



Parks & Recreation COMPREHENSIVE PLAN

November 2018



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Chapter One

EXECUTIVE SUMMARY

The City of Upper Arlington's Parks & Recreation Department underwent a comprehensive planning process from the summer of 2017 through the close of 2018, with the goal of developing a document that would inform and guide decision-making relative to the department's oversight of parks, facilities and programming into the next decade and beyond. PROS Consulting was contracted to perform the study on the City's behalf. The process was multi-pronged, including detailed assessments of the parks and existing facilities, department programming and procedures, benchmarking comparisons with other communities, analysis of Upper Arlington's demographics, consideration of national trends, and extensive community engagement to gather feedback directly from residents and community stakeholders relative to needs and opportunities for improvement.

A healthy network of parks, facilities and recreational opportunities are a vital contributor to a community's vibrancy, sense of place, and desirability as a place to live, work and play, which ultimately supports the community's economic stability. Public parks are the community's front yard, providing space for enjoyment of the natural environment, community gatherings, family activities, educational opportunities, sports leagues, fitness and wellness activities. They improve public and environmental health, create safe neighborhoods, educate and inspire our youth, and connect the community.

As an older, fully developed community, Upper Arlington's park system—and the facilities within it—has long been established. By national standards, the system is deficient in its acreage per 1,000 population; however, the parks are considered a community treasure and are filled with a range of passive and active outdoor recreational facilities. With a total coverage of 182 acres, the system is comprised of seven larger community parks (totaling 156 acres) that serve multiple functions, 14 neighborhood parks (totaling 26 acres) that typically feature one or two facilities such as playgrounds and benches, and pocket parks—smaller green spaces that enhance the community's aesthetic appeal with

landscaping and unique features. All parks are situated within residential neighborhoods, and residents have a strong attachment to them and how they are used.

Few opportunities exist to expand park acreage within Upper Arlington's borders, especially to the extent necessary to facilitate a significant addition to the system, such as a field sports facility. High land costs in Upper Arlington add to the challenge.

The City has been working to address some of the larger aging facilities within the system, most recently replacing the Tremont Pool and playground in Northam Park, projects that were completed in the summer of 2017. Devon Pool improvements have been addressed in phases, with pool improvements already completed, a new building to house restrooms, changing rooms, offices and concessions currently under construction, and plans to replace the mechanical buildings in 2019/2020.

The needs of other significant aging facilities are yet to be addressed—such as the Senior Center buildings, Northam Park Tennis Courts, and the community's larger shelter houses at Fancyburg and Thompson parks. Additionally, the City continues to hear from residents about the need for a new facility within the portfolio, that of indoor recreation space. The Parks & Recreation Comprehensive Plan was triggered in part to help the City better understand the wants and needs of its citizenry and how best to fulfill them, before significant investment is made in any of these areas.

Other park improvements—such as neighborhood park playground upgrades, pathway and parking lot maintenance—have traditionally been prioritized and addressed through the City's Capital Improvement Program, with approximately \$500,000 dedicated in typical years. Recent exceptions have included additional funding to support a series of Northam Park projects—parking lot reconstruction, replacement of the Tremont Pool and new playground.

Looking ahead, with the guidance of the Parks & Recreation Comprehensive Plan, the City stands ready to expand its reinvestment in parks and facilities. An average of \$1.5 million annually is programmed into the Capital Improvement Program for 2019-2028. Additional funding strategies would be explored as/when appropriate on a project-by-project basis.

From an operational perspective, parks and facilities maintenance has been a challenge for the department. Once installed, every park component must be kept in good working order, which requires consistent oversight, time and investment. A beautification program and landscaping enhancements associated with recent infrastructure improvements (Waltham/North Star/Kinnear roundabout, Tremont Road, Northam Park, etc.) are incrementally expanding the workload for parks maintenance. For a number of years, the department has lacked an appropriate level of staffing to either perform the work directly, or to closely monitor the performance of contractors. Additionally, no formal maintenance standards exist to help guide how the work is prioritized and managed.

Across age groups and interests, recreational programming and department special events are of a high standard and a source of great pride, with high resident satisfaction levels. The development of programming has traditionally been performed at the division level—the Recreation Division for youth and adult programming, Senior Center for older adults, Cultural Arts for arts and culture programming, and Aquatics and Tennis for facility operations and related programming—which over the years has resulted in an inconsistency of policies and procedures. Opportunities exist for a department-wide, standardized approach that includes assessing the “lifecycles” of programs, cost considerations, and attention to emerging recreational trends.

1.1 ABOUT THE PARKS & RECREATION COMPREHENSIVE PLAN

The Parks & Recreation Comprehensive Plan has been developed to systematically guide the City in its provision of exceptional parks, park amenities, recreational facilities and programming that meet the wants and needs of the Upper Arlington community. By providing detailed assessments of existing conditions, demographics and emerging trends, coupled with extensive feedback from citizens, the plan places the Administration and City Council in an informed position when prioritizing future investment. The existence of a formal strategic planning document for the parks system that has been endorsed by City Council is also a vital step for the Parks & Recreation Department when seeking specific alternate funding sources for qualifying projects.

This document does not—nor was it intended to—provide a recommendation of what facilities and amenities should be provided in each public park, or to provide master plan concepts for specific community parks. It does identify needs and deficiencies within the system, and provides insight on trends to aid in the decision-making process as the City addresses aging facilities and considers options for new facilities.

The process in development of the Parks & Recreation Comprehensive Plan was as follows:



1.2 PROJECT TIMELINE

In order to develop a comprehensive plan that met the City's goals, PROS Consulting developed a detailed review and assessment process for gathering data, from which priorities and implementation strategies would evolve. Obtaining feedback from the community and the provision of multiple opportunities for residents to participate in the Parks & Recreation Comprehensive Plan was a high priority for the City and PROS Consulting throughout the process.

1.2.1 SUMMER/FALL 2017

The review process began with a multi-pronged approach. Detailed site assessments were conducted for all of the community's parks and facilities, cataloging every component—large and small—from the number and type of sports fields or shelters to the number and location of trash receptacles. This assessment also noted any variations in style and the condition for each item, bringing to light any maintenance issues or replacement needs. A document was also developed that details the history of the community's parks and facilities, and notes any existing shared-use arrangements, such as a joint agreement between the City and the Schools to maintain facilities at Burbank Park.

The PROS team conducted a detailed assessment of the operations of all divisions within the Parks & Recreation Department. Through interviews and reviews of existing documents, this assessment considered the programming offered by each division, including processes used for developing new programs and assessing existing offerings. Budgetary procedures, cost recovery goals and considerations of equitable access for program participants were studied in depth. Several existing division- and department-level policies and procedures were analyzed to identify any inconsistencies and opportunities for incorporating best practices within the department's operations. The assessment looked at parks maintenance operations, staffing levels and the use of private contractors to identify any existing challenges that should be addressed and opportunities for enhanced efficiencies. Last but not least, the assessment considered the department's marketing efforts, volunteer and partnership management, and performance measurement practices.

A benchmark analysis was conducted to compare Upper Arlington's existing parks, facilities and overarching recreation practices with similar communities. Concurrently PROS Consulting compiled demographic data about our community, and pulled from national data on recreation trends, spending on recreational activities and access to parks and recreation facilities. This analysis provided the team with a better understanding of Upper Arlington residents, relative to their expectations, participation levels and willingness to invest in recreational amenities and programs.

In the initial phase of community outreach, more than 300 residents participated in stakeholder interviews, focus groups and a first community meeting. This included representatives from more than 20 community organizations, such as members of City Council, the Parks & Recreation Advisory Board, City Tree Commission, Cultural Arts Commission, Northam Tennis Advisory Committee, field sports groups, the Upper Arlington School District, Upper Arlington Community Foundation, various civic groups and area businesses. A quick questionnaire—fielded at the beginning of the process at various community events and online—was completed by 885 residents.

1.2.2 WINTER 2017/2018

The data and feedback gathered through the activities of the summer and fall were used to help formulate questions posed in a statistically-valid survey, which was mailed to a random sampling of Upper Arlington households early in 2018. The goal of attaining 350 participants was far exceeded, with 653 responses.

An online version of this survey, subsequently made available to all in the community in March, was completed by 721 people. Additional spring activities included a series of youth focus groups at the High School, with 168 students either participating in the meetings or completing a survey targeted to their interests.

1.2.3 SPRING/SUMMER 2018

Survey findings were shared with the community in April through a series of public meetings. Activities began to focus on the plan's development in areas that included the department's organization, policies and procedures, a financial analysis, and initial identification of prospective park's capital improvement projects.

1.2.4 FALL/WINTER 2018

In September, the PROS representatives held work sessions with department staff and the Parks & Recreation Advisory Board to review and discuss the proposed recommendations and implementation strategies. By late October, the team was ready to share with the community a summary of the entire process, the findings, and recommendations, with a series of meetings scheduled through mid-November. On November 15, 2018, the Parks & Recreation Advisory Board passed a motion supporting the Plan and its strategies as a document to guide departmental decision-making. City Council passed a resolution to accept the Parks & Recreation Comprehensive Plan at its November 26, 2018 City Council Meeting.

1.3 SUMMARY OF FINDINGS

1.3.1 PARKS AND PARK FACILITIES

A detailed inventory and conditions assessment was undertaken relative to the City's parks, park structures, park furnishings and recreational facilities. New or relatively new park facilities, such as the Reed Road Water Park, the Amelita Mirolo Barn at Sunny 95 Park, and the new Tremont Pool and Playground at Northam Park, all rated well, as would be expected. This assessment confirmed the challenges posed by the aging buildings that house the Senior Center, with significant components in need of repair or complete replacement, and spaces that were not designed for recreational programming activities. Significant reinvestment would be required just to maintain the facility as it stands, which may not be a wise investment of resources. Similarly, the condition of the Northam Park Tennis Courts and accompanying support structures reflect several years of deferred maintenance needs and flooding issues. The condition of park shelters varies: some require minimal maintenance such as the Northwest Kiwanis / Burbank shelters, while full replacement of the shelters at Fancyburg and Thompson parks is recommended, with the potential for providing year-round functionality if deemed appropriate.

The assessment process identified issues of poor drainage and the overuse of sports fields impacting field quality. The parks feature a variety of park furnishing styles for items such as benches, picnic tables, bicycle racks and trash containers. Additionally it was noted that some facilities may no longer be required—such as the shuffleboard courts at Fancyburg Park which could be replaced with new pickleball courts as a result of changing recreation trends.

Community feedback relative to the parks and facilities within them highlighted a high level of appreciation and support for the park system, a strong desire for the City to preserve and enhance what we already have and to protect the neighborhood feel of all parks, no matter their size. Feedback on various facilities and park components showed a correlation between declining satisfaction levels and a facility's age and condition. Survey data highlights a desire for an expanded network of walking and biking trails, neighborhood parks, greenspace, natural park areas and a nature center. It's important to note that some items emerged as low priority needs because the desired facilities already exist therefore the need is already being fulfilled.

1.3.2 PROGRAMMING ASSESSMENT

PROS Consulting undertook a detailed assessment of the department's primary programming areas: 50 Plus, Adult, Aquatics, Cultural Arts, Tennis and Youth. The team analyzed the types of programs offered in each area, where they fall on a spectrum of services that are considered "essential," "important" or "value-added," and how the department establishes, maintains and measures success. Cost of service and cost recovery policies were assessed to determine if the department was routinely including all appropriate measures in its analysis of this important area and was reaching its goals, while also being considerate of equitable access to department programs. Other factors, such as partnerships with other entities, making use of community volunteers to enhance programming opportunities, training and the use of program standards were also explored.

As a whole, the department is successful in its provision of a diverse range of programs and activities, however opportunity exists for expanding programming for teens. The analysis emphasized some inconsistencies in policies from one programming area to another, and opportunities for enhancing program evaluation processes, standardizing expectations from partnerships with other entities, enhancing its analysis of the costs associated with each program service and tying cost recovery goals to how a program is categorized.

Based on the extensive feedback received throughout this process, it is clear that residents have a high level of satisfaction with the services and recreational programs provided by the Parks & Recreation Department. There is a desire for the department to expand the availability of nature programs, community special events, older adult fitness and wellness opportunities, adult sports programs, water fitness programs, family activities, youth sport programs and swim classes, and preschool/early childhood programming.

1.3.3 WHAT'S MISSING

At all stages of the comprehensive plan process, PROS Consulting heard of the need for indoor recreation space. There was a recognition that the department was extremely creative in its efforts to make use of what's available—at the Senior Center, Amelita Mirolo Barn, Municipal Services Center, park shelters (based on season), and through partnership agreements with the Upper Arlington Schools and other community entities—however the amount and type of indoor space available limits the range of activities that can be provided.

The statistically-valid survey results brought these issues into focus. A chart in the survey depicting the number of unmet needs in recreation facilities, combined with the importance residents place on the provision of these facilities, highlighted a priority list that included indoor fitness and exercise facilities, a multi-generational recreation center, an indoor aquatic facility, indoor running/walking track, with indoor meeting/gathering spaces and indoor basketball/volleyball courts emerging at a lower priority level. Related to this, a similar list of priorities was prepared for programs, with adult fitness and wellness programs, senior fitness and wellness programs, water fitness programs, family open gym, as well as water fitness and learn to swim programs all included, and all programs that require indoor space for year-round fulfillment.

Since the primary existing indoor recreation facility in the community is the Senior Center—which for the most part only serves older adults and is recognized as a facility in need of significant upgrades or replacement—the survey probed resident support for replacing this facility to only serve older adults. Respondents were 41% unsupportive of this proposal, with 36% supportive. When asked if they supported the City exploring the feasibility of an indoor recreation facility that would serve all ages, 81% were supportive, with just 11% unsupportive.

1.4 RECOMMENDATIONS & IMPLEMENTATION

Using all the data and community feedback collected over the course of the planning process, PROS Consulting has developed an action plan for the Parks & Recreation Department. The document includes overarching vision and mission statements for the department, as well as defining a series of organizational values to frame how the work of plan implementation will be approached.

A series of overarching goals have been established relative to five key areas. For each goal area a series of strategies and tactics map out timelines for implementation, identify those responsible for working on each strategy, and define performance measurements as a guide for success. Within the action plan, several key recommendations have emerged that are directly tied to primary findings and will be of a high priority for implementation in 2019.

1.4.1 PARKS

GOAL: Seek to acquire the appropriate level of park land to meet the community's needs for additional trails, sports fields and neighboring parks, along with funding for development to achieve the desired amenities for a valuable recreation experience.

Priority projects relative to parks include:

- Enhancement of park pathway systems and expanding connections to regional trails;
- Addressing sports field drainage issues and options for extending playable hours for existing fields;
- Conducting an assessment of potential acreage in the City that could be acquired to expand the community's access to pocket parks and neighborhood parks, as well as seeking opportunities for accessing park land adjacent to or near the community to support youth sports;
- Working with the Upper Arlington Schools and other entities to identify opportunities for ensuring all of the community's recreational facilities and assets are used efficiently and to the benefit of all;
- Development of measurable parks maintenance standards;
- Creation of uniform furnishing standards for amenities such as park benches, picnic tables, bicycle racks, trash containers, water fountains, etc.

1.4.2 FACILITIES

GOAL: Achieve the appropriate level of indoor and outdoor community recreation space for people of all ages and abilities.

Answering the question of what the City should do relative to a multi-generational recreation facility will be pivotal to how the department implements much of this goal. To that end, a top priority in 2019 will be to conduct a feasibility study that will inform both City Council and the community on where such a facility could be located, what it should contain, cost estimates for construction, operations and ongoing maintenance, as well as funding options and recommended user costs.

The outcome of the feasibility study would impact if the department should seek other ways to provide some of the indoor programming activities desired by the community. This includes how to address the needs of the Senior Center, fitness and wellness opportunities, aquatics and programming space. Options to explore include development of a recreation facilities plan with other entities such as the School and Library districts, as well as possible upgrades to existing park shelters to make them year-round programmable spaces.

1.4.3 PROGRAMS

GOAL: Develop a philosophy in which core programs drive design and operations of all facilities, both indoors and outdoors to maximize the value, use and customer experience for people of all ages, interests and abilities.

A top priority for the department in 2019 will be to standardize programming policies and procedures across the core program areas. An evaluation process will be established that facilitates a routine process for developing new programming reflective of emerging trends, as well as assessing the shelf life of existing programs and ensuring they meet cost recovery goals.

1.4.4 OPERATIONS

GOAL: Incorporate design standards for all parks and amenities to support efficient operations based on operational and maintenance standards, tied to staffing standards focused on achieving the right outcome for the right costs.

As the department works to develop consistent design standards for the park system, attention will also be placed on development of key maintenance and operational standards, with the goal of achieving a consistent standard across all parks in an operationally efficient manner. This will include documentation of all park facilities and furnishings within the City's Public Service Management System, an improved work tracking process and extensive training for staff, as well as an assessment of the most efficient way to plan, perform and monitor maintenance work.

1.4.5 FINANCE

GOAL: Incorporate a business approach to all operations that focuses on meeting an expected unit cost, and cost recovery levels to be achieved that include programs, maintenance, operations and partnerships, as well as incorporating all available funding sources to provide cost effective services to the community.

Vital to the success of the Parks & Recreation Comprehensive Plan is the development of realistic and attainable funding strategies to support capital projects, ongoing operations and to set the stage for new park system enhancements as opportunities arise. The department will conduct an extensive "cost of service" assessment to better understand and manage park maintenance needs and enhance cost recovery practices while taking into consideration equitable access to recreation services. The department will also work to enhance its partnership with the Upper Arlington Community Foundation and will seek additional partnership and grant opportunities to achieve the goals of the comprehensive plan in a responsible and cost effective manner.

1.5 WHAT'S ON THE HORIZON

Pending City Council's acceptance of the Parks & Recreation Comprehensive Plan, the Parks & Recreation Department has budgeted a combination of capital and operations items into the 2019-2020 budget cycle, with projects categorized under the following expenditure methodology:

- Critical – high priority maintenance or replacement projects for existing facilities
- Sustainable – part of routine system upgrades and adjustments
- Visionary – significant park renovations, new park facilities, new parks

Upon completion of the Comprehensive Plan and subsequent implementation steps as directed by the plan, various parks capital projects will be incorporated into the City's current 10-year Capital Improvements Program through 2028.

1.5.1 2019 PROJECTS

CRITICAL

- Conduct a multi-generational indoor recreation facility feasibility study – the results of this study impact the direction the City takes on the existing Senior Center (funds to support the study are programmed into the department's proposed 2019 operating budget)
- Devon Pool mechanical building – the final major component necessary to complete extensive upgrades at this popular aquatics facility
- Sports fields – identify options for improving playability within the existing network of sports fields, at Fancyburg Park, Northam, Northwest Kiwanis/Burbank, Reed Road, Sunny 95 and Thompson parks, and new fields through partnerships or acquisition
- Reed Road Park drainage improvements
- Northam Park Tennis Courts – assessment of tennis program, existing conditions of tennis courts and the support building, followed by an anticipated design process for court upgrades and support building improvements, based on results of the assessment

SUSTAINABLE

- Reed Road Park playground replacement
- Mallway Park – detailed design for Veterans Plaza and park improvements
- Tremont Park fountain repairs and upgrades
- Park system – begin to phase in new park furnishings

VISIONARY

- Northam Park – widen sidewalk at Petro Plaza

1.5.2 2020 PROJECTS

CRITICAL

- Multi-generational indoor recreation facility feasibility study recommendations – the results of this study impact the direction the City takes on the existing Senior Center
- Northam Park Tennis Courts – continue to implement court and support building upgrades, based on results of the assessment

SUSTAINABLE

- Oxford Park playground replacement
- Mallway Park – construction of Veterans Plaza and park improvements
- Park system – natural area enhancements



1.6 CONCLUSION

The Parks & Recreation Comprehensive Plan provides the Parks & Recreation Department with the roadmap and tools it needs to continue and enhance the work it does in support of our community in the coming decade and beyond. The department is grateful to Upper Arlington City Council for its leadership, vision and support of this process, and to the Parks & Recreation Advisory Board for its guidance and ideas as the department and PROS Consulting worked through this process.

The Parks & Recreation Department is ready to begin the implementation process in order to move Upper Arlington's park system from good to great, and looks forward to working with City Council, the Parks & Recreation Advisory Board, and the community on major initiatives recommended by the plan in the coming months and years.



Chapter Two

MARKET ANALYSIS

2.1 IMPLICATIONS OF DEMOGRAPHICS AND TRENDS ANALYSIS

Based on the projected demographic characteristics, national and local trends on participation, and the park engagement survey, the key takeaways pertaining to Upper Arlington include:

- Household income characteristics within the City are very high, suggesting that residents may have increased disposable income and may be more inclined to pay for, and expect, higher quality parks, facilities and services.
- The City is becoming more diverse and aging more rapidly than national levels; therefore, close attention must be paid to future demographic shifts.
- Market potential (MPI) for fitness and outdoor activities are generally very high among Upper Arlington residents, which is consistent with recent participation trends nationally in these recreational activities.
- Recreational spending potential (SPI) for Upper Arlington residents is also very high, which may indicate that residents in the City are likely to spend money on recreational products and services at a higher rate and demand best-in-class facilities and programs.
- Research from the Sports & Fitness Industry Association (SFIA) shows that approximately 30% of Americans remain inactive. The National Recreation & Parks Association (NRPA) also suggests that around 30% of Americans lack walkable access to parks and/or recreation facilities, and 20% claim they lack quality parks and/or facilities near their homes. These statistics emphasize the importance of the Upper Arlington Parks & Recreation Department in providing recreational opportunities that serve as a catalyst for reducing inactivity rates and improving the quality of life for residents served.



2.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Upper Arlington, Ohio. This analysis is reflective of the City's total population and its key characteristics, such as age segments, income levels, race, ethnicity and gender. Upper Arlington's demographics are then compared to the US population. This type of analysis allows Upper Arlington to see how its population compares on a national scale.



It is important to note that future projections are based on historical patterns. Unforeseen circumstances during or after the time of these projections could have a significant bearing on their validity.

2.2.1 OVERVIEW

The total population of the City has recently experienced an increase of approximately 6.25%, from 33,771 in 2010 to 35,794 in 2017. Current estimates project a continued increase at a slightly lower growth rate, increasing to 37,311 individuals in 2022, and 40,327 by 2032.

According to U.S. Census reports, the total number of households in the target area has experienced a coinciding upward trend, increasing roughly 5.88%, from 13,754 in 2010 to 14,518 in 2017. The City's total households are expected to continue an average growth, increasing to 16,281 households by 2032.

Based on the 2010 Census, the median age of the population of the target area (42.9 years) is above the median age of the U.S. (37.1 years). Projections show that the service area will undergo an aging trend through 2032, as the 55+ age segment grows to 42% of the total population.

The current 2017 population of the service area is predominantly White Alone (90%), with the Asian (7%) population representing the largest minority. Future projections show that by 2032 the overall composition of the population will become more diverse. Forecasts of the target area through 2032 anticipate a decrease amongst the White Alone (86%) population; coinciding with increases amongst the Asian and Some Other Race populations. Based on the 2010 Census projections, those of Hispanic/Latino origin currently represent only 2% of the City's total population.

The City's median household income (\$104,153) and per capita income (\$58,983) are both above state and national averages.



2.2.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2017 and reflects actual numbers as reported in the 2010 Census, and estimates for 2017 and 2022 as obtained by ESRI. Straight-line linear regression was utilized for projected 2027 and 2032 demographics. The boundaries utilized for the demographic analysis are shown below in **Figure 1**.

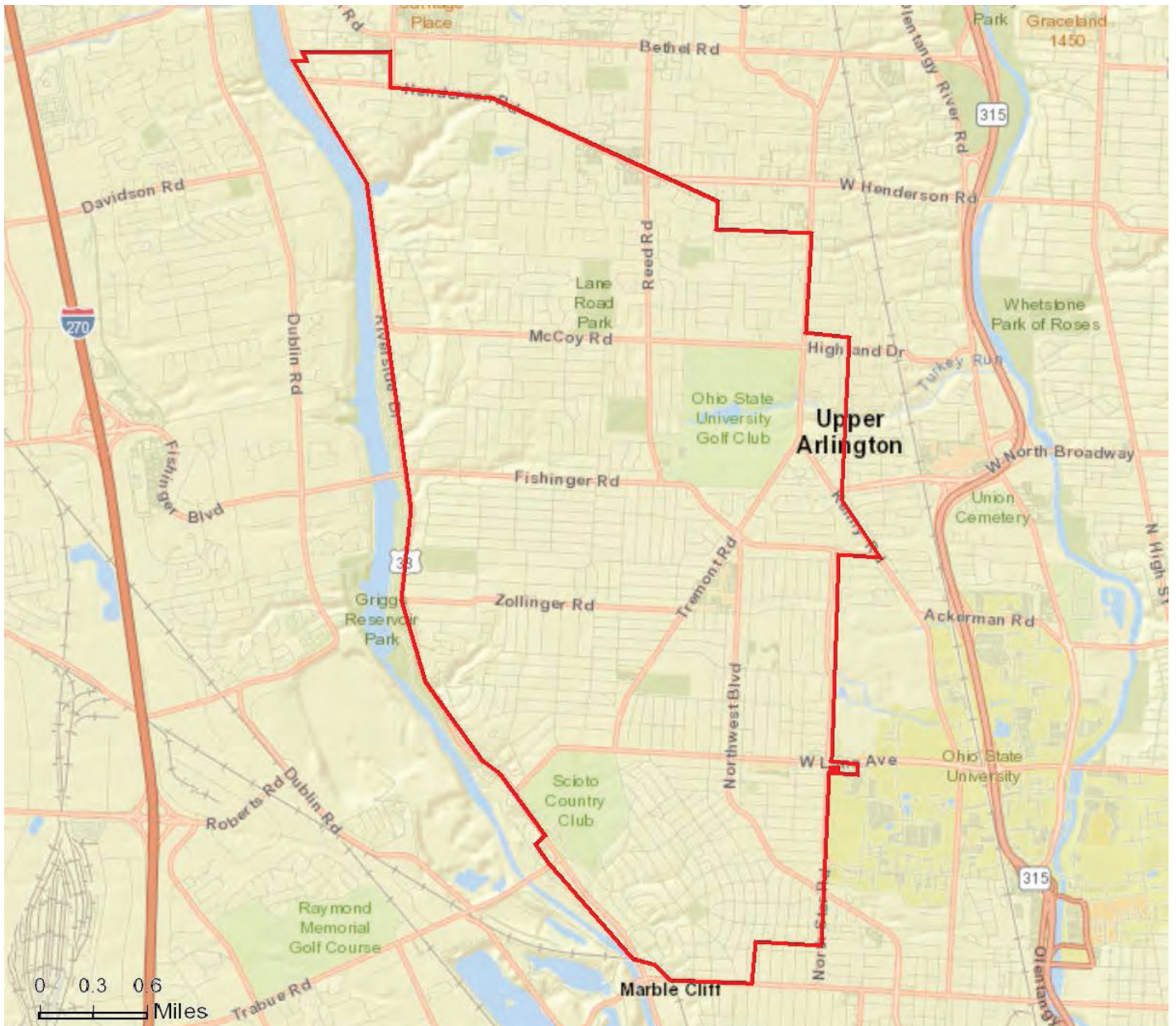


Figure 1: Upper Arlington City Boundaries





RACE AND ETHNICITY DEFINITIONS

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

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race



2.2.3 CITY OF UPPER ARLINGTON POPULACE

POPULATION

The City's population has experienced a slightly above national average growing trend in recent years (0.89% per year), with the total population increasing roughly 6.25% since 2010. Similarly, the total number of households has also increased in recent years (0.84% since 2010). These are both above the average national growth rates for population and households (See Figures 2 & 3).

Currently, the population is estimated at 35,794 individuals living within 14,518 households. Projecting ahead, the total population and total number of households are both expected to continue to grow over the next 15 years. Based on predictions through 2032, the City is expected to have about 40,327 residents living within 16,281 households.

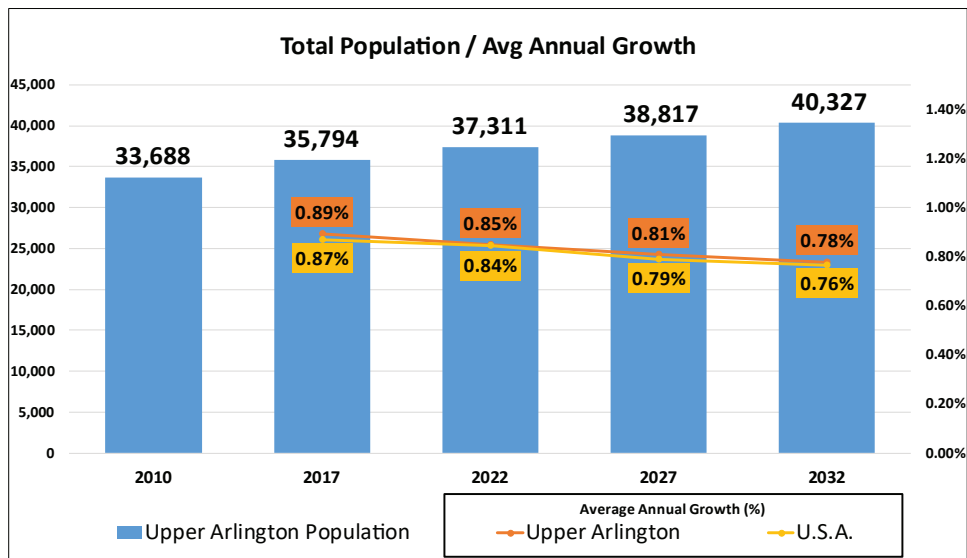


Figure 2: City of Upper Arlington Total Population

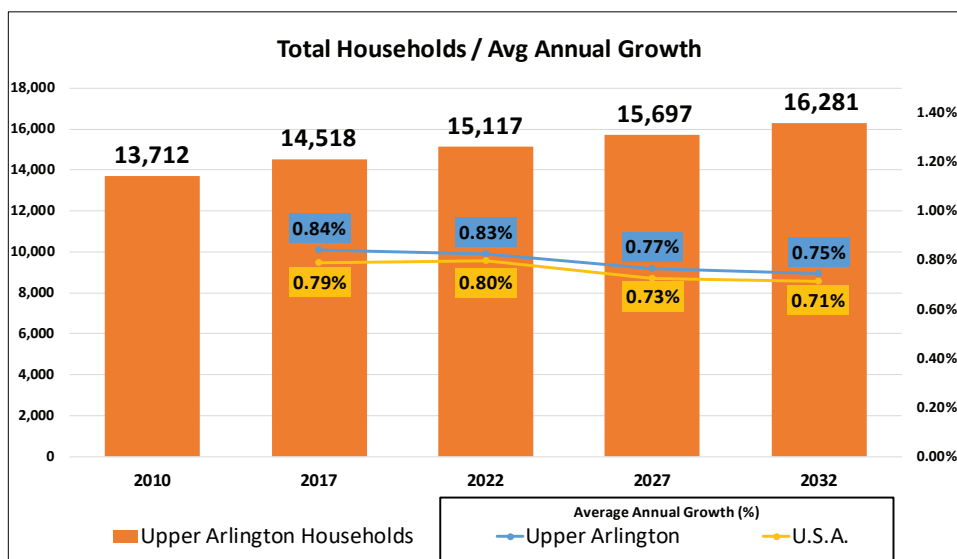


Figure 3 - Number of Households



AGE SEGMENT

Evaluating the population by age segments, the City exhibits a relatively skewed distribution when compared to the US. When looking at the country as a whole, the median age of the U.S. is 38.2 years old, with 46% of its population being under the age of 35. Upper Arlington’s population is much older, having a median age of 44.6 years, with 35% of its residents currently above the age of 55.

When looking at Upper Arlington’s population as a whole, the City is projected to undergo an aging trend. While most age segments are expected to remain stagnant or experience decreases in population percentage, the 18-34 age segment is projected to increase by 4% and the 55+ age segments are expected to continue increasing over the next 15 years. The City of Upper Arlington is projected to continue aging; resulting in 42% of its total population being over the age of 54 by 2032. This is partially assumed to be an outcome of the Baby Boomer generation aging into the senior age groups (**Figure 4**).

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the “Senior” population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different ways to partition this age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

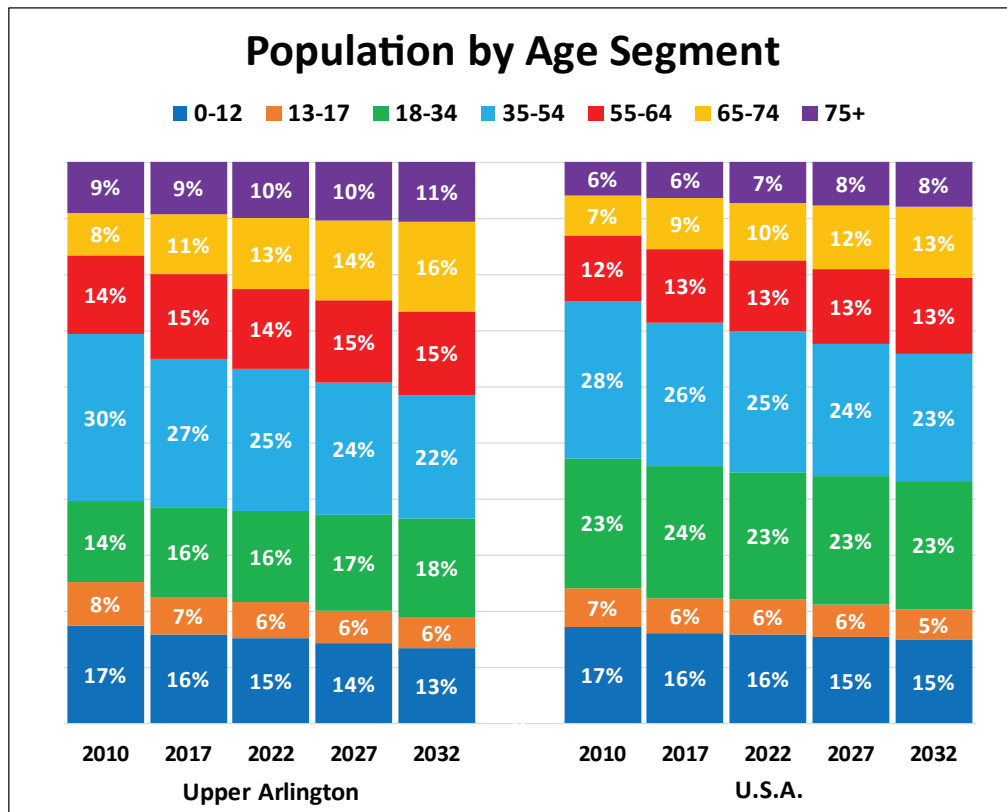


Figure 4 - Population by Age Segments



RACE AND ETHNICITY

In analyzing race, the service area's current population is predominately White Alone. The 2017 estimate shows that 90% of the population falls into the White Alone category, while the Asian category (7%) represents the largest minority. The predictions for 2032 expect the population by race to become slightly more diverse. There is expected to be an increase in the Asian population; accompanied by a decrease in the White Alone population (**Figure 5**). Based on the 2010 Census, those of Hispanic/Latino origin currently represent only 2% of the service area's total population. The Hispanic/Latino population is expected to experience a slight increase in population percentage (3%) by 2032 (**Figure 6**).

