

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	Notes
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.	Incorporate a formalized trails and pavement rating program. Develop lifecycle amenity 10-year capital improvement plan.	Projects - CIP	10/25/2023	A I I I	Gaining quotes for a third party evaluation - AL
	Update parking lots that need to be repaved pavement rating program and develop lifecycle amenity 10-year capital improvement plan.	Projects - CIP	10/25/2023	All parking areas have a 10-year overlay when needed.	Gaining quotes for a third party evaluation - AL
	Implement new design standards for neighborhood parks and community parks to enhance their experiences with at least 5 experiences in a neighborhood park and 10 experiences in a community park.	Admin-CIP	10/25/2023	Design standards will be incorporated into updating neighborhood parks when needed or developed new.	Coordinate updates within GIS to establish baselines - AL & ZG
1.2 Finish development of Big Walnut Creek Trail throughout the City.	Establish a goal of one mile a year to finish the trail over the next five years.	Projects - CIP - BTAC	11/1/2023	Add at least 5 miles of trail in 10 years. Improve at least 12 miles of trail every 5 years.	Establish milestones for priority projects and review with BTAC - SBF
	Link existing parks to the Big Walnut trail system where possible to create a connected system.	Projects - CIP - BTAC/Admin	12/1/2023	Finish linking existing system over the next 20 years	Update GIS with identified projects - SBF
	Manage foliage along the Big Walnut trails that encourage presence of safety along trail for all users.	Parks	On-Going	Completed on a yearly basis	Land Management Plan Standard - Trails are maintained monthly. Formal Fall/Spring review included in trail inspection - ZG
1.4 Remove unused or outdated park amenities and provide new amenities that meet the park user needs for people of all ages to experience Gahanna's Parks.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 value score for each park in the city based on who benefits from the park with how many experiences they get in the park.	Admin/Parks	1/1/2024	Outdated amenities are removed within one year of being obsolete	Formalize rating system - Utilize GIS as function - ZG & AL
	Incorporate at least 50% of available Capital Improvement money for lifecycle replacement of amenities in the existing system.	Admin	10/25/2023	Achieved in the first five years of the Master Plan	CIP - Lifecycle replacement - Review quarterly - SBF
1.5 Incorporate updated design standards for sports fields, playgrounds, trails, specialty amenities, and group-gathering spaces in the parks for the future.	Replace or remove split-rail-fencing.	Parks	On-Going	Unightly-fence-removed-and-replaced-with-more-secure-fencing-over-a-period-of-ten-years	Already accounted for in 1.1 & 1.4
	Remove unused and unsafe amenities in parks when they are shut-down.	Parks	Skate-Park—Others?	Obsolete-equipment-removed-within-the-first-year-of-being-obsolete.	Accounted for in 1.4
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	Adopted by 2024	Natural resource management plan put into place within five years of the plan approval.	Revisit quarter and format of the Land Management Plan - NRAC review in quarter 1 2024 - ZG
	Continuously manage invasive plants in parks and incorporate a Volunteer Corp to help remove these species in parks.	Parks	In progress	Training for volunteers completed in the first year of the master plan.	Columbus Academy - Boy Scouts - Expand OSU students - JP
	Create and implement a volunteer parks and trails ambassador program	Admin/Parks/Rec	In progress/ Julie	Create and implement an ambassador programs for all Community Parks by 2028	Use framework of Columbus Academy students to build program - JP & CH
	Install interpretive signage in natural areas throughout the parks	Admin/Parks	2024	Interpretive signaged is updated on an annual basis	Gahanna Woods improvements - 2024 Improve damaged signs immediately. New signs are fourth phase of signage improvements - ZG & JP
1.10 Establish a snow removal priority program for park roads, parking lots and trails across the system.	Mark and sign areas in the parks in order of priority for snow removal so the community understands the limitations the department has in snow removal.	Parks/M&C	2024	During snow removal signs in order of priority are place at park entrances to the public understands the city priorities.	Work collectively with the Service department to make improvements to current process. ZG

FACILITIES

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 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	Start Date	Performance	Notes
2.3 Update the Gahanna Swimming Pool and site with a replacement aquatic center and improved site amenities.	Update the site plan for the park that incorporates all the recreation facility needs in one site.	Admin - Projects-CIP	2024	Total replacement of the pool in 5 years	Request funding to develop an aquatic master plan specific to the City of Gahanna - SBF
	Seek to acquire the church property site next to the park for a field house or recreation center site.	Admin	2023	Enter into a long-term agreement within next 2 years	Continue conversations with church leadership on partnership opportunities. SBF
2.4 Develop an outdoor learning center.	Complete the renovation of the Price Roadhouse for recreational programming.	Projects - CIP	2021	Open the facility by the end of 2024	Evaluate scope and cost estimates. AL

PROGRAMMING

"The vision for programming is to increase parks and recreation program offerings for all demographic groups that unite the community and creates a lifetime user of the park and recreation system."
 Goal: "Activate the indoor and outdoor park spaces through inviting residents to participate in programs that meet their needs and builds a sense of community."

