



GREELEY PARKS & RECREATION ADVISORY BOARD MEETING

FRIDAY, JANUARY 8, 2021 -- 7:00 A.M.

Remote Meeting Instructions: In order to comply with all health orders and the Governor's April 27, 2020, Safer-at-Home guidelines intended to stop the spread of the COVID-19 Coronavirus, ***no physical location will be set up for viewing or participating in this meeting.***

PUBLIC ACCESS/PARTICIPATION

- To view the meeting and/or participate in real-time, email nancy.milton@greeleygov.com before the meeting begins to receive the log-in credentials.
- You can provide input/public comment for this meeting by emailing your comments to nancy.milton@greeleygov.com. Comments received before and throughout the meeting will be read into the record at the appropriate time.

Agenda

- 1. Roll Call**
- 2. Approval of Agenda**
- 3. Approval of Minutes-November 6th Meeting**
- 4. Public Input**
- 5. Board Member Committee Reports: Art Commission - Other**
- 6. Staff Reports**
- 7. Old Business**
 - 1) Naming Process for Natural Areas property east of Discovery Bay
Staff will present initial information regarding a naming process for this property which will see site improvements starting later in 2021.
In addition, staff is recommending that this site be designated as a Natural Area (not a park).
- 8. New Business**
 - 1) Water & Sewer Presentation – Terry Ranch Water Supply (at approximately 7:45am)
Staff from the Water & Sewer Department will present information on a unique and impending water supply project in northern Colorado.
 - 2) Presentation of Natural Areas Strategic Plan (Summary Page and draft plan attached)
- 9. Upcoming Agendas**
- 10. Next Meeting Set**
- 11. Adjournment**

Board members unable to join this meeting, please notify
Scott McPherson (Chair) at: sjmac4946@gmail.com

Parks & Recreation Advisory Board - Agenda Summary

January 8, 2021

Justin Scharton, Culture, Parks and Recreation Department / Natural Areas & Trails Superintendent, 350-9205

Title:

City of Greeley Natural Areas and Trails Strategic Plan

Background:

The Parks, Trails, and Open Lands Master Plan (2016), commissioned by the City's Culture, Parks, and Recreation Department, laid a ten-year vision for the high level strategic direction for both the Parks division and what would come to be the Natural Areas & Trails (NAT) division. To provide a more specific strategic framework for the next five years, NAT employed Logan Simpson Design to assist with the development of this strategic plan.

After a thorough review of existing policy framework, a draft plan was formulated. Then a robust steering committee was established to assist in reviewing and refining the plan for public review. In November, 2020 NAT kicked off a month of public engagement, which was conducted in a virtual environment due to COVID-19 safety protocols. NAT staff presented the draft plan to over 15 boards and commissions, and also hosted English and Spanish language virtual public meetings regarding the plan. In addition, the full plan and bilingual executive summaries were placed on the NAT webpage to provide residents the opportunity to comment on the plan.

The final plan features several components critical to the City of Greeley and NAT's success in a five-year planning horizon, including:

- Identification of Priority Conservation Areas
- Laying out six goal areas with specific objectives to achieve each goal
- A well-rounded suite of metrics to track success
- A list of prioritized action items

The final stages of adoption after review and recommendation by the Parks & Recreation Advisory Board include review and adoption by the Planning Commission on January 12, a Council Work Session

presentation/review on January 12, and (tentative) City Council adoption on February 2.

Decision Options:

The presentation to the P&R Advisory Board will be a follow up to the presentation given at the regular November meeting (11/6/20). Staff requests a recommendation from the Board as to next steps and recommended formal Motion language is as follows:

Suggested motion(s)

- I move to recommend approval of the City of Greeley Natural Areas and Trails Strategic Plan as presented, with legitimate format edits, and to forward the recommendation to Greeley City Council to adopt the Plan by Resolution.
- I move to recommend approval of the Natural Areas & Trails Strategic Plan with the following amendments: _____ *(be specific)*
- I move to reject the Natural Areas & Trails Strategic Plan as presented.

Attachments:

90% Draft Plan – Get Outdoors Greeley Strategic Plan
PowerPoint Presentation

PARKS & RECREATION ADVISORY BOARD

STAFF REPORTS – January 8, 2021

Andy McRoberts – Director of Culture, Parks, and Recreation

- Staff are finalizing designs and construction bids for the re-alignment of 3.5 fairways at Boomerang Links Golf Course in conjunction with the construction of a new PK-8 school in the area (along 71st Avenue).
- There are initial discussions to work with the developer of the City Center West subdivision (now known as Northridge Trails) to construct the ~6 acre Calabaza Park as the subdivision is emerging quickly. Calabaza Park's design is attached for your reference.
- We will also be scheduling the funding and construction of Eagle View Park within the Northridge Estates subdivision east of Northridge High School (off of 59th Ave and C Street) as that development is also emerging quickly. No estimated timeline as of yet but we anticipate 2-3 years for park development.

