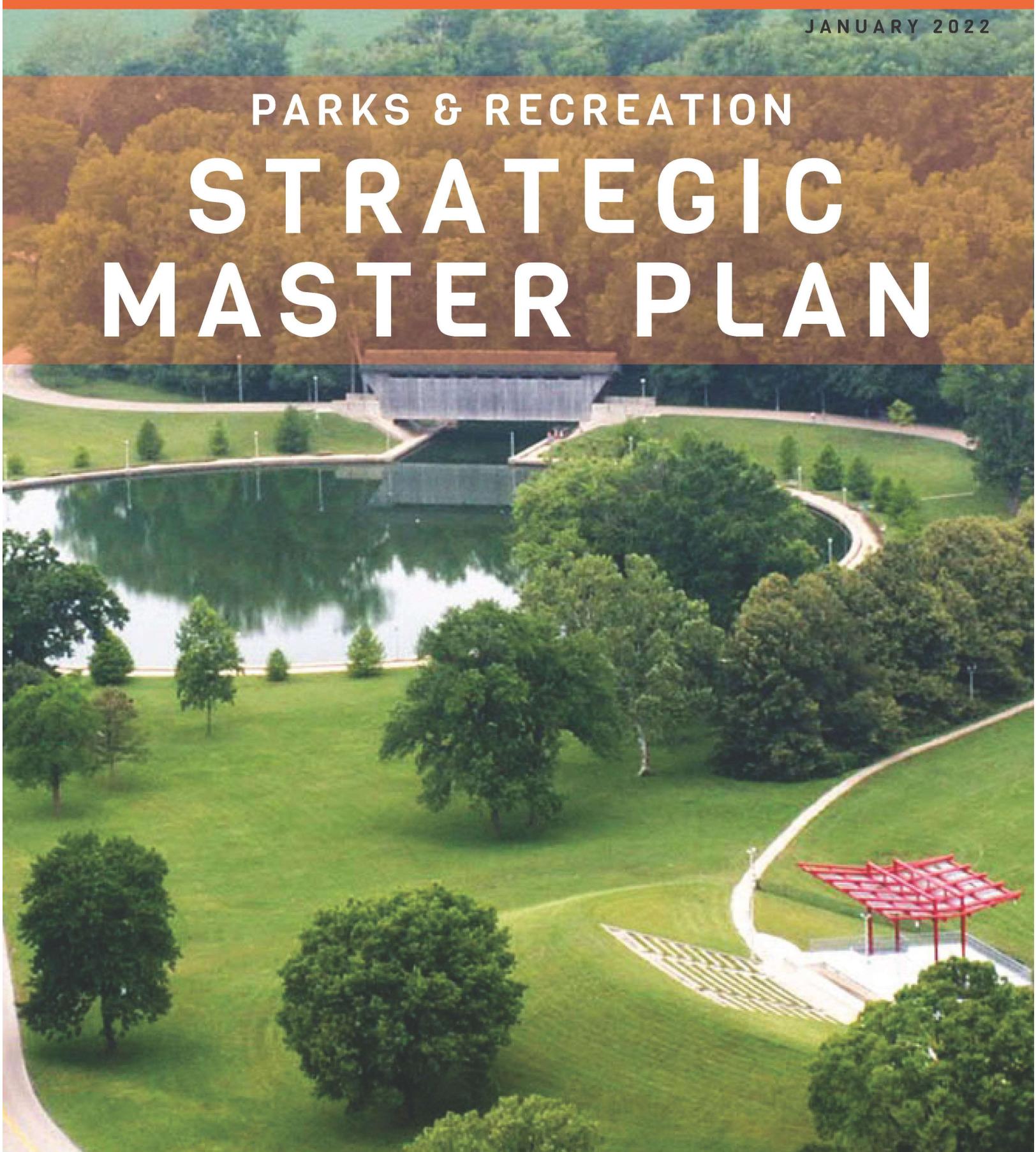


CITY OF COLUMBUS, IN



JANUARY 2022

PARKS & RECREATION  
**STRATEGIC  
MASTER PLAN**





## Strategic Master Plan

# ACKNOWLEDGEMENTS

THANK YOU TO MEMBERS OF THE COMMUNITY FOR CONTRIBUTING INPUT  
THROUGHOUT THE DEVELOPMENT OF THIS MASTER PLAN

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## CHAPTER ONE EXECUTIVE SUMMARY

### 1.1 INTRODUCTION

The City of Columbus (“City”) Parks and Recreation Department (“Department”) selected PROS Consulting to assist in developing a Parks & Recreation Master Plan (“Plan”). The purpose of the Plan is to serve as a usable “blueprint” to the staff, Park Board and the City Council in preparing a needs assessment and action plan for the growing and extremely diverse population that calls Columbus home.

This document is intended to be a dynamic and forward-thinking one to strengthen existing programs, facilities, and amenities to serve as a road map for the future.

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

- **Engage the community**, through innovative virtual and in-person public input means to build a shared vision for parks, facilities, programming, and special events and services;
- **Utilize a wide variety of data sources** and best practices to address unmet needs in the community;
- **Determine unique Level of Service Standards** to develop appropriate actions regarding parks, open space, trails, and recreation;
- **Shape organizational preparedness** through innovative and “next” practices to achieve the strategic objectives and recommended actions with achievable strategies; and,
- **Develop a dynamic and realistic strategic action plan** to ensure long-term success and sustainability for the Department’s parks and recreation services including a signature and transformational development at NexusPark.



### 1.2 PROJECT PROCESS

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders.



### 1.3 MISSION, VISION, VALUES, AND BIG MOVES

Based on an iterative visioning process with staff using community input, demographics and trends and an analysis of the Department’s programs, maintenance and operations and levels of service, the following Core Values, Vision and Mission Statement and Big Moves were developed.

#### 1.3.1 CORE VALUES

The following core values were developed through an iterative process during the Visioning Workshop with staff. These are the core values by which staff will operate. They have also helped shape the Vision and Mission for the Department.



Figure 1: Columbus Core Values

#### 1.3.2 VISION

The following is the (draft) vision statement that the Department aspires to fulfil.

