Parks and Recreation

COMPREHENSIVE MASTER PLAN

Spring 2023

Gahanna
PARKS & RECREATION

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

PURPOSE

The purpose of a Comprehensive Master Plan is to provide the City of Gahanna with a roadmap to guide them in implementing their mission & vision and key recommendations. These goals and recommendations are focused on achieving what the community desires for their parks and recreation facilities and programs over the next ten years.

The plan provides goals, recommendations, and implementation strategies for each component of the park system that includes land, facilities, programs, operations, staffing and capital needs.

PROJECT GOALS

The following goals were identified as key outcomes of this planning process:

1. Engage the community, leadership, and stakeholders through innovative public input meant to build a shared vision for the Parks and Recreation Department to ensure there is an appropriate balance of programs, facilities, and services.
2. Utilize a wide variety of data sources and best practices, including a statistically valid survey to predict trends and patterns of use as well as address unmet needs in the community.
3. Determine unique level of service standards to develop appropriate actions regarding parks, recreation, facilities, and trails that reflect the Department's strong commitment to providing high quality parks and recreational activities for the community.
4. Shape financial and operational preparedness through innovative and pioneering practices to achieve the strategic objectives and recommended actions.
5. Develop a dynamic and realistic action plan that creates a road map to ensure long-term success and financial sustainability for the Department's parks, recreation programs, and trails, as well as action steps to support the family-oriented community and businesses that call the City of Gahanna home.

PROJECT PROCESS

The Comprehensive Master Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:

Where Are We TODAY?

- Data review
- Benchmark analysis
- Financial analysis
- Program review
- Level of service standards

Where Are We Going TOMORROW?

- Staff and stakeholder input
- Statistically-valid survey
- Online survey
- Demographic analysis
- Trends analysis

How Do We Get THERE?

- Needs prioritization
- Capital improvement plan
- Financial planning
- Action plan
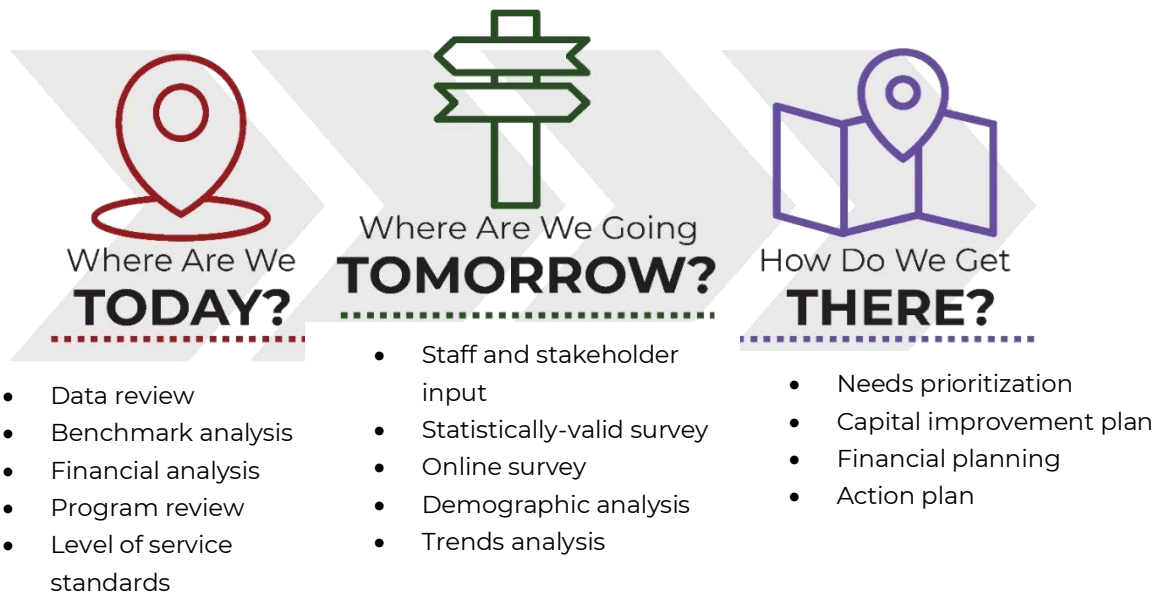
RECOMMENDATIONS

Based on the visioning process with staff using community input, demographics and trends and an analysis of the City's programs, maintenance and operations and levels of service; the following theme and action plan priorities were developed.

DEFINING GAHANNA PARK AND RECREATION DEPARTMENT

MISSION STATEMENT

The following is the mission for how the Gahanna Parks & Recreation Department will implement the vision:

"Provide parks, trails and recreational opportunities to all people of Gahanna so they can be healthy and well while they explore and learn in the community."

VISION STATEMENT

The following vision presents how the Gahanna Parks & Recreation Department desires to be viewed in the future:

"To enhance and preserve parks and recreation services, lands and facilities through high standards and innovation that positions Gahanna as a leading community and a great place to live, work and play."

CORE VALUES

Integrity – Safety – Respect – Service – Teamwork – Exploration - Sustainability

THEME

"Explore and grow with Gahanna Parks & Recreation."

ACTION PLAN

PRIORITIES

The action plan is an execution of Gahanna Parks & Recreation priorities:

1. Update and add existing parks, trails, and amenities across the City.
2. Replace or build new recreation facilities and attractions in the City to support all age groups.
3. Seek a dedicated funding source for operations and capital improvement needs to meet the community's needs and expectations via a combination of funding sources to support the department for the next 20 years.
4. Develop an indoor community center to house senior services, aquatics, sports, fitness, and youth programs to meet the community's expectations for quality of life in the City.
5. Maximize program options to activate parks, increase use of recreation facilities and generate more earned income to support operational costs.

VISION, GOALS, STRATEGIES

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."

- 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.
- Finish development of Big Walnut Creek Trail throughout the City.
- Maximize the use of existing sports complexes in the City through effective design and drainage.
- 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.
- Incorporate updated design standards for sports fields, playgrounds, trails, specialty amenities, and group gathering spaces in the parks for the future.
- 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.
- Adopt a land management plan for park natural areas in the system to manage them properly.
- Complete a Forestry master plan and expand the street tree program.
- 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.
- Establish a snow removal priority program for park roads, parking lots and trails across the system.

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."

- 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 an updated school use agreement for indoor and outdoor space to work together to support the needs of the whole community.
- Update the Gahanna Swimming Pool and site with a replacement aquatic center and improved site amenities.
- Develop an outdoor learning center in Gahanna Woods.
- Complete the renovation of the Price Road house for recreational programming.

PROGRAMMING

"The **vision** for programming is to increase parks and recreation program offerings for all demographic groups that unites 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."

- 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.
- 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.
- 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.
- 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.
- Develop an updated pricing policy to support cost recovery goals for program services to meet the budget expectations for each core program area.
- 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.

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."

- Develop a functional organizational structure to maximize every position's value and responsibility in the system.
- Develop a stronger volunteer program to supplement staff costs to deliver services and build advocacy for the Department.
- Hire program contractors to teach recreation program classes to build a strong program base.
- 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.
- Build efficiency and effectiveness in all full-time and part-time positions through effective training.
- 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.

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 of 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".

- Seek a goal to support the park system with at least the Ohio Park and Recreation per capita spending from $56 to $82 per person for parks and recreation services in the city for operational costs based on the local comparative market for comparable size cities.
- Work with the finance director of the city to evaluate all the funding options for developing a community center in the city.
- Determine new funding sources for the Department to draw from the community to build the park and recreation system forward.
- 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.
- Seek, evaluate, and incorporate other local jurisdiction and non-profit organizations to become financial partners.

CONCLUSION

The Gahanna Parks and Recreation Department has made significant strides in updating the parks and recreation system from the previous recommendations in the 2015 Parks and Recreation Master Plan. Parks related improvements were made along with expanding the trail system and adding additional programs. The Department has done an excellent job listening to the community and investing in their needs and desires.

The Department continues to struggle with the ability to enhance existing infrastructure and the ability to add new recreation facilities desired by the community to the system because of a lack of significant financial dollars available. The existing partnership with the Parks Foundation has helped to support the needed financial requirements of the system but additional is needed.

The current weakness of the system is the lack of indoor space to provide year-round recreation pursuits for youth and adults which is a major theme of this master plan. The leadership of the Department has done an excellent job in planning for updating parks, creating new, exciting programs, and building a strong advocacy base for the system.

The Master Plan sets forward a plan for the next ten years and will require the same level of leadership that is in place now for achieving the recommendations. With continued support from the Mayor and elected officials the opportunity to achieve the goals outlined in this plan can be accomplished if everyone works together. The PROS team would like to thank the Gahanna Park and Recreation leadership team for all their efforts in working with us to develop the Master Plan, as well as the Steering Committee, Park and Recreation Advisory Board, the Mayor, City Council and the community for their comments and recommendations. This collaboration truly helped to make the Parks and Recreation Master Plan worth investing in. Let the implementation process begin!

CHAPTER ONE - MARKET ANALYSIS

1.1 DEMOGRAPHIC TRENDS ANALYSIS

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March of 2022 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current population (2021) as well as a 5-year projection (2026). PROS then utilized straight line linear regression to forecast demographic characteristics for 10 and 15-year projections (2031 and 2036).

1.1.1 COMMUNITY PROFILE

The Demographic Analysis describes the population within the City of Gahanna, Ohio and this assessment is reflective of the City's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

A key component of the Parks & Recreation Strategic Master Plan ("Plan") is a Demographic and Recreation Trends Analysis. The purpose of this analysis is to provide the Department of Parks and Recreation ("Department") with insight into the general makeup of the population they serve and identify market trends in recreation. It also helps quantify the market in and around the City of Gahanna ("City") and assists in providing a better understand of the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of residents.

Figure 1 - City Boundaries

This analysis is two-fold – it aims to answer the who and the what. First, it assesses the demographic characteristics and population projections of City residents to understand who the Department serves. Secondly, recreational trends are examined on a national and local level to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community need for parks, trails, facilities, and recreation programs. The boundaries for the city of Gahanna are shown above and were utilized for the demographic analysis.

The infographic provides an overview of the City's populace based on current estimates of the 2021 population. A further analysis of each of these demographic characteristics (population, age segments, race, ethnicity, and income) can be found in section 1.1.2.
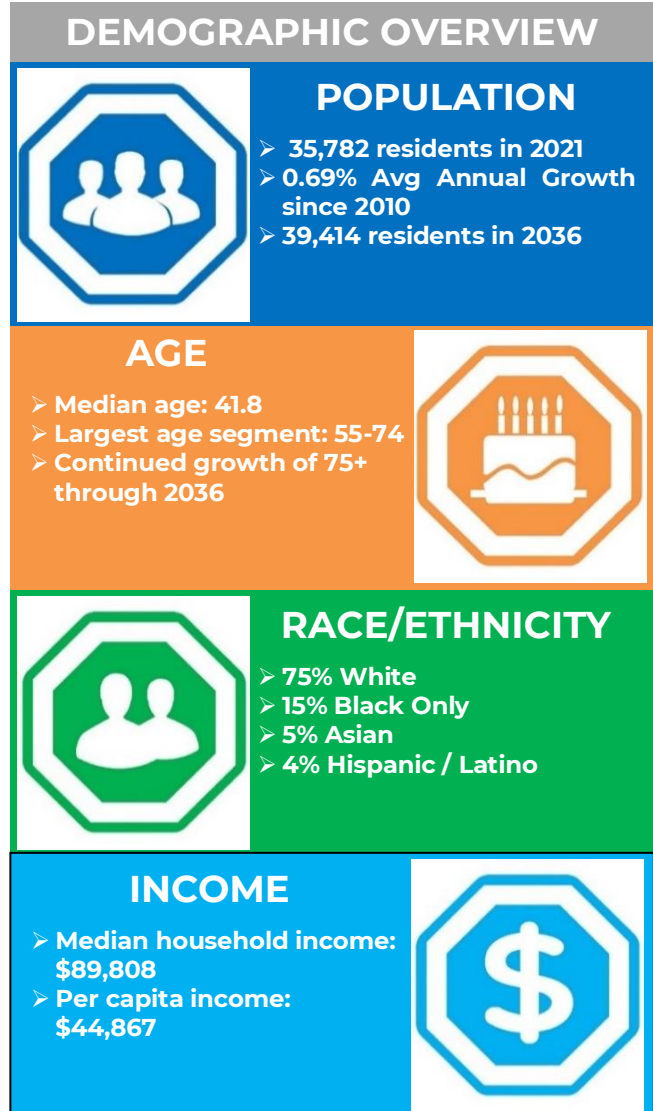
DEMOGRAPHIC OVERVIEW

POPULATION
➢ **35,782 residents in 2021**
➢ **0.69% Avg Annual Growth since 2010**
➢ **39,414 residents in 2036**

AGE
➢ **Median age: 41.8**
➢ **Largest age segment: 55-74**
➢ **Continued growth of 75+ through 2036**

RACE/ETHNICITY
➢ **75% White**
➢ **15% Black Only**
➢ **5% Asian**
➢ **4% Hispanic / Latino**

INCOME
➢ **Median household income: $89,808**
➢ **Per capita income: $44,867**

Figure 2 - Demographic Overview

POPULATION

The City's population has had steady growth between 2010 to 2021, with an average annual growth rate of 0.69%. This is slightly below the national annual growth rate of 0.74% (from 2010-2021). Like the population, the total number of households also experienced a slight increase of 0.78% over the past 11 years. (National average = 0.76% annual growth).

Currently, the population of 2021 is estimated at 35,782 individuals living within 14,254 households. Projecting ahead, the total population growth is expected to continue increasing at a steady rate. By 2036, the City's population is projected to be at 39, 414 residents living within 15,722 households.
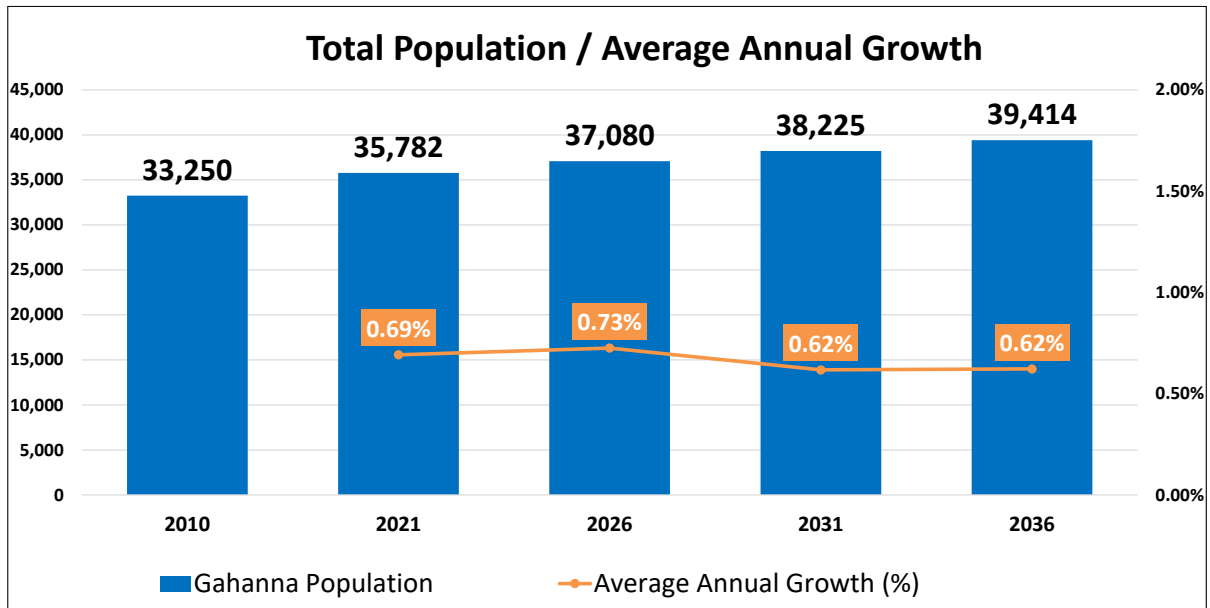

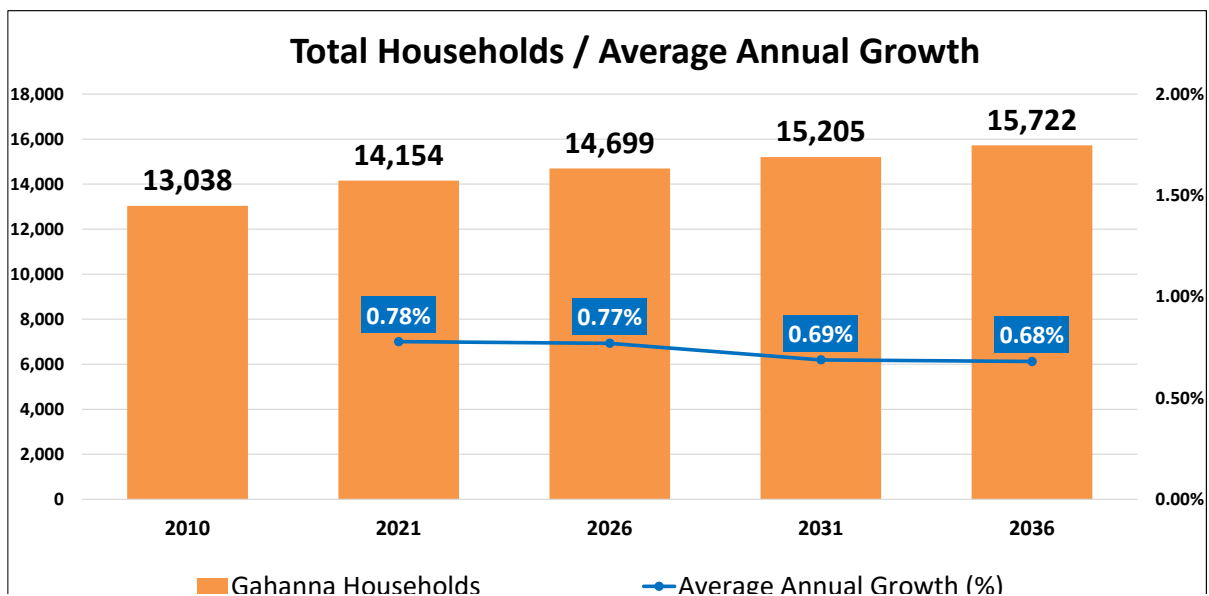**Figure 4 - Total Population and Average Annual Growth**

Figure 3 - Total Households and Average Annual Growth

AGE SEGMENTATION

Evaluating the City's age segmentation, the population exhibits a minor aging trend, with approximately 33% of all residents being 55+ years old. The City's current median age is estimated at 41.8 years old which is approximately 3 years older than U.S. median age (38.8 years old). Assessing the population, the City is projected to continue a gradual aging trend. Within the next 15 years the 55+ population is expected to be around 41% percent of the City's total population. This is expected to be a result of increased life expectancies and most middle-aged adult residents "aging in place" while their children move elsewhere.
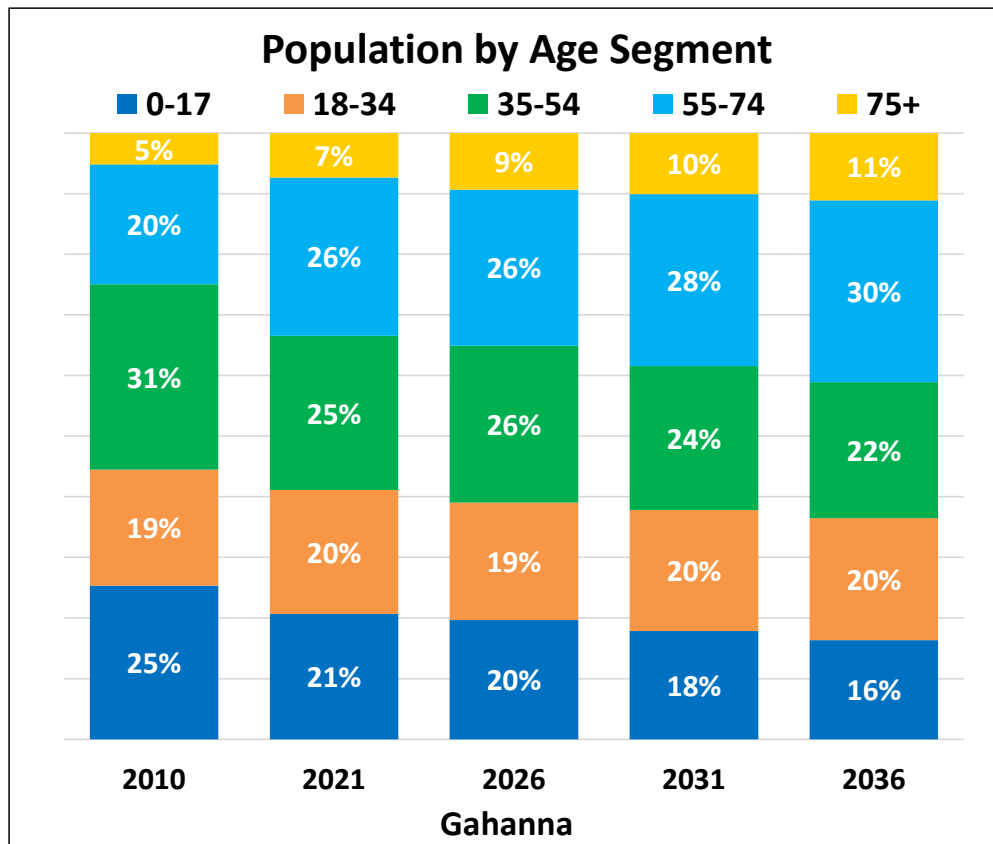
Population by Age Segment

■ 0-17	■ 18-34	■ 35-54	■ 55-74	■ 75+

	2010	2021	2026	2031	2036
75+	5%	7%	9%	10%	11%
55-74	20%	26%	26%	28%	30%
35-54	31%	25%	26%	24%	22%
18-34	19%	20%	19%	20%	20%
0-17	25%	21%	20%	18%	16%

Gahanna

Figure 5 - Population by Age Segments

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old who is struggling with rheumatoid arthritis may be limited to leisure recreation while a healthy 65-year-old may still be running 5K's on an annual basis. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

Black – This includes a person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

RACE

Analyzing race, the City's current population is predominantly White Alone. The 2021 estimate shows that 75% of the population falls into the White Alone category, with Black Alone (15%) representing the largest minority. The 2021 estimate also portrays a below average representation for other race groups, with Pacific Islander making up the smallest segment (0.0%), American Indian (0.1%) is below the national average (1.0%) Predictions for 2036 expect the population to become slightly more diverse, with a decrease in the White Alone population, accompanied by minor increases to all other race categories.
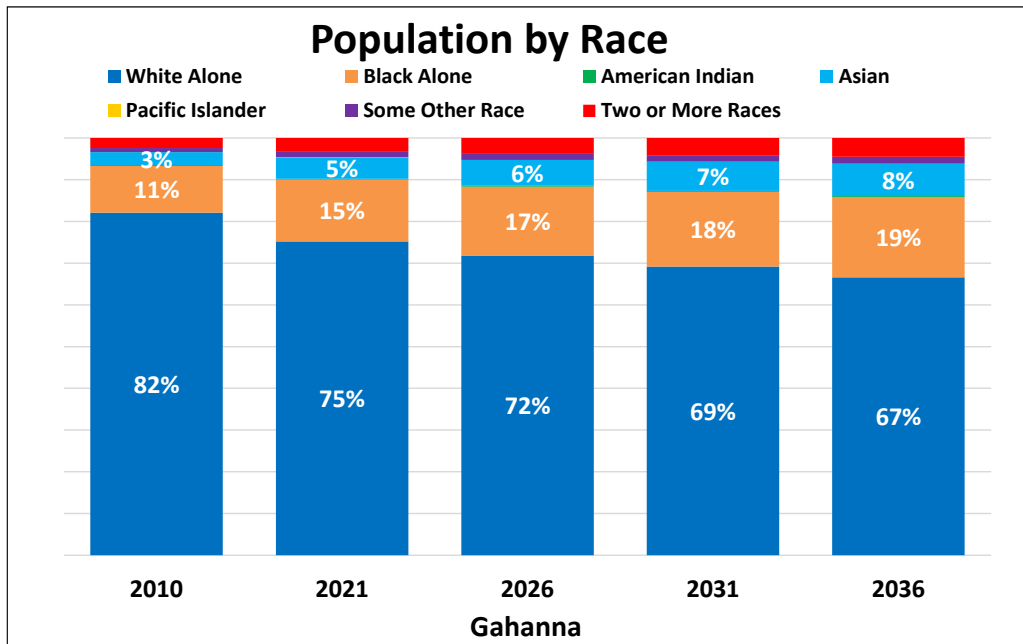

Figure 6 - Population by Race

ETHNICITY

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above. Based on the current 2021 estimate, people of Hispanic/ Latino origin represent approximately 4% of the City's population, which is substantially below the national average (19% Hispanic/Latino). However, the Hispanic/ Latino population has been increasing since the 2010 census and is expected to continue growing to 5% of the City's total population by 2036.
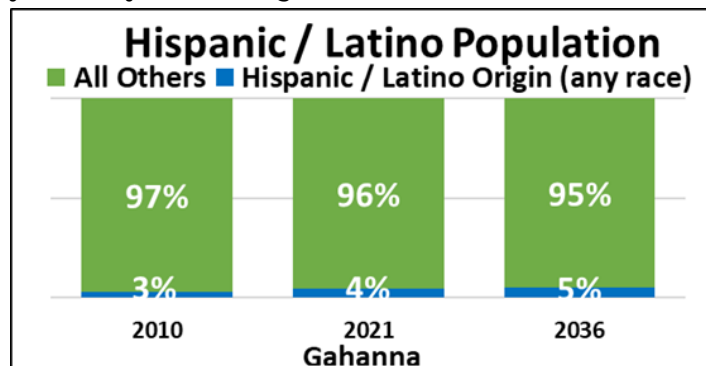

Figure 7 - Hispanic and Latino Population

HOUSEHOLD INCOME

As seen below, the City's per capita income ($44,867) and median household income ($89,808) are both much higher than the state and national averages. The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of 16 living under the same roof. These above average income characteristics should be taken into consideration when Gahanna Parks and Recreation Department is pricing out programs and calculating cost recovery goals. However, the Department should also consider the negative economic impact that Covid-19 has had on Gahanna's residents as this could be a significant factor in the amount of disposable income within the City.

Income Characteristics

■ Per Capita Income   ■ Median Household Income

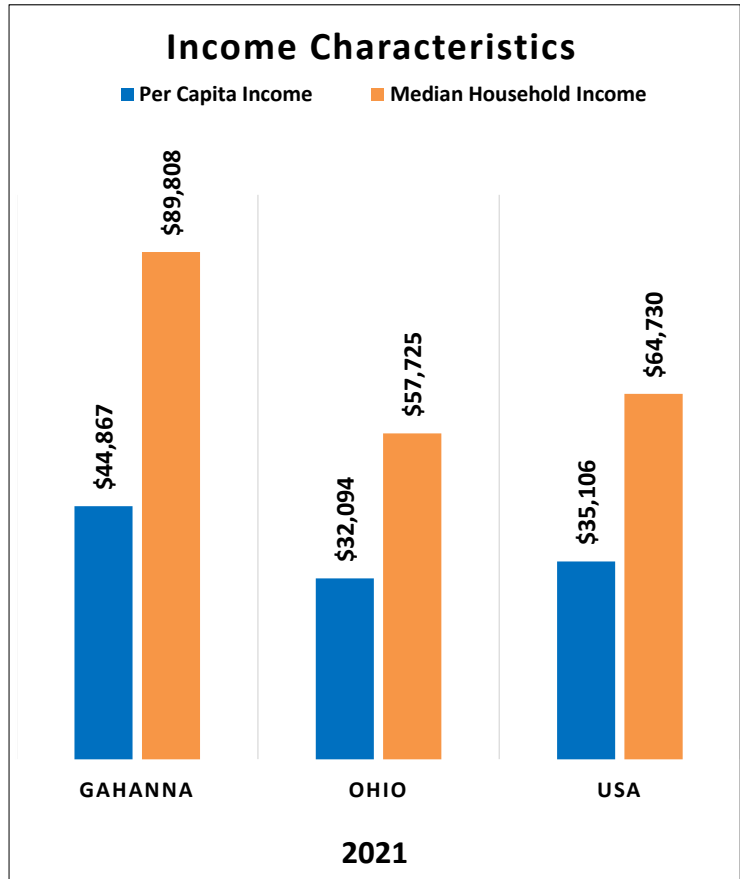| Location	Per Capita Income	Median Household Income
GAHANNA	$44,867	$89,808
OHIO	$32,094	$57,725
USA	$35,106	$64,730

2021

Figure 8 - Comparative Income Characteristics

DEMOGRAPHIC COMPARISON

The table below is a summary of the City's demographic figures. These figures are then compared to the state and U.S. populations for perspective on a regional and national scale.

2021 Demographic Comparison		Gahanna	Ohio	USA
Population	Annual Growth Rate (2010-2021)	0.69%	0.33%	0.74%
	Projected Annual Growth Rate (2021-2036)	0.68%	0.30%	0.70%
Households	Annual Growth Rate (2010-2021)	0.78%	0.34%	0.76%
	Average Household Size	2.51	2.49	2.58
Age Segment Distribution	Ages 0-17	21%	23%	22%
	Ages 18-34	20%	23%	23%
	Ages 35-54	25%	24%	25%
	Ages 55-74	26%	23%	23%
	Ages 75+	7%	7%	7%
Race Distribution	White Alone	75.2%	81.4%	69.2%
	Black Alone	14.8%	5.9%	13.0%
	American Indian	0.2%	1.0%	1.0%
	Asian	5.1%	3.3%	5.9%
	Pacific Islander	0.0%	0.1%	0.2%
	Some other Race	1.3%	4.6%	7.1%
	Two or More Races	3.3%	3.7%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	3.5%	12.7%	18.9%
	All Others	96.5%	87.3%	81.1%
Income Characteristics	Per Capita Income	$44,867	$32,644	$35,106
	Median Household Income	$89,808	$61,084	$64,730

Figure 9 - Demographic Comparison

DEMOGRAPHIC SUMMARY

- City's recent **population annual growth rate** (.69%) is slightly lower than the U.S.'s (0.74%) annual growth rate.
- The City's **household annual growth rate** (78%) is slightly higher than the national average (0.76%).
- When assessing **age segments**, the City exhibits a slightly younger population than the national age segment distribution.
- The City's **racial distribution** is notably less diverse than the national population distribution at 75.2% in the city to 69.2% nationally for white alone. For Black alone the city's' Black population is 14.8% and slightly higher than 13.0% percent nationally.
- Gahanna's percentage of **Hispanic/Latino population** (3.5%) is well below the national average (18.9%).
- The City's **per capita income** ($44,867) and **median house income** ($89,808) are both higher than the state at ($32,644 & $61,084) and the national average of ($35,106 & $64,730).

DEMOGRAPHIC IMPLICATIONS

- While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for the City.
- With the population rising in the last eleven years there may be an increased need for improvements. With the population expected to grow at more normal levels making changes now can ensure that the facilities are ready for the next generation.
- The City's stable young population indicates a need to focus on young adults and young families. Adding more athletic fields or family orientated parks would be beneficial to this segment that may attract other young families to settle down in Gahanna. It's important to still plan improvements for the older people because they still make up the other 50% of the community.
- The City's above average income characteristics suggest potential disposable income. The Parks and Recreation Department should be mindful of this when pricing out programs and events.
- The City should ensure its growing and diversifying population is reflected in its offerings, marketing/communications, and public outreach.

1.2 RECREATION TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

1.2.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA*) Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends

The study is based on findings from surveys conducted in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than causal participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

1.2.2 IMPACTS OF COVID-19

Approximately 232.6 million people ages six and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years. There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started at indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2.0 percent increase. Outdoor sports continued to grow with 53.9 percent of the U.S. population participating. This rate remains higher than pre-pandemic levels, having 6.2 percent gain over the 50.7 percent participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6 percent in one year and 13.9 percent from 2019.

Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by Gen Z.
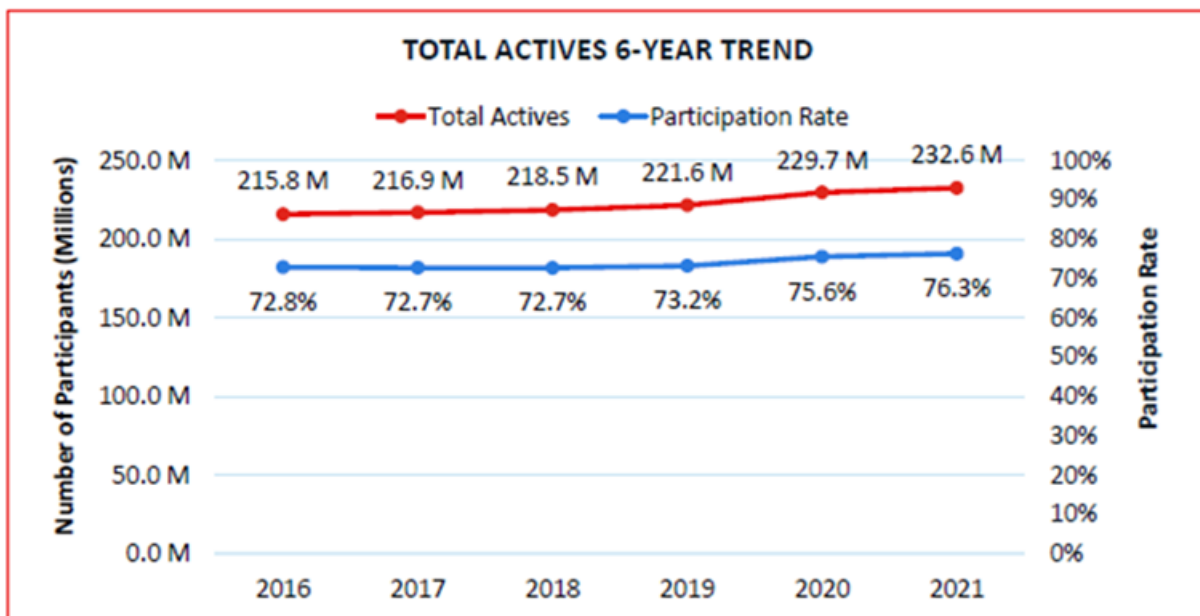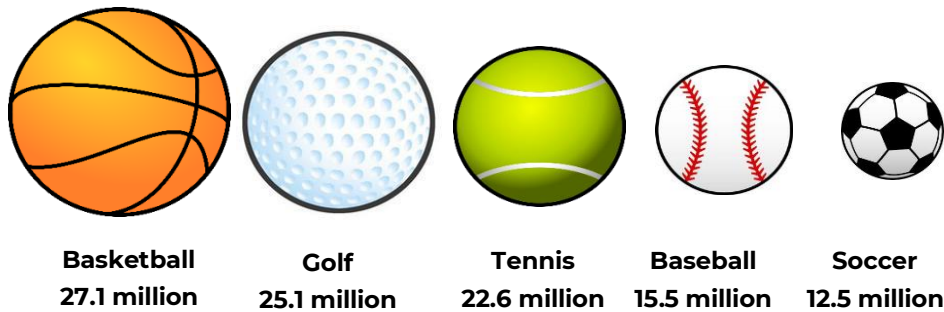

Figure 10 - Activities and Participation Levels on a National Level

1.2.3 NATIONAL TRENDS IN RECREATION

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures well more than the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.

Basketball	**Golf**	**Tennis**	**Baseball**	**Soccer**
27.1 million	**25.1 million**	**22.6 million**	**15.5 million**	**12.5 million**

FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Similarly, Basketball (21.4%) and Competition Boxing (20.7%) have also experienced significant growth. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%) and Baseball (-0.5%) have shown a five-year trend increase, but a one-year trend decreases. This is a direct result of coming out of the COVID-19 pandemic. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Sports that are highly participated in, such as Basketball, Baseball, and Slow Pitch Softball have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year. *Please see **Appendix A** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	**Participation Levels**			**% Change**	
	2016	**2020**	**2021**	**5-Year Trend**	**1-Year Trend**
Basketball	22,343	27,753	27,135	21.4%	-2.2%
Golf (9 or 18-Hole Course)	23,815	24,804	25,111	5.4%	1.2%
Tennis	18,079	21,642	22,617	25.1%	4.5%
Baseball	14,760	15,731	15,587	5.6%	-0.9%
Soccer (Outdoor)	11,932	12,444	12,556	5.2%	0.9%
Golf (Entertainment Venue)	8,173	12,057	12,362	51.3%	2.5%
Softball (Slow Pitch)	7,690	6,349	6,008	-21.9%	-5.4%
Football (Flag)	6,173	7,001	6,889	11.6%	-1.6%
Volleyball (Court)	6,216	5,410	5,849	-5.9%	8.1%
Badminton	7,354	5,862	6,061	-17.6%	3.4%
Soccer (Indoor)	5,117	5,440	5,408	5.7%	-0.6%
Football (Touch)	5,686	4,846	4,884	-14.1%	0.8%
Football (Tackle)	5,481	5,054	5,228	-4.6%	3.4%
Gymnastics	5,381	3,848	4,268	-20.7%	10.9%
Volleyball (Sand/Beach)	5,489	4,320	4,184	-23.8%	-3.1%
Track and Field	4,116	3,636	3,587	-12.9%	-1.3%
Cheerleading	4,029	3,308	3,465	-14.0%	4.7%
Pickleball	2,815	4,199	4,819	71.2%	14.8%
Racquetball	3,579	3,426	3,260	-8.9%	-4.8%
Ice Hockey	2,697	2,270	2,306	-14.5%	1.6%
Ultimate Frisbee	3,673	2,325	2,190	-40.4%	-5.8%
Softball (Fast Pitch)	2,467	1,811	2,088	-15.4%	15.3%
Lacrosse	2,090	1,884	1,892	-9.5%	0.4%
Wrestling	1,922	1,931	1,937	0.8%	0.3%
Roller Hockey	1,929	1,500	1,425	-26.1%	-5.0%
Boxing for Competition	1,210	1,361	1,460	20.7%	7.3%
Rugby	1,550	1,242	1,238	-20.1%	-0.3%
Squash	1,549	1,163	1,185	-23.5%	1.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 11 - General Fitness Participatory Trends

1.2.4 NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced rapid growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be done at home or in a virtual class environment. The activities with the most participation was Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).

| FITNESS WALKING 115.8 MILLION | TREADMILL 53.6 MILLION | DUMBBELL FREE WEIGHTS 52.6 MILLION | RUNNING/ JOGGING 48.9 MILLION | STATIONARY CYCLING 32.4 MILLION |
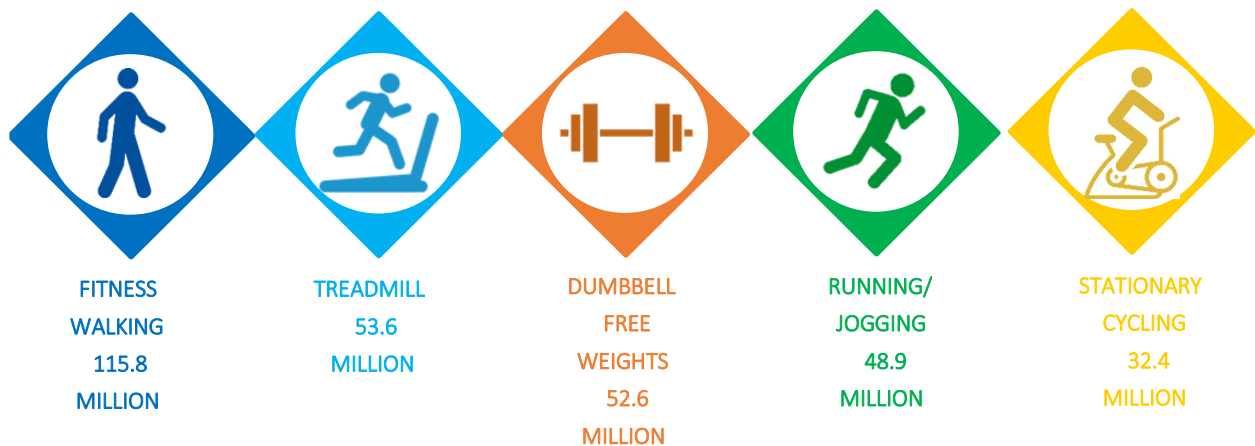
FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same period, the activities that have undergone the biggest decline include Group Stationary Cycling (-33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Style Workout (-24.4%) and Non-Traditional Triathlons (-23.5%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Style Workouts (6.4%) Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their casual user's base (participating 1-49 times per year) over the last year. These fitness activities include Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling. *Please see **Appendix A** for full Core vs. Casual Participation breakdown.*

| National Participatory Trends - General Fitness					
Activity	**Participation Levels**			**% Change**	
	2016	**2020**	**2021**	**5-Year Trend**	**1-Year Trend**
Fitness Walking	107,895	114,044	115,814	7.3%	1.6%
Treadmill	51,872	49,832	53,627	3.4%	7.6%
Free Weights (Dumbbells/Hand Weights)	51,513	53,256	52,636	2.2%	-1.2%
Running/Jogging	47,384	50,652	48,977	3.4%	-3.3%
Stationary Cycling (Recumbent/Upright)	36,118	31,287	32,453	-10.1%	3.7%
Weight/Resistant Machines	35,768	30,651	30,577	-14.5%	-0.2%
Elliptical Motion Trainer	32,218	27,920	27,618	-14.3%	-1.1%
Yoga	26,268	32,808	34,347	30.8%	4.7%
Free Weights (Barbells)	26,473	28,790	28,243	6.7%	-1.9%
Dance, Step, & Choreographed Exercise	21,839	25,160	24,752	13.3%	-1.6%
Bodyweight Exercise	25,110	22,845	22,629	-9.9%	-0.9%
Aerobics (High Impact/Intensity Training HII	10,575	10,954	10,400	-1.7%	-5.1%
Stair Climbing Machine	15,079	11,261	11,786	-21.8%	4.7%
Cross-Training Style Workout	12,914	9,179	9,764	-24.4%	6.4%
Trail Running	8,582	11,854	12,520	45.9%	5.6%
Stationary Cycling (Group)	8,937	6,054	5,939	-33.5%	-1.9%
Pilates Training	8,893	9,905	9,745	9.6%	-1.6%
Cardio Kickboxing	6,899	5,295	5,099	-26.1%	-3.7%
Boot Camp Style Cross-Training	6,583	4,969	5,169	-21.5%	4.0%
Martial Arts	5,745	6,064	6,186	7.7%	2.0%
Boxing for Fitness	5,175	5,230	5,237	1.2%	0.1%
Tai Chi	3,706	3,300	3,393	-8.4%	2.8%
Barre	3,329	3,579	3,659	9.9%	2.2%
Triathlon (Traditional/Road)	2,374	1,846	1,748	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	1,363	1,304	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12 - General Fitness Participatory Trends

1.2.5 NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is why it continues to have such strong participation. In 2021, Fitness Swimming remained the overall leader in participation (25.6 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.

SWIMMING
(FITNESS)
25.6 MILLION

AQUATIC
EXERCISE
10.4 MILLION

SWIMMING
(COMPETITION)
2.8 MILLION
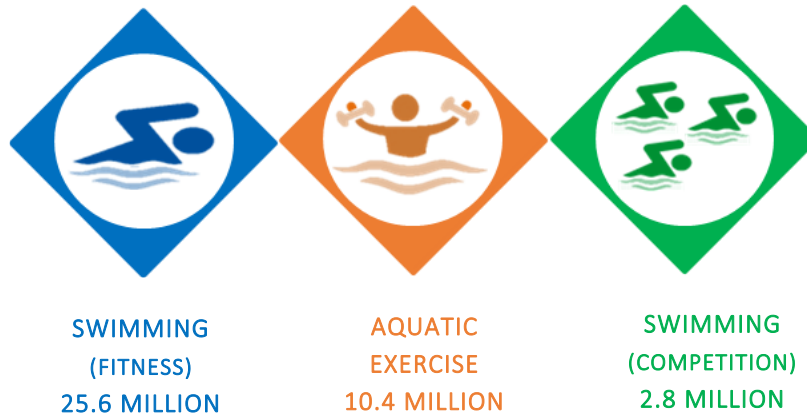
FIVE-YEAR TREND

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, due to the accessibility of facilities during Covid-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive Swimming suffered a -16.2% decline in participation.

ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive swimming increased by 8%.

