



APPENDIX A – NATIONAL AND LOCAL RECREATION TRENDS

NATIONAL DATA

NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in for 2016 were golf (24.1 million in 2015) and basketball (22.3 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can 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 the majority of American dwellings as a drive-way pickup game.

Since 2011, rugby and other niche sports, like boxing, roller hockey, and squash, have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.4% over the last five years. Based on the five-year trend, boxing (62%), roller hockey (55.9%), squash (39.3%), lacrosse (39.2%), cheerleading (32.1%) and field hockey (31.8%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15%), rugby (14.9%), sand volleyball (14.7%), Pickleball (12.3%), and cheerleading (11.7%).

During the last five years, the sports that are most rapidly declining include touch football (-26%), ultimate Frisbee (-24.5%), racquetball (-17.9%), and tackle football (-15%). Ultimate Frisbee and racquetball are losing their core participants while touch football and tackle football are experiencing attrition of its casual participant base. For the most recent year, ultimate Frisbee (-16.7%), touch football (-12.3%), tackle football (-11.9%), and boxing have undergone the largest decline.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing rates for participation in certain activities have not yet reached their peaks in sports like rugby, sand volleyball, and ice hockey. However, four sports that increased rapidly over the past five years have undergone decline in 2016, including lacrosse, field hockey, squash, and boxing for competition. The reversal of the five-year trends in these sports may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly casual participants that may switch to a variety of other sports or fitness activities.

The most popular sports such as basketball and baseball have a larger core participant base (engaged in this activity more than 13 times annually) than casual participant base (engaged at least 1 time annually). Less mainstream sports such as ultimate Frisbee, roller hockey, squash and boxing for competition have more casual participants who engaged in these sports in a low frequency. Although, for the five-year trends, these sports have been increasing in participation, people joining were mostly casual participants who engaged less frequently than the more dedicated, core participant base and may switch to other sports or fitness activities, explaining the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Golf (2015 data*)	26,122	24,700	24,120	-7.7%	-2.3%
Basketball	24,790	23,410	22,343	-9.9%	-4.6%
Tennis	17,772	17,963	18,079	1.7%	0.6%
Baseball	13,561	13,711	14,760	8.8%	7.7%
Soccer (Outdoor)	13,667	12,646	11,932	-12.7%	-5.6%
Softball (Slow Pitch)	7,809	7,114	7,690	-1.5%	8.1%
Badminton	7,135	7,198	7,354	3.1%	2.2%
Volleyball (Court)	6,662	6,423	6,216	-6.7%	-3.2%
Football, Flag	6,325	5,829	6,173	-2.4%	5.9%
Football, Touch	7,684	6,487	5,686	-26.0%	-12.3%
Volleyball (Sand/Beach)	4,451	4,785	5,489	23.3%	14.7%
Football, Tackle	6,448	6,222	5,481	-15.0%	-11.9%
Gymnastics	4,824	4,679	5,381	11.5%	15.0%
Soccer (Indoor)	4,631	4,813	5,117	10.5%	6.3%
Track and Field	4,341	4,222	4,116	-5.2%	-2.5%
Cheerleading	3,049	3,608	4,029	32.1%	11.7%
Ultimate Frisbee	4,868	4,409	3,673	-24.5%	-16.7%
Racquetball	4,357	3,883	3,579	-17.9%	-7.8%
Pickleball	N/A	2,506	2,815	N/A	12.3%
Ice Hockey	2,131	2,546	2,697	26.6%	5.9%
Softball (Fast Pitch)	2,400	2,460	2,467	2.8%	0.3%
Lacrosse	1,501	2,094	2,090	39.2%	-0.2%
Roller Hockey	1,237	1,907	1,929	55.9%	1.2%
Wrestling	1,971	1,978	1,922	-2.5%	-2.8%
Rugby	850	1,349	1,550	82.4%	14.9%
Squash	1,112	1,710	1,549	39.3%	-9.4%
Field Hockey	1,147	1,565	1,512	31.8%	-3.4%
Boxing for Competition	747	1,355	1,210	62.0%	-10.7%

NOTE: Participation figures are in 000's for the US population ages 6 and over
 *Golf participation is based on 2015 data, as current figures were unavailable at the time of study.

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population. In 2016, fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

Aquatic exercise also has a strong participation base, and has experienced steady growth since 2011. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

While all activities have undergone increases over the last five years and most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of competition swimming increased by 123.9%, aquatic exercise by 27.5% and fitness swimming by 26.4%. However, core participants of fitness swimming decreased by 4.8% in 2016. From 2011 to 2016, core participation of competition swimming declined by 2.3% and aquatic exercise declined by 0.1%.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Swimming (Fitness)	21,517	26,319	26,601	23.6%	1.1%
Aquatic Exercise	9,042	9,226	10,575	17.0%	14.6%
Swimming (Competition)	2,363	2,892	3,369	42.6%	16.5%
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%)	

NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle - 0.4% more people reported being active to a healthy level and inactivity rate decreased by 0.2% in 2016. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%), and tai chi (24.6%). For the same time frame, the activities that have undergone the most decline include boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/jogging (-5.3%), and fitness walking (-4.3%).

In the last year, activities with the largest gains in participation included stair climbing machine (13.9%), bodyweight exercise (13.4%), and cross training style workout (10.3%). From 2015 to 2016, the activities that had the most decline in participation were Barre (-7.1%), hand weights (-5.9%), stretching (-5.6%), and boxing for fitness (-4.5%).

It should be noted that many of the activities growing most rapidly have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in high impact aerobics (62%) and tai chi (36.8%), while core participant base of both activities experienced more steady growth.

Recent declines in extremely popular activities, such as fitness walking and running / jogging, paired with widespread growth in activities with lower participation levels, may suggest that those engaging in fitness activities are actively looking for new forms of exercise. However, popular activities like traditional and non-traditional triathlons had larger core than casual participant base.



National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fitness Walking	112,715	109,829	107,895	-4.3%	-1.8%
Treadmill	53,260	50,398	51,972	-2.4%	3.1%
Free Weights (Dumbbells/Hand Weights)	N/A	54,716	51,513	N/A	-5.9%
Running/Jogging	50,061	48,496	47,384	-5.3%	-2.3%
Stationary Cycling (Recumbent/Upright)	36,341	35,553	36,118	-0.6%	1.6%
Weight/Resistant Machines	39,548	35,310	35,768	-9.6%	1.3%
Stretching	34,687	35,776	33,771	-2.6%	-5.6%
Elliptical Motion Trainer	29,734	32,321	32,218	8.4%	-0.3%
Free Weights (Barbells)	27,056	25,381	26,473	-2.2%	4.3%
Yoga	22,107	25,289	26,268	18.8%	3.9%
Calisthenics/Bodyweight Exercise	N/A	22,146	25,110	N/A	13.4%
Choreographed Exercise	N/A	21,487	21,839	N/A	1.6%
Aerobics (High Impact)	15,755	20,464	21,390	35.8%	4.5%
Stair Climbing Machine	13,409	13,234	15,079	12.5%	13.9%
Cross-Training Style Workout	N/A	11,710	12,914	N/A	10.3%
Stationary Cycling (Group)	8,738	8,677	8,937	2.3%	3.0%
Pilates Training	8,507	8,594	8,893	4.5%	3.5%
Trail Running	5,373	8,139	8,582	59.7%	5.4%
Cardio Kickboxing	6,488	6,708	6,899	6.3%	2.8%
Boot Camp Style Cross-Training	7,706	6,722	6,583	-14.6%	-2.1%
Martial Arts	5,037	5,507	5,745	14.1%	4.3%
Boxing for Fitness	4,631	5,419	5,175	11.7%	-4.5%
Tai Chi	2,975	3,651	3,706	24.6%	1.5%
Barre	N/A	3,583	3,329	N/A	-7.1%
Triathlon (Traditional/Road)	1,686	2,498	2,374	40.8%	-5.0%
Triathlon (Non-Traditional/Off Road)	819	1,744	1,705	108.2%	-2.2%
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%)	

NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not limited by time restraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million), and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%), and backpacking overnight (31.5%) have undergone the largest increases. More recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%), and recreational vehicle camping (7.9%).

The five-year trend shows activities declining most rapidly were in-line roller skating (-27.8%), camping within ¼ mile of home/vehicle (-17.2%), and bird watching (-11.3%). The recent year trend experiences a relatively smaller decline but includes similar activities as the five-year trend. The activities experiencing declines were bird watching (-11.5%), in-line roller skating (-10.7%), fly fishing (-5.7%), and camping within ¼ mile of home/vehicle (-4.6%).

Regarding the national trend of outdoor activities participation on the rise, all casual participation except for in-line roller skating had increased over the last five years. The decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as skateboarding (-14.2%), RV camping (-11.2%), freshwater fishing (-8.7%), road bicycling (-7.7%) and fly fishing (-7.5%). Most recently, both core and casual participation were on the decline for archery and in-line roller skating.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Hiking (Day)	33,494	37,232	42,128	25.8%	13.1%
Bicycling (Road)	39,834	38,280	38,365	-3.7%	0.2%
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Camping (< 1/4 Mile of Vehicle/Home)	31,961	27,742	26,467	-17.2%	-4.6%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,495	20,718	20,746	-3.5%	0.1%
Camping (Recreational Vehicle)	16,282	14,699	15,855	-2.6%	7.9%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Birdwatching (>1/4 mile of Vehicle/Home)	13,067	13,093	11,589	-11.3%	-11.5%
Backpacking Overnight	7,722	10,100	10,151	31.5%	0.5%
Bicycling (Mountain)	6,989	8,316	8,615	23.3%	3.6%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Skateboarding	6,318	6,436	6,442	2.0%	0.1%
Roller Skating, In-Line	7,451	6,024	5,381	-27.8%	-10.7%
Climbing (Sport/Indoor/Boulder)	4,445	4,684	4,905	10.3%	4.7%
Bicycling (BMX)	1,958	2,690	3,104	58.5%	15.4%
Adventure Racing	1,202	2,864	2,999	149.5%	4.7%
Climbing (Traditional/Ice/Mountaineering)	1,904	2,571	2,790	46.5%	8.5%
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%)	



NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2016 were canoeing (10 million), recreational kayaking (10 million), and snorkeling (8.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal and environmental factors. A region with more water access and a warmer climate could potentially have a higher participation rate in water activities than a region that has long winter seasons or experiences drought. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of weather patterns and that regional accessibility can greatly improve, or diminish, participation in water activities.

Over the last five years, stand-up paddling (up 181%) was by far the fastest growing water activity, followed by white water kayaking (50.6%), sea / touring kayaking (49.7%), recreational kayaking (36.3%), and boardsailing / windsurfing (25.5%). Although the five-year trends show water sports / activities are getting more popular, the most recent year reflects a much slower increase in general -- stand-up paddling by 6.6%, recreational kayaking by 5.5%, and surfing by 4.4%.

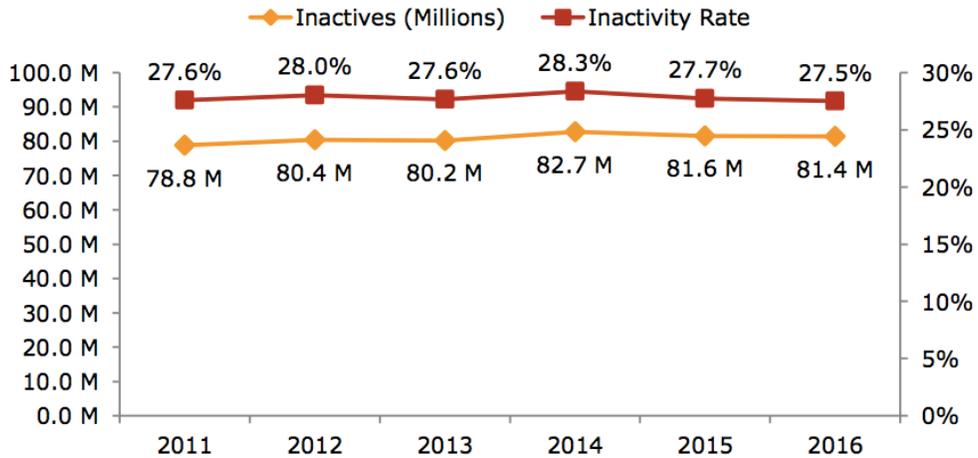
From 2011-2016, activities declining most rapidly were jet skiing (-23.6%), water skiing (-20%), and rafting (-17.2%). In the most recent year, activities experiencing the greatest declines in participation included rafting (-11.7%), wakeboarding (-9.7%), jet skiing (-7.7%), and water skiing (-6.3%).

As mentioned previously, regional, seasonal and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why in almost all water-based activities there are more casual participants than core participants, since frequencies of activities may be heavily constrained by external factors.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Canoeing	10,170	10,236	10,046	-1.2%	-1.9%
Kayaking (Recreational)	7,347	9,499	10,017	36.3%	5.5%
Snorkeling	9,312	8,874	8,717	-6.4%	-1.8%
Jet Skiing	7,574	6,263	5,783	-23.6%	-7.7%
Sailing	3,797	4,099	4,095	7.8%	-0.1%
Water Skiing	4,626	3,948	3,700	-20.0%	-6.3%
Rafting	4,141	3,883	3,428	-17.2%	-11.7%
Stand-Up Paddling	1,146	3,020	3,220	181.0%	6.6%
Kayaking (Sea/Touring)	2,087	3,079	3,124	49.7%	1.5%
Scuba Diving	2,866	3,274	3,111	8.5%	-5.0%
Wakeboarding	3,517	3,226	2,912	-17.2%	-9.7%
Surfing	2,481	2,701	2,793	12.6%	3.4%
Kayaking (White Water)	1,694	2,518	2,552	50.6%	1.4%
Boardsailing/Windsurfing	1,384	1,766	1,737	25.5%	-1.6%
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%)	

NATIONAL TRENDS IN INACTIVITY

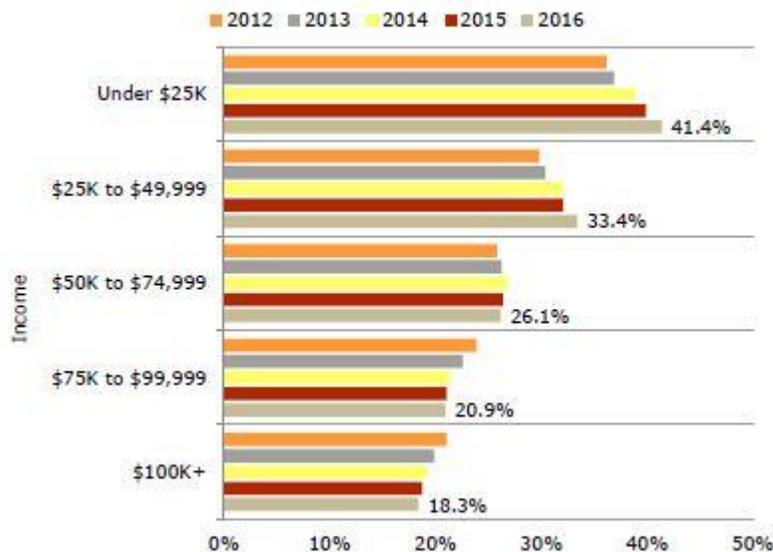
In 2016, 27.5% of Americans were inactive. The inactivity rate has decreased by 0.2% and more than 2 million people exited the category of ‘inactives’. However, there were more than 81.4 million Americans reported no physical activities in 2016. Over the five-year timeframe, although the inactivity rate has experienced a 0.1% decrease, 2.6 million more people have become inactive.