*“To build a community where everyone belongs”*

#### 1.3.3 MISSION

The following mission statement serves as the “why” for the staff to do what they do everyday

*“To enrich lives”*

*#EnrichLives*

## Strategic Master Plan

### 1.3.4 BIG MOVES

Staff collaborated to identify the primary Department-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan’s vision. The following are the 5 Big Moves that were identified through this process:

1. Develop a marketing and branding approach built around telling the story of CPRD
2. Master Plan Donner Park and Pool to provide an updated aquatics facility
3. Pursue additional funding to reinvest in existing and new parks and facilities
4. Seek CAPRA Accreditation and National Gold Medal
5. Successful development of the NexusPark Campus

### 1.3.5 STRATEGIC ACTION PLAN

In addition, the Consulting Team developed an Action Plan that will be updated and utilized by staff to implement and track progress on this Plan’s recommendations. This was based on the key Strategic Areas identified during the Visioning Workshop. These were then organized based on Short-term (0 - 3 years), Mid-term (3-5 years), and On-going. The categories and some key strategies by timelines are shown below with staff continuing to develop and add to these over time.

<i>Strategy</i>	<i>Who’s Responsible</i>	<i>Timeline</i>
Add fitness amenities along People’s Trail	Parks & Trails	Short Term (0-3 Years)
Assess playgrounds to prioritize necessary enhancements/maintenance	Parks & Trails	Short Term (0-3 Years)
Assess restrooms to prioritize necessary enhancements/maintenance and add to CIP	Facilities, Programs, & Events	Short Term (0-3 Years)
Create “Branding Committee” responsible for intentionally creating Department’s brand and messaging	Funding, Marketing, & Branding	Short Term (0-3 Years)
Create Department Marketing Plan and update annually (CAPRA Requirement)	Funding, Marketing, & Branding	Short Term (0-3 Years)
Create in-depth staffing plan that addresses recruitment, onboarding, training, staffing levels, succession planning, and a salary analysis schedule	Maintenance, Operations, & Staffing	Short Term (0-3 Years)
Create standard operation procedures for all routine maintenance tasks (include in maintenance plan)	Maintenance, Operations, & Staffing	Short Term (0-3 Years)
Develop “Programming Committee” to brainstorm new program ideas, address opportunities, and create uniformed programming standards	Facilities, Programs, & Events	Short Term (0-3 Years)
Develop a Trail Plan with an emphasis on connectivity, maintenance, safety, and wayfinding	Parks & Trails	Short Term (0-3 Years)
Develop an app that is one stop hub for info on programs/trail/parks/facilities and customer feedback	Funding, Marketing, & Branding	Short Term (0-3 Years)
Develop Recreation Program Plan (CAPRA Requirement), with emphasis on NexusPark outcomes	Facilities, Programs, & Events	Short Term (0-3 Years)
Identify the return on investment from each marketing method used by the Department, investing more where the return is greater	Funding, Marketing, & Branding	Short Term (0-3 Years)

## Columbus Parks and Recreation

Make the website fully ADA accessible and a multi-lingual website for the Department (i.e., could be project website <a href="http://www.ImagineYourColumbusParks.com">www.ImagineYourColumbusParks.com</a> )	Funding, Marketing, & Branding	Short Term (0-3 Years)
Partner with Human Rights Commission to assess programming and event needs for underserved populations	Facilities, Programs, & Events	Short Term (0-3 Years)
Work with the Foundation to enhance Chuck Wilt scholarship to include adults; or create an adult scholarship fund.	Facilities, Programs, & Events	Short Term (0-3 Years)
Develop maintenance plan for existing parks and facilities that include standards and performance measures	Maintenance, Operations, & Staffing	Mid Term (4-5 Years)
Expand the “People Trail” to increase connectivity throughout entire City	Parks & Trails	Mid Term (4-5 Years)
Implement new work order system to help track/document needed work, improvements and key performance indicators using collected data for cost per acre, cost per capita, and fulltime equivalents	Maintenance, Operations, & Staffing	Mid Term (4-5 Years)
Master plan all existing parks that need improvement, while considering recreation programming needs to drive the design	Parks & Trails	Mid Term (4-5 Years)
Master Plan Donner Center to provide updated aquatic amenities	Facilities, Programs, & Events	Mid Term (4-5 Years)
Annually review policies and procedures and update according to needs and changes in operation (CAPRA Requirement)	Maintenance, Operations, & Staffing	Ongoing
Brainstorm innovative ideas to activate outdoor spaces (i.e., high ropes and obstacle courses, outdoor adventure programming, etc.)	Parks & Trails	Ongoing
Conduct annual fee study to review and update fees as necessary	Funding, Marketing, & Branding	Ongoing
Continue to identify and share social media analytics and assess new social media	Funding, Marketing, & Branding	Ongoing
Utilize “Programming Committee” to assess and activate underutilized spaces	Funding, Marketing, & Branding	Ongoing
Utilize findings in statistically valid survey, including the top investment priorities, to expand on program offerings	Facilities, Programs, & Events	Ongoing

## 1.4 KEY FINDINGS

Following the assessment of the Department’s parks and recreation system, a variety of key findings were identified to support the implementation of the Master Plan. These key findings help to guide decision-making for the next five to ten years and are based on data sources identified or community input and consultant assessments.

### 1.4.1 DEMOGRAPHICS & TRENDS



Figure 2: Demographics Infographic

#### Summary

- **Age:** The population is beginning to skew toward the older age segments. 30% of residents are now over the age of 55-years old (up from 26% in 2010) and that number is expected to grow steadily over the next 15 years.
- **Race:** The City’s current population is majority White Alone (85%) and the largest minority is Asian (5%). The 2021 estimate also shows below national average representation of all minority groups, with Black alone (3.4%), Some Other Race (3.4%), and American Indian (.3%) populations being substantially lower than the national average.
- **Ethnicity:** The City’s percentage of Hispanic/Latino Population (8%) is much lower than the national average (18.6%). This population is expected to increase by 2036 to 10% of the population.
- **Household income** (\$67,250) is higher than both the state (\$57,268) and national averages (\$64,730). The City’s per capita income (\$35,598) is also higher than both the state and national averages (\$30,129 & \$35,106).
- **Local recreation trends** show average, to slightly below average participation across most categories assessed with the most popular activities being those that take place outdoors.