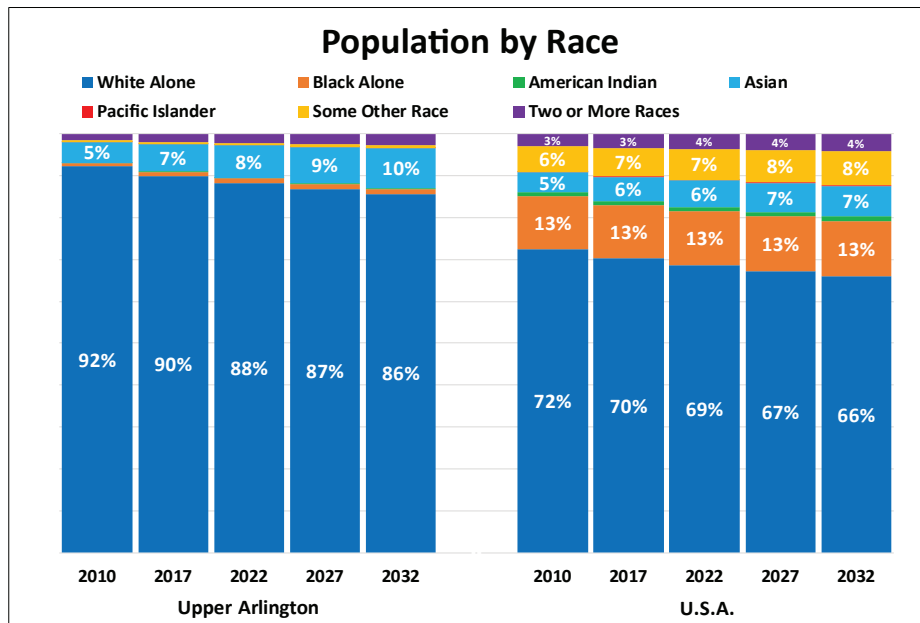


Figure 5 - Population by Race

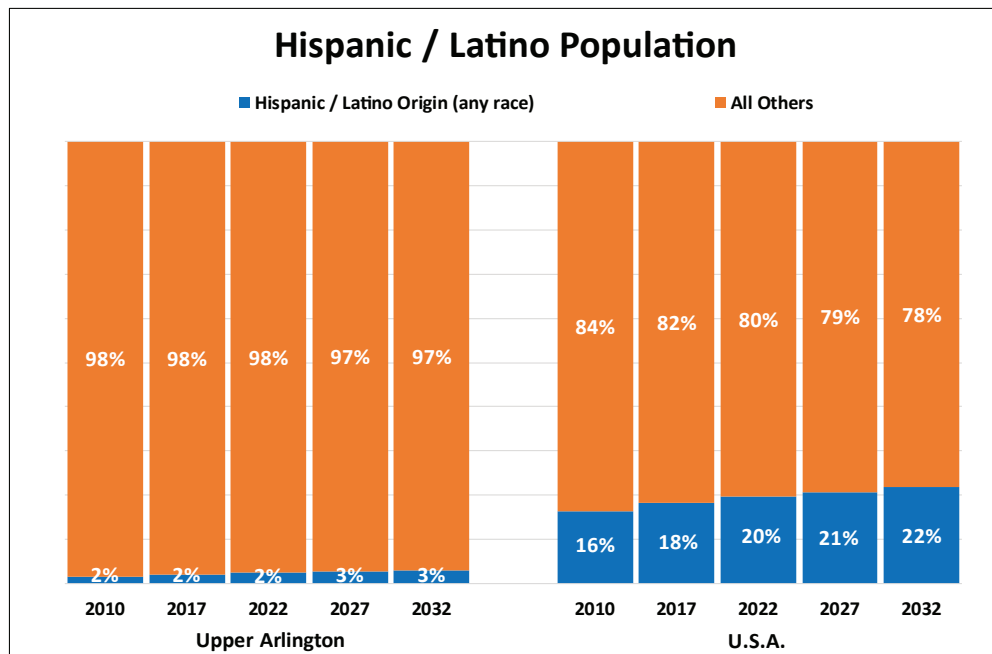


Figure 6 - Population by Ethnicity



HOUSEHOLD INCOME

As seen in Figure 7, the City's median household income (\$104,153) and per capita income (\$58,983), are approximately double the size of both state and national levels. This is a strong indicator of the presence of disposable income. This means Upper Arlington's residents are more likely to desire best-in-class facilities and be willing to pay for them compared to the average U.S. citizen.

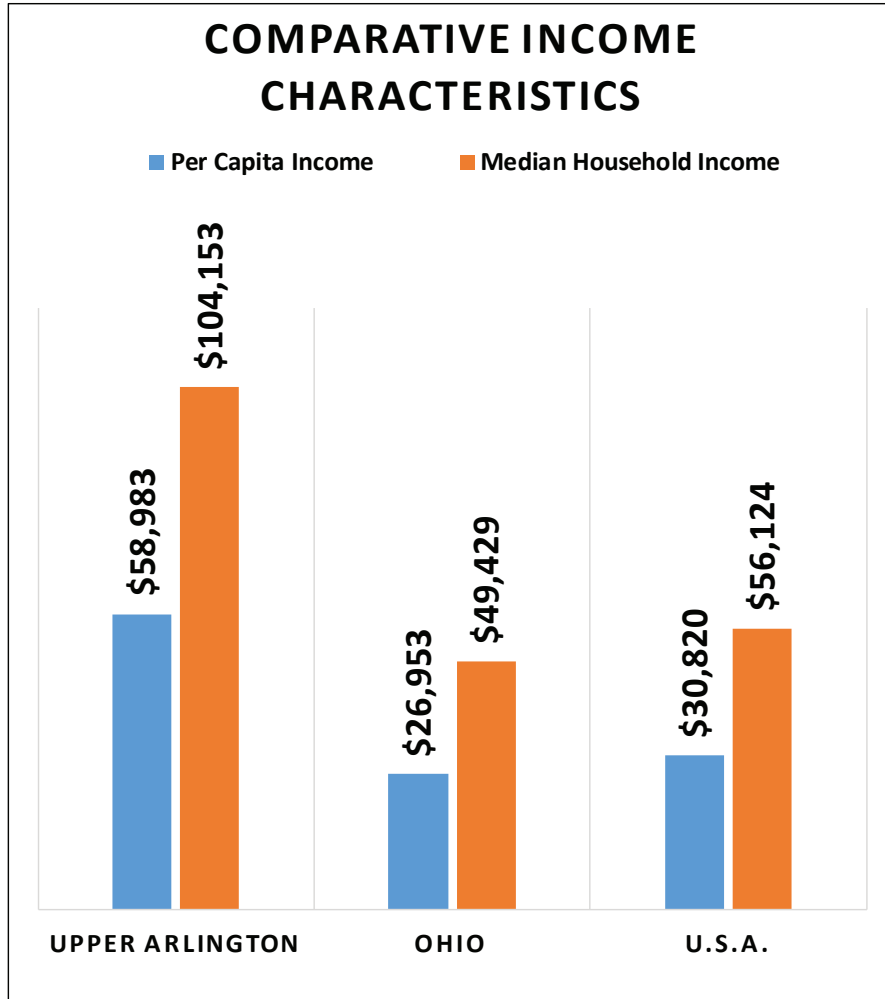


Figure 7 - Comparative Income Characteristics



2.3 TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association's (SFIA) 2017 Sports, Fitness and Leisure Activities Topline Participation Report, as well as the local market potential index data, which compares the demand for recreational activities and spending of residents for the targeted area to the national averages.

Summary of National Participatory Trends Analysis

1. **Number of “inactives” decreased slightly, those ‘active to a healthy level’ on the rise**

- a. “Inactives” down 0.2% in 2016, from 81.6 million to 81.4 million
- b. Approximately one-third of Americans (ages 6+) are active to a healthy level

2. **Most popular sport and recreational activities**

- a. Fitness Walking (107.9 million)
- b. Treadmill (52 million)
- c. Hand Weights (51.5 million)

3. **Most participated in sports**

- a. Golf (24.1 million in 2015)
- b. Basketball (22.3 million)
- c. Tennis (18.1 million)

4. **Activities most rapidly growing over last five years**

- a. Stand-Up Paddling – up 180%
- b. Adventure Racing – up 149.5%
- c. Non-traditional/Off-road Triathlon – up 108.2%
- d. Rugby – up 82.4%
- e. Boxing for competition – up 62%

5. **Activities most rapidly declining over last five years**

- a. In-line Roller Skating – down 27.8%
- b. Touch Football – down 26%
- c. Ultimate Frisbee – down 24.5%
- d. Jet Skiing – down 23.6%
- e. Water Skiing – down 20%

Summary of Local Market Potential Index Analysis

1. **The City exhibits above average market potential for fitness, outdoor and commercial recreational activities**

2. **Top recreational activities in Upper Arlington compared to the national averages**

- a. Went to art gallery in the last 12 months (MPI-187)
- b. Went to museum in the last 12 months (MPI-164)
- c. Hiking (MPI-158)



2.3.1 METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2017* was utilized to evaluate national sport and fitness participatory trends. The study is based on survey findings carried out in 2016 and the beginning of 2017 by the Physical Activity Council, which conducted a total of 24,134 online interviews – 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points under 95 percent confidence interval. Using a weighting technique, the total population figure used in this study is 296,251,344 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

CORE VS. CASUAL PARTICIPATION

SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency thresholds than casual participants. The thresholds vary among different categories of activities. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. Core participants are more committed and less likely to switch to other fitness or sport activities or become inactive (engage in no physical activity) than casual participants. For instance, the most popular activity in 2016, fitness walking, has twice the core participants than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts than those with larger groups of casual participants.

INTENSITY OF ACTIVITY

SFIA also categorizes participation rates by the intensity of activity levels, dividing into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. This entails participation rates classified as 'super active' or 'active to a healthy level' (high cal burning, 151+ times), 'active' (high cal burning, 50-150 times), 'casual' (high cal burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

2.3.2 OVERVIEW

Information available through SFIA reveals that overall activity participation increased 0.3% from 2015 to 2016. General fitness sports had the most gain in participation, increasing 2% over the past year. The most popular fitness activities in 2016 include: fitness walking, treadmill, free weights, running/jogging, and stationary cycling. Most of these activities appeal to both young and old alike, can be done in various environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie. For additional data on each specific recreation or sport trend see **Appendix A**.

FITNESS WALKING REMAINS MOST PARTICIPATED IN ACTIVITY

Fitness walking has remained the past decade's most popular activity by a large margin, in terms of total participants. Fitness walking participation last year was reported to be 107.9 million Americans. Although fitness walking has the highest level of participation, it did report a 1.8% decrease in 2016 from the previous year. This recent decline in fitness walking participation paired with upward trends in a wide variety of other activities, especially in fitness and sports, may suggest that active individuals are finding new ways to exercise and diversifying their recreational interests.



OUTDOOR AND ADVENTURE RECREATION ON THE RISE

In addition, the popularity of many outdoor and adventure activities have experienced strong positive growth based on the most recent findings. In 2016, outdoor activities that experienced the most growth in overall participation were BMX bicycling, day hiking, traditional climbing, and recreational vehicle camping. BMX bicycling, traditional climbing, as well as adventure racing also underwent rapid growth over the past five years. The sharp incline in participation rates for outdoor and adventure recreation is of particular interest to park planners due to the volatility of activities in the 'take-off' stage with relatively low user bases. It will be important to closely monitor these activities as they continue to mature in their lifecycles to recognize trends of sustained growth, plateauing, or eventual decline.

SPORTS PARTICIPATION

Assessing participation in traditional team sports, basketball ranks highest among all sports, with approximately 22.3 million participants in 2016. Sports that have experienced significant growth in participation are rugby, boxing, roller hockey, squash, lacrosse, cheerleading, and field hockey – all of which have experienced growth in excess of 30% over the last five years. More recently, gymnastics, rugby, sand volleyball, Pickleball, and cheerleading were the general sports activities with the most rapid growth.

In general, team sports are on the rise, increasing by 2% from 2015 and averaging a 5% over the past three years. The growth is mostly ascribed to niche sports that are gaining popularity, such as rugby and gymnastics. From 2011 to 2016, racquet sports also steadily increased by 3% on average. On the other hand, individual sports experienced consistent decline over the past five years. Most recently, the decline in individual sports is due to decreasing participation in boxing for fitness, boxing for competition, ice skating, in line roller skating, and triathlons.

INACTIVITY RATES AND INTENSITY OF ACTIVITY

According to the Physical Activity Council, "inactivity" is defined to include those participants who reported no physical activity in 2016. Over the last five years, the number of inactive individuals has increased from 78.8 million in 2011 to 81.4 million in 2016. However, assessing the most recent year, from 2015 to 2016, the US saw a slight decrease of 0.2% from 81.6 to 81.4 million inactive individuals. Although this recent shift is very promising, inactivity remains a dominant force in society; evidenced by the fact that 27.5% of the US population is considered inactive.

On the contrary, in 2016, 31.7% of the total population (ages 6+) reported being active to a healthy level and beyond (151+ times annually) in high-calorie burning activities, considered as 'super active'. One out of ten (10.3%) claim to be 'active' (50-150 times) and; similarly, 10.4% were active to a 'casual' level (1-50 times) in high-calorie burning activities. The rest either engaged in low/med-calorie burning activities (20.1%) or reported no activity (27.5%).

ACTIVITY BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

Generation Z (born 2000+) were the most active, with only 17.6% as inactive, but most people in this age range were moderate participants; about 35% only engaged casually in high calorie burning activities or in low /med calorie burning activities and around 20% participated actively in high calorie burning activities.

A total of 36.4% of **millennials (born 1980-1999)** were active to a healthy level, while 24.4% claimed they were inactive. Although the inactivity rate was below the national level (27.5%), it increased over last year.

Generation X (born 1965-1979) has the highest super active rate (36.8%) among all age groups, but they also have the second highest inactive rate, 27.2% of this age group remained inactive.

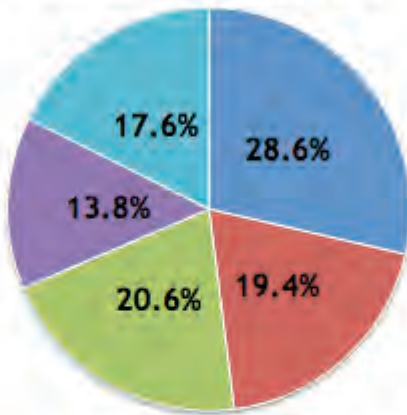


The Boomers (born 1945-1964) were the least active generation, with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. 27.8% liked to engage in low/med calorie burning activities, while 27.6% are active to a healthy level.

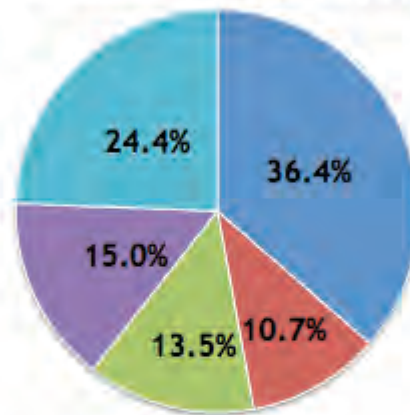
Participation Rates Segmented by Generations
US population, Ages 6+

- Super Active (high cal, 151+ times) ■ Active (high cal, 51-150 times)
- Casual (high cal, 1-50 times) ■ Low/Med Cal ■ Inactive

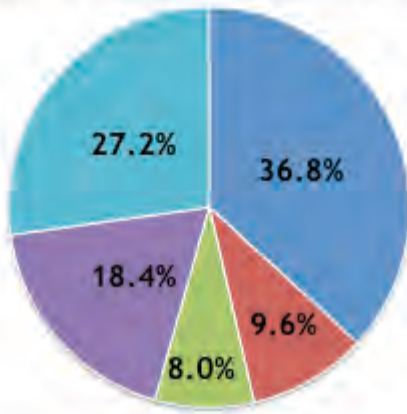
Generation Z (2000+)



Millennials (1980-1999)



Generation X (1965-1979)



The Boomers (1945-1964)

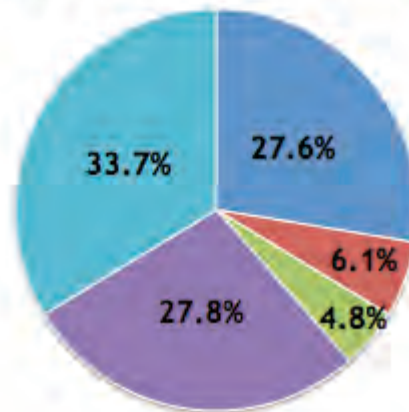


Figure 8 - Participation Rates by Generations

2.3.3 LOCAL SPORT AND SPENDING POTENTIAL

Spending potential data attributed to recreational activity is provided by ESRI for the City of Upper Arlington and the U.S., which factors the latest Consumer Expenditure Surveys (2014-2015) from the Bureau of Labor Statistics to estimate the current spending patterns. Data includes total expenditures, average spending per household, and a Spending Potential Index (SPI) for recreational products and services.

The same index calculation is applied to SPI and MPI, where 100 represents the national average; such that an SPI of 200 would mean twice as much is spent on an activity or product, while an SPI of 50 would signify half as much being spent. Comparatively, SPI is similar to the index for market potential (MPI), except that SPI assesses dollars spent on recreation versus a propensity to participate in activities (i.e. MPI). The spending area is compared to the national average in two categories – entertainment/recreation fees and admissions, and recreation equipment.

In all recreational related expenditures, the City of Upper Arlington demonstrates above average SPI numbers. \$18,305,409 was spent on entertainment/ recreation fees and admission. In this category, average household in the City of Upper Arlington spent the most on membership fees for social/recreation/civic clubs (\$426.4) and fees for recreational lessons (\$273.07), both of which were twice the average amount spent by the U.S. household.

Total expenditures on recreation equipment were \$4,494,824. On average, Upper Arlington households spent the most on exercise equipment and gear, game tables (\$105.23), hunting and fishing equipment (\$75.31), and bicycles (\$53.17), all of which were more than 75% higher than the national level.

Overall, SPI are particularly high on winter sports equipment (217), fees for recreational lessons (205), membership fees for recreation clubs (203), and water sport equipment (203). High SPI numbers indicate that Upper Arlington residents are willing to spend extra income on recreation admission/fees and equipment.

Since household income characteristics in Upper Arlington are approximately double both state and national levels, residents are likely to have disposable income. The SPI data suggests that residents are willing to spend on recreation related products and services and are likely to demand best-in-class facilities and programs.

Local Participatory Trends - Recreation Expenditures				
Activity	Average \$\$ Spent/Household			SPI
	Total \$\$ in Upper Arlington Households	Upper Arlington	USA	
Entertainment/Recreation Fees and Admissions	\$ 18,305,409	\$ 1,260.88	\$ 636.81	198
Tickets to Movies/Museums/Parks	\$ 2,035,522	\$ 140.21	\$ 77.04	182
Admission to Sporting Events, excl.Trips	\$ 1,552,861	\$ 106.96	\$ 55.71	192
Fees for Participant Sports, excl.Trips	\$ 2,791,550	\$ 192.28	\$ 99.11	194
Fees for Recreational Lessons	\$ 3,964,497	\$ 273.07	\$ 133.20	205
Membership Fees for Social/Recreation/Civic Clubs	\$ 6,190,454	\$ 426.40	\$ 210.05	203
Sports, Recreation and Exercise Equipment	\$ 4,494,824	\$ 309.60	\$ 174.05	181
Exercise Equipment and Gear, Game Tables	\$ 1,527,732	\$ 105.23	\$ 59.45	177
Bicycles	\$ 771,933	\$ 53.17	\$ 28.28	188
Camping Equipment	\$ 428,578	\$ 29.52	\$ 16.49	179
Hunting and Fishing Equipment	\$ 1,093,350	\$ 75.31	\$ 42.55	177
Winter Sports Equipment	\$ 188,049	\$ 12.95	\$ 5.97	217
Water Sports Equipment	\$ 166,602	\$ 11.48	\$ 5.66	203
Other Sports Equipment	\$ 255,385	\$ 17.59	\$ 10.60	166
Rental/Repair of Sports/Recreation/Exercise Equipment	\$ 63,194	\$ 4.35	\$ 2.18	200

Figure 9 - Recreation Expenditures SPI



2.4 AMERICANS' PARKS ENGAGEMENT SURVEY

2.4.1 OVERVIEW

Americans' Parks Engagement Survey 2016 issued by the National Recreation and Park Association (NRPA) reveals how frequently Americans engage with their local park and recreation facilities and what activities they preferred most in their local parks. The survey also illustrates the general public's perception on quality of services provided by their local parks and recreation agency, while also identifying challenges preventing greater usage.

Key findings from the survey:

- Seven in 10 Americans have access to at least one park or recreation facility within walking distance (within a half mile) of their residence.
- On average, Americans visit local parks or a recreation facility less than 29 times each year.
- Over half of Americans surveyed visit parks and/or recreation facilities to spend time with family or friends, or to exercise and be more physically active.
- Most Americans prefer to use their park and recreation services to visit local parks, playgrounds, dog parks, and other open spaces. Nearly half of Americans like to use a hiking, biking or walking trail.
- The main barrier preventing Americans from engaging with parks and recreation services is a lack of time. One in five Americans reported they do not engage because of lack of quality facilities near their home.
- Nearly four in 10 Americans question the safety of accessing parks or recreation facilities.
- Seventy percent (70%) of Americans agree that NRPA Three Pillars – “Conservation”, “Health and Wellness”, and “Social Equity” should be the priorities of their local parks and recreation agency.

2.4.2 METHODOLOGY

The Americans' Engagement with Parks Survey 2016 is a new annual survey conducted by NRPA. This survey contained 38 questions and engaged Wakefield Research to collect data from a random sample of 1,000 nationally representative U.S. adults ages 18 and above. The data was collected using an email invitation and an online survey. Quotas have been set to ensure reliable and accurate representation. The margin of error of the response is +/- 3.1 percentage points at the 95 percent confidence level.



2.5 BENCHMARK ANALYSIS

PROS Consulting, along with Upper Arlington’s Parks & Recreation Department, identified operating metrics to be benchmarked against comparable Industry-leading park and recreation systems across the country. The complexity in this analysis was ensuring direct comparison through a methodology of statistics and ratios, in order to provide objective information that is relevant and accurate, as best as possible. The Consulting Team recognizes that Upper Arlington is an older, more built out community than some of the benchmark communities and has taken that into account.

It must be noted that the benchmark analysis is only an indicator based on the information provided; however, the consulting team and the Parks & Recreation Department worked closely with participating benchmark agencies to obtain the most credible information, and to organize the data in a consistent and comparable format. The information sought was a combination of operating metrics and information on budgets, staffing, and inventories. In some instances, the information was not tracked or not reported. The attributes considered for selection in this benchmark study included:

- Jurisdiction population size
- Jurisdiction land area size
- National Recreation Park Association Gold Medal award winner
- The Commission for Accreditation of Park and Recreation Agencies accreditation
- System focused on community parks, recreation programs and services

Benchmark analysis incorporates a mix of systems that are close in geographical proximity of Upper Arlington, along with industry-leading agencies with similar demographics. The benchmark includes the following agencies:

Agency	State	NRPA Gold Medal Winner (Year)	CAPRA Accreditation (Year)	Jurisdiction Size (Sq. Mi.)	Population of Jurisdiction
Upper Arlington	OH	No	No	9.84	34,609
Carmel	IN	2014	2014	50.2	93,713
Dublin	OH	No	2010	24.8	43,607
Fairfield	OH	No	2014	22	42,647
Grapevine	TX	No	No	31.93	50,844
Mason	OH	No	No	19.2	32,662
Shaker Heights	OH	No	No	6.23	28,039
Southlake	TX	No	No	22.4	27,833
Westerville	OH	'74, '01, '07, '13	2005	12.5	37,667



Due to differences in how each system collects, maintains and reports data, variations exist that have an impact on the per capita and percentage allocations; hence the overall comparison must be viewed with this in mind. Also, there may be some portions where the data provided by the benchmarked systems was incomplete or unavailable.

The benchmark data was obtained in August-September of 2017. While it is possible that there may have been changes or updates in the data provided, to ensure consistency only the original figures obtained at that time have been used in the benchmark. The goal is to evaluate how Upper Arlington Parks & Recreation is positioned among peer agencies as it applies to efficiency and effectiveness practices through data that offers an encompassing view of each system’s operations.

2.5.1 COMPARISON OF SERVICE AREA, INVENTORIES AND OPERATIONS

POPULATION DENSITY AND SYSTEM ACREAGES

This section provides a general overview of each system within the benchmark analysis. The table below describes the population density, total acres in park system, total number of developed acres, percentage of acreage that is developed, and total park acres per 1,000 people.

Agency	Population per Square Mile	Total Number of Parks	Total Acres in System	Total Developed Acres	Percentage of Developed Acres	Total Park Acres per 1,000 Population
Upper Arlington	3,517	23	182	155	85%	5.26
Carmel	1,867	17	556	195	35%	5.93
Dublin	1,758	60	1,314	1,136	86%	30.13
Fairfield	1,939	23	874	400	47%	20.49
Grapevine	1,592	40	1,559	771	49%	30.66
Mason	1,701	7	350	301	86%	10.72
Shaker Heights	4,501	2	60	40	67%	2.14
Southlake	1,243	29	1,198	419	35%	43.04
Westerville	2,890	33	600	397	66%	16.61
Average	2,334	26	744	424	62%	18.33

Key Takeaways:

Total Acres in System

- Most Total Acres in System: Grapevine - 1,559
- Fewest Total Acres in System: Shaker Heights - 60
- Benchmark Average Total Acres: 744
- Upper Arlington Total Acres: 182

Total Park Acres per Population

- Most Total Acres per 1,000 Population: Southlake - 43.04
- Fewest Total Acres per 1,000 Population: Shaker Heights - 2.14
- Benchmark Average Total Acres per 1,000 Population: 18.33
- Upper Arlington Total Acres per 1,000 Population: 5.26



POPULATION DENSITY AND TRAIL MILES

The table below describes the population density, total trail miles in each park system, and the number of trail miles in relation to the population of the jurisdiction.

Agency	Population of Jurisdiction	Population per Square Mile	Total Trail Miles	Trail Miles per 1,000 Pop.
Upper Arlington	34,609	3,517	7.5	.22
Carmel	93,713	1,867	22	.23
Dublin	43,607	1,758	100	2.29
Fairfield	42,647	1,939	20	.47
Grapevine	50,844	1,592	34	.75
Mason	32,662	1,701	16	.49
Shaker Heights	28,039	4,501	6	.21
Southlake	27,833	1,243	6	.23
Westerville	37,667	2,890	26	.72
Average	43,513	2,334	26	.62

Key Takeaways:

Total Trail Miles

- Most Trail Miles: Dublin - 100
- Fewest Trail Miles: Southlake/Shaker Heights - 6
- Benchmark Average Trail Miles: 26
- Upper Arlington Trail Miles: 7.5

Total Trail Miles per 1,000 Population

- Most Trail Miles per 1,000 Population: Dublin - 2.29
- Fewest Trail Miles per 1,000 Population: Shaker Heights - .21
- Benchmark Average Trail Miles per 1,000 Population: .62
- Upper Arlington Trail Miles per 1,000 Population: .22



OPERATING BUDGET AND COST RECOVERY

This portion covers the annual budget expenses, earned income, and cost recovery levels. Budget items in this section include the most recent figures. Non-tax revenues and operating expenses are compared to the population of each jurisdiction to determine the revenue / cost per capita. Dividing total non-tax revenue by total operating expense arrives at the operational cost recovery. Cost recovery is a critical performance indicator that measures how well each department’s revenue generation covers the total operating costs.

Agency	Population of Jurisdiction	Total Non-Tax Revenues	Total Operating Expenses	Revenue Per Capita	Operating Expense per Capita	Operating Cost Recovery
Upper Arlington	34,609	\$1,862,781	\$3,755,156	\$53.82	\$108.50	50%
Carmel	93,713	\$9,857,050	\$11,780,919	\$105.18	\$125.71	84%
Dublin	43,607	\$3,345,805	\$8,322,650	\$76.73	\$190.86	40%
Fairfield	42,647	\$2,427,596	\$5,019,592	\$56.92	\$117.70	48%
Grapevine	50,844	\$3,100,000	\$10,046,378	\$60.97	\$197.59	31%
Mason	32,662	\$2,181,133	\$9,384,133	\$66.78	\$287.31	23%
Shaker Heights	28,039	\$2,603,000	\$2,526,000	\$92.83	\$90.09	103%
Southlake	27,833	\$720,789	\$2,665,000	\$25.73	\$95.11	27%
Westerville	37,667	\$4,148,878	\$9,594,116	\$110.15	\$255.40	43%
Average	43,513	\$3,360,781	\$7,010,438	\$72.12	\$163.14	49.89%

Key Takeaways:

Operating Expense per Capita

- Highest Operating Expense per Capita: Mason - \$287.31
- Lowest Operating Expense per Capita: Shaker Heights - \$90.09
- Benchmark Average Operating Expense per Capita: \$163.14
- Upper Arlington Operating Expense per Capita: \$108.50

Operating Cost Recovery

- Highest Operating Cost Recovery: Shaker Heights - 103%
- Lowest Operating Cost Recovery: Mason - 23%
- Benchmark Average Operating Cost Recovery: 49.89%
- Upper Arlington Operating Cost Recovery: 50%

STAFFING AND FULL-TIME EQUIVALENTS (FTES)

This section breaks down the total number of full-time equivalents in relation to the total population, which helps to quantify how well current staffing meets the demand for each service area.

Agency	Population of Jurisdiction	Total Full Time Equivalents	Total FTE per 1,000 Population
Upper Arlington	34,609	55.4	1.60
Carmel	93,713	173.8	1.85
Dublin	43,607	78.25	1.79
Fairfield	42,647	55.1	1.92
Grapevine	50,844	46.5	.91
Mason	32,662	14	.43
Shaker Heights	28,039	19	.68
Southlake	27,833	63	2.27
Westerville	37,667	55	1.52
Average	45,513	62.2	1.44

Key Takeaways:

Total FTEs per 1,000 Population

- Highest FTE per 1,000 Population: Southlake - 2.27
- Lowest FTE per 1,000 Population: Mason - .43
- Benchmark Average FTE per 1,000 Population: 1.44
- Upper Arlington FTE per 1,000 Population: 1.60

AMENITY INVENTORY BY TYPE

The table below details the quantity for each amenity type within the jurisdiction.

Agency	Recreation Center Sq. Ft.	Baseball/ Softball Diamonds	Outdoor Basketball Courts	Multi-Purpose Fields	Shelters/ Pavilions	Playgrounds
Upper Arlington*	13,000	15	1	17	9	8
Carmel	146,000	0	2	2	14	6
Dublin	110,000	17	16	27	39	59
Fairfield*	10,000	20	11	22	25	16
Grapevine	112,000	18	3	18	78	48
Mason	160,000	19	7	26	7	5
Shaker Heights	n/a	12	2	12	2	9
Southlake	107,367	31	3	26	40	7
Westerville	96,000	29	12	22	13	14
Average	94,296	18	6	19	25	19

* Indicates Senior Center

Key Takeaways:

Recreation Center Square Feet

- Highest Recreation Center Square Feet: Carmel - 146,000 sq. ft.
- Lowest Recreation Center Square Feet: Shaker Heights - 0 sq. ft.
- Benchmark Average Recreation Center Square Feet: 94,296 sq. ft.
- Upper Arlington Recreation Square Feet: 13,000 sq. ft.

Number of Baseball and Softball Diamonds

- Highest Number of Ball Diamonds: Southlake - 31
- Lowest Number of Ball Diamonds: Carmel - 0
- Benchmark Average Number of Ball Diamonds: 18
- Upper Arlington Number of Ball Diamonds: 15





Chapter Three

PUBLIC ENGAGEMENT

3.1 INTERVIEWS AND FOCUS GROUP SUMMARY

The consultant team conducted stakeholder interviews and focus groups in early August 2017, which provide a foundation for identifying department issues and key themes, along with understanding question topics that would be beneficial for the statistically-valid community survey. The consultant team developed a facilitation guide that included a series of questions that spurred conversation. Follow up questions were asked as appropriate. Invited stakeholders included representatives from the following entities:

- Upper Arlington City Council Members
- City Manager's Office
- Upper Arlington Finance Department
- Upper Arlington Planning Division
- OSU Wexner Medical Center
- OhioHealth
- National Church Residences
- Upper Arlington School Administration and Athletic Directors
- Upper Arlington School Board
- Upper Arlington High School Students (Government Classes)
- Parks and Recreation Advisory Board
- Cultural Arts Commission
- Tree Commission
- Senior Advisory Council and Board of Trustees
- Northam Park Tennis Committee
- Field Sports Work Group
- Upper Arlington Civic Association
- Upper Arlington Library
- Upper Arlington Community Foundation
- Upper Arlington Rotary Club
- Tri Village Rotary Club
- Kiwanis Club of Northwest Columbus



3.1.1 SYNTHESIS

After speaking with many stakeholders and interest groups, it is clear that there is a lot of pride in the City's Park and Recreation system. There are many organizations that collaborate to make the park system what it is today. The department does a good job with partnerships as they host a summer camp in schools, as well as using school facilities for basketball, volleyball, and many other activities. Upper Arlington is a landlocked community and the system needs to ensure parks are efficient and serve many different experiences. Connectivity and safe routes to parks was a desire by many of the participants.

A key theme that emerged in all stakeholder and interest group interviews was the need for indoor programming space, specifically a multi-generational center. Regarding program needs, senior programming can be enhanced, as can programs for families, teens and the special needs population.

Quality of the parks and maintenance was a key theme of the participants. Attention will need to be given to ongoing maintenance and program operations through the initiation of a calculated capital improvement program. It will be important to continue to update and replace aging infrastructure throughout the park system with this plan.

The following key takeaways emerged from the various interest groups that met with the consultants:

KEY TAKEAWAYS

Residents **Value** the Most

- The amount of parks, green space and the trees in the city.
- The variety of amenities in the parks, such as walking paths and pools.
- Opportunities that parks and recreation provides for all age groups.
- The quality of the parks and the programs.

General **Perceptions** of the System:

- People value the parks.
- Indoor recreation is lacking.
- Capital assets are in need of improvement and there are opportunities for updating the parks.
- The department does a great job on programming.

Strengths of the System:

- The system has a large variety of programs.
- The department has many partnerships in the community.
- A very dedicated staff. Feel they provide 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.

Challenges of the System:

- Physical space, as the city is landlocked.
- Budget constraints for the parks and recreation department.
- Lack of dedicated indoor space.
- People desire additional walking paths in the parks and the need for trails.



Desired Master Plan **Key Outcomes:**

1. Determine the needs of the community and the ways to satisfy those needs.
2. Indoor program space such as a multi-generational indoor facility.
3. Direction on the aging facilities and amenities, and a strategy for replacement.
4. A genuine, inclusive effort community-wide to come up with a plan for the parks system.
5. System funding, and the planning of operations and maintenance.

Key Programming and Service Needs

- Multi-generational community facility/indoor programming space is a need.
- 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.
- Programming for special needs can be enhanced.

Desired Recreation **Facilities and Amenities:**

- A multi-generational indoor space.
- Additional shelters at parks.
- Continued improvement to playground equipment.
- Updated Senior Center.
- Multipurpose fields (e.g. soccer, lacrosse, field hockey etc.)

Areas of the System In **Need of More Focus:**

- Connectivity with walkability and biking.
- Improvement of existing fields.
- Upgrade park infrastructure and accompany with a maintenance plan.
- Creating spaces that bring families outside.

Change one thing over the next 10 years:

- Indoor recreation space.
- Priority would be on spending capital money wisely to create opportunities for multiple age groups (e.g. multi-generational center).
- More aggressive in acquisition of land.

As Upper Arlington changes in the future, **what services need the most attention?**

- Senior Center needs to be revamped to address the changing demographics. Senior programming.
- Family-oriented programming for both outdoor and indoor uses.
- Programming for special needs community both youth and adults.
- Need to have a more concerted focus on teenage programming.
- The community has more students and we need to address their needs.
- More sidewalks and connectivity to make safe routes to parks and schools.



