaining residents and visitors and strengthen its participation in related activities, initiatives and decision-making processes.

Specific action items include:

- Secure a spot at the table in economic development and quality of life discussions involving the Planning and Development Department, Visit Longmont and Longmont Area Economic Council.
- Participate in City efforts around economic development, community branding and long-range planning.
- Coordinate with the Longmont Downtown Development Authority to leverage events for broader economic activity downtown.
- Support local and regional recreation equipment suppliers and private program providers through partnerships, marketing efforts and special event coordination.
- Foster long-term partnerships with local and regional funding sources, such as corporations, individuals and other recreation providers.



Spin Class at Longmont Recreation Center

4-2 Expand the quantity and quality of social and traditional media outreach.

Media outreach is essential to maintaining and expanding the local market for recreation activities. Leverage traditional print media and online social media to the greatest extent possible, with a coordinator leading the effort.

Specific action items include:

- Identify target markets for specific media tools, including teens, young adults, working families, members of the Latino community, and people with disabilities.
- Track market research referenced by companies considering locating in Longmont to stay abreast of emerging trends and needs in the community.
- Provide outreach and communications through existing social networks (online and in-person) in the community to leverage existing connections and attract new users to events and programs.
- Highlight successes and innovations throughout Recreation Services, and create ways to publicize those successes.
- Identify thought leaders in the community who are creating ongoing dialogue about recreation in Longmont; use these channels to share stories with the community.

4-3 Build capacity for marketing and communications within Recreation Services.

Communication of the mission, services and programs of Recreation Services is critical to promoting the value of this City function and maintaining community support. Expand Recreation Services marketing and communications to reach new patrons and partners, keep existing customers coming back, and to increase community investment and fundraising efforts over time.

Specific action items include:

- Establish a budget within Recreation Services to be used exclusively for marketing and outreach efforts, beyond the current funds to produce and mail the brochure.
- Evaluate the potential to provide certain materials and information online (rather than printing and mailing) to free up resources for other communications and outreach efforts.
- Add staff capacity (with appropriate skills) to assist with marketing and communications projects.
- Identify and utilize research at the national and state-wide levels that quantifies the impacts of recreation investment in important policy areas (such as health, tourism, business vitality).



Fishing with youth at Izaak Walton Park

V. IMPLEMENTATION

This chapter provides practical tools to help Recreation Services move along the path and accomplish the goals of this plan. Some of the tools are aimed at a one or more specific strategic objectives or action items. The final tool, and the conclusion of this Plan, is a three-year timeline that breaks down the action items by the year in which they should be initiated.

There is no one giant step that does it. It's a lot of little steps.

- Peter A. Cohen

Implementation Tools

Over the course of the next three years, and on into the future, the following tools are intended to assist Recreation Services in implementing specific objectives and action items. These tools address the following topics:

- Program Innovation
- Recreation Program Evaluation
- Facility Use Prioritization
- Performance Measurement
- Programming Coordination Within Community Services
- Streamlining Special Event Permitting

Some of the tools described have supplemental materials appended to this document. In all cases, the tools are intended to help Recreation Services push forward the directions of this Plan. The form and content of these tools can, and should, evolve and change to meet the needs of Recreation Services and the community of Longmont.

Program Innovation

New programs and events are important to diversifying offerings and attracting new participants. At the same time, a targeted approach will minimize financial risk. Recreation Services will create trial or pilot programs in underserved geographic areas to utilize underused sites, try new trends, and reach under-represented demographic groups. Giving these new ideas a reasonable chance to catch on and establish themselves may be difficult given expectations around financial performance and the City budget process. To succeed at innovation, Longmont will need to allow new programs room to succeed. If a program fails, it should be critically evaluated to find lessons learned that can be applied to improve the next set of new programs.

**Master Plan
Objective 1-2:**

**Encourage and
evaluate new program
ideas.**

To create space for innovation, Recreation Services will designate a new category of recreation programs and services for experimental offerings. These “Innovation Programs” should focus on Longmont residents not

currently visiting City recreation facilities or participating in programs or events. Innovation program ideas include:

- Spanish-language or dual language programs such as pick-up basketball, yoga or dance classes.
- Outdoor opportunities that don't require a facility.
- More classes focused on diet, health or nutrition programs.
- Social events and activities for young adults.
- After school classes for middle and high school age residents.
- Emerging recreation trends like playground games for adults (kickball, dodgeball, etc.).

By their very nature, some innovation programs will fail to capture an audience or return as much relative to the community's investment. For this reason, programs under this category should have a time limit and a set of expectations to determine their success.



After school program in a Longmont Park

Program Expansion

While some new programs may be immediate and obvious financial successes, other new ideas will lose money. An innovation program's overall success should not necessary be tied to financial results during this exploration phase. Initially, innovation programs should be kept outside Recreation Services' cost-recovery requirements. Success can be measured instead by progress towards attracting attendance by the targeted users, or another stated goal.

The funding available for innovation program, and the resulting variety of offerings, can be maximized by using the following strategies:

- Continue to offer enough highly profitable programs to help cover costs for innovation programs.
- Create a dedicated resource base for new programs, through a budgetary set-aside for this purpose, targeted donations from partners, and general fundraising efforts.
- Design programs to run on limited budgets.

The extra financial support for an innovation program should be extended for a limited duration. In most cases offering the program over three sessions (Fall, Spring, Summer) is recommended. As an innovation program gains a user base and shows signs of success it should be moved into the appropriate regular programming area and held to similar financial standards.



Art class at St. Vrain Memorial Building

Scheduling Innovation Programs

With Longmont’s facilities reaching maximum capacity at many times of the year, scheduling times and locations for new programs can be a logistical challenge. Creating Innovation programs that can take place at flexible times, places and seasons can be keys to a successful offering.

- Consider one-time-only events.
- Schedule innovation programs during the slower seasons.
- Target nontraditional facilities outside the Recreation Services system, such as “pop-up” facilities, mobile facilities, outdoor locations, and schools.

- Schedule during early or late hours to better utilize facilities.

The evaluation of existing programs and the Facility Use Prioritization policy, discussed below, will also help to create openings that can be filled by innovation programming.

Innovation Program Evaluation

When considering an idea for a new innovation program, a clear connection should be established between the idea and a goal, objective or target audience that it is trying to advance. During the trial period, the ongoing evaluation of the program should consider the limitations of a new program (limited knowledge or awareness in the community, the need to develop program and marketing materials) and ensure that resources are available to give the program a reasonable start. The evaluation should also consider that innovation programs may be aiming at a smaller audience or have a different level or type of benefit to the community. At the end of the program's trial period (typically one year) it should be evaluated using the Recreation Program Evaluation process described below, with a special focus on the long-term sustainability of the program. If the program does not find the level of interest or priority that warrants continuation, it should not be considered a failure; instead the staff involved should document what was learned about the challenges of reaching the target group or offering this new type of program. These outcomes, along with the continued interest in being creative, are important values of the innovation program.



Seniors in Motion at the Longmont Recreation Center Pool

Recreation Program Evaluation

Another critical component of keeping the offerings in Recreation Services fresh and high-quality is to evaluate recreation programs, activities and events routinely and consistently to determine if they should be continued, enhanced, reduced, discontinued or transferred to another entity. Transferred programs are those that could be better hosted by other divisions within Community Services or by outside recreation providers. Each recreation program in the Brochure will be evaluated against the direction Recreation Services has set. Recommended program evaluation criteria include:

- Recreation Service’s Vision, Mission and Principles,
- The four goals of Recreation Services,
- The potential for return on investment, and
- The potential for other entities to successfully take over the program.

These assessment criteria can be used to evaluate each program systematically, on a cycle that allows Recreation Services to incorporate recommended changes into the program and results tracked.

Evaluation Process

To avoid overwhelming staff capacity, the current brochure of programs should be split into thirds, with all programming staff participating by evaluating one third of the programs under their supervision each year. The programs should be sorted into a ranked list, using a simple scoring system that assigns points to programs that advance the goals, mission and overall direction of Recreation Services. The resulting score should inform but not be the only consideration in making a recommendation for each program. Recommendations could include:

- Continue/begin this program or event
- Consider expanding this program or event
- Discontinue or do not offer this program or event
- Consider private partner for this program or event

Ranking generated by the evaluation tool can inform the discussion about the program’s importance and value to the community and Recreation Services. A final recommendation on the future of the program can then be made. Appendix B includes a worksheet that explains the scoring process.

