

PARKLAND AND TRAILS

“The **vision** for park land and trails is to create exceptional experiences for all age segments in every park and on every trail in the City.”

**Goal:** “Enhance existing parks and trails to maximize enjoyment for fun, safe and memorable experiences for all users.”

| Strategy |  | Tactics   | Group Responsible              | Start Date | Performance Measure  |
|----------|--|---|--------------------------------|------------|--|
| 1.1      | Continue to update neighborhood and community parks when needed with updated design standards and new park amenities that create a strong sense of place in the City for all residents to enjoy. | Update parking lots that need to be repaved and incorporate a formalized trails and pavement rating program.<br>Develop lifecycle amenity 10-year capital improvement plan.                       | Projects - CIP                 |            | All parking areas have a 10-year overlay when needed.  |
|          |  | Implement new design standards for neighborhood parks and community parks to enhance their experiences with at least 5 experiences in a neighborhood park and 10 experiences in a community park. | Admin-Planning                 |            | Design standards will be incorporated into updating neighborhood parks when needed or developed new. |
|          |  | Develop consistency across the system in signage for all types of parks in the system.  | Admin-Planning-M&C             |            | Replace 10% of the signs each year in the system to keep them updated.                               |
| 1.2      | Finish development of Big Walnut Creek Trail throughout the City.  | Establish a goal of one mile a year to finish the trail over the next five years.   | Projects - CIP - BTAC          |            | Finish over the next 10 years  |
|          |  | Link existing parks to the Big Walnut trail system where possible to create a connected system.   | Projects - CIP - BTAC          |            | Finish linking existing system over the next 20 years  |
|          |  | Develop loop trails off the Big Walnut linear trail where appropriate to promote a heart healthy trail for neighborhoods to use.  | Projects - CIP                 |            | Loop trails created over a 10-year time frame  |
|          |  | Manage foliage along the Big Walnut trails that encourage presence of safety along trail for all users.   | Parks                          |            | Completed on a yearly basis  |
|          |  | Develop a bridge to connect Friendship Park with Veterans Park with a connecting trail.   | Projects - CIP (SW Floodplain) |            | Completed over the next ten years from grants  |
|          |  |   |                                |            |  |

|     |   |  |                      |  |  |
|-----|---|--|----------------------|--|--|
| 1.3 | Maximize the use of existing sports complexes in the City through effective design and drainage.  | Remove drainage problems on sport fields areas so they can be playable during the spring and fall seasons.                                     | Parks                |  | Completed over the next five years   |
|     |   | Update existing concession and restroom area to be more accommodating to all users of the sports complex.                                      | Parks/Projects - CIP |  | Completed over the next five years   |
|     |   | Develop an indoor fieldhouse for sports groups in the city to support all types of sports.   | Admin/Projects - CIP |  | Completed over the next ten years  |
| 1.4 | Remove unused or outdated park amenities and provide new amenities that meet the park user needs for people of all ages to experience Gahanna’s Parks.    | Develop a recreation value score for each park in the city based on who benefits from the park with how many experiences they get in the park. | Admin                |  | Outdated amenities are removed within one year of being obsolete   |
|     |   | Incorporate at least 50% of available Capital Improvement money for lifecycle replacement of amenities in the existing system.                 | Admin                |  | Achieved in the first five years of the Master Plan  |
|     |   | Market the Keeping Gahanna Beautiful campaign with signage and video campaigns in the parks, on signage and through QR Codes in parks.         | Admin - M&C          |  | Track the results of trash pickup based on people not following the program to determine if a change in policy needs to be addressed |
| 1.5 | Incorporate updated design standards for sports fields, playgrounds, trails, specialty amenities, and group gathering spaces in the parks for the future. | Replace or remove split rail fencing.  | Parks                |  | Unsightly fence removed and replaced with more secure fencing over a period of ten years   |
|     |   | Remove unused and unsafe amenities in parks when they are shut down.   | Parks                |  | Obsolete equipment removed within the first year of being closed.  |
|     |   | Incorporate CPTED Standards in parks to keep vandalism and graffiti down to a minimum.   | Admin/Parks          |  | Completed within the first three years of the plan being implemented.  |
|     |   |  |                      |  |  |