CORE VS. CASUAL TRENDS IN AQUATICS

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seem a drop in core participation (50+ times per year) in the same period. This was happening before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend. *Please see* **Appendix A** *for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Aquatics					
Activity	**Participation Levels**			**% Change**	
	2016	**2020**	**2021**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	26,601	25,666	25,620	-3.7%	-0.2%
Aquatic Exercise	10,575	10,954	10,400	-1.7%	-5.1%
Swimming (Competition)	3,369	2,615	2,824	-16.2%	8.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 13 - Aquatics Participatory Trends

1.3 BENCHMARK ANALYSIS

The Gahanna Parks and Recreation Master Plan includes a Benchmark Analysis which is a reference point of what other agencies have in their system based on a set of metrics chosen by the park administration and PROS Consulting. This information was provided by each benchmark agency upon request by the Department. This benchmark analysis is a reference point and not for the Department to make a comparison of how they are operating their park system, or to duplicate what other systems are doing. The benchmark process in this analysis is the basis for evaluation, assessment, and criterion to understand how data from peer agencies aligns with their own.

Also, since unknown variables exist regarding how data is calculated within each benchmark agency, no information from this report will be used in the recommendations made in the Master Plan Report

1.3.1 METHODOLOGY

The Department chose five peer agencies to obtain a general perspective of similar park systems using 31 metric data points. The benchmark agencies were contacted and asked to participate in a benchmark analysis for the Department, and a data gathering request form was sent to each agency to learn about each city.

The Department had their data listed on the forms sent to each benchmark agency as an example of how cells should be filled out. However, all park systems do not calculate their data and record it in the same ways, and the benchmark agencies data is entered into different types of computer software that provides information in a method their park system or city uses for evaluating operations, funding, staff records, programing statistics, and other system operations. It is noteworthy to see how this data was sorted and used in this report.

Five agencies were selected for this benchmark analysis, and the topics of the metrics include: similar city population, the number of parks, budget amounts, financial, and program information. Each metric that will be benchmarked is tabled with the corresponding agency throughout the report. In an attempt to provide similar information, the populations of benchmark cities used are relatively close.

1.3.2 FINDINGS

CITY DEMOGRAPHICS AND PARK DATA

The population of Gahanna is 35,726 and the benchmark agencies were in cities from 36,800 to 53,000. Other statistics throughout the report may show the benchmark agencies differ considerably and are meant to provide the point of references for the Department.

Gahanna's park system had a similar number of parks as other agencies except for Dublin that has over twice as many. No other agencies indicate they have reserve areas.

Gahanna Parks & Recreation	CITY DEMOGRAPHICS			
CITY	**POPULATION**	**POPULATION SERVICE AREA**	**NUMBER OF PARKS**	**Miles of Trails**
GAHANNA	**35,726**	**Gahanna Jefferson**	**27 parks / 26 reserves**	**20.04 paved 4.06 unpaved**
Dublin	53,000	Dublin City Schools Hilliard City Schools (Limited)	64	132 miles
Grove City	42,766	City Limits / Jackson Township	24 developed 3 underdeveloped	29.17 miles
Hilliard	37,114	City of Hilliard / School District is Hilliard City Schools	25	17.8 miles
Upper Arlington	36,800	Upper Arlington School District	23 parks	4.88 miles
Westerville	31,190	Westerville Schools	34 parks	51,35

OUTDOOR RECREATION FACILITIES

The list from each Benchmark Agency indicates each system has a considerable number of outdoor facilities and a wide variety to accommodate activities and programs. In number of facilities, it appears that the Department has less facilities that other agencies.

	OUTDOOR RECREATION FACILITIES: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Outdoor Recreation Facilities	2 Gazebos 39 Picnic Shelters 17 Playgrounds 1 Skate Park 1 Dog Park 3 Kayak Launches 2 Aquatic Facilities / 3 Pools - Bodies of Water / 1 Baby Pool 1 State Nature Preserve 1 Golf Course (9 holes)	57 Playgrounds 44 Picnic Shelters (10 are rentable) 47 Fishing Ponds 1 Community Garden 1 Skate Park 1 Ice Rink 2 Aquatics Facilities 3 Splashpads 4 Kayak Launches 1 Disc Golf Course 1 Arboretum 2 Exercise Stations	1 Waterpark 1 Splash Pad 1 Herb Garden 1 Dog Park 1 Gazebo 5 Rentable Shelters 12 Shelters (non-rent) 3 Inclusive Playgrounds 12 Neighborhood Playgrounds 1 Skate Park 1 Community Garden 1 Gaga Ball Pit	2 Gazebos 10 picnic areas 14 Shelters 9 Playgrounds 0 Skate Park 1 Dog Park 0 Kayak Launches 2 Aquatic facilities/5 Bodies of water/1 baby pool/2 splash pads 1 Columbus/Franklin County Metro Park 1 Historic Village 1 First Responders Park 1 – 18-hole disc golf course 1 Sledding Hill 1 Franklin County Fairgrounds * a new 100,000 sq. ft. community center is currently under construction	1 Gazebo 7 Shelters / 3 open air/ 4 indoor & outdoor options with garage doors / 1 year-round use 1 Stage 8 Playgrounds 5 Sledding hills 3 Aquatic Facilities / 5 Bodies of Water / 2 Baby Pools / 1 Diving Well / 2 Run Out Slides 2 Fitness Stations 7 Nature Preserves * a new 100,000 sq. ft. community center is being built now.	16 Playgrounds 13 Totlots 1 Community Garden 1 Skate Park 1 Dog Park 1 Outdoor Ice Rink 1 Outdoor Aquatic Centers (4 Bodies of Water, 2 Splash Pads, 1 Lazy River) 14 Shelters 1 Performance Amphitheater

INDOOR RECREATION FACILITIES

"Indoor facilities" is a term that can vary from agency to agency with some agencies listing *one facility* that could contain various spaces and yet were named individually as indoor *facilities*. Community Centers may contain several spaces but were not listed as such.

	INDOOR RECREATION FACILITIES: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Indoor Recreation Facilities and Number of Each	1 Senior Center 1 Reservable multi-use space/Golf Course Clubhouse	1 Senior Center 1 Recreation Center (120k sf) Fitness Floor Gymnasium Leisure Pool Locker Rooms Competition/Lap Pool Track Baby Sitting Room 3 Classrooms 3 Community Halls Ceramics Room Black Box Theater 2 Meeting Rooms	1 Senior Center 1 Reservable 4 season pavilion 1 Community Center 1 Renovated Barn (Pre-school space) 1 Renovated Farmhouse (Herb Gardens) 1 Museum and Welcome Center 2 Historical Sites (home and various buildings).	1 Community Center/Senior Center 1 Rental Pavilion at Hilliard Station Park	1 Senior Center 1 Barn/Event Venue 1 year-round shelter (included in #9)	1 Community Center (includes Senior Center) 1 Event Space (Everal Barn and Homestead)

FIELD USE

Two metrics are listed in these tables that indicate field use. The top chart indicates those fields that hold sanctioned athletic events, and the next chart shows what agencies provide park users with the convenience of using the park website to make reservations for sports amenities.

	SANCTIONED: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Number of Sanctioned Athletic Events	4 (2 Baseball/2 Soccer)	8 (5 Soccer/3 Baseball)	2 Baseball 12 Softball (depends on year)	5 (3 Baseball/ 2 Softball adult and youth) 3 Soccer tournaments typically (put on hold while we build new complex)	3 (1 Baseball, 1 Softball, 1 Special Olympics Soccer)	NA

	RESERVATIONS: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Can users book faciiities / fields on-line?	No	Shelters/Facility rental – yes Field permit use – entire season contact staff Field per day - application online	No	No	Shelters – yes Barn – no Field - no	Yes

RESTROOMS

This table shows the contrast in the number of restrooms in the Benchmark Agencies parks, and how many are present on specific sports fields. The location of restrooms and number available is important to

	RESTROOMS: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Total Number of Restrooms at Parks **Restrooms Soccer** **Restrooms Lacrosse** **Baseball Complexes** **Softball Complex**	a.11 b. Soccer Lacrosse N/A Baseball 2 Softball N/A	a.12 b. Soccer Baseball 4 Softball 4	a. 6 b. Baseball 1 Buddy Ball 1 Softball 1 Fryer Park 1 Breck Park (Dog Park) 1 Gantz Park 1	a. 7 b. Soccer – 0 Baseball/Softball – 1	a.9 We don't have sports complexes; athletic fields are spread throughout our parks. These parks all have restrooms.	12 Restrooms Soccer - 1 Lacrosse - NA Baseball - Do not have a designated baseball complex - fields are within parks Softball - NA

park users that attend events and activities in parks.

REVENUE

Revenue is a part of the budget and represented below and field rental is shown as a percentage of the budget. Two Benchmark Agencies exhibit 10%, which is the highest amount of revenue from field rental by outside groups.

Gahanna	REVENUE PERCENTAGE: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	Gahanna	Dublin	Grove City	Hiliard	Upper Arlington	Westervile
Percent of Revenue from Field Rental: Outside Groups	< 1%	10%	Approximately 10 %	$25,642 <2%	< 1% Modified fee structure for 2022 to per participant fee, revenue will increase, but remain less than 1% of all department revenue.	<1%

SPORTS FIELDS REVENUE

The revenue of the sports field's budgets is listed the matrix with approximate percentages from each benchmark agencies. In this instance the reference points for the Department to use are 1% at the lowest and 58

Gahanna	PERCENTAGE OF SPORTS FIELDS : Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	Gahanna	Dublin	Grove City	Hiliard	Upper Arlington	Westerville
Aproximate Percentage Total of Sports Fields Budget genenerated from reservations, permits, players, leagues or associations.	5%	50% (Mostly non-resident participant user fees for leagues)	10%	10%	We cover 58% of materials and supplies including turf management, practices, infield mix, bases, paint. This does not include staff time or mowing.	1%

CORE PROGRAMS

Some attributes about core programs are ones that are most desired by the community, consume a large portion of the agency's overall budget, are offered multiple times a year. The Department and Benchmark Agencies list their core programs and there are similarities throughout all agencies and demonstrate which are popular in their communities.

Gahanna	CORE PROGRAMS: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	Gahanna	Dublin	Grove City	Hiliard	Upper Arlington	Westervile
Core Programs Offered.	Core Programs Pre-school Youth Teen Adult Senior Adult Family Special Events Outdoor Education Aquatics Golf	Pre-school Youth Teen Adult Senior Adult Family Community Events Outdoor Education Aquatics Various Camps Educational/Instructional	Pre-school Youth Enrichment Before and After School Care (year round and summer) Teen Adult Senior Adult Youth Sports Adult Sports Herb Garden Aquatic Special Events	Pre-school Youth Teen Adult Senior Adult Family Special Events Outdoor Education Aquatics Arts	Core Programs Preschool Youth Teen Adult 50+ Cultural Arts Aquatics Tennis Special Events	Core Programs Preschool Youth Teen Adult Older Adult Special Events Outdoor Education Aquatics Adaptive

PARTICIPANTS

Attendance at individual programs is important to evaluate areas of success in an agency's programming. The total number of participants is normally proportionate to the population of the community – a large number of participants is related to the population of a large community. This is not the case with Westerville; they have over twice as many participants as the other benchmark agencies with similar size populations.

PARTICIPANTS: Benchmark Agencies						
Gahanna Parks and Recreation: Compehensive Master Plan						
Questions	Gahanna	Dublin	Grove City	Hiliard	Upper Arlington	Westervile
Total Number of participants in all programs.	5,280	N/A	FY 21' 7,488	7,968	Youth & Adult = 6,297 Senior = 22,481 (due to drop-in nature of classes and registration by day, not series)	16,833

BUDGET

Looking at seven areas of the budget, Benchmark Agencies provided data for these key areas. Without the size (acres) of parkland and other financial information, the financial information below provides references for the Department to use.

BUDGET: Benchmark Agencies						
Gahanna Parks and Recreation: Comprehensive Master Plan						
Questions	Gahanna	Dublin	Grove City	Hiliard	Upper Arlington	Westerville
Total Operating Budget	$4,717,954	$20,315,120	$2,671,890	$2,690,278 budgeted for 2020	$5,249,100	$11,433,876 budgeted for 2021
Operating Budget used (dollar and percentage)	$3,834,581 - 81%	16,859,144 – 82% (Pre pandemic was approximately 90%)	$2,166,652 88%	2020 -$3,934,575.00 2021-$3,803,155.00	$4,724,474 = 90%	$8,618,321 - 75%
Operating Cost Per Capita	$56	N/A	Not sure	2020 – $61.83 (Operating- Revenue Per Capita	$75	$219
Total Non-Tax Revenue Sources & Amounts	General Recreation - $97,181 Golf Course - $472,437 Senior Programs - $11,974 Aquatics - $389,893 Youth Camp Programs - $105,461 Shelter Reservations - $153,316	General Recreation - $1,686,140 Sports field rentals/field use fees - $107,105 Senior Programs - $35,830 Aquatics - $734,750 Youth Camp Programs - $437,906 Shelter Reservations - $65,570	General RecreatioGeneral Recreation $1,069,500 (includes all program fees except aquatics) Aquatics $262,994 Recreation Development $272,962	2019 - $1,038,500 2020 - $395,361	Cultural Arts $53,010 Senior Programs $88,084 Recreation Programs $635,362 Tennis Complex $124,337 Barn & Shelters $157,975 Adut Recreation $108,146 Aquatics $769,722 Administration (donations, etc.) $4,869 Tree Planting (cost share) $20,396	Passes/Admissions - $2,493,776 Programs/Activities - $1,129,992 Facility Rentals - $194,826 Donations/Misc - $8,802 Concessions - $77,930
Amount of Capital Improvement money each year (5 year avg)	$926,000	$3,496,000	$7,100,000* (Includes $10,000,000 in bonds for park development over a 5 year period.)	2022 – First year Rec and Parks has its own CIP designation not shared with Operations. We have averaged $600,000 over the last 5 years.	$2,233,342 Note – does not include Community Center design or construction	$756,600 (2022-2026 budget)
Total Contracted Maintenance Services (most recent fiscal year actuals)	$361,000	$1,288,178	$569,000 (Includes public works areas)	$0.00 (contract is managed through Operations Department)	$280,337 This includes Forestry operations.	$189,172
Total Budget dedicated to Marketing	$1,200 City has a separate Marketing and Communications Department	N/A	$45,000 (P&R budgeted, also get support from Business and Community Relations)	In PIO budget	$11,047 general advertising $25,000 Activity Guide printing * City has a separate Community Affairs Department	Budget: $165,000 (doesn't include personnel) Personnel: $155,000 (2 full-time promotions coordinators with benefits)

STAFFING

There is a wide range in the total number of staff among the Benchmark Agencies is 19 FTE to 80 FTE. Gahanna is in the lower half of the agencies with FTEs. Dublin has 500 part-time / seasonal employees are the largest number of all other agencies. Gahanna has the lowest part time / seasonal staff to total number of FTE ratio with 3.6 to 1. staff members.

	STAFFING: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Total Number of Staff / Employees: Permanent and Fulltime:	36.78	Full Time Staff Only: 80	20 Full Time (including Maintenance)	19 Full Time	63.30 Total 28 FT 35.30 FTE	58 Full Time Staff
Staff Dedicated to your Park System (Part Time and Seasonal)	145 Part-Time/Seasonal	500 + - Season Dependent	85 +/- Year round and seasonal	24 Regular PT 184 Seasonal PT	245 Part-Time/Seasonal	312 Part-Time/Seasonal (112.60 FTE)

SYSTEM OUTREACH

A Program Guide is the mode of how information is provided to the community and all Benchmark Agencies present provide an independent guide aside from other community literature. Gahanna includes information about their programs in a city-wide publication, not a separate publication.

	PROGRAM GUIDE / MARKETING: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Do you offer a Program Guide? How many times annually?	No – Programs are part of a city-wide magazine.	Yes – 3 annually	Yes-6 (every two months)	Yes – "Your Hilliard" 3 times a year	Yes – 3 issues (Spring/Summer, Fall and Winter) online and mailed to homes	Yes - 6 per year
Total Budget dedicated to Marketing.	$1,200 City has a separate Marketing and Communications Department	N/A	$45,000 (P&R budgeted, also get support from Business and Community Relations)	In PIO budget	$11,047 general advertising $25,000 Activity Guide printing * City has a separate Community Affairs Department	Budget: $165,000 (doesn't include personnel) Personnel: $155,000 (2 full-time promotions coordinators with benefits)

YOUTH AND ADULT PROGRAMS

Understanding the ratio of adult and youth programs can help and agency appeal effectively to both groups, as well as sub programs to these groups. The percentage of adult and youth programs was not static among the Benchmark Agencies. The percentage of programs was heavily weighted on both adult and youth across all Benchmark Agencies.

	YOUTH and ADULT PROGRAMS: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westervile**
Percentage of Youth v.s. Adult Programs	98% Youth / 2% Adult	70% Youth / 30% Adults	Youth 70% Adult/Senior 30%	90%, does Adult include Senior programing? Then it would be around 60% / 30%	30% Youth / 70% Adult & Senior	95% Youth 5% Adult

VOLUNTEERS

The majority of benchmark agencies including the Department have a volunteer program, have a coordinator to manage the program and specific approach to manage volunteers.

	VOLUNTEERS: Benchmark Agencies Gahanna Parks and Recreation: Compehensive Master Plan					
Questions	**Gahanna**	**Dublin**	**Grove City**	**Hiliard**	**Upper Arlington**	**Westerville**
Volunteer Program	Yes	Yes	Yes	Yes	No	Not dedicated specifically to volunteers - Art/Adult Programming Supervisor is responsible for the volunteer program
Do you have a full time Volunteer Coordinator?	Yes – Shared responsibility with Senior and Adult programming	2 - Volunteer / Nature and Nature Education	Part of the Environmental Supervisor's Job.	No	No: The Senior Association: non-profit partner with senior center, coordinates volunteers for welcome desk Senior Association: coordinated programs (most of these are phasing out of service).	Yes
Do you use a programed approach for Volunteers? If so - provide method used.	Yes Galaxy Digital	Yes Volgistics.com	Yes Direct marketing through website, printed materials	N/A N/A		Galaxy Digital
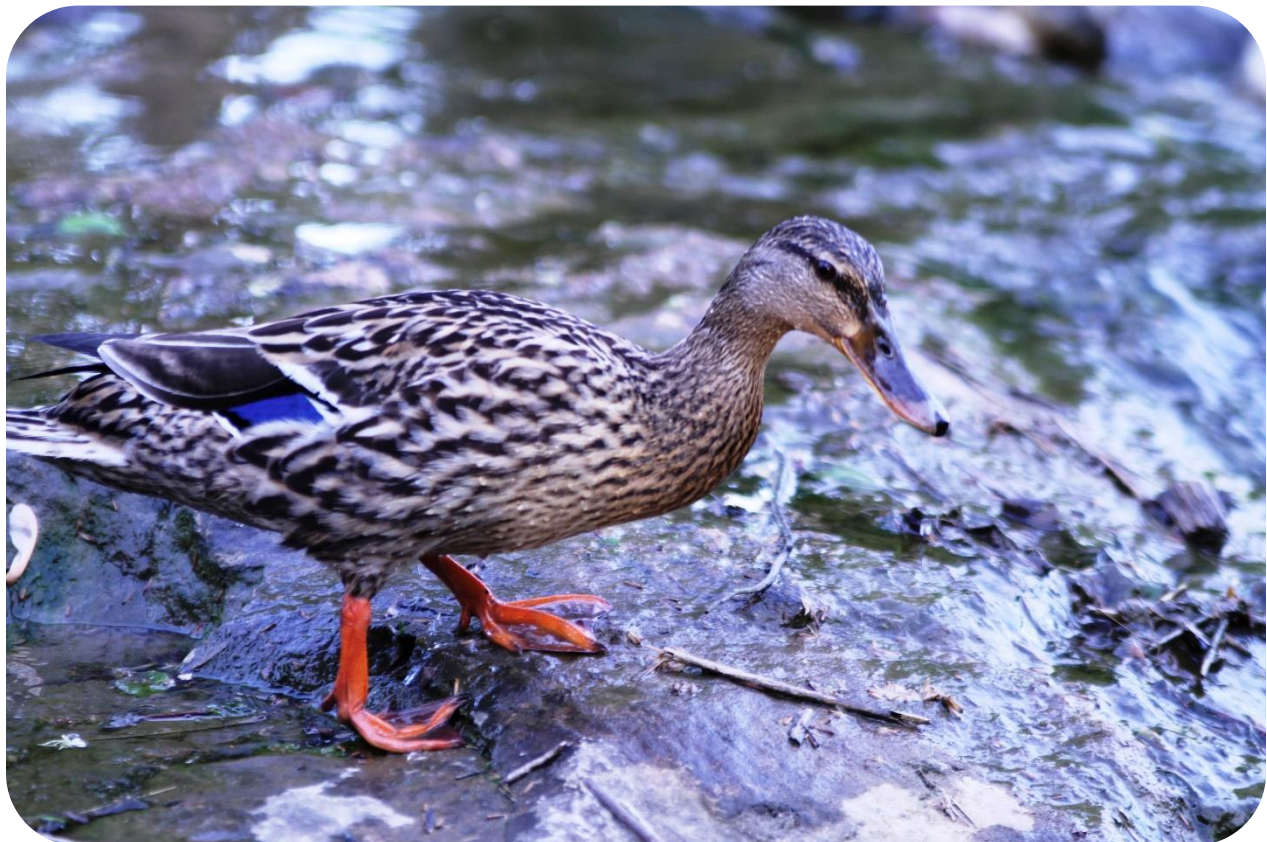
CHAPTER TWO – COMMUNITY ENGAGEMENT
2.1 STAKEHOLDER INTERVIEWS

The residents of Gahanna are the heart of the park system, and as the park and recreation system undergoes a system Master Plan process, residents (stakeholders) were asked to be interviewed to gain their perspective about the park and recreation system. The stakeholders were chosen as a sample of people in the community, educators, city officials, sports organizations, and business leaders. They were asked to be candid in their answers and provide sincere opinions and perspectives about how they felt the parks and recreation system is operated, maintained, what they like about the parks, park funding and condition of various amenities.

A total of (16) participants were interviewed over the phone by a PROS Consulting team member for about 20 minutes and were asked the same series of ten questions about the park and recreation system. Their answers were blended into this summary report that has the questions shown as headings 1 through 10, with a brief narrative of all answers for each question. Four random answers from each question are shown with bullet points to provide a direct and spoken portrayal of the participants' responses.

2.1.1 QUESTION 1. WHAT IS YOUR CURRENT CONNECTION WITH THE PARK AND RECREATION SYSTEM?

Among the folks being interviewed, they were predominately park users. Others had a working association with the park and recreation system by directly providing a service or indirectly by assisting the park and recreation system in some way. Parents with kids were the common denominator for park users and city officials often were connected to businesses or were participants in portions of the operations of the parks. Educators had taken groups to the parks for nature outings and park staff were helpful to lead tours and provide information. Others identified themselves as frequent park visitors, pool users, enjoyed programs or attended park events.

- "I work directly with the staff on community events and farmers markets."
- "I coordinate items between parks and the economy of Gahanna."
- "I'm a teacher and reached out for help at the park system to take students on field trips."
- "I have been involved with the aquatics program for many years."

2.1.2 QUESTION 2. HOW WELL DO YOU FEEL THE PARK AND RECREATION SYSTEM IS DOING TO MEET THE COMMUNITY'S NEEDS FOR SERVICES?

Overall, interviewees expressed that they felt the system was doing pretty well. Some interviewees were pleased and thought the system was doing a good job in many areas but felt updates in the parks were needed and there is room for improvement. The staff was mentioned as exceptionally helpful in assisting school kids visiting the parks on field trips.

The pools are enjoyed by residents and the swim team, but the pool is incredibly old and in poor shape. In the past, the pool nearly closed due to a lack of operational funding and volunteer groups raised money for repairs needed to keep it open. Seasonal staff are now involved in pool care and upkeep since there is always a need for additional staff members. Short staffing is apparent in the maintenance department, and combined with a lack of funds, proper care and upkeep of the pool has declined for the past several years. Not enough funding is being allocated for the pool's operation, and the potential for a new pool is not promising.

Seniors feel the facility is understaffed and supplies are difficult to obtain for their activities. Some seniors have visited other centers and found staffing is adequate and programmers that lead activities are present and helpful. Storage in the facility for their equipment could be improved. Users consider the senior center second-rate compared to senior centers in other nearby communities.

Marketing needs to be more active in presenting information about the system to the community. More encouragement is needed to attract new individuals and families to visit parks and participate in events and programs put on by the Department. More new program ideas are needed to help low-income areas of the City. Partnering with schools in Gahanna has been good for both entities, and a recreation center was mentioned as an opportunity for more indoor sports programming. The trail system could be improved with better access in certain areas in the city. It was noted that work is in progress to make trails and connections better to neighborhoods. One interviewee cited there is an abundance of parkland, and a land use plan is in place to evaluate potential opportunities for how the land could be used more effectively.

- "Park system is doing fairly well, except for the Senior Center."
- "They do a good job offering what they can, but there is no indoor facility to use."
- "There's not much, if any negative comments."
- "The pool needs to be replaced. How would it be funded?"

2.1.3 QUESTION 3. DO YOU FEEL THERE ARE AREAS OF MANAGEMENT WITHIN THE SYSTEM THAT NEED TO BE IMPROVED? IF SO, WHAT AREAS?

Overall management of the park system is thought to be doing well in most areas, yet facilities management could be improved. The new director is proactive, and the leadership encourages more involvement by community members in the system. Issues with the pool have been difficult for the system to deal with and some city officials are not in full support of how to proceed with the declining condition of the pool and or the residents' desire for a new pool. From a sustainability aspect, something will need to be done with the poor condition of the pool and comments by users.

- "Parks and recreation leadership is good and involves community leaders."
- "Overall, management is good."
- "It's challenging to work with management in the department."
- "They could use more staff."

2.1.4 QUESTION 4. WHAT AREAS OF THE SYSTEM NEED TO CHANGE AND IMPROVE THE CITY IN PARKS AND RECREATION SERVICES?

This question prompted several answers from each interviewee. Some participants felt things were going well in the parks. Facility updates, better management of facilities, issues about the pool and the general lack of community input where partnerships need to improve need to be addressed. As one of the partners with the city, the YMCA is operating at near capacity as to what they can provide in their facility. New community program facilities were a recommendation and participants felt that there is land to use, but decisions of how to use the land are in conflict with other potential uses. In addition to updating facilities, better trail care and connectivity possibly through using sidewalks could be considered. Participants felt there were too many pocket parks to maintain. The answers given about staff contained not only the need for more staff, but what they can do in the system to provide better customer service. A thorough evaluation of the system could confirm many issues where the parks could improve and provide guidance for the future.

- "Facilities, more and better facilities."
- "There are too many pocket parks to take care of."
- "Better management of facilities. There is too much "hustle" planning."
- "The age of the pool. It needs replaced."

2.1.5 QUESTION 5. DO YOU FEEL THE PARK AND RECREATION SYSTEM IS ADEQUATELY FUNDED? IF NOT, WHAT AREAS IN THE PARKS AND RECREATION SYSTEM NEED STRONGER FUNDING?

Several interviewed felt the system funding must be sufficient since the parks look good, while others were unsure because they did not know how the parks budget works. The poor condition of the pool gives the opinion that funding is an issue, and the pool can't be fixed, or at least to keep it operating and maintained. It appears there may be problems hiring lifeguards, and that could be a sure sign funding to pay guards was not available. Those that had negative answers about the condition of the Senior Center, used this question to verbalize that the lack of funding affects several issues at the center. With those that had a straightforward yes, funding is adequate, additional comments were made regarding the City is now starting to have money and they can see better maintenance in the city and in parks. Even though some participants felt the system is well funded, aquatics was not, and a tax increase may provide that support. Gahanna has attempted a tax levy in the past, as nearby cities have done successfully, but Gahanna's failed – indicating why the City doesn't have a park system as good as other communities. Parks and recreation may not be funded correctly, but evidently enough for what they request. The consensus is that funding the system is not what is needed, and a reprioritization of spending should be addressed.

- "It seems like it has been pretty well maintained."
- "Not sure."
- "Overall, in parks and recreation funding is good."
- "I'm not sure, but parks are beautiful."

2.1.6 QUESTION 6. DO YOU FEEL COST RECOVERY LEVELS FOR SPECIFIC PARKS, FACILITIES AND PROGRAMS ARE MEETING YOUR EXPECTATIONS?

Cost recovery within the system is difficult to determine or understand for several interviewees. The system is not making money and the public needs to be aware of this. Camps and other programs that are seen as busy or at capacity were believed to be making money, yet program fees seem to be reasonable, and residents do not want to see them increased. Non-resident fees should be evaluated to see how they relate to revenue for the system. It was brought up that if the park system is making money, it is being operated in the wrong way as parks are not a for profit publicly funded organization. Participants' answers about the pool said it is not making money at all. It is lucky to break even and the city is subsidizing most areas in the system as well. There was a comment that the park system is doing well and maintaining best practices in cost recovery. Parks can make a lot of money as does the golf course, but there are a lot of costs involved that usually affect that from happening.

- "I'm not experienced in that area."
- "Other programs & camps are doing well. Managing programs are easier than maintaining a pool is based on the costs for parts and repairs."
- "Overall, I think it is fairly good and I'm surprised how much they are recovering in their costs from program revenue."
- "Not in aquatics.

2.1.7 QUESTION 7. ARE THERE FUNDING METHODS THE DEPARTMENT IS NOT USING THAT THEY SHOULD BE USING TO SUPPORT THE DEPARTMENT'S OPERATIONAL COSTS? HOW ABOUT CAPITAL COSTS?

Many participants in the interviews did not know about what funding methods are being used currently or what methods could be used to help to maintain the park system. The parks department has been given information about funding opportunities by other agencies, but it is not known if they have pursued any of these opportunities. The system does work well with the Parks Foundation, and if there is a need for specific funding, the foundation steps in. State funds are known to help finance trails. No one is sure if these funds can be used for other areas in the system. Other park systems near Gahanna must have additional funds since their park systems are somewhat better funded. TIF dollars, state and federal grants were given as suggestions that may provide financial support. The existing bed tax is overcommitted to a sole entity that should be revised to include funding for the parks. Gahanna businesses provide funding assistance for events, but that type of funding is not enough to support an endowment or financial partnerships.

Private investment is an area that should be pursued more extensively. The community should be heard regarding their recreational needs and tax levies could be used to fill the need for more funding. Areas that need funding were suggested, although a minimal number of methods to pursue were known as opportunities, with developmental funds known as one. Development contractors and builders perceive the fees as too expensive. Other city and resident fees collected for the parks have not been adjusted for many years, and research for determining accuracy for the economic conditions of the City should be done to clarify the rate and determine exactly what the fee does support. Specific funding methods for operational or capital costs were not provided.

- "I'm not sure. I am not involved enough to know."
- "Yes, there are but I'm not sure what they are."
- "They are doing a good job with sponsorships."
- "I work with funding via foundations."

2.1.8 QUESTION 8. ARE STAFFING LEVELS ADEQUATE TO MEET WHAT THE COMMUNITY EXPECTS IN PARKS, RECREATION FACILITIES AND PROGRAMS?

Answers were divided almost equally between participants that thought staffing levels were good enough in the parks compared to those who felt more staff was needed. Some people offered specifics of what areas are affected by a less than full staff, and this is a problem that needs to be addressed. After school programs and aquatics appear to have enough staff members and some felt the department has a large staff with plenty of employees to operate the parks and respond to calls. The system is using staffing levels where the director wants it to be. The current absence of a qualified and ready workforce has negatively affected the park system's hiring good people enough that other methods beyond current hiring practices need to be investigated. Hiring seasonal staff has the same problematic issues or worse since summer is a highly active time in the parks. Employee turnover and attrition add fuel to the fire of operating the system with a nominal staff.

- "The seasonal staff has not been sufficient."
- "There needs to be a better way to deal with the staff shortage, but that is a problem everywhere."
- "It seems there are plenty of staff. There is a big department staff."
- "After school and over the summer programs they provide, does not have enough staff. It is tough to find people."

2.1.9 QUESTION 9. IF YOU COULD CHANGE ONE THING ABOUT THE DEPARTMENT OVER THE NEXT THREE YEARS, WHAT WOULD IT BE?

The interviewees covered a wide range of topics in most areas of the system, with no particular area standing out as the most recognizable for change. The staff was complimented for all they do, and they do it well. However, some things in the park are compromised by a staff shortage that continues to affect full-time hires and seasonal employees. Some felt that communication between the park system and city government could be improved. Micro-management of the staff is also a deterrent for them to be more creative and seek and pursue recreation trends and new amenities the community would like. Perhaps better pay would be an incentive for employees to stay and motivate internal creativity that sparks innovation in programing.

The pool also has issues with staffing; however, the condition of the pool is almost beyond repair and a new pool is a wish of the aquatic staff, but also of the community. Along the same lines as a pool, a splash pad was mentioned as a water play element that could be on the wish list. Facilities were mentioned in areas that could be better maintained as well as updating them, so the system is seen by the community to have top notch facilities and amenities. There was slight mention for a building a community center for residents as other communities near Gahanna have one as a part of their park system. Funding is important to all aspects of the system. There is a need for continual updates to existing parks and park amenities, additional maintenance, amenity replacement, additional staff salaries, land acquisition and possibly new facilities. The system needs to spend money efficiently, be transparent in costs and consider attempting a levy again but make it a more concentrated effort. More park land is wanted for the park system so in addition to the need for funding to update the system. They need to provide better programs and amenities and increase the pay to keep skilled staff should be a priority. A thorough assessment of the system may bring these and other issues to light and help the system to be as good as they can be to serve the community.

Participants were pleased to be chosen for the interviews and participated well. They were anxious to see the master plan completed and thought about their answers to be sure their answers were accurate and complete. Many commented on some questions by asking questions of their own, so the last question, #10 provides some comments they made about the plan and the process involved. Some asked a bit more about a particular question or wanted to expand their answer.

- "I would like to see partnerships pursued to benefit the schools and teams using park facilities and programming to generate operational money."
- "What are next steps – how will this information be used?"
- "This has been an enjoyable experience."
- "We have covered what needs to be in the plan. I hope they are addressed."

2.1.10 QUESTION 10. WHAT QUESTIONS DO YOU HAVE FOR US (THE CONSULTANTS) THAT WE CAN RESPOND TO REGARDING OUR WORK WITH THE CITY?

- "What are the next steps, and how will this information be used?"
- "How will the Master Plan be developed?"
- "Not really any questions. Just pleased they are pursuing this process to recognized what needs are the needs for parks and recreation."
- "Are we doing more interviews? How will this process play into the Master Plan?"

2.2 FOCUS GROUP INTERVIEWS

The focus group interviews were a part of the public engagement process for the Master Plan that Gahanna Parks and Recreation Department is preparing for their park system. Individuals throughout the community were chosen to participate in groups that were interviewed to gain their perspective about the park system. The individuals were chosen as a diverse sample of people in the community. Forty-three individuals participated and were divided into eight groups that were interviewed separately. Each group was asked ten questions about the park system and their answers were blended into this summary report that has the questions shown with bold text, numbered 1 through 9, with a brief narrative of all answers for each question. Four random answers from each question are shown with bullet points to provide a direct and portrayal of the participants' spoken responses.

Each focus group were asked to be candid in their answers and provide sincere opinions and perspectives about how they felt about the parks and recreation system in general. How the parks are maintained. What do they like about the parks? What their thoughts were about park funding and the condition of various facilities and amenities in the system.

2.2.1 QUESTION 1. WHAT IS YOUR CURRENT CONNECTION WITH THE PARK AND RECREATION SYSTEM?

Participants in the interview groups had diverse occupations, varied resident locations within the community, and various relationships with the Department. The focus groups represented sports groups and leagues, board members of various organizations, residents, members of community clubs and interest groups and city employees.

2.2.2 QUESTION 2. HOW WELL DO YOU FEEL THE PARK AND RECREATION SYSTEM IS DOING TO MEET THE COMMUNITY'S NEEDS FOR SERVICES?

This question began the interview process and the response started well and comments were plentiful from the groups. It was evident that participants enjoy the park system and are proud to have it in their community. Appearance, upkeep, and maintenance are appreciated by park users and improvements that have been made to the playgrounds and trail system are appreciated by park visitors. Connections within the trail system could be better and most felt that the Department does well with what they must work with, and their potential is good, but they only deliver about 40%. The parks have facilities and amenities that the community appreciates, and more residents may use the parks if marketing had a clearer objective to what is the best way to communicate what programs, events and facilities are available. The program guide is not as popular as it once was because digital communication and the internet are popular with most everyone, and Gahanna is no exception. The website is widely used but could be updated to include videos and trendy technology to encourage more web visitors and provide information about the parks.

More amenities and activities for kids and youth should be added into the system, and the quality and caliber of existing programs are excellent as well as making the trails multi-use for walkers, bikers and joggers would increase their usage. Evaluating what other communities include in their park system would be helpful for the Department to understand what new and trendy recreational experiences may benefit the community. Art has not been a focus in the system, and there is an active art community that would like to be a part of the park system with exhibits and classes. The demographics of Gahanna indicate an aging population, which is recognized as active seniors that will create new recreational needs, as well as a segment of residents that may utilize programs at a free or reduced rate as nearby park systems offer.

When indoor recreation was mentioned, the conversation opened to opportunities that have been discussed in the community. A recreation center would accommodate sports and other activities, especially during the winter months and be used during other seasons. Residents use the Gahanna YMCA, and the Department should complement what the Y offers by providing a wider menu of recreation activities to the community and partner with other organizations or schools on some activities. The Y is busy in the late afternoon to evening hours and is used somewhat like a community center. Parents want to have activities together with other families, and a recreational facility could fulfill those needs, yet fees cannot be too expensive.

- "Not a lot has changed since 2005."
- "They are behind in funding from Covid."
- "The community doesn't support taxes to operate parks and recreation."
- "The pool struggled in the last couple of years. Maybe they should enclose it. Pools are lacking for size of the community."
- "We need to compliment services of the department with the YMCA. Gahanna uses the Y as their community center."

2.2.3 QUESTION 3. DO YOU FEEL THERE ARE AREAS OF MANAGEMENT WITHIN THE SYSTEM THAT NEED TO BE IMPROVED? IF SO, WHAT AREAS?

Interviewees provided answers that addressed more than the management of the park system. An answer that was up front mentioned the good changes that have occurred in the system with the new director, and there were many positive comments made about the previous director. Other answers spun away from management and brought up discussions about other areas in park operations. More office space could help organize and manage employees more effectively, and the focus on coordinating with the school system needs to improve. Equity education is an area that needs to be researched and introduced in the system. It is difficult to follow up with projects and tasks in the system since there is a significant amount of employee turnover. With some management remaining on staff and with the new director the staff issues are slow to emerge but have noticeably improved.

The relationship with the city could improve to make the Department stronger, and this includes dealing with the inconsistency in funding, working with the foundation, and improving the professionalism of the staff. Amenities that should be a focus for the department are improvements to the initial outdoor experiences and activities could include adding more trees in parks and utilizing the arborist more effectively. Maintenance in the Department is good but could be better while deferred maintenance is a challenge that needs to be dealt with. Two areas that were specific contributions to the discussion were that permitting is not managed properly, and sports field lack effective scheduling, which are symptomatic of related functions in the Department.

The senior center is popular for activities and events, but communication from the center to management in the department falls short and the seniors are left to feel "second fiddle" to other areas and facilities in the parks. Informing residents about events, programs, and activities at the parks with the website seems to be disorganized. Both additional time and staff could improve the marketing efforts now in place. The parks do need energized promotion that would encourage visitors to come to the park and participate in experiences that the parks do well. The parks are safe places for the community to enjoy and the overall consensus is the Department does well but could do better.

- "There needs to be better communication within the staff.'
- "They do a good job with what they have."
- "There is good maintenance in the system."
- "Funding is inconsistent."

2.2.4 QUESTION 4. WHAT AREAS OF THE SYSTEM NEED TO CHANGE AND IMPROVE THE CITY IN PARKS AND RECREATION SERVICES?

One answer was the need for a community center came up early in the discussion and prompted others to reiterate that Gahanna could benefit from a community center with indoor sports offerings. Despite the pool being old and in disrepair, kids in the community need a place to swim. St. Matthews Church has been working unofficially with the Department for years to form a partnership, while the parks maintenance department cuts the grass and lines fields on St. Matthews property. Changes will be made regarding how St. Matthews lets Gahanna use their fields with St. Matthews soon using the fields only for their own teams.

There is miscommunication in the community about coordinating events, getting groups to work together, and reconnecting everyone for the good of the park system. The divisions in the system need to collaborate more and keep staff new members informed especially with the employee turnover that is happening.

The parks are appreciated for their commitment to the outdoors and nature; however, safety and police presence is starting to be a consideration to keep people using the parks. It has been known that the system would like to include Jefferson Township in their boundaries to benefit what the department has to offer, but there would need to be more communication about what the parks would need to do to make that happen. The website is difficult to use, and most people liked the flyers and brochures better when seeking information about programs and events in the parks. Diversity, Equity, and Inclusion (DEI) is a topic that is emerging, and more information should be sought about it so including those values in the park system is done correctly.

- "New personnel come in and information does not get passed along."
- "A DEI assessment would be an improvement."
- "Evaluate security and rules of the parks and utilize police officers to help users feel safe."
- "Near St. Mathews there is available land, and they let parks and recreation use it."
- "In the city there needs to be a community center with sports courts."
- "Pools should not be closed. Kids need to have pools available in the summer."

2.2.5 QUESTION 5. DO YOU FEEL THE PARK AND RECREATION SYSTEM IS ADEQUATELY FUNDED? IF NOT, WHAT AREAS IN THE PARKS AND RECREATION SYSTEM NEED STRONGER FUNDING?

Some participants felt the system is well funded because they spend money. If the department told their funding story better to the City, it would help increase funds. The money the foundation raises is helping to put on events. Others said the public really does not know enough about Department funding to comment on, so social media may be a method that would help people learn more about the parks and how they operate financially. The conversation about funding continued with other interviewees being adamant that there is never enough money, and the senior center was an example of a facility that is underfunded while there are other areas in the system that are also having funding shortages, while other amenities or facilities need updates that will be difficult to fund. Impact fees are becoming scarce with developers not wanting to pay them. This also applies to dollars needed for improvement in areas in the

parks that require capital money. The City has been underfunded also and this certainly has an effect on funding for the Department. Funds are thought to go more to other city departments and not as much to the park system.

Space use of rental facilities within the system is not being effectively managed and an evaluation should be done of fees for that rental space. Encouraging other people to be involved in how funds are obtained would create opportunities that have not been explored in the past. It is hard to apply for grants that have matching funds by the Department when they are not financially healthy and the money in the budget is minimal.

- "Overwhelmingly yes. It seems so since they spend money."
- "The public does not know and are not informed. They do not know enough to comment about finances."
- "No, there is never enough money."
- "The tax levy is helping the schools, but all agencies in city need money."
- "They need to look at how people pay for space and the utilize the facilities better."

2.2.6 QUESTION 6. DO YOU FEEL THE COST RECOVERY LEVELS FOR SPECIFIC PARKS, FACILITIES, AND PROGRAMS ARE MEETING YOUR EXPECTATIONS?

Fees were closely associated with cost recovery for many participants. Although fees were a priority for many interviewees and many answers did relate to cost recovery. Resident and non-resident fees need to be evaluated since those in the township should not be paying the same fees as those that use the Department programs. In essence the non-residents are not paying taxes to support the department and yet are paying the same fees as those that are paying taxes and paying user fees. The fees may seem high to some residents so cost recovery should be high also, while opposing answers saying the city wants to keep fees low and prohibiting adequate cost recovery. The mixed answers indicate that management of fees needs to be thoroughly evaluated. Pool membership may be higher than other nearby park systems, yet people use the pool because it is close to where they live, and their friends and families use the pool. There are amenities like slides and other water features in other cities in the metro area for nearly the same entry fee. The Senior Center is not cost effective even though actual cost recovery percentages are not known. In contrast, the golf course makes a significant amount of money and participants think it subsidizes other programs that have low revenue.

- "We should not supplement people from outside the city."
- "Fees here seem high, but once you look inside the costs, cost recovery seems rather good."
- "Fees are too low, and the City wants to keep them that way."
- "The Senior Center is not cost effective."
- "Residents need to have access to pools."

2.2.7 QUESTION 7. ARE THERE FUNDING METHODS THE DEPARTMENT IS NOT USING THAT THEY SHOULD BE TO SUPPORT THE DEPARTMENT'S OPERATIONAL COSTS? HOW ABOUT CAPITAL COSTS?

It appears the Department uses grant funding well, and they could benefit from other grants if they were to have matching funds. A dedicated person to manage funding may be the answer to pursuing funding for the Department, while others thought the system does a good job getting grant funding. Local funding is available and could be actively pursued from sources such as foundations, local businesses, or partnerships. Attempts to attain partnerships have not been well received by outside sources.

Most everyone was certain that new taxes were a solution or help for funding. Some participants thought the city is not providing funds fairly to the park system. The soccer club struggled to get enough field use for their games and practices in the system, so they now rent fields elsewhere. They pay nearly $30K in fees to another organization where they have played for some time and will continue to do so. This is a significant amount of revenue the Department is not getting. It may take the addition of new soccer fields to bring the soccer club fully back to the city, but the opportunity is worth the evaluation.