**Master Plan
Objective 2-1:**

**Evaluate all existing
programs on a
recurring basis.**

Prioritizing Use of Facilities

Longmont recreation facilities are used by schools, organizations, groups and the general public throughout the year. Recreation Services is responsible for scheduling activities and programs, and staff must provide an equitable means to schedule, avoid scheduling conflicts, and determine the best use of a facility. Not all requests for space and for specific times or locations can be honored within Longmont’s existing facilities. Longmont has a policy for allocating field time by classifying the user type and prioritizing based on a clearly stated policy. An important next step is creating a similar policy for indoor facilities; this will assist in making defensible decisions, resolving conflicts, and supporting the overall goals of Recreation Services. Model policy language expanding the intent of the field use policy to indoor facilities is included in Appendix A.

**Master Plan
Objective 1-3:**

**Maximize existing
facility use.**

Specific factors should be considered when scheduling facility use, such as:

- The user group: City of Longmont, the St. Vrain Valley School District, non-profit groups, or for-profit groups.
- The age group served: youth, seniors, or adults.
- The type of activity proposed: recreational or competitive (relevant to athletics only).
- Space utilization: maximizing the capacity of a desired space.
- Revenue generation: maintaining sufficient revenue for cost-recovery goals.
- Contractual commitments: honoring agreements for facility use.
- Time and season specific program: activity is dictated by season or league schedules, or has routinely occurred in previous years.
- Relationship to goals: activity or program achieves one or more goals.

These are the primary factors that influence scheduling decisions. Other Recreation Services or Community Services policies (such as field use policy) should be consulted to help assign the weight or priority for each factors. Some activities may be reconsidered even if this list prioritizes them over another activity, on an as-needed basis.

The numeric ranking system allows staff to determine a baseline for comparison. A simple numeric rank can be established to help prioritize competing programs.

Performance Measurement and Evaluation

To demonstrate quantifiable progress towards its goals, Recreation Services should adopt a system to measure and evaluate organizational performance. A clear performance measurement framework can also inform program planning and implementation, and help justify future projects and budgets. Annual performance evaluations can also inform the next year's budget and services.

Recreation Services should identify a set of performance measures and performance targets that represent movement toward the vision and goals. The change in the measure must correlate or indicate progress toward at least one goal. The new measures will require collection of new data and a new look at data available via existing systems, such as program registration. Beginning to collect new data from users immediately will be critical to establishing a baseline for progress reporting and informing program evaluation. The recommended basis for this system is to measure:

- The number of recreation users and programs,
- Satisfaction with programs and events,
- Financial performance and investment,
- The number of active beneficial partnerships, and
- Marketing and communications reach into the community.

**Master Plan
Objective 2-2:**

Establish a performance measurement program to gauge Recreation Service progress and success.



Tumbling class at the St. Vrain Memorial Building

The final measures will be determined by Recreation Services to suit the needs of internal and external reporting. Once set, performance measures and data collection methods that remain consistent year-to-year will allow

Recreation Services to more accurately track their progress towards the goals. Details of these proposed measures and how they can be applied to Recreation Services are provided in Appendix C. The progress toward the stated goals, demonstrated by the performance measures, can then be reported and used in discussions within the City and in marketing or fundraising.

**Master Plan
Objective 3-3:**

**Build on the
knowledge, skills and
resources of partner
divisions.**

Programming Coordination Within Community Services

In parallel to this Recreation Master Plan, the management of Community Services has been working on a tool to coordinate the programming offered by the various divisions. Currently titled *Community Services Program Coordination Model*, this matrix of questions feeds discussions between program planners across divisions. The answers guide the level of involvement and coordination between programs, from “inform” (when there is minimal overlap in goals or competition for participants) to “collaborate/partner” (when the overlaps are substantial). This tool will be closely integrated into Recreation Services’ work and is referenced in Goal 3 as an important step in determining partnerships with other Community Services divisions. The current version of this model is included in Appendix D.

Streamlining Special Events Permitting

Recreation Services’ success at harnessing the energy of community members and organizations to expand the range of events in Longmont will rely on the ability of these groups and individuals to navigate the City’s permitting process. While not directly a Recreation Services responsibility, the importance of special events to the variety of recreation options in Longmont means that permitting is important to achieving Recreation goals. Longmont’s Recreation Services and City Clerk’s offices are well-versed in assisting interested parties by phone or in person. However, their work burden and the frustration on the users’ side could be greatly reduced by streamlining and enhancing the information presented about the permitting process.

The main enhancement needed is the reorganization of online information around reservations and permitting. Changes should make locating applications and contact information easier for interested parties looking to plan special events and reserve park facilities. With continued development, this simplified system (described in more detail in Appendix E) could become an interactive tool for users, with their answers to questions automatically linking them to the appropriate applications, contacts and permit requirements.

Areas of Action

This Plan will guide the overall direction of Recreation Services activities over the next three years. The following section summarizes the areas of action that Recreation Services will dedicate time and resources to advance each year of Plan implementation. Areas of action are made up of the specific action items required to achieve Plan goals and objectives, as presented in Chapter IV. The relevant strategic objectives are cited for each action area. Not all of these will be immediately implemented but many actions have the potential to address multiple objectives.

Initiated and Ongoing

Several action areas have already been initiated by Recreation Services either before or during this planning process. These are emphasized here because of their importance to achieving the goals of this Plan.

- **Internal coordination:** Utilizing the Community Services Coordination Model to guide program coordination within the Community Services Department. Collaborating to ensure high-quality facilities.
Strategic objectives: 2-3, 3-1, 3-3, 4-1
- **Market and trends research:** Continuing and advancing Recreation Services' ongoing and routine investigation of recreation trends and changes to the local marketplace.
Strategic objectives: 2-4, 4-1, 4-2



Flag football at Sandstone Ranch Community Park

Master Plan Year 1:

Recreation Services will initiate the following areas of action during the first year of Plan implementation. The focus of the first year will be to develop the information and policy needed to make data-driven decisions about existing and new programs and partnerships. In most cases the resulting actions will include an ongoing element that will carry on year-to-year.

- **Data on users and programs:** Surveying users and monitoring the use of facilities. Expand the use of the program registration system to assist in collecting user feedback and reporting on participation.
Strategic objectives: 1-2, 2-1, 2-4,
- **Policies, criteria and performance measures:** Formalizing a new category of programming and adapting policies to allow for the development of pilot innovation programs. Refine and adopt evaluation and prioritization criteria for programs and facilities. Finalize performance measures for Recreation Services.
Strategic objectives: 1-1, 1-3, 2-1, 2-2,
- **Capacity for inclusive programming:** Establishing partnerships, making strategic hires and contracting decisions to add more bicultural and bilingual (Spanish-English) capacity, and creating additional culturally relevant and responsive programs and services. Building capacity to implement programmatic recommendations of the ADA Transition Plan.
Strategic objectives: 1-1, 2-5, 4-4
- **Strong relationships:** Placing strategic focus on connecting with existing and new users and learning about their experiences with Recreation Services. Building long-term partnerships with recreation providers, event organizers, community builders, and potential funders including sharing information about community needs.
Strategic objectives: 1-4, 3-1, 3-2, 3-3, 3-4
- **Recreation experts:** Create tools and position Recreation Services staff as experts that can provide information about how and why to enhance recreation opportunities in Longmont. Use this information to engage in City conversations about community and economic development.
Strategic objectives: 3-1, 4-1

Master Plan Year 2:

Recreation Services will apply the new criteria, policies and evaluation processes to the expanded data. Plan implementation in year two will include the following areas of action:

- **Program evaluation:** Starting with half of the existing program offerings, across all Recreation Services program areas, staff will apply the program evaluation criteria and make recommendations for the continuation, improvement or discontinuation of programs.
Strategic objectives: 1-3, 2-1, 3-2
- **Innovation program initiation:** Testing a first batch of innovation programs with evaluation following three terms. Follow-up with participants
Strategic objectives: 1-1, 1-4
- **Performance management:** Track and evaluate Recreation Services' performance against finalized measures. Report on performance for consideration during the budgeting process.
Strategic objectives: 2-2
- **Staff recognition:** Incorporate opportunities for participants and colleagues to provide feedback on individual staff performance and develop a method to recognize efforts that go above and beyond expectations.
Strategic objectives: 2-4, 2-5
- **Media and communications:** Promoting the great work of Recreation Services, both internally and externally. Begin discussions of full cost accounting within budget discussions and reporting. Tailoring promotion of new programs and targeting to new and existing customers. Strengthening capacity for marketing and communications.
Strategic objectives: 4-2, 4-3

Master Plan Year 3

Recreation Services will focus on telling the story of Recreation in Longmont and reaching a wider audience during the third year of Plan implementation. This will include the following areas of action:

- **Program evaluation:** Applying program evaluation to the second half of the existing program offerings, across all Recreation Services program areas. Make recommendations for the continuation, improvement or discontinuation of programs.
Strategic objectives: 1-3, 2-1, 3-2
- **Innovation program continuation:** Using the feedback from the first year of innovation programs adjust approach or identify a new set of programs to reach new participants. Continue to evaluate results.
Strategic objectives: 1-1, 1-4
- **Media and communications:** Use free events to promote innovation programs and other Recreation Services efforts. Expand network of local thought leaders who can help share Recreation success stories.
Strategic objectives: 2-6, 4-3
- **Customer experience:** Use ongoing customer feedback to address first-time users' concerns and sustain support from existing customers. Develop data-driven and anecdotal evidence for investments in quality facilities (both new and renewal).
Strategic objectives: 1-4, 2-3, 2-4, 2-5
- **Distributing events:** Shifting or introducing at least one event to an area of Longmont that has not hosted before. Encourage partners to consider new locations to spread access and impacts.
Strategic objectives: 2-6, 3-4

APPENDIX A: FACILITY PRIORITIZATION GUIDELINES

Purpose

The Longmont Recreation Services (a division of Community Services) is responsible for scheduling activities and programs, and prioritizing maintenance, renovation and replacement at recreation facilities. This section outlines the policies that help Recreation Services staff provide an equitable means to schedule programs and activities, avoid scheduling conflicts, determine the best use of a facility, and maintain safe and quality facilities and programs. Staff must also monitor facility usage in order to avoid over-scheduling, and schedule maintenance, renovations and future facility replacement. These policy guidelines and analysis form are intended to assist scheduling agents resolve conflicts or complaints related to scheduling, and to support the goals of Recreation Services whenever possible.

Existing Facility Use and Challenges

Longmont Recreation Services facilities are used by schools, organizations, groups and the general public throughout the year. Recreation participation can be outlined according to the four seasons, with the following general use characteristics for each season:

- **Winter (December 15-March 31):** Winter is the busiest season for recreational facilities, with a combination of weather forcing people indoors, winter sports leagues, and resident's New Year's resolutions for exercise and fitness. Most facilities have little down time in the winter, much of the time operating at maximum capacity. Youth basketball and volleyball leagues can fully occupy gymnasiums on the weekends.
- **Spring (April 1-Memorial Day Weekend):** In Spring facility use slows somewhat, with intermittent crowds that can be related to weather conditions and school programs that ramp up in early May, especially at the Recreation Center. Some youth sports leagues are still active at this time.
- **Summer (Memorial Day-August 20):** Summer is the next busiest season, with school out, outdoor pools open, and many classes utilizing all facilities. Most facility use slows after 7pm with the exception of certain fitness classes.
- **Fall (August 21-December 14):** In the Fall, outdoor facilities close and school begins again, which shifts the user types in the day back to primarily adults and small children. The amount of use can be dependent on the weather, which can still be nice through September. As the days shorten facilities can be busy later into the evening, and indoor facilities start to reach capacity as the holidays approach.

Relationship to Goals

Prioritization and utilization of recreation facilities should support the overall goals of Recreation Services. Goals One and Two are especially relevant, focusing prioritization on attracting new and diverse users to activities, and leveraging the strengths of each facility and the past patterns of users.

The four Recreation Master Plan Goals are:

Goal 1: Bring new participants to recreation services and expand the user base.

Goal 2: Build upon current strengths.

Goal 3: Explore and expand partnerships.

Goal 4: Promote the community and economic value of the City's investment in recreation.

Proposed Facility Scheduling Prioritization Policy

When scheduling activities, events, classes or tournaments, priorities must be given to one activity over another. Not all requests for specific times or locations can be honored within Longmont's limited facilities. Priorities must be given to some activities, and this policy provides guidance on weighing and assigning those priorities. Certain primary factors must be considered when scheduling facility use, such as the type of user group. Certain secondary factors should then be considered, such as how many patrons are served, type of activity, and time activity must occur. Some activities may be reconsidered even if this list prioritizes them over another activity, on an as-needed basis. Recreation Services also reserves the right to revoke permits or schedules if activities compromise public safety or facility quality.

The following lists outline the Priority Factors in order of importance and Additional Factors staff should consider.

User Group and Age Group Priority

1. City of Longmont sponsored programs
2. St. Vrain Valley School District programs
3. Non-profit recreational youth/seniors/adults
4. Non-profit competitive youth/adults
5. For profit recreational youth/seniors/adults
6. For profit competitive youth/adults

Additional Factors

- Facility is utilized to maximum capacity by activity (higher number of people)
- Sufficient revenue is generated by activity
- Contractual commitment in place for facility space and time
- Activity occurs regularly throughout the year.
- Activity is dictated by season (youth sports leagues, school schedules, annual tournaments)
- Activity is limited to specific type of space (basketball, swimming, rock climbing)
- New patrons are attracted by activity
- Activity is flexible in time it occurs and type of space in which it can be held
- Activity has occurred in previous years
- Activity is not available anywhere else

Priority Analysis Tool

To assist staff in making priority scheduling decisions, the following analysis form has been developed. This simple form can be used to compare two or more potential programs and rate their priority status according to the considerations above.

Priority Analysis Form

PROPOSED ACTIVITY: _____

PROPOSED TIME(S): _____

PROPOSED SPACE(S): _____

USER GROUP	AGE GROUP	ACTIVITY TYPE	ADDITIONAL DESCRIPTIONS OF ACTIVITY
<i>Circle the MOST applicable</i>			<i>Circle ALL that apply</i>
4. City of Longmont	3. Youth	2. Recreational	<input type="checkbox"/> Proposed space utilized to maximum capacity
3. St. Vrain Valley School District	2. Seniors	1. Competitive	<input type="checkbox"/> Sufficient revenue generated
2. Non-Profit Groups	1. Adults		<input type="checkbox"/> Contractual commitment
1. For Profit Groups			<input type="checkbox"/> Time dictated by season
			<input type="checkbox"/> Specific space necessary
			<input type="checkbox"/> New or additional patrons reached
			<input type="checkbox"/> Flexible time and space (late hours, multiple spaces, etc.)
			<input type="checkbox"/> Occurred in previous years (historic program with dedicated users)
#	#	#	# Circled
			Total: (Higher is better)

PRIORITY ANALYSIS: For scheduling conflicts, gather information about proposed activities from organizers or staff with understanding of the activity. Circle the MOST applicable description of each proposed activity in each column. First, add the numbers together from the first three columns. The higher the total number, the higher the priority. Second, count the number of circled items in the far right column. The higher number of items circled the higher the priority of the activity. Compare across activities to determine prioritization for scheduling.

APPENDIX B: RECREATION PROGRAM EVALUATION TOOL

In order to implement the goals in the Planning Framework for the Recreation Master Plan, the program and service offerings of Recreation Services must be evaluated. This tool is included in the Recreation Master Plan to assist in the ongoing evaluation of established and new program options.

Alignment with Plan Directions

Each program will be evaluated against a number of criteria related to three key elements of the Recreation Master Plan. These elements include:

- The Vision, Mission, and Principles of Recreation Services
- The Four Goals of Recreation Services
- The potential Return on Investment of the program

Criteria are listed under each key element heading. Criteria are statements that the program should be considered against. These statements are not meant to be absolute measures but rather discussion points. The aim of the evaluation process is to help identify programs that are clearly aligned with the Recreation Master Plan and those which clearly are not, so that attention can be focused on programs that fall in the grey area between.

Scoring Methodology

When evaluating a program or programs, multiple Recreation Services managers and/or staff should come together to fill out the evaluation scorecard. Together, a conversation with multiple perspectives about the program can occur and arguments for or against a program's scoring can be made. Alternatively, separate score sheets for a program can be submitted by multiple individuals and compared or averaged by a program manager.

For each program evaluated, score it against each criteria on a range from 0 to 3, where:

- **0 = Program cannot be judged against criteria**
- **1 = Does not meet criteria**
- **2 = Somewhat meets criteria**
- **3 = Excels at meeting criteria**

The higher the score, the better the program. Add scores for each section and provide subtotals. Add subtotals together when evaluation is complete to obtain the program's Total Score. The higher the Total Score, the more aligned the program is with the Master Plan. The lower the Total Score, the less aligned. This preliminary score will help inform a final discussion with additional considerations that will ultimately determine the fate of the program. It is recommended that new programs be evaluated before implementation, and existing programs be evaluated every three years on a staggered basis to space out the evaluation process. If a program is identified as a candidate for spinning off to another division or external partner, evaluation is also recommended.