Strategy	Tactics	Group Responsible	Start Date	Performance	Notes
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.	Make special events a core program of the department.	Recreation	On-going	Developed in the first year (by 2024) of the budget for implementing the Master Plan.	175 Celebration Discussion - BG
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	2023	Adult sports program starts in 2024 budget year.	Comhole League (Fall 2023) - Establish a budget for targeted adult programming - BG
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 school district and the YMCA to host the events as well as using City own streets, parks, and sports facilities.	Recreation	2024	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)	Healthy Kids Day (YMCA), Educational Programming - BG
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	On-Going	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	2024	Age segments are developed for underserved people in the City that are not currently being provided.	Expand teen and adult programming - Put focus on health and wellness programs - BG
	Build advocacy through programming to find permanent indoor program space to host programs in the future.	Recreation/Admin	2024	Seek to develop a steering committee of key leaders in the City to develop a community center in Gahanna	Continue conversations with the YMCA and other potential partners - SBF
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	On-going	Pricing policy is reviewed yearly and updated every three years.	Continue to use budget worksheets to establish cost recovery outcomes- BG
	Teach staff to use all pricing options available to them to maximize use of programs by the community.	Recreation/Admin	On-going	Staff training on pricing is done on a yearly basis	Budget onboarding is established. Implement a budget review for all staff in 2024 - SBF
	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	2024	Teach staff how to interpret price on a yearly basis.	Schedule budget review in Q1 of 2024 - BG
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.	Update partnership policies every other year based on cost and partnership equity.	Admin	2024	Policies are updated every other year with partners.	Update partner and sponsor agreements - BG

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	P e	Notes
4.1 Develop a functional organizational structure to maximize every position's value and responsibility in the system.	Track staff time and cost against desired outcomes for each division within the system.	Admin	2024	Implement the organization structure in 2024.	Completed through employee evaluations annually
	Find the right balance between fulltime, part-time, and seasonal staff to meet the community's expectations for quality parks and quality recreation experiences.	Admin	2024	Complete in the 2024 budget year.	5 year staffing plan is established. Review annually based on services provided. - SBF
	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.	Admin/Parks	2024	Completed in 2024.	Develop baseline - ZG
4.2 Develop a stronger volunteer program to supplement staff costs to deliver services and build advocacy for the Department.	Hire a volunteer coordinator to recruit, train and place volunteers in the system to add support to existing staff responsibilities and to build advocates.	Admin	2024	Staff training for hiring volunteers in 2024.	Request for Coordinator II in 2024 budget - SBF
	Track time of volunteers to be used for in-kind dollars on grant applications at \$29.45 per hour.	Recreation	2024	Implement during the year 2024. Establish 2% of paid hours of the staff to be supported by volunteer time.	Continue to develop the volunteer software - BG & CH
4.3 Hire program contractors to teach recreation program classes to build a strong program base.	Build a collection of program contractors in each core program area the City provides to the community.	Recreation	On-going	Evaluate contractors' capability and capacity within 2024.	2023 - Pickelball, Art
4.4 Create a customized Gahanna Parks and Recreation Training program for people in the City that can work on a part-time and seasonal basis especially in key positions like lifeguards and maintenance staff.	Recruit and train staff in all areas of the work that the department provides services in the City.	Admin	2023	Start in 2023 and fully develop in 2025.	Future Leaders program kicked off in 2022 and will continue in 2023. - BG
4.5 Build efficiency and effectiveness in all full-time and part-time positions through effective training.	Track all key staffing indicators on staffing utilization as it applies to work completed, drive times and use of equipment.	Admin	2024	Utilize staff input to develop in 2023 and implement in 2024.	Establish key performance indicators for each service. - SBF
	Incorporate all costs for parks into a maintenance management software that can track staff time, lifecycle management and equipment cost for managing the system.	Admin/Parks	2024	Develop a training program to use the maintenance management software for work orders and inventory in 2023.	CityWorks software serves the main funtion for this use - ZG
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.	Adjust operational philosophy of the facility, when necessary, based on the support by the community for using the facility.	Admin/Recreation	Q1 2024	Teach the staff to understand direct and indirect costs to determine how to maximize efficiency.	Refresh staff on funtions of the Tyler financial software. - BG

FINANCE

"The Vision for financing is to adequately support the park and recreation system with operational and capital dollars to meet the public's expectations for providing a first-class park and recreation system."
 Goal: "Achieve a per capita spending level for parks and recreation in the City that is within 20% of the best practice parks and recreation agencies in the Columbus region for comparable size cities".