|     |   |   |                          |  |   |
|-----|---|---|--------------------------|--|---|
| 1.6 | Follow through on the updating and relocating the Parks Maintenance Shop Operations at Friendship Park with a new location and site plan for indoor workspace and outdoor covered space as well as at the Golf Course to maximize efficiency and productivity of all maintenance staff in the system. | Develop a new shop design master plan for indoor workspace needs for staff to work in and for storing equipment to maximize the equipment's useful life and for outdoor equipment storage.  | Admin                    |  | Shop replacement is put into place over the next ten years.   |
|     |   | Develop a cost benefit analysis for sharing with the finance department to demonstrate what it costs for equipment replacement when the equipment sits outside.   | Admin                    |  | Finance Department and staff agree to build into the system a replacement storage area for equipment care as part of the complex development within the next five years |
|     |   | Determine storage needs in the department and design to support it with easy access.<br>Establish an equipment replace schedule and process with the Fleet Department in the city to limit equipment breakdowns and inefficiency of staff when the equipment fails.                                     | Admin                    |  | New storage and Maintenance facility replaced in the next ten years.  |
| 1.7 | Adopt a land management plan for park natural areas in the system to manage them properly.  | Adopt a natural resource management plan for managing invasive plant species in the parks.  | Parks                    |  | Natural resource management plan put into place within five years of the plan approval.   |
|     |   | Teach staff on how to manage invasive plants in parks and incorporate a Volunteer Corp to help remove these species in parks.   | Parks - Volunteer Coord. |  | Training for volunteers completed in the first year of the master plan.   |
|     |   | Develop a tree replacement program fund and process in the city for replacing trees in parks.<br>Improve wayfinding within the parks and trails network.<br>Install interpretive signage in natural area throughout the parks.<br>Create and implement a volunteer parks and trails ambassador program. | Admin/Parks              |  | Tree replacement schedule is followed based on budgeted dollars.<br>Interpretive signage is updated on an annual basis  |
| 1.8 |   | Complete a Forestry master plan and expand the street tree program  | Admin/Parks              |  | Completed and adopted by 2026   |
|     |   |   |                          |  |   |

|      |  |   |       |  |   |
|------|--|---|-------|--|---|
| 1.9  | Develop an activation plan for waterway access for kayakers in the City to enjoy the resources available, while also protecting and restoring the Big Walnut Watershed including the streams feeding into the creek way. | Determine where stream areas need to be dredged and opened up to allow for kayaking to occur.   | Parks |  | Stream area dredged based on Corp of Engineering and State Approval where needed.   |
|      |  | Seek water trail grants from the state or Build-it Funds from the Federal Government to help open up the waterways for kayaking.                        | Admin |  | Grant received from Built it Funds for waterway access.   |
|      |  | Update the park areas downtown for recreation use and events as part of the city access program.  | Admin |  | Downtown park areas are improved to allow for recreation use in the stream corridor area.                                 |
| 1.10 | Establish a snow removal priority program for park roads, parking lots and trails across the system.   | Determine with other city departments what the city priorities are for roads, parking lots and trails when clearing for snow.                           | Parks |  | Partnership agreement with Public Works established on priorities for roads and trails in the city for snow removal.      |
|      |  | Mark and sign areas in the parks in order of priority for snow removal so the community understands the limitations the department has in snow removal. | Parks |  | During snow removal signs in order of priority are place at park entrances to the public understands the city priorities. |

FACILITIES

“The **vision** for recreation facilities is to maximize the outdoor and indoor use of these facilities to meet the needs of residents in the Gahanna City.”

**Goal:** “Recreation facilities will be updated, replaced, or built new to serve year-round use of the park system for the next 50 years.

| Strategy |  | Tactics   | Group Responsible | Start Date | Performance Measure                               |
|----------|--|---|-------------------|------------|---|
| 2.1      | Create an indoor recreation facilities feasibility study and business plan for a potential new community center to house indoor programs spaces for seniors, youth, teens, adults in aquatics, sports, fitness, arts, teens, and for people with disabilities. | Establish a dedicated funding source for developing indoor program space in the City for the parks and recreation department.                         | Admin             |            | Community Center gets developed in next 10 years. |
|          |  | Develop a feasibility study on the cost to develop and operate so funds can be secured to provide the service to the community for the next 50 years. | Admin             |            | Community Center gets developed in next 10 years  |
|          |  | Consider appropriate community partnerships that can and will invest fairly in the facility with City investments to make this a reality.             | Admin             |            | Partners build 50% of the building                |