Program Evaluation Scorecard

Program Name: _____

Scoring: 1 = does not meet criteria; 2 = somewhat meets criteria; 3 = excels at meeting criteria

Vision, Mission and Principles	Score
<i>Vision:</i> Longmont Recreation Services leads the way to creating a unique community by providing memorable recreational experiences for all in a fun, innovative and safe learning environment.	
<i>Mission:</i> Longmont Recreation Services builds community through evolving life-long recreation, leisure and learning opportunities for the health and well-being of our community.	
<i>Principles:</i> 1. Create memorable and fun experiences. 2. Provide diversity in programs, events and services to meet the changing needs and interests of our community. 3. Maintain safe, well managed facilities to ensure participation opportunities for all. 4. Promote and encourage behaviors that support a healthy lifestyle . 5. Offer programs and services that are accessible to all residents. 6. Work collaboratively with our colleagues and our community.	
Subtotal	

Goal 1: Bring new participants to recreation services and expand the user base.	Score
Program has attracted (or is likely to attract) new users	
Program is of interest to a target population	
Program has been (or will be) adapted to be more relevant to a target population (including providing Spanish language support)	
New users rate the program highly	
Program associated with a current or new trend in recreation	
Subtotal	

Goal 2: Build upon current strengths.	Score
Program satisfaction is steady or rising	
Staff are well matched to the program (necessary skills, interests, etc)	
Satisfaction with the facility used is trending up	
Attendance for existing program has remained strong or is growing	
Subtotal	

Goal 3: Explore and expand partnerships.	Score
Program is a critical revenue generator for Recreation Services	
Program builds capacity in a partner organization/division	
Program can be transitioned to a partner in the future if desired	
Subtotal	

Goal 4: Promote the community and economic value of the City's investment in recreation.	Score
Program has generated positive stories or testimonials	
Program has generated social or traditional media attention	
Program utilizes traditional or social media to attract users	
Subtotal	

Return on Investment	Score
High number of people served (or who benefit from program/event)	
Initial investment needed to start program (if new) is low	
Facility costs associated with program are low	
Equipment costs associated with program are low	
Staff costs associated with program are low	
Subtotal	

Program Evaluation Score

Key Element	Subtotals
Vision, Mission and Principles	
Goal 1	
Goal 2	
Goal 3	
Goal 4	
Return on Investment	
Total Score	

Additional Considerations:

Final Recommendation: _____

Program Recommendation

The evaluation score provides a strong indicator of the direction a program should be taken. The score of the entire cohort of programs being rated should be examined for natural breaks in the scores. Based on these breaks, the evaluated programs can be grouped into three categories.

- **High Rating:** Program excels at meeting Recreation Services criteria and should be considered for initiation (if new), continuation or expansion.
- **Medium Rating:** Program needs additional consideration to determine if it should be enhanced to better meet criteria or reduced/discontinued in the near-term. For new programs, additional planning should occur to increase its rating before initiation.
- **Low Rating:** Program does not sufficiently meet criteria and is a candidate for discontinuation or transfer to external partner.

As noted above, the Final Score is not necessarily the end of the program evaluation. Sometimes, the discussions that take place during scoring can make clear the direction the program should be taken, and a Final Recommendation can be made immediately. In other instances, the evaluation process will need to make additional considerations such as user testimonies, instructor feedback and ideas, budget concerns, and external partner interests or capacities. Following the discussion and the documentation of additional considerations, a Final Recommendation should be made.

Several general final recommendations are suggested:

- **Continue, expand or begin this program**
- **Make improvements or restructure this program**
- **Phase out this program or hold less frequently**
- **Discontinue or do not offer this program.**
- **Consider a private partner**

Other possible criteria to include/replace existing:

No other recreation provider is offering this program

Program grows an existing strength

Program is sufficiently differentiated from similar offerings/schedules

There is available staff capacity/facility space for this program

APPENDIX C: PROPOSED PERFORMANCE MEASURES

Purpose

This implementation strategy addresses the need for Recreation Services to demonstrate quantifiable progress towards its goals, in order to inform its planning and implementation of programs and to justify its future projects and budgets. To do so, there needs to be strategic data collection, measurement and evaluation practices created so as to illustrate Recreation Services' organizational effectiveness. Such performance measures draw on existing data and new sources of vital information such as surveys, budgets, social media and community partnerships. It is recommended that regular performance updates be issued based on the results of this data collection and evaluation, ideally aligned with annual budget preparation. This report in turn can help clarify Recreation Services' role in the Division and help set priority actions for the coming year.

Progress towards Goals

The four goals represent the keystones to how Recreation Services is meeting its mission of service to the community of Longmont. A single performance measure may be applied to multiple goals, and a single data collection exercise may be utilized for multiple performance measures. What follows are sample performance measures and data collection techniques that can be used to evaluate Recreation Services' progress towards each of its four goals.

Goal 1: Bring new participants to recreation services and expand the user base.

Goal 2: Build upon current strengths.

Goal 3: Explore and expand partnerships.

Goal 4: Promote the community and economic value of the City's investment in recreation.

Performance Measures

Performance measures are indicators of progress. What follows are five example performance measures for Recreation Services. Each performance measure has multiple sets of data from which one can draw conclusions, and as mentioned above, a single data source can help quantify multiple performance measures. Table C-1 below outlines the five proposed performance measures, the types of data that needs to be collected to evaluate the measure, and to which goals the measure relates. A more detailed discussion of each measure follows.

Table C-1: Five Proposed Performance Measures

Performance Measures	Data Collection	Goals Measured
1. The number of recreation users and programs.	Registration info, event surveys, counts of facility users, program counts	1, 2, 3, 4
2. Satisfaction with programs and events	User surveys, staff surveys and retention rates	1, 2, 4
3. Financial performance	Meeting budget projections, amount of investment	2, 3
4. The number of active beneficial partnerships	Number of contracts, number of external partner events, programs passed to external partners	2, 3, 4
5. Marketing and communications reach into the community.	Information accessibility & web traffic, user surveys, marketing budget, partnerships & funding	1, 3, 4

Proposed Performance Measure Details

1. The number of recreation users and programs.

Data Collection

- **Registration Information:** Query registrations for first-time registrants to recreation programs and sports leagues. Query registration for number of new memberships (gym, pool, etc.)
- **User and Event Surveys:** Survey for new attendees and volunteers at events.
- **Program Counts:** Assess number of new or expanded programs implemented over the year.
- **Counts of Facility Users:** Track visitors to recreation facilities through front desk counts or door sensor meters.

Evaluation

- Tally overall numbers of new participants, volunteers, registrants, memberships and facility users.
- Track over time with each survey or count, or tally in a single, annual effort.
- User counts may be weighted by type to represent annual priorities.

2. Recreation user and staff satisfaction.

Data Collection

- **User Surveys:** Create and/or utilize existing community surveys, program evaluation surveys, and post-reservation surveys.
 - Using the Longmont Customer Satisfaction Survey, document the percentage of “Recreational opportunities” answers to question “What are your favorite aspects about living in Longmont?”
 - Collect post-program survey responses to the survey questions: “Rank the quality of the instructor”; “Rank the quality of the facility”; “Rank your overall satisfaction with the program”
- **Staff Surveys and Retention Rates:** Create and/or utilize existing staff surveys to document satisfaction with facilities, training, and workplace environment, and collect ideas for improvements. Document retention rates amongst staff, and note critical positions and exemplary staff members.

Evaluation

- Analyze survey responses to show percentage of participants who are satisfied with recreation services, offerings and facilities.
- Document staff survey responses and note new ideas for improvement.
- Analyze staff retention rates to show percentage of trained staff who have returned from the previous year.

3. Financial performance

Data Collection

- **Key Budget Figures:** Total recreation expenditures, recreation revenue use most current actual data.

Evaluation

- Financial performance should fulfill the projections from the previous budget, and achieve the cost recovery goals of the Division.
- Strong performing programs and events should continue to provide the resources to reinvest in new or expanded services.

4. The number of active, beneficial partnerships.

Data Collection

- **Number of Contracts:** Document the number of recreation services contracts that were made, especially for new or expanded services. Document outreach effort results and planning exercises with community organizations.
- **Number of External Partner Events:** Document the number and type of events or programs sponsored, organized or facilitated by external partners.
- **Programs Passed to External Partners:** Document the number and type of programs or events Recreation Services were able to successfully spin off to internal or external partners. Show how this resulted in a net gain of recreational opportunities through reinvesting resources for new programs.

Evaluation

- Demonstrate growth in the number and type of partnerships, and the benefits they have provided to the overall success of recreation in Longmont.

- Show the benefits provided by these partnerships, such as number of attendees, types of populations served, repeat events planned or amount of revenue generated.