Strategy	Tactics	Group Responsible	Start Date	P e	Notes
5.1 Seek a goal to support the park system with at least the Ohio Park and Recreation per capita spending from \$56 dollars \$82 per person for parks and recreation services in the city for operational costs based on the local comparative market for comparable size cities.	Establish what the per capita spending is in the department now against the state per capita spending for parks and recreation services in the City as it applies to operational and capital dollars.	Admin	On-going	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.	Finance	Completed annually	Establish method to understand earned income in 2023.	
5.3 Determine new funding sources for the Department to draw from the community to build the park and recreation system forward.	Continue to develop alternative funding sources outside of user fees and taxes	Admin/Foundation		Begin the process in 2023 within the City, other organizations, and the private sector. Seek naming rights for buildings and facilities.	
5.4 Continue to develop a capital improvement plan that the City Council can support for the park system to move the agency forward for the next 20 years.	Look at what other cities in the Columbus area are doing to fund and support their park system that could be applicable to the Department.	Admin	2023	Evaluate what other cities are doing on a per capita basis for capital improvements.	CIP adopted in 2023
5.5 Seek, evaluate, and incorporate other local jurisdiction and non-profit organizations to become financial partners.	Seek and develop new partnerships.	Admin/Foundation		Start seeking partners in 2023.	

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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.	Develop consistency across the system in signage for all types of parks in the system.	Admin-Parks	Inventory? In progress	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.	Develop loop trails off the Big Walnut linear trail where appropriate to promote a heart healthy trail for neighborhoods to use.	Projects - CIP	Sunpoint Park -28 Others?	Loop trails created over a 10-year time frame	
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.	Market the Keeping Gahanna Beautiful campaign with signage and video campaigns in the parks, on signage and through QR Codes in parks.	Admin - M&C	Sunpoint campaign	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.	Incorporate CPTED Standards in parks to keep vandalism and graffiti down to a minimum.	Admin/Parks	Trouble areas?	Completed within the first three years of the plan being implemented.	
1.7 Adopt a land management plan for park natural areas in the system to manage them properly.	Develop a tree replacement program fund and process in the city for replacing trees in parks.	Admin/Parks		Tree replacement schedule is followed based on budgeted dollars.	
	Complete a Forestry master plan and expand the street tree program	Admin/Parks	Outsource - 25?	Completed and adopted by 2026	
1.9 Develop an activation plan for waterway access for kayakers in the City to enjoy the resources available, while also protecting and restoring the Big Walnut Watershed including the streams feeding into the creek way.	Seek water trail grants from the state or Build-it Funds from the Federal Government to help open up the waterways for kayaking.	Admin		Grant received from Built it Funds for waterway access.	

FACILITIES

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 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	Start Date	Performance	Notes
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.	Consider appropriate community partnerships that can and will invest fairly in the facility with City investments to make this a reality.	Admin		Partners build 50% of the building	
2.2 Establish an updated school use agreement for indoor and outdoor space to work together to support the needs of the whole community.	Update the school use policy to seek more time for indoor programming in the schools.	Admin/Recreation	Construction	School District provides 20% of all recreation space needs by 2025.	
	Seek a 50/50 partnership on use and access to City properties and school properties.	Admin/Recreation		School District provides 20% of all recreation space for the department	

PROGRAMMING

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Strategy	Tactics	Group Responsible	Start Date	Performance	Notes
3.1 Incorporate more unique events in the City during the spring, summer and fall as a core service of the Department and to promote cultural enrichment in the City.	Establish at least one special event each month that promotes the culture of Gahanna and brings the community together to celebrate food, entertainment, and music in one setting.	Recreation		One special event a month is achieved in the first three years (by 2025) of the Master Plan.	
	Teach and train volunteers to help put on events for youth and adults in the City.	Recreation		200 volunteers are trained to put on special events in the City by the third year (2026) of the master plan.	
3.3 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.	Develop a planning group to help the City pull a corporate challenge event together.	Recreation		Planning group is established in the first three years of the Master Plan. (Start 2023)	

ADMINISTRATION AND OPERATIONS:

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4.2 Develop a stronger volunteer program to supplement staff costs to deliver services and build advocacy for the Department.	Develop job descriptions for each volunteer position in the system.	Admin		Evaluate job functions within the next year.	
4.3 Hire program contractors to teach recreation program classes to build a strong program base.	Pay contractors 60% with the City keeping 40% of the total dollars collect for the program.	Admin	2025?	Budgeted and put into practice in 2024.	
4.6 Develop an operational proforma for all revenue producing facilities so that the staffing expectations are determined in advance of the facility opening in a given year so that the facility can operate in the most efficient manner.	Train staff in proforma development and tracking of costs.	Admin/Finance		Teach the staff to understand their system and costs in maintenance expenses and revenue.	