Overall, the Department needs to review what they do, and express their story to the city for a better allotment of funds that are needed.

- "They have done a great job in getting grants."
- "The Department should seek other methods even through collaboration or conversations about this doesn't go well."
- "They should have multiple partners including Jefferson Township and get creative in supporting the system. The city cannot do it all."
- "We need to coordinate our story to taxpayers since there is a lot of energy in this community for parks and recreation."
- "What is the story of the park system?"

2.2.8 QUESTION 8. ARE STAFFING LEVELS ADEQUATE TO MEET WHAT THE COMMUNITY EXPECTS IN THE PARKS, RECREATION FACILITIES AND PROGRAMS?

Unfortunately, most everyone thought the Department is understaffed in one area or another. Hiring a grant writer was an answer that was brought up in this question also. The organizational structure may not be set up correctly and consequently it seems as though they are understaffed. Events do not have enough staff to ensure they are successful, and new staff members are not thoroughly ready to help effectively or are taught about what needs to be done in the Department. The lack of staff has affected the Senior Center both in the facility and supplies they use. Senior trips have also been cancelled because there are not enough staff to plan or manage them. Part-time positions in the Department have been eliminated and were replaced with fewer full-time positions that are not filling the gaps in programming and completing tasks in the system. The Jazz Festival has been a success in the community; however, the volunteer coordinator does not have enough volunteers to oversee the event. The festival is staffed and operated by the Visitors Bureau instead of the Department. Pool visitors have suffered also due to the lack of lifeguards, and they have periodically closed the diving board because not enough lifeguards are at the pool to guard all areas of the pool. One participant mentioned that the Department realizes as does other businesses that the poor economy has contributed to the difficulty in hiring positions for all areas in the system. Maintenance staff continue to keep the parks clean and presentable with the staff they currently have. This speaks well to visitors and encourages them to visit the parks. The micro-chip manufacturing facility being built in the area will create jobs with good pay and will add to the difficulty of obtaining park employees.

- "They are short on employees. Looks like overhead could be remarkably high."
- "The department took many part time positions and made them into seven full time employees. Seasonal help is hard to find."
- "They use some volunteers. I like the folks at parks and recreation, and I love to volunteer for services in the parks. "
- "Nowadays people do not want to work. Supervisors are disconnected although the department structure is fairly good."

- "Most maintenance is good on trails even though they are understaffed.

2.2.9 QUESTION 9. IF YOU COULD CHANGE ONE THING ABOUT THE DEPARTMENT OVER THE NEXT THREE YEARS, WHAT WOULD IT BE?

This question prompted numerous answers from the group's wish list which eventually led to a desired amenity, facility, or program that participants feel the community needs. Participants felt the question was more about what they wanted in the park system, than what is one thing they could change. An indoor facility for recreation and community uses as well as sports use was the most desired.

Additional sport fields and indoor sports facilities aligned with a recreation center is what the community wants most. Additional sports offerings would be an economic benefit for the city if they were to have the capacity to hold tournaments. From previous questions about where a pool was mentioned, it was no surprise that a pool / aquatic center / or indoor pool had nearly as many interviewees indicating this was needed due to the poor condition of the existing large outdoor pool.

The parks could be more family oriented with interconnecting trails and areas where people can gather and enjoy a picnic or some time to relax. One clear change was the park system could be expanded in several ways if barriers that standing in the way could be dealt with. An expansion with more natural areas would require staff trained in resource management to keep creeks and natural areas clean and only for nature use.

The parks system needs more organization, assistance with funding and other operational needs. A committee made up of Gahanna businesspeople, organizations, schools, and others may bring fresh ideas and the opportunity for them to collaborate and develop partnerships for the Department as well as ways to help each other. This can be a positive connection within the community and ultimately a benefit to the Department.

Changes need to be made as to how the Department connects with residents about events, programs, and activities. The demographics are changing in Gahanna with 40% of the population at 60+ years old. Social media connects with the younger age groups the most, however the Department has a flyer that is sent to residents. The flyer is not recognized well by the residents and is often thrown away. Upper Arlington has a quarterly newsletter that provides significant information about their park system and Gahanna Parks and Recreation should re-evaluate how they communicate with the community. As a part of the information that is provided to residents, providing financial transparency to the community would help the Department by showing where revenue and expenses go.

Senior programs need to be evaluated regarding times and days they are open. The senior center is underfunded and understaffed and there are far many more programs for children than seniors. Seniors feel changes are overdue and they are concerned if the Department can even financially support senior programs.

- "A community or recreation center would be good as well as and expanding the trails."
- "The field house and indoor space are an interest in the community."
- "Are there parcels of land the city could purchase that has no commercial viability?"
- "The *Senior Spotlight* flyer comes in a plain envelope with an address only. Looks like trash."
- "The Sr. Center is closed when schools close for breaks. We do not like that."
- "The parks are growing their vision and we are starting to see them come alive."

2.2.10 QUESTION 10. WHAT QUESTIONS / COMMENTS DO YOU HAVE FOR US THAT WE CAN RESPOND TO REGARDING OUR WORK WITH THE CITY?

Participants were pleased to have been asked to be in a focus group and contribute to the Master Plan that Gahanna is preparing. They felt the group interaction was a great opportunity for them to share ideas and provide useful answers.

Some had specific questions about how the Mater Plan would provide information to residents and provide recommendations about the park system and the Department. The process was explained to them, and they hoped to hear more about the progress along the way and be present when the final presentation was given to the Steering Committee.

The participants had questions that were not part of the interviews, and they took the opportunity to ask them. They thought additional signage would be especially useful to direct new visitors to the parks, as well as routine visitors that want to know where trails go and where other facilities and amenities are located just for the ease of getting to them. Sports are a big part of the system and getting information on games and practice to the community would be helpful.

- "How do you post a schedule about teams playing and use of the fields?"
- "Signage needs to be improved."
- "Where do we go from here?"
- "I don't think there is anything else right now."

2.2.11 OVERALL SUMMARY

As a compilation of answers to all questions, the participants like their parks and are pleased with its operation, programs, and facilities. There are areas that need updating and funding is insufficient in some areas for the department. Maintaining a full staff, and even a part-time and seasonal staff is difficult with a challenging economy and lack of people wanting to work.

The Department has struggled with the condition, operations, and financing of the old pool. The community would like a new pool and the reasons residents still use the existing pool is convenience. The management of the department was thought to be effective although consolidating part-time staff into a lesser number of full-time staff has caused excess work for those staff members and it is difficult to accomplish normal tasks. Volunteers are available to work in the system, but they are not used by the Department as much as they could be. The lack of funding is caused by multiple issues where the city does not provide enough money for parks and recreation and the Department has difficulty telling their story to show what and how the parks operate and where funding is needed. The senior center was the subject of several comments which were negative. Seniors feel underserved and the Senior Center could be in jeopardy with decreasing services and supplies.

Relating funding to cost recovery should be evaluated to know more about is affects various programs and rentals in the Department. For the most part, the funding methods used currently could use assistance from other opportunities, and although grants are thought to be used well, a full-time grant writer may be effective. The community would like to know more about funding through more transparency and communication.

Sports are important to Gahanna, and available fields are lacking for teams and leagues to play causing them to play elsewhere and their fees go with them. An indoor recreation facility or community center is wanted, and indoor fields would help remedy this. A recreation center or community center is a popular

desire by many interviewees, and many residents would like a center for indoor sports. Resident and non-resident fees were a topic that most everyone thinks should be evaluated so residents are treated fairly in their own park system. Increasing taxes or passing another levy are not viable solutions to obtain funding for the Department, since these methods have been recently used and residents would not support taxes or another levy.

To wrap up the interviews, the participants voiced more about what they would change in the system. The answers were about what the community needs in general and then they expressed some specifics that would make the Department better if they were changed. The groups thought the parks were good and could benefit from additional funding and there are additions and changes that could benefit the residents of Gahanna should the Department choose to implement the Master Plan and invest in the needs of the community.

2.3 COMMUNITY ONLINE SURVEY

To ensure access to all while preserving the validity of ETC's survey, an online survey was utilized to gain a better understanding of the characteristics, preferences, and satisfaction levels of the Gahanna Parks and Recreation users. This emulated the statistically valid survey questions distributed by ETC and allowed residents an opportunity to provide input even if they did not receive the statistically valid survey. An additional 177 surveys were received, and detailed results can be found in **Appendix B.**

2.4 STATISTICALLY-VALID SURVEY

ETC Institute administered a Community Needs Assessment Survey for the City of Gahanna Parks and Recreation Department during the months of summer 2022. The survey will help the Gahanna Parks and Recreation Department plan for future recreation programs and facilities that meet the community's needs and preferences.

2.4.1 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Gahanna. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at GahannaSurvey.org.

After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Gahanna from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 375 completed surveys from City residents. The goal was far exceeded with 615 completed surveys collected. The overall results for the sample of 615 households have a precision of at least +/-3.9 at the 95% level of confidence.
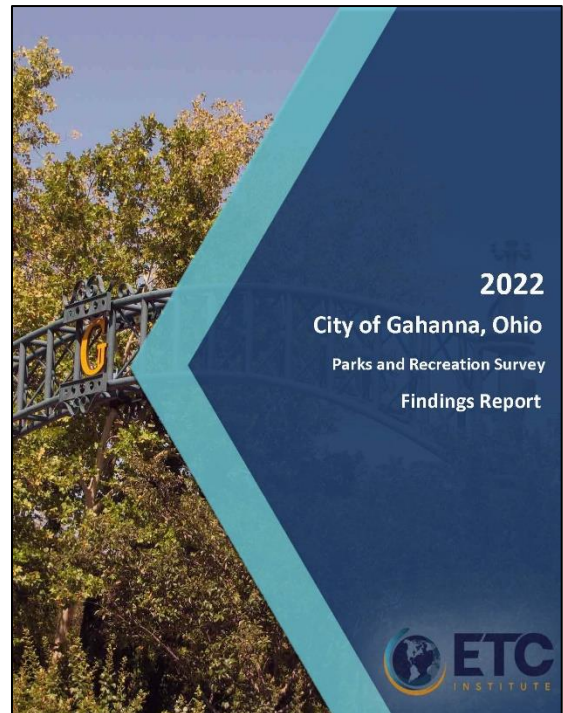
2.4.2 CITY PARKS AND FACILITIES USE

POPULARITY OF PARKS AND FACILITIES

Respondents were asked to indicate if their household had used any of the 25 Gahanna parks or facilities listed within the past year. The highest number of respondents (79%) had used Creekside Park, followed by Friendship Park (59%), and Academy Park (45%).

RATING CONDITION OF PARKS AND FACILITIES

Respondents were asked to rate the condition of the 25 Gahanna parks or facilities listed. Each park or facility was rated either excellent or good condition by most respondents. The parks or facilities with the highest percent of excellent scores were Hannah Park (68%), Creekside Park (58%), Creekside Arboretum (54%), and Sunpoint Park (54%).

BARRIERS TO USE

The top reasons respondents did not utilize Gahanna parks and facilities during the past year is because they were not aware of parks or trails' locations (38%), lack of features respondents wanted to use (22%), and lack of restrooms (20%).

WAYS HOUSEHOLDS LEARN ABOUT PARKS, PROGRAMS, AND EVENTS

Respondents were asked to select all the ways they learned about Gahanna Parks and Recreation programs, events, and parks. The highest number of respondents received communication via the Parks and Recreation "Program Guide" (65%), friends and neighbors (53%), the city website (49%), or social media (49%). Respondents were then asked to rank their top 3 preferred communication methods to learn about programs, parks, and events. These were the top three selected choices:

- Parks & Recreation "Program Guide" (54%)
- Social media (46%)
- City website (37%)

BENEFITS OF PARKS

Respondents were asked to assess their level of agreement on 14 statements regarding the benefits of parks. All statements received either strongly agree or agree selections most often. Respondents most strongly agreed or agreed that Gahanna parks make Gahanna a more desirable place to live (91%), improve physical health and fitness (88%), and improves their (and their household's) overall quality of life (87%).

LEVEL OF SATISFACTION

Respondents were asked to indicate their level of satisfaction regarding Gahanna parks and recreation facilities. Respondents were most satisfied (rating either "very satisfied" or "satisfied") with the maintenance of parks/facilities (76%), the amount of open greenspace (70%), and the amount of developed parkland (63%). Respondents were then asked to select the top three categories that deserve the most attention over the next five years. These were the items selected most often:

1. Connectivity of trails and pathways (42%)
2. Maintenance of parks/facilities (41%)
3. Availability of information about programs and facilities (29%)

2.4.3 GAHANNA PARKS AND RECREATION PROGRAMS USE

USE OF PROGRAMS

Respondents were asked to indicate if their household participated in any Parks and Recreation programs during the past year. Fifty-six percent (56%) had participated. Of those respondents, most (55%) had done 2 or 3 programs, 18% had done one program, 16% did 4-5 programs, and 10% did 6 or more programs. Ninety-two percent (92%) of participant respondents rated the programs as either excellent (38%) or good (54%).

ORGANIZATIONS USED FOR RECREATION AND SPORTS

Respondents were asked to indicate which organizations their household had used for recreation and sports activities during the past two years. The highest number of respondents had used Gahanna Parks & Recreation Department (55%), Franklin County Metro Parks (48%), and public schools (35%).

2.4.4 VALUE, FUNDING, AND IMPROVEMENTS

LEVEL OF SATISFACTION

Respondents were asked to indicate their level of satisfaction with overall value from Gahanna Parks and Recreation. Eighty percent (80%) of respondents said they were either very satisfied (31%) or somewhat satisfied (49%).

PERCEPTION CHANGES DUE TO COVID-19

Respondents were asked to indicate to what extent their household's perception of the value of parks, trails, open spaces, and recreation has changed given the COVID-19 Pandemic. Thirty-three percent (33%) felt their perception significantly increased, 32% said it somewhat increased, 32% said there was no change, and 3% felt it somewhat decreased. Based on respondent's perception of value, most (53%) feel funding for parks and recreation should increase followed by 34% believing it should stay the same.

FUNDING ALLOCATION

Respondents were asked to choose how they would allocate funds for Parks and Recreation improvements if provided a $100 budget. By average allocated, improvements and maintenance to existing outdoor parks and facilities received the highest amount of funding ($31.26) followed by new walking and bike trails $24.18 and new indoor recreation facilities ($23.24).

SUPPORT FOR IMPROVEMENTS

Respondents were asked rate their level of support for 18 potential improvement actions by the City of Gahanna. Respondents most support (rating "very supportive") developing additional trails and connectivity of trails throughout the community (60%), improving the existing trail system (57%), and adding more trees/shade structures to parks (50%). Respondents were then asked to select the top four improvements their household we most filling to fund. These were the items selected most often:

- Develop additional trails & connectivity of trails throughout the community (45%)
- Improve existing trail system (36%)
- Add more trees/shade structures to parks (35%)
- Develop new indoor pool/aquatic center (33%)

2.4.5 PARKS AND RECREATION FACILITIES AND AMENITIES NEEDS AND PRIORITIES

FACILITY/AMENITY NEEDS

Respondents were asked to identify if their household had a need for 35 parks and recreation facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities.

The three parks and recreation facilities/amenities with the highest percentage of households that have an unmet need:

1. Indoor walking/jogging track– 5,261 households
2. Restrooms – 4,987 households
3. Indoor aquatic center – 4,971 households

The estimated number of households that have unmet needs for each of the 35 parks and recreation center amenities assessed is shown in the chart below.
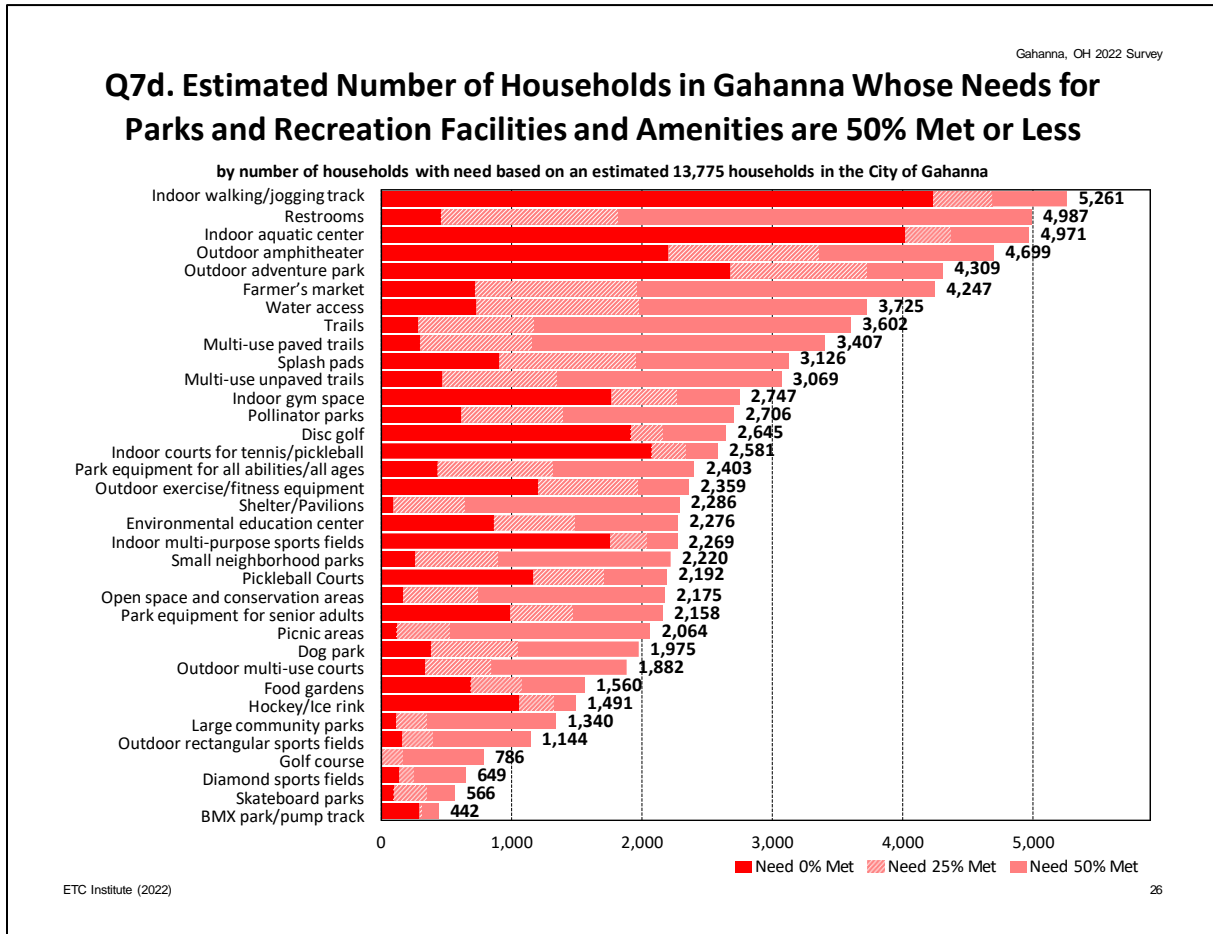
Figure 14 - Facility and Amenity Needs

FACILITIES AND AMENITIES IMPORTANCE

In addition to assessing the needs for each Parks and Recreation facility and amenity, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four facilities/amenities ranked most important to residents:

1. Multi-use paved trails (43%),
2. Farmer's market (25%)
3. Indoor aquatic center (23%)
4. Restrooms (20%) and Trails (20%)

The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

Gahanna, OH 2022 Survey

Q8. Parks and Recreation Facilities and Amenities That Are Most Important to Respondent Households
by percentage of respondents who selected the items as one of their top four choices

Facility/Amenity	Percentage
Multi-use paved trails	43%
Farmer's market	25%
Indoor aquatic center	23%
Restrooms	20%
Trails	20%
Multi-use unpaved trails	16%
Indoor walking/jogging track	16%
Dog park	13%
Outdoor amphitheater	13%
Large community parks	13%
Golf course	12%
Small neighborhood parks	11%
Outdoor adventure park	10%
Splash pads	10%
Water access	9%
Park equipment for all abilities/all ages	9%
Disc golf	7%
Open space and conservation areas	7%
Outdoor rectangular sports fields	6%
Diamond sports fields	6%
Indoor gym space	6%
Pickleball Courts	6%
Shelter/Pavilions	5%
Indoor courts for tennis/pickleball	5%
Outdoor multi-use courts	5%
Picnic areas	5%
Park equipment for senior adults	4%
Indoor multi-purpose sports fields	4%
Environmental education center	4%
Food gardens	3%
Pollinator parks	3%
Hockey/Ice rink	3%
Outdoor exercise/fitness equipment	2%
BMX park/pump track	1%
Skateboard parks	1%

Top choice 2nd choice 3rd choice 4th choice

ETC Institute (2022)

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Figure 15 - Facility and Amenity Importance

PRIORITIES FOR FACILITY INVESTMENTS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on amenities and (2) how many residents have unmet needs for the amenity.

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

1. Multi-use paved trails (PIR=165)
2. Indoor aquatic center (PIR=149)
3. Restrooms (PIR=142)
4. Farmer's market (PIR=140)
5. Indoor walking/jogging track (PIR=137)
6. Outdoor amphitheater (PIR=119)
7. Trails (PIR=115)
8. Outdoor adventure park (PIR=105)

The chart below shows the Priority Investment Rating for each of the 35 recreation facilities assessed on the survey.
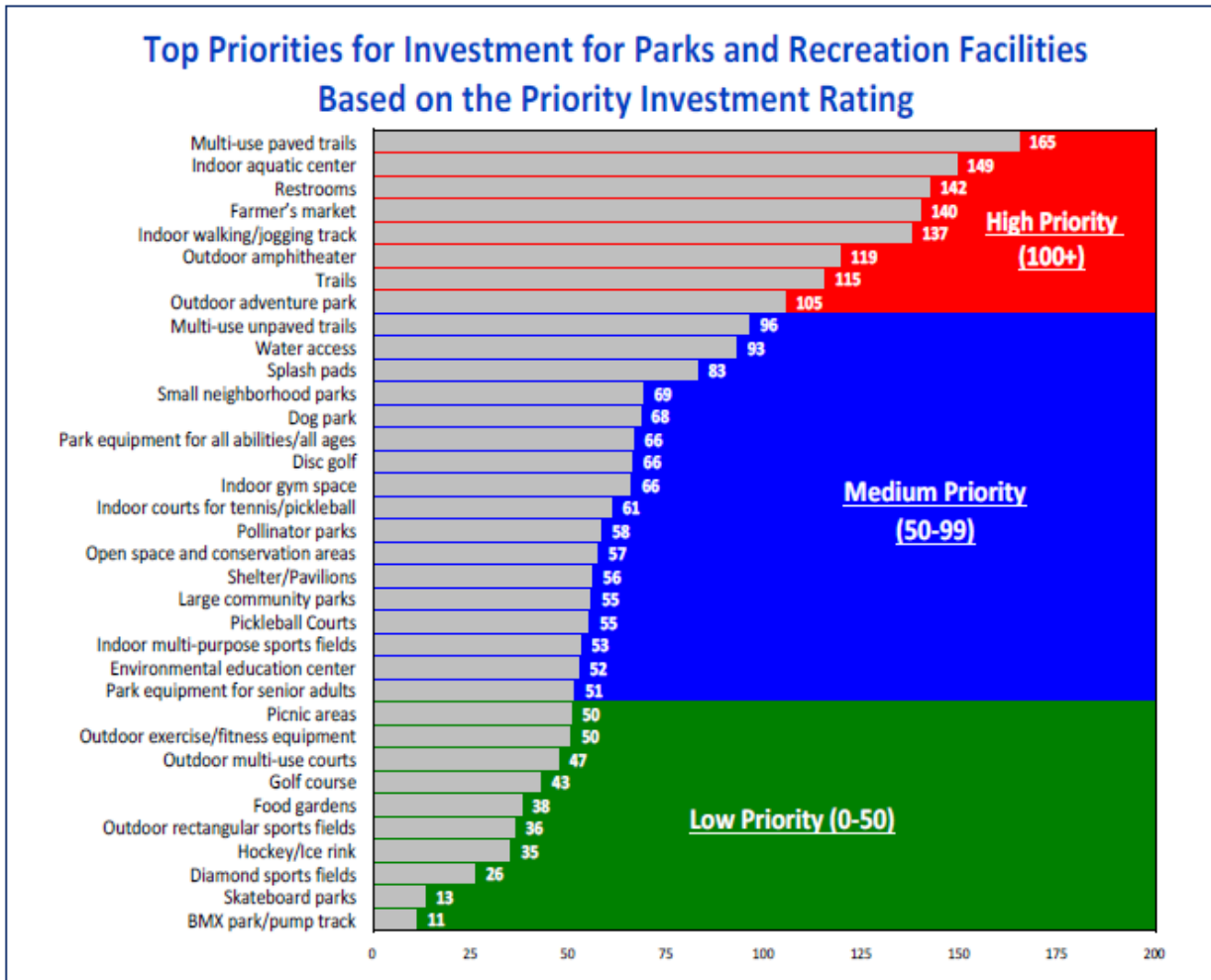
Figure 16 – Priorities for Facility Investments

2.4.6GAHANNA PROGRAM NEEDS AND PRIORITIES

PROGRAM NEEDS

Respondents were asked to identify if their household had a need for 32 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various facilities/amenities.

The three programs with the highest percentage of households that have an unmet need:

1. Adult fitness & wellness programs– 5,904 households
2. Farmer's market – 4,348 households
3. Cultural enrichment programs/events – 3,197 households

The estimated number of households that have unmet needs for each of the 32 parks and recreation programs assessed is shown in the chart below.
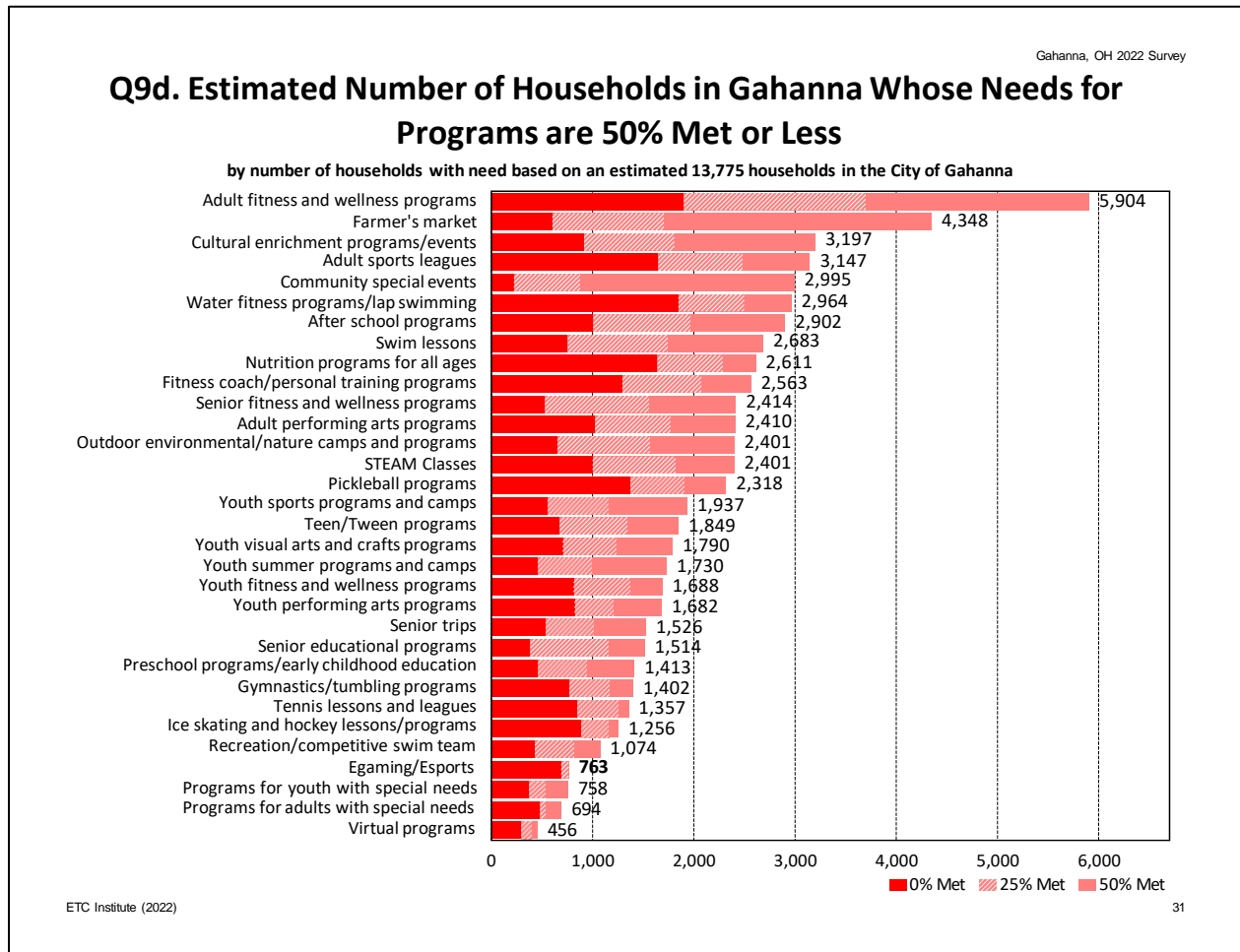
Figure 17 - Program Needs

PROGRAMS IMPORTANCE

In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the four most important programs to residents:

1. Farmer's market (40%)
2. Community special events (35%)
3. Adult fitness & wellness programs (28%)
4. Senior fitness and wellness programs (15%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.
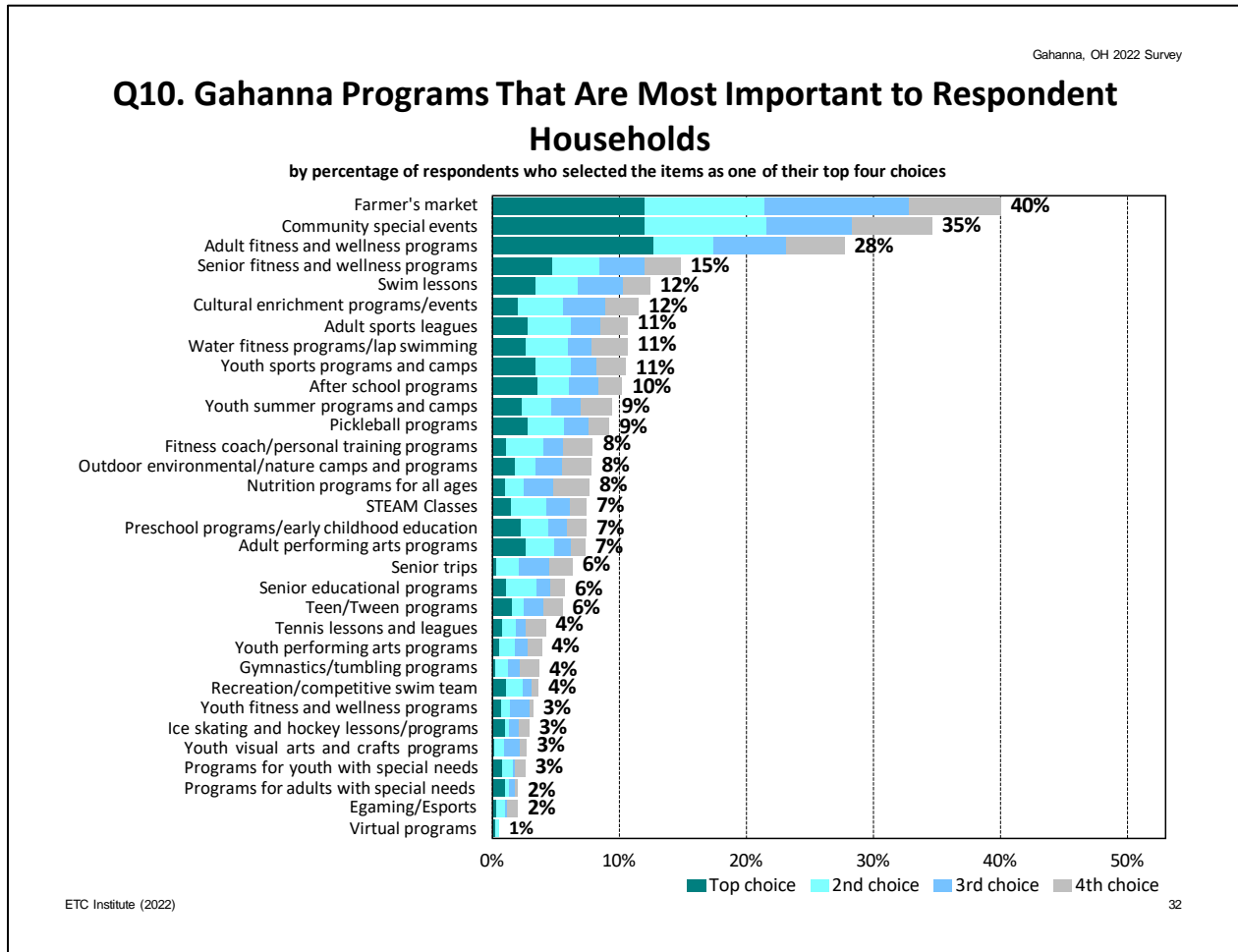
Figure 18 - Program Importance

PRIORITIES FOR PROGRAM INVESTMENTS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program.

Based the Priority Investment Rating (PIR), the following Gahanna programs were rated as high priorities for investment:

1. Farmer's market (PIR=174)
2. Adult fitness & wellness programs (PIR=169)
3. Community special events (PIR=137)

The chart below shows the Priority Investment Rating for each of the 32 programs assessed.
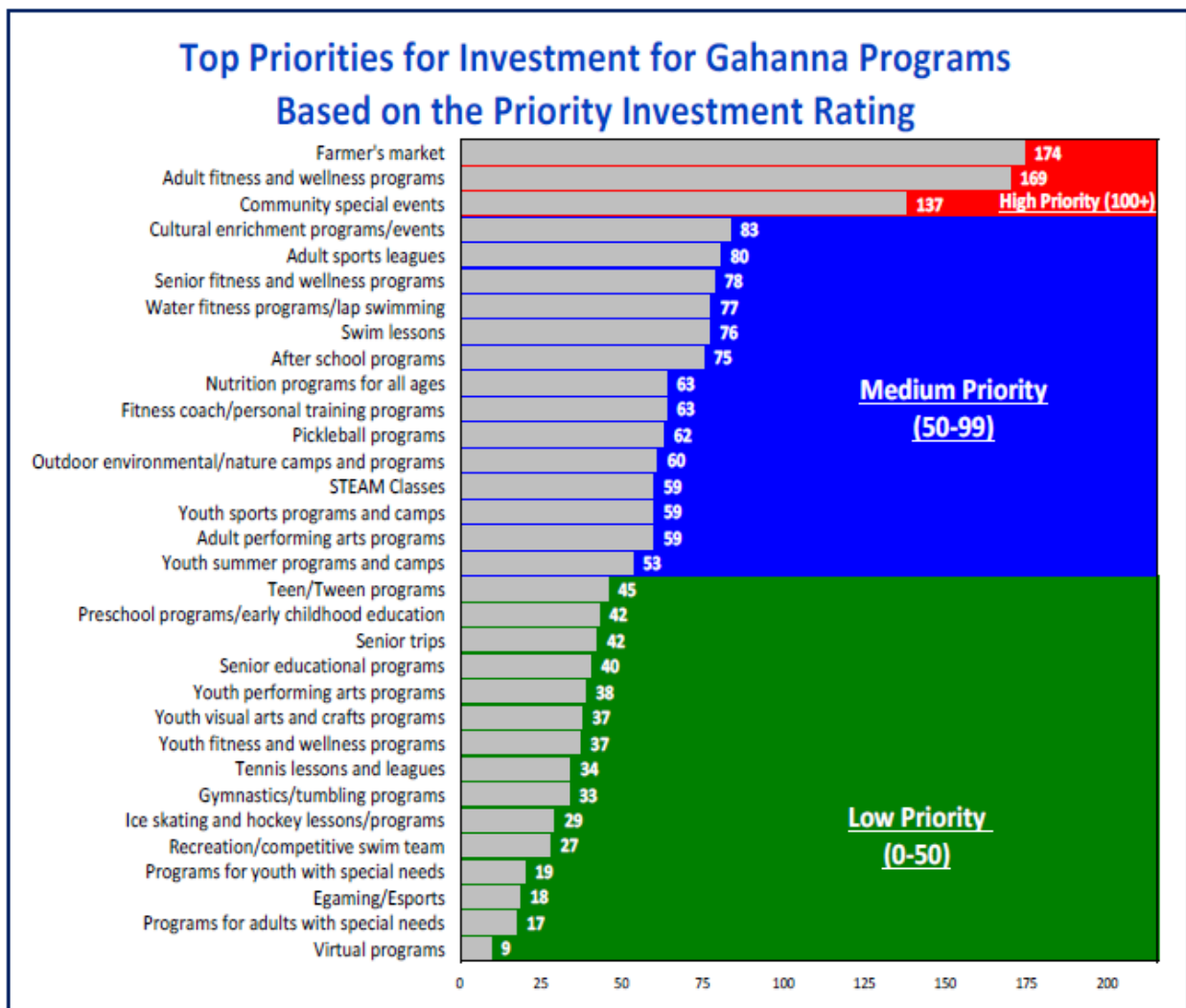
Figure 19 - Priorities for Program Investments

CHAPTER THREE - RECREATION PROGRAM ASSESSMENT

As part of Gahanna Parks & Recreation Master Plan process, the consulting team conducted a Recreation Program Assessment of the services offered by the Department of Parks and Recreation ("Department"). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these program findings and comments from a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs.

3.1 FRAMEWORK

The mission of Gahanna Parks & Recreation is to "provide parks, trails, and recreational opportunities to all people of Gahanna so they can be healthy and well while they explore and learn in the community." To help achieve this mission, the Department provides a broad range of recreation and leisure programming for all ages. These program offerings are supported with dedicated spaces which includes mini parks, neighborhood parks, community parks, athletic/recreation facilities, and open space. See the Level of Service Analysis for a full inventory of recreational facilities.

3.2 PROGRAM ASSESSMENT OVERVIEW

Overall observations include:

- The Core Program Areas are well-rounded and meet many community needs.
- There is a high unmet need and value of importance among the community for a farmer's market, adult fitness/wellness programs, and community special events.
- Program descriptions/goals effectively communicate the key benefits and desired outcomes of each Core Program Area.
- Current programs seem to be aligned with the community's age profile. The overall program portfolio has offerings for all ages, including many Core Program Areas that primarily serve adult and senior audiences.
- The Program Lifecycle Analysis depicts a distribution approaching the recommended distribution, but it is slightly skewed towards new programs.
- Continue to utilize cost recovery management for all core program areas, The staff has developed a good foundation for expanding cost recovery management department wide.
- Several different pricing strategies are used, but opportunities exist to broaden the use of these strategies across all Core Program Areas.
- A broad array of marketing and communication methods are used, although a need exists for designated staff members to manage the strategic marketing and communication efforts. Funding for this staff addition is used by other agencies to further the message of the system to the community.
- Currently the Department does not regularly use any established method for gathering public input or feedback in terms of recreation programs.
- There is an opportunity to improve volunteer tracking and better integrate metrics into resource planning. The Department should consider developing a formal volunteer policy and a handbook.

- The Department utilizes numerous partnerships, but the identification and documentation of outcomes could be improved and memorialized in partnership agreements.

3.3 CORE PROGRAM AREAS

To help achieve the Department's mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important to the community. Program areas are considered as Core if they meet a majority of the following criteria:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

3.3.1 EXISTING CORE PROGRAM AREAS

In discussions with the Department staff, ten Core Program Areas were identified that are currently being offered.

Aquatics	Arts & Education	Athletics	Day Camps
Fitness	Golf	Outdoor Education	Paddle Programming
	Senior Programs	Special Events	

3.3.2 CORE PROGRAM AREA DESCRIPTIONS, GOALS, & EXAMPLE PROGRAMS

CORE PROGRAM AREA	DESCRIPTION	GOALS	EXAMPLE PROGRAMS
Aquatics	Safe and fun environment to provide the community with space for water recreation, education, and wellness activities.	Provide programs and facilities for people of all ages to enjoy and learn about the water and water safety.	• Swim Lessons • Aqua Zumba • Lifeguard class
Arts & Education	Arts, creativity, and educational opportunities allowing the community to explore new hobbies and learn new skills	Opportunities provided to residents for creative expression and further education which can encourage mental wellness, stress relief, and creation and fostering of community.	• Calligraphy • Engineering 4 Kids • Kinderdance
Athletics	Youth learn skills and drills of sports promoting active lifestyle and healthy relationship to athletics with low competitive attitude and focus on teamwork. Young children learn hand-eye coordination with fun games that assist with physical development.	Provide introduction of athletics to youth in a positive environment. Encourage participation in active programming to further the mission of offering activities to residents that promote health and wellness.	• Bally Sports – Soccer • Bally Sports – T-ball • Silly Sets Tennis
Day Camps	Summer day camp programming for youth and teens. Activities may include outreach programs, arts, crafts, sports, games, education, and pool days. Historically may have also included field trips, travel program, character and skill development, and overnight trips (teen only).	Provide childcare services to youth and teens for families. Facilitate enriching experiences and lifelong memories to children in their formative years that help develop strong, resilient youth and encourage habits important to health, wellness, and socialization.	• Minds in Motion • Little Vet School • Nature Bugs

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Fitness	Fitness programs that continue to encourage or maintain a healthy fit lifestyle.	Offer opportunities for residents to remain active in specialized fitness activities at a low cost.	• Massive Fitness • Yoga Based Movement • Tumble Tots
Golf	Golf and golf-related activities or events provided to community to grow engagement in golf and provide alternative health and wellness opportunities. 9-hole golf course only.	Grow the game of golf in community. Provide programs and playing opportunities for all ages. Achieve full cost recovery for goods and services provided.	• SNAG Golf Lessons • Pars with Parents • Leagues
Outdoor Education	Outdoor programming educates us on nature and science, providing a space for exploration and discovery and a more mindful connection to our natural resources, habitats, and impacts. Naturalists provide further insight for groups and schools on key learning subjects.	Get residents into our parks, learning new things about the environment and natural sciences. Encourage exploration and introduction to ways to enjoy the parks available to residents. Provide more opportunities to engage people with their environment and encourage healthy balanced lifestyles and investment in green spaces.	• Stargazing • Nature Exploration • Outdoor Ex Series
Paddle Programming	Recreational and instruction paddle programs and rentals.	Provide both instructional and recreational opportunities for canoe and kayak use on waterways within the City as well as neighboring communities.	• Kayak 101 • Kayak Floats • Kayak Remote Floats
Senior Center	Senior center memberships with $30 for residents and $40 for non-residents. Benefits are all activities	The Senior Center provides access to a welcoming and social environment for active, aging adults.	• Bingo • Wii Bowling • Day Trips
Special Events	Community special events occurring in parks or facilities throughout Gahanna	Provide a diverse range of entertainment and fun opportunities to create opportunities for the community to gather.	• Creekside Live • Sundays in the Park • Water Safety Event

3.3.3 CORE PROGRAM AREA RECOMMENDATIONS

The ten existing Core Program Areas provide a generally well-rounded and diverse array of programs for the community. Based upon the observations of the consulting team as well as demographic and recreation trends information, Department staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

Findings from the statistically valid survey conducted by ETC Institute point to several service gaps in recreation programming. The Priority Investment Rankings (PIR) for recreation programming indicate that the community has both a high unmet need and high value of importance for the following:

- Farmer's market
- Adult fitness and wellness programs
- Community special events.