3.2 EMPLOYEE FOCUS GROUP SUMMARY

3.2.1 OVERVIEW

The consultant team conducted focus groups with employees as follows: Park & Forestry Division, Program (Recreation, Senior Center, and Cultural Arts Divisions), and Operations (Tennis, Aquatics, Barn/Shelter and Administrative staff). This interaction provided an insight toward identifying department issues and key themes among those key employees. The work also enlightened the consulting team with an understanding of question topics that would be beneficial for the statistically-valid community survey. As in other focus group sessions the consultant team developed a facilitation guide that included a series of questions designed to stimulate conversation. Follow up questions were asked as appropriate.

3.2.2 SYNTHESIS

After speaking with the staff, there exists a significant desire to maintain the character of the community. Staff exhibits pride in the system and a desire to engage in continuous improvement.

A key theme that emerged among all staff is the desire to standardize operational practices with consistent policies associated with facility use, existing contractual agreements and an improved economic and use position with the school district. The landlocked nature of the community restricts the ability to add outdoor athletic and park spaces. Existing indoor and outdoor facilities are aging into potential obsolescence.

In terms of ongoing operations and maintenance and capital expenditures, it will be important to continue to update and replace aging infrastructure throughout the park system. Quality of the parks and maintenance was a key theme of the staff participants.

The following key takeaways emerged from the various employee groups spoken to during the consultant visit.

KEY TAKEAWAYS

Employees **Value** the Most

- Pride in their work
- Improving the community through parks
- Maintaining the classic image of the community
- 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

Employee **Perceptions** of the System

- Community gateways would benefit with horticultural upgrades
- Current funding models make it difficult to sustain desired levels of maintenance
- There is an interest in exploring how the system would benefit through outsourced contracts of some services
- Desired understanding of costs will improve staff understanding of operational costs to provide services
- Sources are needed to effectively provide recreation services in the community to be competitive with other community providers



Strengths of the System

- Changes in the park maintenance operations three years ago is a positive move
- We have Friends of Upper Arlington Parks and garden clubs who help on a project by project basis
- There are three really good pool facilities that are recognized as a core service in the system
- The barn is a first-rate facility that is very affordable with flexible uses

Challenges of the System

- Additional staff would help to keep up with the demands of the community
- 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
- There needs to be a promotional model for the use of the Barn to better inform users of the facility uses that are available

Desired Master Plan **Key Outcomes**

- Would like to see an improvement in contractual agreements to improve work
- Would like to understand the satisfaction levels of the community toward the facilities and services that are provided
- 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 and communicated effectively for the future
- An effective communication model needs to be developed and implemented for sport team coaches to improve litter and address use issues on athletic fields
- Address the need for a recreation center
- Business plans for the long range use of field space would be beneficial

Key Programming and Service Needs

- The need to address outdoor play field development
- The development of a comprehensive marketing plan for parks and recreation
- 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

Desired Recreation **Facilities and Amenities**

- A multi-generational indoor space
- Continued improvement to playground equipment
- Developing a new tennis facility, with irrigation and locker rooms are needed
- A facility assessment needs to be conducted at Devon Pool
- Mini business plans for the barn, shelters, pools and tennis need to be determined





Partnership opportunities that might be considered

- In what ways can the partnership be reviewed and modified with the school district to enhance the partnership?
- Explore the potential to partner with PTO groups

Areas of the System **In Need of More Focus**

- We need to have an understanding of what it costs to maintain street trees and to manage contractors
- 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 work group 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

Change one thing over the next 10 years

- Priority would be on spending capital money wisely to create opportunities for multiple age groups (e.g. multi-generational center)
- More aggressive in acquisition of land

As Upper Arlington changes in the future, **what services need the most attention?**

- There is a desire to have a comprehensive facility maintenance system
- A turf management program is needed to support and implement the ability to rotate the fields
- 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 a shared facility like a recreation center



3.3 STATISTICALLY-VALID COMMUNITY SURVEY

3.3.1 OVERVIEW

ETC Institute administered a community interest and opinion survey for the City of Upper Arlington during January and February of 2018. The survey was administered as part of the City's comprehensive review of its parks and recreation system. The goal of the survey was to establish priorities for the future improvement of parks, recreation facilities, programs and services within the community.

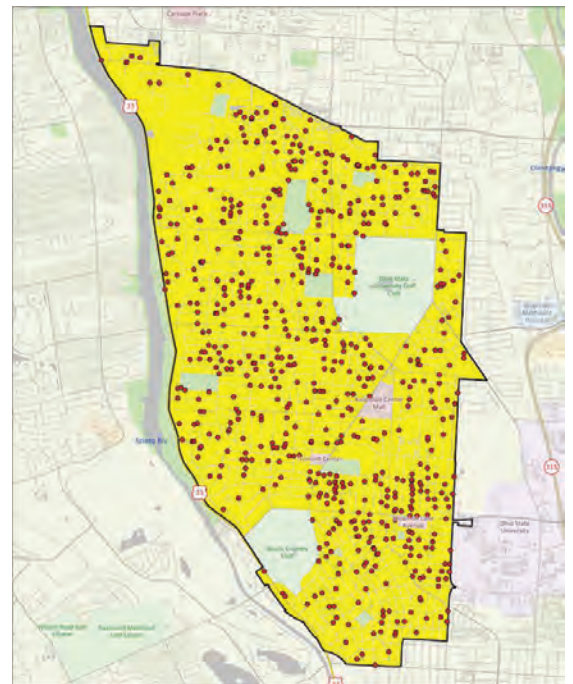
3.3.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the City of Upper Arlington. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey (www.uaohsurvey.com) to make it easy for residents to complete the survey.

To prevent people who were not residents of Upper Arlington from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted. The map on the right shows the physical distribution of respondents to the resident survey based on the location of their home.

The goal was to obtain completed surveys from at least 350 residents. This goal was far exceeded, with a total of 653 residents completing the survey. The overall results for the sample of 653 households have a precision of at least +/-3.9% at the 95% level of confidence.

Detailed report findings can be found in **Appendix H**.



SUPPORT FOR IMPROVEMENTS TO THE PARKS & RECREATION SYSTEM

Respondents were asked to indicate their level of support for a list of seven actions the City of Upper Arlington could take to improve the parks and recreation system. Based on the sum of “very supportive” and “somewhat supportive” responses from residents, the actions receiving the most support included: developing new walking/biking trails and sidewalks (86%), upgrading existing neighborhood and community parks (84%), and acquiring property to redevelop into open space (70%).

Based on the sum of their top three choices, the above-mentioned items were also the improvements that residents thought were most important for the City to make.



SUPPORT FOR PROGRAMMING SPACE AND INDOOR RECREATION FACILITY

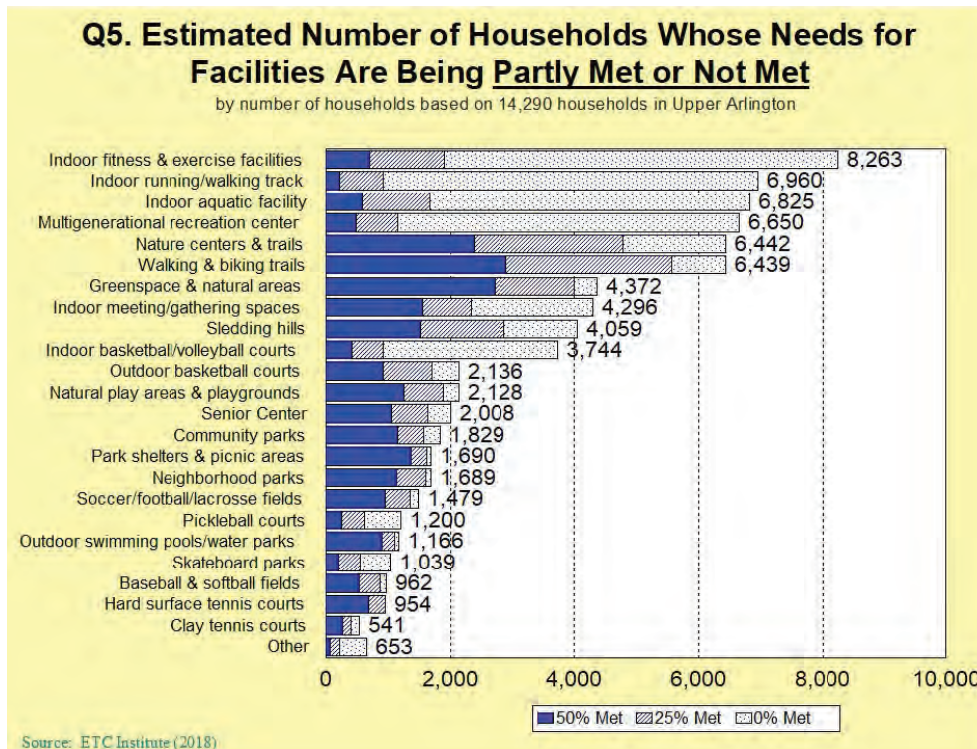
Respondents were asked to indicate their level of support for replacing the current Senior Center with programming space for older adults. Twenty percent (20%) indicated they were “very supportive,” 16% were “somewhat supportive,” 23% were “neutral,” 17% were “somewhat unsupportive,” and 25% were “very unsupportive.”

Residents were also asked to indicate their support for exploring the feasibility of an indoor recreation facility that serves all ages and segments of the population. Sixty-four percent (64%) of respondents indicated they were “very supportive,” 17% were “somewhat supportive,” 8% were “neutral,” 4% were “somewhat unsupportive,” and 7% were “very unsupportive.”

FACILITY NEEDS AND PRIORITIES

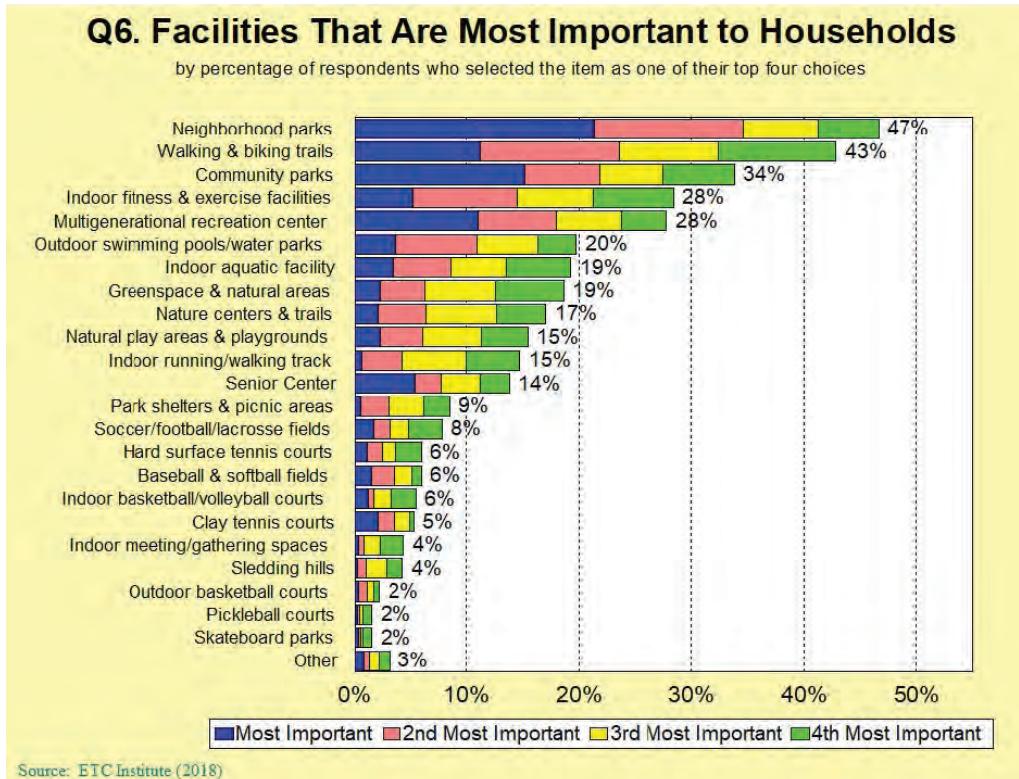
Facility Needs: Respondents were asked to identify if their household had a need for 24 parks and recreation facilities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three parks and recreation facilities with the highest percentage of households that indicated a need for the facility were: walking & biking trails (84%), neighborhood parks (82%), and green space & natural areas (75%). When ETC Institute analyzed the needs in the community, these same three facilities had a need that affected more than 10,000 households. ETC Institute estimates a total of 8,263 households in the City of Upper Arlington that have a need have unmet needs for indoor fitness and exercise facilities. The estimated number of households that have unmet needs for each of the 24 facilities that were assessed is shown on the following page.



Facility Importance: In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the three most important facilities to residents were: neighborhood parks (47%), walking and biking trails (43%), and community parks (34%). The percentage of residents who selected each facility as one of their top four choices is shown in the chart below.

Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks, trails, recreational facilities, and services. The PIR equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

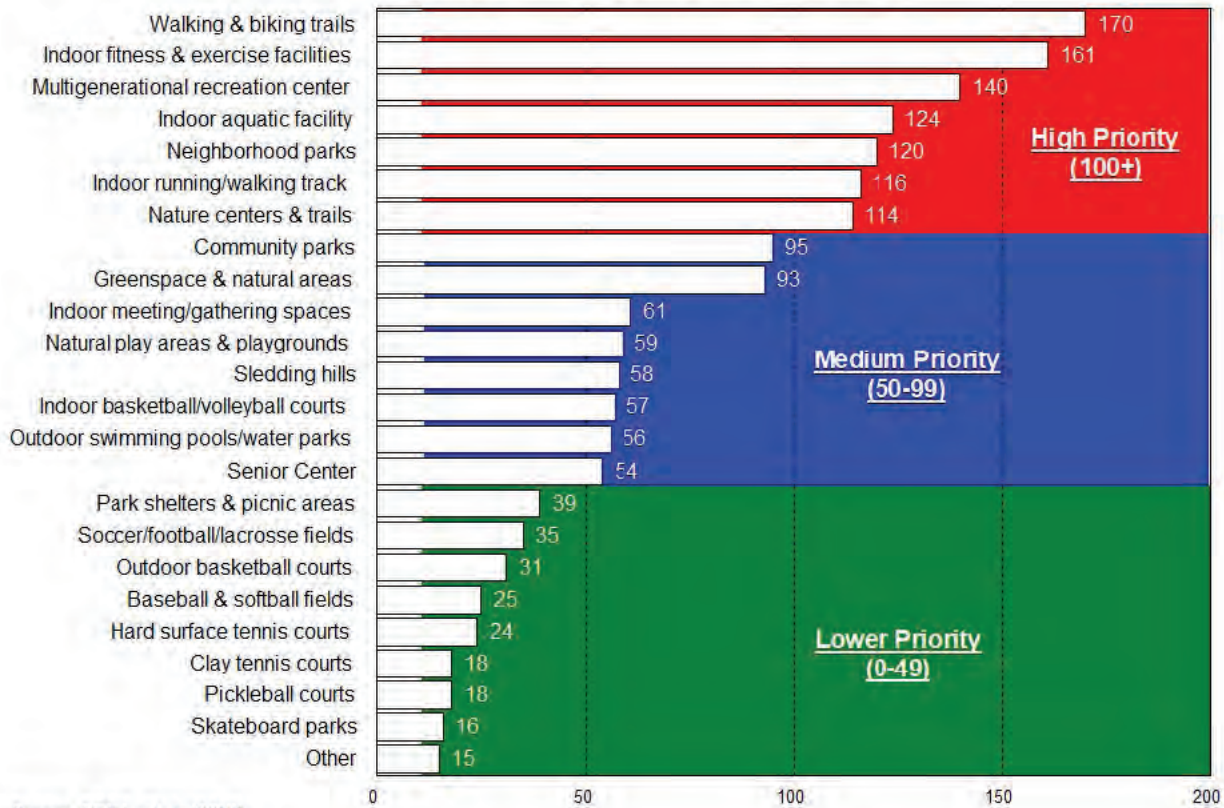


Based the Priority Investment Rating (PIR), the following seven facilities were rated as high priorities for investment:

- Walking and biking trails (PIR=170)
- Indoor fitness and exercise facilities (PIR=161)
- Multi-generational recreation center (PIR=140)
- Indoor aquatic facility (PIR=124)
- Neighborhood parks (PIR=120)
- Indoor running/walking track (PIR=116)
- Nature centers and trails (PIR=114)

The chart below shows the Priority Investment Rating for each of the 24 facilities that were assessed on the survey.

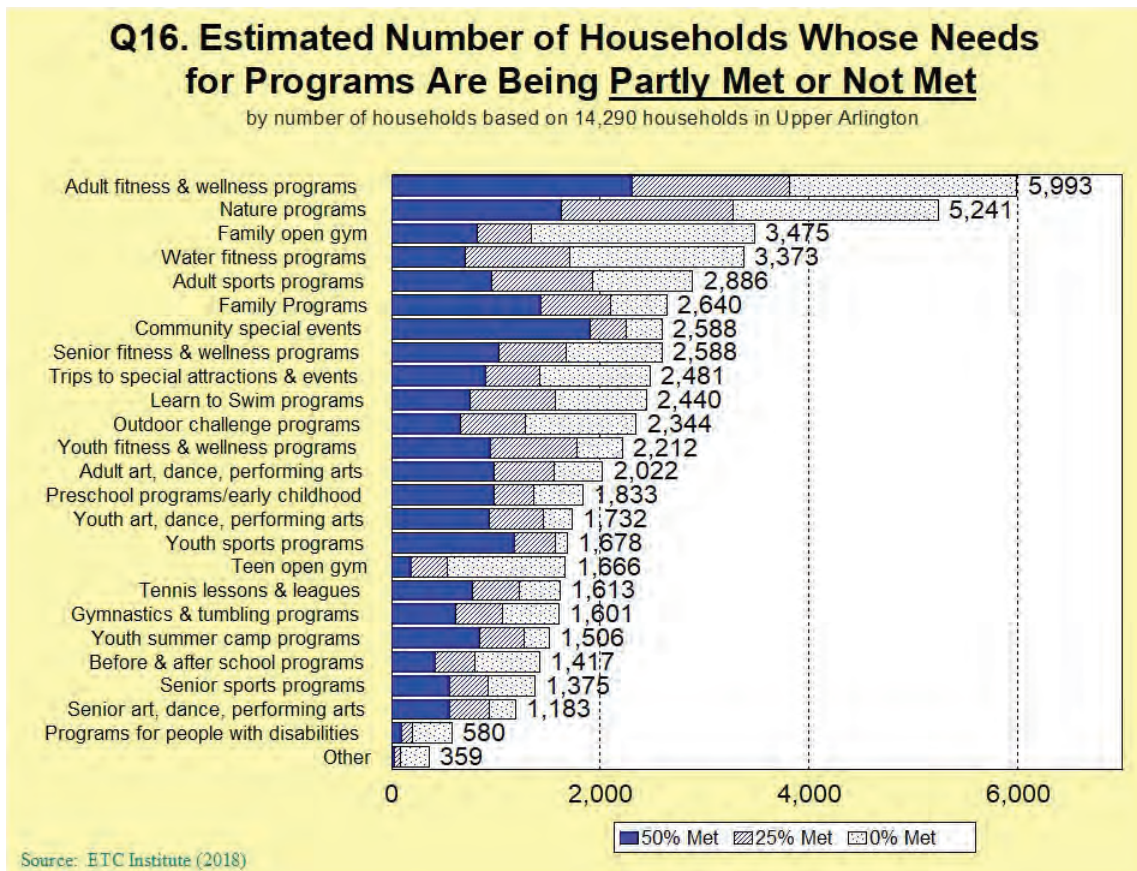
Top Priorities for Investment for Facilities Based on the Priority Investment Rating



PROGRAMMING NEEDS AND PRIORITIES

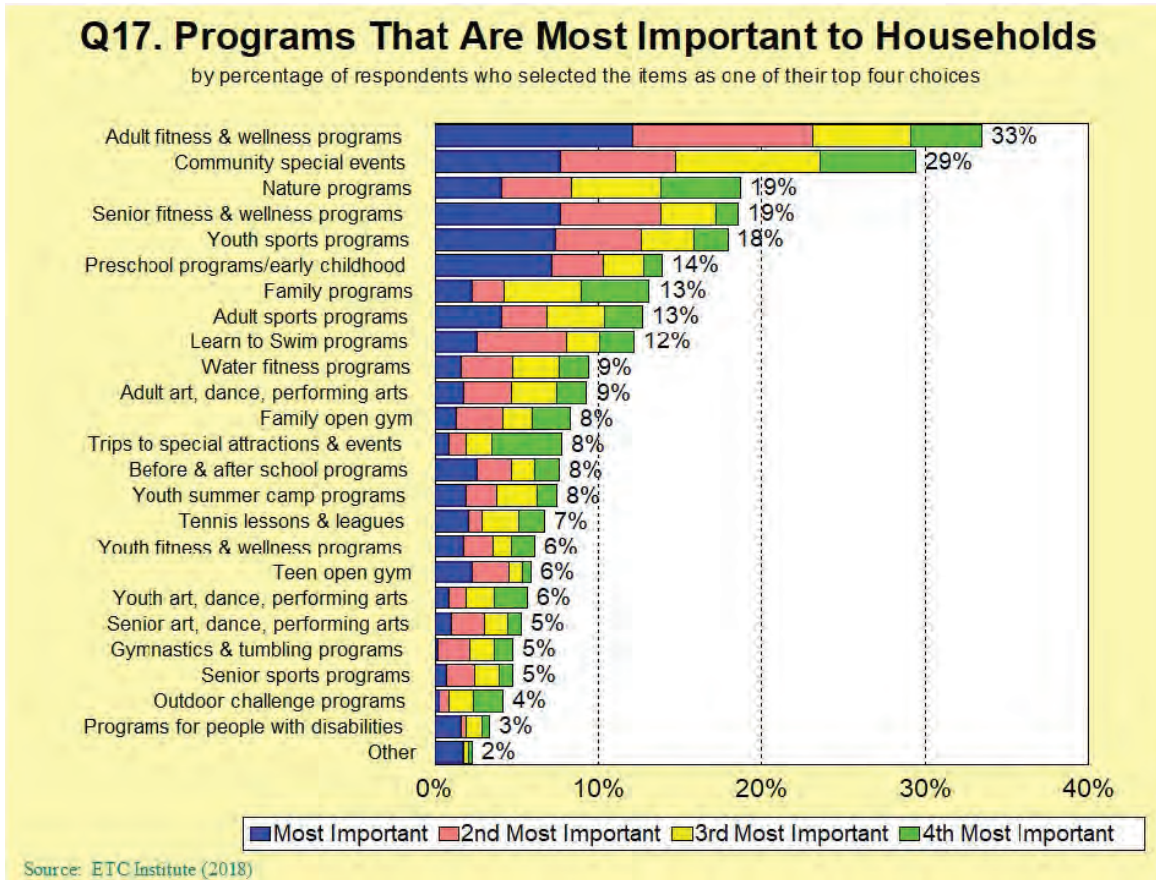
Programming Needs. Respondents were also asked to identify if their household had a need for 25 parks and recreation programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: adult fitness and wellness programs (56%), community special events (55%), and nature programs (43%). When ETC Institute analyzed the needs in the community, two programs, adult fitness and wellness programs and community special events, had a need that affected more than 7,500 households. ETC Institute estimates a total of 5,993 households in the City of Upper Arlington that have a need have unmet needs for adult fitness and wellness programs. The estimated number of households that have unmet needs for each of the 25 programs that were assessed is shown below.



Program Importance. In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were: adult fitness and wellness (33%), community special events (29%), and nature programs (19%).

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

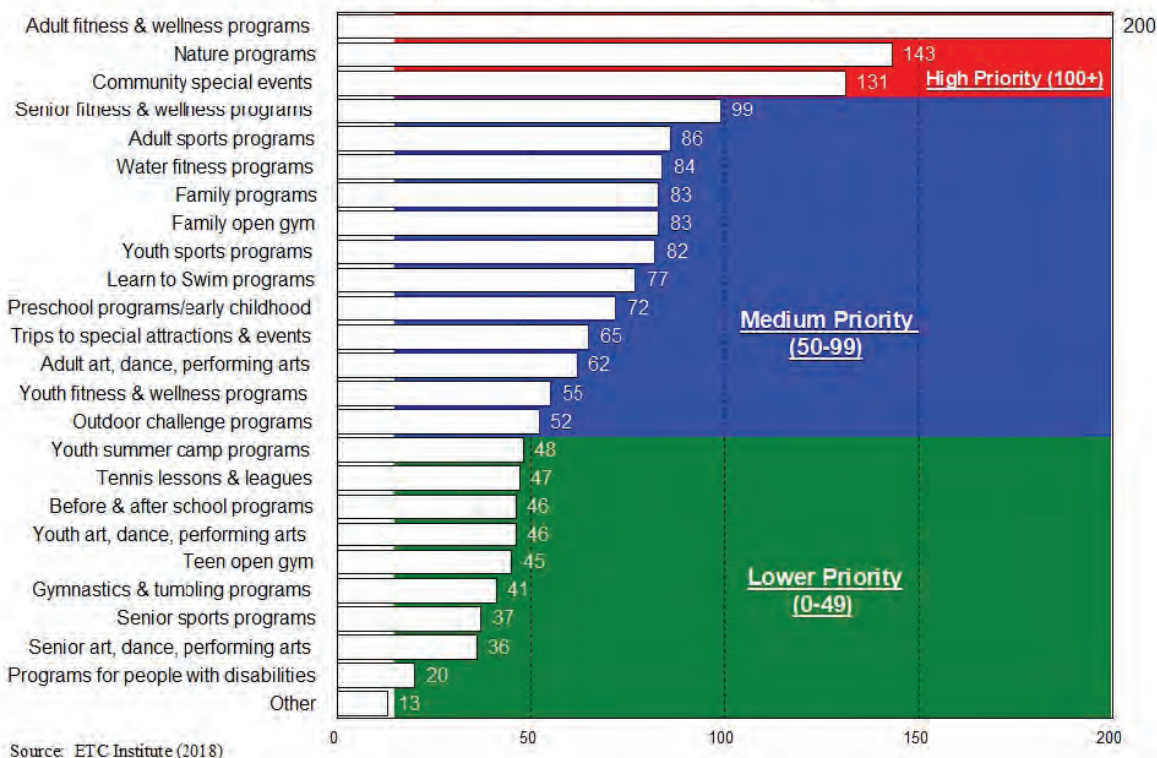


Priorities for Programming Investments. Based on the priority investment rating (PIR) the following three programs were rated as “high priorities” for investment:

- Adult fitness and wellness programs (PIR=200)
- Nature programs (PIR=143)
- Community special events (PIR=131)

The chart below shows the Priority Investment Rating (PIR) for each of the 25 programs that were rated.

Top Priorities for Investment for Programs Based on the Priority Investment Rating



3.3.3 CROSS TABULAR FINDINGS

For All Types of Households, at Least 70% Are Satisfied with the Overall Value Received from Upper Arlington Parks & Recreation, and 7% or Less Are Dissatisfied. Households with Children Under Age 10 Are the Most Satisfied; Households Ages 20-54 (no children) Are the Least Satisfied.

Q4 Satisfaction with Overall Value Household Received from Upper Arlington Parks and Recreation				
Rating	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
Very Satisfied	53%	48%	42%	44%
Somewhat Satisfied	34%	35%	32%	36%
Neutral	8%	12%	19%	18%
Somewhat Dissatisfied	4%	4%	5%	2%
Very Dissatisfied	2%	1%	2%	0%



For All Types of Households, Less Than 45% Are Supportive of Replacing the Current Senior Center with Programming Space for Older Adults. Households Ages 20-54 (no children) Are the Most Supportive; Households with Children Under Age 10 Are the Least Supportive.

Q9 Support for Replacing the Current Senior Center with Programming Space for Older Adults				
Rating	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
Very Supportive	15%	11%	22%	26%
Somewhat Supportive	8%	21%	20%	15%
Neutral	23%	19%	22%	24%
Somewhat Unsupportive	22%	20%	17%	12%
Very Unsupportive	32%	28%	19%	22%

For All Types of Households, at Least 70% Are Supportive of Exploring the Feasibility of an Indoor Recreation Facility Serving All Ages, and Less Than 20% Are Dissatisfied. Households with Children Under Age 10 Are the Most Supportive; Households Ages 55+ (no children) Are the Least Supportive.

Q10 Support for the City Exploring the Feasibility of an Indoor Recreation Facility Serving All Ages of the Population				
Rating	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
Very Supportive	82%	70%	61%	49%
Somewhat Supportive	11%	16%	18%	21%
Neutral	4%	2%	8%	13%
Somewhat Unsupportive	1%	2%	3%	7%
Very Unsupportive	1%	10%	10%	10%

For All Types of Households, Over 85% Rated Upper Arlington Programs as Excellent or Good, and 5% or Less Rated Them as Poor. Households with Children Under Age 10 Are the Most Satisfied; Households Ages 10-19 Are the Least Satisfied.

Q12c Satisfaction with Upper Arlington Parks and Recreation Programs				
Rating	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
Excellent	32%	34%	30%	32%
Good	60%	53%	58%	60%
Fair	7%	11%	7%	4%
Poor	2%	3%	5%	3%

Neighborhood Parks and Community Parks Are Rated as One of the Top 4 Most Important for All Groups. Walking and Biking Trails Is Rated as the 1st Most Important to All Groups Except for Households with Children Under Age 10 (6th Most Important).

Q6 Parks and Facilities That Are Most Important to Households				
Rank	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
1st Choice	Neighborhood parks (58%)	Walking & biking trails (47%)	Walking & biking trails (57%)	Walking & biking trails (43%)
2nd Choice	Multigenerational recreation center (37%)	Indoor fitness & exercise (42%)	Neighborhood parks (49%)	Neighborhood parks (41%)
3rd Choice	Community parks (33%)	Community parks (41%)	Community parks (37%)	Senior center (30%)
4th Choice	Indoor fitness & exercise (32%)	Neighborhood parks (37%)	Nature center and trails (26%)	Community parks (29%)
5th Choice	Outdoor swimming pools/water parks (31%)	Multigenerational recreation center (33%)	Greenspace & natural areas (26%)	Indoor fitness & exercise (24%)

Community Special Events Is Rated as One of the Top 5 Most Important for All Groups. Adults Fitness and Wellness Programs Is Rated as the 1st or 2nd Most Important to All Groups Except for Households with Children Under Age 10 (7th Most Important).

Q16 Programs That Are Most Important to Households				
Rank	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
1st Choice	Youth sports programs (43%)	Adult fitness and wellness programs (40%)	Adult fitness and wellness programs (46%)	Senior fitness and wellness (41%)
2nd Choice	Preschool programs/early childhood (41%)	Community special events (33%)	Community special events (30%)	Adult fitness and wellness programs (34%)
3rd Choice	Learn to Swim programs (37%)	Teen open gym (29%)	Adult sports programs (22%)	Community special events (29%)
4th Choice	Family programs (32%)	Youth sports programs (25%)	Nature programs (21%)	Nature programs (19%)
5th Choice	Community special events (28%)	Nature programs (22%)	Adult art, dance, performing arts (18%)	Water fitness programs (13%)



For All 4 Groups the Activity Guide Program Catalog Is by Far the Most Used Method for Learning About Upper Arlington Programs and Facilities. The Upper Arlington Website, UA Insight Newsletter, and Friends/Neighbors Were Rated as One of the Top 5 Most Used Methods for All 4 Groups.

Q13 Most Used Methods for Learning About Upper Arlington Parks and Recreation Programs and Activities				
Rank	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
1st Choice	Activity Guide program catalog (83%)	Activity Guide program catalog (79%)	Activity Guide program catalog (74%)	Activity Guide program catalog (82%)
2nd Choice	Upper Arlington website (63%)	Upper Arlington website (51%)	UA Insight Newsletter (39%)	UA Insight Newsletter (56%)
3rd Choice	Friends and neighbors (53%)	Friends and neighbors (49%)	Friends and neighbors (37%)	Newspaper articles (45%)
4th Choice	UA Insight Newsletter (51%)	UA Insight Newsletter (39%)	Upper Arlington website (35%)	Friends and neighbors (36%)
5th Choice	Facebook (41%)	UA School's Website (26%)	Newspaper articles (26%)	Upper Arlington website (33%)

“Too Busy” Is the Top Barrier for All Groups Except for Households with Children Under Age 10 (“Program Times Are Not Convenient” Is the Top Barrier). “Program Times Are Not Convenient” Is Rated as One of the Top 5 Barriers for All Groups.

Q15 Reasons Preventing Households From Using Parks, Recreation Facilities, or Programs of the City More Often				
Rank	Households with children under age 10	Households with children ages 10-19	Households ages 20-54 (no children)	Households ages 55+ (no children)
1st Choice	Program times are not convenient (33%)	Too busy (46%)	Too busy (39%)	Too busy (33%)
2nd Choice	Too busy (29%)	Lack of adequate facilities (20%)	Program times are not convenient (26%)	Not interested (18%)
3rd Choice	Lack of adequate facilities (25%)	Program times are not convenient (19%)	Do not know what is being offered (20%)	Lack of adequate facilities (17%)
4th Choice	Class full (25%)	Do not know what is being offered (19%)	Fees are too high (18%)	Program times are not convenient (16%)
5th Choice	Programs not offered (23%)	Not interested (19%)	Programs not offered (16%)	Use services of others (14%)



3.3.4 CONCLUSIONS AND RECOMMENDATIONS

When analyzing the facilities offered by the City of Upper Arlington, walking & biking trails, neighborhood parks, and green space & natural areas were the facilities for which the highest number of residents had a need. The facilities that were the most important to households were neighborhood parks, walking and biking trails, and community parks. Focusing on walking & biking trails and neighborhood parks would provide the greatest benefit for the largest number of residents within the City. Beginning an initiative to develop indoor fitness and exercise facilities will have the greatest impact throughout the community in alleviating unmet needs.

When analyzing the programs offered by the City, adult fitness and wellness programs, community special events, and nature programs were the items for which the highest number of residents has a need. These three programs were also the most important to households. The estimated number of households that have a need for each of these programs is all over 6,000; continuing to focus on these three programs will give the City the ability to serve the largest number of households who have a need for the program.

In order to ensure that the City of Upper Arlington continues to meet the needs and expectations of the community, ETC Institute recommends that the City sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed on the following page.

Facility Priorities

- Walking and biking trails (PIR=170)
- Indoor fitness and exercise facilities (PIR=161)
- Multigenerational recreation center (PIR=140)
- Indoor aquatic facility (PIR=124)
- Neighborhood parks (PIR=120)
- Indoor running/walking track (PIR=116)
- Nature centers and trails (PIR=114)

Programming Priorities

- Adult fitness and wellness programs (PIR=200)
- Nature programs (PIR=143)
- Community special events (PIR=131)







Chapter Four

PARK & FACILITY INVENTORY ASSESSMENT

4.1 PARK ASSESSMENT

As part of the creation of the 2017/2018 Upper Arlington Parks & Recreation Comprehensive Plan, an assessment of 23 City parks was completed in the summer of 2017. The purpose of the assessment was to inventory and evaluate the condition of each park. This included how each park was being used and programmed, the condition of the existing facilities, and specific recommendations for what park elements need updated and repaired.

The department's park system is comprised of seven community parks, 14 neighborhood parks and several pocket parks totaling 182 acres. All parks are situated within residential neighborhoods and collectively offer a wide matrix of developed and natural areas. The parks are heavily used for organized programs offered by the department and community organizations, and for various leisure activities such as walking, picnics, nature appreciation, etc. This use contributes to the wear and general conditions of the parks. General park maintenance was hindered in recent years due to staff reductions with budget cuts. The City had deferred some necessary park improvements, along with other infrastructure upgrades, during tight budget years. In 2014, residents approved a .5% increase in the income tax rate, with the increase dedicated to funding capital projects and enabling the City to invest in some critical improvements, such as the replacement of the Tremont Pool at Northam Park, but with widespread needs for improvements and a desire to seek community input on future projects, this comprehensive plan was conducted to identify and prioritize improvements.