5. Recreation Services' presence in the community

Data Collection

- **Information Accessibility and Web Traffic:** Ensure information is easily accessible through continued improvements to Recreation's print materials, communications and website. Maintain and improve community outreach at events and through social media. Document the number of web page visits and social media followers.
- **User Surveys:** Collect online post-reservation or post-permit responses to the survey question: "Rank your satisfaction with the reservation process". On general user surveys, collect information about how people heard about Recreation offerings and the quality of the messaging/website/brochure, etc.
- **Marketing Budget:** Track the marketing budget and its uses over time. Justify and utilize annual increases in the marketing budget to hire additional personnel, update marketing materials and expand communications.
- **Partnerships and Funding:** Coordinate with internal and external partners on best practices, new opportunities and new strategies. Document efforts that are leveraged through partnerships and those that create additional funding streams.

Evaluation

- Demonstrate growth in marketing budgets, website visits, online reservations, user satisfaction, and print brochure efficiency.
- Describe Recreation Services' messaging strategy and link increases in participation and satisfaction to the increased quality of messaging and outreach.

APPENDIX D: COMMUNITY SERVICES PROGRAM COORDINATION MODEL

Note: This tool remains in development within Community Services and this appendix represents the current form as of February 2015.

Purpose: To establish a sustainable and uncomplicated system of planning, coordination and implementation throughout the department, the city organization and community—in areas of program/service delivery and marketing—that reduces redundancy and competition and strengthens work relationships, clarity and communication.

Utilize this tool to help understand where and how you should be involving others in our department in program development.

Trigger Questions to Consider	Level of Involvement								Notes Comments
	Inform		Consult		Coordinate		Collaborate/Partner		
What is the overall purpose or objective of program? What do we want to accomplish?		Mark here if it fits		Mark here if it fits		Mark here if it fits		Mark here if it fits	
How does this fit with our mission?	The program clearly fits within the division mission and goals.		The program may fit within the division mission and goals, and possibly other divisions' goals.		The program clearly fits within the division mission and goals, and other divisions' goals.		The program clearly fits within the division mission and goals, and other divisions' goals.		
Are we responding to emerging trends and/or customer input?	No emerging trends may impact other divisions.		Emerging trends may impact other divisions.		Emerging trends may impact other divisions.		Emerging trends impact other divisions and/or departments.		
What other divisions (or staff within own division) share this same objective or program interest?	No other division shares this same program objective or program interest.		Other divisions may share an indirect or direct interest in this program (e.g. complements an event or related program; may be an outreach opportunity; etc.)		Other divisions may share an indirect or direct interest in this program (e.g. complements an event or related program; may be an outreach opportunity; etc.)		Other divisions, departments and/or community organizations have a direct interest in addressing this community need/trend.		
What is the target population to be served?	No other division serves this same target population.		Other divisions serve the same target population or have an interest in serving this same population.		Other divisions have a primary mission to serve the same target population.		Other divisions have a primary mission to serve the same target population.		
Number or types of population served									
What other divisions serve this population?	None		At least one		More than one		More than one		

How many customers would be served?	Small # of people and/ or a focused subset (up to 50)		Moderate # of people to be served (up to 100)		Moderate - high # of people to be served (up to 200)		Targets a large demographic in the city and/or the community at large (up to 1000 or more people)		
Duration of the program?									
Is this a one-time event, a seasonal program, or an ongoing program or service?	One-time or seasonal program/activity, although program could be of any duration.		Program could be of any duration, but has the potential to grow in demand.		Program could be of any duration, and has the potential to grow in demand.		Program could be of any duration, and has the potential to grow in demand.		
Level of impact this program might have on other divisions									
Is there apparent direct competition with another division?	No apparent competition. No or minimal impact on other division's service delivery.		Potential of impact or competition with another division.		Other divisions serve the same target market or offer similar program.		Other divisions serve the same target market or offer similar program.		
If so, does this division have different revenue requirements and	No		Other divisions offer a similar program and a different fee.		Other divisions offer a similar program and a different fee.		Other divisions offer a similar program and a different fee.		
Is there enough market share to support more than one division offering this program or will it create confusion for customers?	If yes, Inform		May be serving the same target market as another division, so will need to determine impact.		May be serving the same target market as another division, so will need to determine impact.		There is an opportunity to provide a higher level of service; help another division achieve its vision.		
Total marks in a column	Inform		Consult		Coordinate		Collaborate/Partner		
Expectations of programming staff where there are the most marks in a column	Consider informing other divisions about marketing opportunities in divisions' owned media outlets.		Consult with other division staff about any potential concerns or opportunities (shared marketing, consult about program development, joint sponsorship, complementary programming, facility use, etc.).		Contact other division staff about opportunities to coordinate program or scheduling (shared marketing, consult about program development, joint sponsorship, complementary programming, facility use, etc.).		Organize a broad planning group to explore opportunities and share responsibilities for planning and implementing the program/event.		
	Inform		Consult		Coordinate		Collaborate/Partner		

	Decision-making: Programmer makes the decision about moving forward with the program.		Decision-making: Programmer makes the decision about moving forward with the program.		Decision-making: Influence...incorporate others' input. Program could be modified, based on input.		Decision-making: Shared decision-making.		
--	--	--	--	--	---	--	--	--	--

The answers to these “trigger questions” will help program planners to determine whether to continue planning this program independent of other divisions or functions, or whether to involve other division/department staff in the planning effort at the suggested level indicated in the matrix. Based on the level of involvement indicated, possible areas to explore include:

- What are other ways to provide this service? Could a change in venue make a difference?
- What resources are required?
- Are there shared marketing opportunities?
- Source of funding
- Capacity of staff
- Significant/essential difference in the core elements of the program (from other divisions)

Conversation with all programmers (first, let’s test this model with a few programmers)

- How does this become an important tool for you?
- Test new program ideas (Ann H, Louie, Elizabeth, Karen C, and library people)
- How do we make this process clear and useful?
- What if someone doesn’t play well with this?
- Does everyone have to use this model?

Other ideas:

- What about some type of annual review?
- Where do division managers weigh in on decisions? As the level of involvement moves more toward the right?
- More horizontal lines in the document
- Use this as a template; incorporate responses into the document.
- Jon will make revisions as discussed.

APPENDIX E: SPECIAL EVENTS STREAMLINING

Introduction

This appendix provides specific suggestions for improving Recreation Services' existing permitting and scheduling practices, especially for Special Events. The recommended revisions to the City's online web pages that would make it easier for interested parties to locate and obtain information on planning special events and reserving park facilities.

While the existing web pages and application packets provide all the necessary information, they are not organized or linked in the most intuitive way. For example, on the City's main website there is a convenient "I WANT TO..." button on the upper right of the toolbar. This opens a drop-down menu list with many options. The "BOOK/REQUEST/ SCHEDULE" section currently includes "Facility Reservations, Rental, Permits", but clicking this subsection sends you instead to park shelter reservations, while the "Rent a Facility", listed under the "PAY/RENEW/ RENT" section, sends you to the City facility directory. "Special Event Permits" is listed under two different headings. Overall, the related needs of someone who wishes to hold some type of community event, such as renting facilities, park shelters, sports fields and special event permits, are not grouped logically under a single heading. These recommendations hope to remedy that.

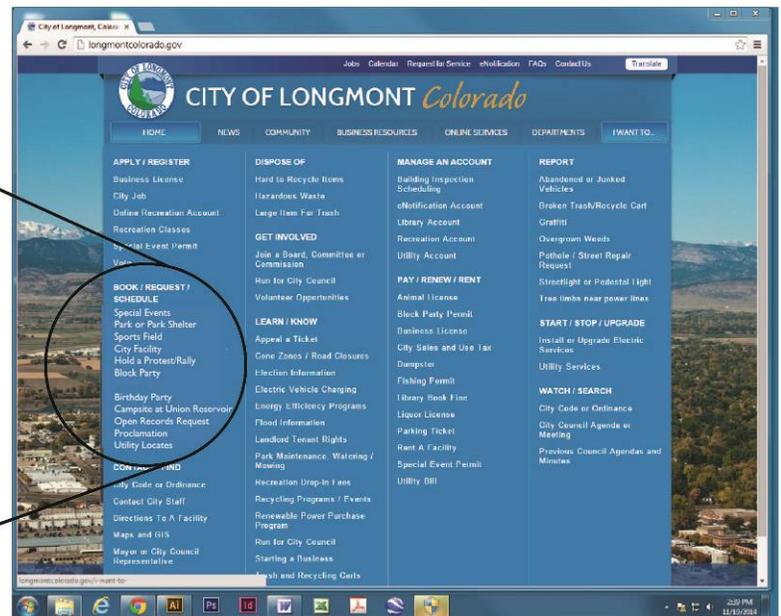
Longmont's Recreation Services and City Clerk's offices are well-versed in assisting interested parties with permits and reservations by phone or in person. However, their work burden surrounding scheduling could be greatly reduced by implementing these website revisions. The new Special Events and Reservation Guidelines also respond to Recreation Services' desire to find external partners to assist with, or take over, management of existing special events and activities by specifically asking if there are opportunities for increasing partnerships.