The Department should consider its future role in providing these programs as it re-evaluates its overall portfolio of services to the community.
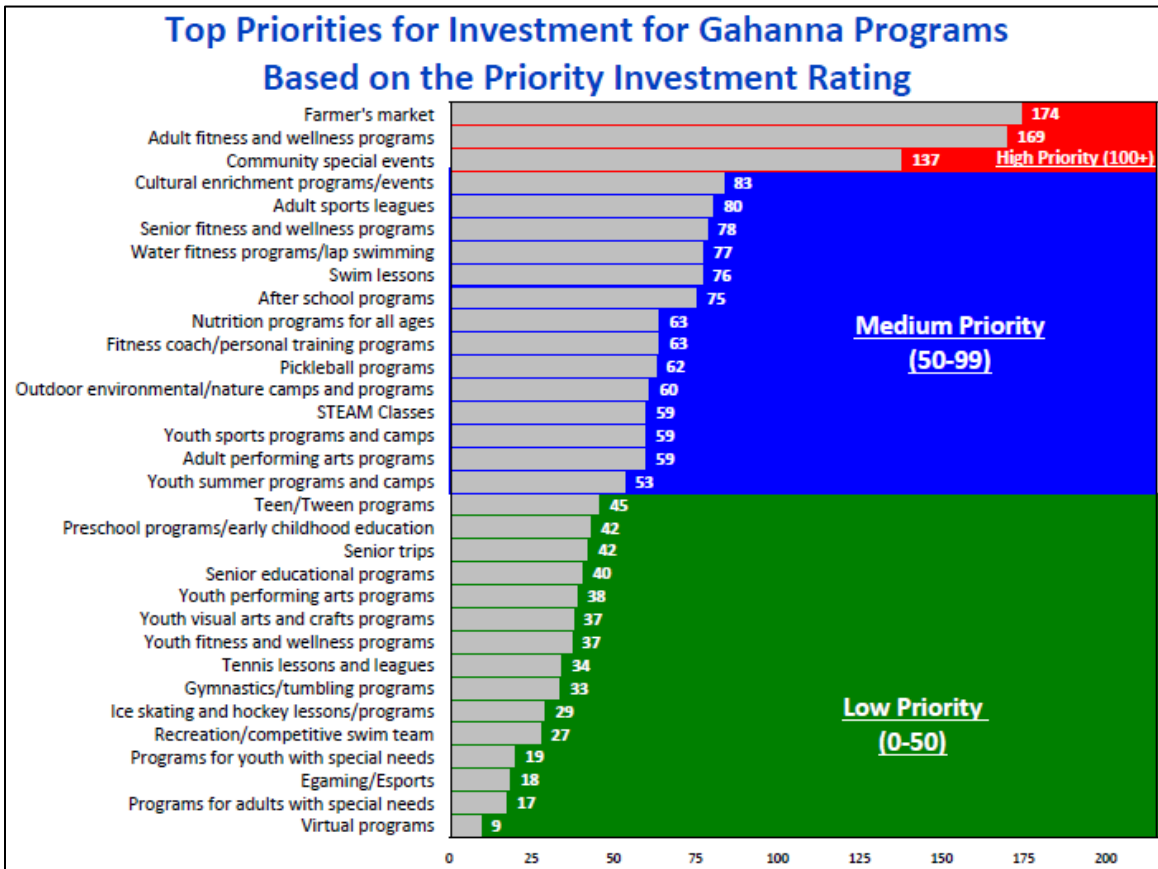
Figure 20 - Top Priorities for Programs

3.4 PROGRAM STRATEGY ANALYSIS

3.4.1 AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Aquatics	P/S	P	P	P	P	P
Arts & Education						P
Athletics	P	P	S			
Day Camps	P	P	S			
Fitness		S	S	P	P	
Golf	S	S	S	P	P	
Outdoor Education						P
Paddle Programming		P/S	P/S	P/S	P/S	
Senior Programs					P	
Special Events						P/S

Figure 21 – Age Segment Analysis

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, to gain a more nuanced view of the data.

The demographics of the City reflect a minor aging trend with approximately 33% of all residents being 55+ years old. The City's current median age is estimated at 41.8 years old which is approximately 3 years older than U.S. median age (38.8 years old). Assessing the population, the City is projected to continue a gradual aging trend. Based on this profile, current programs seem to be well-aligned with the community's age profile. The overall program portfolio has offerings for all ages, including many core program areas that primarily serve adult and senior audiences.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

3.4.2 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members' knowledge of their programs. The following table shows the percentage distribution of the various lifecycle categories of the City's programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Gahanna	Lifecycle Analysis			
Stages	**Description**	**Actual Programs Distribution**		**Recommended Distribution**
Introduction	**New Programs; modest participation**	**19%**	**75%**	**50%-60% Total**
Take-Off	**Rapid participation growth**	**27%**		
Growth	**Moderate, but consistent participation growth**	**29%**		
Mature	**Slow participation growth**	**18%**	**18%**	**40%**
Saturated	**Minimal to no participation growth; extreme competition**	**3%**	**7%**	**0%-10% Total**
Decline	**Declining participation**	**4%**		

Figure 22 - Lifecycle Analysis

The Lifecycle Analysis depicts a program distribution approaching the recommended distribution but skewed towards new programs. Approximately 75% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is recommended to have 50-60% of all programs within these beginning stages because it provides the Department with an avenue to energize its programmatic offerings. These stages ensure the pipeline for new programs is there prior to programs transitioning into the Mature stage.

According to staff, 18% of all program offerings fall into the Mature Stage. This stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within the Mature category to achieve a stable foundation.

Additionally, 7% of programs are identified as Saturated or Declining, which is within the recommended range. It is a natural progression for programs to eventually evolve into saturation and decline stages. When programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs. As programs enter the Decline Stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle within the Introductory Stage or replace the existing programs with new programs based upon community needs and trends.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

3.4.3 PROGRAM CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals, and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Department used a classification method based on three categories: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.

Value Added Services — City Could Provide; with additional resources, it adds value to community, it supports Core & Important Services, it is supported by community, it generates income, has an individual benefit, can be supported by user fees, it enhances community, and requires little to no subsidy.

Important Services — City Should Provide; if it expands & enhances core services, is broadly supported & used, has conditional public support, there is a economic / social / environmental outcome to the community, has community importance, and needs moderate subsidy.

Essential Services — City Must Provide; if it protects assets & infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs significant to complete subsidy.

Figure 23 - Program Classification

With assistance from staff, a classification of programs and services was conducted for all recreation programs offered by the Department. The results presented in the following table represent the current classification distribution of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories.

Gahanna	Program Classification Distribution		
	Essential	**Important**	**Value-Added**
	30%	55%	15%

Figure 24 - Program Classification Distribution

As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below.
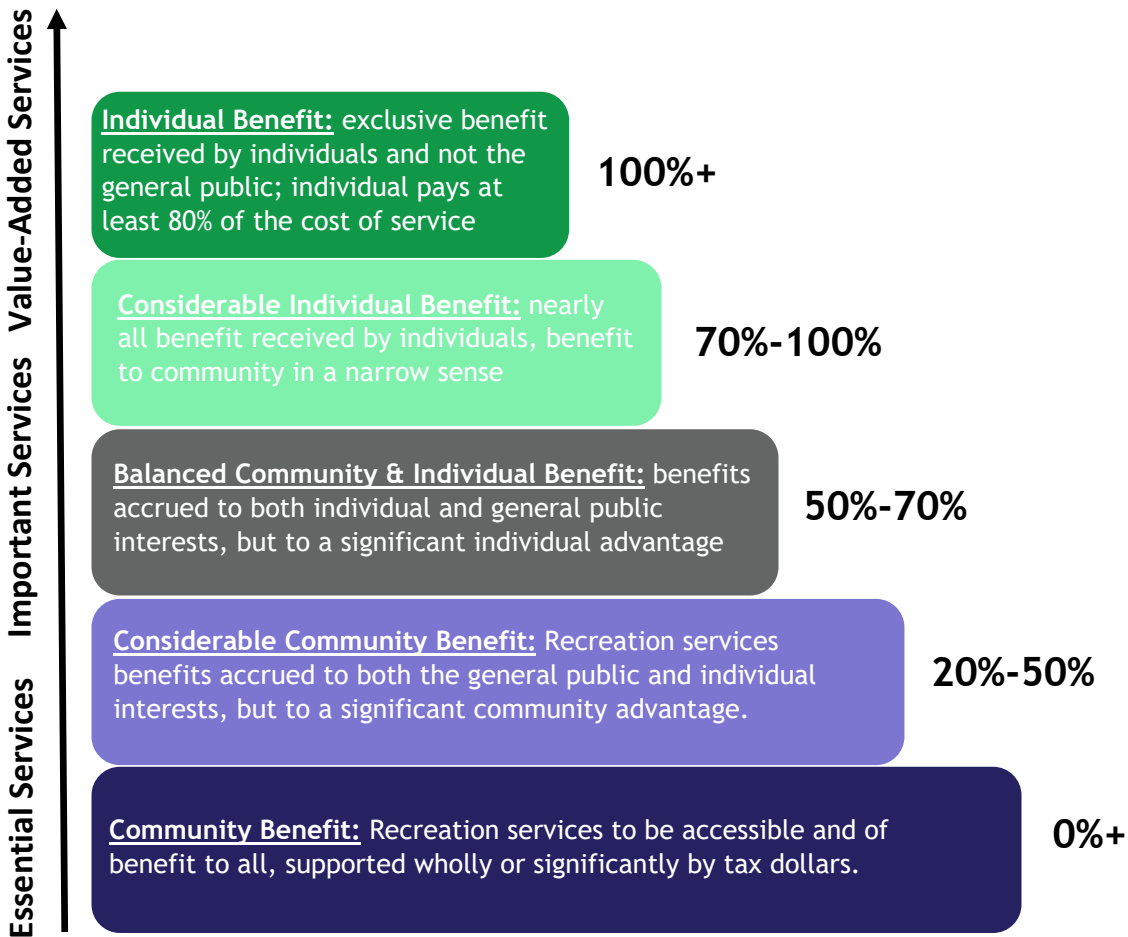
Figure 25 - Cost Recovery Model

Given the broad range of cost recovery goals (i.e., 0% to 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the previous Figure. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

3.4.4 COST-OF-SERVICE & COST RECOVERY

Cost recovery targets should at least be identified for each Core Program Area at a minimum, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following section provides more details on steps 2 & 3.

3.4.5 UNDERSTANDING THE FULL COST-OF-SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs.

Figure 26 - Total Costs for Activity

The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs against one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained in the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

3.4.6 CURRENT COST RECOVERY

The Department currently tracks cost recovery on a per program basis for some of their recreational offerings. This is a good practice to continue and expand to other program areas to help ensure goals are being met. Cost recovery goals should be established every year for revenue producing facilities and programs.

Aquatics programming is slightly under-performing against the cost recovery goal, suggesting this core program area receives more subsidy than desired. Golf is over-performing against the cost recovery goal, suggesting a need to examine the balance of earned revenues versus expenses.

Outdoor Education is generally aligned with the cost recovery goal but affirming the need to monitor the balance of earned revenues versus expenses. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. It is recommended that the Department not only track actual cost recovery but set cost recovery goals at the start of each year. This will allow the Department to benchmark itself against its goal year over year.

It is normal for programs within each Core Program Area to vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities. The Department should determine the current cost recovery of each Core Program Area to begin establishing goals. With approved cost recovery goals, annual tracking, and quality assurance, actual cost recovery will improve. Use this key performance indicator and update it annually to include the cost recovery goal and the actual cost recovery achieved. Each Core Program Area can be benchmarked against itself on an annual basis.

3.4.7 COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **Essential** programs category is critical to achieving the organizational mission and providing community-wide benefits and therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
  - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
  - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or more than 100%.

3.4.8 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. As shown in **Figure 27**, the degree to which the Department uses various pricing strategies is relatively consistent with some variation for specific program areas.

Of the ten pricing strategies assessed, Golf uses the most (5) and Athletics uses the least (1). Moving forward, the Department should consider implementing some additional strategies, when deemed appropriate. Additionally, applying weekday/weekend rates and prime/non-prime time rates more frequently is recommended. These under-utilized pricing strategies may help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust, as necessary. It is also important to continue monitoring for yearly competitor and other service providers (i.e., similar providers)**.** The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to be implemented over time.

Gahanna — Pricing Strategies

Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Aquatics	X		X						X	X
Arts & Education		X	X							
Athletics			X							
Day Camps			X						X	X
Fitness	X		X					X		
Golf	X	X	X	X					X	
Outdoor Education			X			X			X	X
Paddle Programming			X			X			X	X
Senior Programs			X						X	X
Special Events	X								X	X

Figure 27 - Pricing Strategies

3.5 PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, if each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

3.5.1 MINI BUSINESS PLANS

The consulting team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

3.5.2 PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use. A simple, easy-to-use tool similar to **Figure 28** below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods by completing a similar exercise as the one seen in Figure 29 – next page.

Figure 28: Mini Business Plan Examples

3.5.3 PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in **Figure 29**. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.
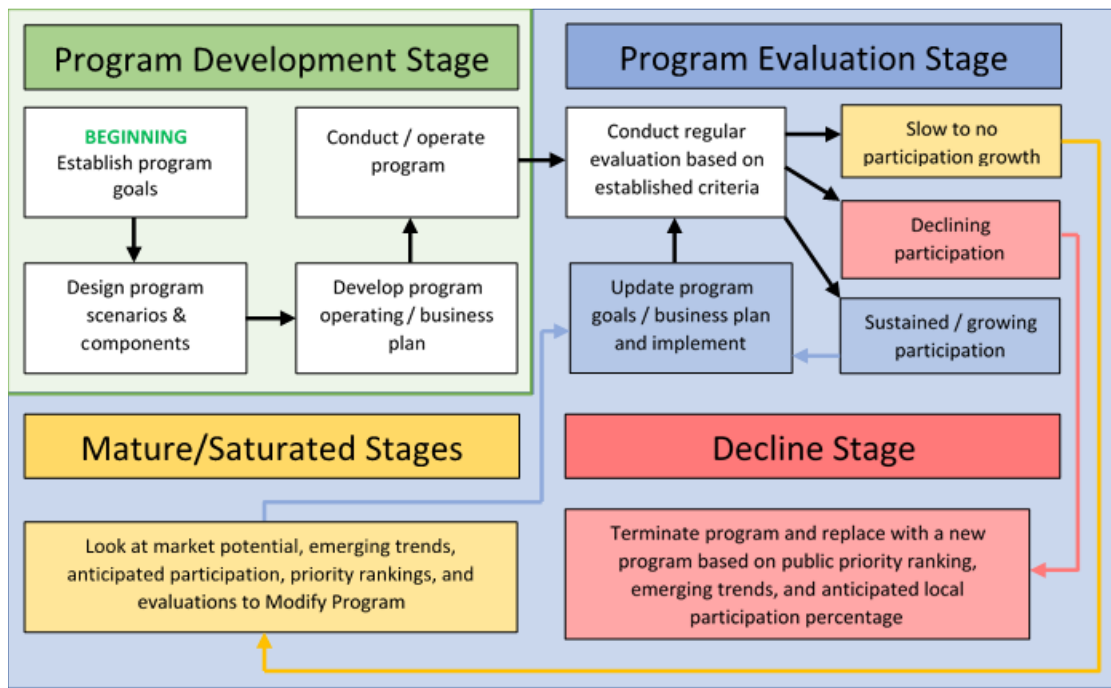
Figure 29 - Program Lifecycle Diagram

3.5.4 PUBLIC INPUT AND FEEDBACK

Currently the Department does not regularly use any established method for gathering public input or feedback in terms of recreation program offerings, quality, or availability. Consider implementing the following, especially for programs early in their lifecycle:

- Pre-program surveys
- Post-program surveys
- Regular/recurring user surveys
- Lost customer/user surveys
- Non-customer/non-user surveys
- Focus groups
- Statistically valid surveys
- In-facility or on-site surveys
- Crowdsourcing tools (e.g., MindMixer, Peak Democracy)

3.6 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come.

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. It is recommended that the Department enhance marketing of various volunteer opportunities to increase awareness and number of volunteers.

It is also recommended that the Department systematically track volunteers. This will help with consistency and ensure volunteers are being utilized to their full potential. Key performance indicators such as number of volunteers, volunteer hours, type of volunteers (e.g., community service, special event, intern, etc.) should all be tracked. Tracking volunteer hours can also be used in budget discussions showing how well the Department is able to leverage limited resources.

3.6.1 RECREATION PROGRAM PARTNERSHIPS

The Department currently works with several partnering agencies, organizations, and corporations throughout the community. These partnerships support facilitation of programs and sponsorships of community events.

As with the tracking of volunteers, tracking partnerships helps show leadership how well staff can leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that the Department's existing partnerships are inequitable; rather, in general many parks and recreation agencies' partnerships tend to be one-sided.

The following recommended policies will promote fairness and equity within existing and future partnerships while helping staff to manage against potential internal and external conflicts. Partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential. All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.

All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring towns/cities, colleges, state or federal agencies, non-for-profit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

3.6.2 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

- Develop a formal volunteer policy and/or handbook to document expectations, responsibilities, and processes for volunteers.
- Identify measurable outcomes for partnerships, and to the extent possible, memorialize them in written agreements.
- Enhance tracking of volunteer and partnership metrics.
- Review best practices provided in **Appendix C** and implement them as appropriate.

3.6.3 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Department's current marketing efforts utilize several communication methods to connect with residents including:

- Printed Program Guides
- Online Program Guides,
- Website
- Mobile-friendly website
- Flyers/Brochures
- Direct Mail
- Email blasts and/or listserv
- Public Service Announcements (PSAs)
- Road signs/marquees
- Paid advertisements
- Radio advertisements
- On-hold pre-programmed phone messages
- Online newsletters
- In-Facility Signage
- Facebook
- Instagram
- Twitters
- QR Code

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging, while utilizing the "right" methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the

Department's marketing strategy annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must be built upon and integrated with supporting plans and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the Department's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

3.6.4 WEBSITE

The design of the Department's website (https://www.gahanna.gov/parks-recreation/) is visually pleasing and appears to organize information well. However, review by the consultant team and feedback provided by the public indicates that information can be cumbersome to locate and difficult to navigate. It is understood that the City is undertaking a process to comprehensively update the website. Based on information gathered as part of this process, it is recommended that ease of navigation, ease of website administration, and digital accessibility be priorities for this effort.
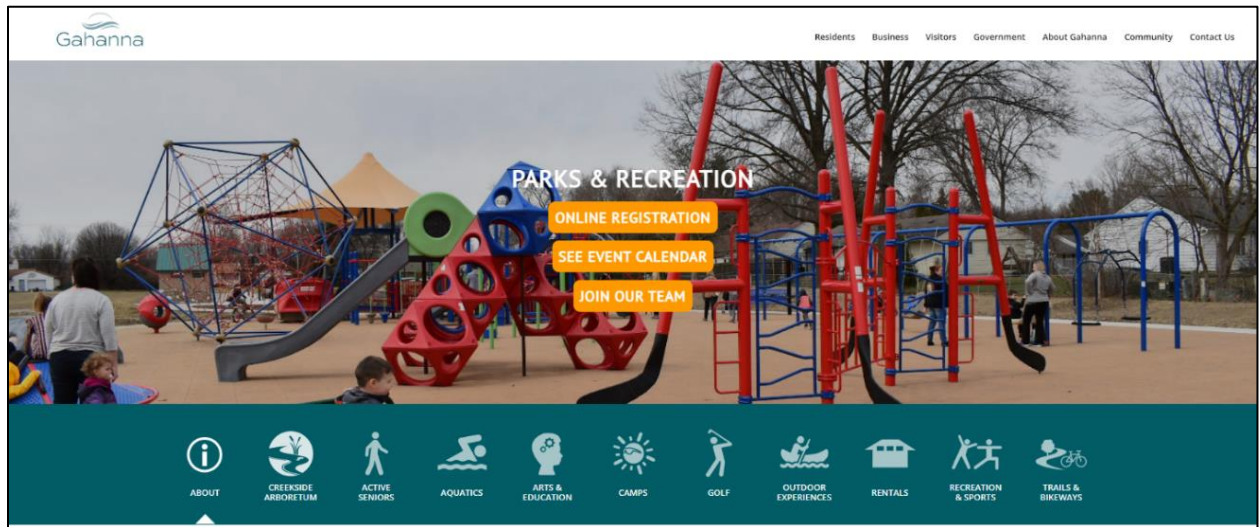
3.6.5 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Ensure the marketing plan includes the components and strategies identified in this section.
- Establish priority segments to target in terms of new program/service development and communication tactics (e.g., Teens, Seniors, other age groups).
- Establish and review regularly performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Explore additional marketing mediums to maximize exposure to the target markets you identify.

CHAPTER FOUR – MAINTENANCE, PARK, & FACILITY ASSESSMENT

4.1 MAINTENANCE MANAGEMENT ASSESSMENT

4.1.1 PARK MAINTENANCE

PROS Consulting ("PROS") met with the park maintenance staff and key leaders to tour the park system and to discuss key elements the park maintenance staff deal with on a daily, weekly, monthly, and yearly basis within the City of Gahanna. The goal was to establish a clear understanding of what the maintenance staff are responsible for in maintaining the parks and recreation facilities for the City. The following are key elements of what the Parks Maintenance Division is responsible for in the system.

DEPARTMENT OVERVIEW

The Park Maintenance Department manages the following elements for the City of Gahanna. The division is responsible maintaining:

- 547 acres of developed park property over 27 parks that total to 15.28 acres per 1,000 people
- 237 acres of natural park areas over 26 reserve sites
- 1 state nature preserve
- 24.10 miles of trails (paved 20.4 / paved 4.06)
- 30 rectangular sports fields for soccer and lacrosse
- 10 ball diamonds
- 11 basketball courts
- 7 tennis and pickleball courts
- 1 splash pad
- 2 outdoor aquatic facilities
- 1 nine-hole golf course
- 17 playgrounds
- 1 nature play area
- 1 dog park
- 15 picnic shelters
- 2 Gazebos
- 1 skatepark
- 3 kayak launch areas
- 2 community gardens

The Department has 37.68 FTE employees to maintain 547 acres of park property that requires daily and weekly maintenance. The staff also maintains a nine-hole golf course, over 236 acres of natural areas, street trees and park trees. They also support other functions within the department such as set up and take down for special events in the city, indoor space cleaning and care of their maintenance shop and grounds. Based on NRPA standards best practice, cities the size of Gahanna (population of 35,782) would employ 8.9 FTEs for maintenance staff per 10,000 residents.

The average park and recreation agency spends approximately $7,823 per acre according to the National Park and Recreation Association 2022 Performance Review which is $2,500 more than what the City is spending per acre now.

The Department has some maintenance standards in place for their 27 parks. The maintenance standards are particularly good for sports fields in the system, playgrounds, play courts, and picnic areas. Other areas of the park's system reviewed were of a lower standard than expected for the overall size of the system.

This would indicate that a change in standards should occur based on the type of park and the type of amenities in the parks. The Consulting Team visited all park sites, aquatic sites, sports complexes, playgrounds, picnic shelters, and trails in the system.

4.1.2 FORESTRY AND LANDSCAPE MAINTENANCE DIVISION

The Forestry and Landscape Maintenance Division is a well-organized group. An evaluation of their work process shows detailed plans and achievements logged on a yearly basis indicating how efficient and effective they are with their tasks and duties. The City does not have a dedicated funding commitment to forestry and landscape maintenance services. Out of 14 surrounding communities in the Columbus area, Gahanna is one of three that do not have a dedicated amount for forestry and landscape maintenance services. The other two cities include Whitehall and Reynoldsburg. The average per capita funding from the remaining 11 cities in the Columbus area that are similar in size to Gahanna is $8.39 dedicated to forestry and landscape maintenance. The Street Tree Program Comparison is in **Appendix D.**

The Forestry and Landscape Maintenance Division does an excellent job tracking their work and their outputs and recording them. Ideally, it would be good to measure their output based on best practices for tree planning on a per capita basis along with a tree canopy goal. Also, it would be good to track unit costs for planting a tree, cost per tree removal, cost to increase 1% of tree canopy, and the cost to plant and maintain landscape beds in the City on a square foot basis. The City needs to establish a dedicated funding amount on a per capita basis against a set of measurable outcomes. Also, the City should establish what the tree canopy is worth on an annual basis. The street tree report is another good example of how the City fares in trees planted, trees pruned, trees removed, GIS inventory, and tree signage. The department currently has a well-planned tree management plan in place that tracks tree care, records data, and is updated on a yearly basis.

Example of work completed is outlined below for 2022 by the forestry crew.

- January
  - 57 trees pruned
  - 20 trees removed
  - GIS inventory collection of street trees
  - Planning for future street tree program
  - Trail maintenance at nature preserve
  - Resident tree education
- February
  - 20 trees pruned
  - 3 trees removed
  - Planning for spring tree planting
  - Planning for spring volunteer group
  - Trail maintenance at nature preserve
  - Resident tree education
- March
  - 6 trees pruned
  - 19 trees removed
  - Begin partnership with volunteer group
  - Rent lift for tree work
  - Send contract removal list
  - Spring stump grinding

- o Resident tree education
- April
    - o 14 trees planted
    - o 12 trees removed
    - o Invasive species removal
    - o Install interpretive signage at Creekside Arboretum
    - o Resident tree education
- May
    - o 75 trees planted
    - o 10 trees pruned
    - o Arbor Day celebration and Creekside Arboretum grand opening
    - o Horticulturist position hired
    - o Code revisions taken to Landscape Board
    - o Set up water truck and water gator
    - o Water new trees
    - o Resident tree education
    - o Log jam kayak float
- June
    - o 14 trees removed
    - o Water new trees
    - o Collaboration with volunteer groups (mulching)
    - o Resident tree education
- July
    - o 21 trees pruned
    - o 20 trees removed
    - o Water new trees
    - o Resident tree education
    - o Invasive species removal
    - o Rent log splitter
    - o Pull tree stakes from 2020 plantings
    - o Arbor Team Member position hired
- August
    - o 83 trees pruned
    - o 19 trees removed
    - o Planning for fall tree planting
    - o Water new trees
    - o Resident tree education
    - o Winter tree removals marked
    - o Log jam kayak float
    - o Creekside Arboretum field trip with Royal Manor Elementary
- September
    - o 7 trees pruned
    - o 25 trees removed
    - o Water new trees
    - o Resident tree education
    - o Send contract removal list

- o Sustainability Task Force begins meeting
- o Trail maintenance at nature preserve
- October
  - o 27 trees pruned
  - o 10 trees removed
  - o Water new trees
  - o Resident tree education
  - o Fall stump grinding
  - o Rent lift for tree work
- November
  - o 38 trees planted
  - o 14 trees pruned

4.1.3 OBSERVATIONS AND RECOMMENDATIONS:

General observations and recommendations of the system are based on visits to the system and an onsite park-by-park review with the Park System Leadership Team and in discussion with the maintenance staff regarding how the parks are managed and maintained. This follows the citizen survey in which most of the residents rated the park maintenance as excellent or good, which is a higher than most park agencies the consulting team works with across the system.

OBSERVATIONS

1. **Maintenance Shop Operations**: The staff are dealing with a lack of indoor storage for equipment and currently must store the majority of inventory outside. The key recommendation for the City to consider is to acquire more indoor storage for equipment to extend the useful life, reduce weather related deterioration, and keep the outdoor shop area orderly. Staff indicate that the shop operations need a master plan to guide the system for the future. There is a need for a washer and dryer at the shop, more office workspace, and larger women's restrooms in the shop areas. This new women's restroom needs to be meet ADA Standards.
2. **Maintenance Shop Operations at the Golf Course:** Storage is lacking at the golf course and should be included in any shop operations study.
3. **Vandalism in Parks**: The staff indicates the City has a major vandalism problem in parks. The City needs to provide more motion detection cameras in the parks that would be capable of spotting people who vandalize the system.
4. **Trash in Parks**: Good positive signage to "keep our parks clean and green" goes along ways in reminding people of their responsibility to put their trash in their cars and take it home.
5. **Flood Control Issues**: Flooding of creek corridors causes a lot of issues for the maintenance staff in cleanups after a major storm. This takes a lot of staff time to take care of these issues which really messes up the system in the spring and fall of the year.

RECOMMENDATIONS

1. **Equipment Replacement Schedule Recommendations**. The Parks Superintendent indicated that most of the time they have the right equipment and any specialty equipment to maintain the park system. They would like to have input regarding what is included in the equipment they use. The parks department does specific maintenance on equipment while most of the maintenance on equipment is completed by the City Fleet Department. The staff indicates they have a work order system in place that tracks work orders, cost for repairs, staffing schedules, and standards to effectively manage equipment parts and supplies. The staff indicates they do not

have a good replacement schedule that they follow, and that acquiring new, or replacement equipment has been a problem within the City. The Maintenance Division does have records on paper for the lifecycle replacement of equipment, direct and indirect costs, staffing schedules, work timelines, inventory control as well as a work order system to track work orders. The Parks Superintendent processes and completes all record keeping elements of those categories. The division also manages all pesticide requirements and restrictions used in the parks.

2. **Technical Software Recommendations.** The staff indicated they are evaluating maintenance software to help them keep up with lifecycle maintenance, operational costs, and tracking capital requirements.

3. **Signage Recommendations**: The new entrance signs put up in a few parks are excellent. Some signage standards from the entrance to the park or the park signs in general need to be addressed and updated. This requires the City to provide park signs that are consistent in verbiage, positive in messaging, same size lettering, and use of the City logo or park logo on each sign. There were some inconsistencies in how signs are presented in the parks between older parks and newer parks. Most agencies have a slightly different color sign to distinguish a neighborhood park from a community park.

4. **Color Schemes Recommendations**: The current trail signage is good in some areas but not consistent throughout the system. PROS recommends that the parks staff continue to update park color schemes as they are updating amenities and facilities in the parks each year. The updated new parks color schemes were very well done.

5. **Park Parking Lot Recommendations**: Parking lots that are paved or gravel are not consistently maintained across the system. Most of the paved parking lots have recently been sealed and re-striped. Potholes exist in parking lots of some parks and some areas need a total overlay. PROS sees this program as vital to park users visiting all areas of the park. Park maintenance staff repairs damage to roads, fences, lights, cleans graffiti, and ensure parks are safe, green, and clean for all levels of users. Staff would like to remove the split rail fence, when possible, as it is a costly maintenance expense.

6. **Snow removal**: The scheduling of snow removal in parks and along trails needs to be sorted and determine what areas go first, second, and third in terms of priority. This seems to be a frustrating point with the staff.

7. **Restroom Recommendations**: Color schemes for restrooms are not consistent and should be updated as color schemes are implemented throughout the parks. The restrooms evaluated were exceptionally clean on the park assessment tour.

8. **Building Maintenance**: The City has strong maintenance standards in place for their community building meeting room and rental facilities. Maintenance and upkeep on these facilities were found to be excellent. Part of the work of the Park Maintenance Team is the set up and take down of equipment for special events.

9. **Sports Fields Recommendations**. The staff mows over 100 acres of sports fields in the City 1 to 2 times a week depending on the type of field (recreational or competitive). Practice fields are not maintained at the level of game fields. The City should designate what fields are designed for high level competition, those that are designed and maintained at a recreational level, and those that are designed and maintained at a practice level so the fields can be maintained according to how they are used. This procedure is done well on soccer fields and could be applied to other sports fields. This will help keep the fields up to public expectations for the future. These field maintenance standards can be designated by signs on the fields, the agency website, and on rental permits for team use. Overall, the City does an excellent job managing sports fields in the

City. Yet, there are field drainage issues that need to be addressed and dealt with in many sports fields. Fields that don't drain properly can keep them from being used for games and practices.

10. **Park Lighting Recommendations**: Most parks systems have four levels of lighting in parks:
   - Security lighting
   - Crime Prevention Through Environmental Design ("CPTED")
   - Parking Lot lighting
   - Sports Fields lighting:

It appears the City currently has lighting standards for security lighting, parking lots and sports field lighting at the baseball fields. If the City has security issues at any of the parks, they might want to consider CPTED lighting standards as a vandalism deterrent in the future. CPTED lighting standards are usually at 5-7 ft. candles versus the 2 ft. candles in most City parks currently.

Crime Prevention Through Environmental Design: *CPTED provides standards for maintaining parks to provide an increased level of visual safety for park users and police. Cutting back foliage in parks, using higher pruning levels and opening areas in the parks for people to see into foliage provides a greater sense of safety in the parks or walk on trails. Gahanna appears to be a very safe city; however, they do have some areas in the parks where foliage could be pruned and make users feel more comfortable using existing parks when there is limited lighting available.*

11. **Trail Maintenance Recommendations:** The Park Maintenance Division manages 20 miles of trails. The existing trails in the park system vary in width from 8 ft. to 12 ft. based on limited observations. The inconsistent width of the trails is a result from the trails being developed by different groups and at different stages of time. Ideally, wider trails provide a higher level of shared use and supports multiple types of experiences. In the future, cutting at least one or two mower width cuts on both sides of the trails would help trails users feel safer with the additional width. More benches along trails are desired by the community based on the citizens survey. Wildlife viewing education stations along trails are also a positive way for people to enjoy areas off the trails. Dog waste stations are needed along the trails as well.

12. **Loop trails, spine trails, signage standards, ADA marked Recommendations**: The City has developed some loop trails around certain parks in the City, and they are well maintained. The City should post ADA information about the grade and condition of trails for people with disabilities to navigate areas safely. The community survey indicated that many residents would like to see a connected trail system.

13. **Park Maintenance Division Recommendations:** They are responsible for 547 acres of maintained property. Maintaining parks, sports fields, and highly used areas of the system is time consuming for the number of staff in the department. The Fleet Superintendent oversees the equipment replacement schedule. The City has been aggressively updating existing parks playgrounds, restrooms, parking areas, sports fields, trails, picnic areas and courts which creates a positive experience for everyone that visits the parks.

14. **Playground Experience Recommendations**: Playgrounds are developed to support a 2-5, and 6–12-year-old experience. Where possible the City should consider having both levels of experiences available when they replace playgrounds in the future. They could also include a percentage of their playgrounds to be ADA accessible at a 50 percent level in the future. The new playgrounds installed are excellent.

15. **Shade Recommendations**: The Department takes care of all the horticultural needs in the parks and most city properties. Providing shade in parks should be considered for new areas of the park system for protection from heat and sun exposure. This can be accomplished with both natural

shade from trees, or artificial shade for structures such as playgrounds and pools. The new shade structures were excellent in the new playgrounds.

16. **Staff Recommendations:** The Division has 32.68 budgeted FTE employees. Hiring, developing, and retaining maintenance employees is, and can be difficult. Staffing is the biggest issue they are dealing with to keep up with the expectations of the City leadership and users of the park system to provide highly maintained parks. It has been difficult for the grounds maintenance staff to keep up with the expected workload and maintenance standards that are in place.

17. **Use of Volunteers Recommendations**: The Division utilizes volunteers to help to maintain parks and may consider establishing clean up days in the parks as a way of building support and advocacy with users of the park and residents in the community. Adopt-a-park programs across the United States are very popular, promote community involvement and help promote safety in the parks. Volunteer hours count as in-kind dollars at $29.45 per hour currently on grant applications.

18. **Design Principles Recommendations:** As the City continues to redevelop parks it might be good to evaluate design principles on an ongoing basis. Because the park system design principles today are different as they apply to ADA, playgrounds that focus on 2-5- and 6–10-year-old experiences, outdoor adventure playgrounds, sizes of picnic shelters, width of trails, shade requirements are a few examples to consider for ongoing and scheduled updating. (See Design Principles Attached)

19. **Public Art in Parks:** Public art appears minimally in Gahanna parks. The City might consider developing a policy to allow art displays and exhibits in the downtown area of the City or at specific areas in the parks.

4.2 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory for the City. By totaling the inventory and applying the City's population, we can understand the current level of service of parks, facilities, and amenities to the residents of Gahanna. The LOS can help support investment decisions related to the addition and development of parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change. The recommended standards were evaluated using a combination of resources.

These resources included: National Recreation and Park Association (NRPA) guidelines; recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2022 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the City's area; community and stakeholder input; statistically valid survey; and findings from the prioritized needs assessment report and general observations. This combination of information allowed standards to be customized for Gahanna Parks and Recreation.

The LOS standards should be viewed as a guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to a particular situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified. The standards that follow are based upon population figures for 2021 and 2026.

	Current Inventory	Current LOS			Recommended Standard			2021 Current Needs			2026 Need Forecast		
Item	**Gahanna**	**Service Level Based on Current Population**			**Recommended Service Levels for Study Area**			**Assessment**	**Additional Need**		**Assessment**	**Additional Need**	
PARKLAND													
Mini Parks	32.50	0.91	acres per	1,000	1.00	acres per	1,000	Need Exists	3	Acres	Need Exists	5	Acres
Neighborhood Parks	128.66	3.60	acres per	1,000	3.75	acres per	1,000	Need Exists	6	Acres	Need Exists	10	Acres
Community Parks	191.25	5.34	acres per	1,000	5.00	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres
Special Use Parks/Facilities	194.38	5.43	acres per	1,000	5.50	acres per	1,000	Need Exists	2	Acres	Need Exists	10	Acres
Total Developed Park Acres	**546.79**	**15.28**	**acres per**	**1,000**	**15.25**	**acres per**	**1,000**	**Meets Standard**	**-**	**Acres**	**Need Exists**	**19**	**Acres**
Open Space Parks	237.03	6.62	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acres	Meets Standard	-	Acres
Total Park Acres	**783.81**	**21.91**	**acres per**	**1,000**	**15.25**	**acres per**	**1,000**	**Meets Standard**	**-**	**Acres**	**Meets Standard**	**-**	**Acres**
TRAILS													
Unpaved Trails	4.06	0.11	miles per	1,000	0.15	miles per	1,000	Need Exists	1.31	Miles	Need Exists	1.51	Miles
Paved Trails	20.04	0.54	miles per	1,000	0.60	miles per	1,000	Need Exists	1.43	Miles	Need Exists	2.21	Miles
OUTDOOR FACILITIES													
Shelters/Pavilions	15	1	site per	2,385	1	site per	4,000	Meets Standard	-	Sites	Meets Standard	-	Sites
Rectangular Fields (Football, Soccer, Multipurpose)	30	1	field per	1,193	1	field per	4,000	Meets Standard	-	Fields	Meets Standard	-	Fields
Ball Diamonds (Baseball and Softball)	10	1	field per	3,578	1	field per	4,000	Meets Standard	-	Fields	Meets Standard	-	Fields
Basketball Courts	11	1	court per	3,253	1	court per	3,000	Need Exists	1	Courts	Need Exists	1	Courts
Pickleball & Tennis Courts	7	1	court per	5,112	1	court per	6,000	Meets Standard	-	Courts	Meets Standard	-	Courts
Playgrounds	17	1	site per	2,105	1	site per	2,500	Meets Standard	-	Sites	Meets Standard	-	Sites
Dog Parks	1	1	site per	35,782	1	site per	20,000	Need Exists	1	Sites	Need Exists	1	Sites
Skate Park	1	1	site per	35,782	1	site per	40,000	Meets Standard	-	Sites	Meets Standard	-	Sites
Splashpad	1	1	site per	35,782	1	site per	20,000	Need Exists	1	Sites	Need Exists	1	Sites
Outdoor Pool	3	1	site per	35,782	1	site per	40,000	Meets Standard	-	Sites	Meets Standard	-	Sites
INDOOR FACILITIES													
Indoor Recreation/Gymnasium (Sq. Ft.)	8,258	0.23	SF per	person	1.50	SF per	person	Need Exists	45,415	Sq. Ft.	Need Exists	47,362	Sq. Ft.
Indoor Aquatics (Sq. Ft.)	-	-	SF per	person	0.50	SF per	person	Need Exists	17,891	Sq. Ft.	Need Exists	18,540	Sq. Ft.

2021 Estimated Population	**35,782**
2026 Estimated Population	**37,080**

Notes:

Indoor recreation space include square footage from the senior center and the clubhouse at Gahnna Golf Course.

Figure 30 - Level of Service Standards

PARK INVENTORY SHEET

Park Name	Classification	Address	Acreage	Picnic Shelters	Rectangular Fields	Ball Fields	Basketball Courts	Tennis Courts	Pickleball Courts	Playgrounds	Dog Park	Skate Park	Splashpad	Outdoor Pool	Paved Trails	UnPaved Trails	Recreation Center Sq Ft
Ambassador Commons Park	Mini Park	639 Gahanna Highlands Dr	1.32							1							
Ashburnham Park	Mini Park	1245 Ashburnham Dr	5.20				1			1						0.16	
Clarenton Green Park	Mini Park	1294 Fareharm Dr	2.82														
Foxwood / Rice Avenue Park	Mini Park	6000 Taylor Rd	7.21							1					0.32		
Geroux Herb Garden	Mini Park	206 S Hamilton Rd	0.81														
Gramercy Park	Mini Park	209 S Hamilton Rd	0.27														
Rathburn Woods Park	Mini Park	316 Howland Dr	1.48							1							
Royal Gardens Park	Mini Park	446 Agler Rd	0.26	1											0.03		
Trapp Park	Mini Park	756 Trapp Dr	2.94							1					0.10		
Veterans Memorial	Mini Park	73 W Johnstown Rd	6.26	1											0.10		
Woodside Green South Park	Mini Park	645 Waybaugh Dr	3.93												0.05		
Mini Park Totals:			**32.50**	**2**	**0**	**0**	**1**	**0**	**0**	**5**	**0**	**0**	**0**	**0**	**0.6**	**0.16**	**0**
Bryn Mawr Park	Neighborhood Park	1082 Riva Ridge Blvd	6.48	1						1					0.29		
Friendship Park	Neighborhood Park	150 Oklahoma Ave	26.07	2			1		4	1					0.41	0.1	
Hunters Ridge Pool Park	Neighborhood Park	341 Harrow Blvd	8.77	1			1	1		2				1			
McCorkle Park	Neighborhood Park	200 McCutcheon Rd	37.15		3					1					0.5		
Shull Park	Neighborhood Park	236 Granville St	10.49		1			2					1				
Sunpoint Park	Neighborhood Park	670 McCutcheon Rd	7.47		1		2			1					0.33		
Woodside Green Park	Neighborhood Park	213 Camrose Ct	32.22	1		2	1			1					1.00	0.125	
Neighborhood Park Totals:			**128.66**	**5**	**5**	**2**	**5**	**1**	**4**	**7**	**0**	**1**	**0**	**1**	**2.53**	**0.225**	**0**
Creekside Park	Community Park	123 Mill St	16.28												0.48		
Gahanna Swimming Pool	Community Park	148 Parkland Dr	8.67	2			1			1			1	2	0.12		
Gahanna Woods	Community Park	1501 Taylor Station Rd	105.69												0.12	2.77	
Gahanna Woods (Foxwood III)	Community Park	1501 Taylor Station Rd	1.95														
Hannah Park	Community Park	6547 Clark State Rd	39.06	1	2	1	1	2		1					1.54		
Pizzurro Park	Community Park	940 S Hamilton Rd	19.6	1			1			1	1				0.31		
Community Park Totals:			**191.25**	**4**	**2**	**1**	**3**	**2**	**0**	**3**	**1**	**0**	**1**	**2**	**2.57**	**2.77**	**0**
Academy Park	Athletic/Rec Facility	1201 Cherry Bottom Rd	107.13	1	1	7	2			1					1.88		
Gahanna Municipal Golf Course	Athletic/Rec Facility	220 Ridenour Rd	53.15												0.46		3,458
Gahanna Senior Center	Athletic/Rec Facility	480 Rocky Fork Blvd.															4,800
Headley Park	Athletic/Rec Facility	1031 Challis Springs Dr	34.10	2	22					1					0.06		
Special Use Totals:			**194.38**	**3**	**23**	**7**	**2**	**0**	**0**	**2**	**0**	**0**	**0**	**0**	**2.4**	**0**	**8258**
Agler Road Parkway	Open Space	273 Agler Rd	6.95												0.21		
Bryn Mawr Woods Reserve	Open Space	800 Line Way	1.39												0.29		
Caroway Reserve	Open Space	934 Caroway Blvd	1.19														
Central Park Reserve	Open Space	Tech Center Dr	23.52												0.09		
Clarenton Green Reserve	Open Space	Havant Dr	4.91														
Clark State Basin	Open Space	Clark State Rd	1.89														
Fleetrun Reserve	Open Space	754 Fleetrun Ave	5.02														
Foxboro Basin	Open Space	478 Peale Ct	2.54														
Gahanna Grove Reserve	Open Space	4501 Johnstown Rd	2.62														
Galloway Reserve	Open Space	289 Rocky Fork Dr S	15.58												0.21		
Goshen Reserve	Open Space	Denison Ave	0.38														
Helmbright Woods Reserve	Open Space	445 Helmbright Dr	3.63														
Lintner Park	Open Space	Mill St	1.91														
McKenna Creek Parkway	Open Space	486 Cherry Bottom Rd	6.46												0.36		
Pipers Glen Basin	Open Space	633 Spirea Ave	1.32														
Price Road Reserve	Open Space	110 Price Rd	52.14	1											0.45	0.90	
Rocky Fork Reserve	Open Space	N Hamilton Rd	6.64														
Shagbark Reserve	Open Space	5079 Shagbark Rd	2.44														
Shull Reserve	Open Space	Granville St	1.51														
Sycamore Run Reserve	Open Space	N Hamilton Rd	12.68														
Taylor Road Reserve	Open Space	1249 Taylor Station Rd	52.33														
Three Corners Reserve	Open Space	Stygler Rd N	1.09														
Underwood Reserve	Open Space	Underwood Farms Blvd	2.84														
Village at Hannah Farms Reserve	Open Space	Hannah Farms Ct	3.46														
Woodmark Woods Reserve	Open Space	534 Woodmark Run	10.05														
Y Park Reserve	Open Space	555 YMCA Pl	12.53														
North US62 to Morse Rd	Trail Property														0.57		
North Hamilton Rd	Trail Property														2.02		
Big Walnut Trail Sections 1-7	Trail Property														4.85		
Outside of a Park	Trail Property														0.98		
Tech Center	Trail Property														1.91		
Open Space:			**237.03**	**1.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**11.9**	**0.90**	**0.00**
Grand Totals:			**783.81**	**15**	**30**	**10**	**11**	**3**	**4**	**17**	**1**	**1**	**1**	**3**	**20.04**	**4.06**	**8,258**

Figure 31 - Inventory Sheet

4.3 EQUITY MAPS

Equity maps and standards assist the department in assessing where services are offered, how equitable the service distribution and delivery is across the City's service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated.