Given the heavy use, deferred improvements and recent reductions in park staff, the parks generally are in good condition. The condition of specific amenities varies based on age. The park system includes landscape areas in partnership with private donors and art installations which significantly add to the community's aesthetics. Poor drainage, especially in larger parks used for sports, hinder the ability to perform regular maintenance during the rainy seasons. Athletic fields are also heavily utilized, and the department cannot not rest fields to reestablish turf, adding wear season after season. Below is a list of key recommendations for the overall Upper Arlington Parks system that should be addressed:

- Update all site furnishings (benches, bike racks, picnic tables, trash receptacles, etc.) to meet a new set of City of Upper Arlington design standards
- Cleanup weed growth in and around pavement, in existing plant beds, and under trees
- Repair any cracked and uneven pavement
- Upgrade field dugouts and create a hierarchy of standards for all ball fields
- Fix/upgrade all ballfield drainage systems, playground drainage, and overall park drainage
- Overused ball fields are creating poor playing conditions. Seek options for expanding access to more ballfields to create better programming options
- Create easily accessible and safe pedestrian entry to each park
- Most playground equipment is in good shape but outdated. Update playground equipment

A detailed assessment of each park is located Appendix G. The assessment includes park data, design and usage, access and visibility, structures, site amenities, site furnishings, general landscape/pavement, general condition of the site, recommendations and several photographs. This park assessment includes all parks with field observations conducted the week of August 8, 2017; thus, park conditions may change by season especially with weather conditions and athletic seasons.

4.2 FACILITY ASSESSMENT REPORT

The Parks & Recreation Department is challenged with appropriate indoor recreation facilities to house programs. The Senior Center is used predominantly to serve the senior programs with some use for other age groups after hours. Park shelters, the Amelita Mirolo Barn and multi-purpose rooms at the Municipal Service Center are used for some programs as appropriate.

The Senior Center consists of four separate buildings originally constructed as temporary school facilities in 1958 becoming a Senior Center in 1978. The facility use has exceeded its intended life and currently requires significant repairs due to regular issues such as mechanical breakdowns and roof leaks. These repairs are costly and the facility's age does not justify investing the large outlay of funds. The loss of service to the public is rather frequent, with rooms and/or buildings often closed for maintenance, mostly unscheduled requiring cancellation or relocation of programs. The facility was not designed for recreation programs and staff do very well adapting programs however with a growing senior population consideration should also be given to the facility capacity, program needs and parking requirements for the Senior Center programs.

Park shelters provide space for recreation programs, private rentals and drop-in use by part participants. Two shelters at Thompson Park and one at Fancyburg Park are the same style with several garage doors that open for park access. The north shelter at Thompson has year-round restrooms and has some heat, but not enough for winter use. The Fancyburg Park shelter needs upgrades as the restrooms are not fully ADA accessible. The facilities lack the amenities to serve the market and would be more desirable if they included windows or glass doors to allow light for



programs and private rentals, and the addition of heat and year-round restrooms. Consideration should be given to increase the size of the smaller unit at Thompson Park to serve more programs and rentals.

The Reed Road Park shelter has unique features from other shelters in the system: two fireplaces and overhead doors with windows allowing natural light. Due to storage deficiencies, this shelter is used to house mowers in the winter months, otherwise it would be ideal for three or perhaps four seasons of use.

The newest shelters in the department's system are at Northwest Kiwanis and Burbank parks and are of good condition. These are open air shelters that are available on a first-come, first-served basis. Additionally, a gazebo in Miller Park and brick shelter in Westover Park provide gathering spaces; these structures were not part of the assessment. The addition of shelters in more parks may be worth investigating to enhance department offerings.

This assessment included review of the tennis facilities at Northam Park. The block house is shared between tennis (locker rooms, kitchen, storage and observation deck) and the park (restrooms, sports concession and storage). The facility sits below grade and floods frequently. This issue, combined with deferred maintenance, has resulted in the facility's poor condition. The court office structure also floods and currently sits on the north side of the facility. Recent Northam Park improvements, including a formal entrance from the improved parking lot, warrant moving the participant entrance to the southern side of the facility. A design process should be conducted to determine the necessary services for the facility and tennis court renovations.

The department utilizes storage facilities for program supplies and maintenance materials conveniently located closer to parks than the Public Service Center on Roberts Road. The Coach Road facility is a former fire station used to store program supplies and event equipment. At Fancyburg Park, staff use the former residential house, garage and fenced in lot to store program and maintenance supplies and tree staging. These facilities offer much needed storage for the department, but all structures need significant repairs. In addition to these facilities located in parks, the department rents units and uses shelters for off-season storage. Consideration should be given to the appropriate location for storage and determine if these facilities should be repaired, replaced or relocated.

4.2.1 SENIOR CENTER

The Senior Center was built in 1958 as an annex to the adjacent Tremont School and was used for K-12 educational purposes until 1978 when the City took over the four-building complex to use as a senior center. The complex consists of three classroom buildings and a small two room office building. The entry vestibules are also on opposite sides of the building (North and South) and provide access to two of four classrooms in each building. The HVAC system spaces are on the opposite sides of the building (East and West) and are accessed from the exterior.

The building envelope consists of concrete slab on grade floor with a masonry veneer on CMU backup - presumably resting on a CMU foundation wall and strip footings. The framing of the building is steel columns with open web steel joists and a tectum and steel angle deck. The entry doors with sidelights have single pane glazing and mechanical room doors are the original hollow metal door, louvers and hardware. The entry doors have been replaced with new fiberglass doors. The windows are the original rolled steel frames with single pane glass. The roof has been replaced with a white single ply membrane and is no longer under warranty. The restrooms have been modified to comply with current accessibility codes to the extent possible given the constraints imposed by the building's configuration. For instance, a shower curtain serves as a toilet partition door. Interior door hardware and door clearances do not meet the current accessibility code for new construction. Plumbing fixtures are adequate and functional, but some water coolers are not accessibility code compliant. The plumbing system connected to these fixtures has issues with inadequate pressure and contractors are reportedly fearful of the water service entrance's fragility. It is often necessary to close rooms and/or buildings due to these plumbing issues. HVAC systems, while functional, are for the most part not energy code compliant and don't provide the current outside air requirements.



Despite maintenance efforts the Senior Center buildings are showing their age. The columns are exposed to the exterior by design and allows considerable thermal loss or heat gain depending on the season. The base plates are exposed at grade and rusting. The grout under the base plates - which are presumably 4" in width - has eroded over an inch in some places. The exterior masonry is a combination of glazed brick and standard brick. While the glazed brick is in good shape, the standard brick, in many places, are deteriorated at the base of the wall due to decades of exposure to salt, moisture and freeze/thaw cycles. The exterior wall presumably has little to no insulation and the steel framed single pane glazing provides little to no thermal resistance. The steel frames are rusted through in several locations. In some instances, plexiglass was used to replace broken panes. The amount of roof insulation cannot be ascertained visually but it appears some was added when the roof was replaced. The building has an acoustic tile with exposed grid ceiling system installed which provides some buffer to the heat loss/gain at the roof but reduces the distance which natural light enters the rooms.

Current codes require a certain percentage of a project's budget to address accessibility deficiencies in remodeling projects in a specific order ranging from building access through primary spaces and amenities. The cost and difficulty of providing proper door and fixture clearances will present a challenge to any remodeling effort and are likely to give rise to the question of whether remodeling is the proper course of action.

The complex grounds - although well maintained - are showing their age in some cases and need replacement or refurbishment. A shortage of parking seems to be an on-going problem the Senior Center faces, which is evident in anecdotal accounts and on-site signage.

Recent rains in July of 2017 precipitated some rather large leaks in buildings 1 and 3 at or near the skylights. The rainfall that occurred was more than 3" over a 24-hour period and although it was extreme and somewhat out of the ordinary, it is not uncommon to see that kind of precipitation in central Ohio.

Despite all the exterior maladies the interior of the building is in surprisingly good shape and has seen many modifications over the years to suite the Senior Center program needs. The configuration and re-configuration of some spaces serves to provide an assortment of spaces with a variety of floor surfaces and other features that satisfy the fairly large number of programs offered and services provided.

During the review of background materials, it was determined that not much had changed since the report for the Senior Center by Moody Nolan dated August 2015. Since that report was written, some aspects of the complex have further deteriorated. The most obvious item is the condensate drain for building #3 is plugged and condensate drains across the sidewalk. This is creating a slimy mold which constitutes a slip hazard. The HVAC unit's service cards reflect recent inspections and appear to be maintained to remain functional. The units themselves are clearly antiquated, are not energy efficient, and at some point, parts may no longer be readily available.

Because remodeling the Senior Center faces significant challenges, replacement should earnestly be considered. Enclosing some or all of the covered walks makes little sense programmatically. While this does mitigate the thermal resistance deficiency of the exterior wall assembly, it creates additional conditioned or semi-conditioned spaces with the associated costs. Replacing the roof system is a necessity in the near future. If replacing the roof, seriously consider the advisability of leaving the existing old Tectum deck in place and its ability to support the necessary attachments. Portions with water damage will need to be replaced.

If the facility is to be remodeled the interior accessibility clearance configuration challenges would need to be addressed by relocating CMU walls. The exterior envelope deficiencies would most easily be solved by reskinning the building or building a new enclosing wall. The roof deck, roofing, door hardware, some door frames and HVAC systems would need to be replaced. An overflow drain should be installed as should a corresponding storm leader to accept the overflow. Interior finishes will be impacted by this level of construction and despite their good condition they will also need to be replaced.



Replacement of the Senior Center is a topic that should be given serious consideration. The lack of adequate parking and the proximity to Tremont School, in conjunction with the current societal tendency to drop one's children off at school, should give rise to whether the current location is the best location for this community amenity. Parking underground or under the building should be examined if it is to be rebuilt at this site. Relocating the building to another nearby site or another location within the community should be part of the discussion.

The existing building does not meet current energy codes with respect to envelope and equipment. The facility does not meet current accessibility codes with respect to some clearances and door hardware inside the building and bringing it in to compliance is very problematic given the interior wall construction and configuration.

The one-story configuration of the complex is suitable for the use and the Senior Center Staff makes very good use of its spaces, running a large number and variety of programs throughout most of the day. But that may not be the highest and best use of the site.

4.2.2 NORTHAM PARK TENNIS COMPLEX

The Tennis Center at Northam Park was originally three courts. In 1971 the viewing and entrance pavilions were added. The complex now consists of twelve courts, an entry pavilion and a services/viewing pavilion. The latter also contains a concession stand and public restrooms facing the ball fields to the south. The courts are well lit with relatively new fixtures and lamps.

Onsite observations and a quote from Total Tennis, Inc., dated January 22, 2016, were used as the basis for this part of the assessment. The quote focusses primarily on the courts and outlines several approaches to their deficiencies ranging from annual maintenance to wholesale replacement. The associated cost with each of those approaches ranges from \$18,000-\$20,000 for annual maintenance, to wholesale regrading/replacement, including the fence and posts for \$427,000. Site lighting would remain in all cases.

The question of which approach to pursue hinges on what happens with the largest problem facing the complex and that is the problem of poor drainage in the immediate vicinity. Addressing this problem should involve an examination of the entire drainage at Northam Park. Immediately to the north is poorly drained, often contains standing water, and is largely responsible for the differing turf type in the north fields. Underground storm drains in the vicinity are relatively shallow and the current grading does not direct water to the catch basins. There are also several rather large holes from trees previously in line with the ones along the north of the property that retain water for most of the year. Roughly 50-100 feet of sidewalk outside the complex on the northeast edge ponds water for most of the winter and often in the summer. Similarly, the southeast and east fence lines pond water frequently. A trash enclosure along the south fence line near the south pavilion also contributes to the drainage problem. This oversaturated soil and subsoil contribute to the migration of the court's sub-base upward mentioned in the quote.

Drainage within the complex and off the two pavilions is also a problem. Most of the drains within the complex don't work or don't work adequately. Most of the drainage off the buildings goes onto grade rather than into storm leaders, in one location it seems to drain under the viewing pavilion.

Several large Sycamore trees provide considerable shade in the concrete paved area between the two pavilions. Their raised concrete planter walls have cracked and the concrete slabs have heaved/settled - probably due to roots and poor drainage. Sycamores are a water loving tree but they are messy. In August, they swell and shed their bark in small flat sheets and drop a surprising large number of leaves to adapt to heat stress. They also have a small seed pod about the size of a golf ball, but much softer, that breaks apart and is also rather messy. Consideration should be given to replacing these trees with a more suitable variety. The wooden light pole in the middle is hollowed out for electrical wiring and may not be in as good structural condition as it appears.



During July of 2017 considerable flooding of the complex occurred, pictures of which are in this report. Several inches of water were in the entry pavilion, office, and storage rooms. In the photo from the garage door of the services/viewing pavilion, the surface of the nearest court corner is observable and is virtually submerged. This means all 12 courts were under water, or nearly so, at one point in this storm event. Reportedly water frequently runs into the locker rooms, the break room, the electrical room and the concession stand. It appears water runs out the south door of the concession stand on occasion. There is one sump pump in the electrical room. It was not installed to drain the site and it simply cannot handle the volume of water to which it is exposed.

The two pavilions are located with three courts to the west and nine to the east. This is perhaps not the best location for viewing all the courts but is relatively central to the park to the south. The floor slabs in the buildings show evidence of movement up and down and is probably due to the drainage issues. Hollow metal door frames in the facility have rusted through in some locations. Both buildings have observable rot in their sidings and roofs will soon need replaced. The viewing deck on the south pavilion has some retro-fitted umbrella stands anchored to the relatively new deck material which may or may not be adequate and could contribute to or cause leaks in the future. A new railing on the steps up to this deck has been installed but not painted which will lead to it rusting.

Given the adjacent site grading and drainage issues the pavilions should be raised or replaced at an elevated grade. New pavilions could be located elsewhere in the complex thus allowing it to remain partially open during construction. The pavilions could be raised to a higher elevation, but the cost, time and difficulty may be prohibitive. If the interior wall footings of the south pavilion are not at the same depth as the exterior footings, which is likely, the cost and difficulty increase.

The proper solution to the problems facing the tennis facility involves addressing the grading and drainage outside and inside the site, rebuilding the courts at a higher grade and replacing the pavilions at a higher grade in the same location or somewhere else.

4.2.3 PARK SHELTERS

THOMPSON PARK

The two seasonal shelters at Thompson Park are prefabricated park picnic shelters enclosed by overhead garage style doors. In the case of the northern, larger building, the walls enclose the public restrooms, a walk-in closet, and a mechanical/janitor closet. The northern one has some heat but is probably not adequate for the winter season. The northern one's heating unit appears to be relatively new and appears to be regularly maintained. The southern one does not have heat. At the southern building, walls enclose public restrooms, a mechanical/janitor closet, and a series of storage closets open to the main space. Both shelters have steel columns and wood rafters and beams. Both have been reskinned with a manufactured faux limestone.

The northern structure shows some damage to this faux stone probably from salt in the winter; in one spot it appears a power washer might have been used for cleaning. The roofs of both pavilions will need replaced in the next five years. The gutter on the north building is filled with debris which should be removed. The downspout leaders on both buildings have seen recent repairs; the repairs need to be painted to match the adjacent components. The disturbed slab at the utility installation should be patched with concrete, not simply left unfilled. Both structures need paint refreshing. Caulk joints should be installed at dissimilar materials rather than abutting wood trim to mortar to increase the life of the trim and its paint.

Doors and hardware were generally in good working order except one overhead door wheel has jumped the track, rendering it inoperable. There is kitchenette cabinetry in the northern facility's main space but none in the southern one. The cabinetry is showing its age and should be scheduled for replacement. The kitchenette sink is currently not accessibility code compliant in the northern building.



The interior floor in both structures is sealed concrete in very good condition. Each building has a small skylight that does not leak and a ceiling fan that moves air, but it is too small and mounted too high to be effective. Lighting is provided by exposed tube fluorescent fixtures that do not have wire frame protection.

The restroom at the northern facility is tiled, clean and in good working order. One stainless steel fixture is rusting and should be treated or replaced in each facility. The northern facility only has one drinking fountain inside and it does not satisfy the high/low requirement; the outside one does however. There is no inside drinking fountain at the southern facility but the outside one does satisfy the high/low requirement.

The restroom at the southern facility has a sealed concrete floor with painted rough-cut plywood paneling (T-111), and as a result its considerably more rustic on appearance. The restrooms appear to be accessibility code compliant except for perhaps the 5'-0" turning radius requirement.

FANCYBURG PARK

The one seasonal pavilion at Fancyburg Park is like the smaller of the two prefabricated park picnic shelters at Thompson Park; it appears to be of the same vintage but shows more wear. The approach sidewalk is cracked, it has been ground down at one heave location and another trip hazard remains in another location.

This shelter also has steel columns and wood rafters and beams and has been reskinned with a manufactured faux limestone. It is mostly enclosed by overhead garage style doors and contains public restrooms and a mechanical/ janitor closet. This structure shows considerable damage to this faux stone probably from a power washer that might have been used to remove graffiti. The roofs will need replaced in the next five years and although there are gutter guards the gutters contain debris which should be removed.

The downspouts have seen recent repairs and have been painted to match the adjacent components. Two of the three downspout leaders exit from grade a short distance downhill from the structure but don't appear to be draining, one headwall is covering the pipe and the third cannot be located but may be at the green grass spot in one of the photos.

The disturbed slab at the utility installation should be patched with concrete, not simply partially filled with gravel. The structure needs paint refreshing. Caulk joints should be installed at dissimilar materials rather than abutting wood trim to mortar to increase the life of the trim and its paint.

Doors and hardware are generally in good working order; one overhead door is missing a wheel, but it is operable. The interior floor is sealed concrete in very good condition except at each door which has a chip missing. This structure does not have a skylight and has a central column, limiting its flexibility. There is no ceiling fan for air movement. Lighting is provided by exposed tube fluorescent fixtures that do not have wire frame protection.

The restrooms are partially tiled, clean and in good working order. One stainless steel mirror has been vandalized and needs replaced. Some plumbing fixtures are porcelain, one is cracked and should be treated or replaced in each facility. The stainless-steel fixtures are in good condition. One electric wall heater is missing its grill and the adjacent door closer is missing its cover. The restrooms do not appear to be accessibility code compliant due to the lack of a 5'-0" turning radius and inadequate door approach clearance from the interior.

There is a high/low drinking fountain satisfying the requirement inside and outside.



REED ROAD PARK

There is one park structure at Reed Road Park behind the fire station and it could probably be used in all four seasons. It is the oldest of the park structures and is unique in that it has heat and two wood burning fireplaces which are both missing grates. It is also unique in that a cell tower is grafted on to one end of the building; as an asset to be assessed it is beyond the scope of this report. The structure is situated near three play areas - a rock climbing feature, two sand volley ball courts and a play structure - and is located alongside a creek. Like the northern Thompson Park pavilion, it has a small kitchenette, but is constructed of a considerably more durable construction. The kitchenette is located at the north end next to the raised hearth brick fireplace. The sink is not accessibility code compliant. A corresponding fireplace is on the south end of a large rectangular space with two large overhead doors on both the east and west sides.

The structure is comprised of CMU walls with exposed wood rafters and steel rod turnbuckles and appears to be in good shape. The exterior stucco is not original but is in good condition. The fascia, doors and trim need painted. Most, but not all, of the door hardware is accessibility code compliant. The sealed concrete slab inside is in good shape. Exterior concrete paving is in good shape except on the west where it has settled and slopes slightly towards the building. The roof appears to be recently replaced but the flashing at the chimney appears to need attention from both the exterior and the interior. There are no gutters or downspouts on the structure, so the west sidewalk should be replaced or lifted. A trench drain at the drip edge could be incorporated to manage runoff on this side. The trench drain on the east side should be checked and the grate cleaned of loose gravel. The area drain on the north does not work. The drain on the south appears to work but has excessively sloped paving around it.

The interior of the main space is in good shape except at the northern chimney flashing and the jamb of the east man door where the conduit anchor and some CMU is missing. Both items need attention.

The restrooms are clean and well-lit - except on the day of our visit one light fixture was out. The restrooms appear to be accessibility code compliant except for perhaps the 5'-0" turning radius. The mechanical room could use a damp-ered exhaust. The gas piping interior to the building should be welded in a commercial building. Sealant should be applied at the annular space of the gas entrance sleeve. The ceiling in the restrooms is suffering from too much moisture and needs a solution. The windows have been infilled with glass block and a tiny vent. This should be removed and replaced with an awning style window to increase air movement. Warm weather ventilation in the main space is achieved by a shop fan on a stand. Two or three ceiling fans down the center of the space should be considered.

A trip hazard on the south side is created by the removable concrete paving panel and is probably on a concrete vault or raceway. The adjacent sidewalk should be adjusted to address this as adjusting the vault or raceway is far costlier.

BURBANK PARK / NORTHWEST KIWANIS PARK

The shelters at Burbank and Northwest Kiwanis parks are seasonal open air prefabricated park picnic shelters with a small interior which contains public restrooms and a janitor's closet. The shelters are of 2001 vintage and are generally in good shape. They are roughly the same size. The structural system is still clearly sound as are the CMU walls enclosing the interior spaces. The floor slab and adjacent site paving is in good condition as are the furnishings (picnic tables).

The restrooms are accessibility clearance compliant and appear to be in good working order. The janitor's closet could not be accessed.

The only observed exterior deficiencies are: the fascia at the Northwest Kiwanis Park buildings has been riddled with holes by carpenter bees, they are starting on the Burbank Park building; both buildings only have one drinking fountain which does not satisfy the high/low requirement; the disturbed slab at the utility installation should be patched with concrete, not simply filled with loose gravel; failing caulk joints should be replaced; an exhaust flapper was missing on the Burbank Park building; and, both will need their roofs and roof fascia replaced soon.



The two observed interior deficiencies in the Northwest Kiwanis Park building are: one motion detector to activate the lights and fan was a little slow in catching movement; and the wood restroom stall partitions should be replaced with metal or a synthetic material.

The two observed interior deficiencies in the Burbank Park building are: stainless steel restroom stall partitions should be replaced due to vandalism.

The only improvement might be to add a ceiling in each restroom to reduce heat load from the exposed roof. Care should be taken in selecting a material not susceptible to moisture damage.

4.2.4 STORAGE FACILITIES

COACH ROAD

The facility on Coach Road was originally designed and built as a fire station in the 1970s. It has not been used as a fire station for some time. Currently the facility functions as a satellite Parks & Recreation Department storage facility. Outdoor storage could not be accessed.

The building construction consists of a one-story brick veneer on concrete masonry unit (CMU) backup with steel joists and metal roof decking. The masonry veneer is in very good shape and is well maintained. There is one small crack on the west face probably due to the thermal difference created by the afternoon sun shining on a wall section partially shaded by an overgrown bush. The roof is at two elevations with the higher portion over the apparatus bays. The higher portion is the original roof and repairs are obvious. This roof is a ballasted multi-ply and has certainly outlived its life expectancy. The lower roofed portion is an older single ply roof and covers most of the building. It shows considerable age as well as extensive hail damaged. Both roofs need to be replaced soon. The windows and front entry are thermally broken aluminum frames with insulating glazing and are in good shape except the front door needs some adjustment and whiskers replaced. The other entry doors are hollow metal and need paint. The apparatus bay doors are older insulating doors with very small windows. Replacing these with doors with more glazing should be considered.

The interior was well built and is in good shape albeit rather dated in some respects. The front entry counter is not accessibility code complaint and needs replaced. The nearby restroom is also not accessibility code compliant as are the balance of the restrooms and showers. Several rooms have oak veneer built-in cabinets and workstations which are in good shape. Floor tiled areas are in good shape and carpeted areas have worn carpet. The ceiling tiles are in fair shape and the lighting is older, inefficient fluorescent troffers. The kitchen/dining area is in useable condition. The dormitory rooms have a wall of lockers to one side and are currently used as storage.

The apparatus bays have floor drains, a large exhaust and radiant heat. The radiant heat condensate drips on the roof and should be re-routed to PVC drains because it is caustic. There is a large air compressor that appears to be operational in the northwest corner. The furnaces (3) and the water heater have been replaced once thus far and appear to be adequate. There is an old gas emergency generator inside the building that does not appear to be operational and another larger one outside that also does not appear to be operational but does appear to be the last one in service.

FANCYBURG PARK HOUSE AND SHOP/GARAGE

On the eastern end of Fancyburg Park sits the house and shop/garage from when the property was privately owned and farmed. The house is a modest two-story wood framed building with stucco and vinyl siding and an asphalt shingle roof. The exterior is in good condition with the most noticeable deficiency is the wood stoop entry to the laundry room from the western terrace.



The interior of the house is equally modest and has dated vinyl sheet flooring. There are two full baths within the house, one on each floor. Each has a fiberglass shower, a single lavatory and a water closet. There are numerous curious nooks and built-in shelves as well as access panels. Presumably the panels were installed for installation of insulation. The furnace and water heater are comparatively new and appear to be in good working order. The 888 square foot 1 ½ story house is currently used for random storage.

The 576 square foot shop/garage is equally modest. It appears to have had heat at one point despite that fact that there is no insulation. There is gas service outside but the chimney has been taken down below the roof level. There does not appear to be water service to the building however there is an irrigation controller in the building and a curious hose near the path to the front door of the house. The building is small in footprint and low in height so its utility is quite limited.

The adjacent storage yard is enclosed by an aged fence and is roughly twice the footprint of the shop/garage. There does not appear to be fuel storage on site. The paved parking outside the fenced enclosure affords parking for a dozen or so vehicles.

4.3 HISTORY OF UPPER ARLINGTON PARKS

4.3.1 BURBANK PARK (7 ACRES)

Stonehaven Drive, north of Sandover Road

The park is just west of the Burbank Early Childhood School and adjacent to Northwest Kiwanis Park, with a paved pathway connecting the two. In 2003, the City of Upper Arlington and Upper Arlington School District began a partnership to develop the park on land that had originally been set aside to become the community's fourth outdoor pool (at that time, the pools were the property of the School District).

The School District maintains the two irrigated athletic fields while the City maintains the parking lot off Stonehaven, the shelter, the restrooms, the looped multi-use path, and the landscape.

4.3.2 CARDIFF WOODS PARK (1.9 ACRES)

Between Berkshire and Cardiff roads, just west of Brandon Road

This park was created in 1924 when the developer of the surrounding subdivision set aside 10 adjacent residential parcels for use as a community park. The park was also known at times as the "bird sanctuary" because the developers stipulated that the park was to be maintained as bird habitat enhanced by natural beautification.

Cardiff Woods is a natural forest. It was mowed for a time, but that ceased in 1993. The volunteer group, Friends of UA Parks, periodically removes invasive buckthorn and honeysuckle, and native trees are occasionally planted to supplement natural regeneration.

Cardiff Woods is also the home of two Arts in Community Spaces installations. Four stone benches, engraved with the Latin names of native park trees, are located in the center clearing, and a granite paver plaza featuring forest haiku enhances the SE corner entrance to the park. This park is popular for short walks, bird watching, and quiet contemplation.



4.3.3 CHARING RAVINE PARK (1.8 ACRES)

Southeast corner of Canterbury Road and Riverside Drive

Charing Ravine Park was platted as a park in 1949 by the developers of the surrounding subdivision. The park is almost 100% wooded, with steeply sloped sides and a creek in the valley that flows west to the Scioto River.

The Friends of UA Parks periodically clears invasive honeysuckle from the park but this forested ravine is otherwise left in its natural state to provide passive recreation, wildlife habitat, and other environmental benefits.

4.3.4 CRAFTON PARK (.55 ACRES)

Crafton Park Court

Crafton Park is a small oval shaped park surrounded by Crafton Park Court, created in 1948 as the surrounding subdivision was platted. It serves primarily as green space for neighborhood children and families.

4.3.5 DEVON-CAMBRIDGE TRIANGLE PARK (.17 ACRES)

Devon Road, Cambridge Boulevard, Arlington Avenue

Located in Upper Arlington's historic district, this pocket park provides a small area of open green space. It's most notable feature is the Arts in Community Spaces sculpture Poised and Ready, which occupies the corner of Devon and Arlington.

4.3.6 EDGEVALE-KIOKA PARK (.25 ACRES)

Edgevale Road and Kioka Avenue

This small pocket park features a bench and boulder, surrounded by a landscaped area.

4.3.7 FANCYBURG PARK (25 ACRES)

Kioka Avenue, between Swansea and Wickcliffe roads

The City purchased the land that became Fancyburg Park in 1973 from Ben Blinn, who lived in the woods that is now Wickcliffe Road. The deed of sale stipulated that the land be used solely as a park and gave the Blinn family exclusive park naming rights. The matriarch of the family considered Upper Arlington to be a fancy suburb, so she chose the name Fancyburg Park. Ben was a creative prankster, perpetrating River Ridge UFO scares in the early 1970s by flying cryptically lit box kites in the middle of the night.

Most of the land had been used for farming, including mums and pumpkins. At one time it was platted for dozens of homes, with Wellington Road running through the middle of the park, a plan that did not transpire.

A house and outbuilding remain within the park, serving as equipment and supply storage for the Parks & Recreation Department. The south edge of the park, along Wickcliffe Road, was and remains forested. The volunteer group, Friends of UA Parks, and City staff have worked to remove invasive species. Periodically native trees and shrubs are planted to supplement natural regeneration.

Fancyburg Park hosts the Parks & Recreation Department's Fall Fest each October. The park features many amenities including paved multi-use paths, a Tree Trek self-guided tour, and shelter house. The playground is large and partially shaded, making it a popular destination for families. Sports facilities include two ball diamonds, four tennis or pickleball courts, shuffleboard courts and seasonal athletic fields. In 2017, the Upper Arlington Library partnered with the City to install a children's Storywalk® which displays an interactive children's book along the walking path around the playground.



4.3.8 JACK NICKLAUS PARK (1.94 ACRES)

Between South and North Parkway drives

Formerly known as Parkway Park, Jack Nicklaus Park is a narrow strip of land overlooked by homes. The park was platted in the 1920s. It was renamed in 2016 in honor of internationally renowned golfing legend, Jack Nicklaus, also known as the Golden Bear, who grew up in Upper Arlington. Nicklaus lived at the east end of the park for most of his childhood, and would occasionally practice his golf game and other sports at the park. He often cut through it on his way to play at the nearby Scioto Country Club.

Jack Nicklaus Park has picnic tables, green space, and a small sledding hill. The park also has many trees and a small creek that runs the length of the park. In 2018, a landscape feature was donated and installed at the east end of the park honoring Jack Nicklaus' amateur golfing career.

4.3.9 MALLWAY PARK (.74 ACRES)

Arlington Avenue

Mallway Park lies in the heart of the historic district's Mallway Business District, in front of Jones Middle School, and opposite Fire Station #71 (the original Village Hall). Dedicated in 1927, Mallway Park features several monuments and tributes to our military and Veterans, including a Blue Star Memorial Byway monument and a historic marker noting the park's conscription as an army training camp during the Spanish-American War. The park also features benches, tables and chairs for local dining,

Devon Pool is immediately adjacent to the park, on a 1.5 acre site. Devon Pool is one of the City's three outdoor public pools. Originally built in the 1930's and the pool was reconstructed in 1973 and remains in use, thanks to several renovation projects over the years. A separate diving well as added in 1964 with a high diving board. The facility also includes lap lanes, a separate toddler pool, and large open swim and deck areas. In 2018/2019, the old bathhouse and concession stand is scheduled to be replaced with a new, more functional structure.

Devon Pool is one of three outdoor aquatic facilities in the City. The City leased operations to the Schools in 1959. In 1969 the City conveyed the pool to the Schools, then began managing and maintaining the pools in 1994 before over taking ownership and operations in 2002 as part of a pools and park improvements agreement with the Schools.

4.3.10 MILLER PARK (5 ACRES)

Between Arlington Avenue and Cambridge Boulevard

This beautiful park is rich with Upper Arlington history. An Ohio Historical Marker and Miller Farm Carriage Step, located just north of the Miller Library, tell the story of Upper Arlington's beginnings—notably the purchase of 840 acres of the Miller family farm by the Thompson brothers in 1913 to develop a new residential community that was to become Upper Arlington.

The park was part of the Miller Farm purchase. Today it includes a playground, a creek and naturally wooded ravine, a gazebo, picnic tables and on open play field. The popular Miller Branch Library is home to two Alfred Tibor sculptures with a third located in the adjacent roundabout, where streetcars once ran past the park. The historic pavers in front of the library were salvaged from the streetcar tracks.



4.3.11 NORTHAM PARK (22 ACRES)

Between Northam and Ridgeview roads

Northam Park is one of the City's most popular parks. Considered a community hub, the park is surrounded by the main branch of the Upper Arlington Public Library, the Tremont Elementary School, the Upper Arlington Senior Center and St. Agatha Church and School. The park shares a parking lot with the library and school that was renovated in 2014.

Built in 1946, Northam Park is home to numerous amenities. This includes the Tremont Pool, Northam Park Tennis Courts, playground, four ball diamonds, athletic fields, a multi-use path, a self-guided Tree Trek, picnic tables and benches, public restrooms, a reading garden adjacent to the library, and a Centennial Plaza and History Walk. The size and scope of the park is deceptive, since fields to the north of the tennis courts and pool are owned by the School District, and fields on the east side of the park are owned by St. Agatha.

Tremont Pool is one of three outdoor aquatic facilities in the City. The original Tremont Pool was constructed in 1955 and the City leased operations to the Schools. In 1969 the City conveyed the pool to the Schools, then began managing and maintaining the pools in 1994 before over taking ownership and operations in 2002 as part of a pools and park improvements agreement with the Schools. A pools assessment in 2009 indicated that the facility was nearing the end of its useful life, and in 2014 some structural issues in the pool were brought to light that necessitated the facility's closure. After a Northam Park master planning process, the City committed to reconstructing the pool, along with some other park improvements. The new facility opened in 2017. It includes lap lanes, zero-depth entry, a leisure area, a diving board, climbing wall, play featured, toddler area, shaded areas, a rentable shelter, concession stand, changing areas and restrooms, and extensive landscaping.

A new playground was another component of the improvements made following the master planning process. The playground features a combination of natural and traditional play features and has quickly become one of the community's most popular playgrounds. The reading garden was also installed at this time, providing seating and home to three Alfred Tibor marble sculptures. Last but not least, improvements were made to the park drop-off area from the main parking lot. The park hosts the largest special events in the City each year including the July 4 fireworks and the Labor Day Arts Festival.

Upper Arlington celebrated its 100th anniversary in 2018. To mark this occasion, a Centennial Task Force raised funds and involved the community in a legacy project effort that resulted in the Centennial Plaza and History Walk. Dedicated July 4, 2018, the Centennial Plaza provides an attractive extension to the park entry and drop-off area, featuring three climbable bronze bears by local artist Alan Hamwi, a large trellis, tables, chairs and benches. The History Walk features 10 markers that provide a snapshot of Upper Arlington's history, placed along the pedestrian walkway into the park from Tremont Road.

The Northam Park Tennis Courts feature 12 Har-Tru clay courts, which offer shock-absorption and are popular with many adult players. The courts and accompanying facilities are in need of some level of renovation. Options will be considered for these facilities following the Comprehensive Plan process and emerging recommendations.

The entire neighborhood, from the Upper Arlington High School to Northam Park and Tremont Shopping Center, was once the farm of Pleasant Litchford Sr., a blacksmith and former slave who purchased the land in 1833. His farm included space for a school for African American children near what is now the Senior Center, and a cemetery that was relocated during construction of the High School in 1955.



4.3.12 NORTHWEST KIWANIS PARK (22 ACRES)

Stonehaven Drive

Northwest Kiwanis Park is located to the immediate north of Burbank Park, with a paved pathway connecting the two. The land was purchased in 1971 as the City grew northward. The park features a shelter house and picnic tables, built and gifted to the City by the Kiwanis Club of Northwest Columbus. Other park features include two baseball diamonds, an athletic field, a multi-use path, playground, a wooded area and a sledding hill. A small creek runs through the park, crossed by a wooden bridge and connecting to the path from Burbank Park. The bridge was built by an Eagle Scout candidate and his troop.