*Source: Sports, Fitness, and Leisure Activities Topline Participation Report 2017, SFIA

INACTIVITY AND INCOME

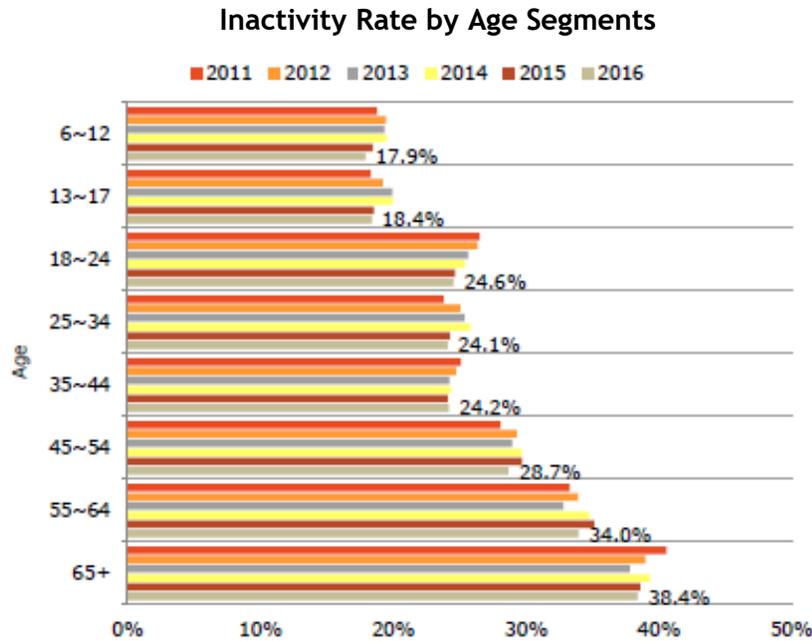
A negative correlation between inactivity and income level was evident in the last five years. Lower income households tend to have higher inactivity rate. Households with annual income under \$25K have an inactivity rate of 41.4% in 2016, which is significantly higher than any other income group. Since 2012, a contrasting trend for inactivity has emerged in households earning above and below \$50,000 annually. In these instances, more initiatives that offer discounted sports and recreation programs and increased accessibility to recreational opportunities in low income areas will be needed to lower the inactivity rate.



*Source: Sports, Fitness, and Leisure Activities Topline Participation Report 2017, SFIA

INACTIVITY BY AGE SEGMENT

In general, inactivity rates increase as participants age. Generation Z (age 6-17) remained the most active and the boomers (age 55+) had the highest inactive rate. Most recently, no age segment has experienced an increase in inactivity. In the last year, the youngest participants (age 6-12), the second half of Gen X (age 45-54), and the youngest Boomers (age 55-64) underwent the sharpest decline in inactivity; while all other age segments remained relatively flat. Over the five-year period, the first half of millennials (age 18-24) and second half of Boomers (age 65+) experienced substantial decreases in the inactive rate, countered by increases in inactivity for the 25-34, 45-54, and 55-64 age segments.



*Source: Sports, Fitness, and Leisure Activities Topline Participation Report 2017, SFIA

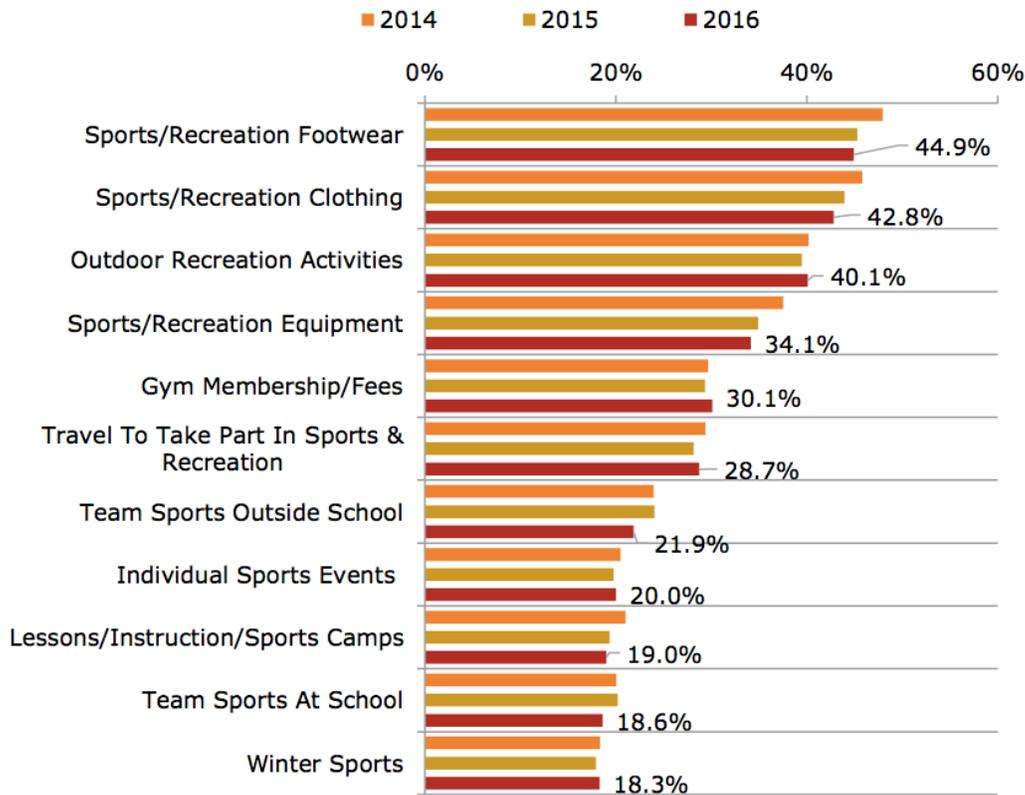
NON-PARTICIPANT ASPIRATIONAL INTEREST

Among the population who are inactive, aspirational participation trends reveal what might prevent 'inactives' from joining sports or fitness activities. The trends suggested that one major barrier to higher rates of activity is a lack of companionship in fitness activities. Among those surveyed, 43% of non-participants said that fitness or sports activity would be more enjoyable if there were someone to take part with, and 31.3% of non-participants would engage in physical activities if accompanied by a friend.

NATIONAL TRENDS IN FITNESS AND SPORTS SPENDING

Overall, fitness and sports related spending decreased slightly over the past three years. As outdoor recreation activities become more popular, spending in the category increased in the most recent year. Gym membership/fee and travel expenses for recreation have also undergone increases in fitness spending over the past year. Noticeably, spending on team sports, both at and outside school, has seen relatively large declines in 2016.

Ownership of health and fitness tracking devices has also increased in recent years. More than a quarter of all active participants owned a fitness tracking device in 2016, which includes fitness trackers that sync with computer/tablet/smartphone, pedometer, and heart rate monitor. Wearable fitness tracking is becoming the most popular tracking option for both active and inactive participants.



*Source: Sports, Fitness, and Leisure Activities Topline Participation Report 2017, SFIA



CORE VS CASUAL PARTICIPATION TRENDS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2011		2015		2016		11-16	15-16
	#	%	#	%	#	%		
Soccer (Indoor)	4,631	100%	4,813	100%	5,117	100%	10.5%	6.3%
<i>Casual (1-12 times)</i>	2,120	46%	2,157	45%	2,347	46%	10.7%	8.8%
<i>Core(13+ times)</i>	2,511	54%	2,656	55%	2,770	54%	10.3%	4.3%
Track and Field	4,341	100%	4,222	100%	4,116	100%	-5.2%	-2.5%
<i>Casual (1-25 times)</i>	1,830	42%	1,973	47%	1,961	48%	7.2%	-0.6%
<i>Core(26+ times)</i>	2,511	58%	2,249	53%	2,155	52%	-14.2%	-4.2%
Cheerleading	3,049	100%	3,608	100%	4,029	100%	32.1%	11.7%
<i>Casual (1-25 times)</i>	1,487	49%	1,968	55%	2,365	59%	59.0%	20.2%
<i>Core(26+ times)</i>	1,562	51%	1,640	45%	1,664	41%	6.5%	1.5%
Ultimate Frisbee	4,868	100%	4,409	100%	3,673	100%	-24.5%	-16.7%
<i>Casual (1-12 times)</i>	3,391	70%	3,371	76%	2,746	75%	-19.0%	-18.5%
<i>Core(13+ times)</i>	1,476	30%	1,038	24%	927	25%	-37.2%	-10.7%
Racquetball	4,357	100%	3,883	100%	3,579	100%	-17.9%	-7.8%
<i>Casual (1-12 times)</i>	2,587	59%	2,628	68%	2,488	70%	-3.8%	-5.3%
<i>Core(13+ times)</i>	1,772	41%	1,255	32%	1,092	30%	-38.4%	-13.0%
Ice Hockey	2,131	100%	2,546	100%	2,697	100%	26.6%	5.9%
<i>Casual (1-12 times)</i>	957	45%	1,219	48%	1,353	50%	41.4%	11.0%
<i>Core(13+ times)</i>	1,174	55%	1,326	52%	1,344	50%	14.5%	1.4%
Softball (Fast Pitch)	2,400	100%	2,460	100%	2,467	100%	2.8%	0.3%
<i>Casual (1-25 times)</i>	1,235	51%	1,187	48%	1,198	49%	-3.0%	0.9%
<i>Core(26+ times)</i>	1,166	49%	1,273	52%	1,269	51%	8.8%	-0.3%
Lacrosse	1,501	100%	2,094	100%	2,090	100%	39.2%	-0.2%
<i>Casual (1-12 times)</i>	701	47%	1,146	55%	1,153	55%	64.5%	0.6%
<i>Core(13+ times)</i>	800	53%	947	45%	938	45%	17.3%	-1.0%
Roller Hockey	1,237	100%	1,907	100%	1,929	100%	55.9%	1.2%
<i>Casual (1-12 times)</i>	834	67%	1,382	72%	1,438	75%	72.4%	4.1%
<i>Core(13+ times)</i>	404	33%	525	28%	491	25%	21.5%	-6.5%
Wrestling	1,971	100%	1,978	100%	1,922	100%	-2.5%	-2.8%
<i>Casual (1-25 times)</i>	915	46%	1,094	55%	1,139	59%	24.5%	4.1%
<i>Core(26+ times)</i>	1,056	54%	885	45%	782	41%	-25.9%	-11.6%
Rugby	850	100%	1,349	100%	1,550	100%	82.4%	14.9%
<i>Casual (1-7 times)</i>	544	64%	918	68%	1,090	70%	100.4%	18.7%
<i>Core(8+ times)</i>	306	36%	431	32%	460	30%	50.3%	6.7%
Squash	1,112	100%	1,710	100%	1,549	100%	39.3%	-9.4%
<i>Casual (1-7 times)</i>	725	65%	1,293	76%	1,111	72%	53.2%	-14.1%
<i>Core(8+ times)</i>	387	35%	417	24%	437	28%	12.9%	4.8%
Field Hockey	1,147	100%	1,565	100%	1,512	100%	31.8%	-3.4%
<i>Casual (1-7 times)</i>	536	47%	831	53%	773	51%	44.2%	-7.0%
<i>Core(8+ times)</i>	611	53%	734	47%	739	49%	20.9%	0.7%
Boxing for Competition	747	100%	1,355	100%	1,210	100%	62.0%	-10.7%
<i>Casual (1-12 times)</i>	516	69%	1,166	86%	1,035	86%	100.6%	-11.2%
<i>Core(13+ times)</i>	232	31%	190	14%	176	14%	-24.1%	-7.4%