Based on this, the department can make appropriate capital improvement decisions to meet systemwide needs while assessing the ramifications of the decision on a specific area.

The following list shows the equity maps that were developed for each of the major assets:

- Parkland
  o Mini Parks
  o Neighborhood Parks
  o Community Parks
  o Special Use Parks/Facilities
  o Open Space
- Trails
  o Paved Trails
  o Unpaved Trails
- Outdoor Amenities
  o Shelters/Pavilions
  o Rectangular Fields (Football, Soccer, Multipurpose)
  o Ball Diamonds (Baseball and Softball)
  o Basketball Courts
  o Pickleball & Tennis Courts
  o Playgrounds
  o Dog Parks
  o Skate Parks
  o Splashpad
  o Outdoor Pool
- Indoor Facilities
  o Indoor Recreation Space (Sq. Ft.)
  o Indoor Aquatics (Sq. Ft.)

The source for the population used for standard development is the estimated 2021 population as reported by ESRI. The shaded areas within the equity maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the LOS.

The circles' sizes vary dependent upon the amount of a given amenity (or acres) located at one site and the surrounding population density. Lower density causes the circle to be larger, as more geographical area is needed to reach the population number served by the level of service. Higher density areas will cause a smaller circle, as there are more people served in a smaller area, meaning less geographical area is needed to reach the population for said standard.

The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.
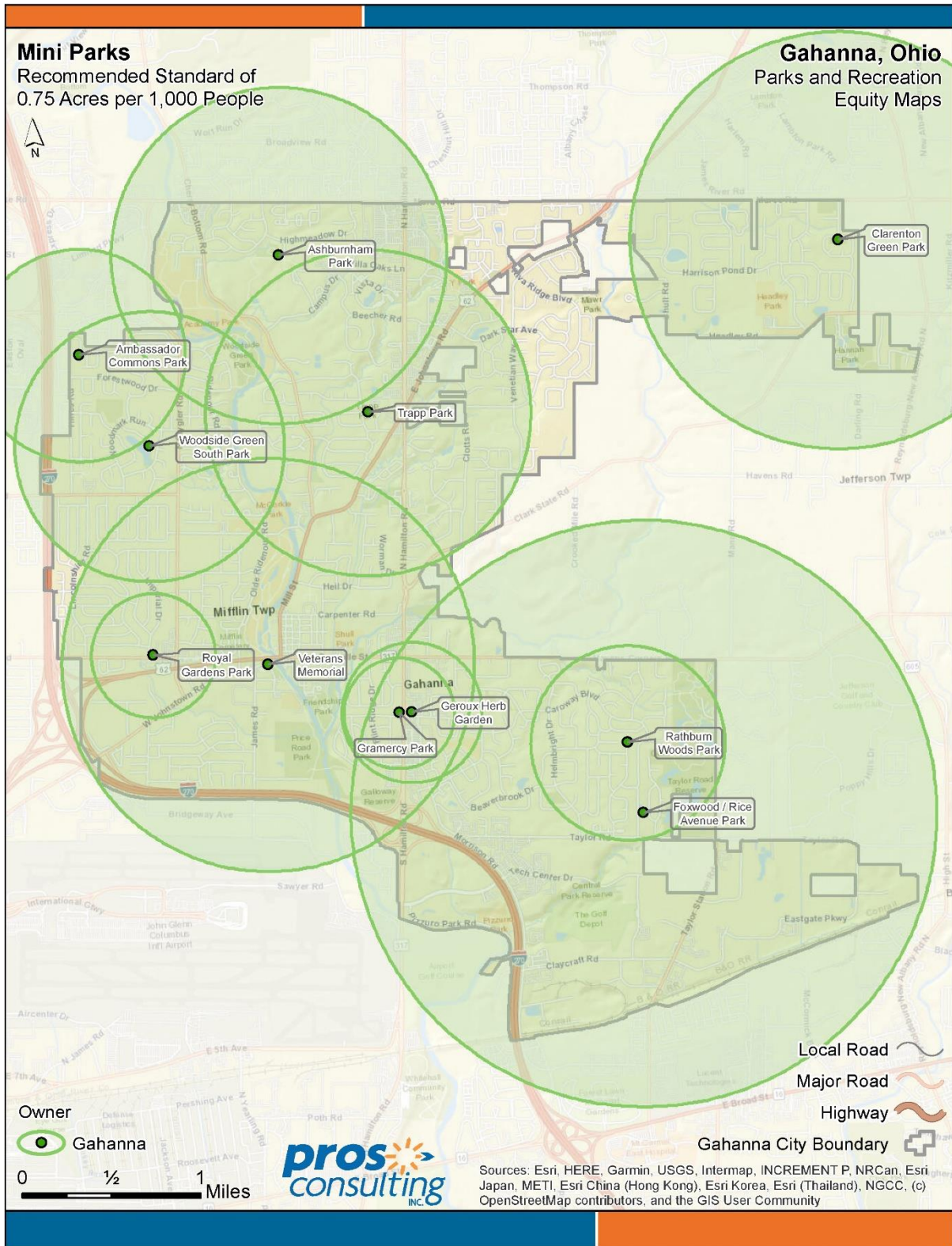
Figure 32 - Mini Parks Equity Map

4.3.2 NEIGHBORHOOD PARKS
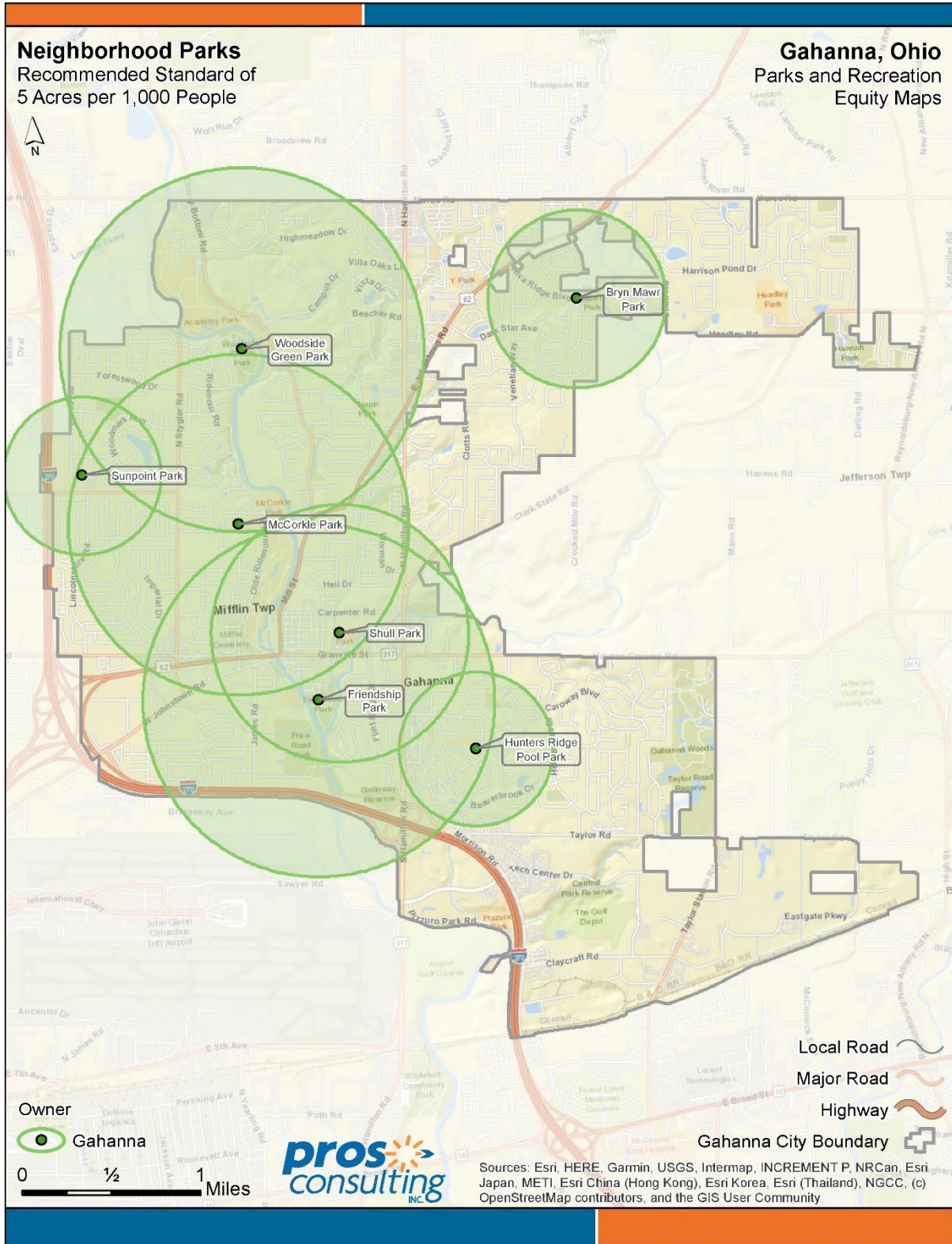
Figure 33 - Neighborhood Parks Equity Map

4.3.3 COMMUNITY PARKS
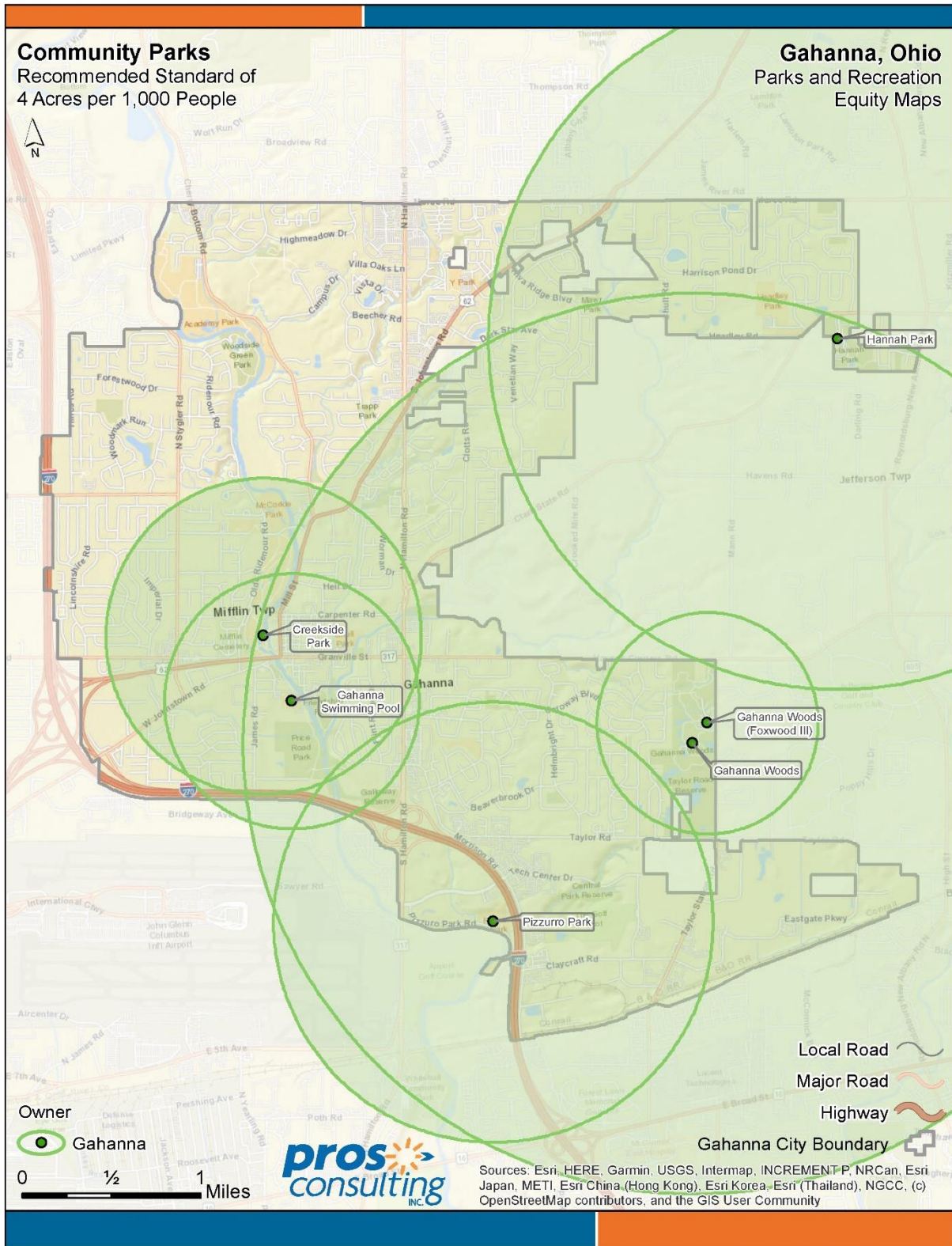
Figure 34 - Community Parks Equity Map

4.3.4 SPECIAL USE PARKS/FACILITIES
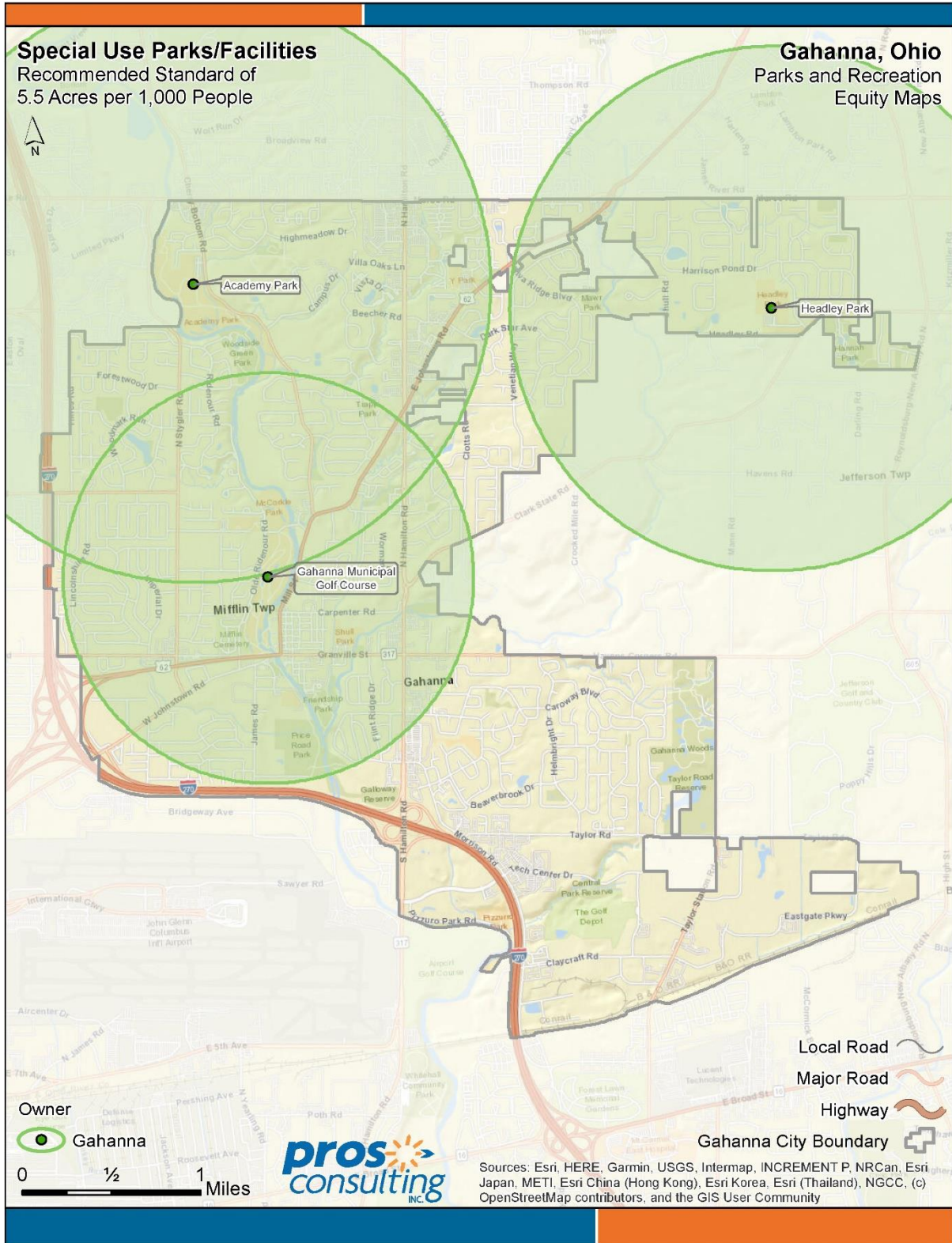
Figure 35 - Special Use Parks/Facilities Equity Map
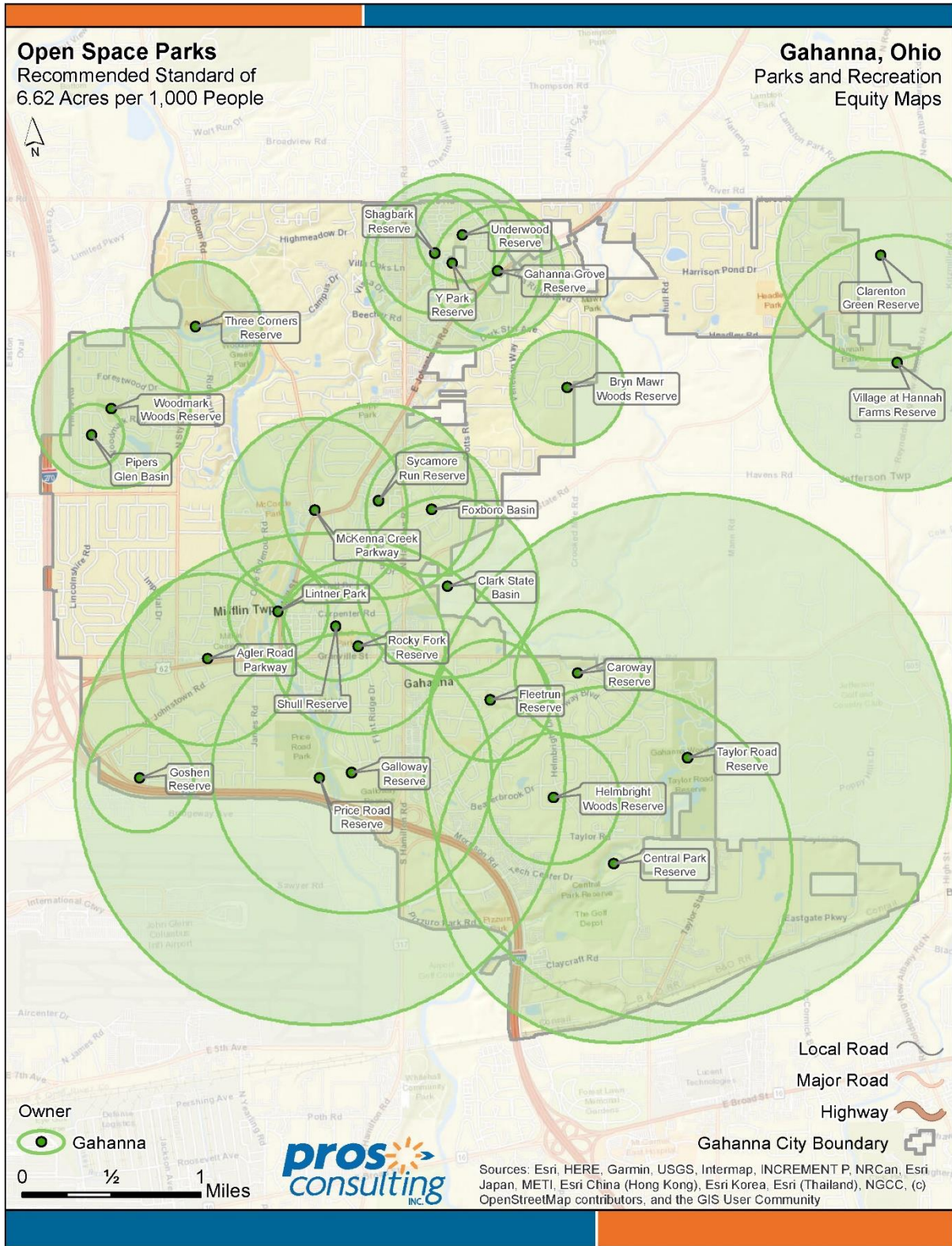
Figure 36 - Open Space Parks Equity Map

4.3.6 PAVED TRAILS
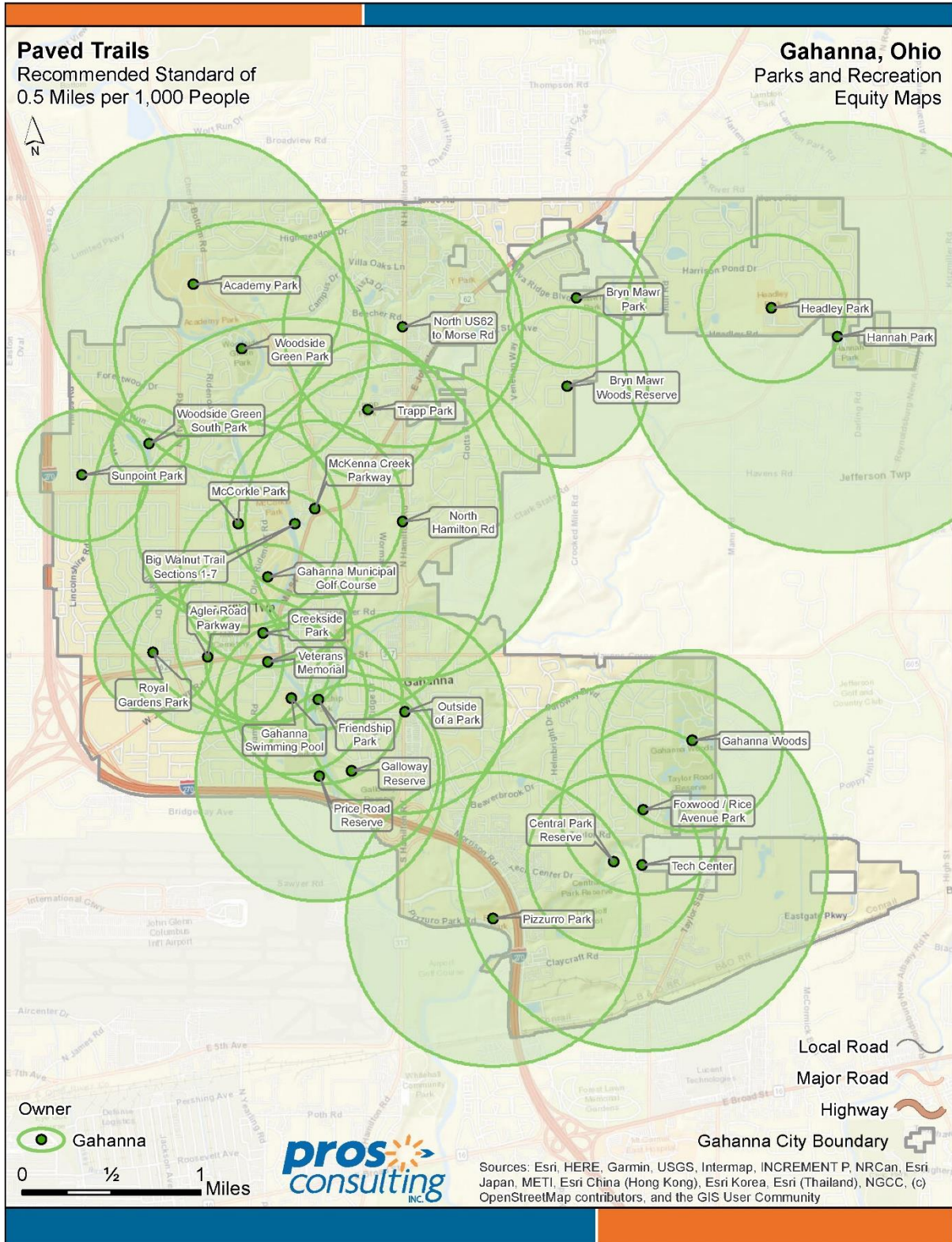
Figure 37 - Paved Trails Equity Map

Figure 38 - Unpaved Trails Equity Map

4.3.8 SHELTERS/PAVILIONS
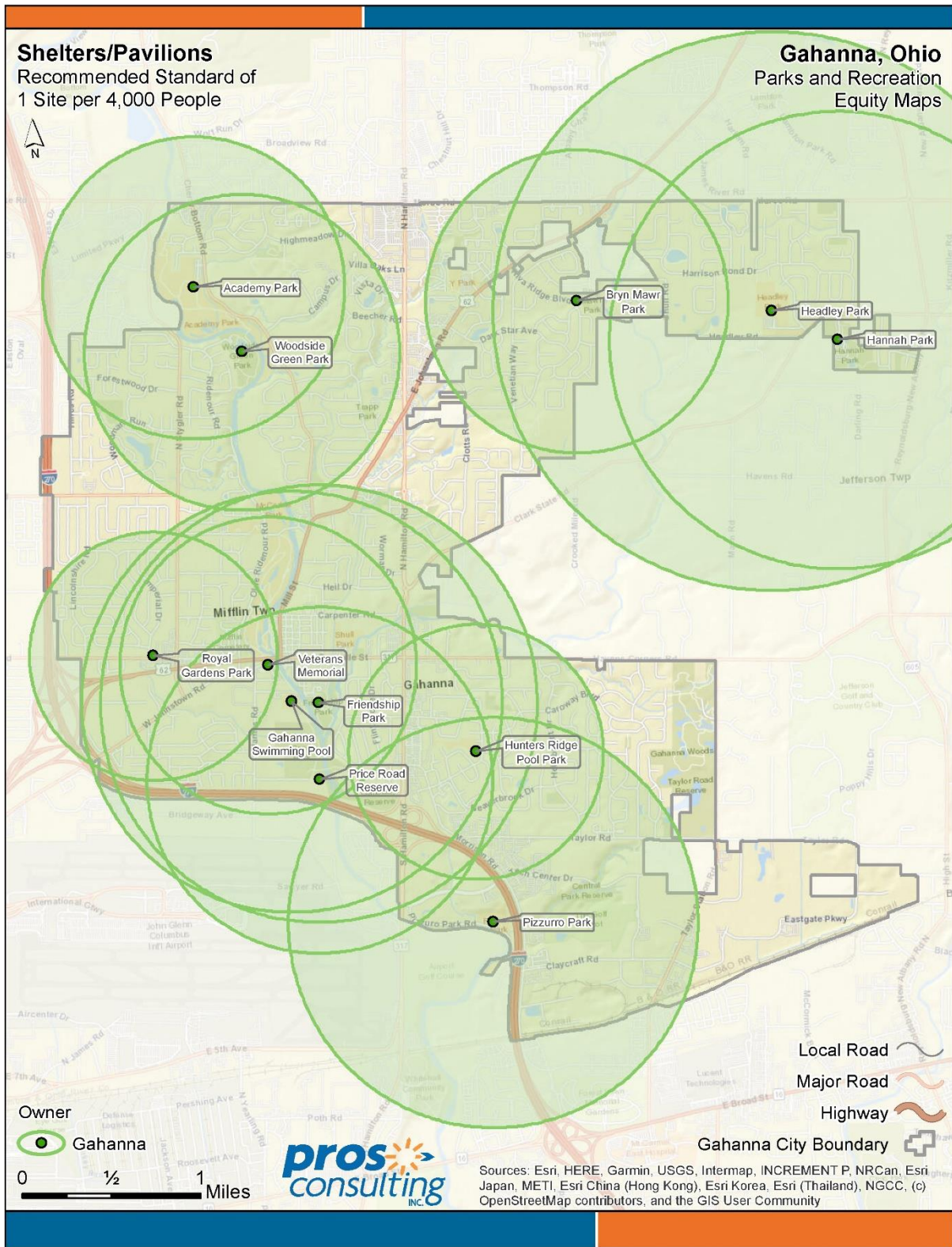
Figure 39 - Shelters/Pavilions Equity Map
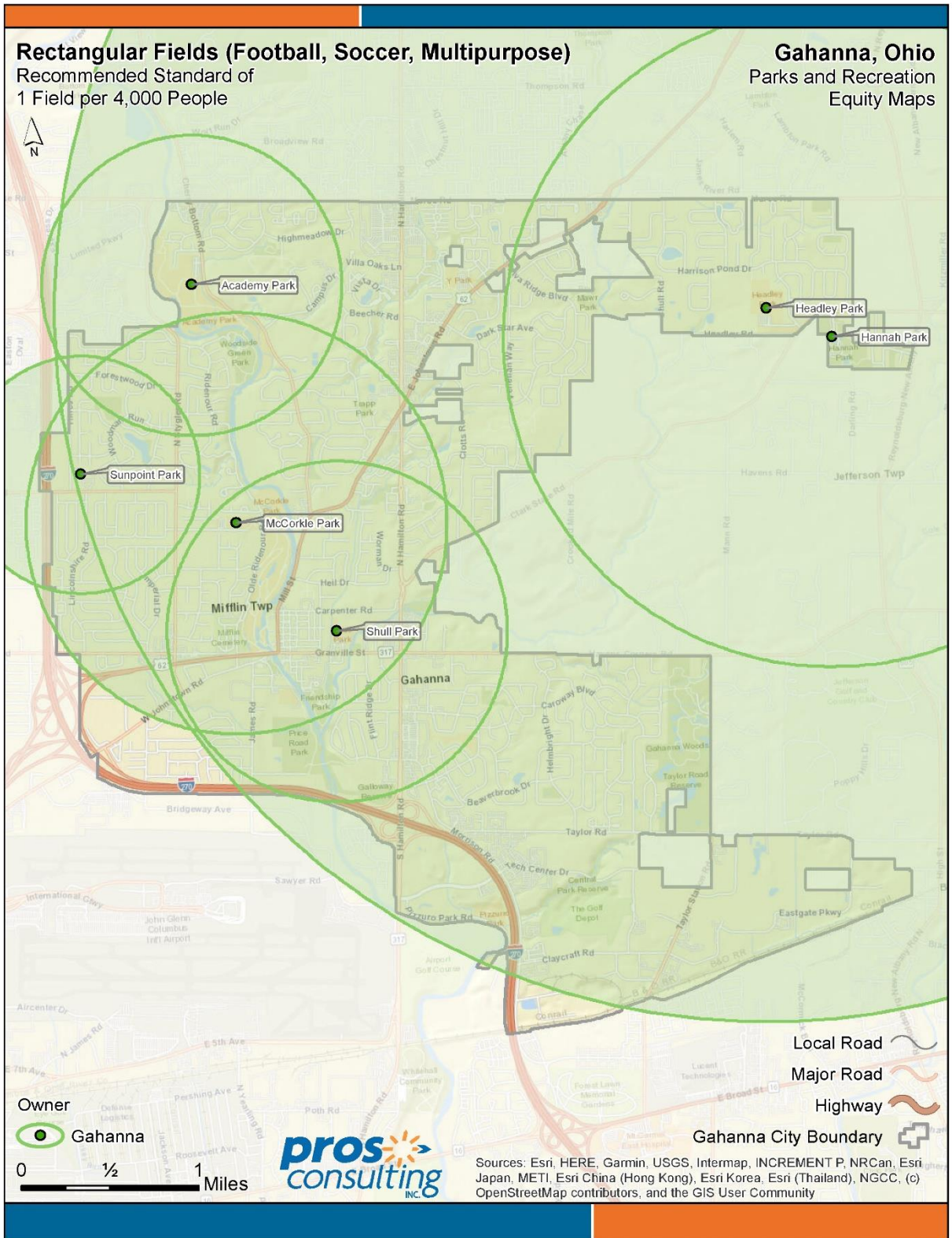
Figure 40 - Rectangular Fields Equity Map

4.3.10 BALL DIAMONDS (BASEBALL AND SOFTBALL)

Ball Diamonds (Baseball and Softball)
Recommended Standard of
1 Field per 4,000 People

Gahanna, Ohio
Parks and Recreation
Equity Maps

Owner

⊙ Gahanna

Local Road
Major Road
Highway
Gahanna City Boundary

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community

0   ½   1 Miles

Figure 41 - Ball Diamonds Equity Map
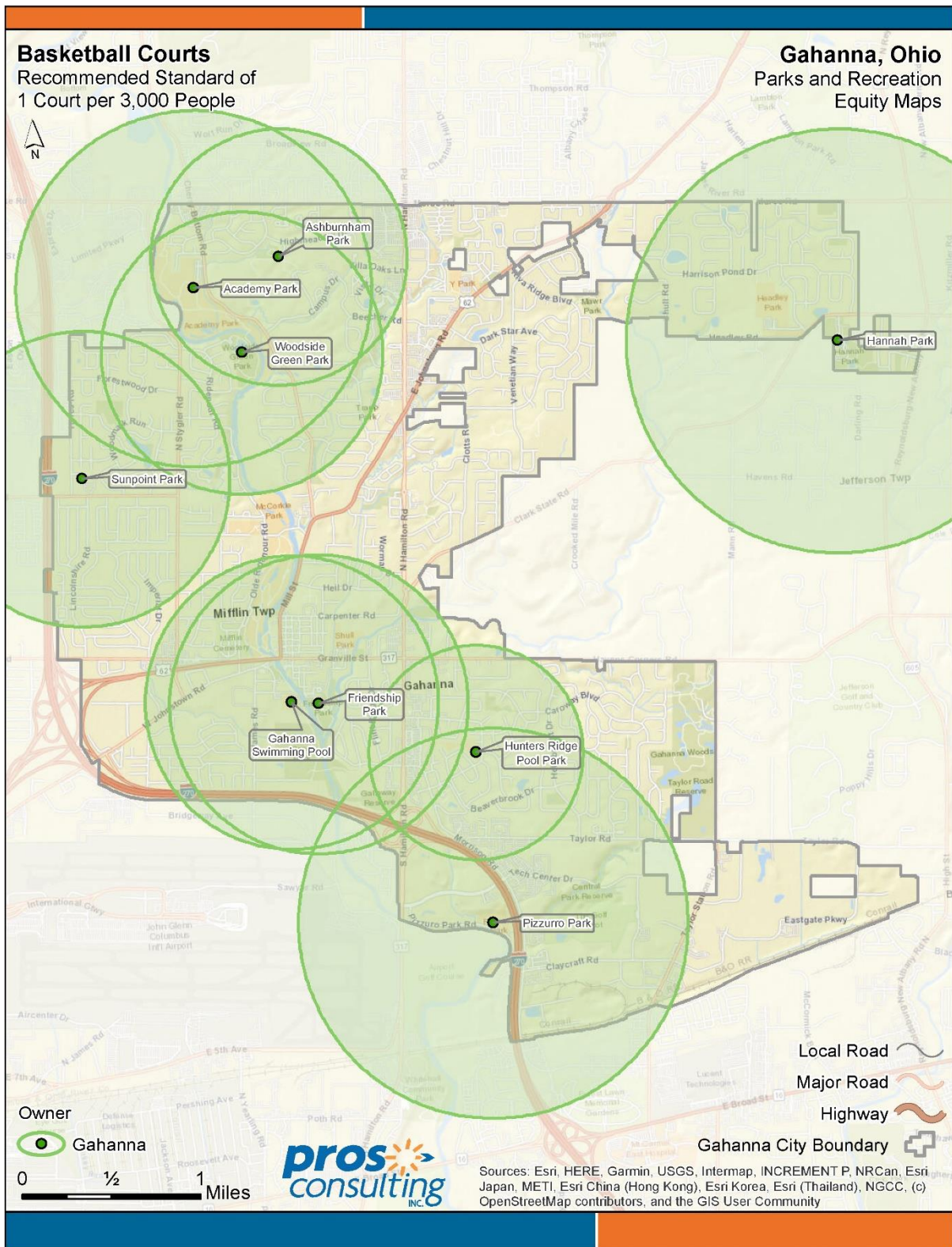
Figure 42 - Basketball Courts Equity Map

4.3.12 PICKLEBALL & TENNIS COURTS
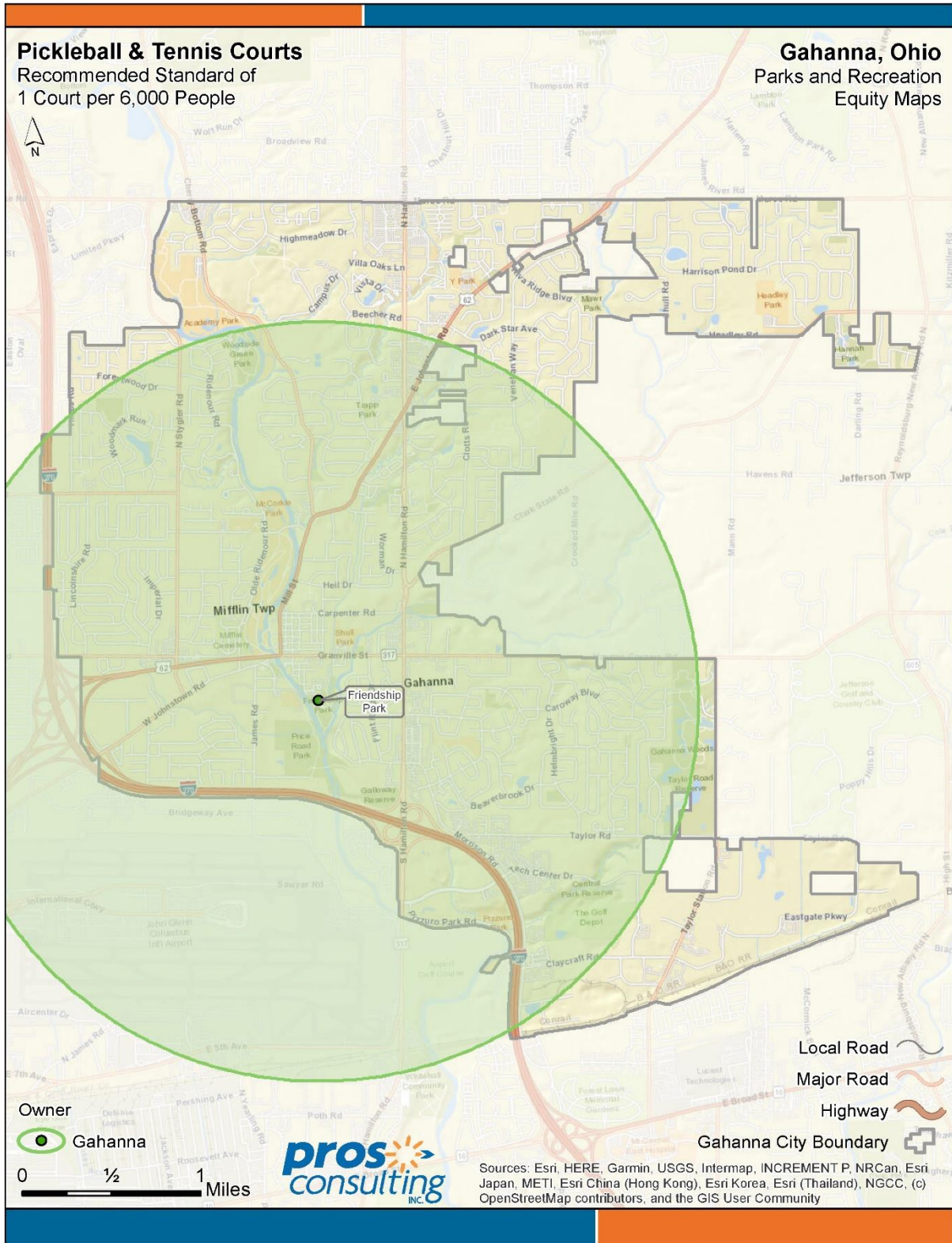
Figure 43 - Pickleball & Tennis Courts Equity Map
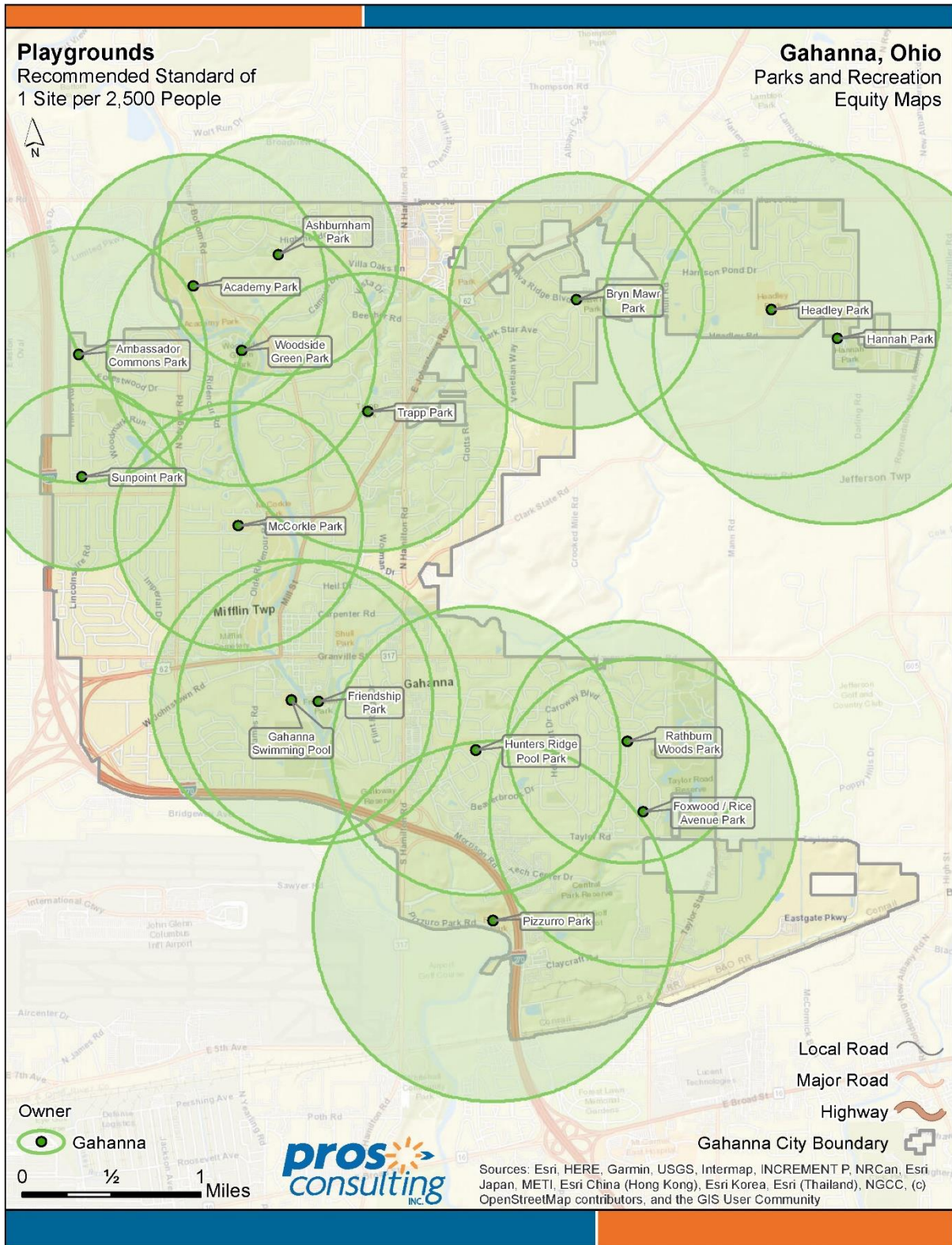
Figure 44 - Playgrounds Equity Map