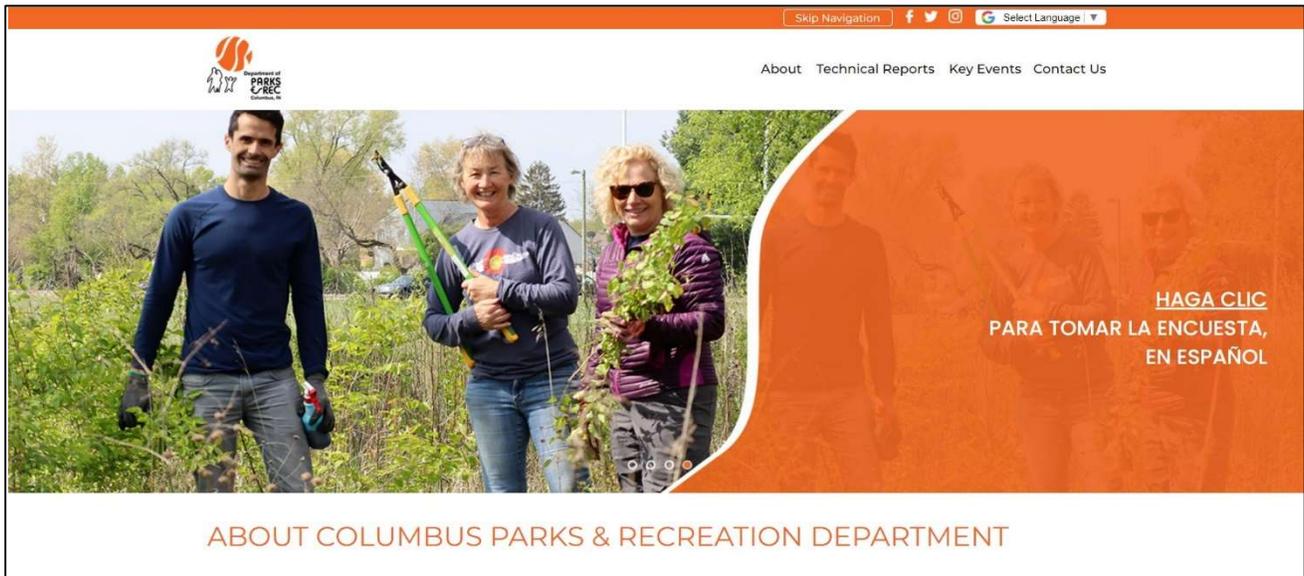
1.4.2 COMMUNITY ENGAGEMENT



Figure 3: Public Input Infographic

# Strategic Master Plan

The ADA-accessible, multilingual and responsive design website [www.ImagineYourColumbusParks.com](http://www.ImagineYourColumbusParks.com) was used throughout the entire planning process.



## Columbus Parks and Recreation

### 1.4.3 STATISTICALLY VALID SURVEY

ETC Institute conducted this statistically valid survey via mail, phone and online for Columbus respondents. The goal was to obtain 325 completed surveys and was exceeded with a total of 419 completed surveys. The overall results for the sample of 419 households have a precision of at least +/-4.7% at the 95% level of confidence.

The Priority Investment Rating (PIR) was developed to provide an objective tool for prioritizing investments. The PIR equally weighs (1) the importance that residents place on facility/program and (2) how many residents have unmet needs for the facility/program. [Details regarding the methodology for this analysis are provided in **Section 3.2** of this report.]

**Priorities for Facility/Amenity Investments:** Based the Priority Investment Rating (PIR), the following six facilities/amenities were rated as high and top medium priorities for investment:

- Indoor walking/jogging track (PIR=172.5)
- Restrooms (PIR=137.6)
- Multi-use unpaved trails (PIR=129.9)
- Indoor aquatic center (PIR=125.6)
- Multi-use unpaved trails (PIR=92.6)
- Indoor Recreation Facility (PIR=88.8)

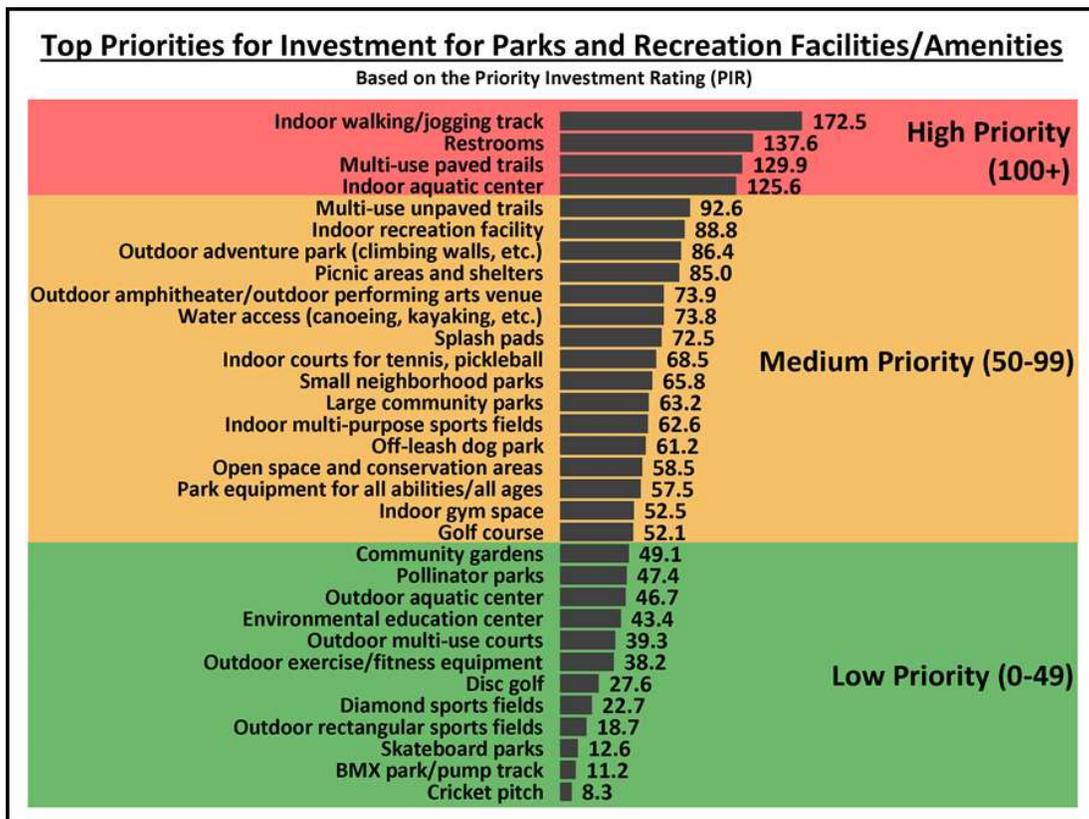


Figure 4: Top Facility/Amenity Priorities for Investment

# Strategic Master Plan

**Priorities for Program Investments.** Based on the priority investment rating (PIR) the following five programs were rated as high and top medium priorities for investment:

- Adult fitness and wellness programs (PIR=175.2)
- Farmer’s market (PIR=146.8)
- Community special events (PIR=124.9)
- Senior fitness and wellness programs (99.8)
- Cultural enrichment programs/events (83.4)

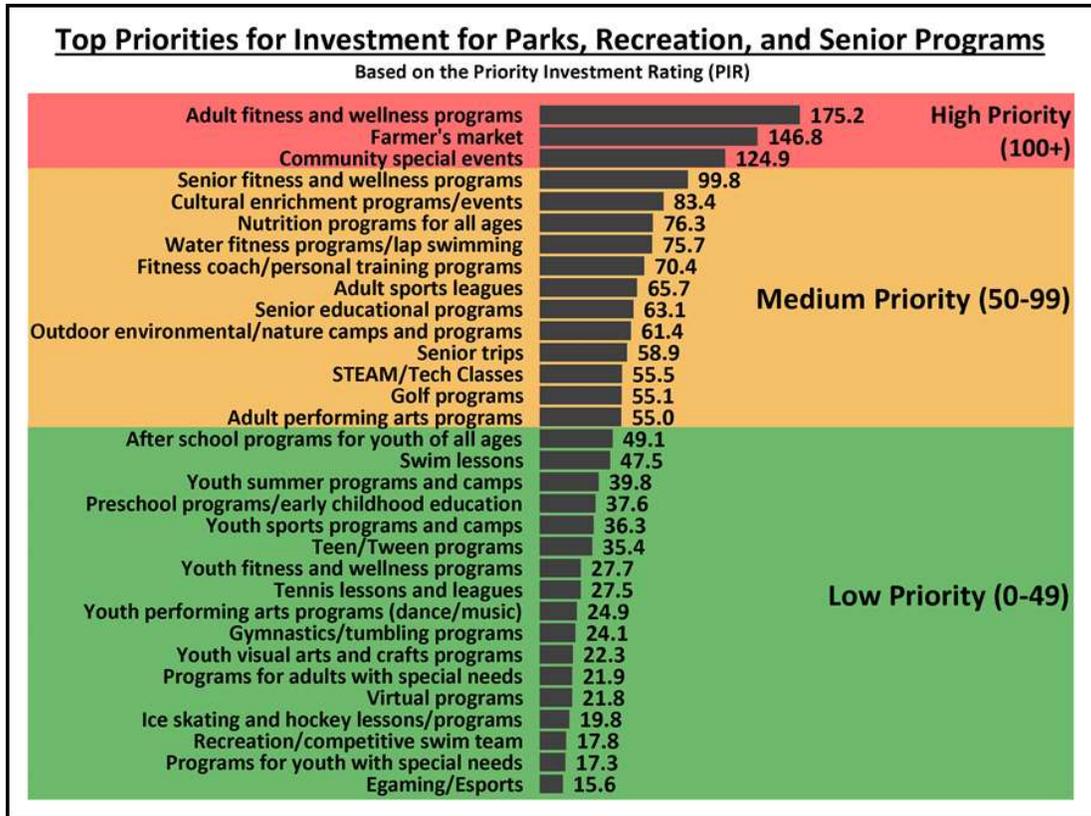


Figure 5: Top Recreation Program Priorities for Investment



1.4.4 PROGRAM ASSESSMENT

In consultation with the Recreation Division staff, the consulting team identified the following Core Program Areas currently being offered:



Figure 6: Existing Core Program Areas

KEY FINDINGS

After reviewing all the data provided by the Department and information generated through the public engagement process, several key findings, or emphasis areas, are presented:

- **NexusPark:** The addition of NexusPark and its additional facilities will provide the Department an opportunity to address many, if not all the community’s programming needs. Using the program assessment results, including the top priority investments, will help ensure that parks, facilities, amenities, and programming is aligned with the communities’ identified needs.
- **Core Program Areas:** The Department will need to continue evaluating Core Program Areas as priorities shift and the community demographics evolve and they must be aligned with the community’s needs from the statistically valid survey results. The Department staff should evaluate Core Program Areas and the individual programs on an annual basis to ensure offerings reflect community needs.
- **Age segments:** Consider the long-term development of programs for Active Adults that may include social services, community engagement, mental, and/or physical health goals. The Department should develop content that targets specific age segments within the Core Program Areas that are primarily all ages programs.

## Strategic Master Plan

- **Program Lifecycle Analysis:** The Department should complete this analysis on an annual basis and ensure that the percentage distribution closely aligns with the 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.
- **Program Development and Marketing Plan:** Each new program and existing program should have a solid program development and marketing plan. The Department needs to ensure target markets and age segments are reached through appropriate media. Social Media should be utilized at a higher level to share the Department's story and help the community understand the importance of the work you do.
- **Volunteer and Partnership:** Volunteers are important to continue to assist with meeting the needs of the community. The Department should know the cost of providing this service and compare it to the outcomes being achieved. This will help demonstrate leveraging resources and ensure that the outcomes match the effort.



# Columbus Parks and Recreation

## 1.4.5 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 Columbus’s service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is over saturated.

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

The source for the population used for standard development is the estimated 2021 population and as reported by Environmental Systems Research Institute, Inc. (ESRI). The shaded areas in the Equity Maps indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. 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. Additionally, some circles are shaded a different color which represents the “owner” of that particular amenity or acre type.

There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.