These improvements address specific needs to reorganize web information, especially links in the "I Want To..." toolbar and the included information within those links. These changes would make locating applications and contact information more streamlined. By reformatting the information, event organizers, individuals and groups can more easily and efficiently navigate the reservation and permitting system. Besides these online organizational changes, the new format introduces graphic flowcharts to provide visual elements for how the process works. The new flowcharts illustrate questions and answers to common topics of reservations and special events, and provides a place for bold hyperlinks to direct users to additional information. With continued development, this flowchart could become a powerful, interactive tool for users, with their answers to questions automatically linking them to the appropriate applications, contacts and permits.

Recommendations for New Guidelines and Web Organization

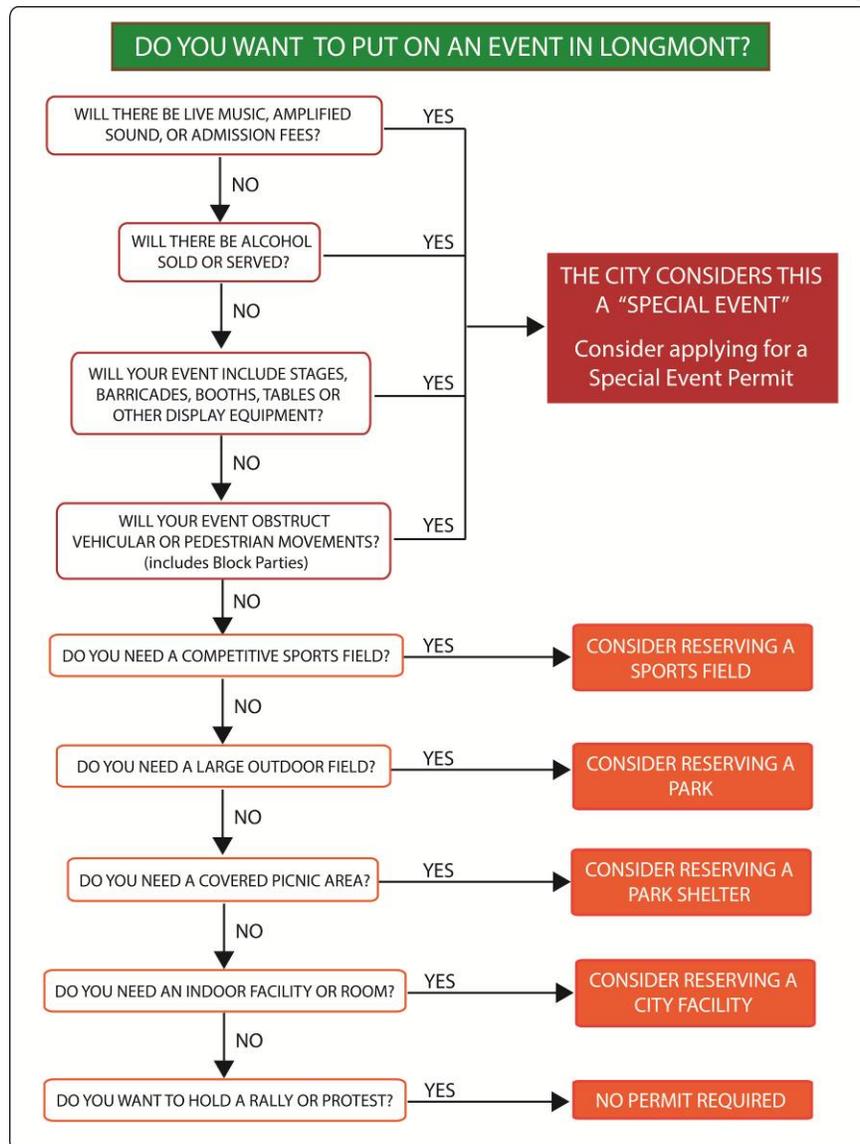
1. Reorganize the **“BOOK/REQUEST/SCHEDULE”** category under the **“I WANT TO…”** drop down list on the City of Longmont’s website. Included under this category would be the following subsections:

- **“Special Event”**
- **“Park or Park Shelter”**
- **“Sports Field”**
- **“City Facility”**
- **“Hold a Protest/Rally”**
- **“Block Party”**



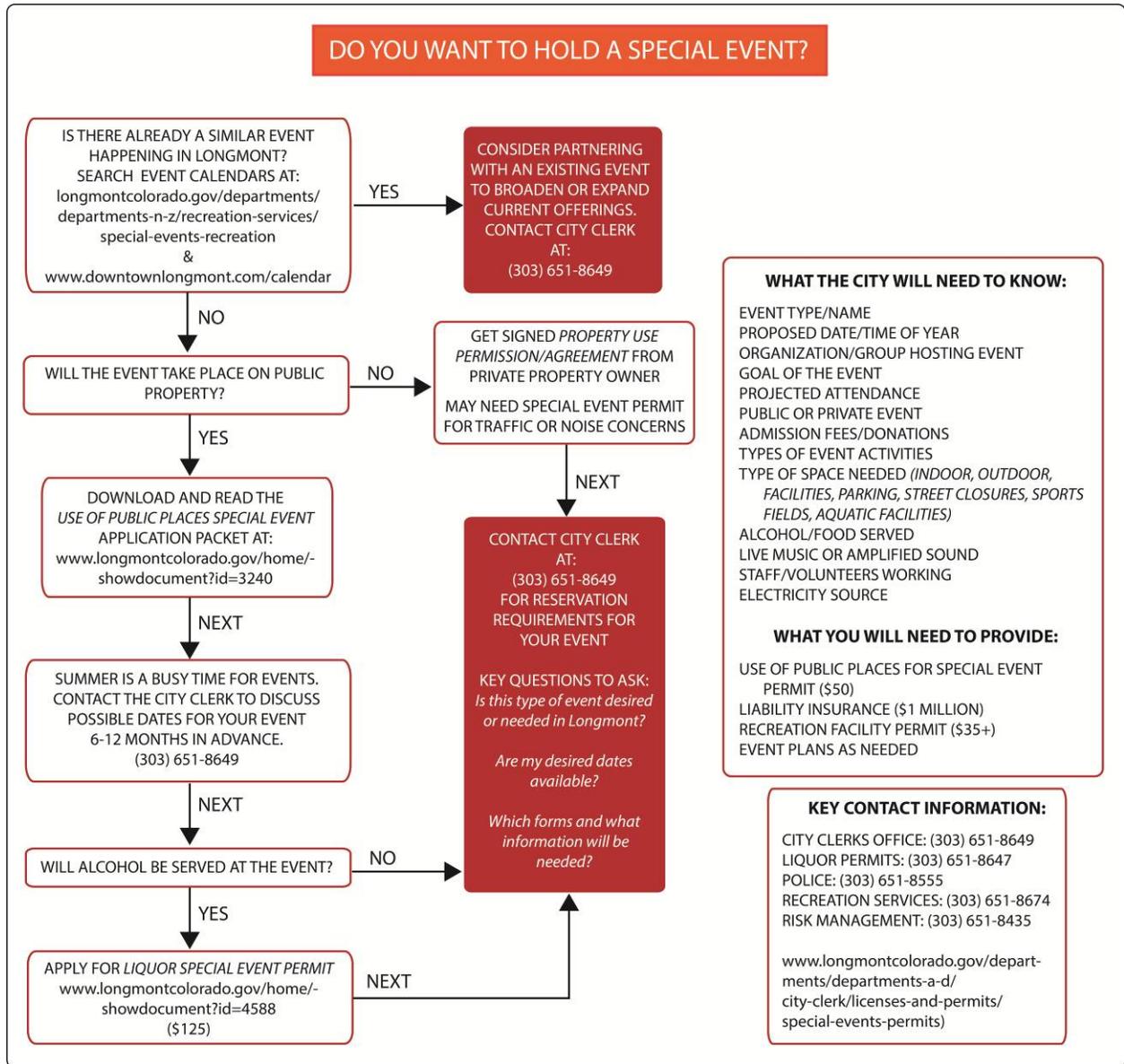
2. Reorganize webpages for the above subsections utilizing topic specific flowcharts and content to provide clear, illustrative guidance for permits and reservations. Recommendations for those flowcharts and web content is as follows:

- **“Special Event”**: Clicking on this subsection first directs users to the general flowchart (see below) to determine if their proposed event would trigger a Special Event Permit or a different type of permit/reservation process.