Eric Bloomer – Parks Superintendent

Parks

- The contractor hired to convert the old tennis courts at Sherwood Park into Pickle Ball Courts was able to perform all demo and begin the work for the new courts. The post tension concrete slab and fencing is complete. The courts will not be 100% complete until Spring 2021 due to cold weather.
- Clint Anders has started as our new Parks Planner and has already been jumping into projects and training. Clint will focus on playground and restroom/shelter replacements as well as irrigation replacements.
- Staff have been working to repair the fencing at the Rover Run Dog Park.
- Replacement benches and picnic tables for Bittersweet Park have been ordered to replace all the old wooden benches and aged picnic tables. Staff will be replacing those throughout the winter.
- Staff will also be busy this winter replacing all of our existing irrigation controls with a new, modern and cost efficient centralized control system.

Forestry

- Our Forestry Program received a 7th Gold Leaf Award from the Rocky Mountain Chapter of the International Society of Arboriculture for community beautification. This award is to honor the efforts in ROW reforestation and EAB programming.
- Forestry staff planted over 80 trees in November across the city. These were primarily to replace damaged or failing trees in Parks and Medians.

Linn Grove Cemetery

- Linn Grove hosted the annual Wreaths Across America event on December 19. This is the first year that the program had enough donors to lay a wreath at headstones for all 1800 veterans in the cemetery.

Scott Schuttenberg - Recreation Superintendent

- The Family FunPlex is currently open Monday-Friday from 6am – 9pm and Weekends from 10am – 6pm. Reservations can be made at <https://www.signupgenius.com/go/familyfunplex>.
- The Recreation Center is currently open Monday-Friday from 6am – 7pm and closed on weekends. Reservations can be made at <https://www.signupgenius.com/go/greeleyrecreationcenter>.

- Both facilities have fitness classes, weight room and swimming pool access available. Child care is not provided at this time.
- Greeley Recreation is taking extra steps to ensure our facilities are safe! Above and beyond the frequent cleaning and disinfection taking place throughout the day, we have recently applied a new product, called MicroForce, to a variety of areas within our facilities. This newly applied product kills germs of all kinds as they land on a given surface, including bacteria, viruses, mold, fungi, and more.
- Drop in basketball, soccer and pickle ball is currently being offered daily at the Recreation Center.
- New fitness equipment has been installed at the Family FunPlex and the Recreation Center.
- Public Skate sessions are currently offered at the Ice Haus seven days a week from 12pm – 1:30pm and Wednesday evenings from 6:30pm – 8pm. Cosmic skating is also offered on Friday and Saturday evenings from 6:30pm – 8pm.
- The next session of learn to skate programs will begin on January 12 and youth ice hockey programs will begin on January 17.
- The Rodarte Community Center is currently open weekdays for After School programming.
- Saturday 12/12 and Sunday 12/13 the Rodarte Community Center celebrated its 31st Annual Community Christmas Party! Families were able to drive through the parking lot in a safe manner to greet and receive a gift from Santa Claus and Mrs. Claus. During the two day event, a total of 2,270 people attended and 1,382 gifts were handed out! We hope we were able to spread some Holiday cheer to our community!

Justin Scharton – Natural Areas & Trails

Projects & Policy

- Broadview Acres #3 Ditch Trail | 100% construction plans have pushed timeline back slightly and project will now go out to bid in early 2021. Construction needs to be completed by March 2021 to avoid the ditch water delivery season. The section south of 4th St. and the new HAWK signal may be split into a separate phases to be completed late spring/summer 2021.
- Poudre Ponds | Work continues by Water & Sewer at Poudre Ponds to expand water storage capacity, connect the ponds, and protect the area from floodwaters of the Cache la Poudre river. Both the property itself and the adjacent Poudre River Trail are currently closed to the public until the project is completed. The trail will re-open first, then the Ponds themselves later in spring 2021. While construction is occurring, NAT is working with Colorado Parks and Wildlife to increase fish habitat in the public pond to provide a more robust fishery once the pond is refilled.
- NAT Strategic Plan | NAT is entering final phase of the strategic planning process with the presentation of the draft plan for the Parks & Recreation board's review (attached with the packet), followed by the Planning Commission and Council adoption in January and early February.
- The NAT Tech II position has been filled after months of being vacant due to COVID.