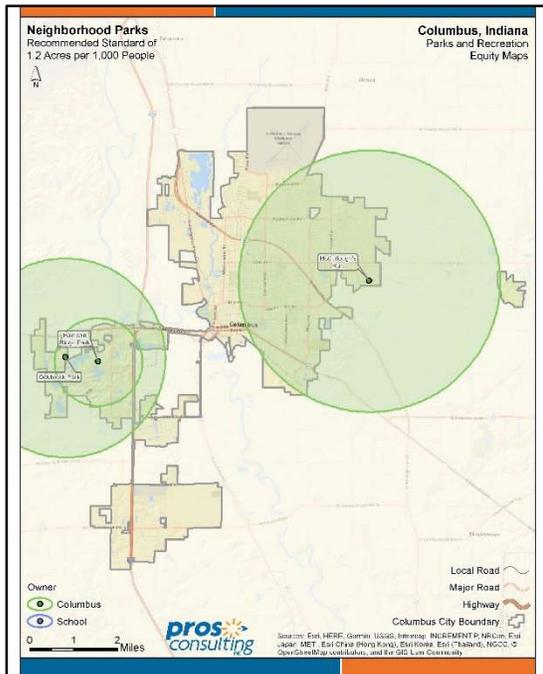


Figure 8: LOS Equity Map (Neighborhood Parks)

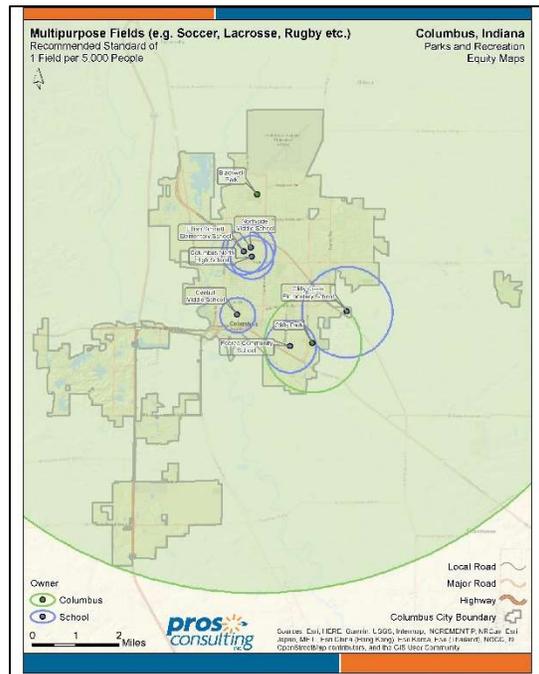


Figure 7: LOS Equity Map (Multipurpose Fields)

### 1.4.6 NEXUSPARK OPERATIONAL IMPACTS

NexusPark is a new community destination that intends to turn a mostly vacated mall into a special community asset. This repurpose is truly a win-win project. The community is coming together with civic organizations, Columbus Regional Health and the City. Repurposing this property keeps it from becoming an attractive nuisance and a dilapidated eyesore to the residents while creating a gathering space for resident programs and regional draw with positive economic impacts.

The destination will include a fieldhouse with basketball, soccer, football, volleyball and potential other outdoor sports inside on turf grass and hardcourts. Creating synergy through partnerships will create a destination with multiple services. Included in the facility are spaces for partners to have a presence, large meetings/trainings, programmable spaces, and conference room spaces. The Department will have office space and fitness facility. This unique space presents some unique challenges to the Department. The full review can be found in the Appendix. The following are operational observations from the review of the project and Department implications:

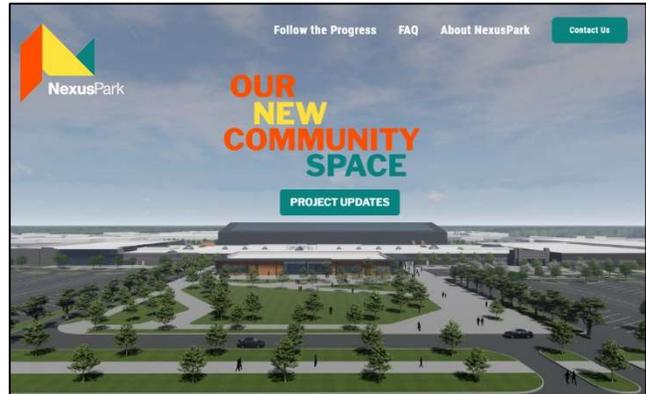


Figure 9: New Community Space Website: [nexuspark.org](http://nexuspark.org)

- **Brand Identity:** Creating a strong brand identity is essential to carve out NexusPark's portion of the market. This is especially true with similar projects planned in Auburn Indiana, Lebanon Indiana, Paducah Kentucky, and Frankfort Kentucky. All are within the three-hour regional draw of a destination facility.
- **Staffing:** Operationally, the expectations of this project are high due to the amount of community involvement. The Department will need to bring key staffing positions online with the Department at least one year in advance to develop preparedness within the Department for opening day.
- **Flexible Design:** The fieldhouse can hold many more hardcourts than turf fields. This can increase the players, teams and visitors participating in events. Subsequently, this also impacts the economic impact and direct spending locally from increased visitors. The key to success with these indoor event facilities is flexibility. Being able to change the flooring (to include min. 8 hardcourts) will increase the reach of the destination. This also increases the level of effort and overhead costs, so striking the appropriate balance is important.
- **Funding:** With increased costs impacting leisure activities across the country, additional funding may be necessary for developing the facility. Developing a capital campaign with a professional firm can help to reach the funds needed for development.
- **ProForma:** Accounting for inflation in the proforma will be necessary for the first four years to achieve the desired financial outcomes. Developing a cost of service to ensure appropriate pricing and financial sustainability is recommended.

### 1.5 CONCLUSION

The City of Columbus has always showcased a vision that outperformed its relatively small size, from the presence of international companies like Cummins to its world-renowned architectural offerings and not to forget, an exceptionally ‘sweet’ presence with a 120+ year old landmark restaurant and ice cream parlor Zaharakos. As its population continues to grow and be more diverse in nature, it is critical that its parks and recreation offerings also adapt to the global audience and the changing nature of life / work in the aftermath of the Coronavirus pandemic.

To that end, this Strategic Master Plan is the roadmap to help the Department position itself as an exceptional service provider. The community’s needs have outpaced the current staff offerings and resources and with the addition of NexusPark this gap can further widen. Thus, it is critical that as the city looks to invest in updating what it has (e.g., Donner Park and Pool) and building new offerings (e.g., NexusPark) that it continues to have a proportionate increase in staffing and resources as well.