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 FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2011		2015		2016		11-16	15-16
	#	%	#	%	#	%		
Aerobics (High Impact)	15,755	100%	20,464	100%	21,390	100%	35.8%	4.5%
<i>Casual (1-49 times)</i>	7,283	46%	11,723	57%	11,801	55%	62.0%	0.7%
<i>Core(50+ times)</i>	8,473	54%	8,742	43%	9,589	45%	13.2%	9.7%
Stair Climbing Machine	13,409	100%	13,234	100%	15,079	100%	12.5%	13.9%
<i>Casual (1-49 times)</i>	7,559	56%	7,960	60%	9,332	62%	23.5%	17.2%
<i>Core(50+ times)</i>	5,850	44%	5,275	40%	5,747	38%	-1.8%	8.9%
Cross-Training Style Workout	N/A	-	11,710	100%	12,914	100%	N/A	10.3%
<i>Casual (1-49 times)</i>	N/A	-	6,038	52%	6,430	50%	N/A	6.5%
<i>Core(50+ times)</i>	N/A	-	5,672	48%	6,483	50%	N/A	14.3%
Stationary Cycling (Group)	8,738	100%	8,677	100%	8,937	100%	2.3%	3.0%
<i>Casual (1-49 times)</i>	5,088	58%	5,561	64%	5,751	64%	13.0%	3.4%
<i>Core(50+ times)</i>	3,650	42%	3,116	36%	3,186	36%	-12.7%	2.2%
Pilates Training	8,507	100%	8,594	100%	8,893	100%	4.5%	3.5%
<i>Casual (1-49 times)</i>	5,191	61%	5,201	61%	5,525	62%	6.4%	6.2%
<i>Core(50+ times)</i>	3,316	39%	3,394	39%	3,367	38%	1.5%	-0.8%
Cardio Kickboxing	6,488	100%	6,708	100%	6,899	100%	6.3%	2.8%
<i>Casual (1-49 times)</i>	4,411	68%	4,579	68%	4,760	69%	7.9%	4.0%
<i>Core(50+ times)</i>	2,077	32%	2,129	32%	2,139	31%	3.0%	0.5%
Boot Camp Style Cross-Training	7,706	100%	6,722	100%	6,583	100%	-14.6%	-2.1%
<i>Casual (1-49 times)</i>	4,818	63%	4,488	67%	4,484	68%	-6.9%	-0.1%
<i>Core(50+ times)</i>	2,888	37%	2,234	33%	2,099	32%	-27.3%	-6.0%
Martial Arts	5,037	100%	5,507	100%	5,745	100%	14.1%	4.3%
<i>Casual (1-12 times)</i>	1,171	23%	1,793	33%	1,964	34%	67.7%	9.5%
<i>Core(13+ times)</i>	3,866	77%	3,714	67%	3,780	66%	-2.2%	1.8%
Boxing for Fitness	4,631	100%	5,419	100%	5,175	100%	11.7%	-4.5%
<i>Casual (1-12 times)</i>	2,228	48%	2,787	51%	2,678	52%	20.2%	-3.9%
<i>Core(13+ times)</i>	2,404	52%	2,633	49%	2,496	48%	3.8%	-5.2%
Tai Chi	2,975	100%	3,651	100%	3,706	100%	24.6%	1.5%
<i>Casual (1-49 times)</i>	1,641	55%	2,237	61%	2,245	61%	36.8%	0.4%
<i>Core(50+ times)</i>	1,334	45%	1,415	39%	1,461	39%	9.5%	3.3%
Barre	N/A	-	3,583	100%	3,329	100%	N/A	-7.1%
<i>Casual (1-49 times)</i>	N/A	-	2,881	80%	2,636	79%	N/A	-8.5%
<i>Core(50+ times)</i>	N/A	-	703	20%	693	21%	N/A	-1.4%
Triathlon (Traditional/Road)	1,686	100%	2,498	100%	2,374	100%	40.8%	-5.0%
<i>Casual (1 times)</i>	519	31%	763	31%	786	33%	51.4%	3.0%
<i>Core(2+ times)</i>	1,167	69%	1,735	69%	1,589	67%	36.2%	-8.4%
Triathlon (Non-Traditional/Off Road)	819	100%	1,744	100%	1,705	100%	108.2%	-2.2%
<i>Casual (1 times)</i>	167	20%	589	34%	647	38%	287.4%	9.8%
<i>Core(2+ times)</i>	653	80%	1,154	66%	1,058	62%	62.0%	-8.3%

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%)



OUTDOOR / ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2011		2015		2016		11-16	15-16
	#	%	#	%	#	%		
Bicycling (Road)	39,834	100%	38,280	100%	38,365	100%	-3.7%	0.2%
<i>Casual (1-25 times)</i>	19,127	48%	18,845	49%	19,244	50%	0.6%	2.1%
<i>Core(26+ times)</i>	20,708	52%	19,435	51%	19,121	50%	-7.7%	-1.6%
Fishing (Freshwater)	38,864	100%	37,682	100%	38,121	100%	-1.9%	1.2%
<i>Casual (1-7 times)</i>	19,363	50%	20,206	54%	20,308	53%	4.9%	0.5%
<i>Core(8+ times)</i>	19,501	50%	17,476	46%	17,813	47%	-8.7%	1.9%
Camping (Recreational Vehicle)	16,282	100%	14,699	100%	15,855	100%	-2.6%	7.9%
<i>Casual (1-7 times)</i>	8,250	51%	7,843	53%	8,719	55%	5.7%	11.2%
<i>Core(8+ times)</i>	8,033	49%	6,856	47%	7,136	45%	-11.2%	4.1%
Fishing (Saltwater)	11,896	100%	11,975	100%	12,266	100%	3.1%	2.4%
<i>Casual (1-7 times)</i>	7,119	60%	6,971	58%	7,198	59%	1.1%	3.3%
<i>Core(8+ times)</i>	4,777	40%	5,004	42%	5,068	41%	6.1%	1.3%
Bicycling (Mountain)	6,989	100%	8,316	100%	8,615	100%	23.3%	3.6%
<i>Casual (1-12 times)</i>	3,218	46%	3,862	46%	4,273	50%	32.8%	10.6%
<i>Core(13+ times)</i>	3,771	54%	4,454	54%	4,342	50%	15.1%	-2.5%
Archery	6,471	100%	8,378	100%	7,903	100%	22.1%	-5.7%
<i>Casual (1-25 times)</i>	5,546	86%	7,038	84%	6,650	84%	19.9%	-5.5%
<i>Core(26+ times)</i>	926	14%	1,340	16%	1,253	16%	35.3%	-6.5%
Fishing (Fly)	5,581	100%	6,089	100%	6,456	100%	15.7%	6.0%
<i>Casual (1-7 times)</i>	3,123	56%	3,843	63%	4,183	65%	33.9%	8.8%
<i>Core(8+ times)</i>	2,457	44%	2,246	37%	2,273	35%	-7.5%	1.2%
Skateboarding	6,318	100%	6,436	100%	6,442	100%	2.0%	0.1%
<i>Casual (1-25 times)</i>	3,420	54%	3,867	60%	3,955	61%	15.6%	2.3%
<i>Core(26+ times)</i>	2,897	46%	2,569	40%	2,487	39%	-14.2%	-3.2%
Roller Skating (In-Line)	7,451	100%	6,024	100%	5,381	100%	-27.8%	-10.7%
<i>Casual (1-12 times)</i>	5,055	68%	4,246	70%	3,861	72%	-23.6%	-9.1%
<i>Core(13+ times)</i>	2,397	32%	1,778	30%	1,520	28%	-36.6%	-14.5%
Bicycling (BMX)	1,958	100%	2,690	100%	3,104	100%	58.5%	15.4%
<i>Casual (1-12 times)</i>	807	41%	1,457	54%	1,760	57%	118.1%	20.8%
<i>Core(13+ times)</i>	1,152	59%	1,233	46%	1,344	43%	16.7%	9.0%
Adventure Racing	1,202	100%	2,864	100%	2,999	100%	149.5%	4.7%
<i>Casual (1 times)</i>	337	28%	1,121	39%	1,081	36%	220.8%	-3.6%
<i>Core(2+ times)</i>	866	72%	1,743	61%	1,918	64%	121.5%	10.0%

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%)

AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2011		2015		2016		11-16	15-16
	#	%	#	%	#	%		
Swimming (Fitness)	21,517	100%	26,319	100%	26,601	100%	23.6%	1.1%
<i>Casual (1-49 times)</i>	14,065	65%	17,059	65%	17,781	67%	26.4%	4.2%
<i>Core(50+ times)</i>	7,453	35%	9,260	35%	8,820	33%	18.3%	-4.8%
Aquatic Exercise	9,042	100%	9,226	100%	10,575	100%	17.0%	14.6%
<i>Casual (1-49 times)</i>	5,598	62%	5,991	65%	7,135	67%	27.5%	19.1%
<i>Core(50+ times)</i>	3,444	38%	3,236	35%	3,440	33%	-0.1%	6.3%
Swimming (Competition)	2,363	100%	2,892	100%	3,369	100%	42.6%	16.5%
<i>Casual (1-49 times)</i>	840	36%	1,482	51%	1,881	56%	123.9%	26.9%
<i>Core(50+ times)</i>	1,523	64%	1,411	49%	1,488	44%	-2.3%	5.5%
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%)	

WATER SPORTS / ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2011		2015		2016		11-16	15-16
	#	%	#	%	#	%		
Snorkeling	9,312	100%	8,874	100%	8,717	100%	-6.4%	-1.8%
<i>Casual (1-7 times)</i>	7,272	78%	7,002	79%	6,945	80%	-4.5%	-0.8%
<i>Core(8+ times)</i>	2,041	22%	1,872	21%	1,773	20%	-13.1%	-5.3%
Jet Skiing	7,574	100%	6,263	100%	5,783	100%	-23.6%	-7.7%
<i>Casual (1-7 times)</i>	5,400	71%	4,425	71%	4,143	72%	-23.3%	-6.4%
<i>Core(8+ times)</i>	2,174	29%	1,838	29%	1,640	28%	-24.6%	-10.8%
Sailing	3,797	100%	4,099	100%	4,095	100%	7.8%	-0.1%
<i>Casual (1-7 times)</i>	2,470	65%	2,818	69%	2,833	69%	14.7%	0.5%
<i>Core(8+ times)</i>	1,328	35%	1,281	31%	1,262	31%	-5.0%	-1.5%
Water Skiing	4,626	100%	3,948	100%	3,700	100%	-20.0%	-6.3%
<i>Casual (1-7 times)</i>	3,094	67%	2,835	72%	2,667	72%	-13.8%	-5.9%
<i>Core(8+ times)</i>	1,532	33%	1,112	28%	1,033	28%	-32.6%	-7.1%
Scuba Diving	2,866	100%	3,274	100%	3,111	100%	8.5%	-5.0%
<i>Casual (1-7 times)</i>	2,027	71%	2,405	73%	2,292	74%	13.1%	-4.7%
<i>Core(8+ times)</i>	840	29%	869	27%	819	26%	-2.5%	-5.8%
Wakeboarding	3,517	100%	3,226	100%	2,912	100%	-17.2%	-9.7%
<i>Casual (1-7 times)</i>	2,378	68%	2,308	72%	2,017	69%	-15.2%	-12.6%
<i>Core(8+ times)</i>	1,141	32%	918	28%	895	31%	-21.6%	-2.5%
Surfing	2,481	100%	2,701	100%	2,793	100%	12.6%	3.4%
<i>Casual (1-7 times)</i>	1,462	59%	1,665	62%	1,768	63%	20.9%	6.2%
<i>Core(8+ times)</i>	1,019	41%	1,036	38%	1,024	37%	0.5%	-1.2%
Boardsailing/Windsurfing	1,384	100%	1,766	100%	1,737	100%	25.5%	-1.6%
<i>Casual (1-7 times)</i>	941	68%	1,461	83%	1,449	83%	54.0%	-0.8%
<i>Core(8+ times)</i>	444	32%	305	17%	288	17%	-35.1%	-5.6%
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%)	

LOCAL SPORT AND MARKET POTENTIAL

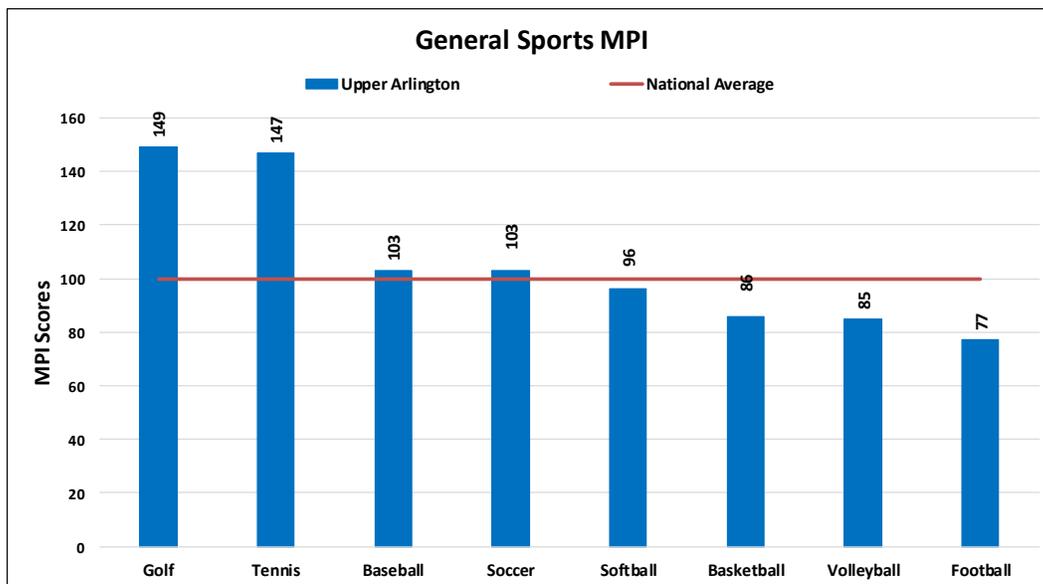
The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the City of Upper Arlington. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City of Upper Arlington demonstrates above average market potential index (MPI) numbers; this is particularly noticeable in the fitness and commercial recreation market potential tables. Every activity in the fitness category and most (except two) activities in the commercial recreation category have an above average MPI score (100+). Looking at the other two categories (general sports and outdoor activities), even though they all have a few activities with MPI below national averages, a majority of the activities have scores well above 100. These overall high MPI scores show that Upper Arlington’s residents have a rather strong participation presence when it comes to recreational activities. This becomes significant for when the City considers starting up new programs or building new amenities; giving them a strong tool to estimate resident participation.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population.

High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by Upper Arlington Recreation and Leisure Services.