Volunteer Projects (VOC Partnership)

- Hosted a Weld County Community Meeting to share successes and learning opportunities from 2020's project season and look forward to next season
- VOC hosted a Volunteers Awards and Appreciation night
- VOC budgeting and prep for 2021 is in full swing



Narrative

The redesigned City Center West Subdivision Park takes into account feedback from the Parks and Planning staff in the following ways:

- All stormwater volumes from west and south of the park will be piped under the turf lawn to the NE corner of the park.
- A Detention Pond has been provided as a feature element in the NE corner (low point) of the park. This area will contain water most of the time and will become a feature area in the park for kids to explore water plants and small wildlife that will utilize the pond area for habitat
- A second Water Quality Pond is located to the west of the Detention Pond. Comprised of native grasses, perennials and shrubs this area will handle any additional water volumes during larger storm events.
- Located between these two areas is an Adventure path that allows kids to explore these two areas and the diverse plants and wildlife.
- All storm events (up to the 100 year) will be contained within the Detetnion Pond and Water Quality Pond. No other area of the park will experience water containment.
- All walks and connecting paths throughout the park are ADA accessible grades
- A two (2) acre turf area will allow for field games
- Areas between the ROW sidewalk and loop walk for the park will be planted with a low height native seed mix.
- A basketball court is provided
- Two play areas are provided for the playground for ages 2-5 and 5-12 years. These feature equipment that is bright and cheerful and offer a broad range of experience from tactile, exploration, imagination and role playing as well as challenging kids to physically try and explore new movements and challenges.
- A central gathering plaza facilitates community events by offering an iconic shelter that features picnic tables, grills, trash receptacles, drinking fountain and benches

2-5 Year Old
Playground Equipment



4 Wheeler
Color: Cobalt Blue



Spin Rocker
Color: Light Gray

5-12 Year Old
Playground Equipment



Hypar Net
Color: Frame: Light Gray



Custom Play Structure
Color: As shown



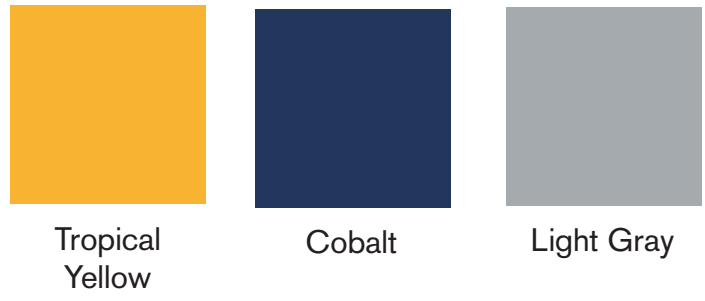
Custom Play Structure
Color: As shown



Swing
2 Belt swings
1 ADA Accessible swing
1 Generation swing
Color: Cobalt Blue



COLOR SCHEME:



Engineered Wood
Fiber Playground
Surfacing with
concrete curbing



Swing
4 Belt swings
Color: Cobalt Blue

poligon®



Example of color combination and stain (not model of shelter to be used)



Model: Ironwood (six sided hip roof gazebo)
Size: 24'
Roof: Standing Seam with T&G wood roof deck of nominal 2x6 tongue and groove lumber
Columns: Dallas K81

MDF
MOST DEPENDABLE
FOUNTAINS, INC.

Company: Most
Dependable Fountains
Model: 400SM



Du Mor®
SITE FURNISHINGS



TEXTURED
CHARCOAL

All site furnishings shall be
Texture Charcoal



Model: Bench 140
Length: 6 feet
Mount: Surface



Model: Receptacle 157
Capacity: 32 gallon



Model: Bike Rack 125
Capacity: 11 bikes
Mount: S-1 Embedment



Model: Table 448
Options: (3) 4-seat and (1) 3-seat
Mount: Embed



Model: Grill 22
Mount: Embedment



GREELEY PARKS AND RECREATION ADVISORY BOARD MEETING MINUTES – NOVEMBER 6, 2020

1. ROLL CALL

The Greeley Parks and Recreation Advisory Board met Friday, November 6, 2020 at 7:00am via virtual meeting. Board members joining were: Scott McPherson, Richard Reeser, Clint Torczon, Marshall Parks, Mikyla Silva, Sarah Witherell, Mandi Albano and Caitlin Alexander. Staff joining were: Andy McRoberts (Director of Culture, Parks, and Recreation), Eric Bloomer (Parks Superintendent), Scott Schuttenberg (Recreation Superintendent), Justin Scharton (Natural Areas and Trails Superintendent), Karen Scopel (Environmental Planner) and Nancy Milton (Office Manager).