With an emphasis on storytelling and setting ambitious goals such as CAPRA Accreditation and NRPA National Gold Medal Award, the staff has taken on the challenge and are committed to doing their best to continue to enrich lives every single day in the city.

Lastly, investments in culture building and guest experience creation will be critical to ensure that Columbus remains a place that is equitable and welcoming to all and that parks and recreation will be the help build a community where everyone belongs.



## CHAPTER TWO - COMMUNITY PROFILE OVERVIEW

### 2.1 PLANNING AREA

The City of Columbus is the 21<sup>st</sup> largest city in the state, and the Bartholomew County seat in Central Indiana. Columbus is 28.44 square miles in size as of 2020 and is a little over 46 miles from downtown Indianapolis.

The Planning area for this master plan is defined as the corporate limits for Columbus as depicted in Figure 10. Data from the Department demonstrates that citizens outside of city jurisdictions use the parks, facilities and programs. The city most recently incorporated land from Wayne Township into its jurisdiction serving as an industrial park south of the city with convenient access to Interstate 65. To the east of the city core, is the Otter Creek Golf Course that has been assumed by the city and incorporated (run and managed by a Mayoral appointed private board).

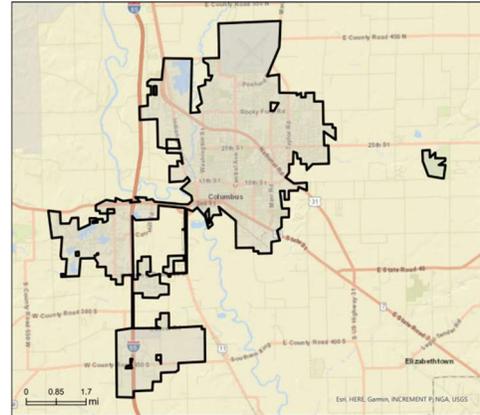


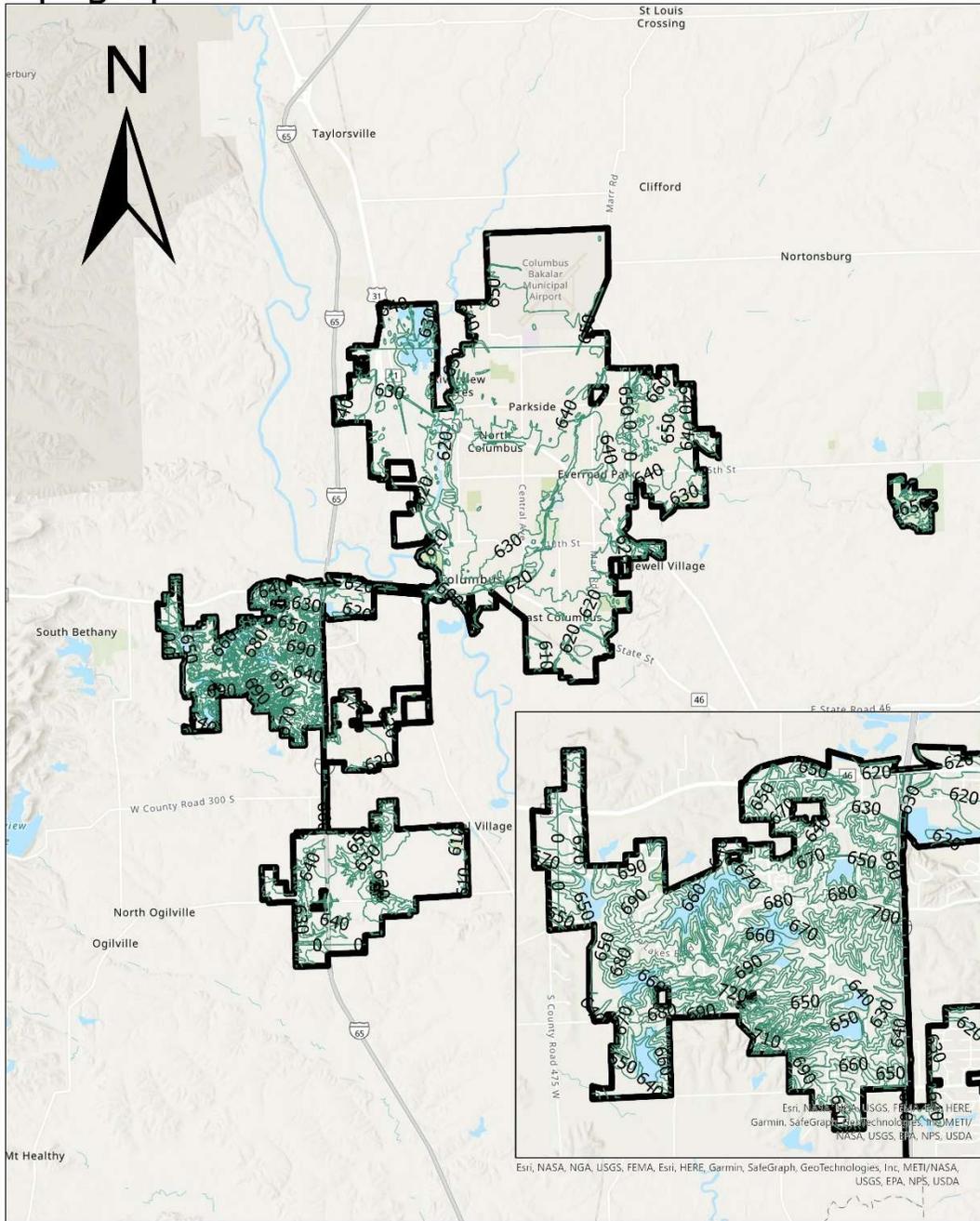
Figure 10: Planning Area & Jurisdictional Boundaries

### 2.2 NATURAL CHARACTERISTICS

#### 2.2.1 TOPOGRAPHY

Columbus sits in a spot of Southern Indiana where farmland meets forest. The topography of Columbus is mostly flat, which is not the case west of the city. Beginning within city limits the topography introduces elevation changes around the Flatrock River and west into Brown County and the Hoosier National Forest. East of Flatrock River, lies the majority of the city jurisdiction which was developed from farmland. Initially the growth areas of the city were north and east. The farmland made the cost and construction easier for developers. The elevation for the majority of the city is between 600-650 feet above elevation. The highest point in the city is 710 feet above elevation.