GENERAL SPORTS MARKET POTENTIAL



FITNESS MARKET POTENTIAL

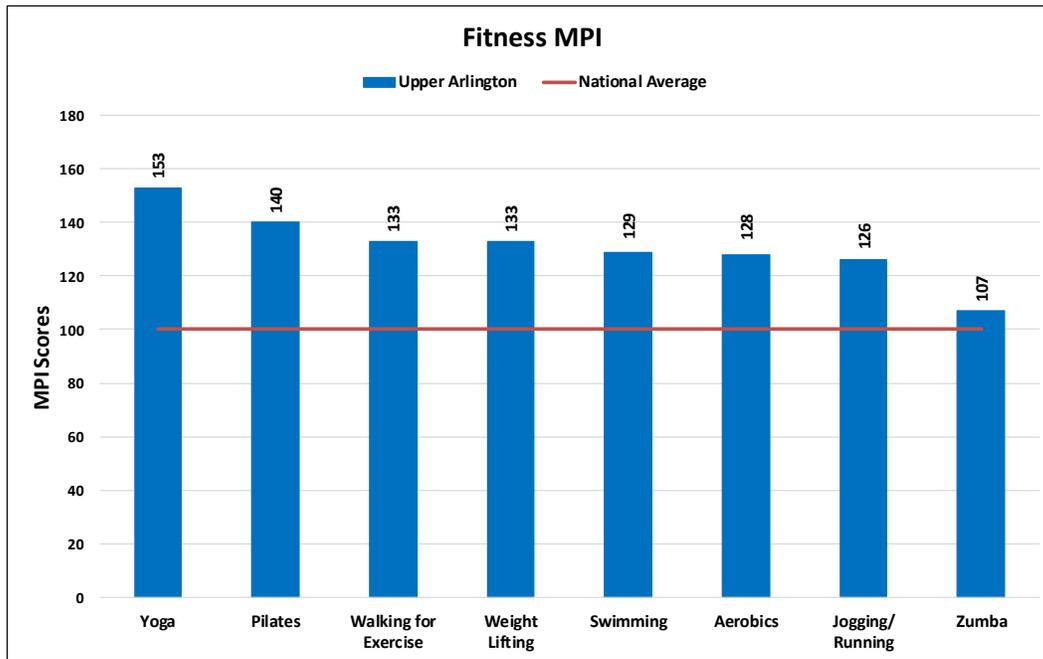


Figure 25 - Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

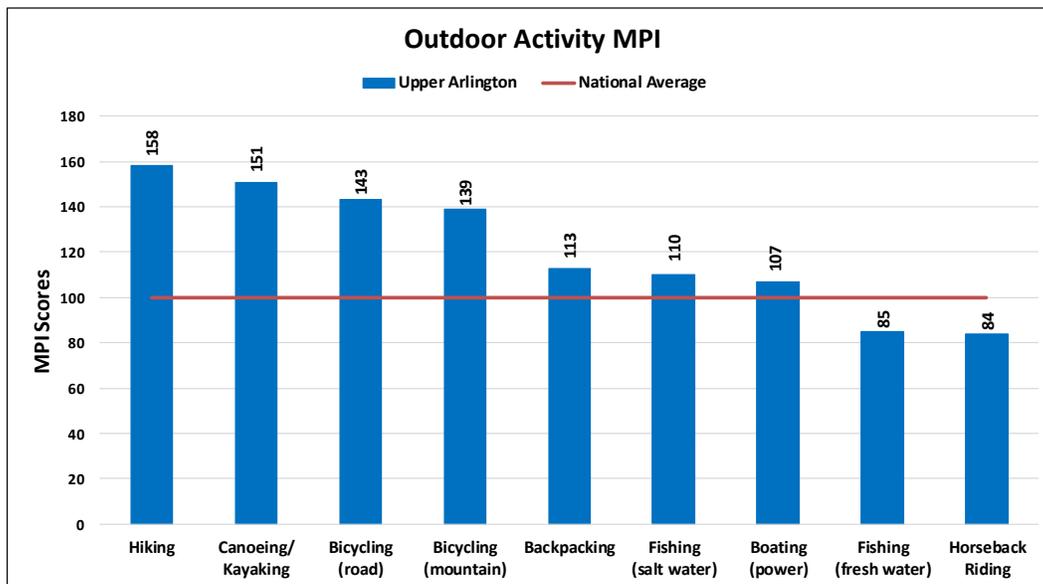
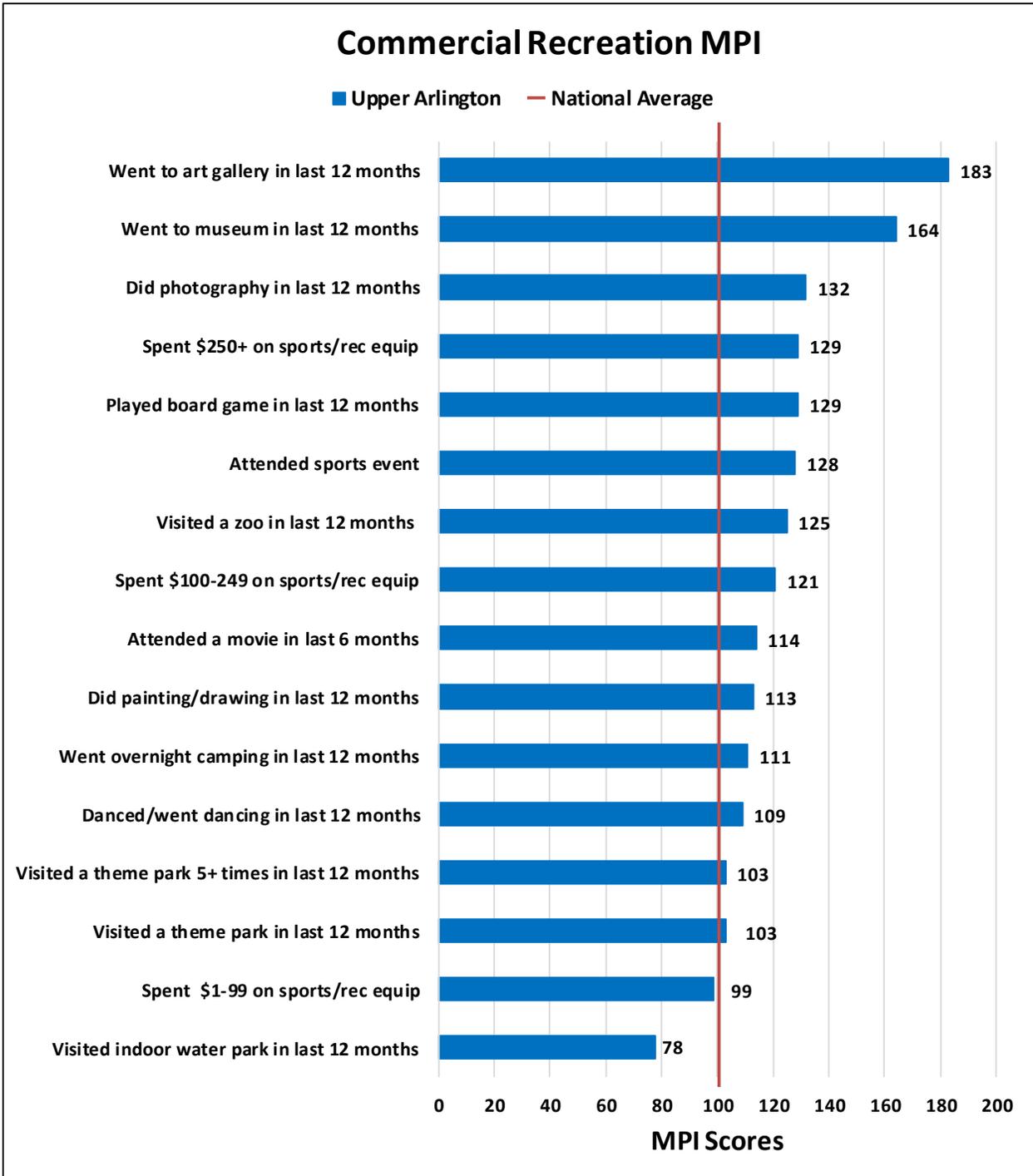


Figure 26 - Outdoor Activity MPI



COMMERCIAL RECREATION MARKET POTENTIAL

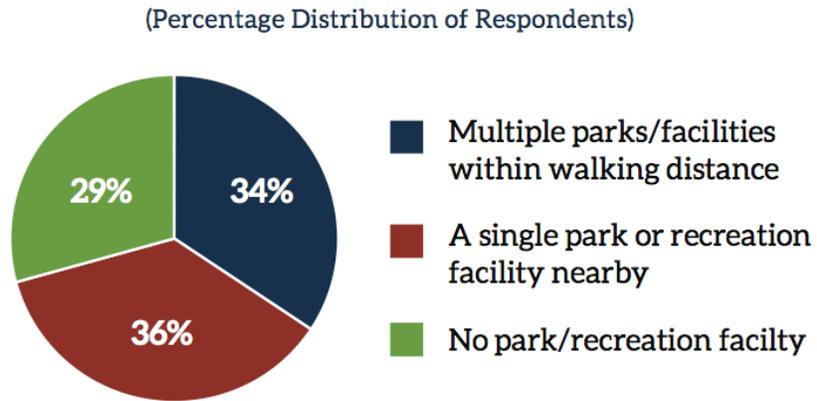


APPENDIX B – AMERICAS’ PARKS ENGAGEMENT SURVEY QUESTION

ACCESSIBILITY TO LOCAL PARKS AND RECREATION FACILITIES

Seven out of ten survey respondents indicate that there is a local park, open space, or recreation center within walking distance from their home. Almost 30 percent of Americans report no walkable (within half mile of residence) access to a park or recreation facility.

Although there is no significant difference in park accessibility based on respondents’ race and ethnicity, Millennials and Generation Xers are reporting significantly higher rates of having a park or recreation facility within walkable distance than Baby Boomers.

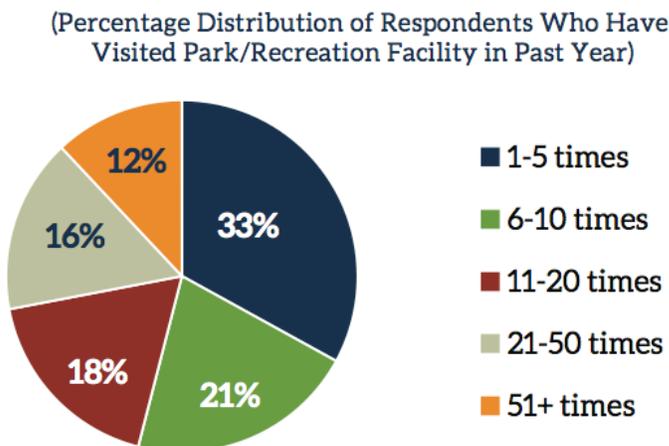


Source: NPRA Americans’ Engagement with Parks Survey 2016

FREQUENCY OF VISITS TO LOCAL PARKS AND RECREATION FACILITIES

On average, Americans visit their local parks and recreation facilities less than 29 times each year. For the past 12 months, one third of survey respondents reported they visited a park or recreation facility between one and five times. Twenty-one percent (21%) reported between six and ten annual visits, while 18% visited between 11 and 20 times over the past year. Sixteen percent (16%) visited their parks and/or recreation facility frequently (21-50 times) last year, and 12% were reported to be very frequent (51+ times) visitors over the past 12 months.

Among frequent users, Millennials are the leading generation. Aside from Millennials, those who identify themselves as Hispanic and parents are also frequent visitors. On the other hand, Baby Boomers make less frequent visits to their local parks.



Source: NPRA Americans’ Engagement with Parks Survey 2016

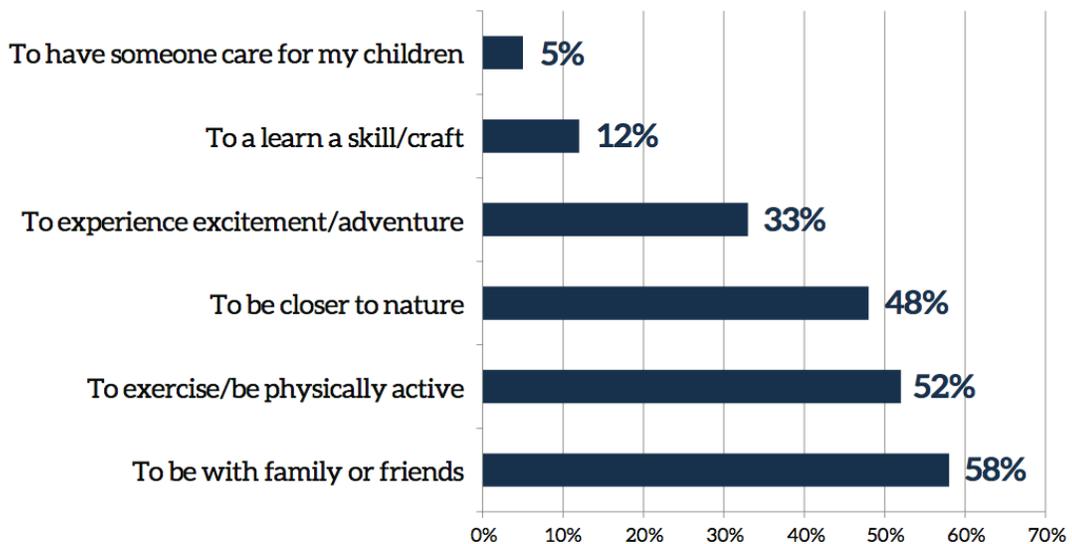
KEY REASONS FOR VISITING PARKS AND RECREATION FACILITIES

The number one reason why Americans visit their local parks and recreation facilities is to be with family or friends (58%). A majority from every demographic group surveyed identified spending time with family or friends as the top reason to visit parks. This reason particularly resonates with Millennials (65%) and parents (66%).

Over half of Americans visited parks over the past 12 months to exercise or to increase their level of physical activity (52%). Forty-eight percent (48%) of respondents chose to visit parks due to their desire to be closer to nature. Baby Boomers (52%) and non-parents (51%) are more likely to pick nature as a major reason to go visit parks.

Thirty-three percent (33%) of respondents visit parks in order to experience excitement or adventure. Millennials and parents are more likely than Baby Boomers and non-parents to cite experiencing excitement and adventure as their reason to visit parks. Other reasons people visit their parks and recreation facilities include: to learn a skill or craft (12%); to have someone care for my children (5%); or to attend an event or activity (1%).

(Percent of Respondents Who Personally Have (or a Household Member Has) Visited Local Park/Recreation Facility in the Past Year)



Source: NPRA Americans' Engagement with Parks Survey 2016

AMERICANS' FAVORITE PARK AND RECREATION ACTIVITIES

Seven out of ten (70%) Americans indicated their favorite activities when using park and recreation services is to visit a local park, playground, dog park, or other open space. This number one activity is more favored by Baby Boomers (76%) than Millennials (67%).

Forty-seven percent (47%) of the respondents like to use hiking, biking or walking trails when visiting local parks, while 30 percent prefer to visit a local swimming pool or aquatic center. Twenty-seven percent (27%) of Americans played sports or games with family or friends, among which Millennials (40%) are more likely than Baby Boomers (36%) to participate in this type of activity.

Other favorite activities include: to visit local recreation or senior center (24%); for children to participate in out-of-school time activity (i.e., summer camp, before/after school care) (17%); to take part in classes or lessons at local recreation center (16%); and to compete in an organized sports league (15%).