2. APPROVAL OF AGENDA

3. APPROVAL OF MINUTES – A motion was made by Clint Torczon to approve the minutes of October 2. The motion was seconded by Caitlin Alexander and passed 6-0.

4. PUBLIC INPUT

5. BOARD MEMBER COMMITTEE REPORTS – Peakview Skate Park art is completed and installed. We are replacing one of the murals in the art alley downtown. The wooden carving of a car was weathered and is being replaced. The State of Colorado is giving an award to the Art Alley in Greeley for the Creative District.

The golf courses continue to be busier than we have been in many years. We have exceeded the total golf rounds from the past few years.

6. STAFF REPORTS

Andy McRoberts

- We are working with School District 6 on a land swap and will be re-aligning three and a half of the fairways at Boomerang Links. The District is building a new Pre-K through 8th grade school to open in August of 2022 and has recently been named the Tointon Science Academy. Construction will begin in January.
- We worked this week with staff on recommendations for the percent ranges for the Cost Recovery. Hopefully will have a finalized draft for next month to present to the Board.
- We are watching closely the State guidelines concerning the pandemic and are in preparation mode in case facility capacities are reduced or facilities have to be closed. Scott Schuttenberg reported the State is going to be moving to an orange level which reduces capacities to 25%. We have reduced sign-up times for drop-ins and at this level spectators would not be allowed in the stands at the Ice Haus.

Eric Bloomer

- Parks had 8 staff and Natural Areas and Trails had 2 staff that worked yesterday and today assisting the Water and Sewer Department at Chambers Lake doing mitigation around the shoreline to keep ash from washing into the lake. Eric shared some pictures staff sent showing the area. There may be additional opportunities for volunteers to assist next spring or summer.

Justin Scharton

- We are working with VOC on many volunteer opportunities next year. This type of high intensity fire does a lot of damage and there will be much restoration needed for generations to come.

Scott Schuttenberg

- There are currently 451 FunPlex and Recreation Center members. We are only selling one month memberships at this time. If the facilities do have to close again, the plan is to not refund, but extend those memberships.

7. OLD BUSINESS

8. NEW BUSINESS

- A. Family FunPlex Reimagining – Scott Schuttenberg reviewed the design plan submitted for FunPlex renovations including relocation of the front desk area, gymnasium flooring replacement, office and lounge area changes, locker room upgrades and enlarging the child care area. Some of these projects are already funded or partially funded through the Food Tax over the next 5 to 10 years. Other portions of the project will be completed in phases and based on what is the most impactful for the community.
- B. Natural Areas and Trails Strategic Plan – Justin Scharton reviewed the Get Outdoors Greeley 5-Year Strategic Plan that is being presented to Board and Commissions over the next couple of months. There will be several virtual public engagement events including a Spanish only event in December. Revisions and adoption of the Plan will take place in January and February. There will be a link to the Plan located on the Play Greeley website to gather input through December 13.
- C. January Meeting of the Parks and Recreation Advisory Board – The January meeting of the Board would fall on January 1 which is a holiday. Andy McRoberts asked if the Board would be willing to change the January meeting in order to get the Strategic Plan recommendation from the Board before the Plan goes to City Council in February. A motion was made by Rick Reeser to move the meeting from January 1 to January 8. The motion was seconded by Mikyla Silva and passed 8-0.
- D. Naming Process – land east of Discovery Bay – Andy McRoberts informed the Board there will be another naming process needed for the current vacant land on the east side of Discovery Bay Pool. The land will also need to have a determination of what type of development it is as well (“Park” vs. “Natural Area” vs. a different designation). Board members were asked how they would like to entertain naming that area. Andy will put together a summary of the differences between a park and a natural area. Staff will work on a plan to engage the East Memorial neighborhood to gather input on naming.