This general flowchart guides people through a series of overview questions that determine if the desired event would require a Special Event Permit, a sports field reservation, a park or park shelter reservation, a city facility reservation, or a protest/rally permit. This flowchart would help users determine their specific needs, and boxes could be hyperlinked to the appropriate pages with additional information.

Clicking on *Special Event Permits*, the link would send users to a page with the “Do you want to hold a Special Event?” flowchart. Clicking on other buttons would send the user those pages, outlined in later sections below.



In addition to the above flowchart with hyperlinks, the Special Events webpage should include the following information, which represents a reorganization of information currently found at: <http://www.longmontcolorado.gov/departments/departments-a-d/city-clerk/licenses-and-permits/special-events-permits>)

Note: This would also be the first webpage linked to the “Block Party” subsection under “I WANT TO...” > “BOOK/REQUEST/SCHEDULE” on the City’s main webpage. Specific block party information would be hyperlinked as noted below.

[Begin webpage content]

Special Events in Longmont are activities such as concerts, festivals, weddings, parades, races, car shows, etc. conducted on public property. This guide was created to help private parties and The City of Longmont more easily partner to create great events for the community.

Special events can be private or open to the public. Special Event Permits are required for the following types of activities:

1. A temporary event or promotion that uses a barricade, booth, table, rack, structure, cart, or other display equipment. Block parties need Special Event Permits in addition to a Block Party permit*.
2. An event at a city park to which the public is invited or admission is charged.
3. An occasion in which a group of persons collectively engage in a sport or form of physical exercise which obstructs, delays or interferes with the normal flow of pedestrian or vehicular traffic and controls, including, but not limited to, bicycle and foot races, rallies, or public protests.
4. Any event utilizing amplified sound due to its potential for impact on surrounding neighbors.
5. Any event selling or serving alcohol on public property**

*Hyperlink to new page containing block party information (see "Block Party" bullet below)
**Hyperlink to new page containing existing "Liquor Special Event Permit" information and permits application from: <http://longmontcolorado.gov/departments/departments-a-d/city-clerk/licenses-and-permits/special-events-permits>

Tips for Getting Started:

1. Download and review the *Use of Public Places Special Event Application Packet* here: <http://www.longmontcolorado.gov/home/showdocument?id=3240>
2. Think through what type of event you want to put on, and what other events are currently offered. If similar events are already offered or being planned, please consider partnering with the City or external partners to help provide the event, broaden the event to a wider audience, or make the event better.
<http://longmontcolorado.gov/departments/departments-n-z/recreation-services/special-events-recreation>, & <http://www.downtownlongmont.com/calendar>,
3. Up to one year in advance (minimum 7 months before summer events) submit a notice of intent to conduct a public event with proposed dates and location of event. Contact the City Clerks office at (303) 651-8649 to discuss your event idea and get personal assistance. [For large events, an ombudsman helps with the process. Current ombudsman is Recreation Manager, Jeff Friesner.]

What the City can and cannot do for special event planners

The City can:

- Assist with any initial questions you may have
- Explain the special event permit process
- Help direct you with timing of event
- Help direct you to community contacts and funding resources
- Help connect you with vendors to help you put on your event
- Help organize space to hold your event

- Charge for permit applications (unless events do not charge a fee, accept donations, or sell goods)
- Charge extra fees for clean up, security or replacement of damaged property
- Consider replacing a City-run event with your privately-run event
- Stop any event activity for safety reasons, or potential damage to area or surrounding area

The City cannot:

- Put on your event for you
- Guarantee availability of public property for special events
- Provide City resources free of charge
- Approve an event without the proper permits, insurance, information and fees

What the City will need to know about your event

- Event Type/Name:
- Proposed Date/Time of year:
- Organization/Group hosting event:
- Goal of the event:
- Projected attendance:
- Is event public or private?
- Any similar events already held? If so, when and where?
- Are fees charged/donations accepted for event admittance?
- What types of activities will take place at the event?
- What type of space is needed? (indoor, outdoor, permanent/temporary facilities, parking needs, street closures, special use spaces such as recreation fields/sports/aquatic facilities)
- Will food be served?
- Will alcohol be served?
- Will there be amplified sound?
- What type of staff/volunteers will work event? How will you train them?
- What electricity will be used? Generators or city-provided at park shelters, etc.?
- What are your traffic control/public safety needs?

Permits Information

- Special event permit holders are limited to fifteen (15) Special Event Permits per calendar year. Each permit is valid for one day only.
- An event lasting between one and five days may be applied for on one application but each day counts toward the maximum 15 days per year.
- Different single day events must be addressed individually.

Permits/Forms that may be required (See Special Event Application for detail):

Form 1: Application for a Use of Public Places for a Special Event (due 45 days prior to event, \$50)

Form 2: Special Event Rules & Regulations (signed)

Form 3: Sanitation Plan

Form 4: Emergency Plan

Form 5: Street Closure & Traffic Control Plan

Form 6: Tents, Stages, Hazards & Electric Plan

Form 7: Entertainment & Vendors Plan

Form 8: Signs, Advertising & Media Plan

Form 9: Alcohol on Public Places Application & Regulations

Additional as needed: Site Plan/Layout of event

Find forms at: <http://www.longmontcolorado.gov/home/showdocument?id=3240>

Additional forms/fees (as required):

Proof of Liability Insurance (\$1,000,000 + Liquor Liability if needed)

Liquor Special Event Permit (due 60 days prior to event, if open to the public, \$100 + \$25 fees)
(<http://www.longmontcolorado.gov/home/showdocument?id=4588>)

Facility Permit from Recreation Services if event takes place in city park, trail or greenway (\$35 per 100 participants. Fees can vary.)

Property Use Permission/Agreement for events on private property

Block Party Application/Fees (\$25 barricade deposit)

(<http://www.longmontcolorado.gov/home/showdocument?id=3234>)

Block Party Grant Application

(<http://www.longmontcolorado.gov/departments/departments-a-d/community-and-neighborhood-resources/neighborhood-programs/block-party-grants>)

Key contact information

Contact the City early on in the event planning process for advice and help with permits and forms.

City Clerks Office (*Primary Contact*): (303) 651-8649

Local Licensing Authority (Deputy City Clerk for Liquor Special Event Permits): (303) 651-8647

Police (for road closures and security): (303) 651-8555

Recreation Services (to reserve facilities, parks, or greenways): (303) 651-8404

Risk Management (for safety and insurance info): (303) 651-8435

Transportation, Public Works & Natural Resources: (303) 651-8416

Timeline for special event planning

About 1 year out: Start planning event. Research other special event types/dates/locations to determine conflicts. Submit *Notice of Intent to Hold Public Event* to City Clerks Office.

6 months out: Determine private partners and vendor needs. Finish planning event.

At least 2 months out: Submit *Liquor Special Event Permit* and fees.

At least 45 days out: Submit *Application for a Use of Public Places for a Special Event* and fees.

3 weeks out: Make final arrangements for event. Advertise event.

7 to 10 days out: Distribute notice to neighborhood residents and businesses about the event.

Day before/morning of: Stage event equipment and materials, set up, and run a great event.

Immediately following event: Clean up and repair of facilities and grounds. Post-event inspection by City.

City ordinances governing special events

Longmont City Ordinances specifically govern special events and requirements for permitting.

Particular ordinances include:

13.04.310 Work in City Property, Temporary Obstruction Permit

13.20.027 Special Events in Parks

13.37.030 to 13.37.180 – Use of Public Spaces

13.38 Alcohol on Public Property

Find City ordinances at:

https://www.municode.com/library/co/longmont/codes/code_of_ordinances?nodeId=PTIICOOR_T13STSIPUPL

- **“Park or Park Shelter”**: When users click on this subsection from the main website or general flowchart, it sends them to the Park or Park Shelter page with this flowchart diagram:



The flowchart can be hyperlinked to direct users to the following webpage in order to search particular parks for available shelters and facilities:

<http://longmontcolorado.gov/departments/departments-n-z/recreation-services/facility-information-recreation/park-shelter-reservations-and-permits>

In the future, the online system can sort parks with nearby shelters to make the search easier.

The primary information below can be restated on the webpage itself, below the flowchart:

[Begin webpage content]

Large outdoor fields or open spaces can be reserved for group activities such as picnics, recreational sports or school outings. Often, these spaces are reserved along with nearby park shelters for setting up food or supplies.