Source: NPRA Americans' Engagement with Parks Survey 2016



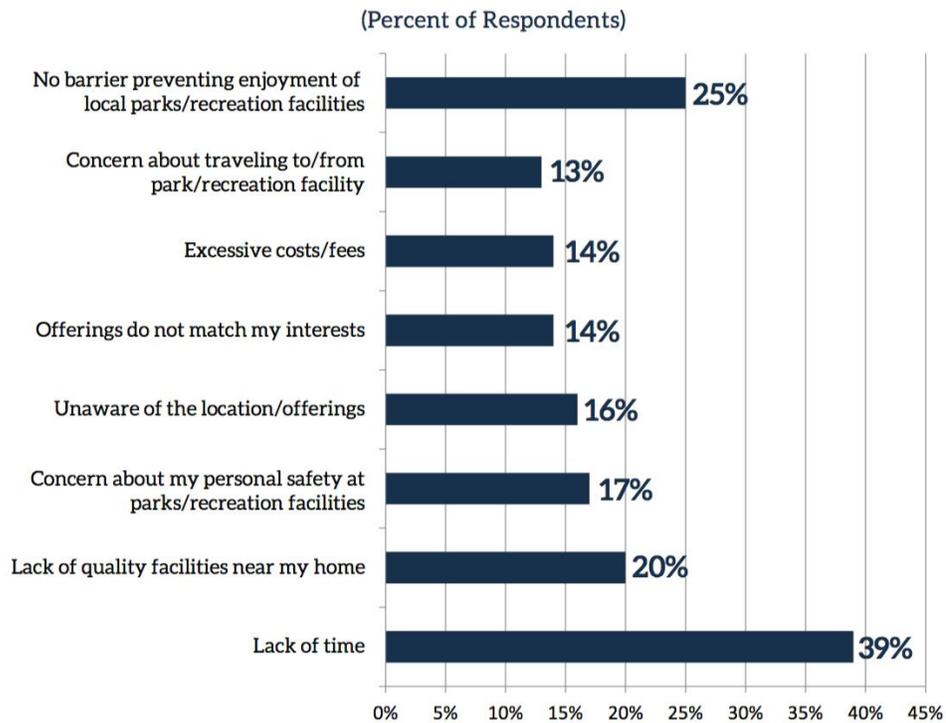
BARRIERS PREVENTING GREATER ENGAGEMENT WITH PARKS AND RECREATION

The survey identified several barriers that keep Americans from greater engagement with local parks and recreation facilities. These barriers represent challenges (and perhaps opportunities) to develop solutions to increase the accessibility of, and participation in, parks and recreational services to the public. Only 25% of survey respondents indicated there are no barriers preventing use of parks and recreation facilities.

The biggest barrier identified by 39% of respondents is a lack of time. This issue is particularly noteworthy for both Millennials and Generation Xers (both at 45%) and for those currently employed (47%).

Twenty percent (20%) noted that the second biggest concern is a lack of quality facilities near home. Seventeen percent (17%) of Americans were concerned about their personal safety at park or recreation facility.

Other barriers include: unaware of the park location / offerings (16% of total respondents, including 23% of Millennials); offerings of facilities or programs not matching personal interest (14%); and excessive costs / fees (14%).



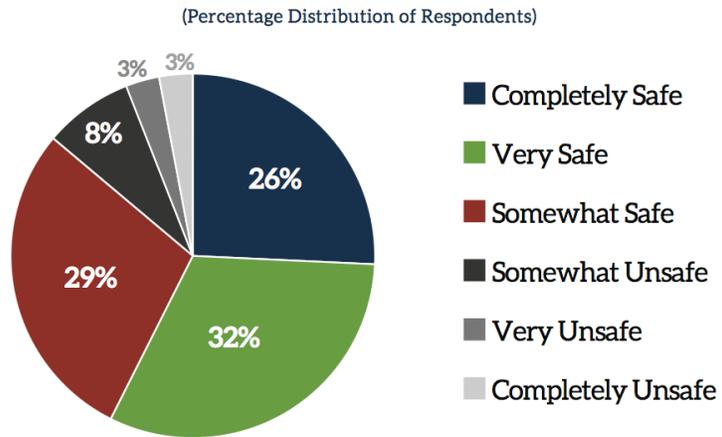
Source: NPRA Americans' Engagement with Parks Survey 2016

PERCEIVED SAFETY WALKING TO LOCAL PARKS AND RECREATION FACILITIES

Nearly six in ten Americans (58%) feel “completely” or “very” safe walking to and from their local park, playground, open space, or recreation center, while 29% perceive walking as “somewhat safe”. However, 14% of Americans feel unsafe, to some degree, walking to and from their local parks and recreation facilities.

People who perceive walking to parks as unsafe are less likely to utilize local park and recreation services. Survey respondents that feel unsafe walking to and from a local park visit at a rate of 40 percent less than those who feel safe walking to and from parks.

In order to increase the perceived safety walking to and from parks and recreation facilities, NRPA has suggested that local parks and recreation agencies should: (1) conduct assessments to identify gaps and barriers in park access; (2) build, improve and maintain public infrastructure like sidewalks, crossings and trails to create safe walking; (3) enhance programming, community engagement and amenities to increase the perception of safety and attract more residents to parks and facilities.



Source: NRPA Americans’ Engagement with Parks Survey 2016



APPENDIX C – INTERVIEW SUMMARY OF FOCUS GROUP RESPONSES BY QUESTION

INTERVIEW SUMMARY OF RESPONSES BY QUESTION

WHAT DO PEOPLE VALUE THE MOST ABOUT PARKS AND RECREATION SERVICES IN UPPER ARLINGTON?

Respondents love the setting of the community and the parks that are festooned with mature trees for the residents to enjoy. The City is characterized by meandering roads that fit the terrain with parks peppered throughout the community. The parks offer a significant element of coziness to the community's landscape. Enjoyment by the members of the community comes from opportunities to walk to and enjoy the park amenities that have a wide range of uses, from passive play opportunities to various athletic facilities that are showing their age, yet are still appreciated. It has been said that the parks provide community gathering places for residents, and thus, residents would like to maintain the uniqueness of that feature of the City.

Many believe the Parks & Recreation Department is the heart of the community and serves as an important element to vibrancy. Further, the department's staff are great and responsive. They have used the parks to create and provide a unique blend of programming that is enjoyed by residents of all ages. Program activities mentioned include arts, youth programs, and athletics. Use of the system is such that there is an interest in the improvement of sidewalks and trail systems that provide ingress and egress to the parks. The consideration is safety and the desire to increase these amenities to improve gaining access to the parks by walking and riding bicycles.

Some participants expressed an interest in the City improving the tennis facilities and an increased level and improvement in the quantity of programs for youth and seniors. Many stated that there is a lack of quality indoor programming space compared to other cities adjacent to Upper Arlington.

- The community values the amount of parks and green space and the trees in the City.
- Value the variety of amenities in the parks such as walking paths and pools.
- City does a great job with active recreation in programming for youth, as well as adult education, summer camps and special events.
- Park space is a premium.
- Opportunities that parks and recreation provides for all age groups.
- Marketing of information with their program guide.
- The department does a good job with partnerships as they host a summer camp in schools, as well as basketball and volleyball.
- The quality of the parks and the programs.
- The convenience and proximity of parks to the neighborhoods.
- Having green space and space for large gatherings and events such as the spring and fall festivals.
- The variety of amenities available such as shelter houses, tennis courts, and recreation sports.
- The parks are gorgeous and residents value them being kept at the highest quality.
- People really use their parks and the parks are family friendly.
- The summer camps are very well used and appreciated.
- The quality of the parks and maintenance are great.
- The new playground at Northam Park and the swimming pool are great.

WHAT ARE YOUR GENERAL PERCEPTIONS OF THE PARKS AND RECREATION SYSTEM THAT NEED IMPROVEMENT?

It appears focus group participants are encouraged that this planning process is taking place and eager to participate. There is a desire to create a clear plan that provides sound direction for the Parks & Recreation Department to use when strategically improving the system into the future. Some of those interests include how to organize sports fields, determining an efficiency when maximizing the use of space in a landlocked community. It is felt that in the past there has been no real foundation for why the department is doing something to change operations. Planning in general needs to be well done.

While the community is aging, there is an interest in a comprehensive plan that relates to everyone and one that is sensitive to the political process that is evident in the community. Some of the concerns that respondents illustrated include the desire for trail system connectivity; an improvement of the natural areas in the parks, and that parks need to be signed for natural areas. They stated that there is a fine line between whether or not the parks look natural.

The desire for more gathering places generated momentum from many participants in the form of the desire for inter-generational indoor space. Others indicated that establishing partnerships with other communities that have space might be a solution. The recently closed Macy's building might be a reasonable consideration to be repurposed as a recreation facility. Others felt that strengthened relationships with the schools would be beneficial in terms of gaining access to indoor space through improved partnership agreements.

It is apparent that the tennis facility at Northam Park needs improvements. Desire for improved outdoor athletic spaces was expressed as well. As in many cities, there is a desire for outdoor basketball. Perhaps in the form of 3-on-3 courts rather than full sized courts.

There is a desire for senior facilities accompanied by programming. The focus is to provide activities for seniors who are active. Demographic data indicate that seniors represent nearly 40% of the population (50 years and older). There is a strong feeling that programming for seniors of all capabilities needs to be addressed.

Maintenance issues are considered a recurring theme that need to be managed. Maintenance is a problem on the sports fields, especially when it rains. The thought is that perhaps better drainage would improve those conditions on the ball fields and in some of the parks. Grass and maintenance in the parks needs improvement. However, the respondents indicated staff shortages and funding is a cause for concern and is a likely contributor to the maintenance challenges.

There is a desire to consider incorporating more outdoor playground equipment in the parks as the current equipment is outdated. Some thoughts included adult fitness elements and playground features that are natural.

- People value the parks.
- Indoor recreation is lacking.
- Capital assets are in need of improvement and there are opportunities for updating the parks.
- The City lacks places to hold indoor activities. The schools are busy so a dedicated program space for the City would be welcome.
- Very pleased with the many partnerships parks have such as the Civic Association, schools, library, etc.
- There is an opportunity to look at how park space is used.



- The department does a great job on programming.
- The department needs additional dollars to operate the parks to the expectations of the community.
- Change can be challenging for some residents.
- Maintenance can be enhanced. It is the physical assets that need to be updated such as restrooms and basic maintenance.
- We are landlocked community and do not have room to grow; we have to ensure our parks are efficient and serve many different experiences.

WHAT ARE THE STRENGTHS OF THE UPPER ARLINGTON PARKS & RECREATION DEPARTMENT THAT WE NEED TO BUILD ON FOR THIS COMPREHENSIVE PLAN?

The strength that can be readily observed is the ambience the community offers the residents. The community appearance is supported by a beautiful inventory of parks, facilities and passive open space. Staff does a great job when programming activities in the community. While the community is landlocked, the use of the parks has been managed efficiently by the staff.

- The system has a large variety of programs.
- The department has many partnerships in the community.
- Have a very dedicated staff. Feel they have great stability in the agency.
- Variety of parks in the system, as well as amenities such as the three pools, a lot of tennis courts and sports fields.
- The system has a lot of green space for dog people and walkers.
- There is a large investment in the parks by the community as they are highly valued.
- The parks are multi-functional, which is important due to the lack of available land.
- For community events, the park spaces work.
- Residents are attached to their parks and take pride in them. The community has nostalgia for the parks in the City.
- Staff is scrappy and they are finding ways to be creative.

WHAT ARE THE CHALLENGES?

Many focus group respondents indicated the need to pursue an indoor multi-generation facility that can be compared with facilities in other nearby cities that would accommodate a variety of programming opportunities. Participants indicate that a strong plan needs to be created that will effectively communicate to the residents all of the difficult questions that might be asked. It is said that this will be challenging.

Residents will want to ensure the site plan meets the current character and culture of the community. There is the expectation that a facility would need to be self-sustaining. The process for introducing the recreation center idea will need to be a transparent discussion that has to represent a clear and authentic process through effective communication. There is a need to generate enthusiasm toward such a project that helps the community come together with support, as opposition is anticipated.

Other thoughts included the need to have data quantifying the needs and defining gaps that might be closed and result in further access to activity. The decisions that result from such a process must be bullet proof.

One of the issues that needs to be addressed is to create effective communication and marketing tools to increase the level of understanding of the park and recreation system. The desire is to help community

members better understand how the Parks & Recreation Department operates. The ideal is to create an instrument that can embellish uses of tax dollars toward safety, programming, maintenance and the administration of the department as it currently operates. These marketing efforts might help with how existing parks can be updated when the challenges are posed by residents who do not favor the addition of a multi-generational center to the park and recreation facility portfolio. The economics of a recreation center discussion can then be folded into the current operations discussion.

There have been some challenging circumstances around the school district and mistrust by some residents toward the City. There is a desire to create opportunities for discussion with civility in those conversations when working with other units of government. Participants would like those involved in the process to learn from the problems the City had with other projects so as to not repeat them.

- Physical space as the City is landlocked.
- Budget constraints for the Parks & Recreation Department.
- Very involved community and everyone has an opinion.
- Lack of dedicated indoor space.
- Lack of space for athletics in the community for youth and adult sports.
- People desire additional walking paths in the parks and the need for trails.
- Keeping up with the infrastructure especially for beautification as this is a priority for the community.
- Need a consistent budget to maintain and replace the amenities in the parks.
- As the City is landlocked, land is a premium and there is need for a multi-generational facility as there is a lack of indoor programming space.
- Shelters in the parks are in need of upgrades.

WHAT ARE THE KEY OUTCOMES YOU DESIRE THAT YOU WOULD LIKE TO SEE COME FROM THIS COMPREHENSIVE PLANNING PROCESS?

Focus group participants desire a comprehensive plan that considers a “long view” of the park and recreation system and the City of Upper Arlington. They desire a plan that supports the system as a whole that is forward thinking and not over-reaching. The plan needs milestones for completion that include how advancements can occur. Planning needs to consider the entire parks system and any new developments that might take place in the future.

The exploration of funding options should be a major element of the work that is accomplished by the Consulting Team

A level of readiness and validation appears to exist at the grass roots level. An organized, transparent effort during the planning process will be key to the success of future park planning. There appears to be some support of the planning efforts on the Council.

- Would like to see analysis of the usage of the parks in comparison to surrounding communities.
- Understanding the community needs (e.g. Playground at Northam Park is very well used).
- What is needed by the community and the ways to satisfy those needs. Make a plan for each park based on the needs.
- A vision for all parks on how they can work together to serve the community. An overall strategy for all parks versus being siloed.
- Indoor program space such as a multi-generational recreation center.
- Direction on the aging facilities and amenities and a strategy for replacement.
- An understanding on what to do with the senior center and tennis courts.



- Colleges throughout Ohio have some of the best facilities and graduates want to see something similar if we are going to attract them to move to the City.
- Ensure that we are using parks and space to its best use.
- A genuine, inclusive effort community-wide to come up with a plan for the parks system.
- The Parks & Forestry Division lacks the manpower to take care of vegetation and control of the trees in the City.
- More accessibility for residents to get from park to park
- Understanding the sharing of resources with others through effective partnerships.
- The Parks & Recreation Department needs to have resources to do what needs to be done and is desired by the community.

WHAT ARE THE KEY PROGRAMMING AND SERVICE AREAS THAT SHOULD BE ADDRESSED?

As indicated earlier, there is a desire to add a comprehensive indoor facility to the portfolio of recreation amenities in the community. The facility would be able to accommodate many of the programs and program improvements desired by the respondents. There is an interest in a focus toward more health and wellness programs that would serve as a core program area, along with programming for seniors of all skill levels and interests. While there are swimming pools available to residents, frustrations exist such as making available warm water swim times for children and older adults and swim team practices.