9. UPCOMING AGENDAS

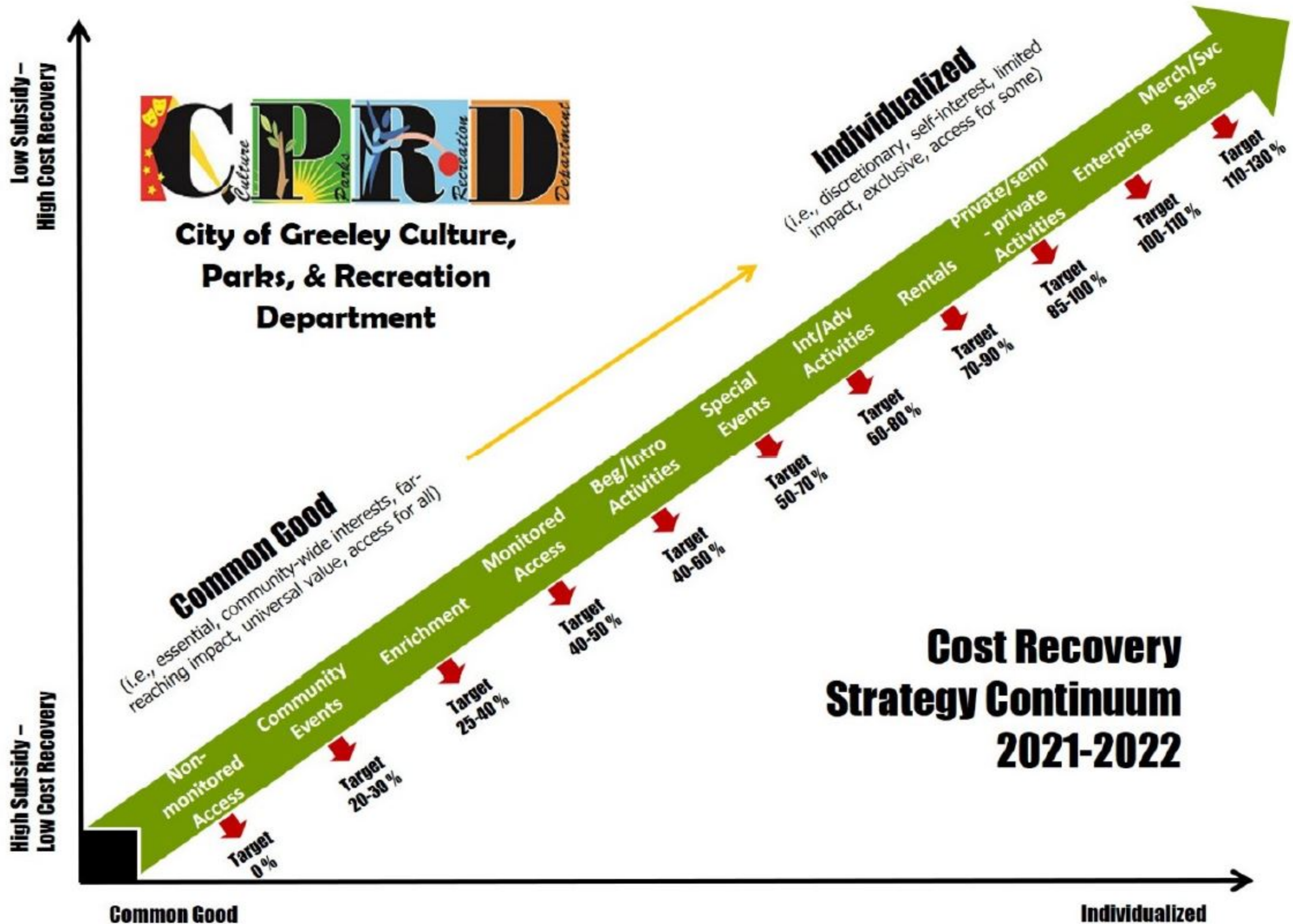
10. NEXT MEETING – The next meeting is scheduled for Friday, December 4 at 7am.

11. ADJOURNMENT – Mikyla Silva made a motion to adjourn and Caitlin Alexander seconded the motion. The meeting adjourned at 8:20am.

Respectfully submitted:

Scott McPherson, Chair

Nancy Milton, Office Manager



Culture, Parks & Recreation Department Cost Recovery Policy



PURPOSE

With multiple benefits accruing to both personal and public interests, it is appropriate for public park and recreation services to be supported by a blend of participant fees and taxpayer funding. The annual Department budget determines the amount of taxpayer support that is available for park and recreation services and charging fees for participation is a way to ensure the ongoing availability of park and recreation services and supplementing limited taxpayer dollars.

In alignment with the City of Greeley Culture, Parks and Recreation Department's mission: **To enhance our community through exceptional service and stewardship** and vision: **To be a premier provider of exceptional spaces and experiences for the entire community**, the Department is shifting towards a fiscal management philosophy focused on "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this grounds cost recovery expectations and the spending of taxpayer dollars in a philosophical underpinning that affirms a commitment to equitable investment, financial discipline, and long-term fiscal health.

POLICY STATEMENT

The City of Greeley Culture, Parks and Recreation Department's cost recovery strategy intends to create organizational resilience by way of logical, intentional, and thoughtful guidelines for investment and spending decisions. The strategy encourages revenue generation strategies and practices that are fair, equitable, and responsible. This direction is required in order to sustain the Department and its expectation as a provider of park and recreational services, and the justifiable recovery of costs as detailed in this policy is necessary to ensure the Department's financial stability in the near and long term.