4.3.13 NURSERY PARK (1 ACRE)

Sherwin Road

Nursery Park is our most hidden park—access to the park is a 10 foot-wide strip of land that runs along the property lines between 2544 and 2530 Sherwin Road. A small bronze plaque at the curb marks the entrance. The park is completely surrounded by the back yards of homes on Sherwin, Leeds and Abington roads. The land was purchased from a real estate company in 1970. The park's name implies it was once a nursery, but that history has not been documented. The park has one picnic table, open green space, and many trees.

4.3.14 OXFORD PARK (0.71 ACRES)

Oxford Drive and McCoy Road

Oxford Park features a shaded playground with slides and swings, suitable for toddlers and older children. The park also features picnic tables, benches, green space and a grove of Baldcypress trees.

4.3.15 REED ROAD PARK (16 ACRES)

Reed Road and Lytham Road

Reed Road Park was created in 1959 and is located next to the Upper Arlington Fire Station 72 and Hastings Middle School. Park amenities include the Reed Road Water Park outdoor pool, a shaded playground, three ball diamonds, athletic fields, a shelter house (built by the Tri-Village Lions' Club), restrooms, climbing boulders, two sand volleyball courts, a small sledding hill, benches and picnic tables, along with several Arts in Community Spaces installations. The Turkey Run stream runs through the park. Tennis courts are located on adjacent school property, and the school uses the park for athletics activities. Reed Road Park is one of three summer day camp locations. Parking is available at Fire Station 72 for the portions of the park fronting Reed Road. Additional parking is available for the pool and athletic fields in a shared parking lot located behind Hastings Middle School.

The Reed Road Water Park is one of three outdoor aquatic facilities in the City. The original pool was constructed in 1964 and the City leased operations to the Schools. In 1969 the City conveyed the pool to the Schools, then began managing and maintaining the pools in 1994 before over taking ownership and operations in 2002 as part of a pools and park improvements agreement with the Schools. The new Reed Road Water Park was constructed in 2005, replacing the old Hastings Pool. The facility represented a significant upgrade in aquatics offerings, featuring lap lanes, diving board, leisure area with zero-depth entry, a toddler pool, a current channel, two large slides, changing areas and restrooms, and concessions.

Some park facilities fronting Reed Road were reconfigured and improved in 2010 following the replacement of the old Fire Station 72 with a much larger facility. This included moving the sand volleyball courts south of the station, expanding the parking lot, and installation of the small boulder park.



4.3.16 SMITH NATURE PARK (4 ACRES)

Fishinger Road at North Star Road

Two churches sit on either side of Smith Nature Park, with parking available for park visitors. With support from the Upper Arlington Rotary Club, the area was made into a park for environmental study and the enjoyment of nature. The land has never been farmed – it was the wooded lot for the Smith family farm for many decades, until purchased by the City in 1970. The old farm house stood just to the north where the AEP substation now resides.

Within the park, visitors can enjoy a mulched trail through the wooded area with a footbridge over the Slyh Run creek. Trail markers provide opportunities to learn more about the trees, rocks, wildlife, streams, and other parts of nature to be found in the park. The Friends of UA Parks periodically works to clear honeysuckle from this park and restore native plants.

4.3.17 STRATFORD PARK (0.68 ACRES)

Between Stratford and Riverside drives

Stratford Park is a small triangle-shaped park on the west edge of the City, close to the Scioto River. The park offers several trees for shade, as well as a picnic table.

4.3.18 SUNNY 95 PARK (14.7 ACRES)

Carriage Hill Lane

Sunny 95 Park is Upper Arlington's newest park, completed in 2010, following a gift/purchase agreement in 2006 with the adjacent Sunny 95 Radio Station, which allowed the City to expand a much smaller Langston Park by 9.7 acres. Located next to Greensview Elementary School, the park features sports fields, a hard surface tennis court, a roller hockey rink that also serves as a basketball court, a sledding hill, multi-use trails, a pond with fountain, the Amelita Mirolo Barn, and extensive landscaping that includes several large rain gardens.

The Amelita Mirolo Barn is a popular year-round rental facility for community events, weddings, meetings and more. The barn was gifted to the City in 2011 by the Upper Arlington Community Foundation, following an extensive fundraising campaign. The facility merges the timbers of an historic barn that was originally constructed in 1838 by Thomas Legg, with a new timber frame facility. The facility includes a catering kitchen, two patios, restrooms, an outdoor covered stage that looks out onto a grassy area that provides amphitheater-style seating. A bronze sculpture by Alfred Tibor is installed by the barn, overlooking the pond.

Sunny 95 Park serves as the location for the Parks & Recreation's annual Spring Fling family event. The City and Upper Arlington Commission on Aging co-host a Sandwich Stroll event for seniors. Last but not least, the Cultural Arts Division hosts Music in the Parks, a series of free summer concerts at the barn each year.

4.3.19 THOMPSON PARK (49 ACRES)

Between Lane and Mountview roads

Thompson Park is the City's largest park, and was constructed in 1960 on land purchased by the City from the School District when plans for a second high school in the community were abandoned. The park features four ball diamonds, a multi-use path with exercise stations, a playground, sports fields, four hard-surface tennis courts, a sledding hill, and two shelter houses with restrooms. The north shelter restrooms are open year round. Many trees and natural areas border the park, including a nature area with one of the last natural wetlands in UA. The Lane Road branch of the Upper Arlington Public Library System is located at the north end of the park. The park hosts the annual Summer Celebration family event, several summertime Movies in the Park events, and serves as one of the locations for the popular Summer Day Camp program.



The land was once part of the Lane family farm, and the park was originally called Lane Road Park. The land later belonged to King Thompson, one of the founders of Upper Arlington. The park was renamed in 2004 in honor of Kenneth Thompson, the City's first Director of Parks & Recreation. His vision created the bones of the park that still exist today, including the man-made hills along Lane Road.

4.3.20 TREMONT FOUNTAIN PARK (1 ACRE)

Northam, Canterbury & Redding roads

Tremont Fountain Park is a small triangle-shaped park that features a fountain with a unique stainless steel sculpture entitled *The Awakening*, which is lit at night. The fountain and flag plaza feature a pentagonal shape, designed in honor of the Christopher Columbus Quincentennial in 1992. The fountain replaced an earlier version that was often "soaped." It was funded by local garden clubs and dedicated in 1997. The park also has a picnic table and several benches for admiring the fountain, and the many flowers blooming in the spring and summer thanks to the help of the Four Seasons Garden Club.

4.3.21 TRIANGLE PARK (1.5 ACRES)

Cambridge Boulevard and King Avenue

The name of this park accurately describes its shape - a small triangle-shaped park. It was platted in 1914 as part of the historic district, that is characterized by curving streets, wide tree lawns and small green spaces. Triangle Park has picnic tables and benches, as well as open green space.

4.3.22 WESTOVER PARK (1 ACRE)

Westover Road & Arlington Avenue

Westover Park is a small triangular park that features a playground, shelter house, picnic tables, benches, and green space. The brick shelter was formerly the control building for the original historic district street lights. The bricks in the shelter patio were salvaged from the Arlington Avenue street car line tracks. A new playground is planned for 2019.

4.3.23 WYANDOT PARK (3.5 ACRES)

Riverside Drive

Wyandot Park is a narrow park overlooking the Scioto River. A small parking lot is accessible off Lane Road. Annexed into Upper Arlington in 1972, the area once served as a highway rest stop.

The park features a stone "granite teepee" monument for Bill Moose, the last Native American Wyandot in the territory. He was buried in the park in 1937 after dying just shy of his 100th birthday. The funeral was attended by thousands. The memorial was built of granite stones taken from the bed of the Scioto River. A limestone wall connected to the memorial forms a flower bed that frames his grave. More information about Bill Moose is posted on a kiosk near the memorial.

The park also has benches and picnic tables, and a short segment of Kreile Ditch that runs to the Scioto. An Ohio Historical Marker in the park commemorates the Scioto Trail, a network of Native American trails which ran along the Scioto River near the park. The park's paved multi-use path connects neighborhoods near the park to the Columbus park land and path system along the Scioto River and Griggs Reservoir. A section of multi-use path along Masters Drive is under construction in 2018 to provide better access for pedestrians and bicyclists between the Upper Arlington community and the river.





4.4 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory for Upper Arlington. By totaling the inventory and applying Upper Arlington population, we can understand the current level of service.

The LOS can help support investment decisions related to parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change.

The recommended standards were evaluated using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2017 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Upper Arlington area, community and stakeholder input, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized for Upper Arlington.

These standards should be viewed as a conservative guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified.

The standards that follow are based upon population figures for 2017 and 2022.





Silver
Bears

Silver
Bears

Rawlings

Upper Arlington Level of Service Standards

2017 Inventory				Service Levels						2017 Facility Standards			2022 Facility Standards					
Item	UA System	Schools	Total Inventory	Current Service Level based upon population		Ohio Benchmark Agencies Best Practice Average		Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed			
				acres per	1,000	acres per	1,000	acres per	1,000	acres per		1,000	acres per		1,000	acres per	1,000	
Park Type:																		
Pocket Parks	0.42		0.42	0.01	acres per	1,000			0.01	0.00	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	
Neighborhood Parks	18.54		18.54	0.52	acres per	1,000			0.75	0.00	1,000	Need Exists	8	Acre(s)	Need Exists	9	Acre(s)	
Community Parks	156.39		156.39	4.37	acres per	1,000			5.00	0.00	1,000	Need Exists	23	Acre(s)	Need Exists	30	Acre(s)	
Specialty Parks	7.14		7.14	0.20	acres per	1,000			0.20	0.00	1,000	Need Exists	0	Acre(s)	Need Exists	0	Acre(s)	
Total Park Acres	182.49	-	182.49	5.10	acres per	1,000	15.88	acres per	1,000	5.96	acres per	1,000	Need Exists	31	Acre(s)	Need Exists	40	Acre(s)
Outdoor Amenities:																		
Shelters/Pavilions	9.00		9.00	1.00	site per	3,977	1.00	site per	4,881	1.00	site per	3,500	Need Exists	1	Sites(s)	Need Exists	2	Sites(s)
Dedicated Multi-Purpose Fields (Soccer, Football, Rugby, Lacrosse)	13.00	0.18	13.18	1.00	field per	2,716	1.00	field per	1,772	1.00	field per	2,000	Need Exists	5	Field(s)	Need Exists	5	Field(s)
Overlay Multi-Purpose Fields (Soccer, Football, Rugby, Lacrosse)	8.00		8.00	1.00	field per	4,474				1.00	field per	4,500	Meets Standard	-	Field(s)	Need Exists	0	Field(s)
Ball Fields	15.00	0.09	15.09	1.00	field per	2,372	1.00	field per	2,010	1.00	field per	2,000	Need Exists	3	Field(s)	Need Exists	4	Field(s)
Basketball Courts	1.00	2.00	3.00	1.00	court per	11,931	1.00	court per	5,685	1.00	court per	20,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Tennis Courts	21.00	0.72	21.72	1.00	court per	1,648				1.00	0.00	5,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Playgrounds	8.00	2.00	10.00	1.00	site per	3,579	1.00	site per	3,149	1.00	site per	2,500	Need Exists	4	Site(s)	Need Exists	5	Site(s)
Dog Parks	-		-	1.00	site per	-				1.00	0.00	40,000	Need Exists	1	Site(s)	Need Exists	1	Site(s)
Skate Park	-		-	1.00	site per	-				1.00	0.00	50,000	Need Exists	1	Site(s)	Need Exists	1	Site(s)
Sand Volleyball	2.00		2.00	1.00	site per	17,897				1.00	0.00	10,000	Need Exists	2	Site(s)	Need Exists	2	Site(s)
Pickleball Courts	-		-	1.00	court per	-				1.00	0.00	10,000	Need Exists	4	Court(s)	Need Exists	4	Court(s)
Paved Multi-Use Trails	7.42		7.42	0.21	miles per	1,000	0.83	miles per	1,000	0.40	miles per	1,000	Need Exists	7	Mile(s)	Need Exists	8	Mile(s)
Outdoor Pools	3.00		3.00	1.00	site per	11,931				1.00	0.00	40,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Indoor Amenities																		
Recreation Center (Square Feet)*	13,000.00		13,000.00	0.36	SF per	person	2.04	SF per	person	2.00	SF per	person	Need Exists	58,588	Square Feet	Need Exists	61,622	Square Feet
2017 Estimated Population	35,794																	
2022 Estimated Population	37,311																	

Notes:

* Recreation Center (square feet) is specific to the senior center that only serves one age segment of the population

Upper Arlington also has 1 roller hockey rink, 2 bocce courts, 1 senior center, 8 shuffleboard courts, 1 pond

School inventory has been reduced to a percentage of the total inventory due to the availability to the public



4.5 EQUITY MAPS

Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the Upper Arlington service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the City to assess gaps in services, where facilities are needed, or where an area is over saturated. This allows the City management to make appropriate capital improvement decisions based upon need for a system as a whole and the ramifications that may have on a specific area.

The maps contain several circles. The circles represent the recommended per capita LOS found on the previous page. The circles' size varies dependent upon the quantity of a given amenity (or acre type) located at one site and the surrounding population density. The bigger the circle, the more people a given amenity or park acre serves and vice versa. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.



Pocket Parks

Recommended Service Level of
0.1 Acres per 1,000 People

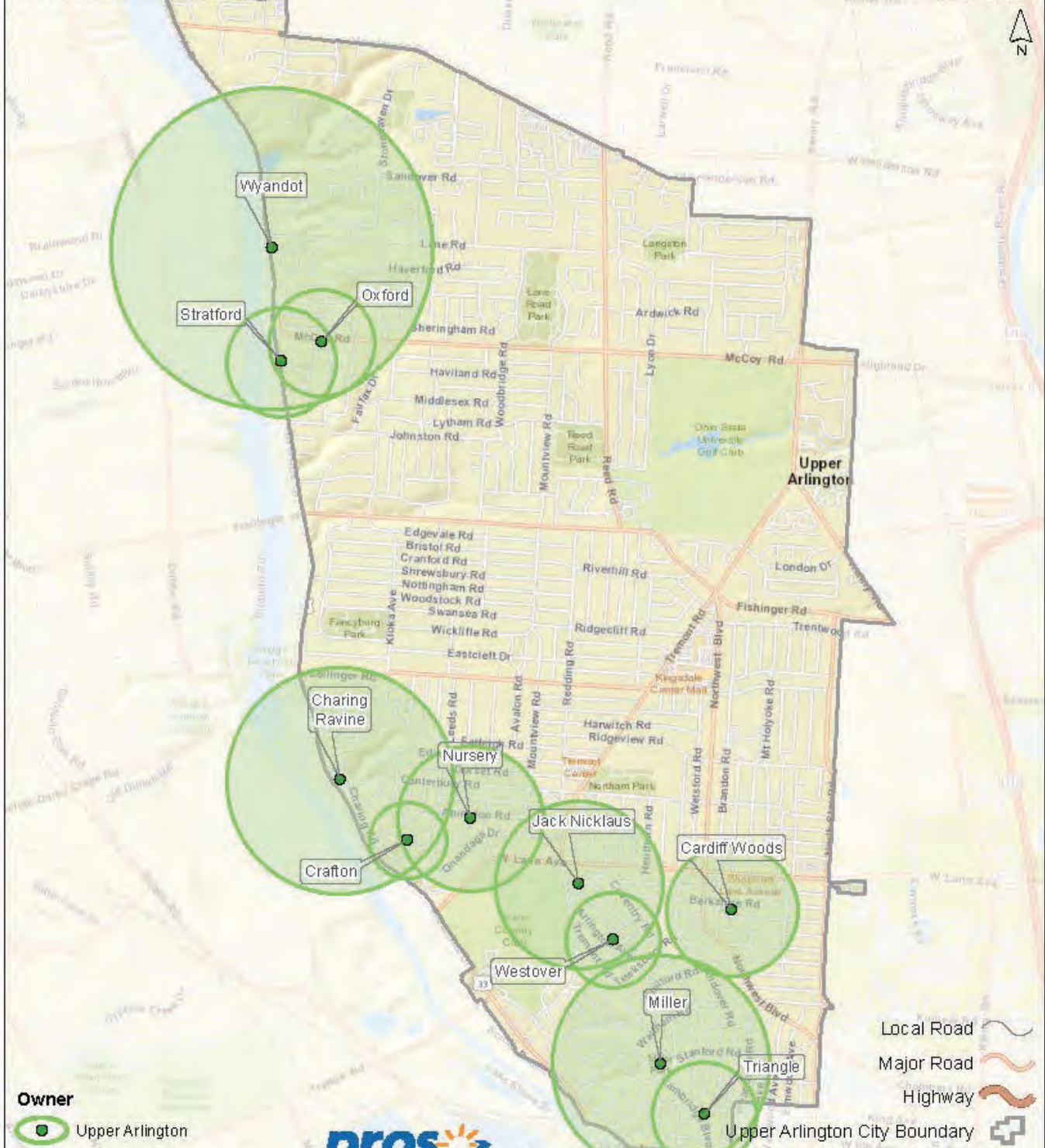
Upper Arlington, Ohio
Parks and Recreation
Equity Maps



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Neighborhood Parks
 Recommended Service Level of
 0.75 Acres per 1,000 People

Upper Arlington, Ohio
 Parks and Recreation
 Equity Maps

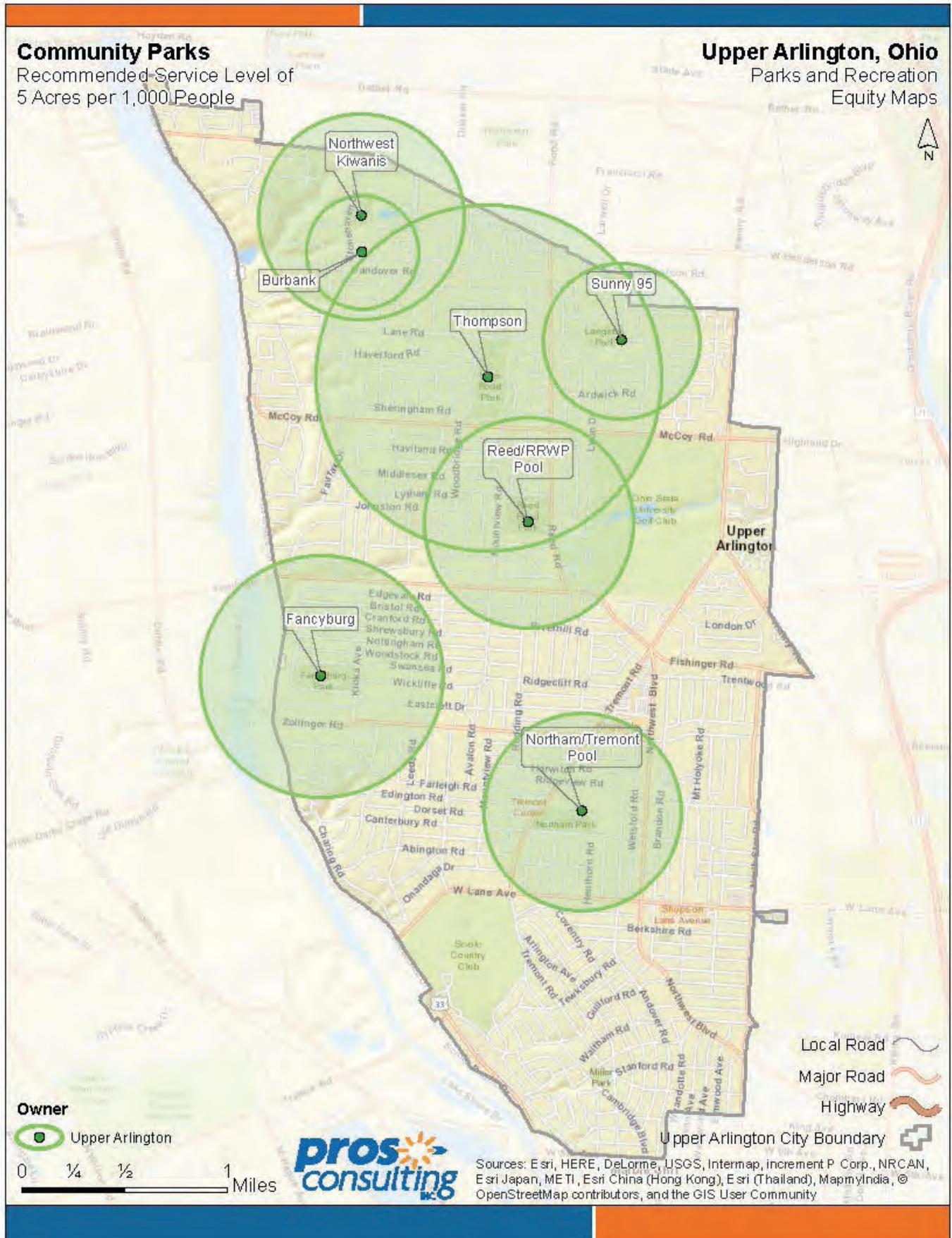


Owner
 ● Upper Arlington

Local Road
 Major Road
 Highway
 Upper Arlington City Boundary



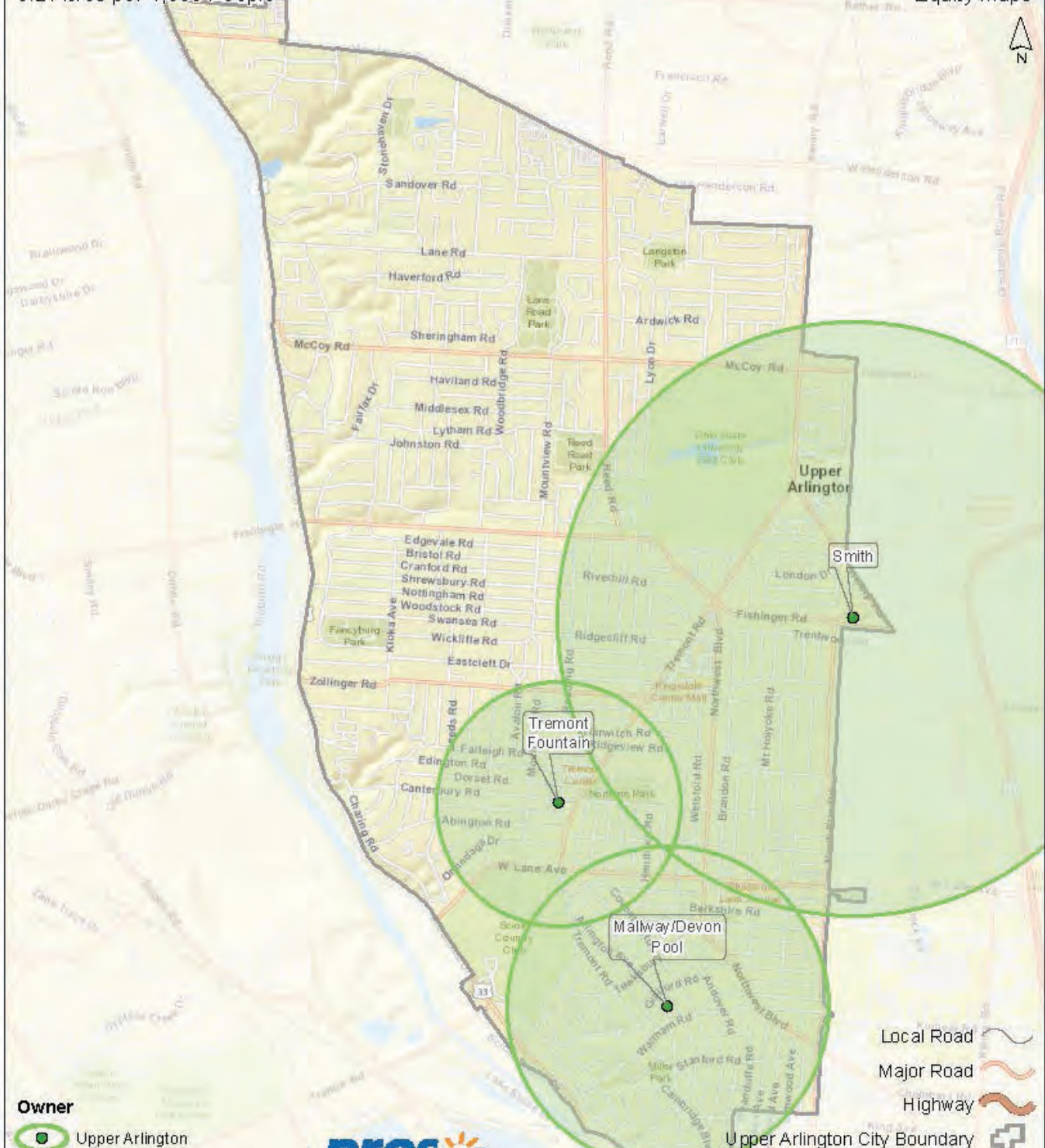
Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



Specialty Parks

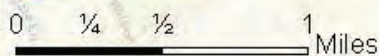
Recommended Service Level of
0.2 Acres per 1,000 People

Upper Arlington, Ohio Parks and Recreation Equity Maps



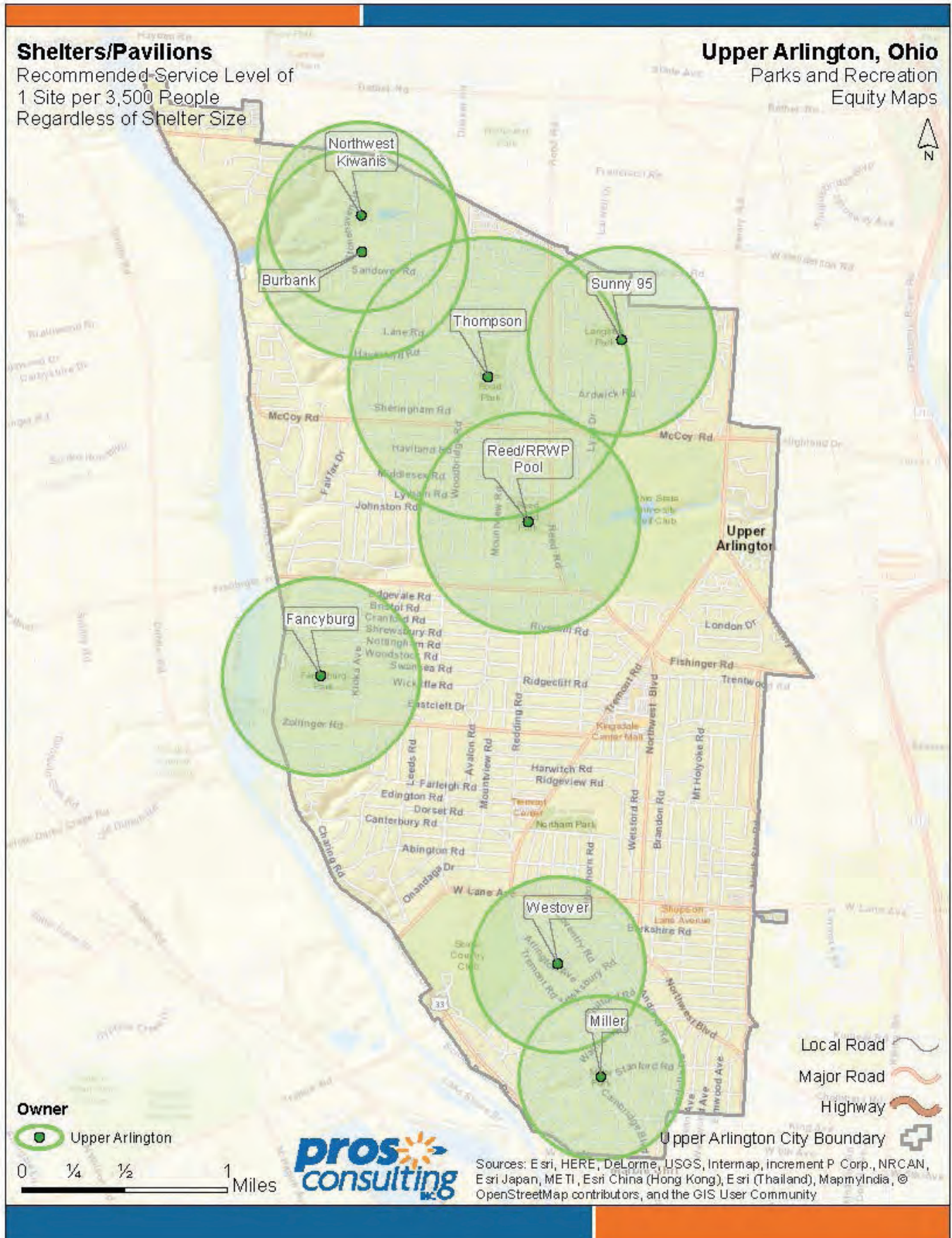
Owner

Upper Arlington



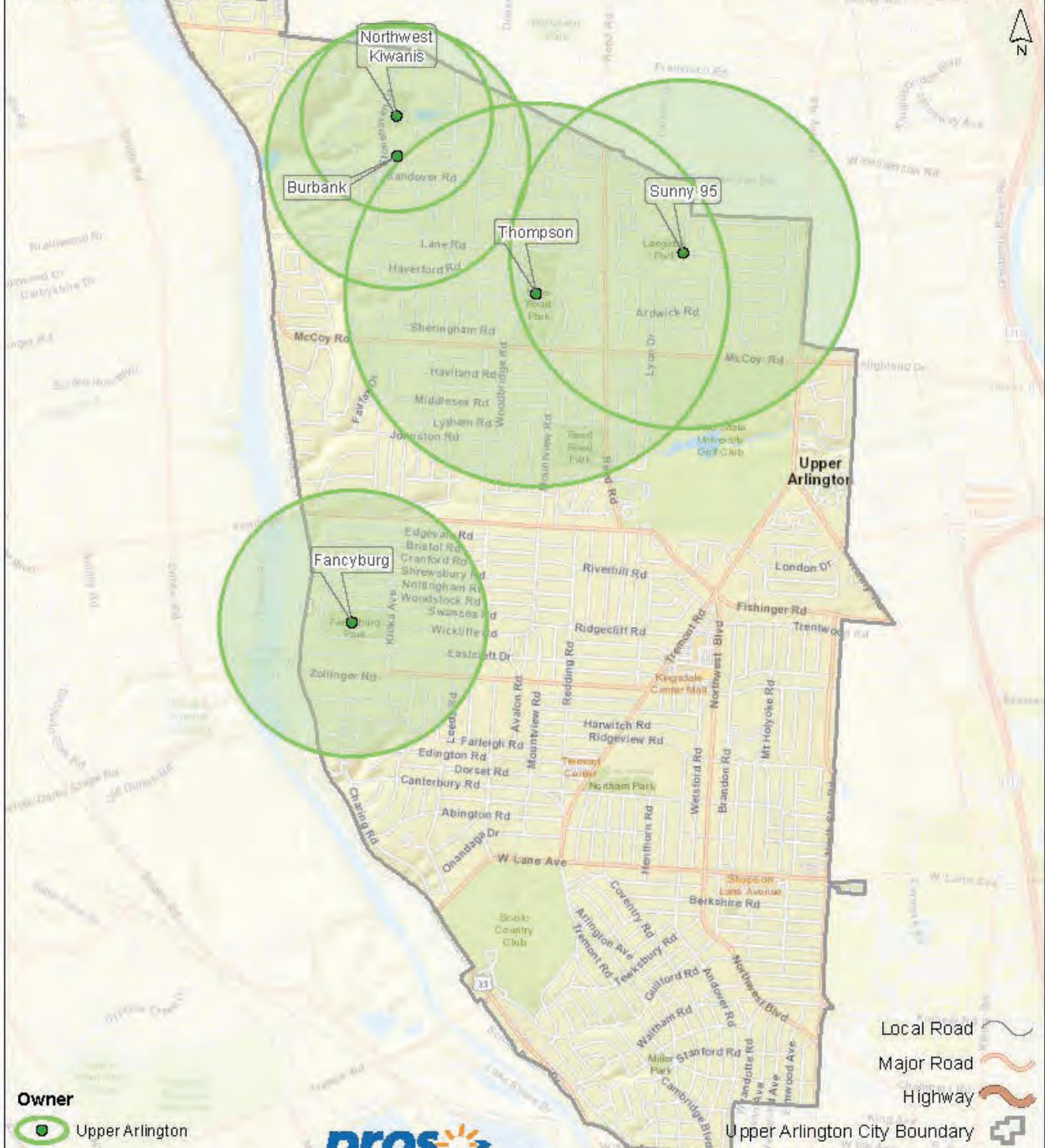
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Dedicated Multi-Purpose Fields (Soccer, Rugby, Lacrosse)
 Recommended Service Level of
 1 Field per 2,500 People