It will be necessary to effectively communicate the cross benefits of opportunities when selling the idea of the creation of an indoor facility in the community.

There is interest in creating a park like atmosphere around the municipal building. Perhaps using that facility as a focal point to give the community a place where all other park areas are leveraged to maximize the value of parks. Challenges exist when considering how to manage the growth in field sports as the open space required to provide them is limited.

- Multi-generational facility/indoor programming space is a need.
- Programming is limited by indoor space.
- Younger family recreation.
- Senior programming can be enhanced as the 65 and older age group has needs that are not being addressed at the current senior center.
- There is a lack of teen programs. Consider working with the Library more to be used as a teen center.
- Pickleball is a big movement for active senior adults.
- Soccer and Lacrosse fields are needed for these growing sports.
- Programming for special needs can be enhanced. A miracle field for baseball would be great. There is only one special needs playground.
- The lifelong learning classes are great.
- Consider competitive swim programs.
- Not sure if there is a need, but consider adult sport programs such as softball.

WHAT RECREATION FACILITIES AND/OR AMENITIES ARE MOST NEEDED IN UPPER ARLINGTON?

There is a strong desire toward the addition of indoor recreation space for meeting rooms, athletics, the arts, and fitness. Bike trails appear to be a high priority for residents. The use of sidewalks as one solution to the bike trail issues was mentioned given the decline in their condition. Perhaps the trail system could provide access to the Columbus parks and river on the west side of the City. Evidently, old park plans always illustrated pathways for a trail.

Due to the landlocked nature of the community there are challenges when attempting to provide for field sports. Pickleball has become a national phenomenon and interest in growing spaces to play is taking place in Upper Arlington.

- A multi-generational indoor space, which would receive a lot of use.
- Additional shelters at parks.
- Continued improvement to playground equipment.
- Lack of sports fields. Would like to know locations for a potential turf field.
- Senior Center needs to be looked at as part of the plan.
- Indoor space for programming is needed.
- Walking paths and loop trails in the park, especially at Northam Park that can help activate parks.
- Indoor recreation center is really needed.
- Green space for field sports. Current fields have drainage issues. Turf or engineered fields are needed.
- Multipurpose fields (e.g. soccer, lacrosse, field hockey, etc.)
- Trails to the quarry.
- Placemaking amenities such as the spray ground at Ballantrae Community Park in Dublin.
- Pickleball facilities are needed.
- There is a lack of restrooms in the parks.
- We need to make ADA facilities and restrooms in the parks.
- Park maintenance facility is across the river and it is adequate, but it lacks storage space.

WHAT AREAS OF THE SYSTEM NEED MORE FOCUS (SUCH AS PARK MAINTENANCE, PROGRAMS, SERVICES, FACILITY DEVELOPMENT, TRAIL DEVELOPMENT, ETC.)?

Discussions with focus group participants indicate there is a strong feeling toward the need to connect walking and bike trails throughout the community. People would like to ride safely to and from parks and in the City. Trail systems would be welcome in the parks as well. There are concerns that the park shelters need power.

Respondents feel the Senior Center needs significant improvements to enhance its use. There is a desire to incorporate seniors into a new recreation center. Tennis has always been a key attraction to residents. The tennis community would like to see improvements and programs for youth added to their program offerings. There appears to be discrepancies toward who and when patrons can use the courts and associated fees the tennis players pay to use the facility.

Other activities that have been expressed include the addition of splash pads in parks, the development of pickleball courts and programs. There is a desire for more lighting in the parks. Some expressed an interest in “dark parks” however.



- Bike trails and bike lines.
- Connectivity with walkability and biking.
- Improvement of existing fields.
- Upgrade park infrastructure and accompany that with a maintenance plan. Maintenance of parks have declined.
- Facility development and how to meet the needs of the community. The City has done this at Northam Park with the playground and a pool, as both are always busy.
- Creating spaces that bring families outside.
- A focus on sidewalks and safe access to city facilities and parks.
- Outdated infrastructure such as restrooms, baseball fields, concession stands, etc.
- There are natural areas that could have educational programs.
- Additional art in the parks.
- Facility modernization.

IF YOU COULD CHANGE ONE THING ABOUT THE SYSTEM OVER THE NEXT 10 YEARS, WHAT WOULD IT BE?

Respondents offer terrific visions of how the community would appear in 10 years. There is an interest in the careful creation of an indoor recreation facility that would service all members of the community. Residents also want to maximize and maintain the use of the existing spaces managed by the park and recreation system.

In order to support park and recreation operations it will be important for City Council to invest in the department infrastructure and staffing. It is felt that parks are easy to cut from budget obligations. Respondents would like to “right size” the system when investment in the community is made. That process will require the implementation of a succession plan. With the right sizing activities that is a desire to have design principles for each park and a development policy to support the design principles to guide the resulting improvements.

- Indoor recreation center space.
- A good community/recreation center space.
- Priority would be on spending capital money wisely to create opportunities for multiple age groups (e.g. multi-generational center).
- Any future development serves multiple uses for the community.
- A Master Plan for each park in the system.
- Leverage the levy money as best as possible.
- Get more of the recreation people involved in the process and become advocates for the parks
- More aggressive in acquisition of land.
- We need to have safer routes to get to the parks.
- Solve the indoor space problem.
- Shelter House at Northam Park.

AS YOU SEE UPPER ARLINGTON CHANGING IN THE FUTURE, WHAT SERVICES AND PROGRAMS DO YOU FEEL WILL NEED THE MOST ATTENTION AND SHOULD BE MADE A PRIORITY?

The need to address fundamental infrastructure issues in the park and recreation system is necessary for effective movement into the future development of the organization. It is beneficial to remember that the high-level goal and the tapestry of Upper Arlington is that the culture is neighborhood based and people can feel they are connected to the neighborhoods through the parks.

Some feel that can be a challenge as the perception is that the department struggles to consistently meet acceptable maintenance standards. The desire for some is to make sure the facilities in the parks and recreation system can be more functional. This is important toward how the parks need to change in appearance, function and design and how supporting change will encourage people to use the parks and ultimately be proactive towards positive changes in the community. It is necessary that an appeal goes out to young and older citizens alike.

- Senior Center needs to be revamped to address the changing demographics. Senior programming.
- A look at the national trends on programming (e.g. pickleball).
- Family-oriented programming for both outdoor and indoor uses.
- Growing with younger families (30% roughly, have kids in school). Focus on creating wellness opportunities for variety of age groups.
- Need to have a more concerted focus on teenage programming.
- The community has more students and we need to address their needs.
- Programming for special needs community both youth and adults.
- More sidewalks and connectivity to make safe routes to parks and schools.
- Our parks staff do an amazing job and staff should ensure parks are maintained in the future and make the necessary infrastructure improvements.
- Keeping things fresh throughout the system and staying on top of upcoming trends in the industry.
- Have a clear implementation strategy and every three years we do a survey to understand community needs.

WHAT HAVEN'T WE DISCUSSED THAT YOU WOULD LIKE TO HAVE DOCUMENTED IN THE COMPREHENSIVE PLAN?

There is a desire for planning to explore long-term economic influences of improvements to the system and how planning can incorporate cooperation with other community organizations and entities such as other city operations, schools and the university. Participants are reticent about adding amenities without deleting outdated practices and responsibilities. The absence of the reduction add a significant burden to a parks and recreation system that is already overworked and underfunded. There is an interest in understanding what is going to be given up to achieve what is being gained in new services.

Respondents would like the planning process to explore the potential alternative means of providing services. Should it be determined to move forward with the indoor recreation facility planning, there is a desire to review all funding sources and the completion of a cost benefit analysis when creating new amenities. There is support toward updating fees for facility use.

While many respondents marvel at the quality and diversity of parks, it will be important to move carefully as change is proposed. Residents like what they have and can be slow to the notion of change. Community participation in the planning will be critical.



There is an interest in the creation of a dog park in the city. Some are frustrated that people don't pay attention to the hours in the parks for dogs. There is a desire to connect all the parks through a looped trail system.

- All three libraries are on park lands and the library has a great partnership with the Parks & Recreation Department.
- Ensure the plan looks at a location for a turf field in the City.
- Not sure on the appetite by the public for a whole-sale change to the parks and recreation system. Ensure the plan is implementable and realistic.
- Identify the needs for each individual park based on the community needs.
- Capital is needed to take care of parks and facility development. The City needs to find the balance for a rental structure for revenue opportunities. Field rentals, shelter rentals, what is the right amount to charge. Proper fee and rental structure.
- I would like to get creative with partnerships such as a health care provider for third party investment that will help to solve the program and facilities.
- Have a master plan for each park in the system.
- A dog park is needed but not sure if there is land available. Maybe it is a shared service with Columbus.
- The Metroparks are opening up a park and need to ensure there is connectivity with the park.
- There are several facilities where the schools and parks are next to each other; ensure they are working together to serve the whole community.
- We need to document the history of each park.
- An Arts Plan is needed for the park system. Look at what other communities are doing.
- Our financial condition has improved and it seems the system may be understaffed. The plan needs to give some guidance on staffing needs.

APPEDIX D - INTERVIEW SUMMARY OF STAFF RESPONSES BY QUESTION

WHAT DO PEOPLE VALUE THE MOST ABOUT PARKS AND RECREATION SERVICES IN UPPER ARLINGTON?

Park Maintenance

- Pride in our work
- Quality parks for residents
- Improving the community through parks
- Maintaining the classic image of the community

Recreation Program

- Meeting people’s needs and interests and giving them something they would not have otherwise
- Support a wide variety and balance of experiences for the community for adults and youth
- The organization’s image and relationships with the customers are valued
- We provide resources and help park and recreation users in a variety of areas
- Beneficial partnerships to the organization are important assets
- Recognized as program and play area innovators
- Limitations of what the system can and cannot do are a beneficial attribute

WHAT ARE YOUR GENERAL PERCEPTIONS OF THE PARKS AND RECREATION SYSTEM THAT NEED IMPROVEMENT?

Park Maintenance

- Staff training is high on the list of needs for seasonal employees
- Specialized training would be beneficial for all working trades
- It would be helpful for the department to catch up with the significant growth of horticulture
- Gateways to the community would benefit with horticultural upgrades
- Current funding models make it difficult to sustain desired levels of maintenance
- The development of new gardens and beds is dependent on the support of special endowment programs
- There is an interest in exploring how the system would benefit through outsourced contracts of some services
- New landscaped roundabouts have increased maintenance demands
- Equipment assessments and upgrades have improved longevity
- Need to upgrade facilities to keep the cost down
- Desired understanding of costs will improve staff understanding of operational costs to provide services
- Would like to incorporate the use of a work order system for street trees
- Would like a work order system for park maintenance

Recreation Programming

- Existing facilities render limitations to service
- We don’t have a gym to offer indoor programs
- School system has limited access for use by the City



- There need to be facilities that would assist with reaching teen groups
- Sources are needed to effectively provide recreation services in the community to be competitive with other community providers
- The adult education program generates some revenue and recovers direct costs
- We work to build relationships with sponsors. Looking at sustainable financing models
- We have staff limitations in terms of the number of people who provide services

WHAT ARE THE STRENGTHS OF THE UPPER ARLINGTON PARKS & RECREATION DEPARTMENT THAT WE NEED TO BUILD ON FOR THIS COMPREHENSIVE PLAN? WHAT ARE THE CHALLENGES?

Park Maintenance

- Needs and completed tasks are well documented
- Changes in the park maintenance operations three years ago is a positive move
- There is a desire to effectively communicate accomplishments
- Community members have been treated very well by park maintenance

Tennis and Aquatics

- There are three really good pool facilities that are recognized as a core service in the system
- The aquatics instructional program is good
- Positive feedback is received about the instructional program
- Pools are open a lot of hours of the day
- Lap swims start at 6:30 am
- A pool facility enclosure has been discussed
- Tennis provides access to the GCTA league

Barn questions

- The barn is a first-rate facility that is very affordable with flexible uses

WHAT ARE THE KEY CHALLENGES?

Park Maintenance

- Additional staff would help to keep up with the demands of the community
- On site contractors restrict daily operations and upkeep of the park system
- There are challenges that need to be addressed on the forestry side of our operations
- Internal facilities crew once managed facility issues. Several problems continue to exist
- Building cleaning quality is not as good as it used to be
- Plumbing is outsourced
- Attempts to implement a work order system have fallen short of desired results
- There are volunteers that would benefit from a person who could organize their work
- Would like an assessment system to understand the duration of time and the associated cost of finishing a project from start to finish

Recreation Program

- Fees need to be standardized

Barn and Shelters

- There are non-reservable shelters that need a determination as to their future use
- Coordinating staff is a big issue to get the barn ready and then meeting with the renters
- There needs to be a promotional model for the use of the Barn to better inform users of the facility uses that are available
- Shelters need to be improved to enhance the community members desire to use
- Shelters are most used in the spring
- There is only one year-round shelter

Tennis

- The 12 tennis courts are rarely used at the same time except for the league play when use is high

WHAT ARE THE KEY OUTCOMES YOU DESIRE THAT YOU WOULD LIKE TO SEE COME FROM THIS COMPREHENSIVE PLANNING PROCESS?

Park Maintenance

- Would like to see an improvement in the contract custodian agreement to improve work that is completed
- Would like to understand the satisfaction levels of the community toward the facilities and services they are provided
- The horticulture program needs to be strengthened and become fiscally sustainable
- There are capital improvement plans that need to be addressed
- There needs to be a determination of the active parks and passive recreation in our parks
- Active and passive park uses need to be communicated effectively for the future
- It is important to communicate purpose and values the neighborhood parks offer the community
- The communication of needs by the recreation staff to the parks maintenance staff is a strength
- There are concerns with the ball diamond responsibilities and usage that need to be addressed
- Advanced notice is needed for planning to manage set-up and athletic fields for tournaments
- The recreation staff manages athletic field marking for events
- It would be important to assess equipment storage to understand the most efficient means of operation
- Field designation would benefit maintenance operations as most diamonds have three sets of bases
- A best practices model is needed for working the special interest groups
- An effective communication model needs to be developed and implemented for sport team coaches to improve litter issues on athletic fields

Recreation Programming

- We are a land locked community and we don't have an enough indoor and outdoor facilities
- Need for a recreation center as an outcome
- To move forward we have to get more input from a variety of people



- Implementing a program to solicit the thoughts of a diversity of community members would be beneficial
- The aging cycle of Upper Arlington is beginning to change to younger families
- Business plans for the long range use of field space would be beneficial
- The fields need a major improvement
- More nature features in the parks would be helpful to promote nature programs
- We have some access to Columbus Parks and Recreation facilities
- We need to have storage space
- We need to have probably more open space through the acquisition of land

AS AN UPPER ARLINGTON STAFF MEMBER, WHAT DO YOU FEEL ARE THE MOST PRESSING TENNIS AND AQUATIC ISSUES IN THE DEPARTMENT THAT NEEDS TO BE ADDRESSED IN THIS COMPREHENSIVE PLAN?