COST RECOVERY

Cost recovery refers to revenues generated from fees and charges, sponsorships, donations, grants, and other alternative revenue streams in relation to the amount of money necessary to operate a service. For example, a cost recovery level of 75% simply means that for each dollar spent on a service, .75 was generated from a revenue source with the remaining .25 was covered by subsidy dollars (i.e., taxes).

CITY OF GREELEY CULTURE, PARKS AND RECREATION DEPARTMENT SERVICE CATEGORIES

The development of categories which include *like* services are important when it comes to justifiable and equitable allocation of subsidy, cost recovery levels, and assignment of budget and general ledger lines to account for a category's fiscal performance (e.g., a service category such as *Beginner/Introductory Activities* would include activities such as learn to swim classes, skating lessons, or beginner guitar regardless of age).

The benefits of this type of approach are two-fold. First, it is inefficient for the Department to determine cost recovery expectations by each individual service including facility, activity, or event. Secondly, categorizing by "type of service" or "likeness of service" discourages attempts

to determine fees and charges (and therefore cost recovery decisions) based upon special interests, age-based services, or individual values.

The City of Greeley Culture, Parks and Recreation Department provides many services annually to the community. The following Service Categories represent the Department's service menu and include Service Category definitions as well as example services.

Beginner/Introductory Activities: This service category includes classes, clinics, workshops and other led and/or supervised activities and the primary intent is to acquire or learn a skill. *Examples: Youth Basketball, Youth T-Ball, Youth Volleyball, Youth Soccer, Hockey, Figure Skating, CARA Track, Swim Lessons, Climbing, Dancing, Beginner/Introductory Fitness Classes*

Community Events: This service category includes events planned to appeal to a majority of, or the entire community regardless of age, ability/skill, etc. These events are large-scale, highly intensive, and typically occur on an annual basis. *Examples: Arts Picnic, Farmer's Market, Neighborhood Nights, Summer Concert Series, Holiday Concerts*

Enterprise Operations: This service category includes services whose operations align most with those offered by the private sector. *Examples: Golf Course Operations, Cemetery Operations*

Intermediate/Advanced Activities: This service category includes classes, clinics, workshops and other led and/or supervised activities and the primary intent is to enhance or master a skill. *Examples: Adult Softball, Adult Basketball, Adult Volleyball, Adult Inline Hockey, Hockey, Figure Skating, Senior Softball, Senior Pickleball, Senior Volleyball, Intermediate/Advanced Fitness Classes*

Enrichment: This service category includes life skills development, social impact (i.e., health and welfare), or educationally focused activities and programs. *Examples: Active Adult Workshops & Seminars, Sister City Program, Job Fairs, Museum Outreach Programs, Senior Lunches, GED Classes, Adaptive/Inclusive Programs, UCCC Student Performances, Youth Summer Camp, Youth After School Program*

Merchandise & Service Sales: This service category includes food and beverage, as well as other goods and services for purchase at various Department facilities. *Examples: Pro/Gift Shop, Skate Sharpening, Concessions, Museum Research*

Monitored Access: This service category includes drop-in activities that are not instructed, do not require registration, yet include staff/volunteer supervision or oversight. *Examples: Lap Swim, Open Swim, Informal Fitness, Pick-Up Basketball, Pick-Up Volleyball, Climbing, Miniature Golf, Informal Ice Skating, Billiards, Shuffleboard, Bingo, Museum Admission*

Non-Monitored Access: This service category includes open access to parks and facilities and does not include staff/volunteer supervision or oversight. *Examples: Parks, Playgrounds, Skate Parks, Splash Parks, Trails, Outdoor Courts, Community Gardens, Natural Areas, Lakes, Trails, Public Art*

Private/Semi-Private Activities: This service category includes activities for individuals or small groups that are led by an employee with advanced or specialized training, education, and/or skills. *Examples: Personal Training, Private Swim Lessons, Private Skating Lessons, Guided Museum Tours*

Rentals: This service category includes park, shelter, and recreation facility rentals providing exclusive use of spaces and places. *Examples: Park Areas, Park Shelters, Sports Fields, Recreation Facilities (Indoor & Outdoor), Culture Spaces, Museum Spaces, Event Center, Fairgrounds, Equipment, Lockers*