Upper Arlington, Ohio
 Parks and Recreation
 Equity Maps

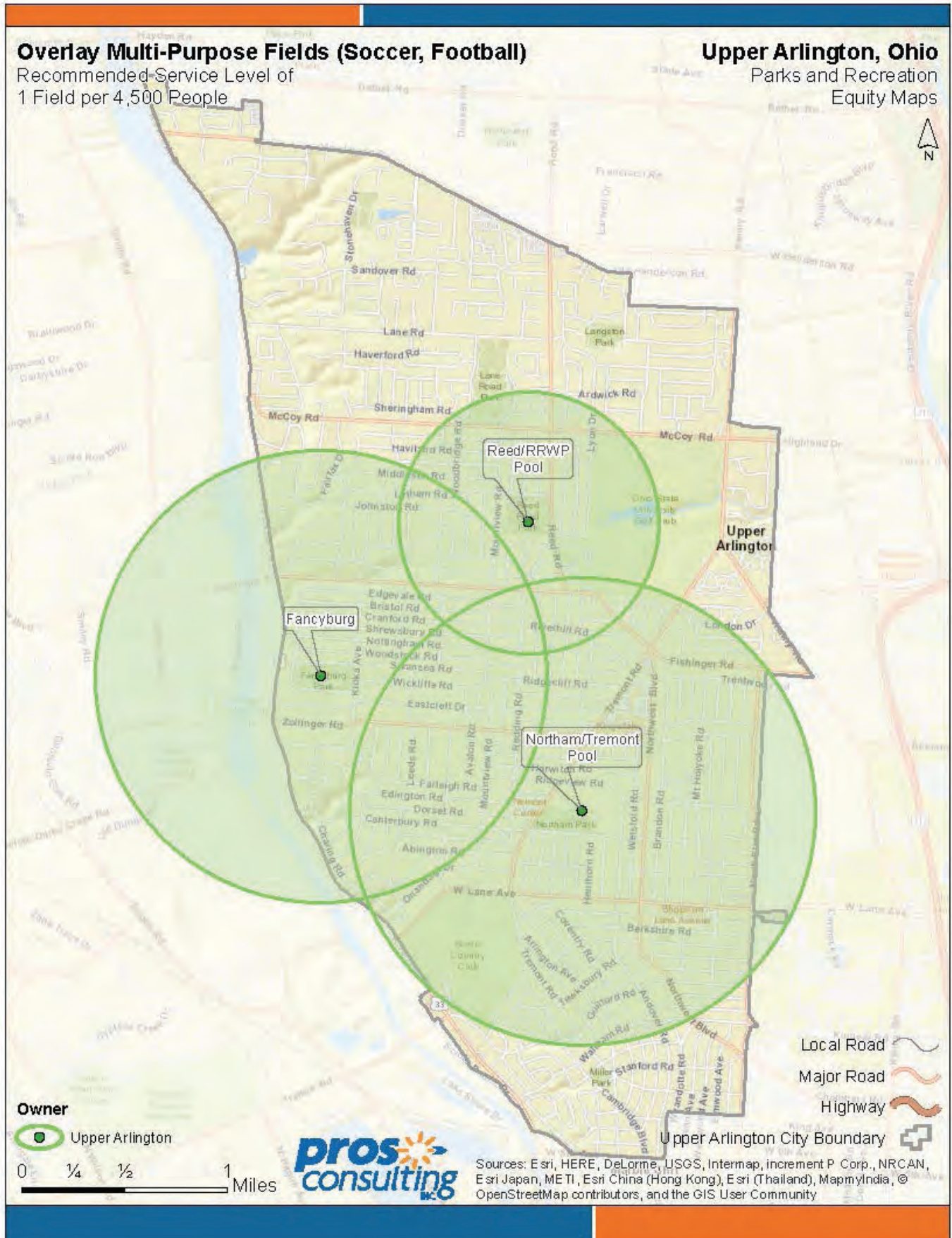


Owner
 Upper Arlington

0 1/4 1/2 1 Miles



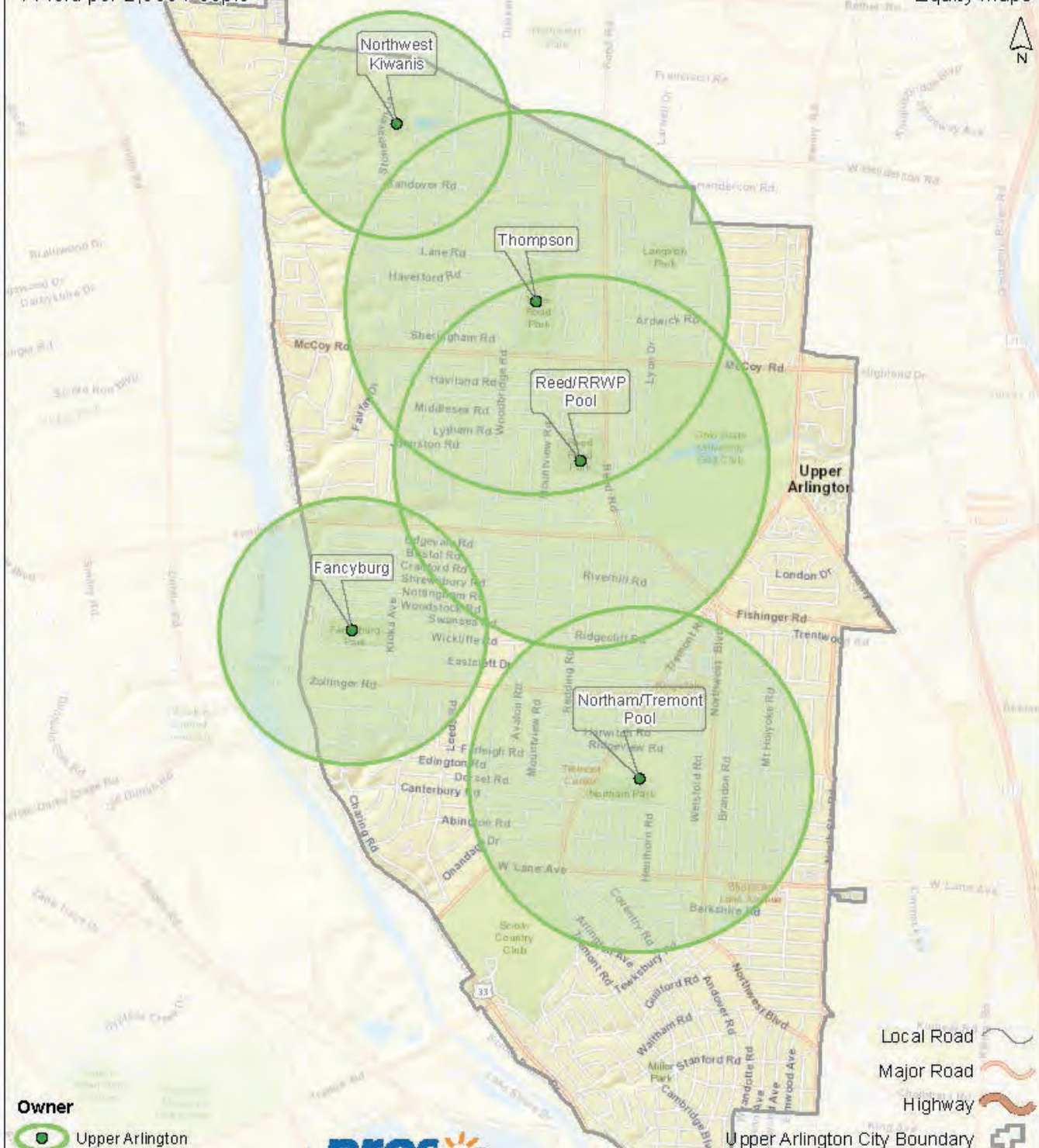
Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



Ball Fields

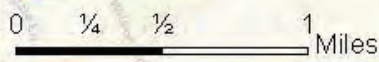
Recommended Service Level of
1 Field per 2,500 People

Upper Arlington, Ohio Parks and Recreation Equity Maps



Owner

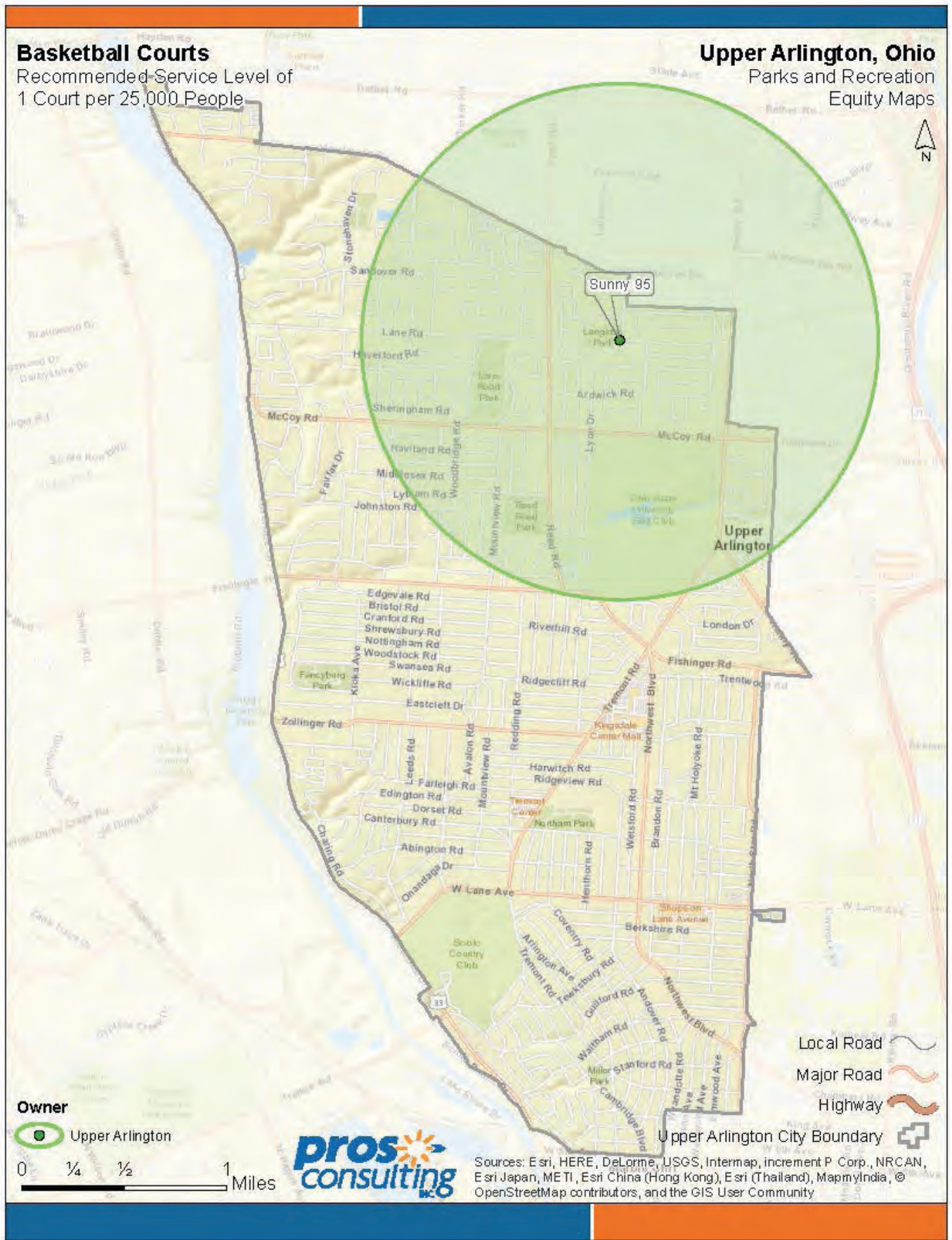
Upper Arlington



- Local Road
- Major Road
- Highway
- Upper Arlington City Boundary

Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community



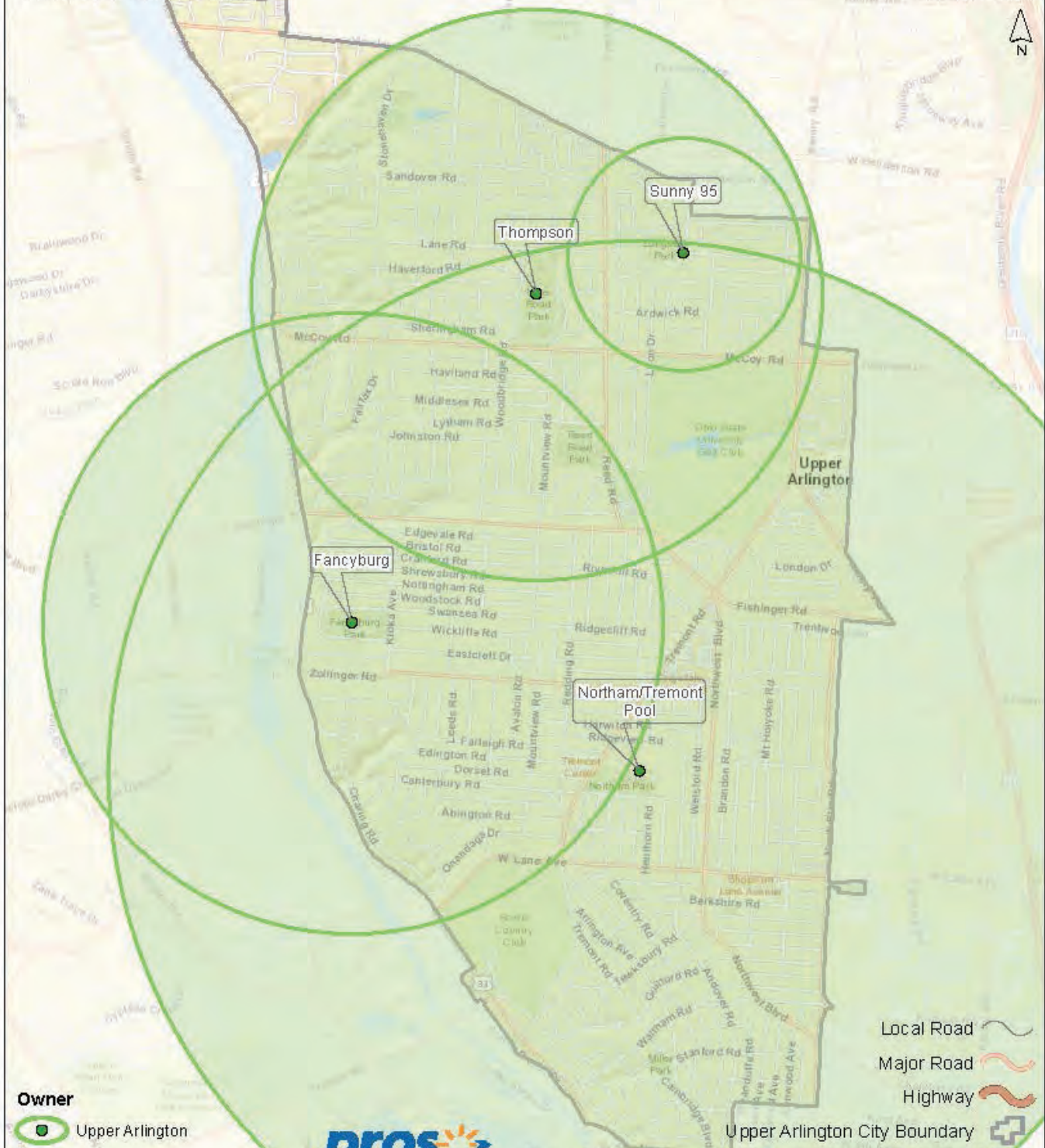


Tennis Courts

Recommended Service Level of
1 Court per 5,000 People

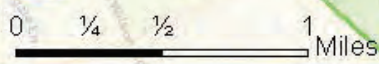
Upper Arlington, Ohio

Parks and Recreation
Equity Maps



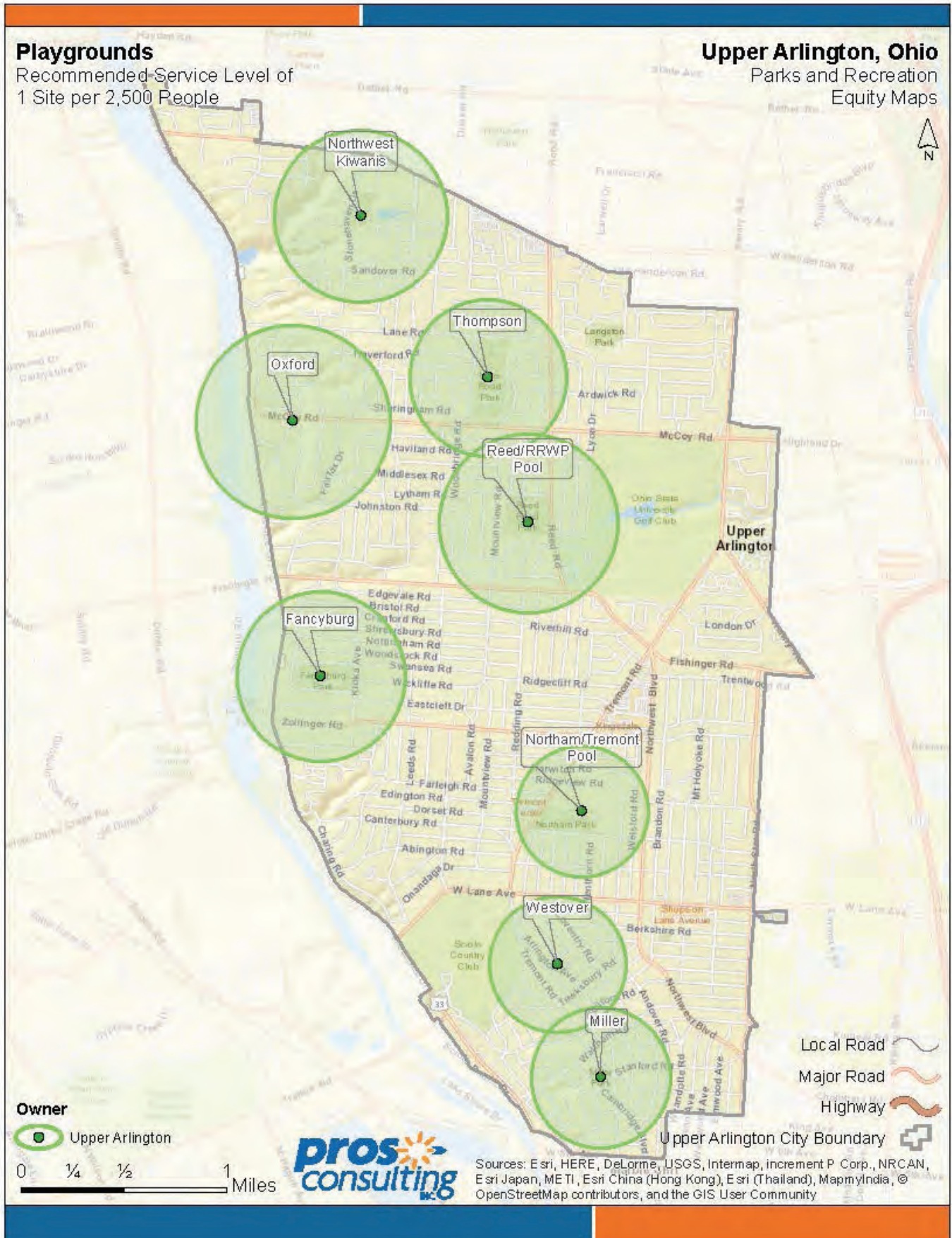
Owner

Upper Arlington



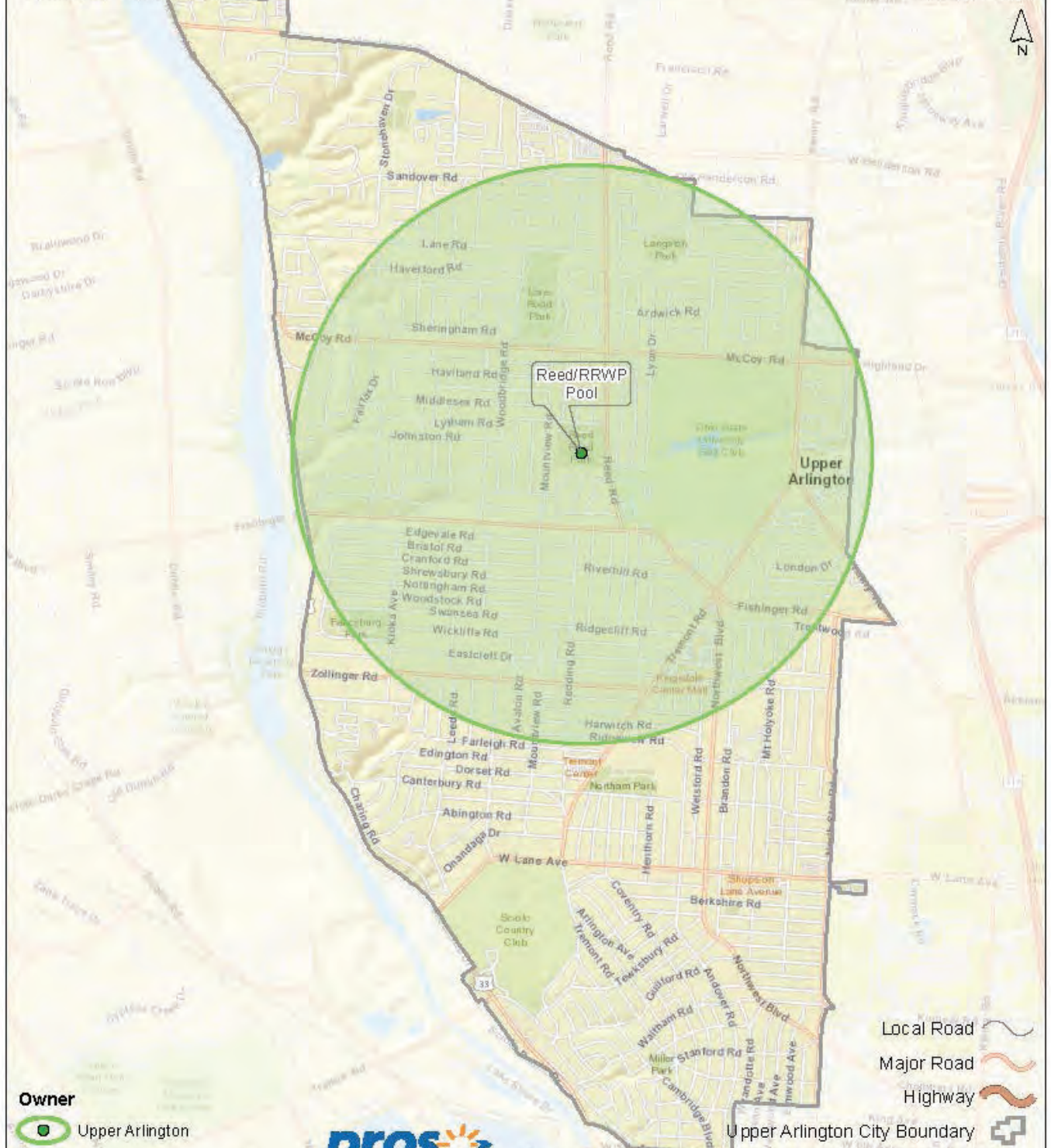
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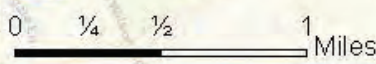


Sand Volleyball
 Recommended Service Level of
 1 Site per 10,000 People

Upper Arlington, Ohio
 Parks and Recreation
 Equity Maps



Owner
 Upper Arlington

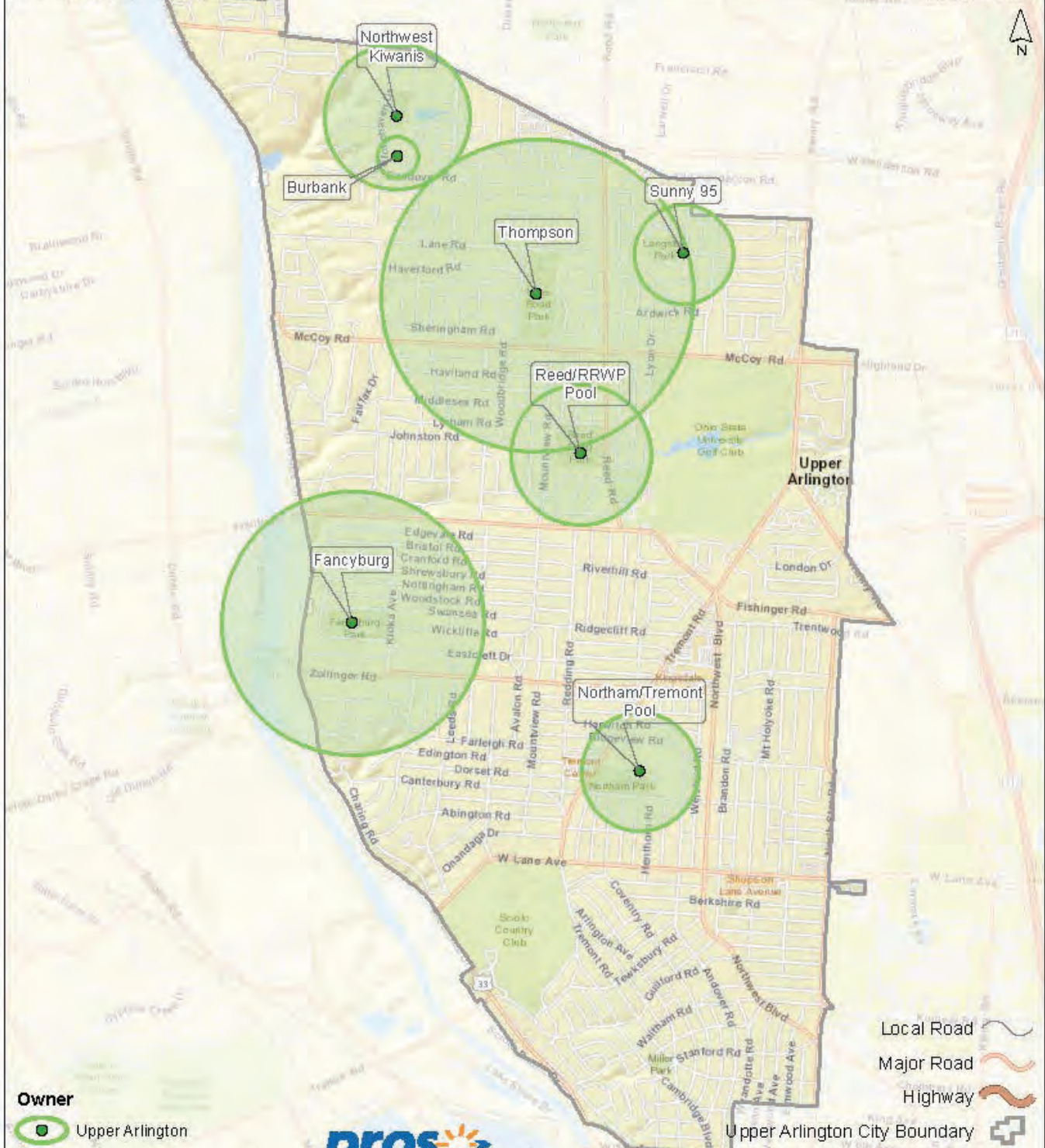


- Local Road 
- Major Road 
- Highway 
- Upper Arlington City Boundary 

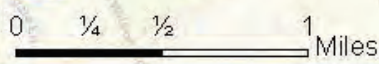
Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Paved Multi-Use Trails
 Recommended Service Level of
 0.4 Miles per 1,000 People

Upper Arlington, Ohio
 Parks and Recreation
 Equity Maps



Owner
 Upper Arlington



- Local Road
- Major Road
- Highway
- Upper Arlington City Boundary

Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Outdoor Pools

Recommended Service Level of
1 Site per 40,000 People

Upper Arlington, Ohio
Parks and Recreation
Equity Maps

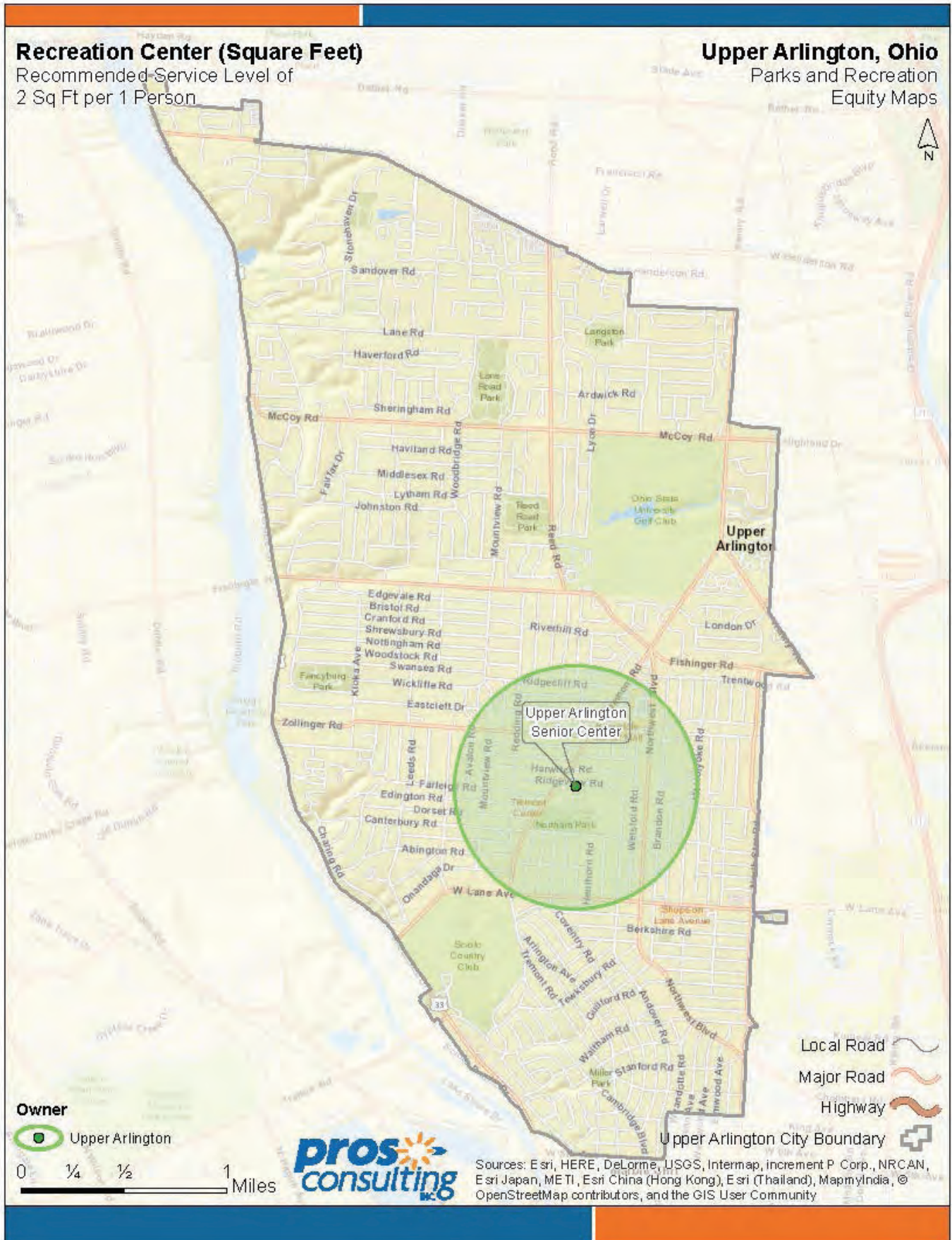


Owner
 Upper Arlington

0 1/4 1/2 1 Miles



Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P. Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), MapmyIndia, © OpenStreetMap contributors, and the GIS User Community





Chapter Five

PROGRAM AND ORGANIZATION REVIEW

5.1 RECREATION PROGRAM ASSESSMENT

As part of the comprehensive planning process, the consulting team performed a Recreation Program Assessment of the programs and services offered by the Parks & Recreation Department. The assessment offers an in-depth perspective and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and aids staff in determining future programs and services.

The consulting team developed its findings and suggestions from a review of information provided by the department, a program inventory, website content, community survey feedback, demographic information, and discussions with staff. This report addresses offerings from a systems perspective for the entire portfolio of programs, as well as individual program information. It also provides best practice information on how to conduct an annual program assessment internally in the future.



5.1.1 CORE PROGRAM AREAS

EXISTING CORE PROGRAM AREAS

To help Upper Arlington continue its provision of quality programs and address the unmet needs of the community, it is important to identify Core Program areas based on current offerings. Doing this and further defining auxiliary programs as important and/or value added will assist the department in reasonably managing the premise of being all things to all people. It allows the City, policy makers, staff and the public to focus services in the areas that are most important to the community. Program areas are considered Core if they meet a majority of the following categories:

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

In consultation with department staff, the planning team identified the following Core Program Areas currently offered:

50 PLUS

This core program area is specific to the older adult population within Upper Arlington. With a dedicated Senior Center, this program area represents a strong set of services being provided to the population. The goal of this program is to provide an opportunity for older adults to participate in meaningful social, cultural, recreational and health related services and programs. Examples of programs include:

- Arts and Crafts
 - o Handicrafters
 - o Art shows
 - o Zentangle Classes
 - o Flower Arranging
- Enrichment
 - o Book Club
 - o Investment Discussion
 - o Spanish Beginner
 - o Downsizing seminars
 - o Computer classes
- Health & Wellness
 - o Reflexology
 - o Balancing Act
 - o Hatha Yoga
 - o Pilates Fusion
- Sports/Outdoor
 - o Volleyball
 - o Softball
 - o Men's Golf League
- Dancing
 - o Line Dancing
 - o Tap Dance
 - o Ballroom
 - o Zumba
- Trips
 - o Local Trips
 - o Day Trips
 - o Overnight Trips



50 Plus Programs apply only to older adults, but a wide variety of offerings are provided to satisfy diverse interests. Many specific classes are essential to the public good, several are important, while only 16 of almost 100 programs are value-added services. Almost 70% of the programs are in the Take-Off or Growth Phases, with moderate to rapid participation growth. These phases typically require the most staff time and therefore a concerted effort on pricing of these services and possible packaging them with mature programs or new programs could bolster this core program area and help achieve cost recovery goals.

ADULT

This program area includes opportunities for ages 18+ through to and including older adults. The goal of this program area is to provide education, art, wellness, fitness and general enrichment programs to promote continuing education, socialization and healthy lifestyles. Examples of programs include:

- Education/Enrichment
 - o Retirement 101
 - o Beginning Spanish
 - o Introduction to Genealogy
- Health & Wellness
 - o Total Body Stretch
 - o Prenatal Yoga
 - o Zumba
 - o Shallow Water Conditioning
- Art
 - o Oscar Prep! A Red Carpet Event
 - o Creative Writing Classes
 - o Creating in Clay
 - o Dulcimer Instrument Classes
- Sports
 - o Beginning Tennis
 - o 30+ Basketball
 - o Co-Rec Power Volleyball
 - o Men’s Softball
 - o Pickleball
- Social Experiences
 - o Summer Seafood Boil
 - o Holiday Cocktails
 - o Historic Pub Tour

The vast majority of programs in this area are value-added services and the most notable core services are the sports and fitness programs.

AQUATICS

This core program area provides aquatic opportunities for all ages recreationally, educational and health and wellness. The goal of this program is to provide recreation swimming opportunities to promote health and wellness for all ages. Examples of programs in Aquatics include:

- Recreational Swimming
- Early Bird Lap Swim
- Swim Lessons
- Pre-competitive Swim Team

Programs in this area apply to all ages and provide an essential public good, important service, and a value-added service to the community. The majority of the programs are seasonal with the outdoor swim season. Limited opportunities are provided during the school year through our winter swim program at the high school. The outdoor swim season has limitations due to challenges of staffing three pools through the late summer.

CULTURAL ARTS

The Cultural Arts core program area is focused on creating opportunities for residents to engage in the arts. The goal is to provide art opportunities for exploring creativity through visual and performing arts. Examples of Cultural Arts programs include:

- Music in the Parks
- Musical Theater, Rock-n-roll, and making movies camps
- Labor Day Arts Festival
- Concourse Gallery

Cultural Arts provide essential services through community events and a mix of important and value-added educational programs.

TENNIS

This core program area provides recreational, instructional, and competitive tennis opportunities that promote health and wellness. League play through the Greater Columbus Tennis Association is an important component for tennis in Upper Arlington. Examples of programs in Tennis include:

- Recreational Tennis
- Tennis Lessons
- League Play

Programs in this area apply to ages six and up with the offerings being important and value-added. The program offerings in tennis are mostly saturated and declining. This will require a concerted creative effort to reenergize participation.

The majority of the tennis programs take place at the clay court facility while some lessons are conducted on hard surface courts. Seasonal membership is required for all programs at the clay court facility except beginner level lessons. Programs on hard surface courts do not require a membership and could be an opportunity to introduce new programs.



YOUTH

This core program area includes opportunities for youth in sports, arts, enrichment, camps, STEM and special population programs. The goals are: to promote healthy lifestyles, enrichment and education to participants 0-17 years and adults in parent-child programs, to provide opportunities for individuals with disabilities to recreate and socialize, and to provide community events with entertainment, games and themed activities to provide families and community members opportunities to have fun and make memorable experiences in our community parks. Examples of programs include:

- Enrichment and Education
 - Kidz Home Alone
 - Babysitting
 - S.T.E.M. Programming
- Sports and Wellness
 - Sporties For Shorties
 - Soccer Shots
 - T-ball
 - Learn to Volley
 - Little Dribblers
 - Tumbling
 - Mother Daughter Yoga
 - Family and Youth Open Gym
 - Parkour
 - Fencing
- Arts
 - Kindermusik
 - Princess Ballet
 - Drama Programs
 - Artventure
- Nature
 - Fishing
 - Creepy, Crawly, Creekin'
 - Campfire Cooking
 - Hiking In The Hills
- Camps
 - Summer Day Camp
 - Winter Break Day Camp
 - Spring Break Day Camp
 - Horseback Riding
 - Skyhawks Sports
- Special Events
 - Father Daughter Valentine's Date Night
 - Spring Fling
 - Farmers' Market
 - Movie In The Park
 - Summer Celebration
 - Fall Fest
 - Winter Festival

Programs in this area apply primarily to ages 12 and under with secondary age segment being teenagers 13-18. There is a gap in programming for teens as this is a difficult target audience to reach in both awareness and participation in offerings; recently a teen open gym was offered to provide a drop-in style program. There is a diverse offering of programs in the classifications of essential, important, and value-added. The program offerings in youth are mostly in the introduction and mature phase of the lifecycle.



5.1.2 ALIGNMENT WITH DEMOGRAPHICS AND TRENDS

DEMOGRAPHIC SUMMARY

Based on population data from the Environmental Systems Research Institute (ESRI) and PROS' analysis of the data, the City's population has experienced a growth trend (0.89%), and is currently estimated at 35,794 individuals. Based on predictions through 2032, the City is expected to have 40,327 residents living within 16,281 households.