# Topographic Lines In Columbus Indiana in Feet



0 1 Miles

**Legend**

- Topoline
- ▬ Boundary



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4/4/2022

Figure 11: Columbus Topography Map

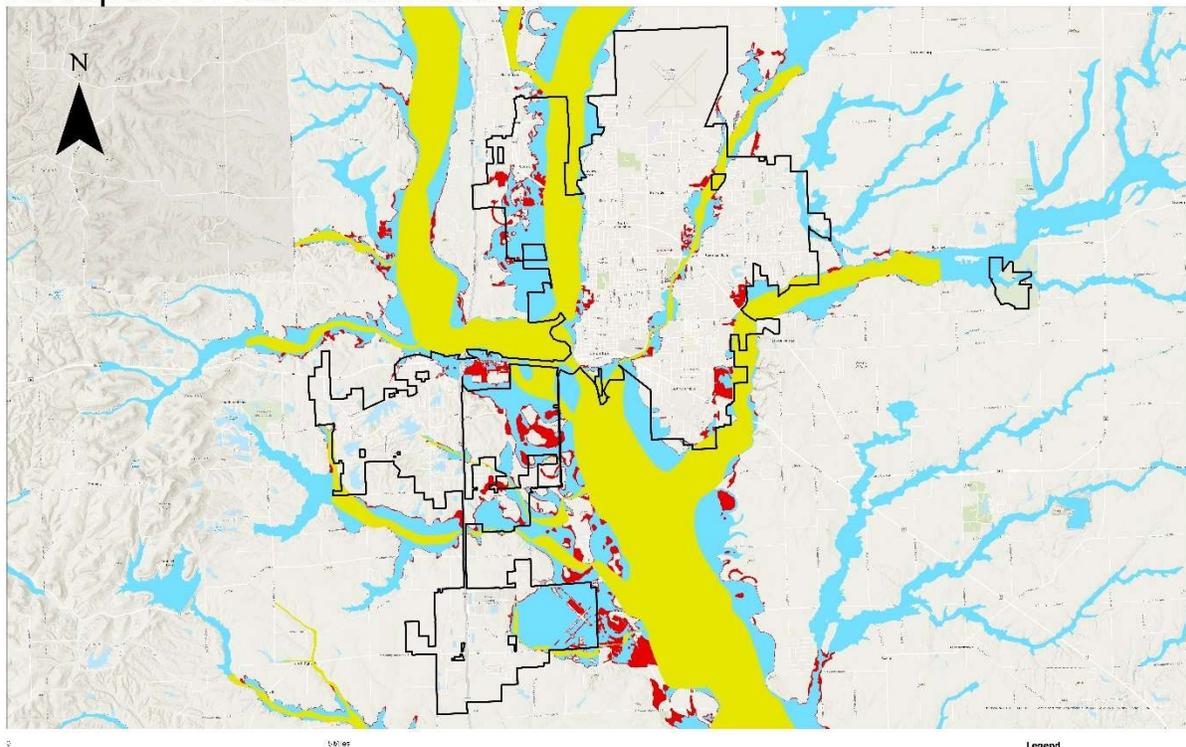


2.2.2 WATER RESOURCES

The city has three waterways as resources; Flatrock River west of the city core, Haw creek flowing southwest through the center of the city core, and Clifty Creek to the east of the city. Each of these provide recreational opportunities for the city residents. These waterways have access for kayaking and canoeing, access from adjacent parks and include sections of the People Trail running parallel.

Given the low and relatively flat land, the area is prone to flooding. One example is Mill Race Park. The flooding in this park can be as frequent as 3-4 times a year and as a result, the trail is showing signs of erosion. The city will need to master plan the site with environmental considerations driving design along with appropriate uses. Streambank restoration and armament have been incorporated in past projects within the city and applied where appropriate in future improvement projects.

Floodplain in Columbus Indiana



PROS Consulting  
4/6/2022

Sources: ESRI, City of Columbus, NRCS, NCGC



- Legend
- Boundary
  - Floodway
  - 1% Annual Chance Flood Hazard
  - 0.2% Annual Chance, Protected by Levee
  - 0.2% Annual Chance Flood Hazard

Figure 12: Columbus Floodplain

2.2.3 CLIMATE & WEATHER

Columbus' climate and temperature are typical of Indiana. Temperatures range from the average lows in January of 20 degrees (F) to the average highs in July of 85 degrees (F). Average annual rainfall for the city is 47 inches, however the city has periodically flooded. Most recently the spring rainfall caused significant flooding in June 2021 with approximately four inches of rain on June 19, 2021. The single day record of rain for Columbus was seven inches on March 25, 1913 deemed the Great Flood of 1913 affecting 21 states.

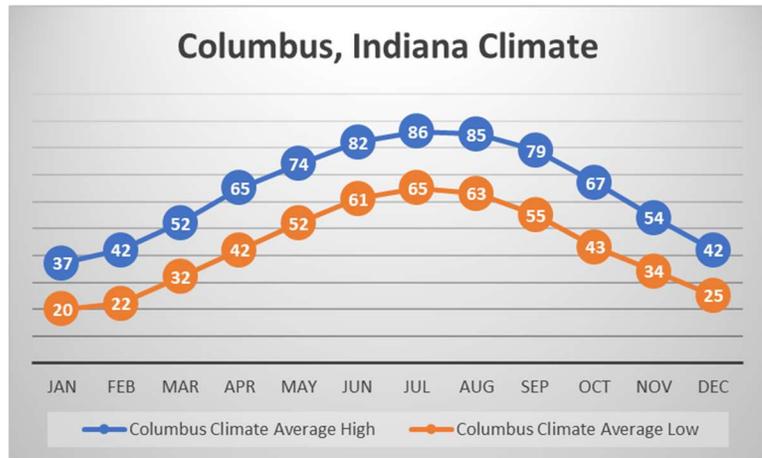


Figure 13: Columbus, Indiana Average Temperatures

Indiana can also be prone to hail, wind events, freezing rain, and tornados. In the recent five years, the park system has encountered straight-line wind damage to fences and trees. The Department budgets for fence replacement annually over the last five years, addressing damage and lifecycle replacement.