Special Events: This service category includes events that are intended to serve a niche' market or special interest and may occur on an annual basis or with some level of regularity. *Examples: Father/Daughter Dance, High Plains History Festival, Museum Exhibit Openings, Howl-O-Ween, Pets 'n' Popsicles, Union Colony Civic Center Shows, Festival of Trees*

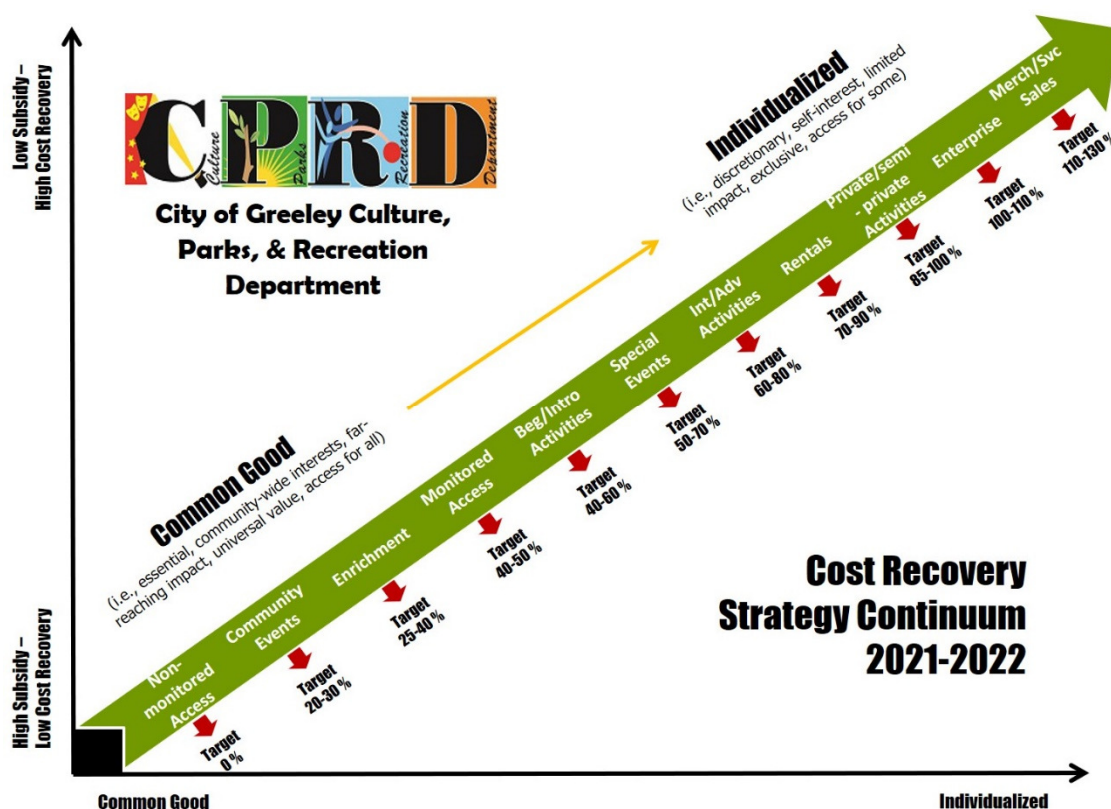
COST RECOVERY STRATEGY – CONTINUUM MODEL

The Department's Cost Recovery Strategy below illustrates the degrees to which financial resources will be spent and expenses will be recovered. It is grounded in the differentiation of park and recreation services on the basis of who benefits and who should pay. Economists have differentiated goods and services in the economy in this manner for decades and have designated three types of goods and services: community benefit, dual benefit, and individual benefit.

The City of Greeley Culture, Parks and Recreation Department's Cost Recovery Strategy Continuum is grounded in a philosophy that acknowledges varying levels of service. This strategy shifts from philosophical underpinnings suggesting that all services should be provided at no or low cost for everyone to an equitable and just philosophy where subsidy allocation decisions are based upon "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this aligns subsidy allocation and cost recovery goals and expectations with beneficiary of service. Essentially, those who benefit from a service should pay for that service.

The two (2) year City of Greeley Culture, Parks and Recreation Department Cost Recovery Strategy Continuum includes the Department's Service Categories and realistic cost recovery/subsidy goals and expectations that align with current financial conditions. The continuum is a graphic representation of the Department's tax use and revenue enhancement strategy.

[Note: As 2020 was an exceptional year due to Covid-19 and the economic, health and social challenges it presented, an annual review and analysis of cost of service data will be essential to ensuring that the Department's cost recovery strategy reflects organizational and community conditions and realities.]



UPDATING SUBSIDY INVESTMENT EXPECTATIONS

Service category cost recovery performance levels should be updated annually, and subsidy (tax dollar) investment goals should be reviewed, analyzed, and updated at least every two years or more frequently as necessary.