Reservations are accepted April-October, first-come/first-served, by credit card only. Minimum 7 days in advance.

Fees for groups under 99 people: \$35 (resident) / \$44 (non-resident)

If the number of people exceeds 100, please contact Recreation Services to determine if you need a Special Event Permit instead. A Park Shelter Reservation Agreement is also required, confirming no alcohol, live music or amplified sound.

For additional information and help call Recreation Services: (303) 651-8404

- **“Sports Field”**: Currently there is no Sports Field subsection to click on. This stems mainly from the general lack of available sports fields to reserve in the high seasons. However, it is recommended that information and contact information be provided. When users click on this subsection from the main website or general flowchart, it sends them to the Sports Field page with the flowchart diagram:



In addition to the flowchart, the following primary information should be included on the webpage.

[Begin webpage content]

Sports fields are available for private groups, tournaments and competitions. There is no alcohol, live music, or amplified sound allowed. For availability and reservations, please contact Recreation Services at: (303) 774-4758

- **“City Facility”:** When users click on this subsection from the main website or general flowchart, it sends them to the page where they can learn about reserving and renting City facilities. The webpage opens with this flowchart diagram:



The flowchart can be hyperlinked to direct users to the following webpage in order to search particular City facilities for availability and reservation contact information:
<http://www.longmontcolorado.gov/online-services/facility-directory/-selcat-85>

- **“Hold a rally or protest”**: When users click on this subsection from the main website or general flowchart, it sends them to the page where they can learn when a rally or protest would require a Special Event Permit. The webpage opens with this flowchart diagram:



In addition to the flowchart, the following primary information should be included on the webpage.

[Begin webpage content]

Public rallies and protests can be held on public property such as plazas and sidewalks. No special permit is required if there is no amplified sound, no stages or barriers set up, and traffic or pedestrian movement is not obstructed. For exclusive use of a public space for a permit, or if there will be amplified sound or obstruction of traffic or pedestrian movement, you must apply for a Special Event Permit.

Contact the City Clerk for help with permitting.
(303) 651-8649

- **“Block Party”**: When users click on this subsection from the main website or general flowchart, it first sends them to the “Special Events” page, where it is explained that block parties require both a Special Events Permit and a Block Party Permit. This “Block Party” webpage with additional block party information is hyperlinked from the Special Events section.

[Begin webpage content]

A block party is a street closure to facilitate neighbors on a specific block getting together to build a sense of community. Block parties are typically held on neighborhood streets and are not allowed on collector or arterial roadways.

In addition to this Application for a Block Party permit*, there are also Block Party Grants available. Visit the Community & Neighborhood Resources** page for additional information on how to get funding assistance for your event. If you plan on having alcohol at your block party, please see special information for Liquor Special Event Permits***

*Hyperlink to: <http://longmontcolorado.gov/home/showdocument?id=3234>

**Hyperlink to: <http://longmontcolorado.gov/departments/departments-a-d/community-and-neighborhood-resources/neighborhood-programs/block-party-grants>

*** Hyperlink to new page containing existing “Liquor Special Event Permit” information and permits application, from: <http://longmontcolorado.gov/departments/departments-a-d/city-clerk/licenses-and-permits/special-events-permits>

Conclusion

These suggested webpage revisions are just one example of how to make the online permit and reservation system more user-friendly, streamlined, and accessible. It is also recommended that Longmont consult their web manager for additional suggestions for making the webpage better.

APPENDIX F: PUBLIC OUTREACH SUMMARY

The public involvement process for the Longmont Recreation Master Plan began in parallel with the Parks, Recreation and Trails (PRT) Master Plan. The Recreation Master Plan provided a unique opportunity to further explore recreation-specific issues identified in the extensive PRT Master Plan process.

The combined PRT and Recreation Master Plan public involvement processes informed identification of key issues, revision of the Recreation Services mission, and the specific objectives and action items recommended in this plan.

This appendix summarizes the outreach process and findings¹, and is organized as follows:

- A description of the outreach strategy for the Recreation Master Plan; and
- A description of the specific outreach methods and activities, including a summary of participation levels.

Outreach Strategy

The Recreation Master Plan outreach process builds on the over 1,300 points of contact during the development of the Parks, Recreation and Trails Master Plan². Primary audiences for this outreach process included existing users of the recreation system, current and potential partners, and the key Community Services staff who provide programming across several divisions. The process also sought engagement of the general public, including a number of target audiences such as Longmont's Latino community, teens and seniors; community-based organizations including sports leagues, service groups and organized business interests; and the disability community. The intercept activities and online questionnaire designed for this plan added nearly 1,000 additional points of contact posing questions specific to the recreation services offered in Longmont.

Methodology

The Project Team conducted a variety of outreach activities specifically designed to provide useful direction in guiding the future of the Recreation Services division. This section provides a brief summary of outreach tools and methods.

¹ This summary report is supported by individual public involvement activity summaries that present specific findings from the major outreach opportunities. Contact Recreation Services for individual summaries.

² For the final Parks, Recreation and Trails Master Plan please visit:
<http://longmontcolorado.gov/departments/departments-n-z/parks-open-space-trails/plans-maps-and-reports/parks-recreation-and-trails-master-plan>

Outreach Kit/Intercept Surveys

The purpose of an intercept event is to take the planning process to the community to involve residents and visitors who otherwise may not participate in the planning process. Interactive displays are set up at special events/festivals or in prominent, busy locations to collect community feedback and inform people about the planning process and other opportunities to be involved.

City staff members conducted a number of community intercepts in Summer 2013 and Spring 2014. The intercept activities took place at the following events and locations to involve participants with diverse interests:

- Rhythm on the River 7/13/13
- Downtown Concert 7/26/13
- National Night Out 8/6/13
- Festival on Main 8/23/13
- Displayed in the Recreation Center 3/10-3/31/14

Approximately 572 people provided input via intercept activities.

Recreation Questionnaire

Based on the input received via community intercepts, the planning team developed an online survey. The online survey was offered in both English and Spanish, available between March 13 and March 31, 2014. Over 420 community members participated, providing information about participation in programs, activities, events and classes; perception about amenities and services; Recreation Services' strengths; and the desired role(s) of Recreation Services in community service provision.

Recreation Providers Summit

On March 13, 2014, the City of Longmont convened a group of recreation providers from across the community and various departments within the City. The recreation providers summit was an important step in developing the Recreation Master Plan, which will guide decision making for the Recreation Services division. The discussion at the summit was inclusive of not only the City's recreation offerings (across all departments and divisions) but also the School District, as well as community organizations and private businesses.

Participants included the following individuals:

- Judith Anderson, City of Longmont Library
- Scott Conlin, Bicycle Longmont
- Joshua Goldberg, Left Hand Brewing
- Ann Holley, Longmont Museum
- Sue Jacobson, City of Longmont Recreation
- Bobby Martinez, Longmont Baseball

- Erik Mason, Longmont Museum
- Christina Pacheco, City of Longmont Children and Youth Services
- Nancy Rezac, Visit Longmont
- Karen Roney, City of Longmont Community Services
- Ernst Strenge, Boulder County Parks and Open Space
- Brent A. Svensden, Longmont Swim Club
- Lorri Vandiver, Longmont Baseball
- Ben Wagner, City of Longmont Recreation Services
- Michele Waite, City of Longmont Senior Services
- Bill Zietlow, St. Vrain FC Soccer
- Susan Zimmerman, SVVSD - Community Schools

Strategic Directions Meeting

In April 2014, representatives from Community Services met to review key findings from the broader outreach process, and to outline a preliminary set of strategic directions for Recreation Services. These directions reflected an inclusive and collaborative approach to service provision. From this conversation, Recreation Services refined the directions and actions specific to its own work, with an understanding of the internal and external partnerships necessary to enhance recreation opportunities in Longmont.

Participants in the Strategic Directions Meeting included the following individuals:

- Judith Anderson, City of Longmont Library
- Jeff Friesner, City of Longmont Recreation Services
- Sue Jacobson, City of Longmont Recreation
- Christina Pacheco, City of Longmont Children and Youth Services
- Karen Roney, City of Longmont Community Services
- Ben Wagner, City of Longmont Recreation Services
- Michele Waite, City of Longmont Senior Services

Core Team Meetings

Throughout the process, a core team of Recreation Services staff worked with the consulting team to guide the process. This team was lead by the City's project manager, Jeff Friesner and included the managers of each program area.

Park and Recreation Advisory Board

The Park and Recreation Advisory Board was provided regular updates on the status of the Recreation Master Plan, along with the parallel Parks, Recreation and Trails Master Plan and ADA Transition Plan. These updates included progress reports by staff as well as presentations and discussions with the planning team.