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Strategy	Tactics	Group Responsible	Start Date	Performance	Notes
5.2 Work with the finance director of the city to evaluate all the funding options for developing a community center in the city.	Evaluate what partnership opportunities exist for capital development for a new community center in the City.	Admin		Develop potential partners by 203 and engage them in 2024	

5.3	Determine new funding sources for the Department to draw from the community to build the park and recreation system forward.	Consider an earnings tax to support the capital improvements for the City.	Admin		Consider this as a dedicated option for developing a community center.	
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PARKLAND AND TRAILS

Strategy	Tactics	Group Responsible	Start Date	Performance	Notes
1.2 Finish development of Big Walnut Creek Trail throughout the City.	Develop a bridge to connect Friendship Park with Veterans Park with a connecting trail.	Projects - CIP (SW Floodplain)		Completed over the next ten years from grants	
1.3 Maximize the use of existing sports complexes in the City through effective design and drainage.	Update existing concession and restroom area to be more accommodating to all users of the sports complex.	Parks/Projects - CIP	Academy?	Completed over the next five years	
	Develop an indoor fieldhouse for sports groups in the city to support all types of sports.	Admin/Projects - CIP		Completed over the next ten years	
1.6 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.	Determine storage needs in the department and design to support it with easy access.	Admin/Parks		New storage and Maintenance facility replaced in the next ten years.	
1.9 Develop an activation plan for waterway access for kayakers in the City to enjoy the resources available, while also protecting and restoring the Big Walnut Watershed including the streams feeding into the creek way.	Determine where stream areas need to be dredged and opened up to allow for kayaking to occur.	Parks		Stream area dredged based on Corp of Engineering and State Approval where needed.	

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Strategy	Tactics	Group	Start Date	Performance	Notes
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 aquatic, sports, fitness, arts, teens, and for people with disabilities.	Establish a dedicated funding source for developing indoor program space in the City for the parks and recreation department.	Admin		Community Center gets developed in next 10 years.	
	Develop a feasibility study on the cost to develop and operate so funds can be secured to provide the service to the community for the next 50 years.	Admin		Community Center gets developed in next 10 years	
2.3 Update the Gahanna Swimming Pool and site with a replacement aquatic center and improved site amenities.	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.	Admin		Develop funding within the 2 years (end of 2025)	
2.4 Develop an outdoor learning center.	Consider a partnership with the State Parks on development of an outdoor learning center in Gahanna Woods.	Projects - CIP/Parks		Develop an agreement with the State Parks System collectively with both entities to build and manage a nature center for the region	
	Develop a feasibility program plan with the state parks for the site to serve the Gahanna community but also the regional community.	Recreation		Develop an agreement with the State Parks System collectively with both entities to build and manage a nature center for the region	
	Consider an outdoor innovation center as part of the site for people to learn all aspects of enjoying the outdoors in an urban center.	Admin/Recreation		Innovation Center established within 5 years of plan beginning	

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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.	Build a network of officials capable of managing the games for the department.	Recreation		Officials' organization developed for the City by the Department in the first three years (by 2026) of the master plan.	
3.3 Develop events for the community that helps them understand the strengths and limitations of the park system so they can advocate for improvements in the department.	Work with the business community to see if there is a desire to incorporate a corporate challenge special events for the City.	Recreation		Corporate Challenge events are put on by the third year (2026) of the implementation of the master plan	
3.6 Incorporate partnership policies for public/public partners, public/not-for-profit partners, and public/private partners to maximize the value and fairness across the system.	Work with each partnership program group that the City partners with to share the City cost to provide the program and what their cost should be in the partnership.	Recreation		Partnership policies are reviewed and implemented for all types of partnerships in the City.	

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5.1 Seek a goal to support the park system with at least the Ohio Park and Recreation per capita spending from \$56 dollars \$82 per person for parks and recreation services in the city for operational costs based on the local comparative market for comparable size cities.	Find a dedicated funding source for capital improvements to meet the community's expectations for parks and recreation in the City.	Admin		Financing options outline in 2023. 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.	Admin		Educate the community about a bond issue in 2026. Implement the new bond issue by 2027.	
	Consider a public private partnership for the development of a community center in the City.	Admin		Utilize Public private partnerships by 2027 and implement in 2029 as an option.	
5.3 Determine new funding sources for the Department to draw from the community to build the park and recreation system forward.	Consider a TIF or impact fee as another option for the facility to be developed.	Admin/Finance		Implement in 2029.	

5.4 Continue to develop a capital improvement plan that the City Council can support for the park system to move the agency forward for the next 20 years.	Consider a voter referendum for parks and recreation.	Admin		Implement by 2026.	
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