PRICING – DETERMINING FEES & CHARGES

Several pricing methods exist that will assist Department staff in establishing fees and charges. The principal method for establishing services fees will be cost recovery pricing which is defined as determining a fee based on established cost recovery goals.

Other pricing methods may be utilized by the Department, however, any strategy or method used will ultimately require that cost recovery goals or subsidy allocation expectations be met. Common alternative pricing methods include:

- *Market (demand-based) pricing* results in pricing based on demand for a service or what the target market is willing to pay for a service. The private and commercial sectors commonly utilize this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.
- *Competitive pricing* established prices fee based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a competitive fee is determined by identifying all providers of an identical or similar service (i.e., private sector providers, other municipalities, etc.), and setting the mid-point or lowest fee.
- *Value-based pricing* is a pricing strategy in which the price of a product or a service is decided on the basis of perceived value or benefit it can provide to a customer. Value based pricing is more evident in places or markets where exclusive products are offered which offer more value than the generic or standard products.
- *Penetration pricing* has the aim of attracting customers by offering lower prices on services. While many may use this technique to draw attention away from the competition, penetration pricing often results in lost revenue and higher subsidy requirements. Over time, however, an increased awareness of the service may drive revenues and help organizations differentiate themselves from others. After sufficiently penetrating a market, organizations should consider raising prices to better reflect the state of their position within the market.
- *Premium pricing* establishes prices higher than that of the competition. Premium pricing is often most effective in the early days of a service's life cycle, and ideal for organizations that offer unique services. Because customers need to perceive products and services as being worth a higher price tag, an organization must work hard to create a value perception.
- *Bundle pricing* allows for the sale of multiple services for a lower rate than customers would pay if they purchased each service individually. Bundling can be an effective way of selling services that are poor performers and can also increase the value perception in the eyes of customers - essentially giving them something for a reduced rate.
- *Differential pricing* follows the "law of demand" by supporting a key pricing principle: some customers are willing to pay more than others. Differential pricing is the strategy of selling the *same* service to *different* customers at *different* prices. Differential pricing enables organizations to "profit" from their customers' unique valuations (ex. Prime time or surge pricing).

In the event a Service Category's tax dollar investment/cost recovery goal is higher than current cost recovery performance and fee increases are required, prices may need to be raised incrementally over time in accord with market acceptance to optimize revenue generation. However, if the market does not respond favorably to the increase, the service may require divestment if the subsidy investment required cannot be justified based upon beneficiary of service.

In the event a tax dollar investment/cost recovery goal is less than the current level of recovery the established fee will remain the same to ensure that there is no loss of revenue or negative impact on the Department's financial condition.

SUCCESS METRICS

Methods that will be employed by the Department to evaluate the value and intended community impact of investment and spending choices and which have significant relevance to the Department's fiscal condition due to efficiencies and customer retention and satisfaction include but are not limited to the following.

- Success Metric 1:** Financial viability: a service must meet its minimum tax dollar investment/cost recovery goal and as noted on the Cost Recovery Continuum and Strategy
- Success Metric 2:** Market position: services should meet 75% or more of their capacity (maximum) to ensure efficiency of resource investment
- Success Metric 3:** Increase in the number of participants from a special target market or market niche' (e.g., teens, older adults, minority populations, low income youth/families)
- Success Metric 4:** Participant (customer) satisfaction: overall participant (customer) satisfaction must meet a minimum of 85% satisfaction or higher

Addressing gaps between existing cost recovery performance and target (goals)

1. Analyze success metrics for services not meeting their cost recovery goal.
2. Analyze direct and indirect costs of providing service.
 - a. Measure ratio of direct and indirect cost.
 - b. Identify cost reduction opportunities.
 - c. Implement cost reduction opportunities.
3. Suggest market increase commensurate with cost recovery goal.
 - a. Conduct market analysis of service.
 - b. Identify opportunities for capturing larger market.
4. Identify potential sponsorship, donation, or pay-it-forward opportunities for supporting the service.
5. If services do not satisfy success metrics, consider divestment of service at end of two-year strategy term or sooner.

Service Category	Lost Recovery
Enterprise Operations	99.67%
Beginner/Introductory Activities	34.12%
Non-Monitored Access	0.84%
Monitored Access	43.29%
Intermediate/Advanced Activities	34.05%
Special Events	50.39%
Life Skills & Enrichment	17.22%
Private/Semi-Private Activities	81.86%
Rentals	42.92%
Community Events	31.27%
Merchandise & Service Sales	101.65%