4.3.14 DOG PARKS
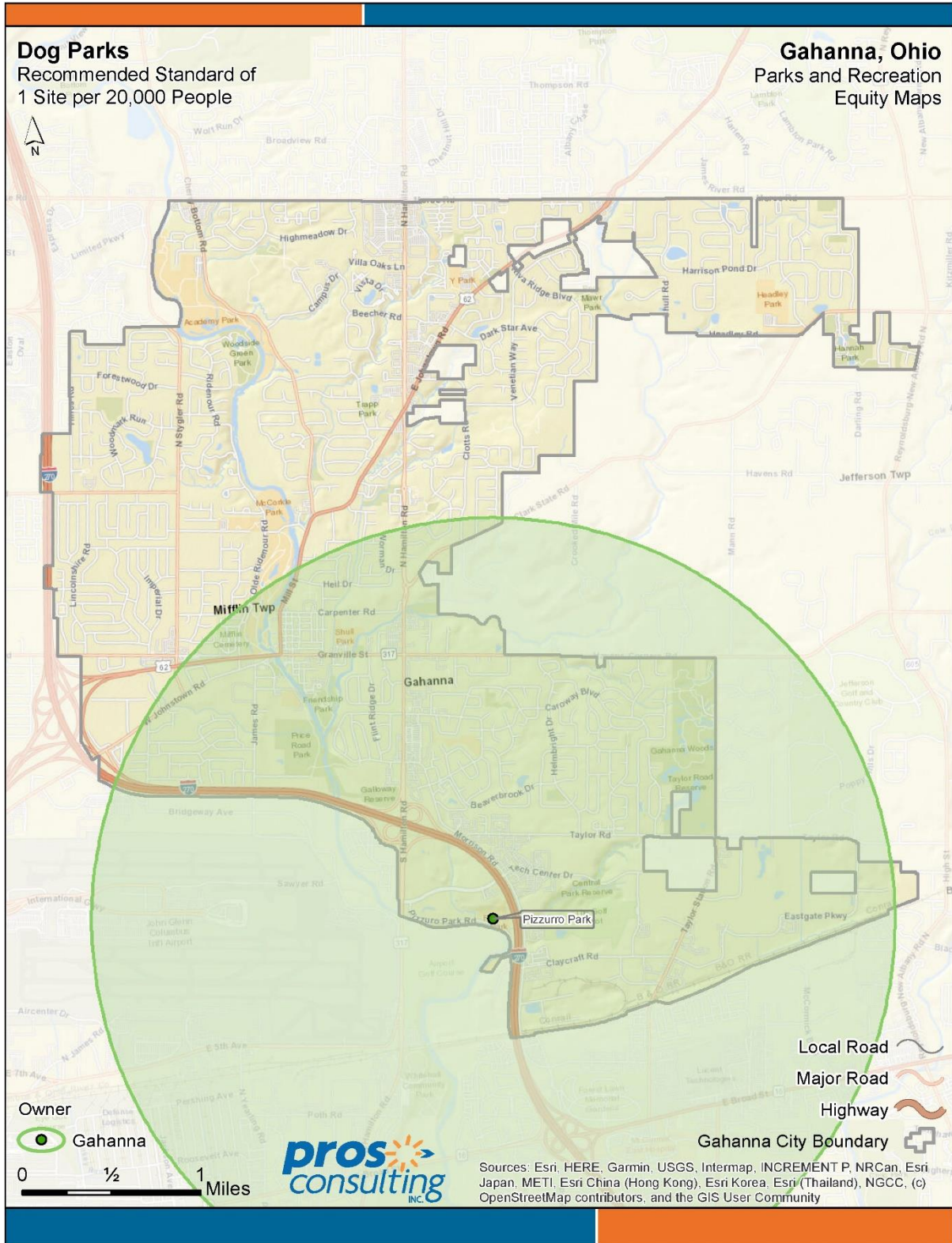
Figure 45 - Dog Parks Equity Map
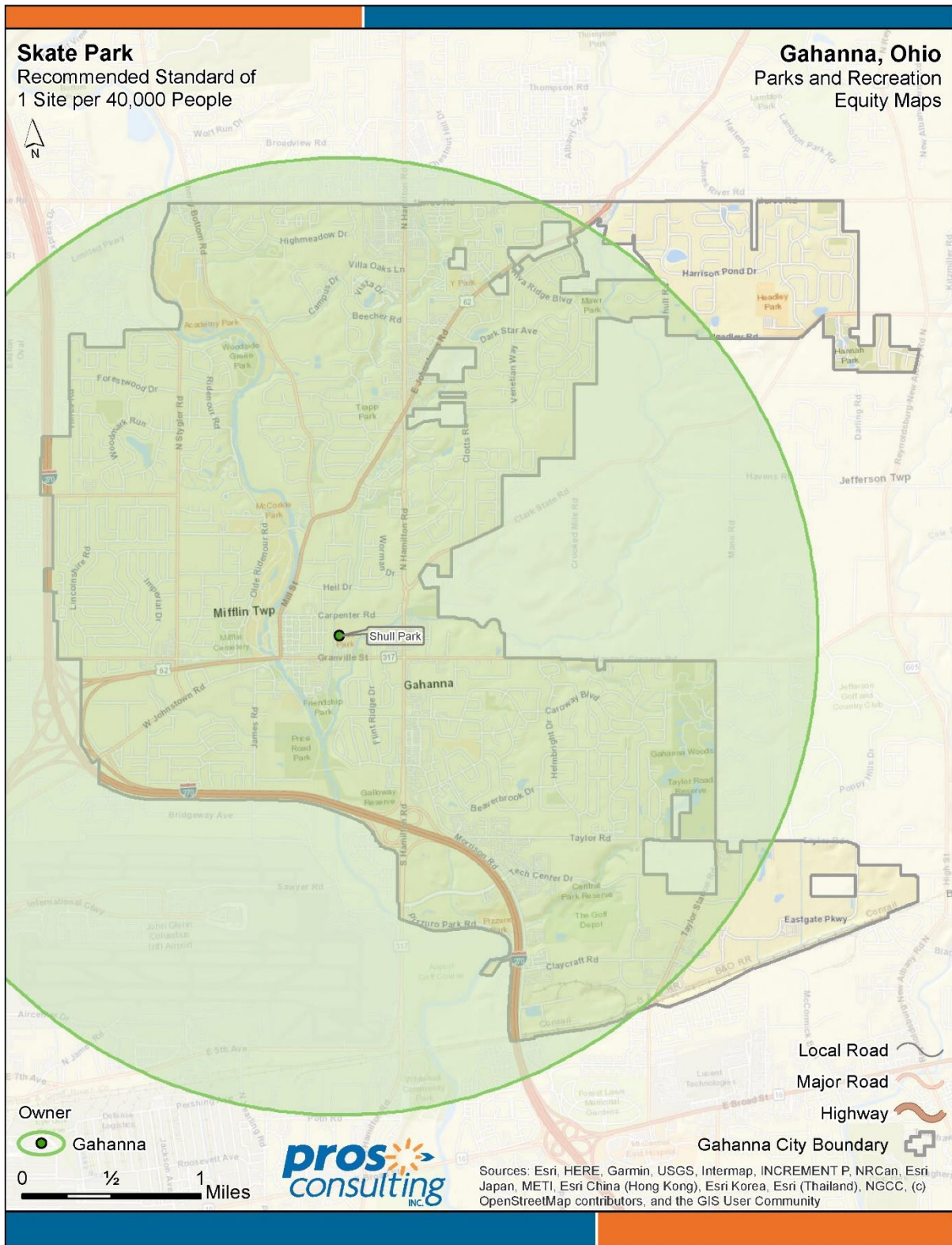
Figure 46 - Skate Park Equity Map

4.3.16 SPLASHPAD
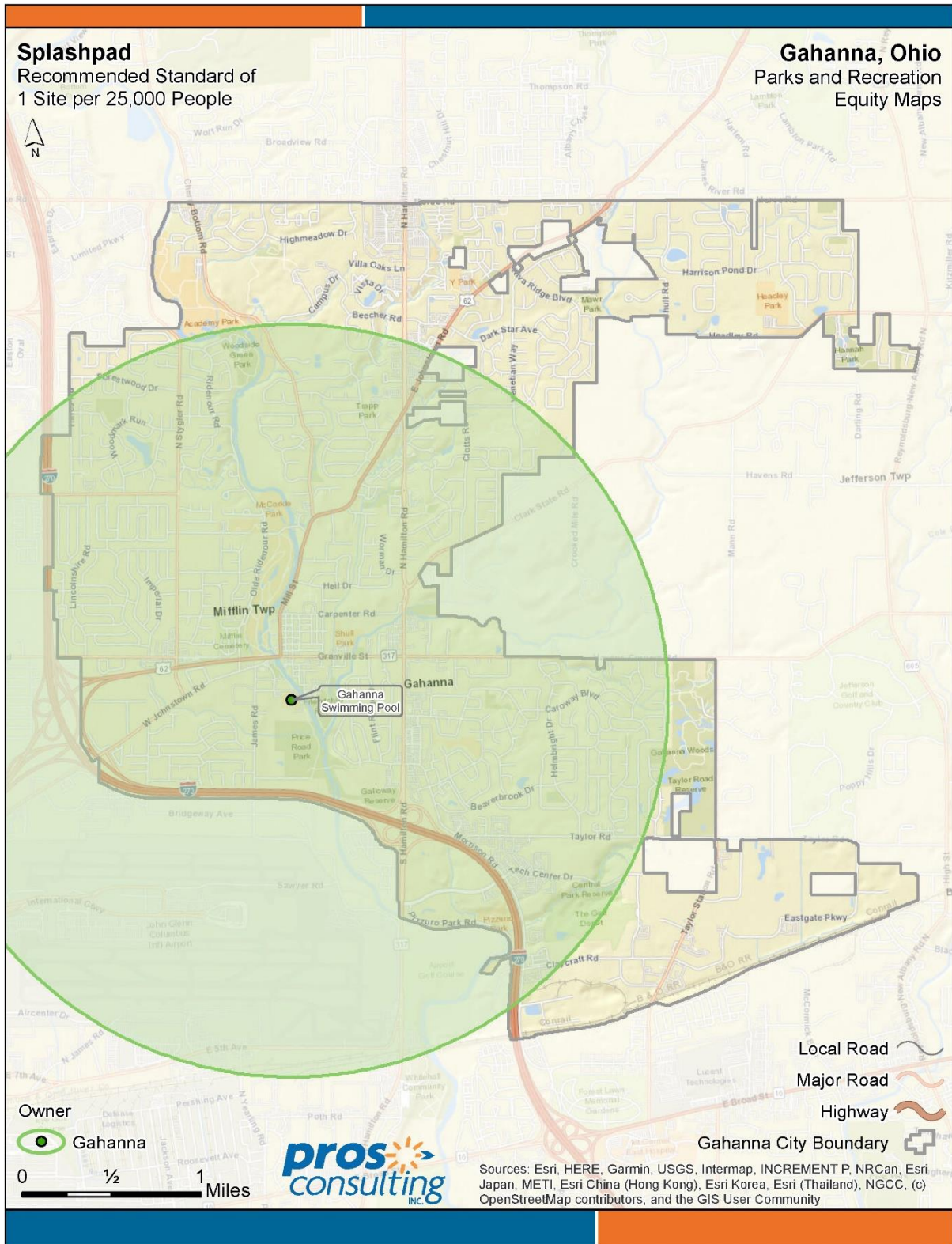
Figure 47 - Splashpad Equity Map
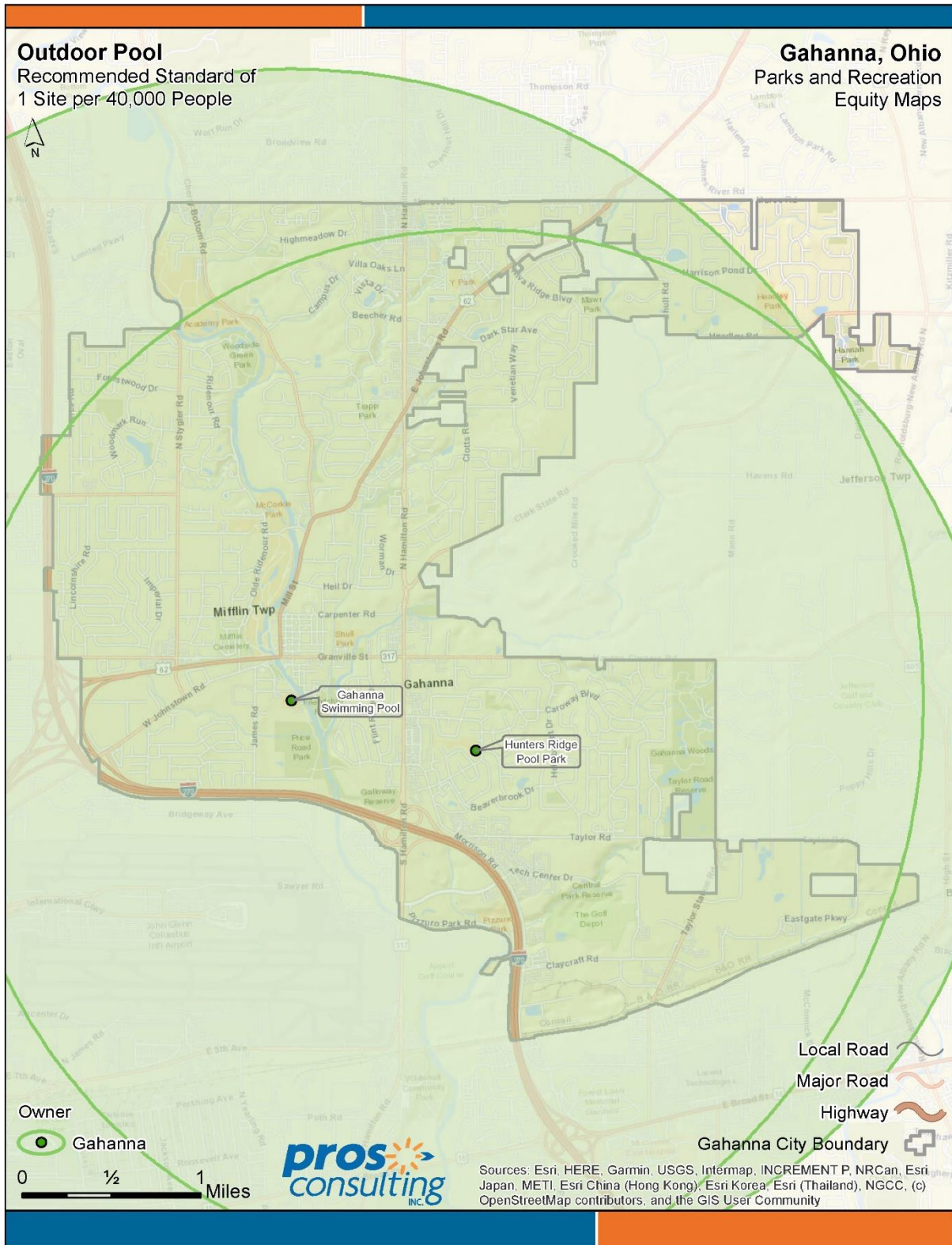
Figure 48 - Outdoor Pool Equity Map

4.3.18 INDOOR RECREATION SPACE (SQ. FT.)
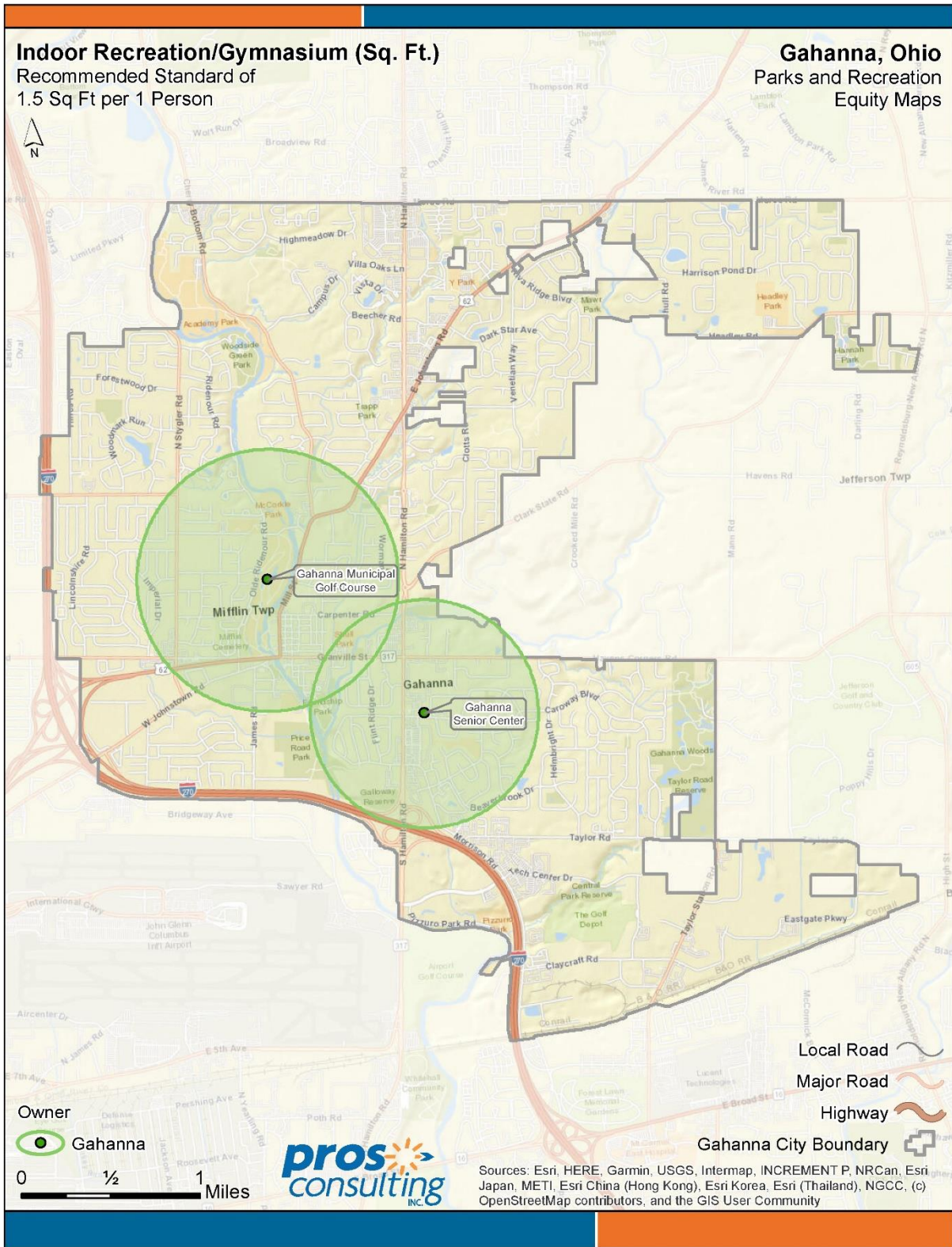
Figure 49 - Indoor Recreation/Gymnasium Equity Map
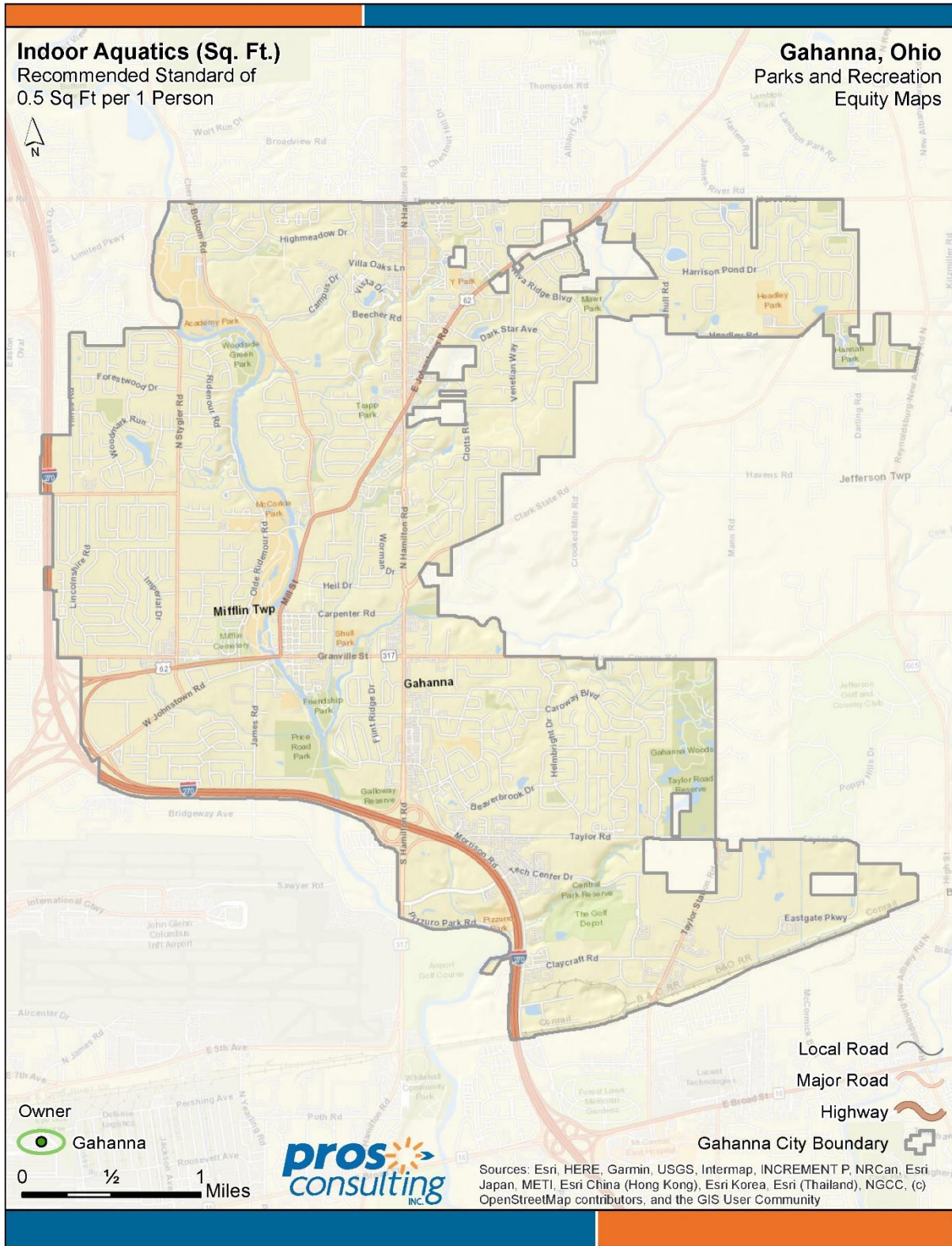
Figure 50 - Indoor Aquatics Equity Map

CHAPTER FIVE - FINANCIAL AND CAPITAL IMPROVEMENT PLAN

5.1 FUNDING AND REVENUE STRATEGIES

Parks and Recreation departments across the United States have learned to develop a clear understanding of how to optimize revenue generation options, where appropriate, to support parks and recreation services with limited tax dollars available. They no longer rely on taxes as their sole revenue option by developing new sources of revenue options to help support capital and operational needs.

The following sources are financial options that the City currently implements and alternative sources to consider in supporting the recommendations outlined in the Parks & Recreation Master Plan. This list is intended to serve as a resource to fit a variety of projects, operational needs, or partner-specific initiatives as well as provide inspiration in considering other strategies beyond these suggestions.

Below is a list of funding sources that the City has used or is currently using:

Funding Sources Used or Currently Using					
External Funding Sources	**Capital Funding Sources**	**User Fees**	**Grants**	**Taxes**	**Franchise/Licenses**
Corporate Sponsorship		Recreation Service Fees	Nature Works	Earnings Tax	Catering Permits and Services
Partnerships		Fees/Charges	Land & Water Conservation Fund	Hotel Tax	Naming Rights
Foundations/Gifts		Ticket Sales/Admissions	Clean Ohio Trails Fund		Concession Management
Private Donations		Permits (Special Use Permits)	Local Nonprofit Foundation Grants		Private Concessionaires
Volunteerism		Reservations			Naming Rights
					Advertising Sales
					Inter-Local Agreements

Figure 51 - Funding Sources Used or Currently Using

5.1.1 EXTERNAL FUNDING SOURCES

CORPORATE SPONSORSHIPS

This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are currently used for programs and events by the Department.

Implication for Gahanna: The implementation feasibility for this funding source is high with a low implementation risk. It is important to have a corporate sponsorship agreement that protects both parties and identifies the terms, including for breach and termination. It would be ideally complemented with Gahanna Parks Foundation that can support the Department's needs in delivering on its mission. This funding source can be used for operations or capital.

CROWDFUNDING

This is a web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related, or facility related. Some sites that successfully do that are www.kickstarter.org, www.indiegogo.com, www.patronicity.com and www.mightycause.com etc. This funding strategy is an opportunity for the City to explore and is best used for individual projects that serve a special interest group. IOBY, which stands for In Our Backyard (www.ioby.org), is a regional Crowdfunding platform operating in New York, Detroit, Pittsburgh etc. that crowdfunds for community based programmatic or capital needs.

Implication for Gahanna: It would need to be run through Parks Foundation that can support the Department's needs. The estimated revenues are most likely under $100,000 though this could encourage matching donations from corporate partners too. The implementation feasibility for this funding source is high but so is the risk. Raising funds short of the goals could also impact resident's perception of government. This funding source can be used for operations or capital.

PARTNERSHIPS

The City currently implements this funding strategy with local agencies and non-profits. Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a governmental entity, or a private business and a governmental entity. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management, based on the strengths and weaknesses of each partner.

Implication for Gahanna: Continue to build upon partnerships and develop specific policies to manage public, private, and non-profit partnerships with best practices. To quantify the partnerships, identify the cost of service being provided by each party in the terms and define outcomes with performance measures. The implementation feasibility for this funding source is high, with the implementation risk being low. This funding source can be used for operations or capital. Hospitals have begun to support the development of Heart Health Trails in park systems as well as Wellness Centers inside of Community Centers to promote the value of health across the City. Many cities have a Hospital Corporation supporting some portion of the capital expense for community centers as well as a portion of funding for the operations of the facility through naming rights.

FOUNDATIONS/GIFTS

The City currently implements this funding strategy. It is a consistent and reliable source but limited at this time. These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. This funding source can be used for capital costs.

FOUNDATION OPPORTUNITIES

The Gahanna Parks & Recreation Foundation is the leading funding partner for parks and recreation committed to conserving and improving the quality of Gahanna parks for current and future generations.

The partnership of the Foundation and the Department has developed funding through many community events since their inception in 2008. Funding they raise supports programs, the needs of citizens, environmental resources, and scholarships.

As the park system grows, capital projects will be evaluated, and opportunities will be made available for contributions by the Parks Foundation to help fund the park for the community and sustain it for residents in the future.

- Generally, Foundations are key supporters and leaders in the community for bond issues.
- Fund raising supports major Capital Improvement Projects of the park system (Gahanna Pool, Community Center, Summer Camps, Playgrounds)
- Project Funding Fund Raising Goals are typically set for one year. (evaluated and reviewed at the end of the term)
- Funding decisions are determined by the element in the Capital Plan that supports what the community most desires.
- Funding options should reflect projects that will provide the most recognition for the Foundation.
- Project funding can be for lifecycle replacement amenities that need attention and are well used by the public. (i.e., playgrounds and equipment / sports fields)
- Fundraising events provide community interaction, support of local vendors and in turn raise funds for park project. (i.e., The Hops & Vines Event)
- Currently the Parks Foundation provides scholarships for disadvantaged and underserved youth in popular programs of the Department.

Implication for Gahanna: The City has a establish a standalone Parks Foundation dedicated to helping the Department accomplish its mission through fundraising and financing capital projects and services. The Department should also consider becoming a member of the National Association of Park Foundations (https://www.the-napf.org/) to identify best practices from other city/foundations relationships nationwide and in Ohio. The implementation feasibility for this funding source is high, with the implementation risk being low. The Parks Foundation has a strong board made up of community members that can engage residents to participate in fund raising events and donations for much needed projects. Capital Improvement Projects benefit the entire community and provide exposure for the Foundation in future fund raising. Attendance and use of park programs and amenities are the focus of the foundation to raise funds in areas the community participates in most.
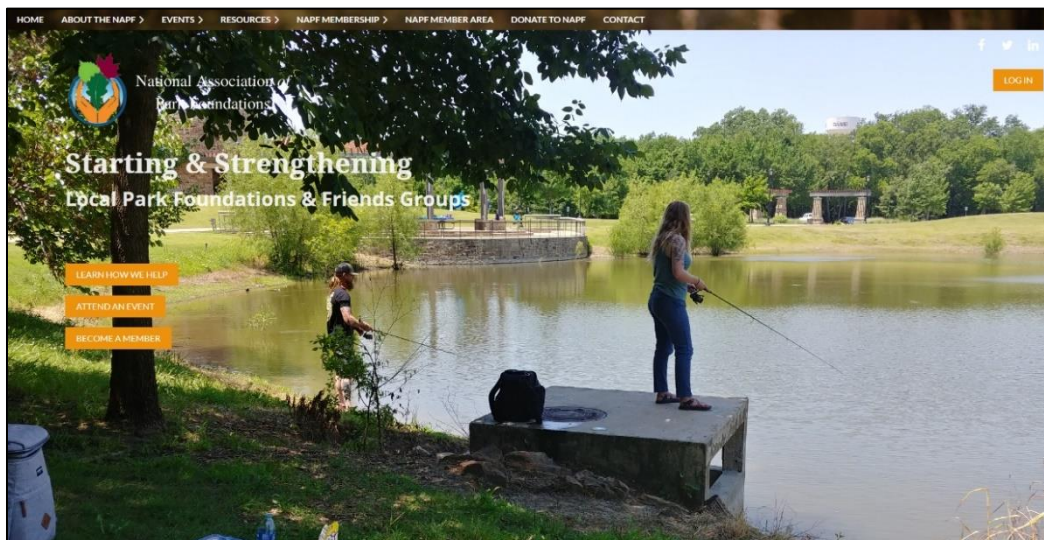
PRIVATE DONATIONS

Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art, or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

Implication for Gahanna: This is not a significant source for the Department at this time. Actively seeking donations can become time consuming and would eventually require an employee to oversee. The implementation feasibility for this funding source is medium, with a medium implementation risk. This funding source can be used for operations and capital. The Gahanna Library received private donations for the development of the new library that is set to open in 2023.

TRUSTS

These trusts are set up with individuals who typically have more than a million dollars in wealth. The legacy gift programs allow individuals to leave a portion of their wealth to support specific park and recreation facilities or programs in the City. The Ohio Parks and Recreation Association and the National Parks and Recreation Association (NRPA) and others annually encourage their supporters to consider such an option.

Implication for Gahanna: This requires the presence of high-net-worth individuals. This is an opportunity for the City to explore with a contract consultant. They can bequeath a portion of their wealth in the form of stocks or options to the Department through the Parks Foundation. This funding source can be used for operations or capital. The implementation feasibility for this funding source is low, with the implementation risk being medium for the City.
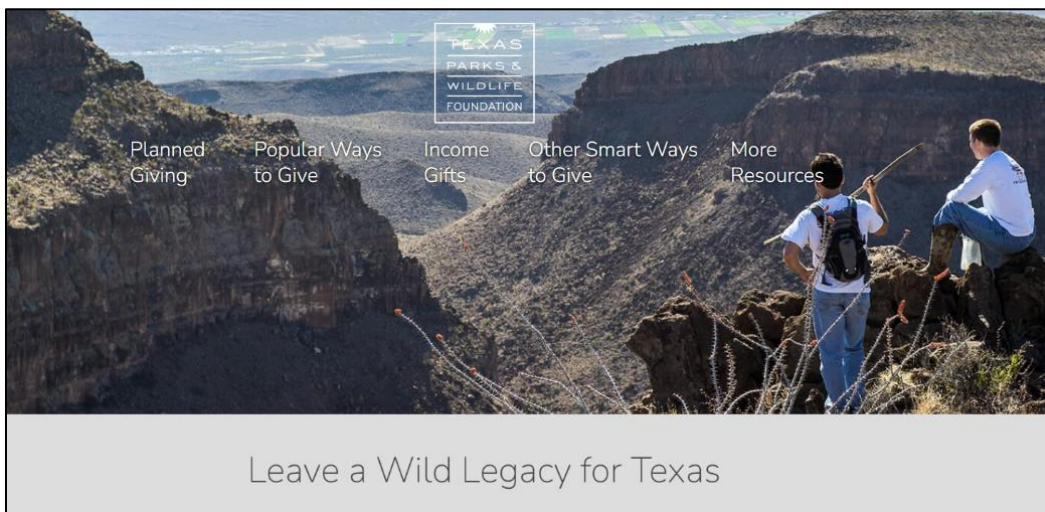
VOLUNTEERISM

The revenue source is an indirect revenue source in that persons donate time to assist the organization in providing a product or service on an hourly basis. This reduces the organization's cost in providing the service plus it builds advocacy into the system.

Implication for Gahanna: The City currently implements this funding strategy. Volunteer programs are available through the Department and City. The goal should be to increase volunteer hours to reach 3-5% of the total staff hours needed to operate the system. The value of a volunteer hour is currently at $29.95 in Ohio which can be used for in-kind dollars for matching grants. This is a form of cost containment, to stretch budget dollars farther. This funding source can be used for supporting operations. The implementation feasibility for this funding source is high, with the implementation risk being medium for the City.

5.1.2 CAPITAL FUNDING SOURCES

PARK IMPACT FEES

These fees are assessed for the development of new residential properties with the proceeds to be used for parks and recreation purposes, such as land acquisitions and park site development.

Implication for Gahanna: The City currently implements this funding source. This funding source is a source of capital funding for park improvements and can be leveraged and/or used as a match for state and federal development grants, when received by the City. Currently this is a very limited option for the City because of the limited space available to develop land in the City.

CAPITAL FEES

Capital fees are added to the cost of revenue producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off. The City has operated special facilities (aquatic center and golf courses) where charges for admissions help cover operating expenses.

Implication for Gahanna: This funding source could be used for improvements to the Gahanna Municipal Golf Course or assist in the development of a future Aquatic Center. The City should monitor changing circumstances that could make this funding source more feasible. This could also be used as part of a larger funding strategy, including various sources to develop a new facility within the park system.

5.1.3 USER FEES

RECREATION SERVICE FEES

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities that support recreation programming. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult sports and youth sports, and special interest classes.

Implication for Gahanna: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City. The City should monitor for changing circumstances that could make this funding source more favorable.

FEES AND CHARGES

The Department currently implements fees and charges. The recreation program fund is wrapped into the general fund and a special revenue fund for budgeting purposes. The Department has positioned its fees and charges to be competitive within the Gahanna market and are outlined in the Comprehensive Revenue Policy. The key issue is that the Department is not able to use these funds generated to support its total operational budget. The Department has a good understanding of how to operate in the business model for managing revenue producing facilities to offset operational costs.

Implication for Gahanna: Since the Department already has this source in place. Annually review fees against expenditures to identify necessary increase to meet an established cost recovery goal. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City.

TICKET SALES / ADMISSIONS

This revenue source is for accessing facilities for self-directed activities such as pools, ice skating rinks, special use and entertainment facilities. These user fees help off-set operational costs.

Implication for Gahanna: The City has implemented this funding source for the golf course and aquatic facilities. The implementation feasibility for this funding source is high, with the implementation risk being medium for the City. Annually review ticket sales/admissions against expenditures to identify necessary increase to meet established cost recovery goal.

Thank you for a great 2022 season! See you next year!

DAILY ADMISSION RATES

CATEGORY		RESIDENT	NON-RESIDENT
Toddler	(3 & younger)	FREE	FREE
Youth	(4-17)	$5.00	$8.00
Adult	(18-54)	$6.00	$9.00
Senior	(55 & older)	$5.00	$8.00
Twilight	(after 5pm)	-$1.00/rate	-$1.00/rate
Group	(20+ people)	$4.50	$6.50

PERMITS (SPECIAL USE PERMITS)

These special permits allow individuals to use specific park property for financial gain. The City either receives a set amount of money or a percentage of the gross revenue that is being provided.

Implication for Gahanna: The City implements this funding source with set fees for the permits within the current Revenue Policy**.** The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City.

RESERVATIONS

This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to meeting rooms for weddings, reunions and outings or other types of facilities for special activities.

Implication for Gahanna: Reservations are already in place for the aquatic center, community rooms, sports field, etc. Currently, park shelters are reserved as well for a fee for the reservations. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City since currently it is in use.

EQUIPMENT RENTAL

This revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, kayaks, boats etc. that are used for recreation purposes.

Implication for Gahanna: The implementation feasibility for this funding source is low, with the implementation risk being high for the City. If the City should desire to create an experience that calls for unique and/or expensive equipment, there may be an opportunity to utilize a private concessionaire to meet the need.

5.1.4 GRANTS

Grants can be a great funding source as part of a greater overall funding strategy for capital projects and some for specific services. For most grants are seen as an opportunity for free money, increased credibility of fiscal stewardship, increased access to valuable data, and the ability to point to past grants awarded in future applications.

Implications for Gahanna: The City and Department have been awarded several grants in the past. It is important for the City to understand each grant's requirements. In many instances, municipalities look at the pros and cons of each individual grant to understand the cost-benefit ratio. Consider the following to determine the City's potential level of success:

- The overall time commitment
- Level of competition
- How well the City project or service meets the application requirements
- Opportunity to renew the grant or will the City fund long-term
- What are the reporting requirements and length of time to continue if a service

The following include a mixture of grants that have been used by the City in the past which could be applied for again or new opportunities worth considering in the improvements planned for the park system:

Grant Opportunities	Funding Description
AQUATIC EDUCATION GRANT	The Aquatic Education Grant is designed to increase aquatic stewardship and sportfishing participation. (Maximum of $10,000)
OHIO RIVER BASIN H2OHIO WETLAND GRANT PROGRAM	The Ohio River Basin H2Ohio Wetland Grant Program is a reimbursement grant program that provides up-to-100 percent project funding for high quality natural-infrastructure projects focused on nutrient reduction and water quality improvement within the Ohio River Basin. This grant program is state-funded through Ohio's H2Ohio program and is administered by the Ohio Department of Natural Resources ("ODNR"). Per-project budget must be justified in the application and fall in the approximate range of $50,000 to $500,000 in requested H2Ohio funding.
STEP OUTSIDE GRANT	The Step Outside Grant is designed to promote outdoor activities, such as fishing, hunting and shooting sports. (Maximum of $500)
URBAN CANOPY RESTORATION GRANT	Ohio communities have faced a significant decrease in urban tree canopy from invasive insects and disease, extreme weather events, and development pressures. At the height of Ohio's Emerald Ash Borer (EAB) infestation, Ohio lost over 10,000 acres of urban tree canopy each year, totaling an estimated $9.3 million net loss in benefits per year. This decline has been offset by federal, state, and local efforts to increase canopy, but much remains to equally restore Ohio's urban tree canopy to pre-EAB levels. Funds supplied by the USDA Forest Service Urban & Community Forestry Program for this grant program are intended to address the critical need to restore and improve urban forests due to catastrophic losses from EAB and to reduce the impact of climate change while building resiliency through tree planting in urban communities where trees are critical to human health.
WETLAND RESTORATION ASSISTANCE	Available to individuals and organizations to assist with costs associated with wetland restoration projects on private lands in Ohio. Projects include tile cuts and/or construction of small, low-level dikes to restore or enhance hydrology.
WILDLIFE EDUCATION GRANT	The Division of Wildlife offers Wildlife Education grants to local schools, government agencies, non-profit organizations and other school-oriented facilities to support wildlife-related education projects and programs. These grants are designed to provide funding for materials, equipment and activities that are otherwise unaffordable to the school or organization; they are not meant to provide on-going funding. Eligible projects include habitat improvement on the school/organization grounds, materials to support wildlife-related research and programs, field trips and professional development related to Ohio wildlife. This application packet is designed to facilitate the application process and to make the grants easily accessible to all interested schools and organizations.
Nature Works	Up to 75 percent reimbursement grants (state funding) for acquisition, development, or rehabilitation of public park and recreation areas.
Land & Water Conservation Fund	Up to 50 percent reimbursement for outdoor recreation projects. Ohio reviews LWCF grant applications and submits recommended projects to the National Park Service for final approval. All recommended projects must be in accord with Ohio's SCORP priorities.
Clean Ohio Trails Fund	For land acquisition for a trail, trail development, trailhead facilities, engineering and design.
Recreational Trail Program	For development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.
Local Nonprofit Foundation Grants	These nonprofit foundations raise money through community foundations for parks and help support local park foundations on a local and regional level.
Partnership Enhancement Monetary Grant Program	Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from $500 to $20,000.
CDBG Funding	Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic
NATURAL AREAS RESEARCH GRANT	The mission of the Ohio Department of Natural Resources Division of Natural Areas and Preserves (DNAP) is to preserve Ohio's unique natural heritage by protecting and restoring our finest land and water resources for future generations.
PADDLING ENHANCEMENT GRANT	Coordinated by ODNR Division of Parks and Watercraft, the Paddling Enhancement Grant is a competitive annual grant program offering 100%* reimbursement to eligible political subdivisions (municipalities, townships, counties, joint recreational districts, park districts, conservancy districts) and state and federal agencies. Its goal is to improve or develop recreational boating access for hand-powered watercraft at public facilities. Up to $500,000 will be allocated to qualified projects with a cap of $75,000 for any single project.
OHIO EPA 319 GRANTS	Primarily for implementation projects restoring Ohio streams and wetlands, reducing nonpoint source pollutants such as nutrients, sediment, and bacteria, retaining runoff, improving stream and riparian habitat and improving stream services in channels affected by hydromodification.
ODNR Urban Forestry Grants	Tree planting on non-federal, public lands.

Figure 52 - Grant Opportunities

5.1.5 TAX FUNDING SOURCES

PROPERTY TAXES
Ad valorem taxes on real property are currently implemented by the City.

LEASE OF DEVELOPMENT RIGHTS BELOW THE GROUND ALONG TRAILS
Lease land for fiber optics, utilities alongside of trails to support overall operations.

Implication for Gahanna: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City. The City has not used this as an opportunity in the past.

5.1.6 FRANCHISES AND LICENSES

CATERING PERMITS & SERVICES
This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the City. Currently, there is no fee and permit process for rentals to use an outside caterer.

Implication for Gahanna: The City currently implements this opportunity on a limited basis through permitting food trucks and non-profits are often used for hosting events. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City.

POURING RIGHTS
Currently pouring rights are implemented by the City with Coca-Cola for soft drinks and an alcohol beverage supplier has pouring rights also.

Implication for Gahanna: The City should continue utilizing pouring rights contracts in public facilities and gathering spaces to increase sales and provide an ongoing source of revenue.

CONCESSION MANAGEMENT
The City previously contracted concessions at the pools, and it proved to be unsuccessful. New concession opportunities could be evaluated and reconsidered for a limited trial. A thorough evaluation of multiple vendors, retail costs and a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses should be favorable for the City.

Implication for Gahanna: The feasibility for this funding source is medium, with the implementation risk being medium for the City and should be carefully considered due to the failed previous attempt. This opportunity may be worth considering when any new recreation facilities or spaces are created.

PRIVATE CONCESSIONAIRES
Private concessionaires are used for contracted classes. Research for other areas of operations is periodically researched for viability. This funding source is a contract with a private business to provide a class or operate desirable recreational activities financed, constructed, and operated by the private sector, with additional compensation paid to the organization.

Implication for Gahanna: The City currently implements this with private instructors for classes. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City.

FRIENDS GROUPS

These groups are formed to raise money typically for a single focus purpose that could include a park amenity like a playground or a specific program that will better the neighborhood or community as a whole and their special interest. The value is in the form of time, labor, funding and or capital. Each year in Indianapolis, the major utility company renovates an entire community center in three days as a team building measure for the company through their labor and materials as part of a give back to the community.

Implications for Gahanna provides a great way to build advocacy and support for the system with free labor, supplies and capital monies that benefit the community and helps build support and culture in their organization.

NAMING RIGHTS

Many municipalities have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement. Naming rights fees range from .25 to .50 cents per impression point.

Implication for Gahanna: This funding strategy is not an opportunity the City has been fortunate to secure. Possibilities for naming rights with a new community recreation asset is a possibility.

ADVERTISING SALES

This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as print materials, on scoreboards, banners and other visible products or services that are consumable or permanent and exposes the product or service to many people.

Implication for Gahanna: The City currently implements this opportunity. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City.

INTERLOCAL AGREEMENTS

Contractual relationships entered between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities. This is in place with the YMCA where they are on city lease property for the community center.

Implication for Gahanna: The City currently has interlocal agreements. There should be best practices identified for all interlocal agreements. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the City.

LAND LEASES

Land leases are an opportunity for the City to lease land to a private business for a commercial venue to serve park users. This can be in the form of a restaurant whereby it incorporates a land lease plus a percentage of gross back to the City.

Implication for Gahanna: Land leases are good because they provide consistent revenue through the percentage of gross revenue, but they also provide sales taxes back to the City from food sales.

5.2 CAPITAL IMPROVEMENT PLAN

The Park and Recreation Department is part of the City's overall capital improvement plan. Planned capital improvement for the Parks and Recreation system. is outlined in the City's 2022 Capital Needs Assessment. 2022-Capital-Needs-Assessment.pdf (gahanna.gov)

CHAPTER SIX - - RECOMMENDATIONS

6.1 DEFINING GAHANNA PARK AND RECREATION DEPARTMENT

6.1.1 MISSION STATEMENT

The following is the mission for how the Gahanna Parks and Recreation Department will implement the vision:

"Provide parks, trails and recreational opportunities to all people of Gahanna so they can be healthy and well while they explore and learn in the community."