The population within the City of Upper Arlington is not very diverse. The 2017 estimates show that 90% of the City's population falls into the White Alone category, while the Hispanic/Latino category (2%) represents a smaller minority population and 7% are of Asian ethnicity. Future projections show that by 2031 the overall composition of population will become slightly more diverse. Forecasts of the target area through 2031 project a decrease in the White Alone population (to 86%), coinciding with a slight increase amongst the Asian and Hispanic/Latino population.

The City's median household income (\$104,153) and per capita income (\$58,983) are more than double the State of Ohio and just under double that of the United States. The overall age composition of the population is projected to remain consistent, but will undergo a slight aging trend. The City is projected to have a slight decrease in the percent-age of 34 year-old and younger; while the 55+ age segments are projected to experience a slight increase.

NATIONAL RECREATION TRENDS

Information released by Sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreational activities include:

- Fitness walking
- Treadmill
- Free weights
- Running/jogging
- Hiking (Day)
- Road Bicycling

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 22.3 million people reportedly participating in 2016. Golf and tennis round out the top three. Sports that have experienced significant growth in participation over the past five years are:

- Squash
- Boxing
- Lacrosse
- Rugby
- Roller hockey
- Field hockey

According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any physical activity. 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, 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.





LOCAL MARKET DEMAND

In order to identify local trends in park and recreation activities, the PROS team examined Environmental Systems Research Institute (ESRI) data for Market Potential. The Market Potential Index (MPI) measures the probable demand for a product or service in 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. In general, adult residents in the City had much higher than average potential to participate in several sports and fitness activities, indicating a relatively active community.

Residents in the Upper Arlington demonstrate a high potential to participate in the following activities:

General Sports: Golf, tennis, baseball, soccer

Fitness Activities: Yoga, walking for exercise, weight lifting, swimming

Outdoor Activities: Hiking, canoeing/kayaking, bicycling (road), Bicycling (mountain/off-road)

Commercial Recreation: Went to art gallery in last year, went to museum in last year, did photography in last year, and spent \$250+ on sports/rec equipment.

In addition to the market demand identified above, the statistically valid survey demonstrates the highest priority need for programs and services in the areas of adult fitness and wellness programs, nature programs, and community special events. Rounding out the top five are senior fitness & wellness programs and adult sports, with these two as top medium priority needs.



5.1.3 CORE PROGRAM AREA RECOMMENDATIONS

These existing core program areas provide a generally well-rounded and diverse array of programs that serve the community well at present. To sustain or increase participation levels, the City should develop programming that is within the recreation program top priorities identified in the community survey, offered at the times most people are available to participate, and include activities/elements that are enticing to the interests of residents. To keep the pulse on the community's needs, the City should regularly survey residents, not just customers but those that do not use the services as well.

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

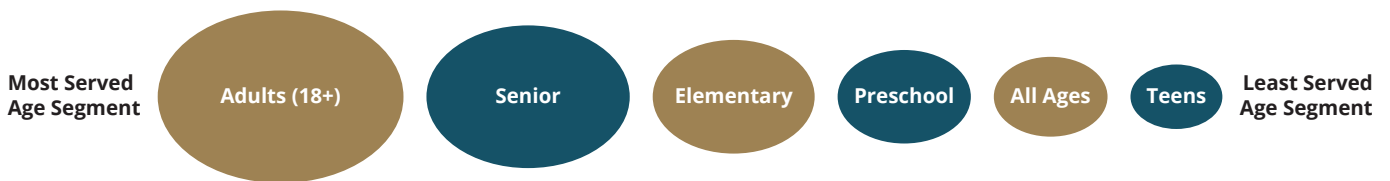
5.1.4 PROGRAM STRATEGY ANALYSIS

AGE SEGMENT ANALYSIS

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

Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (50+)	All Ages Programs
50 Plus					P	
Adult				P	P	
Aquatics	P	P	P	P	P	P
Cultural Arts		S	S	P	S	P
Tennis		S	S	P	P	
Youth	P	P	S	S/P		

Upper Arplington Age Segments



For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments and displaying any gaps in segments served (turquoise colored cells). It could also be useful for the staff to perform an age segment analysis by individual program, in order to gain a deeper understanding of the data. This could open up creativity and brainstorming for expanding a program's reach into other age segments and demographics.

Teenagers make up a critical user group for parks and recreation departments. This age segment tends to be one of the most elusive in terms of overall participation in programs. It is important to engage teens in recreation offerings to ensure that youth have an opportunity to pose a positive impact in the community. Furthermore, a department that is effective in capturing the teen segment is potentially tapping into strong volunteer resource to aid in the development of future leaders.

It should also be noted that while Cultural Arts illustrates a gap in the preschool age segment and a secondary approach for elementary, teen and senior ages, the recreation and senior divisions within the department offer art programs for these populations. Additionally, the division structure approach to program delivery has crossover with seniors participating in adult programs and the recreation division providing some aquatic and tennis programs. A unified and collaborative approach will identify any program gaps and overlaps between divisions.

PROGRAM LIFECYCLE

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

Lifecycle Stage	Description	Actual Program Distribution	Best Practice Distribution	
Introduction	New program; modest participation	15%	50-60%	
Take-off	Rapid participation growth	13%		
Growth	Moderate, but consistent population growth	24%		
Mature	Slow participation growth	33%	33%	40%
Saturated	Minimal to no participation growth; extreme competition	3%	14%	0-10%
Decline	Declining participation	11%		

The total number of programs falling into the early stages of the lifecycle (Introduction, Take-off, and Growth stages) is 52%, falling within the recommended distribution of 50-60%. It is important to have a strong percentage in these early stages to make sure there is innovation in programming and that the agency is responding to changes in community needs.

Eventually, programs move into the Mature stage, so having a considerable number of programs in the first three stages helps to ensure there is a pipeline for fresh programs. Currently, 33% of programs are in the Mature stage. This is below the recommended level and indicates an opportunity for more programming to move into this area once additional new programs are developed.

About 14% of all programs are in the Saturation and Decline stage, while the recommended distribution is that no greater than 10% of programs fall into these two stages. This could indicate that underperforming programs are possibly continued for too long. If a program is in Saturation stage, it may not necessarily need to be retired – it could be that it is a legacy program that is beloved by the community. However, it is useful to look at attendance trends – do you have fewer participants over the last few offerings? If so, the community may be looking for a different type of program. While there are exceptions, most programs in the Saturation and Decline stages are ready to retire. An

alternative to retiring is to develop a new component or activity within the program to revitalize it. It should be noted that this is more difficult to do with singular activity programs, but more successful with programs/events that have multiple components or activities.

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

5.1.5 PROGRAM CLASSIFICATION

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

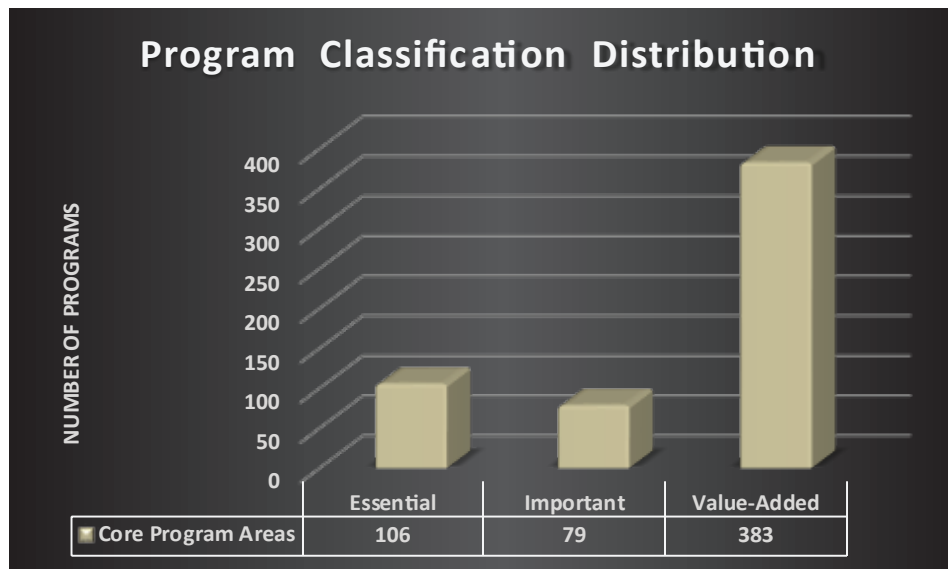
Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit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

PROS use a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following table describes each of the three PROS program classifications in these terms.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Public interest; Legal Mandate; Mission Alignment	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High public expectation 	<ul style="list-style-type: none"> High individual and interest group expectation
Financial Sustainability	<ul style="list-style-type: none"> Free, nominal or fee tailored to public needs Requires public funding 	<ul style="list-style-type: none"> Fees cover some direct costs Requires a balance of public funding and a cost recovery target 	<ul style="list-style-type: none"> Fees cover most direct and indirect costs Some public funding as appropriate
Benefits (i.e., health, safety, protection of assets).	<ul style="list-style-type: none"> Substantial public benefit (negative consequence if not provided) 	<ul style="list-style-type: none"> Public and individual benefit 	<ul style="list-style-type: none"> Primarily individual benefit
Competition in the Market	<ul style="list-style-type: none"> Limited or no alternative providers 	<ul style="list-style-type: none"> Alternative providers unable to meet demand or need 	<ul style="list-style-type: none"> Alternative providers readily available
Access	<ul style="list-style-type: none"> Open access by all 	<ul style="list-style-type: none"> Open access Limited access to specific users 	<ul style="list-style-type: none"> Limited access to specific users



With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the City. The results for each core program area are presented in **Appendix E** of this Program Assessment.



The program classification distribution demonstrates a well-established business model approach to the distribution of parks and recreation services. The variety of programming is significant, appeals to a wide segment of the population, and is supported by residents.

5.1.6 COST OF SERVICE AND COST RECOVERY

Cost recovery targets should be identified for each Core Program Area, at least, and for specific programs or events where realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

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

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

The following provide more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the City's program staff should be trained on this process.

A Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program but provides information that can be used to price programs based upon accurate delivery costs. The figure on the following page illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.





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

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

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

CURRENT COST RECOVERY

Cost recovery has several contributing factors to the desired outcome, including customer actions, satisfaction, staff training, marketing messages and methods, cost control, partnerships, sponsorships, volunteers, and market competition. The methods to measure and track contributing factors to cost recovery have been initiated with regard to City programs, services, and events. However, there is a need to refine these for ease of analysis leading to data driven decisions. For example, although staff track total participation, cancellation rate and satisfaction level, there is a need to track customer retention rate. The table below shows current cost recovery goals for those core program areas that have a goal in place. The table also presents recommended cost recovery goals, based on best-practice, that are in-line with parks and recreation departments of a similar size. Setting, tracking, and reaching cost recovery goals for every core program area will help the City justify program expense and make a case for additional offerings in the future.

Core Program Area	Goal	Actual (most recent FY)	Recommended Cost Recovery Goal
50 Plus	50%	43%	25-50%
Adult	100%	100%	75-100%
Aquatics	100%	100%	50-75%
Cultural Arts	35%	27%	25-50%
Tennis	100%	86%	75-100%
Youth	80%	71%	50-75%

As shown in the table above, cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.

COST RECOVERY BEST PRACTICE

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

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Description	<ul style="list-style-type: none"> Part of the organizational mission Serves a majority of the community "We must offer this program" 	<ul style="list-style-type: none"> Important to the community Serves large portions of the community "We should offer this program" 	<ul style="list-style-type: none"> Enhanced community offerings Serves niche groups "It is nice to offer this program"
Desired Cost Recovery	None to Moderate	Moderate	High to Complete
Desired Subsidy	High to Complete	Moderate	Little to None



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

5.1.7 PRICING

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto program areas or specific events, and strategically adjusted according to market factors and/or policy goals.

Overall, the degree to which pricing strategies are used currently is fairly robust. Current pricing tactics include age, family/household status, resident/nonresident rates, group discounts, competitor benchmarks or market rates, cost recovery goals, and ability to pay.

The few pricing strategies not currently in use are weekday/weekend rates and group discounts. These strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

Additionally, some of the pricing strategies used for one core program area may be useful in another area as well. For example, family/household pricing may be useful for Special Events or Camps & Summer Programs. Other example pricing strategies from peer agencies include military, emergency responder personnel and police, or teacher discounts. Finally, the consulting team recommends that all core program areas use cost recovery goals as a factor in determining pricing.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies. It is also important to continue monitoring yearly for competitor and other service providers benchmarking. The table below details pricing methods currently in place by the core program area and additional recommendations for strategies to implement over time.

Upper Arlington Pricing Strategies

Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
50 Plus			X					X	X	X
Adult			X					X	X	X
Aquatics	X	X	X		X		X	X	X	X
Cultural Arts			X							
Tennis	X	X	X					X	X	
Youth	X	X	X					X	X	X



5.1.8 CURRENT RECREATION PROMOTIONS

The City of Upper Arlington currently communicates with residents through the use of media such as seasonal program guides (print and online), the City website, flyers and brochures, direct mail, newsletters, email lists, paid advertising, signage, Blogs, QR codes, verbal communication with staff, advertisements, across all core program areas in their facilities, and through social media such as Facebook, limited on Twitter and YouTube. At present, recreation staff work with the City's Community Affairs Division to produce content on promotional materials. Recreation staff are empowered to use other methods to promote the programs and events.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The City has a broad distribution of delivery methods for promoting programs. It is recommended that the City develop a strategic marketing plan specifically for parks, recreation, and events that factors in current successes with centralized and decentralized processes that complements the City's marketing strategy.

A strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule
- Marketing roles and responsibilities
- Staffing requirements



The strategic marketing plan for the City's parks, recreation, programs, services, and events should integrate with and complement the City of Upper Arlington marketing plan. An effective marketing plan must build upon and integrate with supporting plans, such as this comprehensive plan, and directly coordinate with organization priorities. The plan will also provide specific guidance as to how the City's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

MARKETING & PROMOTION RECOMMENDATIONS

- Develop a strategic marketing plan specifically for the City's parks, recreation and events.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and regularly review performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.



5.1.9 VOLUNTEER AND PARTNERSHIP MANAGEMENT

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

When managed with all aspects of parks and recreation services in mind, volunteers can serve as the primary advocates for the City and its offerings. Currently, the City does have a volunteer program. Management of volunteers includes regularly tracking individual volunteers and hours served. Tracking volunteer hours can be used in budget discussions showing how well the City is able to leverage limited resources. The volunteer opportunities include Parks & Recreation, Parks & Forestry, Recreation Programs, Senior Center, Cultural Arts, Aquatics & Tennis, Labor Day Arts Festival, and Special Events, when possible, matching volunteer interests with activities. Best practices in volunteer management can be seen in the **Appendix F**.

5.1.10 RECREATION PROGRAM PARTNERSHIPS

The City currently works with several different types of partners throughout the community. While good detail was provided as part of the program assessment, it is unclear if there is a centralized database for tracking partnerships and assigning management to ensure the desired outcomes are reached. If this does not exist, a database should be developed to track all partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership, making budgetary decisions, and measure how well the staff are able to leverage resources.

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. To mitigate this, it is recommended that the City adopt a formal partnership policy, identifying a few major partnership types and ideal, measurable outcomes.

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

- All partnerships require a working agreement with measurable outcomes and should be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership, including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

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



5.1.11 PROGRAM STANDARDS AND PERFORMANCE MEASUREMENT

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists within the City's recreation programs and events. Based on the consulting team's observations, the City's program offerings are solid for a system of its size, but enhancements to performance management practices would yield overall improvements to the services provided to the community. This section is intended to provide resources and insight to move the City to a higher level of sophistication in quality management.

The use of program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members, within the agency and with outside partners, and dealing with a diverse audience at a variety of locations within the system.

Currently, the City measures participation numbers, program cancellation rates, and customer satisfaction level. Additionally, the City should consider tracking customer retention rate, which can be captured at registration or on the program survey. Surveys can be useful indicators of success if used in the right way – keeping the number of questions to a minimum and avoiding survey fatigue. The City currently conducts post-program surveys, regular/recurring user surveys, and focus groups. Additional ways to collect customer feedback include a pre-program survey (used with a post-program survey to measure change), lost customer surveys, non-customer surveys and in-facility/park surveys. Digital technology also provides for using crowdsourcing intelligence tools such as Peak Democracy, Chaordix, and Mind Mixer to collect customer feedback. While this information is useful in tracking satisfaction throughout the year, it is also a good idea to regularly conduct a statistically valid survey that will serve to substantiate the more informal surveys to use with leadership and key decision-makers.

5.1.12 QUALITY MANAGEMENT METHODS

In addition to measuring satisfaction, it is useful to have procedures in place to ensure that core program standards are met across the spectrum of offerings. This is particularly important when managing part-time, contractor, seasonal, and where applicable, partnership staff. While all staff should be trained to perform to a core set of standards, it is useful to have extra training and checks in place for staff who are not as regularly exposed to the standards as full-time staff. For staff who are delivering programs that require an extra layer of health and safety knowledge or training, such as vehicle drivers, training and quality checks should be extra rigorous.

Currently, the City has systems in place to:

- Regularly and consistently update policies & procedures
- Check on the quality of instructors
- Update performance evaluation system
- Train staff on customer service skills
- Train staff on basic and enhanced life safety
- Provide marketing training for all decentralized promotions
- Encourage and support continuing education
- Provide diversity training
- Complete performance reviews for all full-time and part-time staff



However, training has been impacted by factors including the number of hours part-time staff can work without the City incurring the costs of benefit packages and the time required to perform their responsibilities which part-time staff are relied upon to manage the operations of the system.

The City needs or should consider implementing the following performance/quality standards:

- Develop lesson plans (or, for some programs, curriculum plans)
- Provide specialty skill training
- Training on calculating total cost of facility operations and cost of service

5.1.13 RECOMMENDATIONS

IMPLEMENT ADDITIONAL SURVEY METHODS

Identify performance metrics and goals. Use additional survey methods to track performance against goals; incorporate this information into the Mini Business Plan process.

PROVIDE GREATER CONSISTENCY AND BREADTH OF QUALITY MANAGEMENT

Ensure that lesson plans are developed on a consistent basis, provide specialty skill training, and cost of facility/service training to all staff members. Assess training needs to help fulfill the recommendations in the program assessment and implement additional training of staff to meet those needs. Additionally, the department could benefit from an annual training calendar where policies and procedures are covered at the appropriate level and refresher training on safety in operations are scheduled for staff to continue to operate at a high level.



5.2 ORGANIZATION REVIEW

In July 2018, PROS Consulting engaged department-wide staff in division discussions to identify strengths, weaknesses, opportunities, and threats (SWOT) of the Parks & Recreation Department. The consulting team facilitated three sessions consisting of individuals from all levels of staff. These were open, guided discussions with the intent of developing a fundamental understanding of the organization in its current state and identifying a vision for the future from the perspective of staff.

By facilitating discussions with a larger number and variety of staff, the feedback solicited provides a more robust perspective to be incorporated into the organizational assessment. The SWOT feedback was organized into seven key categories: staffing levels, operations & maintenance, parks and facilities, work culture, programs & services, policies & procedures, financial & business development. The following provides SWOT definitions utilized to facilitate discussions and organizes feedback into summary charts for each category, both the updated and original analyses.

5.2.1 SWOT DEFINITIONS

STRENGTHS

Strengths are an internal analysis of what an organization does well and it is useful to think of strengths as special capabilities or expertise. These are things that have enabled the organization to be successful to this point, and how it has prepared itself to compete in the future.

WEAKNESSES

Weaknesses are also considered to be an internal analysis and is the opportunity for an organization to identify areas of improvement. They include problems that need to be corrected, deficiencies recognized through a comparison with other agencies or best practices, or deficiencies such as lacking the resources to grow.

OPPORTUNITIES

Once strengths and weaknesses have been identified, the SWOT analysis becomes more external in nature and involves identifying ways in which the organization can better position itself for increased success in the future.

Opportunity seeking is an external analysis of strategic factors that can enhance or improve services the organization offers (both new and existing services), and a defined customer group at which that service is targeted (again including new and existing customers)

THREATS

Threat identification is also external in nature as “internal threats” are considered to be weaknesses. Threats are external trends or forces that adversely affect the organization that cannot be left unaddressed or even ignored.



STAFFING LEVELS

		Helpful to achieving the objective	Harmful to achieving the objective
		Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin		<ul style="list-style-type: none"> • Staff develop new programs for all age segments • Wealth of knowledge and a “can do” attitude to solve problems and work together • Strong leadership and good communication • Work to tap into institutional knowledge 	<ul style="list-style-type: none"> • Understaffed for the level of creativity needed to reach all age segments. (Example, teens) • Strapped by lack of manpower when trying to expand and bring new • More focus on office responsibilities and it impacts creativity and manhours • Illnesses and vacation have a negative impact on the staffing levels • Pop-up items impact staff • Staffing for tennis in Northam is a challenge with the long season and short break for High School & College • Training: Peak Season has an impact on training and makes things very hectic • Aquatics responsibilities (hiring, training, pool start-up and maintenance) fall on a part-time employee • No custodian/tech for the senior center • Maintenance is the lowest paid full-time position in the City causing high-turnover – supervising seasonal employees so pay should be higher • Need someone with some general maintenance skills across the board • Tough to keep staff for the barn year-round as hours are less
		Opportunity (External – You may not be able to Control)	Threats (External – You may not be able to Control)
External origin		<ul style="list-style-type: none"> • Hire flex-employees to handle the fluctuation of the workload • Hire fulltime aquatics person to handle full scope and necessary skill set of aquatics and expand on low season responsibilities • Work together as staff on programming more often and plan ahead • Salary study could help identify areas where the City could improve employee retention • Could benefit from a maintenance contract for some of the repairs to maintain the quality of the facilities. • Features Advantages and Benefits identified and used in marketing to potential employees • Get help for Aquatics and Tennis Division 	<ul style="list-style-type: none"> • Training challenges can be a threat if not addressed • Approach to part-time staff makes service delivery a challenge



OPERATIONS & MAINTENANCE

		Helpful to achieving the objective	Harmful to achieving the objective
		Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin		<ul style="list-style-type: none"> • Fleet maintenance is very responsive to repairing equipment • Have plenty of equipment that helps maintain the assets • Urban forestry management is a strength for the community (arborists) 	<ul style="list-style-type: none"> • Could improve attention on athletic field maintenance and address the drainage • Other locations have dedicated staff to the fields and turf, UA does not. • Tennis courts require a lot of water and the infrastructure is old and does not reach all the areas that need the water and requires a 2-hour break • Events add more wear and tear on the fields • No fields are irrigated • Maintenance facility is not located near parks; staff spend considerable time driving instead of maintaining parks • Need maintenance plan for facilities and have dedicated staff to the facilities • Power tools need inventoried and updated with new battery cells • Things at the pool are not all being addressed (example of electrical box with an injury) • Interdepartmental communications could be stronger • Maintenance issues that happen at the pools put them out of operation until the fix is complete
		Opportunity (External – You may not be able to Control)	Threats (External – You may not be able to Control)
External origin		<ul style="list-style-type: none"> • Hire a person to shadow the pool operator before he retires • Dedicated field & turf crew • Solutions to alleviate drainage issues and repeated tasks that can be alleviated when addressed • Need updated maintenance standards and to implement them in full • Train staff on the process for the work order system especially when it comes to safety concerns 	<ul style="list-style-type: none"> • Lack of long-term knowledgeable pool operator • Lack of a succession plan • Overuse, age, and overuse of the park system • Running out of space • Sump pump hose across the pool deck to keep the system from shorting out due to water collection



PARKS AND FACILITIES

		Helpful to achieving the objective	Harmful to achieving the objective
		Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin		<ul style="list-style-type: none"> • The Barn • ADA compliant restrooms • Tremont Pool • Staff 	<ul style="list-style-type: none"> • No appropriately designed indoor programming spaces (true multi-use) • Restrooms shrank when made accessible • Struggle for program space in the Barn due to popularity of rentals • Shelters are tired • Limited storage space which is spread out – creates excessive driving time (program and maintenance) • Sharing storage in the old firehouse with several departments • Slow computers at the senior center • Power tools need inventoried and updated with new battery cells • Aging facilities cause a significant amount of pop up items that need addressed • Shelters are old and need an update
		Opportunity (External – You may not be able to Control)	Threats (External – You may not be able to Control)
External origin		<ul style="list-style-type: none"> • Update the restrooms and expand them for better flow • Have dedicated program storage space, centrally located to cut down on drive time • Technology upgrades needed at the Senior Center • Preventative maintenance schedule is needed as part of facility plans • More staff and streamline the hiring process • When upgrading Devon pool pumphouse use a system identical/similar to one of the other pools for familiarity • Train maintenance staff on the fundamentals of customer service from the maintenance side • Staff need trained on RecTrac or receive a field reservation sheet each day • Develop design standards and have staff review the plans and follow through on their input 	<ul style="list-style-type: none"> • Use of schools and the possibility of being bumped affects consistency



WORK CULTURE

		Helpful to achieving the objective	Harmful to achieving the objective
		Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin		<ul style="list-style-type: none"> • The culture now is much more open and inviting to all • Trusting Culture • Integrity • Internal appreciation of staff • Teamwork, interdependence • Very good communication within divisions/department • Great place to work, good people and strong work ethic • Staff is willing to help each other and come together to tackle challenges 	<ul style="list-style-type: none"> • Used to be a divisive environment and competitive • Use of personal vehicles to transport equipment • Cross training and increased experience is needed to keep the high standard • Communication is a challenge due to the size and location of buildings • Gaps exist with functional tasks due to staffing levels • Accountability is an issue throughout the organization • Lack of consistency within the operations of the pools and misinformation
		Opportunity (External – You may not be able to Control)	Threats (External – You may not be able to Control)
External origin		<ul style="list-style-type: none"> • Organizational Assessment to determine efficiencies and balanced workload • Set goals, revisit them monthly, and evaluate based on progress 	<ul style="list-style-type: none"> • Institutional structure has little flexibility



PROGRAMS & SERVICES

		Helpful to achieving the objective	Harmful to achieving the objective
		Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin		<ul style="list-style-type: none"> • Offer a wide variety and amount of programs • Quality programs and instructors • Post program evaluations are consistent • Programs are great • Communication is good for the most part 	<ul style="list-style-type: none"> • Trying new things regularly • Residents question quality when the facility is not exactly suited for the activity • Community recreation is lacking due to lack of facilities • Program staff are somewhat silo-ed • Turn-around time on marketing recreation programs with all the City is doing • Need more space • Relationship between RecTrac and what is being done in the field is not meshing • Lack of understanding how maintenance operates and vice versa
		Opportunity (External – You may not be able to Control)	Threats (External – You may not be able to Control)
External origin		<ul style="list-style-type: none"> • Additional UA dedicated programming space • Centralized storage for rec equipment • Train staff on promotion and selling the features advantages and benefits 	<ul style="list-style-type: none"> • Lack of owned dedicated space for indoor recreation



POLICY & PROCEDURES

		Helpful to achieving the objective	Harmful to achieving the objective
		Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin		<ul style="list-style-type: none"> • Cell phones are helpful to field staff 	<ul style="list-style-type: none"> • Need to update field use policy and field rentals • Sticking to policy, lack of policy and training • Communicate policies and procedures • Policy on discipline for staff and follow it • Use of personal cell phones and distractions impede productivity/efficiency
		Opportunity (External – You may not be able to Control)	Threats (External – You may not be able to Control)
External origin		<ul style="list-style-type: none"> • Improve the policy and permitting process on reservations that are making money in the park – reserving field spaces • Develop an onboarding process and time for people to get acclimated to the UA way • Train the staff on the parks and recreation policies with consistency 	



FINANCIAL & BUSINESS DEVELOPMENT

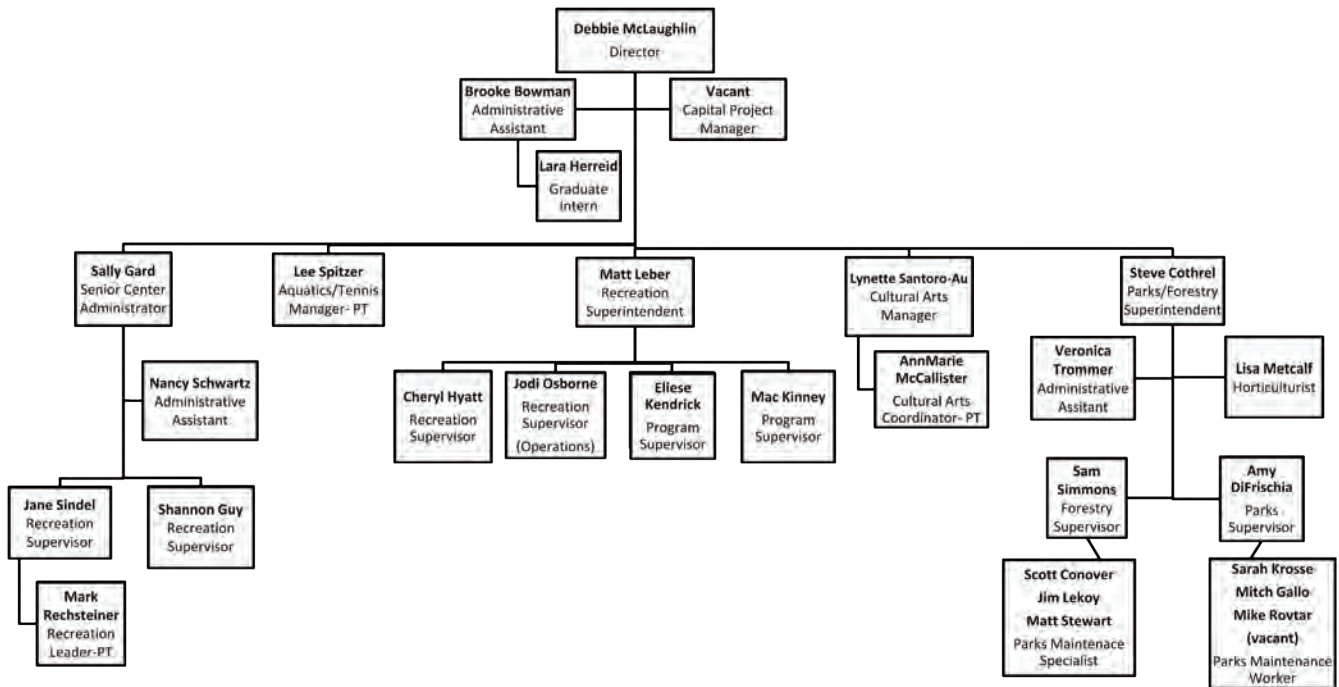
		Helpful to achieving the objective	Harmful to achieving the objective
		Strengths (Internal – You can Control)	Weaknesses (Internal – You can Control)
Internal origin		<ul style="list-style-type: none"> • Budget has improved • Senior Center staff are included in the budget approach and thinking • Senior Center has some financial flexibility due to additional revenue sources • Performance indicators are present for Rec • Maintenance has a process for operations with minimum standards • Provide additional information when asked for and time spent on understanding 	<ul style="list-style-type: none"> • Department budget process and details are kept at a high level • Staff minimally involved in the budget process • Evaluation system is constantly changing
		Opportunity (External – You may not be able to Control)	Threats (External – You may not be able to Control)
External origin		<ul style="list-style-type: none"> • Train and educate the staff on the budget process and how the money works to expand staff thinking • Understand the in-house cost of service for horticulture and cleaning • Staff could benefit from knowing the budget and performance indicators • Maximize the technology and systems to increase efficiencies • Internal expert on software 	<ul style="list-style-type: none"> • Contractors not delivering on services can negatively impact the life of the asset



5.3 ORGANIZATIONAL STRUCTURE

5.3.1 CURRENT ORGANIZATIONAL STRUCTURE

The following is the existing organizational structure for Upper Arlington Parks & Recreation Department by position.







Chapter Six

FINANCIAL ANALYSIS

6.1 FINANCIAL ASSESSMENT

This section of the report presents the financial assessment of the Parks & Recreation Department as a part of the strategic plan process. As a key element of the Plan, PROS Consulting reviewed available information to assess the financial situation of the department. The revenues, expenditures and capital funds were analyzed to identify trends and assess the department's financial integrity. The cost recovery for facilities, programs and services at major functional levels has been analyzed to assess the cost of service readiness.

6.1.1 DATA REVIEWED

The PROS Team reviewed the detailed cost and activity information prepared by the staff. Following is a list of the cost and activity data reviewed by PROS:

- Budget Reports for 2011 through 2016
- Comprehensive Annual Financial Report for 2016
- 10-Year Capital Improvement Program



6.1.2 FINANCIAL ANALYSIS

The revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 10**.

TOTAL DIVISION

Division Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	1,632,207	1,720,424	1,765,380	1,783,190	1,779,580	1,878,841
Expenditures	3,608,864	3,597,874	3,494,643	3,498,402	3,485,341	3,807,519
Net Cost	(1,976,657)	(1,877,450)	(1,729,263)	(1,715,212)	(1,705,761)	(1,928,678)
Cost Recovery %	45.2%	47.8%	50.5%	51.0%	51.1%	49.3%

Figure 10 - Revenues, Expenditures, and Cost Recovery

Overall cost recovery is between 45.2% and 51.1% for the study period. The cost recovery has been stable over the analysis period.

PROS anticipates cost recovery for park and recreation activities between 40% to 60%. The department has demonstrated the ability to maintain quality parks and facilities through consistent management of fees and charges.

GENERAL FUND PROGRAMS

The General Fund program revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 11**.

The cost recovery is between 27.4% and 38.1% for the study period. The cost recovery been consistent over recent years.

PROS anticipates cost recovery for recreation activities between 40% to 100%. The cost recovery for General Fund programs is less than anticipated.

GENERAL FUND

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	781,524	863,481	1,004,495	1,011,390	1,060,352	1,103,566
Expenditures	2,848,663	2,815,831	2,743,067	2,732,458	2,785,694	3,177,066
Net Cost	(2,067,139)	(1,952,350)	(1,738,572)	(1,721,068)	(1,725,342)	(2,073,500)
Cost Recovery %	27.4%	30.7%	36.6%	37.0%	38.1%	34.7%

Figure 11 - General Fund Revenues, Expenditures and Cost Recovery



CULTURAL ARTS

The Cultural Arts program revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 12**.

The cost recovery is between 20.2% and 43.0% for the study period.

PROS anticipates cost recovery for recreation activities between 40% to 60%. The cost recovery for Cultural Arts programs is less than anticipated except for Fiscal Year Ending 2014.

GENERAL FUND - Cultural Arts

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	44,779	55,597	72,354	84,113	78,960	76,314
Expenditures	221,600	210,124	214,332	195,542	212,759	273,358
Net Cost	(176,821)	(154,527)	(141,978)	(111,429)	(133,799)	(197,044)
Cost Recovery %	20.2%	26.5%	33.8%	43.0%	37.1%	27.9%

Figure 12 - Cultural Arts Revenues, Expenditures, and Cost Recovery

PARKS & FORESTRY

The Parks & Forestry program revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 13**.

PROS anticipates the cost recovery for parks and forestry operations between 0% to 40%. The cost recovery for Parks & Forestry programs recovery is between 0.2% and 0.6% for the study period.

Park and forestry cost recovery is generally limited.

GENERAL FUND - Parks & Forestry

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	7,856	2,430	5,530	1,311	1,525	3,565
Expenditures	1,328,562	1,263,838	1,180,348	1,141,714	1,227,778	1,346,856
Net Cost	(1,320,706)	(1,261,408)	(1,174,818)	(1,140,403)	(1,226,253)	(1,343,291)
Cost Recovery %	0.6%	0.2%	0.5%	0.1%	0.1%	0.3%

Figure 13 - Parks & Forestry Revenues, Expenditures and Cost Recovery



RECREATION

The Recreation program revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 14**. This program budget includes Barn and Shelter revenue beginning in 2011 and expenses beginning in 2016.

The cost recovery is between 95.9% and 123.1% for the study period.