Tennis and Aquatics

- The tennis facilities are aging
- Developing a new facility, with irrigation and locker rooms
- Additional programming at the tennis facilities is needed
- A facility assessment needs to be conducted at Devon Pool; the buildings are aged 1930 buildings
- It is difficult to find lifeguards for the pools
- The fees at the tennis center is below what it is required to sustain operations

Barn

- People are looking for a facility that accommodates between 50 to 150 people
- Block scheduling needs to be considered at the shelters in the future
- There needs to be a good shelter rental policy developed and implemented
- The Barn customers are consistent every year
- The Barn needs more storage
- The majority of our events are non-residents
- The facility is blocked Monday thru Thursday for department programs
- Do we want to accommodate more requests?
- We have some daily programs and then open it up to renters during the evening and weekend
- Shelter upgrades need to be assessed

Rentals in general

- All rental rates for different spaces needs to be reviewed
- Standards that differentiate residents versus non-residents need to be created
- Mini business plans for shelters need to be determined
- The implementation of pool rentals needs to be determined
- The process for special events bookings and applications need to be developed
- A system for indoor and outdoor facility closures needs to be determined and implemented

WHAT PARTNERSHIP OPPORTUNITIES SHOULD BE CONSIDERED AS PART OF THE DEVELOPMENT AND MANAGEMENT OF AQUATICS OR TENNIS IN THE CITY?

Aquatics and Tennis

- A good partnership is established with the school district for the use of the high school pool
- Create a contract for pool lesson operations
- Good partnership with pool concessions
- A united front to recruiting and training lifeguards needs to be developed
- There needs to be consistency in Red Cross training for future operations

Recreation Program

- In what ways can the partnership be reviewed and modified with the schools to reduce costs and enhance the partnership
- Explore the potential to partner with PTO groups

WHAT ARE THE KEY PROGRAMMING AND SERVICE AREAS THAT SHOULD BE ADDRESSED?

Park Maintenance

- Litter management among sport groups
- User expectations have increased each year

Recreation Program

- Outdoor education adventure
- Determine ways to partner with The Ohio State University
- There is a need to address a variety of outdoor play field development
- There is a need for wellness programs
- Renovate shelter facilities to make them more usable
- People want more arts in parks and ways to have more art experiences
- There is a need to develop a comprehensive marketing plan for parks and recreation
- There is a need to examine whether residents want to have more access to facilities
- Determine ways to expand the park and recreation system market share to increase participation and broaden and include new users
- There is a need to create programs by levels of interest and skill across all age boundaries and not compartmentalize programs by age
- Explore the potential to partner with PTO groups

WHAT ELEMENTS FOR PARK MAINTENANCE AND FORESTRY ARE MOST NEEDED IN UPPER ARLINGTON TO SUPPORT YOUR OPERATIONAL EFFICIENCY?

Park Maintenance and Forestry Services

- The streets and parks tree software program upgrade has just been implemented
- The tree keeper data base has more uses that what we are doing now
- Strategic funding sources need to be created to support the funding of the tree programs
- The forestry program is costly



WHAT RECREATION FACILITIES AND/OR AMENITIES ARE MOST NEEDED IN UPPER ARLINGTON?

- A multi-generational indoor space
- Additional shelters at parks
- Continued improvement to playground equipment
- Multipurpose fields (e.g. soccer, lacrosse, field hockey, etc.)
- There is a great need for more shade around outdoor facilities
- Maybe a splash pad

WHAT AREAS OF THE SYSTEM NEED MORE FOCUS (SUCH AS PARK MAINTENANCE, PROGRAMS, SERVICES, FACILITY DEVELOPMENT, TRAIL DEVELOPMENT, ETC.)?

Park Maintenance

- We need to have an understanding of what it costs to maintain street trees and to manage contractors
- Need more notice on special events, field layouts
- A formal request system is needed for facility and field uses rather than a phone call or personal visit

Recreation Programming

- There is a need for an improved understanding of parks and recreation fields to illustrate proper uses and requirements for maintenance
- Strengthen the field sports workgroup to help stimulate community support of operations
- A field use policy needs to be developed identifying priorities of uses of parks and facilities among groups and how much they are to pay for the use
- Need to have a consistent and equitable pricing policy

WHAT ARE THE KEY OPERATIONAL ISSUES THAT WE NEED TO ADDRESS IN THIS COMPREHENSIVE PLAN AS IT APPLIES TO TENNIS AND AQUATICS.

Aquatics and Tennis

- Review facilities to determine the direction to go with tennis
- Examine the proper and desired price point for aquatics and tennis
- Determine alternative or new programming opportunities in aquatics and tennis
- Explore complementary programs that can be implemented at the tennis center
- There is a need to control user access to the tennis facility
- We need to review and assess policies and practices of the tennis and aquatics facilities
- Examine ways to improve the drainage at the tennis courts as the irrigation system is above ground and the courts flood
- A communication program that communicates the true costs of court maintenance needs to be developed to improve an understanding with the tennis court users of the costs associated with court maintenance
- The uses of the pools and the associated enforcement is inconsistent from pool to pool
- We need to have more training for pool managers

- Pool employees need to get multiple forms of training for effective management
- A maintenance manager is needed for the three pools

IF YOU COULD CHANGE ONE THING ABOUT THE SYSTEM OVER THE NEXT 10 YEARS, WHAT WOULD IT BE?

Park Maintenance

- There is a desire to having a maintenance shop facility that is managed by the parks maintenance staff
- More storage places is needed to store maintenance equipment and supplies
- A turf management program is needed to support and implement the ability to rotate the fields
- There is a need to have better weed control in a community that does not allow the use of pesticides
- Turf maintenance is not up to the level of other cities because of drainage issues and irrigation
- Need to create a system of payment by teams to pay for use or to pay someone to have fields ready for use
- We need mowing seasonal employees and our full-time people need to be able to make the leap from contractor to us
- Contractors do not take care of flower beds as well as the City staff
- Low bid is not the best bid for horticulture
- Separate park maintenance and tree maintenance
- Have the restrooms at the picnic shelters redesigned to be able to be kept open
- Have the ability to plow park paths in the winter

Recreation Programming

- More land
- Facilities and staffing
- Facilities and coordination of integrated programs
- Indoor pickleball facilities
- We are a recreation on wheels program
- Improve facilities in one spot
- We need a shared facility like a recreation center
- We could interact better with our community
- A maintenance person to help improve our facilities and services and little things that need to be fixed such as paint, patching walls, door improvements
- We used to have dedicated people to help do small improvements to facilities
- We have a roof that leaks and we put everything on hold
- We have a reactive maintenance program versus a proactive approach



APPENDIX E – CORE PROGRAM CLASSIFICATIONS

50 PLUS PROGRAM CLASSIFICATION		
Essential	Important	Value-Added
Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
	Stained Glass	
Watercolor Workshop	Handicrafters	
	Woodcarving	
		Ruffled Scarf
Zentangle Classes		Art Shows
	Acrylic Painting	
		Flower Arranging
		CD Jewel Case
	Iris Folding	
Current Events		
Investment Discussion Group		
Book Club		
Cozy Mysteries Book Club		
		Widowhood Support
		Lunch Buddies
	Armchair Travel	
Spanish- beginner		
Spanish - advanced		
Spanish - Ongoing		
	French Fun & Fitness	
Taste of France		
		Shakespeare
Ed Lentz - History Series		
Rich Bloom- History Series		
Medicare/SS Seminars		
Elder Law Series		
		Robert Hatton - history seminars
	Hearing Seminars	
	On-line Dating	
Home organizational seminars		
Downsizing Seminars		
Macintosh Computer training		
iPad computer classes		
iPhone computer classes		
Windows 10 classes		
Word		
Excel		
PowerPoint		
Mac special topics		
Personal computer (PC) special topics		
		Personal Computer (PC) classes volunteer led
Pinterest		
Facebook		
Photobook		
Ereaders and Ebooks		

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Men's Golf League		
Softball		
Pickleball		
	Kayaking	
Volleyball		
Chair Volleyball		
Table Tennis		
Billiards		
Aquatics at First Community Village		
CPR/AED Training		
		Bocce
Euchre		
		Bridge
	500 Card Game	
		Cribbage
		Mah Jongg lessons
		Mah Jongg play
Podiatry		
Reflexology		
Massage		
	Staying Well Nutrition classes	
A Matter of Balance Seminars		
Balance Practice		
	Balancing Act	
Studio 55		
Xercise		
Hatha Yoga Mondays		
Hatha Yoga Thursdays		
Pilates Fusion		
Tai Chi		
SilverSneakers Circuit		
Silver Snakers Classic		
Silver Sneakers Yoga		
Boom		
Personal Training		
	Stretching for Non Flexible People	
	Deep Breathing & Guided Relaxation	
	Healthy U	
Fitness Trek		
	Bokwa	
Pound		
Line Dance w/Stacey		
Line Dance Thursdays		
Ballroom		
		Ballet
		Wabi
Zumba Gold- Daytime		
	Zumba Gold - evening	



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Tap Classes		
Special Event Luncheons		
Local Outings		
Day Trips		
Overnight Trips		
Extended Travel		

AQUATICS, CULTURAL ARTS & TENNIS		
Essential	Important	Value-Added
Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
Aquatics		
Recreational swimming		Early bird lap swim
	Swim lessons	
Cultural Arts Programming		
		Musical Theatre Camp
		Camp ROCK!
		Making Movies Camp
Music in the Parks		
Labor Day Arts Festival		
		Arts in Community Education
	Arts in Community Spaces	
	Concourse Gallery	
Tennis		
		Recreational tennis
		Tennis lessons
	Tennis leagues	

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	OSCAR PREP! A RED CARPET EVENT	
		BREWMASTER FOR A DAY
		ART DECO TOUR
		BEEKEEPING 101
		INAUGURATION TRIVIA
		SPARKING CREATIVITY
		RETIREMENT WELLNESS
		GET WHAT YOU WANT!
		ONLINE DATING PROFILE
		COLLECTIBLE CARS 101
		SORT & SHED
		VINTAGE JEWELRY
		FENG SHUI
		DOG TALK Q & A
		PET NATURAL HEALING
		ESTATE RECORDS
		LAND RECORDS
		MILITARY RECORDS
		GERMAN ANCESTORS
		FEMALE ANCESTORS
		ONLINE FAMILY TREES
		LOCATION, LOCATION, LOCATION
		GOOGLE GENEALOGY
	PLAY OF THE HAND	
	PLAY & LEARN BRIDGE	
	BEGINNING BRIDGE	
	BEYOND BASIC BRIDGE	
		ALT EATS FOOD TOUR
		SHORT NORTH FOOD TOUR
		HISTORIC COLS HOTELS
		FRANKLIINTON TOUR
		GREENLAWN TOUR
		FILM IN A WEEKEND
		DATING AGAIN
		SHIFT YOUR GEARS
		VOICEOVERS
		INSIDER FORENSICS
		MUCH A DO ABOUT MONARCHS
		GREEN YOUR HOME
		SMART BUDGETING
		RESUMES FOR THE 21ST CENTURY
		DOG OBEDIENCE TRAINING
		NEWSPAPER RESEARCH
		GENEALOGY ON THE ROAD
		IRISH ANCESTORS



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		COUNTLESS COUSINS AND SURPRISING CONNECTIONS
	2ND STEP BEG. BRIDGE	
	SUPERVISED PLAY PLUS	
	INTERMEDIATE BIDDING	
	BRIDGE SURVEY CLASS	
		COLUMBUS FOOD TRUCKS
		WORTHINGTON FOOD TOUR
		MT. CALVARY TOUR
		CITYWALKS TOUR
		A HOLIDAY GINGERBREAD HOUSE
		HOLIDAY COCKTAILS II
		DATING INSIDER
		TRAP SHOOTING & TARGETS
		INTRO TO VOICEOVERS
		PRE-RETIREMENT CHECK UP
		LinkedIn
		INTRO TO GENEALOGY
		BRICK WALL BUSTERS
		COLONIAL AMERICAN ANCESTORS
	SLAM BIDDING,POPULAR CONVENTIONS	
		Tour de Columbus
		HOLIDAY CHURCH TOUR
		GREEN LAWN CEMETERY
		HISTORIC TAVERN TOUR
		FIRST LADIES OF OHIO
		WHITE HOUSE CHRISTMAS TRADITIONS
		THE SHELL GAME
		DIVERSITY DINING: A VIETNAMESE IMMERSION
		DISTILLER FOR A DAY
		HOLIDAY COCKTAILS
		MIX & MINGLE
		ETIQUETTE 3.0
		RETIREMENT FOR WOMEN
		SOCIAL MEDIA MARKETING
		FAMILY HISTORY BOOK
	COMPETITIVE BIDDING	
		WRITING & PUBLISHING
		HUMOR WRITING
		SHORT ARTICLES=QUICK CASH
		SELF-EDITING FOR PUBLICATION
		WRITING FROM INSIDE OUT

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		ELEMENTS OF FICTION
		USING PROMPTS TO CREATE CHARACTERS AND SCENES
		"BLOCK" BUSTER REMEDIES: BREAKING THROUGH WRITER'S BLOCK
		MINI-MEMOIR WORKSHOP
		CREATE A CHARACTER NOTEBOOK
		AMERICAN SIGN LANGUAGE
		BEGINNING SPANISH
		SPANISH FOR BEGINNERS AND TRAVEL
		BEGINNING ITALIAN
		FRENCH FOR BEGINNERS AND TRAVEL
		SELF-EDITING FOR PUBLICATION
		MAGAZINE WRITING
		LEAVE THEM LAUGHING!
		BASIC ITALIAN
		SLAINTE TO THE EMERALD ISLE
		WOMEN'S GUIDE TO FRANCE
		DISCOVER CAPE COD
		EUROPE ON A BUDGET
		CRUISING ALASKA
		AN ENGLISH WALKABOUT
		PROVENCE THE BEAUTIFUL
		SPLENDORS OF ISTANBUL
		TOURING ENGLAND'S COTSWOLDS, DOWNTOWN ABBEY AND LONDON
		UNDERSTANDING INFLAMMATION: CAUSES AND CURES
		BLASTING BELLY FAT
		EAT WELL FOR WEIGHT LOSS
		MAKING SENSE OF HYPOTHYROIDISM
		NAVIGATING GLUTEN FREE
		ESSENTIAL OILS: A SAFER AND HEALTHY ALTERNATIVE
		COMMUNITY CPR
		NATURAL HEALING THROUGH REIKI
		SELF-SHIATSU/ACUPRESSURE
		WORK DAY YOGA FOR PEOPLE WHO SIT
		YOGA FOR SPINE HEALTH
		MINDFULNESS RETREAT
		INSOMNIA & WORRY
		MINDFULNESS PRACTICE
		INTRO TO QIGONG
		ZHINENG QIGONG
		SWEET SPRING/SUGAR FREE
		MINI MALIST LIFESTYLE
		RESTORATIVE YOGA