6.1.2 VISION STATEMENT

The following vision presents how the Gahanna Parks and Recreation Department desires to be viewed in the future:

"To enhance and preserve parks and recreation services, lands and facilities through high standards and innovation that positions Gahanna as a leading community and a great place to live, work and play."

6.1.3 CORE VALUES

Integrity – Safety – Respect – Service – Teamwork – Exploration - Sustainability

6.1.4 THEME

"Explore and grow with Gahanna Parks and Recreation."

6.2 ACTION PLAN

6.2.1 PRIORITIES

The action plan is an execution of Gahanna Parks and Recreation priorities:

1. Update and add existing parks, trails, and amenities across the City.
2. Replace or build new recreation facilities and attractions in the City to support all age groups.
3. Seek a dedicated funding source for operations and capital improvement needs to meet the community's needs and expectations via a combination of funding sources to support the department for the next 20 years.
4. Develop an indoor community center to house senior services, aquatics, sports, fitness, and youth programs to meet the community's expectations for quality of life in the City.
5. Maximize program options to activate parks, increase use of recreation facilities and generate more earned income to support operational costs.

6.2.2 VISION, GOALS, STRATEGIES

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."

- 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.
- Finish development of Big Walnut Creek Trail throughout the City.
- Maximize the use of existing sports complexes in the City through effective design and drainage.

- 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.
- Incorporate updated design standards for sports fields, playgrounds, trails, specialty amenities, and group gathering spaces in the parks for the future.
- 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.
- Adopt a land management plan for park natural areas in the system to manage them properly.
- Complete a Forestry master plan and expand the street tree program.
- 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.
- Establish a snow removal priority program for park roads, parking lots and trails across the system.

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."

- 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 an updated school use agreement for indoor and outdoor space to work together to support the needs of the whole community.
- Update the Gahanna Swimming Pool and site with a replacement aquatic center and improved site amenities.
- Develop an outdoor learning center in Gahanna Woods.
- Complete the renovation of the Price Road house for recreational programming.

PROGRAMMING

"The **vision** for programming is to increase parks and recreation program offerings for all demographic groups that unites 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."

- 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.
- 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.
- 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.
- 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.

- Develop an updated pricing policy to support cost recovery goals for program services to meet the budget expectations for each core program area.
- 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.

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."

- Develop a functional organizational structure to maximize every position's value and responsibility in the system.
- Develop a stronger volunteer program to supplement staff costs to deliver services and build advocacy for the Department.
- Hire program contractors to teach recreation program classes to build a strong program base.
- 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.
- Build efficiency and effectiveness in all full-time and part-time positions through effective training.
- 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.

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 of 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".

- Seek a goal to support the park system with at least the Ohio Park and Recreation per capita spending from $56 to $82 per person for parks and recreation services in the city for operational costs based on the local comparative market for comparable size cities.
- Work with the finance director of the city to evaluate all the funding options for developing a community center in the city.
- Determine new funding sources for the Department to draw from the community to build the park and recreation system forward.
- 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.
- Seek, evaluate, and incorporate other local jurisdiction and non-profit organizations to become financial partners.

APPENDIX A – CORE VS. CASUAL PARTICIPATION TRENDS
GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	**Participation Levels**						**% Change**	
	2016		**2020**		**2021**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Basketball	22,343	100%	27,753	100%	27,135	100%	21.4%	-2.2%
Casual (1-12 times)	7,486	34%	11,962	43%	11,019	41%	47.2%	-7.9%
Core (13+ times)	14,857	66%	15,791	57%	16,019	59%	7.8%	1.4%
Golf (9 or 18-Hole Course)	23,815	100%	24,804	100%	25,111	100%	5.4%	1.2%
Tennis	18,079	100%	21,642	100%	22,617	100%	25.1%	4.5%
Baseball	14,760	100%	15,731	100%	15,587	100%	5.6%	-0.9%
Casual (1-12 times)	5,673	38%	8,089	51%	7,392	47%	30.3%	-8.6%
Core (13+ times)	9,087	62%	7,643	49%	8,195	53%	-9.8%	7.2%
Soccer (Outdoor)	11,932	100%	12,444	100%	12,556	100%	5.2%	0.9%
Casual (1-25 times)	6,342	53%	8,360	67%	7,586	60%	19.6%	-9.3%
Core (26+ times)	5,590	47%	4,084	33%	4,970	40%	-11.1%	21.7%
Softball (Slow Pitch)	7,690	100%	6,349	100%	6,008	100%	-21.9%	-5.4%
Casual (1-12 times)	3,377	44%	2,753	43%	2,729	45%	-19.2%	-0.9%
Core (13+ times)	4,314	56%	3,596	57%	3,279	55%	-24.0%	-8.8%
Football (Flag)	6,173	123%	7,001	121%	6,889	123%	11.6%	-1.6%
Casual (1-12 times)	3,249	53%	4,287	61%	4,137	60%	27.3%	-3.5%
Core (13+ times)	2,924	47%	2,714	39%	2,752	40%	-5.9%	1.4%
Core Age 6 to 17 (13+ times)	1,401	23%	1,446	21%	1,574	23%	12.3%	8.9%
Volleyball (Court)	6,216	100%	5,410	100%	5,849	100%	-5.9%	8.1%
Casual (1-12 times)	2,852	46%	2,204	41%	2,465	42%	-13.6%	11.8%
Core (13+ times)	3,364	54%	3,206	59%	3,384	58%	0.6%	5.6%
Badminton	7,354	100%	5,862	100%	6,061	100%	-17.6%	3.4%
Casual (1-12 times)	5,285	72%	4,129	70%	4,251	70%	-19.6%	3.0%
Core (13+ times)	2,069	28%	1,733	30%	1,810	30%	-12.5%	4.4%
Football (Touch)	5,686	100%	4,846	100%	4,884	100%	-14.1%	0.8%
Casual (1-12 times)	3,304	58%	2,990	62%	3,171	65%	-4.0%	6.1%
Core (13+ times)	2,383	42%	1,856	38%	1,713	35%	-28.1%	-7.7%
Soccer (Indoor)	5,117	100%	5,440	100%	5,408	100%	5.7%	-0.6%
Casual (1-12 times)	2,347	46%	3,377	62%	3,054	56%	30.1%	-9.6%
Core (13+ times)	2,770	54%	2,063	38%	2,354	44%	-15.0%	14.1%
Football (Tackle)	5,481	146%	5,054	144%	5,228	140%	-4.6%	3.4%
Casual (1-25 times)	2,242	41%	2,390	47%	2,642	51%	17.8%	10.5%
Core (26+ times)	3,240	59%	2,665	53%	2,586	49%	-20.2%	-3.0%
Core Age 6 to 17 (26+ times)	2,543	46%	2,226	44%	2,110	40%	-17.0%	-5.2%
Gymnastics	5,381	100%	3,848	100%	4,268	100%	-20.7%	10.9%
Casual (1-49 times)	3,580	67%	2,438	63%	2,787	65%	-22.2%	14.3%
Core (50+ times)	1,800	33%	1,410	37%	1,482	35%	-17.7%	5.1%
Volleyball (Sand/Beach)	5,489	100%	4,320	100%	4,184	100%	-23.8%	-3.1%
Casual (1-12 times)	3,989	73%	3,105	72%	2,918	70%	-26.8%	-6.0%
Core (13+ times)	1,500	27%	1,215	28%	1,265	30%	-15.7%	4.1%
Track and Field	4,116	100%	3,636	100%	3,587	100%	-12.9%	-1.3%
Casual (1-25 times)	1,961	48%	1,589	44%	1,712	48%	-12.7%	7.7%
Core (26+ times)	2,155	52%	2,046	56%	1,875	52%	-13.0%	-8.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

GENERAL SPORTS (CONTINUED)

Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	4,029	100%	3,308	100%	3,465	100%	-14.0%	4.7%
Casual (1-25 times)	2,365	59%	1,931	58%	2,030	59%	-14.2%	5.1%
Core (26+ times)	1,664	41%	1,377	42%	1,435	41%	-13.8%	4.2%
Pickleball	2,815	100%	4,199	100%	4,819	100%	71.2%	14.8%
Casual (1-12 times)	1,710	61%	2,835	68%	3,454	72%	102.0%	21.8%
Core (13+ times)	1,106	39%	1,364	32%	1,365	28%	23.4%	0.1%
Racquetball	3,579	100%	3,426	100%	3,260	100%	-8.9%	-4.8%
Casual (1-12 times)	2,488	70%	2,476	72%	2,270	70%	-8.8%	-8.3%
Core (13+ times)	1,092	31%	950	28%	990	30%	-9.3%	4.2%
Ice Hockey	2,697	100%	2,270	100%	2,306	100%	-14.5%	1.6%
Casual (1-12 times)	1,353	50%	1,165	51%	1,206	52%	-10.9%	3.5%
Core (13+ times)	1,344	50%	1,105	49%	1,101	48%	-18.1%	-0.4%
Ultimate Frisbee	3,673	100%	2,325	100%	2,190	100%	-40.4%	-5.8%
Casual (1-12 times)	2,746	75%	1,476	63%	1,441	66%	-47.5%	-2.4%
Core (13+ times)	927	25%	849	37%	749	34%	-19.2%	-11.8%
Softball (Fast Pitch)	2,467	100%	1,811	100%	2,088	100%	-15.4%	15.3%
Casual (1-25 times)	1,198	49%	650	36%	934	45%	-22.0%	43.7%
Core (26+ times)	1,269	51%	1,162	64%	1,154	55%	-9.1%	-0.7%
Lacrosse	2,090	100%	1,884	100%	1,892	100%	-9.5%	0.4%
Casual (1-12 times)	1,153	55%	902	48%	1,009	53%	-12.5%	11.9%
Core (13+ times)	938	45%	982	52%	883	47%	-5.9%	-10.1%
Wrestling	1,922	100%	1,931	100%	1,937	100%	0.8%	0.3%
Casual (1-25 times)	1,139	59%	1,239	64%	1,290	67%	13.3%	4.1%
Core (26+ times)	782	41%	692	36%	647	33%	-17.3%	-6.5%
Roller Hockey	1,929	100%	1,500	100%	1,425	100%	-26.1%	-5.0%
Casual (1-12 times)	1,438	75%	1,129	75%	1,088	76%	-24.3%	-3.6%
Core (13+ times)	491	25%	371	25%	337	24%	-31.4%	-9.2%
Boxing for Competition	1,210	100%	1,361	100%	1,460	100%	20.7%	7.3%
Casual (1-12 times)	1,035	86%	1,214	89%	1,262	86%	21.9%	4.0%
Core (13+ times)	176	15%	147	11%	199	14%	13.1%	35.4%
Rugby	1,550	100%	1,242	100%	1,238	100%	-20.1%	-0.3%
Casual (1-7 times)	1,090	70%	807	65%	778	63%	-28.6%	-3.6%
Core (8+ times)	460	30%	435	35%	460	37%	0.0%	5.7%
Squash	1,549	100%	1,163	100%	1,185	100%	-23.5%	1.9%
Casual (1-7 times)	1,111	72%	669	58%	720	61%	-35.2%	7.6%
Core (8+ times)	437	28%	495	43%	466	39%	6.6%	-5.9%
Golf (Entertainment Venue)	8,173	100%	12,057	100%	12,362	100%	51.3%	2.5%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Activity	Participation Levels						% Change	
	2016		**2020**		**2021**		**5-Year Trend**	**1-Year Trend**
	#	%	#	%	#	%		
Fitness Walking	107,895	100%	114,044	100%	115,814	100%	7.3%	1.6%
Casual (1-49 times)	34,535	32%	34,742	30%	39,036	34%	13.0%	12.4%
Core (50+ times)	73,359	68%	79,302	70%	76,778	66%	4.7%	-3.2%
Treadmill	51,872	100%	49,832	100%	53,627	100%	3.4%	7.6%
Casual (1-49 times)	23,490	45%	19,549	39%	25,353	47%	7.9%	29.7%
Core (50+ times)	28,381	55%	30,283	61%	28,276	53%	-0.4%	-6.6%
Free Weights (Dumbbells/Hand Weights)	51,513	100%	53,256	100%	52,636	100%	2.2%	-1.2%
Casual (1-49 times)	18,245	35%	20,070	38%	21,560	41%	18.2%	7.4%
Core (50+ times)	33,268	65%	33,186	62%	31,076	59%	-6.6%	-6.4%
Running/Jogging	47,384	100%	50,652	100%	48,977	100%	3.4%	-3.3%
Casual (1-49 times)	21,764	46%	24,438	48%	23,441	48%	7.7%	-4.1%
Core (50+ times)	25,621	54%	26,214	52%	25,537	52%	-0.3%	-2.6%
Stationary Cycling (Recumbent/Upright)	36,118	100%	31,287	100%	32,453	100%	-10.1%	3.7%
Casual (1-49 times)	18,240	51%	13,249	42%	15,124	47%	-17.1%	14.2%
Core (50+ times)	17,878	49%	18,038	58%	17,330	53%	-3.1%	-3.9%
Weight/Resistant Machines	35,768	100%	30,651	100%	30,577	100%	-14.5%	-0.2%
Casual (1-49 times)	14,346	40%	10,940	36%	11,954	39%	-16.7%	9.3%
Core (50+ times)	21,422	60%	19,711	64%	18,624	61%	-13.1%	-5.5%
Elliptical Motion/Cross Trainer	32,218	100%	27,920	100%	27,618	100%	-14.3%	-1.1%
Casual (1-49 times)	15,687	49%	14,403	52%	14,156	51%	-9.8%	-1.7%
Core (50+ times)	16,532	51%	13,517	48%	13,461	49%	-18.6%	-0.4%
Yoga	26,268	100%	32,808	102%	34,347	100%	30.8%	4.7%
Casual (1-49 times)	15,486	59%	19,953	61%	20,110	59%	29.9%	0.8%
Core (50+ times)	10,782	41%	13,471	41%	14,237	41%	32.0%	5.7%
Free Weights (Barbells)	26,473	100%	28,790	100%	28,243	100%	6.7%	-1.9%
Casual (1-49 times)	10,344	39%	13,428	47%	12,649	45%	22.3%	-5.8%
Core (50+ times)	16,129	61%	15,363	53%	15,595	55%	-3.3%	1.5%
Dance, Step, Choreographed Exercise	21,839	100%	25,160	100%	24,752	100%	13.3%	-1.6%
Casual (1-49 times)	14,158	65%	16,652	66%	16,622	67%	17.4%	-0.2%
Core (50+ times)	7,681	35%	8,507	34%	8,130	33%	5.8%	-4.4%
Bodyweight Exercise	25,110	100%	22,845	100%	22,629	100%	-9.9%	-0.9%
Casual (1-49 times)	9,763	39%	9,581	42%	9,915	44%	1.6%	3.5%
Core (50+ times)	15,347	61%	13,264	58%	12,714	56%	-17.2%	-4.1%
Aerobics (High Impact/ Intensity Training)	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
Casual (1-49 times)	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
Core (50+ times)	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Stair Climbing Machine	15,079	100%	11,261	100%	11,786	100%	-21.8%	4.7%
Casual (1-49 times)	9,332	62%	6,339	56%	7,332	62%	-21.4%	15.7%
Core (50+ times)	5,747	38%	4,922	44%	4,453	38%	-22.5%	-9.5%
Cross-Training Style Workout	12,914	100%	9,179	100%	9,764	100%	-24.4%	6.4%
Casual (1-49 times)	6,430	50%	3,476	38%	4,179	43%	-35.0%	20.2%
Core (50+ times)	6,483	50%	5,704	62%	5,585	57%	-13.9%	-2.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

GENERAL FITNESS (CONTINUED)

Activity	Participation Levels						% Change	
	2016		**2020**		**2021**		**5-Year Trend**	**1-Year Trend**
	#	%	#	%	#	%		
Trail Running	8,582	100%	11,854	100%	12,520	100%	45.9%	5.6%
Stationary Cycling (Group)	8,937	100%	6,054	100%	5,939	100%	-33.5%	-1.9%
Casual (1-49 times)	5,751	64%	3,134	52%	3,134	53%	-45.5%	0.0%
Core (50+ times)	3,186	36%	2,920	48%	2,805	47%	-12.0%	-3.9%
Pilates Training	8,893	100%	9,905	100%	9,745	100%	9.6%	-1.6%
Casual (1-49 times)	5,525	62%	6,668	67%	6,611	68%	19.7%	-0.9%
Core (50+ times)	3,367	38%	3,237	33%	3,133	32%	-6.9%	-3.2%
Cardio Kickboxing	6,899	100%	5,295	100%	5,099	100%	-26.1%	-3.7%
Casual (1-49 times)	4,760	69%	3,438	65%	3,328	65%	-30.1%	-3.2%
Core (50+ times)	2,139	31%	1,857	35%	1,771	35%	-17.2%	-4.6%
Boot Camp Style Training	6,583	100%	4,969	100%	5,169	100%	-21.5%	4.0%
Casual (1-49 times)	4,484	68%	3,204	64%	3,461	67%	-22.8%	8.0%
Core (50+ times)	2,099	32%	1,765	36%	1,709	33%	-18.6%	-3.2%
Martial Arts	5,745	100%	6,064	100%	6,186	100%	7.7%	2.0%
Casual (1-12 times)	1,964	34%	2,679	44%	2,728	44%	38.9%	1.8%
Core (13+ times)	3,780	66%	3,385	56%	3,458	56%	-8.5%	2.2%
Boxing for Fitness	5,175	100%	5,230	100%	5,237	100%	1.2%	0.1%
Casual (1-12 times)	2,678	52%	2,962	57%	2,985	57%	11.5%	0.8%
Core (13+ times)	2,496	48%	2,268	43%	2,252	43%	-9.8%	-0.7%
Tai Chi	3,706	100%	3,300	100%	3,393	100%	-8.4%	2.8%
Casual (1-49 times)	2,245	61%	1,858	56%	2,001	59%	-10.9%	7.7%
Core (50+ times)	1,461	39%	1,442	44%	1,393	41%	-4.7%	-3.4%
Barre	3,329	100%	3,579	100%	3,659	100%	9.9%	2.2%
Casual (1-49 times)	2,636	79%	2,721	76%	2,822	77%	7.1%	3.7%
Core (50+ times)	693	21%	858	24%	837	23%	20.8%	-2.4%
Triathlon (Traditional/Road)	2,374	100%	1,846	100%	1,748	100%	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	100%	1,363	100%	1,304	100%	-23.5%	-4.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Participation Growth/Decline	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)	More Core Participants (56-74%)	Evenly Divided (45-55% Core and Casual)	More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

National Core vs Casual Participatory Trends - Aquatics								
Activity	**Participation Levels**						**% Change**	
	2016		**2020**		**2021**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Swimming (Fitness)	26,601	100%	25,666	100%	25,620	100%	-3.7%	-0.2%
Casual (1-49 times)	17,781	67%	17,987	70%	17,598	69%	-1.0%	-2.2%
Core (50+ times)	8,820	33%	7,680	30%	8,022	31%	-9.0%	4.5%
Aquatic Exercise	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
Casual (1-49 times)	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
Core (50+ times)	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Swimming (Competition)	3,369	100%	2,615	100%	2,824	100%	-16.2%	8.0%
Casual (1-49 times)	1,881	56%	1,524	58%	1,708	60%	-9.2%	12.1%
Core (50+ times)	1,488	44%	1,091	42%	1,116	40%	-25.0%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

APPENDIX B - COMMUNITY ONLINE SURVEY RESULTS

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q1. Please indicate if you or any member of your household has used any of the following City of Gahanna parks/facilities during the past 12 months

(N=177)

	Yes	No
Academy Park	57.6%	42.4%
Ambassador Commons	1.1%	98.9%
Ashburnham Park	2.8%	97.2%
Big Walnut Trail	51.4%	48.6%
Bryn Mawr Park	18.1%	81.9%
Creekside Arboretum	39.5%	60.5%
Creekside Park	82.5%	17.5%
Friendship Park	71.2%	28.8%
Gahanna Municipal Golf Course	31.1%	68.9%
Gahanna Senior Center	5.1%	94.9%
Gahanna Swimming Pool	48.6%	51.4%
Gahanna Woods	35.0%	65.0%
Geroux Herb Garden	5.6%	94.4%
Hannah Park	57.6%	42.4%
Headley Park	33.9%	66.1%
Hunter's Ridge Pool	27.7%	72.3%
McCorkle Park	27.1%	72.9%
Pizzurro Park	20.3%	79.7%
Rathburn Woods Park	10.7%	89.3%
Rice Avenue Park	3.4%	96.6%
Shull Park	11.3%	88.7%
Sunpoint Park	29.4%	70.6%
Trapp Park	5.1%	94.9%
Veterans Memorial Park	18.1%	81.9%
Woodside Green Park	59.3%	40.7%

Q1. If "Yes," please rate the condition of the park/facility.

(N=173)

		Excellent	Good	Fair	Poor
Q1	Academy Park	34.3%	55.6%	9.1%	1.0%
Q2	Ambassador Commons	50.0%	50.0%	0.0%	0.0%
Q3	Ashburnham Park	0.0%	60.0%	40.0%	0.0%
Q4	Big Walnut Trail	47.7%	48.9%	3.4%	0.0%
Q5	Bryn Mawr Park	17.2%	65.5%	17.2%	0.0%
Q6	Creekside Arboretum	55.9%	38.2%	5.9%	0.0%
Q7	Creekside Park	54.2%	42.4%	3.5%	0.0%
Q8	Friendship Park	34.1%	52.0%	13.8%	0.0%
Q9	Gahanna Municipal Golf Course	28.8%	57.7%	13.5%	0.0%
Q10	Gahanna Senior Center	33.3%	44.4%	11.1%	11.1%
Q11	Gahanna Swimming Pool	22.4%	37.6%	31.8%	8.2%
Q12	Gahanna Woods	35.5%	38.7%	25.8%	0.0%
Q13	Geroux Herb Garden	20.0%	60.0%	20.0%	0.0%
Q14	Hannah Park	64.0%	33.0%	3.0%	0.0%
Q15	Headley Park	44.8%	41.4%	13.8%	0.0%
Q16	Hunter's Ridge Pool	18.8%	52.1%	20.8%	8.3%
Q17	McCorkle Park	21.7%	45.7%	28.3%	4.3%
Q18	Pizzurro Park	20.6%	50.0%	29.4%	0.0%
Q19	Rathburn Woods Park	31.6%	26.3%	36.8%	5.3%
Q20	Rice Avenue Park	50.0%	33.3%	16.7%	0.0%
Q21	Shull Park	5.9%	17.6%	35.3%	41.2%
Q22	Sunpoint Park	49.0%	40.8%	8.2%	2.0%
Q23	Trapp Park	22.2%	66.7%	11.1%	0.0%
Q24	Veterans Memorial Park	51.6%	35.5%	12.9%	0.0%
Q25	Woodside Green Park	44.7%	41.7%	13.6%	0.0%

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q2. Please CHECK ALL of the following reasons that have prevented you or other members of your household from using Gahanna parks or recreation facilities MORE OFTEN during the past 12 months

Barriers to use	Number	Percent
Use parks/trails in other cities	39	22.0 %
Too far from your home	23	13.0 %
Parks/trails are not well maintained	23	13.0 %
Lack of features we want to use	59	33.3 %
Lack of parking to access parks/trails	15	8.5 %
Do not feel safe using parks/trails	22	12.4 %
Lack of handicap accessibility	5	2.8 %
Not aware of parks or trails locations	46	26.0 %
Lack of restrooms	39	22.0 %
Other	36	20.3 %
Total	307	

Q3. From the following list, please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last two years.

Organizations Used	Number	Percent
Private schools	24	13.6 %
Places of worship (e.g., synagogues, churches)	44	24.9 %
Private and non-profit youth sports	62	35.0 %
Private summer camps	32	18.1 %
Private workout facilities	47	26.6 %
Neighboring communities	67	37.9 %
Private clubs (tennis, health, swim, fitness)	39	22.0 %
Gahanna Parks and Recreation	106	59.9 %
YMCA	30	16.9 %
Franklin County Metro Parks	98	55.4 %
Public schools	73	41.2 %
Home recreation/HOA amenities	38	21.5 %
Other	10	5.6 %
Total	670	

Q4. From the following list, please CHECK ALL of the ways you learn about parks and recreation amenities, programs, and events.

Communication methods	Number	Percent
Parks and Recreation "Program Guide"	119	67.2 %
City website	101	57.1 %
Materials at parks or recreation facilities	38	21.5 %
Conversations with recreation staff	9	5.1 %
Newspaper	12	6.8 %
Friends and neighbors	84	47.5 %
Promotions at special events	39	22.0 %
Banners at parks or City facilities	36	20.3 %
Email/Eblasts from City	63	35.6 %
Quarterly City newsletter	54	30.5 %
Social Media (Facebook, Twitter, Instagram)	100	56.5 %
Digital newsletter	28	15.8 %
Senior Center	6	3.4 %
Schools	26	14.7 %
Other	4	2.3 %
Total	719	

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, programs, and events?

Top Choice	Number	Percent
Parks and Recreation "Program Guide"	43	24.3 %
City website	19	10.7 %
Materials at parks or recreation facilities	2	1.1 %
Friends and neighbors	1	0.6 %
Promotions at special events	1	0.6 %
Banners at parks or City facilities	7	4.0 %
Email/Eblasts from City	31	17.5 %
Quarterly City newsletter	14	7.9 %
Social Media (Facebook, Twitter, Instagram)	46	26.0 %
Digital newsletter	9	5.1 %
Schools	1	0.6 %
None	3	1.7 %
Total	177	100.0 %

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, programs, and events?

Second Choice	Number	Percent
Parks and Recreation "Program Guide"	36	20.3 %
City website	25	14.1 %
Materials at parks or recreation facilities	4	2.3 %
Newspaper	4	2.3 %
Friends and neighbors	4	2.3 %
Promotions at special events	1	0.6 %
Banners at parks or City facilities	9	5.1 %
Email/Eblasts from City	37	20.9 %
Quarterly City newsletter	14	7.9 %
Social Media (Facebook, Twitter, Instagram)	22	12.4 %
Digital newsletter	9	5.1 %
Schools	6	3.4 %
None	6	3.4 %
Total	177	100.0 %

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, programs, and events?

Third Choice	Number	Percent
Parks and Recreation "Program Guide"	29	16.4 %
City website	21	11.9 %
Materials at parks or recreation facilities	11	6.2 %
Newspaper	2	1.1 %
Friends and neighbors	8	4.5 %
Promotions at special events	7	4.0 %
Banners at parks or City facilities	14	7.9 %
Email/Eblasts from City	17	9.6 %
Quarterly City newsletter	9	5.1 %
Social Media (Facebook, Twitter, Instagram)	22	12.4 %
Digital newsletter	23	13.0 %
Schools	4	2.3 %
None	10	5.6 %
Total	177	100.0 %

(SUM OF TOP 3)

Q5. From the list in Question 4, which THREE methods of communication would you MOST PREFER the City use to communicate with you about parks, programs, and events? (Sum of top 3)

Top Choice	Number	Percent
Parks and Recreation "Program Guide"	108	61.0 %
City website	65	36.7 %
Materials at parks or recreation facilities	17	9.6 %
Newspaper	6	3.4 %
Friends and neighbors	13	7.3 %
Promotions at special events	9	5.1 %
Banners at parks or City facilities	30	16.9 %
Email/Eblasts from City	85	48.0 %
Quarterly City newsletter	37	20.9 %
Social Media (Facebook, Twitter, Instagram)	90	50.8 %
Digital newsletter	41	23.2 %
Schools	11	6.2 %
None	19	10.7 %
Total	531	

Q6. Has your household participated in any programs or events offered by the City of Gahanna (for all ages) during the last 12 months?

Has your household participated?	Number	Percent
Yes	129	73.7 %
No	46	26.3 %
Total	175	100.0 %

Q6a. How many programs or events offered by the City of Gahanna have you or members of your household participated in during the last 12 months?

How many events/programs has your household participated in?	Number	Percent
One	27	21.1 %
2-3	71	55.5 %
4-5	23	18.0 %
6 or more	7	5.5 %
Total	128	100.0 %

(WITHOUT "NOT PROVIDED")

Q6a. How many programs or events offered by the City of Gahanna have you or members of your household participated in during the last 12 months? (without "not provided")

How many events/programs has your household participated in?	Number	Percent
One	27	21.1 %
2-3	71	55.5 %
4-5	23	18.0 %
6 or more	7	5.5 %
Total	128	100.0 %

Q6b. How would you rate the overall quality of the City of Gahanna programs or events in which your household has participated?

How would you rate the overall quality?	Number	Percent
Excellent	42	32.8 %
Good	74	57.8 %
Fair	11	8.6 %
Poor	1	0.8 %
Total	128	100.0 %

(WITHOUT "NOT PROVIDED")
Q6b. How would you rate the overall quality of the City of Gahanna programs or events in which your household has participated? (without "not provided")

How would you rate the overall quality?	Number	Percent
Excellent	42	32.8 %
Good	74	57.8 %
Fair	11	8.6 %
Poor	1	0.8 %
Total	128	100.0 %

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q7. Please indicate if you or any member of your household has a need for each of the alphabetically listed parks and recreation facilities/amenities in the City of Gahanna

(N=177)

	Yes	No
BMX park/pump track	9.0%	91.0%
Diamond sports fields (e.g., baseball, softball)	15.8%	84.2%
Disc golf	26.0%	74.0%
Dog park	30.5%	69.5%
Environmental education center	23.2%	76.8%
Farmer's market	59.3%	40.7%
Food gardens	16.9%	83.1%
Golf course	25.4%	74.6%
Hockey/Ice rink	16.9%	83.1%
Indoor aquatic center	58.8%	41.2%
Indoor courts for tennis pickleball	32.2%	67.8%
Indoor gym space (basketball/volleyball courts)	24.9%	75.1%
Indoor multi-purpose sports fields (field house)	23.2%	76.8%
Indoor walking/jogging track	41.2%	58.8%
Large community parks	44.6%	55.4%
Multi-use paved trails (hiking, biking, walking)	80.2%	19.8%
Multi-use unpaved trails (hiking, biking, walking)	53.1%	46.9%
Open space and conservation areas	34.5%	65.5%
Outdoor adventure park (e.g., climbing walls, ropes, swings, ziplines)	42.9%	57.1%

Q7. Please indicate if you or any member of your household has a need for each of the alphabetically listed parks and recreation facilities/amenities in the City of Gahanna

	Yes	No
Outdoor amphitheater/outdoor performing arts venue	39.5%	60.5%
Outdoor exercise/fitness equipment	15.8%	84.2%
Outdoor multi-use courts (basketball, badminton, tennis)	23.7%	76.3%
Outdoor rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	20.3%	79.7%
Park equipment for all abilities/all ages	22.0%	78.0%
Park equipment for senior adults	9.6%	90.4%
Pickleball Courts	25.4%	74.6%
Picnic areas	31.6%	68.4%
Pollinator parks	20.9%	79.1%
Restrooms	61.0%	39.0%
Shelter/Pavilions	39.0%	61.0%
Skateboard parks	10.2%	89.8%
Small neighborhood parks	31.1%	68.9%
Splash pads	32.2%	67.8%
Trails	63.3%	36.7%
Water access (canoeing kayaking etc)	46.3%	53.7%
Other	2.3%	97.7%

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q7. If "Yes," how well are your needs being met?

(N=175)

	100% met	75% met	50% met	25% met	0% met
BMX park/pump track	0.0%	0.0%	6.3%	6.3%	87.5%
Diamond sports fields (e.g., baseball, softball)	25.9%	33.3%	29.6%	7.4%	3.7%
Disc golf	0.0%	11.1%	20.0%	11.1%	57.8%
Dog park	13.5%	23.1%	23.1%	28.8%	11.5%
Environmental education center	0.0%	2.6%	13.2%	36.8%	47.4%
Farmer's market	25.3%	35.4%	24.2%	11.1%	4.0%
Food gardens	14.8%	3.7%	22.2%	7.4%	51.9%
Golf course	64.3%	19.0%	14.3%	2.4%	0.0%
Hockey/Ice rink	0.0%	3.4%	13.8%	20.7%	62.1%
Indoor aquatic center	3.0%	4.0%	4.0%	10.1%	78.8%
Indoor courts for tennis/pickleball	0.0%	0.0%	3.7%	7.4%	88.9%
Indoor gym space (basketball/ volleyball courts)	0.0%	2.4%	7.3%	7.3%	82.9%
Indoor multi-purpose sports fields (field house)	2.6%	2.6%	0.0%	2.6%	92.3%
Indoor walking/jogging track	2.9%	0.0%	0.0%	4.4%	92.6%
Large community parks	37.2%	30.8%	23.1%	6.4%	2.6%
Multi-use paved trails (hiking, biking, walking)	22.1%	38.2%	22.8%	16.2%	0.7%
Multi-use unpaved trails (hiking, biking, walking)	13.2%	25.3%	26.4%	30.8%	4.4%
Open space and conservation areas	11.7%	35.0%	35.0%	11.7%	6.7%
Outdoor adventure park (e.g., climbing walls, ropes, swings, ziplines)	0.0%	5.5%	5.5%	23.3%	65.8%

Q7. If "Yes," how well are your needs being met?

	100% met	75% met	50% met	25% met	0% met
Outdoor amphitheater/outdoor performing arts venue	1.5%	1.5%	22.7%	21.2%	53.0%
Outdoor exercise/fitness equipment	4.2%	0.0%	4.2%	25.0%	66.7%
Outdoor multi-use courts (basketball, badminton, tennis)	15.0%	20.0%	25.0%	22.5%	17.5%
Outdoor rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	23.5%	35.3%	17.6%	20.6%	2.9%
Park equipment for all abilities/all ages	15.8%	31.6%	26.3%	15.8%	10.5%
Park equipment for senior adults	0.0%	0.0%	11.8%	17.6%	70.6%
Pickleball Courts	4.7%	7.0%	18.6%	34.9%	34.9%
Picnic areas	27.8%	22.2%	25.9%	22.2%	1.9%
Pollinator parks	3.1%	15.6%	28.1%	34.4%	18.8%
Restrooms	9.5%	40.0%	27.6%	20.0%	2.9%
Shelter/Pavilions	19.1%	36.8%	22.1%	20.6%	1.5%
Skateboard parks	0.0%	13.3%	13.3%	60.0%	13.3%
Small neighborhood parks	31.5%	13.0%	24.1%	22.2%	9.3%
Splash pads	12.5%	21.4%	19.6%	30.4%	16.1%
Trails	18.7%	29.9%	37.4%	14.0%	0.0%
Water access	7.5%	22.5%	26.3%	33.8%	10.0%
Other	0.0%	0.0%	25.0%	25.0%	50.0%

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q8. Which FOUR facilities/amenities from the list in Question 7 are MOST IMPORTANT to your household?

Top Choice	Number	Percent
BMX park/pump track	2	1.1 %
Diamond sports fields (e.g., baseball, softball)	4	2.3 %
Disc golf	2	1.1 %
Dog park	6	3.4 %
Environmental education center	2	1.1 %
Farmer's market	11	6.2 %
Food gardens	2	1.1 %
Golf course	8	4.5 %
Hockey/Ice rink	1	0.6 %
Indoor aquatic center	20	11.3 %
Indoor courts for tennis, pickleball	5	2.8 %
Indoor gym space (basketball/volleyball courts)	3	1.7 %
Indoor multi-purpose sports fields (field house)	4	2.3 %
Indoor walking/jogging track	6	3.4 %
Large community parks	6	3.4 %
Multi-use paved trails (hiking, biking, walking)	45	25.4 %
Multi-use unpaved trails (hiking, biking, walking)	5	2.8 %
Outdoor adventure park (e.g., climbing walls, ropes, swings, ziplines)	4	2.3 %
Outdoor amphitheater/outdoor performing arts venue	1	0.6 %
Outdoor exercise/fitness equipment	1	0.6 %
Outdoor multi-use courts (basketball, badminton, tennis)	2	1.1 %
Outdoor rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	4	2.3 %
Park equipment for all abilities/all ages	3	1.7 %
Park equipment for senior adults	1	0.6 %
Pickleball Courts	4	2.3 %
Restrooms	2	1.1 %
Small neighborhood parks	2	1.1 %
Splash pads	4	2.3 %
Trails	9	5.1 %
Water access (canoeing, kayaking, etc.)	2	1.1 %
Other	2	1.1 %
None	4	2.3 %
Total	177	100.0 %

Q8. Which FOUR facilities/amenities from the list in Question 7 are MOST IMPORTANT to your household?

2nd Choice	Number	Percent
BMX park/pump track	2	1.1 %
Diamond sports fields (e.g., baseball, softball)	6	3.4 %
Disc golf	4	2.3 %
Dog park	5	2.8 %
Environmental education center	2	1.1 %
Farmer's market	9	5.1 %
Food gardens	1	0.6 %
Golf course	2	1.1 %
Hockey/Ice rink	3	1.7 %
Indoor aquatic center	19	10.7 %
Indoor courts for tennis, pickleball	11	6.2 %
Indoor gym space (basketball/volleyball courts)	3	1.7 %
Indoor multi-purpose sports fields (field house)	3	1.7 %
Indoor walking/jogging track	7	4.0 %
Large community parks	4	2.3 %
Multi-use paved trails (hiking, biking, walking)	18	10.2 %
Multi-use unpaved trails (hiking, biking, walking)	17	9.6 %
Open space and conservation areas	3	1.7 %
Outdoor adventure park (e.g., climbing walls, ropes, swings, ziplines)	5	2.8 %
Outdoor amphitheater/outdoor performing arts venue	7	4.0 %
Outdoor exercise/fitness equipment	2	1.1 %
Outdoor multi-use courts (basketball, badminton, tennis)	3	1.7 %
Outdoor rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	5	2.8 %
Park equipment for all abilities/all ages	5	2.8 %
Pickleball Courts	1	0.6 %
Picnic areas	4	2.3 %
Restrooms	3	1.7 %
Skateboard parks	2	1.1 %
Small neighborhood parks	1	0.6 %
Splash pads	1	0.6 %
Trails	10	5.6 %
Water access (canoeing, kayaking, etc.)	2	1.1 %
Other	1	0.6 %
None	6	3.4 %
Total	177	100.0 %

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q8. Which FOUR facilities/amenities from the list in Question 7 are MOST IMPORTANT to your household?

3rd Choice	Number	Percent
Diamond sports fields (e.g., baseball, softball)	3	1.7 %
Disc golf	3	1.7 %
Dog park	7	4.0 %
Environmental education center	3	1.7 %
Farmer's market	8	4.5 %
Food gardens	2	1.1 %
Golf course	3	1.7 %
Hockey/Ice rink	1	0.6 %
Indoor aquatic center	11	6.2 %
Indoor courts for tennis, pickleball	3	1.7 %
Indoor gym space (basketball/volleyball courts)	6	3.4 %
Indoor multi-purpose sports fields (field house)	5	2.8 %
Indoor walking/jogging track	6	3.4 %
Large community parks	8	4.5 %
Multi-use paved trails (hiking, biking, walking)	17	9.6 %
Multi-use unpaved trails (hiking, biking, walking)	9	5.1 %
Open space and conservation areas	4	2.3 %
Outdoor adventure park (e.g., climbing walls, ropes, swings, ziplines)	9	5.1 %
Outdoor amphitheater/outdoor performing arts venue	7	4.0 %
Outdoor multi-use courts (basketball, badminton, tennis)	1	0.6 %
Outdoor rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	1	0.6 %
Park equipment for all abilities/all ages	3	1.7 %
Pickleball Courts	5	2.8 %
Picnic areas	4	2.3 %
Pollinator parks	1	0.6 %
Restrooms	10	5.6 %
Shelter/Pavilions	3	1.7 %
Skateboard parks	3	1.7 %
Small neighborhood parks	6	3.4 %
Splash pads	3	1.7 %
Trails	7	4.0 %
Water access (canoeing, kayaking, etc.)	7	4.0 %
Other	1	0.6 %
None	7	4.0 %
Total	177	100.0 %

Q8. Which FOUR facilities/amenities from the list in Question 7 are MOST IMPORTANT to your household?

4th Choice	Number	Percent
BMX park/pump track	1	0.6 %
Diamond sports fields (e.g., baseball, softball)	2	1.1 %
Disc golf	4	2.3 %
Dog park	6	3.4 %
Environmental education center	3	1.7 %
Farmer's market	12	6.8 %
Food gardens	2	1.1 %
Golf course	2	1.1 %
Hockey/Ice rink	3	1.7 %
Indoor aquatic center	11	6.2 %
Indoor courts for tennis, pickleball	2	1.1 %
Indoor gym space (basketball/volleyball courts)	2	1.1 %
Indoor multi-purpose sports fields (field house)	4	2.3 %
Indoor walking/jogging track	8	4.5 %
Large community parks	6	3.4 %
Multi-use paved trails (hiking, biking, walking)	11	6.2 %
Multi-use unpaved trails (hiking, biking, walking)	5	2.8 %
Open space and conservation areas	7	4.0 %
Outdoor adventure park (e.g., climbing walls, ropes, swings, ziplines)	9	5.1 %
Outdoor amphitheater/outdoor performing arts venue	9	5.1 %
Outdoor exercise/fitness equipment	3	1.7 %
Outdoor multi-use courts (basketball, badminton, tennis)	2	1.1 %
Outdoor rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	3	1.7 %
Park equipment for all abilities/all ages	3	1.7 %
Park equipment for senior adults	2	1.1 %
Pickleball Courts	1	0.6 %
Picnic areas	1	0.6 %
Pollinator parks	3	1.7 %
Restrooms	13	7.3 %
Shelter/Pavilions	4	2.3 %
Skateboard parks	2	1.1 %
Small neighborhood parks	4	2.3 %
Trails	7	4.0 %
Water access (canoeing, kayaking, etc.)	9	5.1 %
None	11	6.2 %
Total	177	100.0 %

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

(SUM OF TOP 4)

Q8. Which FOUR facilities/amenities from the list in Question 7 are MOST IMPORTANT to your household? (Sum of top 4)

Top Choice	Number	Percent
BMX park/pump track	5	2.8 %
Diamond sports fields (e.g., baseball, softball)	15	8.5 %
Disc golf	13	7.3 %
Dog park	24	13.6 %
Environmental education center	10	5.6 %
Farmer's market	40	22.6 %
Food gardens	7	4.0 %
Golf course	15	8.5 %
Hockey/Ice rink	8	4.5 %
Indoor aquatic center	61	34.5 %
Indoor courts for tennis, pickleball	21	11.9 %
Indoor gym space (basketball/volleyball courts)	14	7.9 %
Indoor multi-purpose sports fields (field house)	16	9.0 %
Indoor walking/jogging track	27	15.3 %
Large community parks	24	13.6 %
Multi-use paved trails (hiking, biking, walking)	91	51.4 %
Multi-use unpaved trails (hiking, biking, walking)	36	20.3 %
Open space and conservation areas	14	7.9 %
Outdoor adventure park (e.g., climbing walls, ropes, swings, ziplines)	27	15.3 %
Outdoor amphitheater/outdoor performing arts venue	24	13.6 %
Outdoor exercise/fitness equipment	6	3.4 %
Outdoor multi-use courts (basketball, badminton, tennis)	8	4.5 %
Outdoor rectangular sports fields (e.g., football, lacrosse, rugby, soccer)	13	7.3 %
Park equipment for all abilities/all ages	14	7.9 %
Park equipment for senior adults	3	1.7 %
Pickleball Courts	11	6.2 %
Picnic areas	9	5.1 %
Pollinator parks	4	2.3 %
Restrooms	28	15.8 %
Shelter/Pavilions	7	4.0 %
Skateboard parks	7	4.0 %
Small neighborhood parks	13	7.3 %
Splash pads	8	4.5 %
Trails	33	18.6 %
Water access (canoeing, kayaking, etc.)	20	11.3 %
Other	4	2.3 %
None	28	15.8 %
Total	708	

Q9. Please indicate if you or any member of your household has a need for each of the alphabetically listed parks, recreation, and programs in the City of Gahanna listed below.

(N=177)

	Yes	No
Adult_fitness_and_wellness_programs	46.3%	53.7%
Adult performing arts programs	16.4%	83.6%
Adult sports leagues	25.4%	74.6%
After school programs for youth of all ages	22.0%	78.0%
Community special events	54.2%	45.8%
Cultural enrichment programs/events	26.0%	74.0%
Egaming/Esports	7.9%	92.1%
Farmer's market	54.2%	45.8%
Fitness coach/personal training programs	16.9%	83.1%
Gymnastics/tumbling programs	10.7%	89.3%
Ice skating and hockey lessons/programs	11.3%	88.7%
Nutrition programs for all ages	16.4%	83.6%
Outdoor environmental/nature camps and programs	26.6%	73.4%
Pickleball programs	21.5%	78.5%
Preschool programs/early childhood education	9.0%	91.0%
Programs for adults with special needs	2.8%	97.2%
Programs for youth with special needs	3.4%	96.6%
Recreation/competitive swim team	13.6%	86.4%
Senior educational programs	7.3%	92.7%
Senior fitness and wellness programs	14.7%	85.3%

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q9. Please indicate if you or any member of your household has a need for each of the alphabetically listed parks, recreation, and programs in the City of Gahanna listed below.