|     |  |   |                      |  |   |
|-----|--|---|----------------------|--|---|
| 2.2 | Establish an updated school use agreement for indoor and outdoor space to work together to support the needs of the whole community. | Update the school use policy to seek more time for indoor programming in the schools.   | Recreation           |  | School District provides 20% of all recreation space needs by 2025.   |
|     |  | Seek a 50/50 partnership on use and access to City properties and school properties.  | Admin/Recreation     |  | School District provides 20% of all recreation space for the department   |
|     |  | Consider a joint fieldhouse with the school district on park property to serve their needs and the park system needs for the future that includes sports courts and sports fields for youth and adults. | Admin                |  | Field House gets built in the next 7 years  |
| 2.3 | Update the Gahanna Swimming Pool and site with a replacement aquatic center and improved site amenities.                             | Update the site plan for the park that incorporates all the recreation facility needs in one site.  | Admin                |  | Total replacement of the pool in 5 years  |
|     |  | Seek to acquire the church property next to the park or the VFW site next to the park for a field house or recreation center site.  | Admin                |  | Enter into a long-term agreement within next 2 years  |
|     |  | Develop a dedicated funding source for the site to develop and help to operate the facility.<br>Develop a feasibility study and business plan for operating the facility.                               | Admin                |  | Develop funding withing the 2 years (end of 2025)   |
| 2.4 | Develop an outdoor learning center.  | Consider a partnership with the State Parks on development of an outdoor learning center in Gahanna Woods.  | Projects - CIP/Parks |  | Develop an agreement with the State Parks System collectively with both entities to build and manage a nature center for the region |
|     |  | Develop a feasibility program plan with the state parks for the site to serve the Gahanna community but also the regional community.  | Recreation           |  | Develop an agreement with the State Parks System collectively with both entities to build and manage a nature center for the region |
|     |  | Consider an outdoor innovation center as part of the site for people to learn all aspects of enjoying the outdoors in an urban center.  | Admin/Recreation     |  | Innovation Center established within 5 years of plan beginning  |

|     |  |  |                |  |                                      |
|-----|--|--|----------------|--|--------------------------------------|
| 2.5 |  | Complete the renovation of the Price Roadhouse for recreational programming. | Projects - CIP |  | Open the faciilty by the end of 2024 |
|-----|--|--|----------------|--|--------------------------------------|

PROGRAMMING

“The **vision** for programming is to increase parks and recreation program offerings for all demographic groups that unite the community and creates a lifetime user of the park and recreation system.”

**Goal:** “Activate the indoor and outdoor park spaces through inviting residents to participate in programs that meet their needs and builds a sense of community.”

| Strategy |   | Tactics  | Group Responsible | Start Date | Performance Measure   |
|----------|---|--|-------------------|------------|---|
| 3.1      | Incorporate more unique events in the City during the spring, summer and fall as a core service of the Department and to promote cultural enrichment in the City.   | Establish at least one special event each month that promotes the culture of Gahanna and brings the community together to celebrate food, entertainment, and music in one setting. | Recreation        |            | One special event a month is achieved in the first three years (by 2025) of the Master Plan.  |
|          |   | Make special events a core program of the department.  | Recreation        |            | Developed in the first year (by 2024) of the budget for implementing the Master Plan.   |
|          |   | Teach and train volunteers to help put on events for youth and adults in the City.   | Recreation        |            | 200 volunteers are trained to put on special events in the City by the third year (2026) of the master plan.                                  |
| 3.2      | Develop an adult sports program for people of all ages to provide organized sports for young and older adults in tennis, golf, pickleball, softball, flag football, basketball, cycling, running events and soccer. | Consider developing one or two core sports a year for adults 20+ and older for both men and women that brings the community together in a fun environment.                         | Recreation        |            | Adult sports program starts in 2024 budget year.  |
|          |   | Build a network of officials capable of managing the games for the department.   | Recreation        |            | Officials’ organization developed for the City by the Department in the first three years (by 2026) of the master plan.                       |
| 3.3      | Develop events for the community that helps them understand the strengths and limitations of the park system so they can advocate for improvements in the department.   | Work with the business community to see if there is a desire to incorporate a corporate challenge special events for the City.   | Recreation        |            | Corporate Challenge events are put on by the third year (2026) of the implementation of the master plan                                       |
|          |   | Work with the school district and the YMCA to host the events as well as using City own streets, parks, and sports facilities.   | Recreation        |            | Corporate Challenge Event is hosted with support of the YMCA and School District in the first three years of the master plan. (Event in 2026) |