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		INTRO TO MINDFULNESS
		SELF-AWARENESS 2.0
		DIABETES& MEDITERRANEAN DIET
		SUPERFOOD SMOOTHIES
		NATURAL HEALTH
		SLEEP YOURSELF WELL
		MIGRAINE NO MORE!
		HEALTHY HOLIDAY GAME PLAN
		INTRO TO MINDFULNESS
		FOOD & MOOD
		CHEERS TO YOUR HEALTH
		NUTRIGENOMICS: SCIENCE ON YOUR SIDE
		EATING PRETTY!
		MEDITATION BEADS
		NATURAL REIKI HEALING
		YOGA FOR BACK HEALTH
		MINDFULNESS: BREATH AWARENESS FOR CONNECTION AND RELAXATION
		ACOUSTIC ROOTS MUSIC ENSEMBLE
		FREE YOUR INNER DRUMMER
		UKULELE TEST DRIVE
		INTER DULCIMER
		BEG, DULCIMER II
		BASIC TAP DANCE
		BEGINNING LINE DANCE
		BASIC BALLROOM
		WEDDING DANCE CRASH COURSE
		BEG. MOUNTAIN DULCIMER
		CONTINUING DULCIMER
		HOLIDAY DULCIMER
		JOIN THE CLUB...UKULELE CLUB
		BREAK INTO HIP HOP
		BALLROOM/LATIN DANCE DUO
		HAND-BUILT CERAMICS
		MATISSE CUT-OUTS
		ENCAUSTIC COLLAGE PAINTING
		THE ARTIST'S WAY
		DIGITAL SLR PHOTOGRAPHY
		CREATING IN CLAY
		PASTEL UNLIMITED
		COLORED PENCIL
		ACRYLIC WORKSHOP
		UNDERPAINTING WITH PASTEL
		DESIGNING WATERCOLOR

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		NO FEAR WATERCOLOR
		PANDORA-STYLE BRACELET
		KNITTING BASICS
		CROCHET BASICS
		INTRO TO OILS
		LINOCUT PRINTMAKING
		FOUNDATION OF DRAWING
		INTRO TO BOOKBINDING
		WOOD-TYPE CUSTOM POSTER
		DIGITAL POINT & SHOOT PHOTOGRAPHY
		WATERCOLOR PENCIL WORKSHOP
		SAY YES TO YUPO AND WATERCOLOR
		PORTRAITS ANY MEDIUM
		WATERCOLOR FLORALS
		COLOR CHORDS
		INTRO TO ENGROSSER'S SCRIPT
		CERAMIC SERVING DISH
		CERAMIC HOLIDAY ORNAMENT
		OIL PAINTING 101
		PAINTING WITH A PALETTE KNIFE
		GLASS-BLOWN ORNAMENT
		FUSED GLASS PENDANT
		NATURAL SOAPMAKING
		POURING YOUR PAINTING
		INTRO TO PRINTMAKING
		BIG BRUSH WATERCOLOR
		THE MAGICAL PRESSURE COOKER
		WINTER SOUPS
		FRENCH COMFORT FOOD
		NORMANDY'S COMFORT CUISINE
		ENGLISH COUNTRY CLASSICS
		ITALIAN VEGETARIAN
		TUSCAN WINTER DINNER
		WINTER LITE
		HAPPY VEGAN NEW YEAR
		ELEGANT FRENCH LUNCH
		VEGAN SEASONAL COOKING
		TASTE OF SPRING
		GOVERNOR'S SUPPER
		A TASTE OF VIETNAM
		SUPER BOWL SNACKS
		ON THE ROAD W/ BACON



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		SUMMER COCKTAILS III
		SUMMER COCKTAILS II
		SUMMER MARGARITAS
		SUMMER SEAFOOD BOIL
		PARISIAN MARKETS
		VEGETARIAN BOWLS
		PERFECT PESTO DUO
		ARTISAN CHEESE MAKING
		A SPAGHETTI WESTERN
		HEALTHY DESSERTS
		TUSCAN SEASONAL COMFORT FOOD
		PACIFIC NORTHWEST CUISINE
		MUSHROOM MANIA
		SALAD DAYS OF SUMMER
		AMERICAN FARMHOUSE CLASSICS
		FRENCH COUNTRY BRUNCH
		EUROPEAN PASTRIES
		JAM MAKING 101
		SUPERFOOD QUICHE
		INDIAN CUISINE
		EARTH DAY COOKING
		KOREAN KIMCHI DEMO
		CHEESE & CHARCUTERIE TASTING
		FOOD & WINE PAIRINGS
		MEXICAN VEGETARIAN
		PICNIC IN PROVENCE
		HEALTHY FALL FARE
		TUSCAN FARMHOUSE TABLE
		PUMPKIN PATCH TO PLATE
		JAPANESE DINNER PARTY
		ARTISAN BREADS
		CULINARY TOUR DE FRANCE
		SHOWSTOPPER CAKES
		VEGAN ONE-POT MEALS
		OKTOBERFEST DELICACIES
		FLAVORS OF FALL
		THE SPICE ROAD
		FALL FRENCH DINNER
		SAVORY AUTUMN SOUPS
		MODERN WINTER BRUNCH
		EDIBLE HOLIDAY GIFTS
		ENGLISH COUNTRY CHRISTMAS
		ART DECO ARRANGEMENT
		BUTTERFLY GARDENING

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		ALL ABOUT ORCHIDS
		GARDEN POLLINATORS
		LIVE BEGONIA WREATH
		CONTAINER GARDEN
		LIVE IVY TOPIARY
		DIY HYPERTUFA TROUGH
		FALL CONTAINER GARDEN
		EXTEND YOUR GARDEN SEASON
		GROWING GARLIC
		DIY TERRARIUM
		FESTIVE HOLIDAY WREATH
		MOVIES IN THE DIGITAL AGE
		DIY PODCASTING
		DIGITAL MUSIC
		INTER. IPHONE/IPAD
		SELLING ON EBAY:\$\$\$\$
		COMPUTER PRIVACY & PASSWORDS
		APPLE ICON GLOSSARY
		PODCASTS
		FALL TENNIS
		iOS INTERMEDIATE I FOR YOUR IPHONE AND IPAD
		YOGA FOR TENNIS
		BEGINNING HATHA YOGA
		PRENATAL YOGA
		POSTNATAL YOGA
JACKI'S AEROBIC DANCE		
TOTAL BODY STRETCH		
TOTAL BODY WORKOUT		
STRETCH & FLEX		
ZUMBA		
STRONG,STRETCHED&CENTERED		
DAYTIME WEIGHTS		
ON THE BALL		
FRIDAY WEIGHTS		
BEG TENNIS LEVEL I		
CONT TENNIS LEVEL II		
INTERMEDIATE TENNIS		
PICKLEBALL		
		INTRO TO GOLF
		SHALLOW WATER CONDITIONING
		DEEP WATER CONDITIONING
		YOGA FOR GOLF
		HATHA YOGA
Men's Softball Leagu		



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Co-Rec Softball Leag		
Fall Men's Softball		
Co-Rec Rec Volleyball		
Open Gym Basketball		
30+ Basketball		
Co-Rec Power Volleyball		
		INTRO TO PING PONG

YOUTH PROGRAM CLASSIFICATION		
Essential	Important	Value-Added
Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
		LEARN TO EARN
		Hiking in the Hills
		Enriching Kidz Home
		Holiday Horseback
		MODERN MANNERS
	Red Cross Babysitting Class	
Family Camp out		
		Kindermusik: Toddler
		Creep Crawly Creekin
		Kidz Home Alone
		MOWING SAFETY
		Kindermusik Sing & Play
		Kindermusik: Family
		Kindermusik for Toddlers
Dino Dig		
Goldfish Grab		
		PAINTBALL 9-12 GRADE
		Horseback Riding Fun
		Hikng in the Hills
		Horseback Riding
BREAKFAST/BRUNCH WITH SANTA		
	Early Release Recreation	
		Father Son Paintball

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		Kidz Home Alone-UAMS
		Kindermusik Family Time
		Kindermusik:Cuddle & Play
		Kindermusik Wiggle & Grow
Winter Break Day Camp		
	Parkour Camp	
	Fun in the Sun	
		Loco for Legos - Spring Break Camp
	Camp Catch'em	
	Little Sporties Mini	
Summer Camp		
	Fencing Camp	
	Kinder Kickers	
	Soccer Stars	
	Skill Builders	
	Archery Camp	
	Martial Arts Camp	
	Skyhawks Cheerleading Camp	
	FLAG FOOTBALL CAMP	
	SKYHAWKS PRE-K GOLF	
	SKYHAWKS BASKETBALL	
	SKYHAWKS VOLLEYBALL	
	SKYHAWKS BEG. GOLF	
	MINI-HAWK SPORT CAMP	
	Tiny-Hawk Sports Camp	
	Skyhawks Multi-Sport	
	Skyhawks Beginning Lacrosse	
	Skyhawks Track and Field	
	Horseback Riding Cam	
		Robotic: Rescue Robo
		Loco for LEGOS
	Big Sporties Mini Camp	
	Super Hero Boot Camp	
	Ultimate Warrior Sports Camp	
	Olympics Camp!	
	Get Up & GO: Sports	
		Spring Break Horseback Riding
	Summer ARTventure	
	Little Sporties for Shorties	
	Big Sporties for Shorties	
	Pre-K Parkour	
		Tumble Tots & Parents
	TUMBLE TYKES	
	Sports & Fitness Fun	
	Martial Arts Munchkins	



YOUTH PROGRAM CLASSIFICATION		
Essential	Important	Value-Added
Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
		Irish Dance - Beginning
		Intro to Fencing
		Archery
		Mother/Daughter Yoga
		Mommy & Me Martial Arts
		youth parkour
		Tumble Kids II
	Turbo Tumblers	
	Tumble Kids	
	Tumble Kids I	
	Sporties for Shorties	
	Sports & Fitness for Fun	
	Street Hockey	
		Fall Fun Soccer Skills
		Princess Dance
	Tumble Tots	
	PAINTBALL 6-8 GRADE	
		Fishing Fanatics
	T- Birds T-ball	
	Spin & Smash : Ping Pong	
		Princess Ballet
	Drama: Charlie & the Chocolate Factory	
		Father/Daughter Valentines Date Night
Pop Guitar For Beginners		
		Intermediate Pop Guitar
		Boomwhacker Percussions
		Voice Class for Budding Singers
		Princess Dance Camp
		Drama: Jumanji, Jungle Adventure
		Drama: Truffla Trees
		Drama :Scrooge, The Christmas Story
		Drama: Elves and the Shoemaker
		Drama:The Big Friendly Giant
		Drama: Emperor's Nigtengal
		Drama: Runaway Presents
		Drama:Pied Piper
		Kids and Cartoons
		Ink & Watercolor Creations
		Campfire Cuisine
		Outdoor Campfire Cooking
		Campfire Cooking
		ROBOTICS 101 - LEGO
		JUNIOR TWISTED FAIRY TALES
		Junior Medieval Defense

YOUTH PROGRAM CLASSIFICATION		
Essential	Important	Value-Added
Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Mix of PUBLIC and PRIVATE good / Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Mostly PRIVATE good / Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
		Junior Chemical Engineers of Power and Energy
		Apprentice Chemical
		Junior Camp Kelvin
		Junior Engineers Under Construction
		Junior Wings, Wheels Up
		Building Cities
		The Engineering of Food
		Software Engineering Scratch
		Amazing Race
		Survivor Week: Engineers Cove
		Kelvin's Kitchen
		Electronic Game Design Invader
		JUNIOR PIRATE ACADEMY
		Engineering Investigators
		The Engineering of Power and Energy
		Junior Engineering of Power and Energy
		Junior Aerospace
		Aerospace
		Junior Scratch Program
		3D Game Design
		Junior Mechanical Toys
		Electrical Engineering
		Robo
		Lego Robotics: Sumo Battles
		Saturday Morning Engineering
		Engineering for Kids
		ADULT TR SOCIAL CLUB
		SNACK Camp
Summer Celebration		
Spring Fling		
Fall Fest		
Winter Festival		
Movie In The Park		
Farmers Market		
Movie In The Park		
Farmers Market		



APPENDIX F – BEST PRACTICES VOLUNTEER & PARTNERSHIP MANAGEMENT

BEST PRACTICES IN VOLUNTEER MANAGEMENT

In developing the policy, some best practices that could be used by the City to managing volunteers include:

- Involving 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 City.
- Ensuring a Volunteer Administrator (a designated program staff member with volunteer management knowledge and responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. The City periodically identifies, evaluates, and revises specific tactics the Volunteer Program should undertake to support the larger organizational mission.
- The City maintains the desirability of volunteerism in the agency by developing a good reward and recognition system. The City utilizes tactics wherein volunteers can use their volunteer hours to obtain discounted pricing at certain programs, rentals or events, and attend other City functions.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy 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, the City should continue to categorize and track volunteerism by type and extent of work, such as:
 - Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
 - Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
 - Episodic volunteers: Volunteers who help out 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 of time to fulfill a community service requirement.

POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the City should adhere to common policy requirements. These include:

- Each partner will meet with or report to City 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.
- If conflicts arise between partners, the City-appointed lead, along with the other partner's highest-ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.

Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement

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 City 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, City 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 City.
- As an outcome of the partnership, the City of Upper Arlington 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 City 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 they will follow to ensure the outcomes desired by the City. 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 Recreation 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 City of Upper Arlington currently has a strong network of recreation program partners. These recommendations are both an overview of existing partnership opportunities available to the City of Upper Arlington, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the City 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.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City or department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **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.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the City in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **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.

VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

Establish volunteer and partner policies and agreements that are tailored to the different types of volunteers and partnerships the City encounters. Consider background checks for all volunteers working with youth, senior and adaptive recreation programs.

APPENDIX G - PARK ASSESSMENTS



APPENDIX H - DETAILED STATISTICALLY-VALID SURVEY REPORT