	Yes	No
Senior trips	7.3%	92.7%
STEAM (science, technology, engineering, arts and mathematics)/Tech Classes	20.3%	79.7%
Swim lessons	25.4%	74.6%
Teen/Tween programs	19.2%	80.8%
Tennis lessons and leagues	11.9%	88.1%
Virtual programs	1.1%	98.9%
Water fitness programs/lap swimming	24.3%	75.7%
Youth fitness and wellness programs	13.6%	86.4%
Youth performing arts programs (dance/music)	12.4%	87.6%
Youth sports programs and camps	23.2%	76.8%
Youth summer programs and camps	19.8%	80.2%
Youth visual arts and crafts programs	14.1%	85.9%
Other	2.3%	97.7%

Q9. If "Yes," how well are your needs being met?

(N=170)

	100% met	75% met	50% met	25% met	0% met
Adult fitness and wellness programs	0.0%	9.1%	16.9%	36.4%	37.7%
Adult performing arts programs	0.0%	7.7%	19.2%	26.9%	46.2%
Adult sports league	0.0%	2.5%	5.0%	27.5%	65.0%
After school programs for youth of all ages	0.0%	11.8%	11.8%	35.3%	41.2%
Community special events	8.8%	46.2%	27.5%	14.3%	3.3%
Cultural enrichment programs/events	0.0%	9.3%	27.9%	41.9%	20.9%
Egaming/Esports	0.0%	0.0%	0.0%	0.0%	100.0%
Farmer's market	25.3%	34.1%	25.3%	11.0%	4.4%
Fitness coach/personal training program	0.0%	3.6%	3.6%	14.3%	78.6%
Gymnastics/tumbling programs	5.9%	0.0%	17.6%	35.3%	41.2%
Ice skating and hockey lessons/ programs	0.0%	0.0%	10.5%	5.3%	84.2%
Nutrition programs for all ages	0.0%	0.0%	10.3%	17.2%	72.4%
Outdoor environmental/nature camps and programs	2.3%	20.9%	32.6%	18.6%	25.6%
Pickleball programs	0.0%	0.0%	5.3%	26.3%	68.4%
Preschool programs/early childhood education	0.0%	21.4%	14.3%	21.4%	42.9%
Programs for adults with special needs	0.0%	0.0%	40.0%	20.0%	40.0%
Programs for youth with special needs	0.0%	16.7%	33.3%	16.7%	33.3%
Recreation/competitive swim team	13.6%	13.6%	36.4%	4.5%	31.8%
Senior educational programs	0.0%	15.4%	0.0%	30.8%	53.8%
Senior fitness and wellness programs	3.8%	11.5%	7.7%	38.5%	38.5%

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q9. If "Yes," how well are your needs being met?

	100% met	75% met	50% met	25% met	0% met
Senior trips	0.0%	7.7%	7.7%	30.8%	53.8%
STEAM (science, technology, engineering, arts and mathematics)/ Tech Classes	0.0%	0.0%	16.1%	22.6%	61.3%
Swim lessons	7.3%	12.2%	26.8%	24.4%	29.3%
Teen/Tween programs	0.0%	0.0%	29.0%	22.6%	48.4%
Tennis lessons and leagues	0.0%	0.0%	10.0%	10.0%	80.0%
Virtual programs	0.0%	0.0%	0.0%	50.0%	50.0%
Water fitness programs/lap swimming	0.0%	9.5%	4.8%	23.8%	61.9%
Youth fitness and wellness programs	0.0%	4.3%	34.8%	26.1%	34.8%
Youth performing arts programs (dance/music)	0.0%	5.3%	31.6%	26.3%	36.8%
Youth sports and camps	7.7%	28.2%	28.2%	28.2%	7.7%
Youth summer programs and camps	15.6%	28.1%	25.0%	25.0%	6.3%
Youth visual arts and crafts programs	0.0%	4.3%	30.4%	34.8%	30.4%
Other	0.0%	0.0%	33.3%	0.0%	66.7%

Q10. Which FOUR programs from the list in Question 9 are MOST IMPORTANT to your household?

Top choice	Number	Percent
Adult fitness and wellness programs	15	8.5 %
Adult performing arts programs	5	2.8 %
Adult sports leagues	10	5.6 %
After school programs for youth of all ages	6	3.4 %
Community special events	24	13.6 %
Cultural enrichment programs/events	4	2.3 %
Farmer's market	14	7.9 %
Fitness coach/personal training programs	5	2.8 %
Ice skating and hockey lessons/programs	1	0.6 %
Outdoor environmental/nature camps and programs	8	4.5 %
Pickleball programs	8	4.5 %
Preschool programs/early childhood education	2	1.1 %
Programs for adults with special needs	1	0.6 %
Recreation/competitive swim team	3	1.7 %
Senior educational programs	2	1.1 %
Senior fitness and wellness programs	4	2.3 %
Senior trips	1	0.6 %
STEAM (science, technology, engineering, arts and mathematics)/Tech Classes	3	1.7 %
Swim lessons	5	2.8 %
Teen/Tween programs	7	4.0 %
Tennis lessons and leagues	3	1.7 %
Water fitness programs/lap swimming	8	4.5 %
Youth performing arts programs (dance/music)	1	0.6 %
Youth sports programs and camps	6	3.4 %
Youth summer programs and camps	6	3.4 %
Youth visual arts and crafts programs	2	1.1 %
Other	4	2.3 %
None	19	10.7 %
Total	177	100.0 %

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q10. Which FOUR programs from the list in Question 9 are MOST IMPORTANT to your household?

2nd Choice	Number	Percent
Adult fitness and wellness programs	10	5.6 %
Adult performing arts programs	5	2.8 %
Adult sports leagues	6	3.4 %
After school programs for youth of all ages	3	1.7 %
Community special events	21	11.9 %
Cultural enrichment programs/events	6	3.4 %
Farmer's market	18	10.2 %
Fitness coach/personal training programs	2	1.1 %
Gymnastics/tumbling programs	3	1.7 %
Ice skating and hockey lessons/programs	1	0.6 %
Nutrition programs for all ages	4	2.3 %
Outdoor environmental/nature camps and programs	10	5.6 %
Pickleball programs	3	1.7 %
Preschool programs/early childhood education	3	1.7 %
Programs for adults with special needs	1	0.6 %
Programs for youth with special needs	1	0.6 %
Recreation/competitive swim team	2	1.1 %
Senior educational programs	1	0.6 %
Senior fitness and wellness programs	5	2.8 %
Senior trips	1	0.6 %
STEAM (science, technology, engineering, arts and mathematics)/Tech Classes	1	0.6 %
Swim lessons	8	4.5 %
Teen/Tween programs	4	2.3 %
Tennis lessons and leagues	5	2.8 %
Water fitness programs/lap swimming	5	2.8 %
Youth fitness and wellness programs	3	1.7 %
Youth performing arts programs (dance/music)	1	0.6 %
Youth sports programs and camps	5	2.8 %
Youth summer programs and camps	3	1.7 %
Youth visual arts and crafts programs	4	2.3 %
None	32	18.1 %
Total	177	100.0 %

Q10. Which FOUR programs from the list in Question 9 are MOST IMPORTANT to your household?

3rd Choice	Number	Percent
Adult fitness and wellness programs	7	4.0 %
Adult performing arts programs	6	3.4 %
Adult sports leagues	1	0.6 %
After school programs for youth of all ages	4	2.3 %
Community special events	16	9.0 %
Cultural enrichment programs/events	11	6.2 %
Egaming/Esports	3	1.7 %
Farmer's market	11	6.2 %
Fitness coach/personal training programs	2	1.1 %
Gymnastics/tumbling programs	3	1.7 %
Ice skating and hockey lessons/programs	4	2.3 %
Nutrition programs for all ages	4	2.3 %
Outdoor environmental/nature camps and programs	7	4.0 %
Pickleball programs	5	2.8 %
Preschool programs/early childhood education	2	1.1 %
Programs for youth with special needs	1	0.6 %
Recreation/competitive swim team	1	0.6 %
Senior educational programs	1	0.6 %
Senior fitness and wellness programs	4	2.3 %
Senior trips	2	1.1 %
STEAM (science, technology, engineering, arts and mathematics)/Tech Classes	6	3.4 %
Swim lessons	9	5.1 %
Teen/Tween programs	3	1.7 %
Tennis lessons and leagues	1	0.6 %
Virtual programs	1	0.6 %
Water fitness programs/lap swimming	2	1.1 %
Youth fitness and wellness programs	4	2.3 %
Youth performing arts programs (dance/music)	2	1.1 %
Youth sports programs and camps	4	2.3 %
Youth summer programs and camps	5	2.8 %
Youth visual arts and crafts programs	5	2.8 %
None	40	22.6 %
Total	177	100.0 %

Q10. Which FOUR programs from the list in Question 9 are MOST IMPORTANT to your household?

4th Choice	Number	Percent
Adult fitness and wellness programs	6	3.4 %
Adult performing arts programs	3	1.7 %
Adult sports leagues	5	2.8 %
After school programs for youth of all ages	1	0.6 %
Community special events	12	6.8 %
Cultural enrichment programs/events	10	5.6 %
Egaming/Esports	2	1.1 %
Farmer's market	17	9.6 %
Fitness coach/personal training programs	3	1.7 %
Ice skating and hockey lessons/programs	2	1.1 %
Nutrition programs for all ages	1	0.6 %
Outdoor environmental/nature camps and programs	8	4.5 %
Pickleball programs	7	4.0 %
Preschool programs/early childhood education	2	1.1 %
Programs for adults with special needs	1	0.6 %
Recreation/competitive swim team	2	1.1 %
Senior educational programs	1	0.6 %
Senior fitness and wellness programs	2	1.1 %
Senior trips	3	1.7 %
STEAM (science, technology, engineering, arts and mathematics)/Tech Classes	7	4.0 %
Swim lessons	4	2.3 %
Teen/Tween programs	4	2.3 %
Tennis lessons and leagues	2	1.1 %
Water fitness programs/lap swimming	5	2.8 %
Youth fitness and wellness programs	1	0.6 %
Youth performing arts programs (dance/music)	2	1.1 %
Youth sports programs and camps	4	2.3 %
Youth summer programs and camps	3	1.7 %
Youth visual arts and crafts programs	3	1.7 %
Other	3	1.7 %
None	51	28.8 %
Total	177	100.0 %

(SUM OF TOP 4)

Q10. Which FOUR programs from the list in Question 9 are MOST IMPORTANT to your household?
(Sum of top 4)

Top choice	Number	Percent
Adult fitness and wellness programs	38	21.5 %
Adult performing arts programs	19	10.7 %
Adult sports leagues	22	12.4 %
After school programs for youth of all ages	14	7.9 %
Community special events	73	41.2 %
Cultural enrichment programs/events	31	17.5 %
Egaming/Esports	5	2.8 %
Farmer's market	60	33.9 %
Fitness coach/personal training programs	12	6.8 %
Gymnastics/tumbling programs	6	3.4 %
Ice skating and hockey lessons/programs	8	4.5 %
Nutrition programs for all ages	9	5.1 %
Outdoor environmental/nature camps and programs	33	18.6 %
Pickleball programs	23	13.0 %
Preschool programs/early childhood education	9	5.1 %
Programs for adults with special needs	3	1.7 %
Programs for youth with special needs	2	1.1 %
Recreation/competitive swim team	8	4.5 %
Senior educational programs	5	2.8 %
Senior fitness and wellness programs	15	8.5 %
Senior trips	7	4.0 %
STEAM (science, technology, engineering, arts and mathematics)/Tech Classes	17	9.6 %
Swim lessons	26	14.7 %
Teen/Tween programs	18	10.2 %
Tennis lessons and leagues	11	6.2 %
Virtual programs	1	0.6 %
Water fitness programs/lap swimming	20	11.3 %
Youth fitness and wellness programs	8	4.5 %
Youth performing arts programs (dance/music)	6	3.4 %
Youth sports programs and camps	19	10.7 %
Youth summer programs and camps	17	9.6 %
Youth visual arts and crafts programs	14	7.9 %
Other	7	4.0 %
None	142	80.2 %
Total	708	

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q11. Please rate your satisfaction with the condition of the following park facilities using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=177)

	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied	Don't know
Availability of information about programs and facilities	22.6%	38.4%	18.6%	14.1%	2.8%	3.4%
Maintenance of parks/ facilities	28.8%	42.4%	10.7%	12.4%	2.8%	2.8%
Park and facility accessibility (ADA compliant access)	19.8%	18.6%	20.9%	3.4%	0.6%	36.7%
Park/facility rule awareness and enforcement	13.0%	27.7%	29.9%	14.7%	5.6%	9.0%
Overall quality of sports fields	13.6%	27.7%	22.6%	7.9%	4.0%	24.3%
Quality/number of outdoor amenities	13.0%	40.7%	22.6%	16.9%	2.3%	4.5%
Meeting room rental availability	4.5%	7.3%	21.5%	10.7%	1.1%	54.8%
Ease of renting shelters or meeting rooms	7.9%	13.6%	22.6%	7.3%	1.7%	46.9%
User friendliness of website	11.3%	33.3%	21.5%	16.4%	5.1%	12.4%
Amount of open greenspace	29.4%	41.8%	14.1%	7.9%	2.3%	4.5%
Ease of contacting City staff	13.6%	22.6%	20.9%	7.9%	3.4%	31.6%
Amount of developed parkland	17.5%	41.2%	18.1%	9.6%	1.1%	12.4%
Connectivity of trails and pathways	13.6%	30.5%	18.6%	21.5%	9.0%	6.8%

(WITHOUT "DON'T KNOW")

Q11. Please rate your satisfaction with the condition of the following park facilities using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=177)

	Very satisfied	Somewhat satisfied	Neutral	Somewhat dissatisfied	Very dissatisfied
Availability of information about programs and facilities	23.4%	39.8%	19.3%	14.6%	2.9%
Maintenance of parks/facilities	29.7%	43.6%	11.0%	12.8%	2.9%
Park and facility accessibility (ADA compliant access)	31.3%	29.5%	33.0%	5.4%	0.9%
Park/facility rule awareness and enforcement	14.3%	30.4%	32.9%	16.1%	6.2%
Overall quality of sports fields	17.9%	36.6%	29.9%	10.4%	5.2%
Quality/number of outdoor amenities	13.6%	42.6%	23.7%	17.8%	2.4%
Meeting room rental availability	10.0%	16.3%	47.5%	23.8%	2.5%
Ease of renting shelters or meeting rooms	14.9%	25.5%	42.6%	13.8%	3.2%
User friendliness of website	12.9%	38.1%	24.5%	18.7%	5.8%
Amount of open greenspace	30.8%	43.8%	14.8%	8.3%	2.4%
Ease of contacting City staff	19.8%	33.1%	30.6%	11.6%	5.0%
Amount of developed parkland	20.0%	47.1%	20.6%	11.0%	1.3%
Connectivity of trails and pathways	14.5%	32.7%	20.0%	23.0%	9.7%

Q12. Which THREE Parks and Recreation services listed in Question 11 do you think should receive the MOST ATTENTION from Gahanna over the next FIVE years?

Top choice	Number	Percent
Availability of information about programs and facilities	13	7.3 %
Maintenance of parks/facilities	46	26.0 %
Park and facility accessibility (ADA compliant access)	2	1.1 %
Park/facility rule awareness and enforcement	6	3.4 %
Overall quality of sports fields	14	7.9 %
Quality/number of outdoor amenities	14	7.9 %
User friendliness of website	4	2.3 %
Amount of open greenspace	5	2.8 %
Ease of contacting City staff	3	1.7 %
Amount of developed parkland	1	0.6 %
Connectivity of trails and pathways	59	33.3 %
None	10	5.6 %
Total	177	100.0 %

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q12. Which THREE Parks and Recreation services listed in Question 11 do you think should receive the MOST ATTENTION from Gahanna over the next FIVE years?

Second Choice	Number	Percent
Availability of information about programs and facilities	10	5.6 %
Maintenance of parks/facilities	28	15.8 %
Park and facility accessibility (ADA compliant access)	3	1.7 %
Park/facility rule awareness and enforcement	11	6.2 %
Overall quality of sports fields	9	5.1 %
Quality/number of outdoor amenities	29	16.4 %
Meeting room rental availability	1	0.6 %
Ease of renting shelters or meeting rooms	2	1.1 %
User friendliness of website	11	6.2 %
Amount of open greenspace	12	6.8 %
Ease of contacting City staff	1	0.6 %
Amount of developed parkland	13	7.3 %
Connectivity of trails and pathways	29	16.4 %
None	18	10.2 %
Total	177	100.0 %

Q12. Which THREE Parks and Recreation services listed in Question 11 do you think should receive the MOST ATTENTION from Gahanna over the next FIVE years?

Third Choice	Number	Percent
Availability of information about programs and facilities	16	9.0 %
Maintenance of parks/facilities	24	13.6 %
Park and facility accessibility (ADA compliant access)	1	0.6 %
Park/facility rule awareness and enforcement	8	4.5 %
Overall quality of sports fields	15	8.5 %
Quality/number of outdoor amenities	25	14.1 %
Meeting room rental availability	3	1.7 %
Ease of renting shelters or meeting rooms	4	2.3 %
User friendliness of website	12	6.8 %
Amount of open greenspace	8	4.5 %
Ease of contacting City staff	4	2.3 %
Amount of developed parkland	14	7.9 %
Connectivity of trails and pathways	11	6.2 %
None	32	18.1 %
Total	177	100.0 %

Missing Cases = 0

(SUM OF TOP 3)

Q12. Which THREE Parks and Recreation services listed in Question 11 do you think should receive the MOST ATTENTION from Gahanna over the next FIVE years? (Sum of top 3)

Top choice	Number	Percent
Availability of information about programs and facilities	39	22.0 %
Maintenance of parks/facilities	98	55.4 %
Park and facility accessibility (ADA compliant access)	6	3.4 %
Park/facility rule awareness and enforcement	25	14.1 %
Overall quality of sports fields	38	21.5 %
Quality/number of outdoor amenities	68	38.4 %
Meeting room rental availability	4	2.3 %
Ease of renting shelters or meeting rooms	6	3.4 %
User friendliness of website	27	15.3 %
Amount of open greenspace	25	14.1 %
Ease of contacting City staff	8	4.5 %
Amount of developed parkland	28	15.8 %
Connectivity of trails and pathways	99	55.9 %
None	60	33.9 %
Total	531	

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q13. Please rate your level of agreement with the following statements about some potential benefits of Gahanna parks.

(N=177)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Helps to attract new residents and businesses	45.8%	33.9%	9.6%	4.0%	0.6%	6.2%
Helps to reduce crime in my neighborhood and keep kids out of trouble	28.8%	40.1%	16.9%	7.9%	0.6%	5.6%
Improves my (my household's) mental health and reduces stress	49.2%	40.1%	6.8%	0.6%	0.6%	2.8%
Improves my (my household's) physical health and fitness	47.5%	40.7%	7.9%	1.7%	0.0%	2.3%
Increases my (my household's) property value	42.9%	37.9%	13.0%	2.8%	0.6%	2.8%
Improves my (my household's) overall quality of life	53.1%	39.5%	4.0%	1.1%	0.0%	2.3%
Is age-friendly and accessible to all age groups	27.1%	46.9%	15.8%	4.0%	0.6%	5.6%
Makes Gahanna a more desirable place to live	57.1%	30.5%	7.3%	0.6%	0.6%	4.0%
Positively impacts economic/business development	42.9%	35.6%	12.4%	1.7%	0.6%	6.8%
Preserves open space and protects the environment	52.5%	37.3%	5.1%	1.7%	0.0%	3.4%

Q13. Please rate your level of agreement with the following statements about some potential benefits of Gahanna parks.

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
Promotes tourism to the City and the region	33.3%	36.2%	17.5%	7.9%	0.6%	4.5%
Provides jobs/ professional development for youth	20.9%	44.6%	19.2%	5.1%	0.6%	9.6%
Provides positive social interactions for me (my household/family)	39.0%	44.1%	13.0%	1.1%	0.0%	2.8%
Provides volunteer opportunities for the community	24.3%	41.8%	17.5%	4.0%	0.0%	12.4%

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

(WITHOUT "DON'T KNOW")
Q13. Please rate your level of agreement with the following statements about some potential benefits of Gahanna parks. (without "Don't know")

(N=177)

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Helps to attract new residents and businesses	48.8%	36.1%	10.2%	4.2%	0.6%
Helps to reduce crime in my neighborhood and keep kids out of trouble	30.5%	42.5%	18.0%	8.4%	0.6%
Improves my (my household's) mental health and reduces stress	50.6%	41.3%	7.0%	0.6%	0.6%
Improves my (my household's) physical health and fitness	48.6%	41.6%	8.1%	1.7%	0.0%
Increases my (my household's) property value	44.2%	39.0%	13.4%	2.9%	0.6%
Improves my (my household's) overall quality of life	54.3%	40.5%	4.0%	1.2%	0.0%
Is age-friendly and accessible to all age groups	28.7%	49.7%	16.8%	4.2%	0.6%
Makes Gahanna a more desirable place to live	59.4%	31.8%	7.6%	0.6%	0.6%
Positively impacts economic/business development	46.1%	38.2%	13.3%	1.8%	0.6%
Preserves open space and protects the environment	54.4%	38.6%	5.3%	1.8%	0.0%
Promotes tourism to the City and the region	34.9%	37.9%	18.3%	8.3%	0.6%
Provides jobs/professional development for youth	23.1%	49.4%	21.3%	5.6%	0.6%
Provides positive social interactions for me (my household/family)	40.1%	45.3%	13.4%	1.2%	0.0%
Provides volunteer opportunities for the community	27.7%	47.7%	20.0%	4.5%	0.0%

Q14. Please rate your level of satisfaction with the overall value your household receives from the Gahanna parks.

Level of Satisfaction	Number	Percent
Very dissatisfied	3	1.7 %
Somewhat dissatisfied	12	6.8 %
Neutral	9	5.1 %
Somewhat satisfied	97	54.8 %
Very satisfied	50	28.2 %
Don't know	6	3.4 %
Total	177	100.0 %

(WITHOUT "DON'T KNOW")

Q14. Please rate your level of satisfaction with the overall value your household receives from the Gahanna parks. (without "Don't know")

Level of Satisfaction	Number	Percent
Very dissatisfied	3	1.8 %
Somewhat dissatisfied	12	7.0 %
Neutral	9	5.3 %
Somewhat satisfied	97	56.7 %
Very satisfied	50	29.2 %
Total	171	100.0 %

Q15. Given the recent COVID-19/Coronavirus Pandemic, how has your and your household's perception of the value of parks, trails, open spaces, and recreation changed?

How has perception changed?	Number	Percent
Value has significantly decreased	1	0.6 %
Value has somewhat decreased	4	2.3 %
No change	53	29.9 %
Value has somewhat increased	65	36.7 %
Value has significantly increased	50	28.2 %
Not provided	4	2.3 %
Total	177	100.0 %

Q15. Given the recent COVID-19/Coronavirus Pandemic, how has your and your household's perception of the value of parks, trails, open spaces, and recreation changed? (without "not provided")

How has perception changed?	Number	Percent
Value has significantly decreased	1	0.6 %
Value has somewhat decreased	4	2.3 %
No change	53	30.6 %
Value has somewhat increased	65	37.6 %
Value has significantly increased	50	28.9 %
Total	173	100.0 %

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q16. Based on your perception of value in Question 15, how would you want the City of Gahanna to fund future parks, recreation, trails, and open space needs?

How should parks, recreation, trails, and open space needs be funded?	Number	Percent
Increase funding	102	57.6 %
Maintain existing funding levels	56	31.6 %
Not sure	16	9.0 %
Not provided	3	1.7 %
Total	177	100.0 %

(WITHOUT "NOT PROVIDED")

Q16. Based on your perception of value in Question 15, how would you want the City of Gahanna to fund future parks, recreation, trails, and open space needs? (without "not provided")

How should parks, recreation, trails, and open space needs be funded?	Number	Percent
Increase funding	102	58.6 %
Maintain existing funding levels	56	32.2 %
Not sure	16	9.2 %
Total	174	100.0 %

Q17. If you had a budget of $100 for parks and recreation improvements in the City of Gahanna, how would you allocate the funds among these categories?

	Mean
Development of new parks	17.25
Development of new walking and biking trails	31.20
Development of new athletic fields	10.86
Improvements/maintenance of existing outdoor parks and recreation facilities	31.52
Development of new indoor recreation facilities	32.24
Other	21.24

Q18. Please rate your level of support for each of the following actions the City of Gahanna could take to improve the parks and recreation system.

(N=177)

	Very supportive	Somewhat supportive	Not sure	Not supportive
Add more trees/shade structures to parks	53.3%	32.0%	11.8%	3.0%
Update new outdoor exercise/fitness area	22.7%	45.4%	20.9%	11.0%
Develop additional sports fields	11.5%	33.9%	27.9%	26.7%
Develop additional trails and connectivity of trails throughout the community	71.0%	20.1%	5.3%	3.6%
Develop inclusive playgrounds that serve people of all ages and abilities	41.9%	37.1%	19.2%	1.8%
Develop new areas for leisure games/ activities (e.g., bocce, horseshoes, table tennis)	30.4%	42.3%	15.5%	11.9%
Develop new smaller neighborhood parks	24.1%	36.1%	22.3%	17.5%
Improve existing athletic fields	23.4%	47.3%	18.6%	10.8%
Improve existing outdoor basketball/ tennis courts	23.0%	44.8%	24.8%	7.3%
Improve existing park restrooms	46.7%	41.9%	9.0%	2.4%
Improve existing parks in general	57.6%	38.2%	4.2%	0.0%
Improve existing picnic facilities	30.7%	49.1%	16.0%	4.3%
Improve existing playgrounds	35.0%	46.0%	12.3%	6.7%
Develop new indoor pool/aquatic center	54.3%	21.3%	9.1%	15.2%
Improve existing trail system (increasing connectivity/accessibility)	66.7%	22.6%	7.1%	3.6%
Provide additional parking at certain parks	11.0%	32.4%	33.8%	22.8%
Wi-Fi in parks	11.9%	23.8%	18.5%	45.8%
Streaming sport services	3.1%	11.2%	36.0%	49.7%
Other	20.0%	11.4%	65.7%	2.9%

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

Q19. Which FOUR actions from the list in Question 18 would you be MOST WILLING to fund?

Top Choice	Number	Percent
Add more trees/shade structures to parks	18	10.2 %
Update new outdoor exercise/fitness area	1	0.6 %
Develop additional sports fields	6	3.4 %
Develop additional trails and connectivity of trails throughout the community	44	24.9 %
Develop inclusive playgrounds that serve people of all ages and abilities	4	2.3 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, table tennis)	6	3.4 %
Develop new smaller neighborhood parks	6	3.4 %
Improve existing athletic fields	5	2.8 %
Improve existing outdoor basketball/tennis courts	4	2.3 %
Improve existing park restrooms	6	3.4 %
Improve existing parks in general	12	6.8 %
Develop new indoor pool/aquatic center	29	16.4 %
Improve existing trail system (increasing connectivity/ accessibility)	16	9.0 %
Provide additional parking at certain parks	1	0.6 %
Other	5	2.8 %
None	14	7.9 %
Total	177	100.0 %

Q19. Which FOUR actions from the list in Question 18 would you be MOST WILLING to fund?

2nd Choice	Number	Percent
Add more trees/shade structures to parks	16	9.0 %
Update new outdoor exercise/fitness area	6	3.4 %
Develop additional sports fields	5	2.8 %
Develop additional trails and connectivity of trails throughout the community	28	15.8 %
Develop inclusive playgrounds that serve people of all ages and abilities	8	4.5 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, table tennis)	8	4.5 %
Develop new smaller neighborhood parks	10	5.6 %
Improve existing athletic fields	7	4.0 %
Improve existing outdoor basketball/tennis courts	1	0.6 %
Improve existing park restrooms	11	6.2 %
Improve existing parks in general	10	5.6 %
Improve existing picnic facilities	4	2.3 %
Improve existing playgrounds	5	2.8 %
Develop new indoor pool/aquatic center	20	11.3 %
Improve existing trail system (increasing connectivity/ accessibility)	18	10.2 %
Other	2	1.1 %
None	18	10.2 %
Total	177	100.0 %

Q19. Which FOUR actions from the list in Question 18 would you be MOST WILLING to fund?

3rd Choice	Number	Percent
Add more trees/shade structures to parks	16	9.0 %
Update new outdoor exercise/fitness area	7	4.0 %
Develop additional sports fields	1	0.6 %
Develop additional trails and connectivity of trails throughout the community	19	10.7 %
Develop inclusive playgrounds that serve people of all ages and abilities	3	1.7 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, table tennis)	13	7.3 %
Develop new smaller neighborhood parks	4	2.3 %
Improve existing athletic fields	6	3.4 %
Improve existing outdoor basketball/tennis courts	2	1.1 %
Improve existing park restrooms	13	7.3 %
Improve existing parks in general	13	7.3 %
Improve existing picnic facilities	1	0.6 %
Improve existing playgrounds	5	2.8 %
Develop new indoor pool/aquatic center	20	11.3 %
Improve existing trail system (increasing connectivity/ accessibility)	19	10.7 %
Provide additional parking at certain parks	4	2.3 %
Wi-Fi in parks	5	2.8 %
Streaming sport services	1	0.6 %
Other	1	0.6 %
None	24	13.6 %
Total	177	100.0 %

Q19. Which FOUR actions from the list in Question 18 would you be MOST WILLING to fund?

4th Choice	Number	Percent
Add more trees/shade structures to parks	8	4.5 %
Update new outdoor exercise/fitness area	5	2.8 %
Develop additional sports fields	2	1.1 %
Develop additional trails and connectivity of trails throughout the community	7	4.0 %
Develop inclusive playgrounds that serve people of all ages and abilities	5	2.8 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, table tennis)	11	6.2 %
Develop new smaller neighborhood parks	11	6.2 %
Improve existing athletic fields	9	5.1 %
Improve existing outdoor basketball/tennis courts	4	2.3 %
Improve existing park restrooms	10	5.6 %
Improve existing parks in general	21	11.9 %
Improve existing picnic facilities	4	2.3 %
Improve existing playgrounds	9	5.1 %
Develop new indoor pool/aquatic center	7	4.0 %
Improve existing trail system (increasing connectivity/ accessibility)	20	11.3 %
Provide additional parking at certain parks	3	1.7 %
Wi-Fi in parks	1	0.6 %
Streaming sport services	1	0.6 %
Other	3	1.7 %
None	36	20.3 %
Total	177	100.0 %

City of Gahanna Parks and Recreation Needs Assessment Survey - GENERAL PUBLIC results

(SUM OF TOP 4)
Q19. Which FOUR actions from the list in Question 18 would you be MOST WILLING to fund? (Sum of top 4)

Top Choice	Number	Percent
Add more trees/shade structures to parks	58	32.8 %
Update new outdoor exercise/fitness area	19	10.7 %
Develop additional sports fields	14	7.9 %
Develop additional trails and connectivity of trails throughout the community	98	55.4 %
Develop inclusive playgrounds that serve people of all ages and abilities	20	11.3 %
Develop new areas for leisure games/activities (e.g., bocce, horseshoes, table tennis)	38	21.5 %
Develop new smaller neighborhood parks	31	17.5 %
Improve existing athletic fields	27	15.3 %
Improve existing outdoor basketball/tennis courts	11	6.2 %
Improve existing park restrooms	40	22.6 %
Improve existing parks in general	56	31.6 %
Improve existing picnic facilities	9	5.1 %
Improve existing playgrounds	19	10.7 %
Develop new indoor pool/aquatic center	76	42.9 %
Improve existing trail system (increasing connectivity/accessibility)	73	41.2 %
Provide additional parking at certain parks	8	4.5 %
Wi-Fi in parks	6	3.4 %
Streaming sport services	2	1.1 %
Other	11	6.2 %
None	92	52.0 %
Total	708	

Q20. Gender: How do you identify?

How do you identify?	Number	Percent
Male	59	33.7 %
Female	106	60.6 %
Prefer not to answer	9	5.1 %
Prefer to self-describe	1	0.6 %
Total	175	100.0 %

(WITHOUT "PREFER NOT TO ANSWER")
Q20. Gender: How do you identify? (without "Prefer not to answer")

How do you identify?	Number	Percent
Male	59	35.5 %
Female	106	63.9 %
Prefer to self-describe	1	0.6 %
Total	166	100.0 %

Q21. Including yourself, how many people in your household are...

	Mean	Sum
number	3.4	589
Under age 5	0.2	38
Ages 5-9	0.3	52
Ages 10-14	0.5	84
Ages 15-19	0.3	55
Ages 20-24	0.1	23
Ages 25-34	0.3	44
Ages 35-44	0.6	109
Ages 45-54	0.5	84
Ages 55-64	0.4	62
Ages 65-74	0.2	27
Ages_75_84	0.1	10
Ages 85+	0.0	1

Q22. Your age:

Your Age	Number	Percent
25-34	16	9.0 %
35-44	52	29.4 %
45-64	74	41.8 %
65+	22	12.4 %
Not provided	13	7.3 %
Total	177	100.0 %

(WITHOUT "NOT PROVIDED")
Q22. Your age: (without "not provided")

Your Age	Number	Percent
25-34	16	9.8 %
35-44	52	31.7 %
45-64	74	45.1 %
65+	22	13.4 %
Total	164	100.0 %

Q23. How many years have you lived in Gahanna?

How many years have you lived in Gahanna?	Number	Percent
0-5	29	16.4 %
6-10	29	16.4 %
11-15	21	11.9 %
16-20	33	18.6 %
21-30	35	19.8 %
31+	28	15.8 %
Not provided	2	1.1 %
Total	177	100.0 %

(WITHOUT "NOT PROVIDED")
Q23. How many years have you lived in Gahanna? (without "not provided")

How many years have you lived in Gahanna?	Number	Percent
0-5	29	16.6 %
6-10	29	16.6 %
11-15	21	12.0 %
16-20	33	18.9 %
21-30	35	20.0 %
31+	28	16.0 %
Total	175	100.0 %

Q24. Which of the following best describes your race/ethnicity?

Race/Ethnicity	Number	Percent
Asian or Asian Indian	1	0.6 %
Black or African American	5	2.8 %
American Indian or Alaska Native	1	0.6 %
White	160	90.4 %
Hispanic, Spanish, or Latino/a/x	3	1.7 %
Other	5	2.8 %
Total	175	

Q24-6. Self-describe your race/ethnicity:

Please describe your race/ethnicity	Number	Percent
Prefer not to answer	2	66.7 %
What does it matter?	1	33.3 %
Total	3	100.0 %

Q25. What is your annual household income?

What is your annual household income?	Number	Percent
Less than $30,000	4	2.3 %
$30,000-$59,999	8	4.5 %
$60,000-$99,999	29	16.4 %
$100,000 to $129,999	33	18.6 %
$130,000 or more	63	35.6 %
Prefer not to respond	40	22.6 %
Total	177	100.0 %

(WITHOUT "PREFER NOT TO RESPOND")

Q25. What is your annual household income? (without "Prefer not to respond")

What is your annual household income?	Number	Percent
Less than $30,000	4	2.3 %
$30,000-$59,999	8	4.5 %
$60,000-$99,999	29	16.4 %
$100,000 to $129,999	33	18.6 %
$130,000 or more	63	35.6 %
Prefer not to respond	40	22.6 %
Total	177	100.0 %

APPENDIX C - VOLUNTEER/PARTNERSHIP BEST PRACTICES & RECOMMENDATIONS
BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing a volunteer policy, some best practices that the Department should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Town function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period to fulfill a community service requirement.

Encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships should adhere to common policy requirements. These include:

- Each partner will meet with or report to the Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the Department's facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals, and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year, or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved, and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.

- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The following recommendations are both an overview of common partnership opportunities as well as suggested approaches to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for an agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

- **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
- **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Town or Department in exchange for reduced rates, services, or some other agreed upon benefit.
- **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
- **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Department in exchange for sponsorship or co-branded programs, events, marketing, and promotional campaigns, and/or advertising opportunities.
- **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

APPENDIX D- STREET TREE PROGRAM COMPARISON

Forestry Division Scorecard of how they compare their efforts to meet the community's expectation for forestry management against local providers in the Columbus area.

	Gahanna	Canal Winchester	Grove City	Delaware	Groveport	Hilliard	Marysville
City Population	35,483	8,818	41,820	40,568	5,617	36,534	24,667
City Forester	Yes	Yes	Yes	Yes	No	Yes	Yes
Certified Arborists on Staff	1	1	4	1	0	1	1
Full-Time Arbor Employees	1	2	3	1	0	3	1
Part-Time Arbor Employees	3	0	4	2	0	0	0
Seasonal Arbor Employees	1	2	2	1	0	0	0
Budget (without personnel)	no dedicated budget	$ 158,000.00	$ 200,000.00	$ 80,000.00	Tree Fund set up in 1998	$ 200,000.00	$ 110,000.00
Number of Street Trees	6,159	3,700	10,000	20,000	unknown	9,500	7,500
Completed Street Tree Inventory	location only	Yes	In-Progess	In-Progress	No, planned for 2021	Outdated	Yes
Fully Funded Replacements	No	Yes	Yes	Yes	Yes	Yes	Yes
Cost-Share Replacements	No	No	No	No	No	No	No
Street Trees Maintained by Arbor	hazard removals only	Yes	Yes	Yes	Maintained by Service	Yes	Yes
Park Trees Maintained by Arbor	Yes	Yes	Yes	Yes	Maintained by Parks	Yes	Yes
Annual Planting Program	100	175	400	120 not including new development or saplings	60-80 replacements	300	500
Pruning Program	citizen responsibility	by request, not enough staff to support a cycle	by request, plans to switch to a cycle	5-7 year cycle	3-5 year cycle, annual winter clearance pruning	4-year cycle, 2000 annually in-house and contract	6-year cycle, all contracted

Item Information	New Albany	Pickerington	Powell	Reynoldsburg	Springfield	Upper Arlington	Westerville	Whitehall
City Population	10,933	22,158	13,375	38,327	58,877	35,366	41,103	18,926
City Forester	Yes	No	No	Combined with Superintendent	Yes	Combined with Superintendent	Yes	No
Certified Arborists on Staff	1	0	contracted	1	1		6	0
Full-Time Arbor Employees	1	0	0	0.5	7	6	2	0
Part-Time Arbor Employees	1	0	0	0	0	7	1	0
Seasonal Arbor Employees	0	0	0	0	4-7		0	0
Budget (without personnel)	$ 110,000.00	$ 100,000.00	$ 40,000.00	no dedicated budget	$ 425,000.00	$ 500,000.00	$ 325,000.00	no dedicated budget
Number of Street Trees	15,457	5,787 subdivisions only	4,500	10,000-15,000	17,000	17,000	15,000	unknown
Completed Street Tree Inventory	In-Progress	In-Progress	Yes	No	In-Progress	Yes	Yes	No
Fully Funded Replacements	No	Yes	No	streetscapes only	Yes		Yes	No
Cost-Share Replacements	Yes	No	No	No	No		No	No
Street Trees Maintained by Arbor	Yes	No, Service Dept.	Yes	Limited	Yes	Yes	Yes	main streets only
Park Trees Maintained by Arbor	No	No, Service Dept.	Yes	Yes	Yes		Yes	No
Annual Planting Program	unknown	200 plus park trees	25 parks only	25	270-300	450	300	some replacements
Pruning Program	5-year cycle, 500 annually in-house	annual as-needed, 416 pruned in 2020	as needed, Columbus Zoo does some pruning, 100 annually	citizen responsibility except parks and streetscapes	pruning within first 8 years, then by request	2,500 annually	5-year cycle, 3000 annually	citizen responsibility

APPENDIX E – DETAILED ACTION PLAN MATRIX
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. Develop lifecycle amenity 10-year capital improvement plan.	Planning Division		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.	Planning Division		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.	Planning Division Parks Operations		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.	Planning Division		Finish over the next 10 years
		Link existing parks to the Big Walnut trail system where possible to create a connected system.	Planning Division		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.	Planning Division		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.	Trails Division		Completed on a yearly basis
		Develop a bridge to connect Friendship Park with Veterans Park with a connecting trail.	Planning Division		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.	Park Operations		Completed over the next five years
		Update existing concession and restroom area to be more accommodating to all users of the sports complex.	Planning Division		Completed over the next five years

		Develop an indoor fieldhouse for sports groups in the city to support all types of sports.	Planning Division and Director and Recreation Division		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.	Planning Division and Maintenance Division		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.	Planning Division and Director		Achieved in the first five years of the Master Plan
		Evaluate pack in and out issues in neighborhood parks with trash cans to keep trash complaints down to a minimum. Market the Keeping Gahanna Beautiful campaign with signage and video campaigns in the parks, on signage and through QR Codes in parks.	Planning Division and Maintenance Division Marketing Division of the city		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.	Park Maintenance Division		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.	Planning Division and Maintenance Division		Obsolete equipment removed within the first year of being closed.
		Incorporate CPTED Standards in parks to keep vandalism and graffiti down to a minimum.	Planning Division and Maintenance Division		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.	Planning Division and Maintenance Staff		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.	Maintenance Division and Director		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. 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.	Planning Division and Maintenance Division Maintenance Division		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 Maintenance Division		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 Maintenance Division		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. Improve wayfinding within the parks and trails network. Install interpretive signage in natural area throughout the parks. Create and implement a volunteer parks and trails ambassador program.	Planning Division Maintenance Division		Tree replacement schedule is followed based on budgeted dollars. Interpretive signage is updated on an annual basis
1.8	Complete a Forestry master plan and expand the street tree program.				
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.	Planning Division and Park Maintenance Division		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.	Planning Division		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.	Planning Division		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 Maintenance Division		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.	Maintenance Division		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.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		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. Develop a feasibility study and business plan for operating the facility.	Director and Recreation Superintendent		Develop funding withing the 2 years (end of 2025)
2.4	Develop an outdoor learning center in Gahanna Woods.	Consider a partnership with the State Parks on development of an outdoor learning center in Gahanna Woods.	Director and Recreation Superintendent		Develop an agreement with the State Parks System collectively with both entities to build and manage a nature center for the region

			Group Responsible		Performance Measure
		Develop a feasibility program plan with the state parks for the site to serve the Gahanna community but also the regional community.	Director and Recreation Superintendent		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.	Director and Recreation Superintendent		Innovation Center established within 5 years of plan beginning
2.5	Complete the renovation of the Price Road house for recreational programming.				

PROGRAMMING

"The **vision** for programming is to increase parks and recreation program offerings for all demographic groups that unites 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 Superintendent and Staff		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 Superintendent and staff		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 Superintendent and staff		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 Superintendent and Staff		Adult sports program starts in 2024 budget year.
		Build a network of officials capable of managing the games for the department.	Recreation Superintendent and Staff		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 Superintendent and Staff		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 Superintendent and Staff		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 Superintendent and Staff		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 Superintendent and Staff		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 Superintendent and Staff		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 Superintendent and Staff		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 Superintendent and Staff		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 Superintendent		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 Superintendent		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 Superintendent		Partnership polices 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.	Park Director and Recreation Superintendent		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.	Park Director		Polices 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.	Director and leadership team		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.	Director and leadership team		Complete in the 2024 budget year.
		Develop lead and support functions within the department. 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.	Director and leadership team		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.	Director		Staff training for hiring volunteers in 2024.
		Develop job descriptions for each volunteer position in the system.	Director		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.	Director and volunteer coordinator		Implement during the year 2023. 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.	Director and Recreation Superintendent		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 Superintendent		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.	Director and leadership team		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.	Director and leadership team		Establish trainer capabilities in 2023. Develop each type of position in 2024.

		Track all key staffing indicators on staffing utilization as it applies to work completed, drive times and use of equipment.	Director and key staff		Utilize staff input to develop in 2023 and implement in 2024.
4.5	Build efficiency and effectiveness in all full-time and part-time positions through effective training.	Develop an on-going training program for staff to build flexibility into all positions so that there is higher level of productivity.	Director and key staff		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.	Director and Maintenance Staff		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.	Director and Finance Director		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.	Director and Recreation Superintendent		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 of 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 to $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.	Director		Try to make a 4% improvement within 5 years. 2028 $16.40 per year.
		Create the right balance of tax dollars and earned income dollars for the operational budget of the City.	Director		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.	Director		Financing options outline in 2023. Presented to the community in 2024. *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.	Director		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.	Director		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.			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			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.			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.			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.			Evaluate what other cities are doing on a per capita basis for capital improvements.
		Consider a voter referendum for parks and recreation.			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.			Start seeking partners in 2023.