PROS anticipates cost recovery for recreation activities between 40% to 100%. The cost recovery for Recreation programs is strong for study period. The funds from cost recovery over 100% may be used by the department to fund discounts and scholarships for other programs and activities.

GENERAL FUND - Recreation

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	526,336	591,915	690,210	679,969	716,064	730,063
Expenditures	548,765	576,709	560,551	558,519	612,253	760,654
Net Cost	(22,429)	15,206	129,659	121,450	103,811	(30,591)
Cost Recovery %	95.9%	102.6%	123.1%	121.7%	117.0%	96.0%

Figure 14 - Recreation Revenues, Expenditures and Cost Recovery

ADMINISTRATION

The Administration revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 15**.

Administration service does not generally have cost recovery goals.

GENERAL FUND - Administration

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	0	0	0	0	0	0
Expenditures	238,053	276,212	291,649	331,651	220,144	230,120
Net Cost	(238,053)	(276,212)	(291,649)	(331,651)	(220,144)	(230,120)
Cost Recovery %	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Figure 15 - Administration Revenues, Expenditures and Cost Recovery



SENIOR CENTER

The Senior Center program revenues and expenditures for fiscal years ending 2011 through 2016 are shown in **Figure 16**.

The cost recovery is between 25.7% and 43.8% for the study period.

PROS anticipates cost recovery for senior activities between 20% to 100%. The cost recovery for Senior Center programs is like other agencies. Senior Center fees and charges are usually structured based on the economic capacities of the citizen served.

GENERAL FUND - Senior Center

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	110,637	130,920	149,136	160,641	177,075	200,269
Expenditures	429,929	405,461	412,004	419,536	417,895	457,457
Net Cost	(319,292)	(274,541)	(262,868)	(258,895)	(240,820)	(257,188)
Cost Recovery %	25.7%	32.3%	36.2%	38.3%	42.4%	43.8%

Figure 16 - Senior Center Revenues, Expenditures and Cost Recovery

TENNIS

The Tennis program revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 17**. The expenses for Tennis do not include water until 2015 when Tremont Pool closed and staff could identify actual water expenses for tennis operations. Additionally, none of the Aquatic & Tennis Manager position expenses were charged to this budget until 2018.

The cost recovery is between 85.9% and 112.4% for the study period.

PROS anticipates cost recovery for tennis programs to be 100%. The cost recovery for Tennis programs is lower than anticipated since 2013. The cost recovery has decreased each year since 2013.

GENERAL FUND - Tennis

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	91,916	82,619	87,265	85,356	86,728	93,355
Expenditures	81,754	83,487	84,183	85,496	94,865	108,621
Net Cost	10,162	(868)	3,082	(140)	(8,137)	(15,266)
Cost Recovery %	112.4%	99.0%	103.7%	99.8%	91.4%	85.9%

Figure 17 - Tennis Revenues, Expenditures and Cost Recovery

PROGRAMS IN OTHER FUNDS

The Life Long Learning and Leisure Fund and the Tree Planting Fund use Special Revenue Fund accounting and the Swimming Pool Fund uses Enterprise Fund accounting. These funds have their own Balance Sheets.



FINANCIAL STRENGTH

Cash balances, shown in **Figure 18**, provide flexibility with respect to managing programs, maintaining assets and meeting the changing needs of the department.

Assets and Deferred Outflows to Liabilities Ratio and Deferred Inflows reflect the funds' ability to operating flexibility (don't understand what this is trying to say? Seems like a word is missing?). Any ratio above 1.5X (times) is strong.

Cash to Total Liabilities and Deferred Inflows reflects the funds' ability to cover debts. Any ratio above 1.25X is strong.

Fiscal Years Ending:	Life Long		
	Learning and Leisure Fund	Tree Planting Fund	Swimming Pool Fund
Cash and Investments	\$112,700	\$75,913	\$509,658
Non-Current Assets	\$0	\$0	\$4,729,188
Total Assets	\$112,700	\$75,913	\$5,238,846
Deferred Outflows	\$0	\$0	\$54,975
Current Liabilities	\$4,966	\$494	\$1,419
Long-term Liabilities	\$0	\$0	\$69,111
Total Liabilities	\$4,966	\$494	\$70,530
Deferred Inflows	\$0	\$0	\$181,523
Unrestricted Net Assets	\$107,734	\$75,419	\$411,796
Net Investment in Assets	\$0	\$0	\$4,629,972
Net Position	\$107,734	\$75,419	\$5,041,768
Assets and Deferred Outflows to Liabilities Ratio and Deferred Inflows	23 X	154 X	21 X
Cash to Total Liabilities and Deferred Inflows	23 X	154 X	2 X

Figure 18 - Selected Financial Statement Balances

The department has maintained adequate cash balances in the Special Revenue and Enterprise funds shown in **Figure 19**. A strong cash balance provides flexibility with respect to managing programs, maintaining assets, and meeting the changing needs of the community. PROS recommends a range of cash and investments between two-to-three months to cover unexpected revenue drops and unusual or emergency expenditures. The Special Revenue and Enterprise funds show strong cash balances to meet the needs of the respective programs.

(Table below references "Fiscal Years Ending" but there are no years included)

Fiscal Years Ending:	Life Long		
	Learning and Leisure Fund	Tree Planting Fund	Swimming Pool Fund
Expenditures	\$157,141	\$13,759	\$456,988
Cash and Investments	\$112,700	\$75,913	\$509,658
Cash as a Percent of Expenditures	72%	552%	112%
Expenditure Coverage (months)	8.6	66.2	13.4

Figure 19 - Cash Sufficiency

LIFELONG LEARNING AND LEISURE FUND

The LifeLong Learning and Leisure Fund is a Special Revenue Fund for adult recreation programs. The revenues and expenditures for fiscal years ending 2011 through 2016 are shown in **Figure 20**. The cost recovery is between 101.4% and 128.5% for the study period.

PROS anticipates cost recovery for leisure activities between 80% to 100%. The cost recovery for the fund is above anticipated recovery. The healthy cost recovery will enable the department to maintain quality programming and services.

LIFE LONG LEARNING AND LEISURE FUND

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	188,296	198,387	159,008	178,721	160,705	159,358
Expenditures	180,115	154,438	142,255	165,961	147,307	157,141
Net Cost	8,181	43,949	16,753	12,760	13,398	2,217
Cost Recovery %	104.5%	128.5%	111.8%	107.7%	109.1%	101.4%

Figure 20 - Life Long Learning and Leisure Fund



TREE PLANTING FUND

The Tree Planting Fund is a Special Revenue Fund. The program revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 21**. The cost recovery is between 116.7% and 162.4% for the study period. This fund is utilized for resident cost-sharing programs for trees in the rights-of-way and commemorative tree/bench programs. The City arbor program is budgeted in the Parks & Forestry Division.

The department cost recovery goal for arbor activities between 90% to 100%. These activities are usually funded through donations and grants. The cost recovery for this fund is greater than anticipated. The strong cost recovery provides funds to maintain and enlarge arbor program over a long period of time.

TREE PLANTING FUND

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	24,386	13,500	13,500	27,160	17,514	16,061
Expenditures	15,014	13,389	9,230	19,029	14,601	13,759
Net Cost	9,372	111	4,270	8,131	2,913	2,302
Cost Recovery %	162.4%	100.8%	146.3%	142.7%	120.0%	116.7%

Figure 21 - Tree Planting Fund

6.1.3 SWIMMING POOL FUND

The Swimming Pool Fund is an Enterprise Fund. The program revenues and expenditures for fiscal years 2011 through 2016 are shown in **Figure 22**. The cost recovery is between 97.4% and 131.3% for the study period.

PROS anticipates cost recovery for aquatic activities between 60% to 100%. The cost recovery for this fund is slightly higher than anticipated. The budget activity is for the operations of three pools in 2011-2014, and two pools in 2015 & 2016; all expenses for the Aquatics & Tennis Manager have been charged to this fund until 2018. Some pool capital expenses have been charged to this fund. The good cost recovery will enable the fund to maintain the facilities and provide quality programming.

SWIMMING POOL FUND

Revenues and Expenditures	2011 Actuals	2012 Actuals	2013 Actual	2014 Actuals	2015 Actuals	2016 Actuals
Revenue	638,001	645,056	588,377	565,919	541,009	599,856
Expenditures	565,072	614,216	600,091	580,954	537,739	456,988
Net Cost	72,929	30,840	(11,714)	(15,035)	3,270	142,868
Cost Recovery %	112.9%	105.0%	98.0%	97.4%	100.6%	131.3%

Figure 22 - Swimming Pool Fund



6.1.4 STAFFING

Staffing, shown **Figure 23**, demonstrates consistent strength to operate and maintain facilities.

Nationally, municipal park operations have experienced a significant decrease in personnel due to economic conditions. The department demonstrates commitment to parks facilities by maintaining a commitment to staffing.

Fiscal Years Ending:	2011	2012	2013	2014	2015	2016
Parks and Recreation Division						
Full Time	20.00	20.00	19.00	19.00	19.00	21.00
Part Time	31.80	31.80	36.10	36.10	35.40	34.08
Total FTEs	51.80	51.80	55.10	55.10	54.40	55.08

Figure 23 - Staffing

6.1.5 FINANCIAL POLICIES

The department should consider developing an overarching set of department financial policies, including:

- Cost Recovery
- Donation Policy: Donations, Promotions, Gifts, Bequests
- Grant Policy
- Establishing Fees and Charges Policy

COST RECOVERY POLICIES

Cost Recovery Policies will enhance the City Financial Policies for programs and services that are not set at full cost recovery. Fees and Charges policies define the process for setting fees and charges based on criteria related to public and private benefits. The policy may also establish non-resident and member pricing structures.

The Cost Recovery guidelines provide priorities for price setting and general categories for cost recovery.

DONATION POLICY

A Donation Policy provides the department with a framework for making donations from the department. The policy provides guidelines for the promotion of the facilities. General guidelines include framework for gifts and bequests, passes and certificates, exchange for services or goods to the department.

GRANT POLICY

A Grant Policy provides the department with a framework review of requirements, application and implementation of grants.

PARTNERSHIP AND SPONSORSHIP POLICY

A Partnership and Sponsorship Policy establishes criteria for participation and the process for implementing partnerships and sponsorships.



6.1.6 FINANCIAL ASSESSMENT SUMMARY

The department has a good cost recovery structure based on PROS experience with similar agencies. Some cost recovery rates decreased in recent years, indicating a need to review associated fees and charges.

The Cultural Arts area showed a lower than anticipated cost recovery for similar programs. The other programs demonstrate cost recovery rates that are like those of similar agencies.

The Special Revenue and Enterprise Funds are strong with regards to cash and net position.

The department should seek to document specific Capital Improvement Program funding sources.

The department has modified placement of revenue and expenses to division budgets to more accurately document fiscal activity.

PROS also recommends the department consider the establishment of department financial policies and specific overall cost recovery goals for each activity and program type.

6.2 CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program for parks reflects community needs identified in the staff and stakeholder meetings, the public input process, household survey, demographics, prioritized facility and program needs analysis, and physical analysis. The Capital Improvement Program focuses on two specific types of capital costs: new parks and recreation facilities needed to satisfy recommended Levels of Service; and renovation or improvements to existing parks and facilities. A summary of the Capital Improvement Program is in **Figure 24**.

In addition to providing information associated with the budgetary capital costs, this program also provides priorities based on the statistically valid community survey results and from consultant evaluation using demographics and trend data, community focus groups, and public meetings. This information is presented along with recommendations for current and future capital fund allocations. As part of this, there has been public discussion and survey questions surrounding the need to renovate the existing Senior Center and the need for multi-generational indoor programming space. Since it is the desire of the City to vet these two capital projects further before ultimately making the decision on which direction to move forward with, the Capital Improvement Program does not include costs to address either the Senior Center or a multi-generational indoor facility. However, the feasibility study to help the City get a deeper understanding is included in the City's operating budget for 2019.

Project Category	Estimated Total Project Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Critical	\$ 1,205,000	\$ 885,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Sustainable	\$ 6,530,000	\$ 535,000	\$ 555,000	\$ 80,000	\$ 180,000	\$ 1,280,000
Visionary	\$ 5,540,000	\$ 210,000	\$ -	\$ 1,875,000	\$ 1,895,000	\$ 850,000
Total	\$ 13,275,000	\$ 1,630,000	\$ 635,000	\$ 2,035,000	\$ 2,155,000	\$ 2,210,000

Project Category	Estimated Total Project Costs	Year 6	Year 7	Year 8	Year 9	Year 10
Critical	\$ 1,205,000	\$ -	\$ -	\$ -	\$ -	\$ -
Sustainable	\$ 6,530,000	\$ 1,485,000	\$ 840,000	\$ 865,000	\$ 405,000	\$ 305,000
Visionary	\$ 5,540,000	\$ 120,000	\$ 400,000	\$ 70,000	\$ 100,000	\$ 20,000
Total	\$ 13,275,000	\$ 1,605,000	\$ 1,240,000	\$ 935,000	\$ 505,000	\$ 325,000

Figure 24 - Capital Improvement Plan Summary





Chapter Seven

ACTION PLAN

7.1 VISION

"We provide meaningful experiences through quality parks, recreation facilities and programs"

7.2 MISSION

"Our mission is to provide the Upper Arlington community with a high-quality park and recreation system in the most cost-effective manner, supported through reliable and sustainable funding sources that contribute to the quality of life and economic vitality of the City."





7.3 ORGANIZATIONAL VALUES:

- Civility... respect and encourage different perspectives in our department and community
- Collaboration.... work together with the community, other service providers and City departments
- Commitment.... dedicated to service beyond self to make Upper Arlington the place to live, work and play
- Communication... internally and externally
- Community.... unified in our efforts to meet public expectations for quality parks, facilities, programs and services
- Excellence.... expect high quality performance & service
- Fun... love what we do and celebrate it
- Diversity...support difference & inclusiveness
- Fiscal Responsibility...stewards of entrusted funds
- Innovation... challenge the status quo
- Integrity...require honest & ethical decision-making
- Professional Growth... challenge staff to learn
- Respect...revere each other and those we serve
- Safety.... adhere to the highest safety and accessibility standards
- Sustainability...create capacity to endure & thrive (financially and environmentally)



7.4 RECOMMENDATIONS

7.4.1 PARKS

GOAL: SEEK TO ACQUIRE THE APPROPRIATE LEVEL OF PARKLAND TO MEET THE COMMUNITY'S NEEDS FOR ADDITIONAL TRAILS, SPORTS FIELDS AND NEIGHBORHOOD PARKS, ALONG WITH FUNDING FOR DEVELOPMENT TO ACHIEVE THE DESIRED AMENITIES FOR A VALUABLE RECREATIONAL EXPERIENCE.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.1 Work jointly with the Community Development Department and regional partners to identify land that would be suitable for pocket parks, neighborhood parks, community parks and trails to achieve a balance of park experiences.	Assess all parcels in or near the City that could be made available for purchase for use as a park, recreation facility or trail via redevelopment or zoning updates.	Capital Projects Manager, City Senior Planning Officer, Director	2019	Develop a land acquisition spreadsheet that identifies the properties, recreational opportunities onsite, proximity to connectivity, community needs (from survey) that can be addressed, and additional challenges that can be addressed.
	Consider acquiring, leasing, and/or cooperative agreements to acquire additional park properties to provide sports related activities or facilities.	Recreation, Director	2019	Include these opportunities in the land acquisition spreadsheet.
	Look to develop relationships with adjacent communities to improve recreational opportunities, to acquire land for park use or for access to parkland including the possibility of an access bridge from Upper Arlington to the Quarry Trails in Columbus.	City Engineer, Director, City Manager	2019	Once partnerships are identified, develop partnership agreements with equitable terms and access.

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.2	Assure that park design standards support people of all ages and capabilities, providing them with an enjoyable park experience, and are implemented to the same standard regardless of location and compliment the neighborhood in which they reside.	Ensure parks, as renovated, include improved ADA Accessibility.	Capital Projects Manager	2019	Document improved ADA accessibility efforts within the CIP plans, communicate improvements to the public and in the Department's progress reports.
		Develop and communicate appropriate design standards, including environmentally friendly applications for pocket parks, neighborhood parks and community parks.	Capital Projects Manager, Parks & Forestry, Director	2019	Document design standards and distribute to key development positions in the City, UAPRD staff, consultants, and contractors to ensure they are fully utilized.
		Update all park infrastructure items that are outdated and need enhancement and/or change them out to provide new amenities that best reflect the values of citizens and their community.	Capital Projects Manager, Parks & Forestry	2019	Tell the story on social media when improvements are in progress and completed, document updated infrastructure improvements in leadership reports and the annual report.
		Remove unproductive amenities in parks and replace them with new amenities that are desired by the community, such as pickleball, basketball, natural areas, and fitness equipment.	Capital Projects Manager, Parks & Forestry	2019	Identify underutilized amenities and document them, use results from the community survey to identify possible new amenities, and develop a replacement schedule based on available resources.
		Incorporate art into parks to support a sense of place and community pride, through a combination of temporary and permanent art attractions.	Capital Projects Manager, Cultural Arts	2020	Develop a public art in the parks schedule for temporary and permanent exhibits. If beneficial, use a public committee to determine location and concepts.



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.3	Develop a capital improvement strategy to enhance existing park areas to a pre-determined standard.	Develop a proper drainage plan to maximize use of existing amenities.	Capital Projects Manager, Parks & Forestry	2019	Document the approach, timeline, and resources needed to complete the needed improvements.
		Update park site furnishings to be consistent with established design standards.	Capital Projects Manager, Parks & Forestry	2020	Document site amenity style/design guide for updating, as needed.
		Develop an asset management plan for parks, and incorporate a funding plan to update park related amenities when they are near the end of their useful life.	Parks & Forestry	2019 Develop database 2020 Implement	Documented asset management plan including existing amenities, routine maintenance schedule, replacement schedule, projected costs including inflation, and the new amenity. Update annually to include new amenity details.
		Update playgrounds on a rotational basis based on standard lifecycles.	Capital Projects Manager, Parks & Forestry	2019	Documented Playground asset replacement schedule, prepare budgets to include costs, and execute replacements, as documented.
		Incorporate and update sidewalks, paths, trails, park lighting, signage, irrigation, and facilities as needed in signature parks.	Capital Projects Manager, Parks & Forestry	2019	Include any updates to the CIP developed as part of this plan.
		Continue to explore opportunities for a balance of developed and undeveloped natural areas within the park system.	Capital Projects Manager, Parks & Forestry	2019	Establish a natural resources management policy identifying the purpose, outcomes, and percentage of developed vs. undeveloped land to achieve the appropriate balance.



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.4	Develop management plans for parks with unique facilities/amenities that focus on updating existing outdated recreation facilities, identifying and addressing facilities that have become obsolete and incorporating improvements to maximize their value and use.	Develop a maintenance management plan and understand the true cost to manage department standards for park lands and amenities, city and park forestry, paths, trails, city and park landscape areas, and recreation facilities that demonstrate the value of living in Upper Arlington. This includes the establishment of appropriate staffing levels.	2021	Conduct a cost of service spreadsheet and incorporate into the maintenance management plan.
		Develop appropriate parking strategies, on-site storage and amenity improvements at existing parks to support users' needs.	2019	Conduct an analysis of parking, storage needs, and other needed improvements at existing/future parks based all uses (public, private, civic organizations) at each location.
		Seek to connect existing multi-use paths within UA other cities' trail systems to maximize the opportunity for residents to use off road trails and have a wider experience.	2019	Document opportunities and work with other City Departments and regional agencies to develop connections.
		Incorporate heart healthy paths within existing parks to encourage people to use trails for fitness and health-related experiences.	2020 Plan 2021 Implement	Incorporate heart healthy paths within existing parks to encourage people to use trails for fitness and health-related experiences.
		Determine the appropriate park maintenance and storage facilities needed to support the system adequately.	2019	Conduct a capacity demand study for all department facility needs including equipment storage, personnel space needs, work function needs, and parking to develop a strategy to address all needs.



7.4.1 PARKS

GOAL: ACHIEVE THE APPROPRIATE LEVEL OF INDOOR AND OUTDOOR COMMUNITY RECREATION SPACE FOR PEOPLE OF ALL AGES AND ABILITIES.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.1 Identify the indoor and outdoor recreation facilities necessary to serve the recreation needs of residents.	Conduct a feasibility study to explore the opportunity to develop a multi-generational center for residents.	Capital Projects Manager, Director	2019	Feasibility study funded, contracted and completed.
	Address the deficiencies of the existing Senior Center.	Senior Center, Capital Projects Manager, Director	2019	Upon conclusion of the Indoor recreation Feasibility Study, determine most appropriate solutions for short-term and long-term to move forward.
	Update the infrastructure of Devon Pool to maximize the value to residents.	Aquatics/Tennis, Capital Projects Manager, Director	2019	Develop a project plan for Devon Pool to address the aging infrastructure.
	Resurface existing park pathways at Thompson, Reed Rd, Fancyburg, Sunny 95, NW Kiwanis/Burbank, and Northam parks.	Capital Projects Manager, Parks & Forestry	2021	Project specifications developed and funds budgeted to conduct scheduled resurfacing projects.
	Consider expanding shelter house replacements needed to accommodate larger groups, programs, and summer camps.	Capital Projects Manager, Parks & Forestry, Recreation	2020	Determine internal needs for shelter houses and anticipated public uses to determine the appropriate size of replacement shelters.
	Consider all-weather turf for athletic fields to accommodate usage demands.	Capital Projects Manager, Parks & Forestry, Recreation	2019	Meet with outdoor turf field manufacturers/ representatives to identify pros/cons, maintenance, costs, and feasibility to address needs/issues.
	Develop year-round restrooms at community parks to support user needs.	Capital Projects Manager, Parks & Forestry	2019	Incorporated into facility development plans, funds allocated, and scheduled improvements completed.



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.2	Develop a recreation facilities plan with the Upper Arlington School District and other service providers to support the recreation needs of residents.	Develop a school/park system usage plan that incorporates sharing existing and future facilities to support the sports and recreation needs of the community.	Recreation Superintendent, Director	2019	Discussions leading to a Documented plan including purpose, approach, opportunities, equitable terms, maintenance responsibilities, and schedule.
		Identify other service providers for potential collaboration in recreation space.	Recreation Division, Senior Center, Director	2020	Develop a partner database including current partners, potential partners, community outcomes, and partnership development schedule.
		Conduct a capacity study to understand recreational spaces available within the community for opportunities to offer programming.	Recreation Division, Senior Center, Director	2019	Capacity demand study completed identifying schedules, gaps, and opportunities. Update every three years.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
2.3	Study the options for updating the Northam Park Tennis Complex based on an assessment of the tennis program.	Determine the level of use and the appropriate renovation based on need.	Aquatics/ Tennis, Director	2019	Working with key user groups, document level of use within the project plan.
		Consider renovation of the tennis building, turning the entrance to the south side of the courts.	Aquatics/ Tennis, Capital Projects Manager, Director	2019	Develop concept, funding sources, timeline, and schedule improvements.
		Consider adding a park shelter near the tennis building with year-round restrooms for park users.	Aquatics /Tennis, Capital Projects Manager, Director	2019	Develop concept, funding sources, timeline, and schedule improvements.



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.4	Work with the Field Sports work group to offer quality sports programs serving the interests of the community.	Develop a plan to address how to best maximize the existing sports facilities in the City for all sports for youth and adults.	2019	Work with community sports groups to document the field sports plan.
		Develop and implement a drainage plan for the athletic fields onsite to allow them to support more games.	2019	Documented plan, funds allocated, and project scheduled for completion.
		Research the needs of sports groups based on the growth and/or decline of sports in the city and determine the best way to maximize indoor and outdoor sports space.	2019	Include research results into the field sports plan.
		Develop a plan to maximize field use that includes improvements such as additional fields, lighting, turf, and scheduling.	2019	Include research results into the field sports plan.
		Develop a funding strategy for sports in the city to update existing facilities and any new facilities desired.	2019	Identify all possible funding sources and incorporate the funding strategy into the field sports plan.
		Establish a sports field maintenance plan with responsibilities and fees including the Recreation Division, Parks & Forestry Division and sports organizations.	2019	Incorporate field maintenance (internal and external) into the field sports plan.
		Review the Athletic Field Use Guidelines and establish a utilization structure that includes scheduling priorities, fees to guide operations and produce fees to offset operational expenses. Explore universal field scheduling software for effective use of fields.	2019	Include research results into the field sports plan.



7.4.3 PROGRAMS

GOAL: DEVELOP A PHILOSOPHY IN WHICH CORE PROGRAMS DRIVE DESIGN AND OPERATIONS OF ALL FACILITIES, BOTH INDOORS AND OUTDOORS TO MAXIMIZE THE VALUE, USE AND CUSTOMER EXPERIENCE FOR PEOPLE OF ALL AGES, INTERESTS AND ABILITIES.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
3.1	Match core program needs to indoor and outdoor recreation spaces.	Develop new programs in each core program area, based on the trends to increase participation and serve more users.	2019	Using the program development process, develop new programs for scheduled release.
		Establish a cost recovery goal for each core program based on its classification value (essential, important, and value-added designation).	2019	Updated cost recovery goal for each core program area, review annually, and update to include actual cost recovery achieved.
		Develop key performance indicators by tracking seasonal participation such as minimums / maximums, cancellations, cost of services, cost recovery levels met, customer satisfaction levels.	2019	Documented spreadsheet, regular data entry including all key performance indicators, and review by staff to respond to changes.
		Annually update the lifecycle distribution to ensure that programs are not being offered longer than necessary.	2019	Update the spreadsheet with the individual program lifecycle identified and the full program distribution chart.
		Develop an arts plan for the City to support the needs of residents for the arts, both indoors and outdoors.	2020	Documented plan for Upper Arlington Public Art.



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
3.2	Consider development of new core programs based on the 2018 citizens' survey priorities.	Develop new core program areas over the next five years for adult wellness and fitness, nature education / outdoor adventure, people with disabilities, performing arts, adult sports programs, teen services based on the PIR priorities in the community survey, including the staffing needs as it applies to full-time, part-time and seasonal staff.	2019	Document new core program areas where new programs should be developed, marketing strategy, and their scheduled release.
		Establish a pricing policy and classification plan for program services based on essential, important, and value-added program classifications, as well as the true cost (direct & indirect) to provide the program.	2019	Documented pricing policy and staff trained on policy implementation.
		Determine locations where core programs could be offered and establish business plans for each program to determine the size of the market, identify similar service providers, and then determine the level of pricing before developing or offering core programs.	2020	Develop business plan for core program areas including message to reach target audiences.
		Seek out private contractors and part-time employees to help provide classes for these core services.	2019	Where expertise is needed or resources do not exist, contract these services with credible providers.
		Seek partners who could also provide core programs or provide space to offer these programs to determine how the community will respond.	2019	Incorporate into the partner database and schedule development of partnership.



Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
3.3		Set a data tracking process of the top metrics for program outcomes and train staff on each component.	2020	Schedule data entry and review of collected metrics.	
	Develop a program plan for recreation staff to follow that tracks all key program components in one location, with a dashboard to demonstrate inputs, outputs, and outcomes.	Set up business plans for each core program area to track and meet the established expectations for the programs and include cost of service.	All Department Program Staff	2019	Define the cost of recreation services and incorporate into business plans.
		Promote programs through all available marketing methods based on the preferred ways to learn of activities, as identified in the citizen survey.	All Department Program Staff, Community Affairs Division	2019	Develop a marketing strategy for each program and document in the recreation program plan.
		Develop a comprehensive program plan for accreditation purposes over the next three years.	All Department Program Staff	2019	Ensure that CAPRA Standards are identified and incorporated in the program plan.



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
3.4	Develop policies that support program operations to maximize value, cost efficiency, and productivity.	Develop an effective pricing policy to achieve the cost recovery goal desired for each program and compliment programs with the desired facility.	All Department Program Staff	2019	Documented and approved pricing policy.
		Market programs in underutilized facilities to maximize their value and increase use of the facility.	All Department Program Staff, Facility Operations Staff, Community Affairs Division	2019	Identify programs in underutilized facilities and develop a marketing strategy to increase participation.
		Develop written polices and agreements such as public/public, public/private, and public/not-for-profit partnerships to maximize each other's value, expectations, and costs.	Division Leaders, Director	2020	Use partnership best practices to document partnerships.
		Evaluate and report on the results of each partnership each year as part of the annual report for the Parks & Recreation Department.	Division Leaders, Director	2020	Include as a term in each documented partnership.



7.4.4 OPERATIONS

GOAL: INCORPORATE DESIGN STANDARDS FOR ALL PARKS AND AMENITIES TO SUPPORT EFFICIENT OPERATIONS BASED ON OPERATIONAL AND MAINTENANCE STANDARDS, TIED TO STAFFING STANDARDS FOCUSED ON ACHIEVING THE RIGHT OUTCOME FOR THE RIGHT COSTS.

	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.1	Incorporate maintenance standards into each park, park amenity, trail, landscape area, or tree-scape in the City and track the true costs to produce an acre of park, square foot of landscape area, per tree, per amenity (playground, athletic field, etc.) or a mile of trail for existing and/or new parks, park amenities, trees, trails, or landscape beds.	Incorporate existing park facilities and assets into the Public Service Management System for tracking work tasks and true costs to account for long-term costs.	Parks & Forestry, Facility Manager	2021	Data entered into Public Service Management System including staff time, salary, costs, frequency, and potential cost savings to explore.
		Track time and costs on all projects to determine the best way to deliver the service as it applies to full-time employees, part-time employees or contractual service providers.	Parks & Forestry, Facility Manager	2022	Data entered into Public Service Management System
		Determine where to incorporate art in the parks and the cost to accurately maintain each piece to the level desired	Cultural Arts, Capital Projects Manager, Parks & Forestry	2020	Incorporate into Arts & Culture Master Plan.
		Maintain the existing forestry & street tree program to support community canopy coverage goals, property values, and environmental sustainability.	Parks & Forestry	2019	Tell the story of sustainable efforts on social media and in annual report.
		Review the structure and staffing of the horticulture/beautification program to determine appropriate staffing levels relative to program expectations, contractor oversight, and true contract expenses.	Parks & Forestry, Director	2020	Track key performance indicators in horticulture and document in Public Service Management System to determine true cost to the Town and if contracting is still the best approach.



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.2 Determine the right staffing mix between full-time, part-time and seasonal staff to achieve the maintenance standards desired.	Determine each task that the maintenance division or facility operations staff (i.e. parks, pools, tennis, shelters, senior center, etc.) are expected to perform and establish if it is a core-essential, important, or value-added task. Then determine if each task should be completed by full-time, part-time, or seasonal staff and the number of times each year it needs to be accomplished, as well as the total cost of the task.	Parks & Forestry, Recreation, Senior Center, Aquatics/ Tennis, City Facility Manager	2021	Maintenance frequency, staff needed, FTE, and level of service to be incorporated into maintenance management plan.
	Develop a park category system for quality of maintenance, level of use, and the standards desired.	Parks & Forestry, Director	2021	Develop standardized quality that is incorporated into the maintenance management plan.
	Determine and document the responsibilities as it pertains to sports fields for maintenance, management, and cancellations for greater efficiency.	Recreation	2019	Incorporated into the maintenance management plan and field sports plan.
	Define and document volunteer opportunities for certain park functions including special events to help maintain the system and provide services.	Parks & Forestry, Recreation, Cultural Arts	2020	Incorporated into the maintenance management plan.
	Ensure that the department has the most cost-effective equipment to do the work required in the parks.	Parks & Forestry	2019	Regularly research advancements in technology to improve efficiency and effectiveness of maintenance operations.



Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.3	Update the City Council and the Parks & Recreation Advisory Board annually on the progress of Comprehensive Plan goals and performance measures.	Develop a work session with the Park & Recreation Advisory Board and City Council on the park performance outcomes achieved and the costs to provide.	2019	Prepare presentation and discussion to follow, schedule meeting with outcomes needed from officials and conduct the meeting to take action based on direction provided.
		Establish with the City Council costs to add new elements into the parks as it applies to land, recreation facilities or amenities so those dollars can follow what is expected in the maintenance operational budget.	2019	Provide information for Council work session or in conjunction with facility development plans to educate on needs for asset preservation.
		Track customer service in parks and evaluate how quickly complaints get resolved.	2020	Enter issues identified by the public into software system to educate the public and officials on the Department's responsiveness and associated costs, review for service improvements.
		Incorporate an endowment for art in the parks to maintain each piece for its useful life.	2020	As part of the Arts & Culture Master Plan, incorporate required endowments for art asset preservation.



7.4.5 FINANCE

GOAL: INCORPORATE A BUSINESS APPROACH TO ALL OPERATIONS THAT FOCUSES ON MEETING AN EXPECTED UNIT COST, AND COST RECOVERY LEVELS TO BE ACHIEVED THAT INCLUDE PROGRAMS, MAINTENANCE, OPERATIONS AND PARTNERSHIPS, AS WELL AS INCORPORATING ALL AVAILABLE FUNDING SOURCES TO PROVIDE COST EFFECTIVE SERVICES TO THE COMMUNITY.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure	
5.1	Develop a full cost of service assessment for the department to determine unit costs in parks and cost recovery level goals in recreation programs and facilities while taking into consideration equitable access to recreation services.	Consider having one person on staff dedicated to business plan tracking for individual parks, core programs, and recreational facilities.	Director	2020	If appropriate, assign responsibility of business management.
		Update the organizational structure to reflect the recommendations in the Comprehensive Plan and evaluate additional costs or savings in staffing over the next five years.	Division Leaders, Director	2019	Include annual organizational structure costs to accompany the organizational chart and review annually.
		Tie an updated organizational structure to the recommendations in the Comprehensive Plan and determine a timeframe to meet the necessary staffing levels.	Division Leaders, Director	2019	Anticipated staffing levels included with the organizational chart annually.
		Develop business plans, performance measures, and costing models for each City facility including the aquatic facilities, the Barn, sports fields, senior center, and tennis complex.	Aquatic/ Tennis, Recreation, Senior Center, Director	2020	Completed business plans for all facilities identified in the tactic.



	Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.2	Establish a partnership with the Upper Arlington Community Foundation and other appropriate organizations to supplement the Parks & Recreation Budget on key capital costs to achieve the recommended levels of service and improvements in the parks.	Identify capital improvement projects to partner with the Upper Arlington Community Foundation for financial support for capital improvements, special projects and/or operations.	Capital Projects Manager, Director	2019	Develop a list for tracking and annual review of progress.
		Develop one key fundraiser event per year for the Parks & Recreation Department and Upper Arlington Community Foundation to tell their story and seek funds in a fun and enjoyable setting.	Director, UACF Leadership	2020	Key fundraiser initiated and community educated on the use of the funds raised.
		Educate foundation members to help them understand details of park projects and operations.	Director, UACF Leadership	2019	Develop a brochure of park projects where additional funding is being sought as a way of educating the board members and public on the need, potential, and benefits to the community.
		Explore a foundation membership program for people to interface with on a yearly basis.	Director, UACF Leadership	2020	Membership program developed and marketing strategy established and implemented.
		Develop a gift-to-share program that articulates the capital and equipment needs of the department each year and promotes the program during the annual fundraiser.	Division Leaders, Capital Projects Manager, Director	2020	Gift-to-Share program developed and promotional messaging established and implemented.



Strategy		Tactics	Group Responsible	Start Date	Performance Measure
5.3	Develop additional funding methods to support the department.	Work with the Finance Department and City Council to evaluate funding options to support the department.	Director, Finance Director, City Manager	2020	Identify and document benefits of additional funding options for discussions.
		Explore a dedicated funding source to support the park system over the next 20 years.	Director, Finance Director, City Manager	2020	Explore the potential support for a tax-payer funded approach to support the park system and implement the steps needed to secure funding.
		Teach and train staff on all available funding methods, and how to explain them to the community correctly.	Division Leaders, Director	2019	Develop talking points that speak to the benefits and challenges associated with available funding methods for training staff.





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