|     |  |  |            |  |   |
|-----|--|--|------------|--|---|
|     |  | Develop a planning group to help the City pull a corporate challenge event together.   | Recreation |  | Planning group is established in the first three years of the Master Plan. (Start 2023)   |
| 3.4 | Continue to grow the existing core programs in the City as it applies to senior services, youth sports, arts and education, special events, aquatics, day camps, nature education programs, golf, fitness, outdoor education programs and paddling programs. | Build a yearly program plan for each core program area to maximize use by residents and to activate park spaces in the City.   | Recreation |  | One new core program is added per year to the system over the next ten years.   |
|     |  | Widen the age segment appeal for each core program area where possible.  | Recreation |  | Age segments are developed for underserved people in the City that are not currently being provided.                                  |
|     |  | Build advocacy through programming to find permanent indoor program space to host programs in the future.  | Recreation |  | Seek to develop a steering committee of key leaders in the City to develop a community center in Gahanna                              |
| 3.5 | Develop an updated pricing policy to support cost recovery goals for program services to meet the budget expectations for each core program area.  | Track direct and indirect cost of programs and determine cost recovery goals based on the individual value a user receives over a general taxpayer.                  | Recreation |  | Pricing policy is reviewed yearly and updated every three years.  |
|     |  | Teach staff to use all pricing options available to them to maximize use of programs by the community.   | Recreation |  | Staff training on pricing is done on a yearly basis   |
|     |  | Teach staff how to interpret price to users so they understand why they are paying the price for programs and services for parks and recreation in the City.         | Recreation |  | Teach staff how to interpret price on a yearly basis.   |
| 3.6 | Incorporate partnership policies for public/public partners, public/not-for-profit partners, and public/private partners to maximize the value and fairness across the system.   | Work with each partnership program group that the City partners with to share the City cost to provide the program and what their cost should be in the partnership. | Recreation |  | Partnership policies are reviewed and implemented for all types of partnerships in the City.  |
|     |  | Get the City Council to adopt an Earned Income policy for programs across the system to maximize the City's resources.   | Admin      |  | Establish an earned income policy that does not lower tax support for the department but allow the department to support their needs. |
|     |  | Update partnership policies every other year based on cost and partnership equity.   | Admin      |  | Policies are updated every other year with partners.  |

ADMINISTRATION AND OPERATIONS:

“The **vision** for administration and operations is to operate their parks system with the right mix of full-time, part-time and seasonal staff to meet the public’s expectation for delivery of safe, clean, and inviting recreation experiences.”  
**Goal:** “Create the right balance between operational dollars and capital needs to support the community’s expectation for parks and recreation in the City.”

| Strategy |   | Tactics  | Group Responsible | Start Date | Performance Measure  |
|----------|---|--|-------------------|------------|--|
| 4.1      | Develop a functional organizational structure to maximize every position’s value and responsibility in the system.        | Track staff time and cost against desired outcomes for each division within the system.  | Admin             |            | Implement the organization structure in 2024.  |
|          |   | Find the right balance between fulltime, part-time, and seasonal staff to meet the community’s expectations for quality parks and quality recreation experiences.  | Admin             |            | Complete in the 2024 budget year.  |
|          |   | Develop lead and support functions within the department.<br>Establish a goal of 30-32 acres of maintained parks per FTE maintenance employee for maintaining the parks in the City to enhance their value and look. | Admin             |            | Completed in 2024.   |
| 4.2      | Develop a stronger volunteer program to supplement staff costs to deliver services and build advocacy for the Department. | Hire a volunteer coordinator to recruit, train and place volunteers in the system to add support to existing staff responsibilities and to build advocates.  | Admin             |            | Staff training for hiring volunteers in 2024.  |
|          |   | Develop job descriptions for each volunteer position in the system.  | Admin             |            | Evaluate job functions within the next year.   |
|          |   | Track time of volunteers to be used for in-kind dollars on grant applications at \$29.45 per hour.   | Recreation        |            | Implement during the year 2024. Establish 2% of paid hours of the staff to be supported by volunteer time. |
| 4.3      | Hire program contractors to teach recreation program classes to build a strong program base.                              | Pay contractors 60% with the City keeping 40% of the total dollars collect for the program.  | Admin             |            | Budgeted and put into practice in 2024.  |
|          |   | Build a collection of program contractors in each core program area the City provides to the community.  | Recreation        |            | Evaluate contractors’ capability and capacity within 2024.   |



|     |   |  |                  |  |   |
|-----|---|--|------------------|--|---|
| 4.4 | Create a customized Gahanna Parks and Recreation Training program for people in the City that can work on a part-time and seasonal basis especially in key positions like lifeguards and maintenance staff.                             | Recruit and train staff in all areas of the work that the department provides services in the City.  | Admin            |  | Start in 2023 and fully develop in 2025.  |
|     |   | Build a train the trainer program to help ease seasonal and part-time staff into positions in the City.  | Admin            |  | Establish trainer capabilities in 2023.<br>Develop each type of position in 2024.   |
| 4.5 | Build efficiency and effectiveness in all full-time and part-time positions through effective training.   | Track all key staffing indicators on staffing utilization as it applies to work completed, drive times and use of equipment.                                       | Admin            |  | Utilize staff input to develop in 2023 and implement in 2024.   |
|     |   | Develop an on-going training program for staff to build flexibility into all positions so that there is higher level of productivity.                              | Admin            |  | Send one or two of the staff to NRPA Revenue IRPA Management School and NRPA Maintenance Management School in next 2 years. (2023 and 2024) |
|     |   | Incorporate all costs for parks into a maintenance management software that can track staff time, lifecycle management and equipment cost for managing the system. | Admin/Parks      |  | Develop a training program to use the maintenance management software for work orders and inventory in 2023.                                |
| 4.6 | Develop an operational proforma for all revenue producing facilities so that the staffing expectations are determined in advance of the facility opening in a given year so that the facility can operate in the most efficient manner. | Train staff in proforma development and tracking of costs.   | Admin/Finance    |  | Teach the staff to understand their system and costs in maintenance expenses and revenue.   |
|     |   | Adjust operational philosophy of the facility, when necessary, based on the support by the community for using the facility.                                       | Admin/Recreation |  | Teach the staff to understand direct and indirect costs to determine how to maximize efficiency.  |

FINANCE

“The **vision** for financing is to adequately support the park and recreation system with operational and capital dollars to meet the public’s expectations for providing a first-class park and recreation system.”

**Goal:** “Achieve a per capita spending level for parks and recreation in the City that is within 20% of the best practice parks and recreation agencies in the Columbus region for comparable size cities”.

| Strategy |   | Tactics   | Group Responsible | Start Date | Performance Measure   |
|----------|---|---|-------------------|------------|---|
| 5.1      | Seek a goal to support the park system with at least the Ohio Park and Recreation per capita spending from \$56 dollars \$82 per person for parks and recreation services in the city for operational costs based on the local comparative market for comparable size cities. | Establish what the per capita spending is in the department now against the state per capita spending for parks and recreation services in the City as it applies to operational and capital dollars. | Admin             |            | Try to make a 4% improvement within 5 years.<br>2028 \$16.40 per year.  |
|          |   | Create the right balance of tax dollars and earned income dollars for the operational budget of the City.   | Admin             |            | Establish method to understand earned income in 2023.   |
|          |   | Find a dedicated funding source for capital improvements to meet the community’s expectations for parks and recreation in the City.   | Admin             |            | Financing options outline in 2023.<br>Presented to the community in 2024.<br>*see financing section of master plan. |
| 5.2      | Work with the finance director of the city to evaluate all the funding options for developing a community center in the city.   | Seek voter support for a bond issue for a new community center to support the recreation needs of the residents.  | Admin             |            | Educate the community about a bond issue in 2026. Implement the new bond issue by 2027.                             |
|          |   | Evaluate what partnership opportunities exist for capital development for a new community center in the City.   | Admin             |            | Develop potential partners by 203 and engage them in 2024   |
|          |   | Consider a public private partnership for the development of a community center in the City.  | Admin             |            | Utilize Public private partnerships by 2027 and implement in 2029 as an option.                                     |
|          |   |   |                   |            |   |

|     |  |  |                  |  |  |
|-----|--|--|------------------|--|--|
| 5.3 | Determine new funding sources for the Department to draw from the community to build the park and recreation system forward.                           | Continue to develop alternative funding sources outside of user fees and taxes   | Admin/Foundation |  | Begin the process in 2023 within the City, other organizations, and the private sector. Seek naming rights for buildings and facilities. |
|     |  | Consider an earnings tax to support the capital improvements for the City.   | Admin            |  | Consider this as a dedicated option for developing a community center.   |
|     |  | Consider a TIF or impact fee as another option for the facility to be developed.   | Admin/Finance    |  | Implement in 2029.   |
| 5.4 | Continue to develop a capital improvement plan that the City Council can support for the park system to move the agency forward for the next 20 years. | Look at what other cities in the Columbus area are doing to fund and support their park system that could be applicable to the Department. | Admin            |  | Evaluate what other cities are doing on a per capita basis for capital improvements.   |
|     |  | Consider a voter referendum for parks and recreation.  | Admin            |  | Implement by 2026.   |
| 5.5 | Seek, evaluate, and incorporate other local jurisdiction and non-profit organizations to become financial partners.                                    | Seek and develop new partnerships.   | Admin/Foundation |  | Start seeking partners in 2023.  |