The city has removed diseased and damaged trees to protect assets and ensure a safe and enjoyable visitor experience. The city replaced the removed trees with the next generation trees, totaling 251 since 2017. The Department has been tracking planted trees, their location, and how many since 1992. In total, the Department has planted 4001 trees since tracking the plantings. The city is working towards becoming A Tree City USA community. Tree replacement is also working to replenish the urban forest for shade. In some areas shade structures have been installed, including shade over Clifty Park playground through a healthy community partnership and shade at the pickleball courts in Donner Park.

In addition to Tree City USA efforts, the Department helped the community acquire the Bee City USA distinction. Columbus became the first Bee City USA in the State of Indiana. The Department has been activating spaces within existing parks by developing habitats, such as pollinator gardens, including interpretive components. As master plans are created for existing and new parks, pollinator gardens will be considered to continue Department efforts.



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### 2.2.4 DEVELOPMENT

The city jurisdictional boundaries have limited parcels that are undeveloped. The majority of the remaining undeveloped areas are located southwest of the city along the Flatrock River corridor near the most recent annexations. There are additional undeveloped parcels north of the Columbus Municipal Airport. As identified within Section 1.2.1, the undeveloped land to the southwest and west of the city are primarily forested upland with increasing elevations. There are no city owned properties for public use within the southwest and west corridors leading into the city core.

The majority of available woodland areas that would serve the community well for parks and recreation purposes are located along the banks of the river and creek corridors. Several municipal parks are located adjacent to these southwest and west woodland areas. Parks such as Noblitt Park, Mill Race Park, Lincoln Park, Northbrook Park, McCullough's Run Park, Clifty Park, the Greenbelt Golf Course and People Trail all have environments that would be ideal for the Department to create educational and recreational opportunities that submerge participants into natural areas for outdoor education programs.

The People Trail System is a community strength and provides recreational opportunities and commuting corridors to some of the city's business and retail districts. This multi-use trail system, connects woodlands, sensitive natural areas, parks, public spaces and neighborhoods. As growth continues to the southeast of the city, opportunities exist along Clifty Creek for additional access to unique properties with natural elements that will further immerse residents into nature.

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### 2.2.5 SOILS

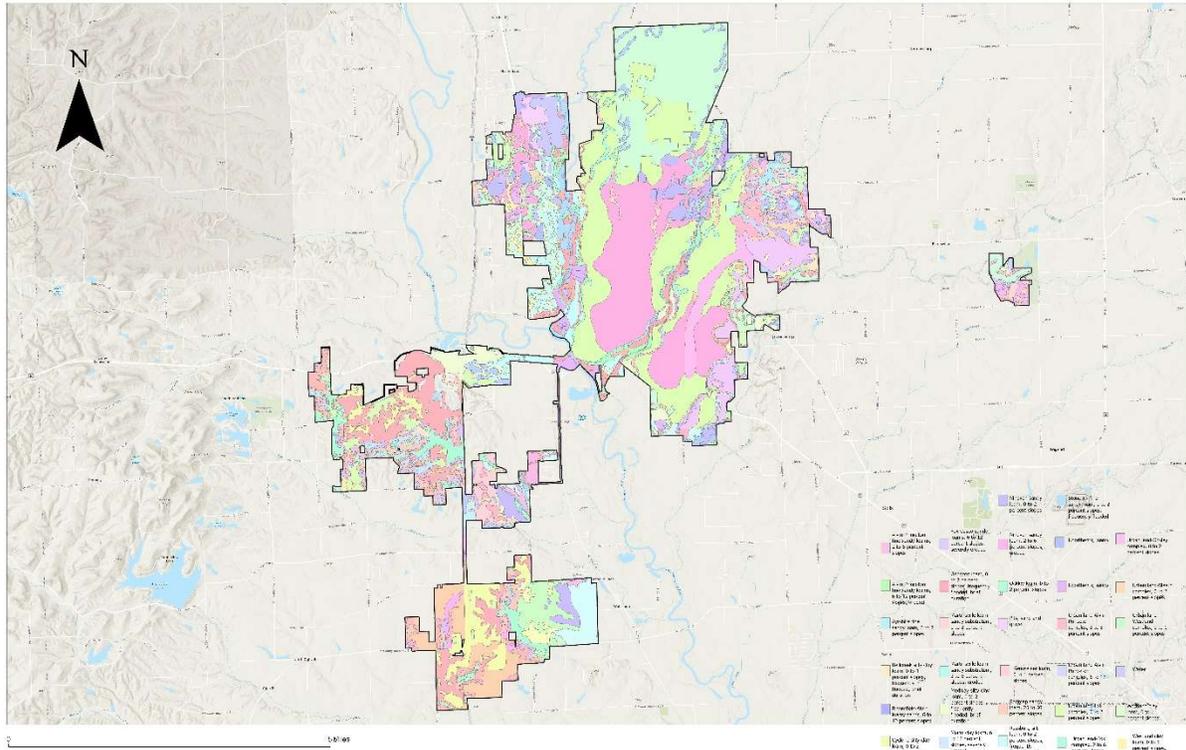
Fox series soil types are predominant in this area of Indiana including silt loams with a mixture of Nineveh soil types (classified as sandy loams). These soils are characterized as well-drained soils which are ideal for both recreational fields and building sites (United States Department of Agriculture, Natural Resources Conservation Service, n.d.). Conveniently, many of the City's existing parks are located on these soil types. Clifty Park has some of the best ball fields in the State due to existing soils. The condition of the turf is excellent with very few invasives and disease which are removed immediately. Dollar spots are commonly addressed and in 2021 army worms were mitigated.

Unfortunately, these soils also help invasives species flourish. The city has developed a plan for invasives with all departments. Each department is part of the overall strategy to remove invasive species. The city hosted 7 "Weed Wrangles" in 2021 educating volunteers on invasive species. Then the volunteers assisted in the removal of invasives (Asian Honey Suckle, Calery Pear, White Mulberry, and Garlic Mustard) in the parks and along the People Trails. As a resource to their efforts, the city has joined West Central Indiana Cooperative Weed Management Area as part of the Southern Indiana Resource Conservation and Development Council. As part of the plan, the Department is treating and removing trees due to the Emerald Ash Borer.

In Figure 14, the soils located within the corridor of the Flatrock River consist of silt and sandy loams - such as Genesse, Stonelick, and Eel series - that are subject to occasional to frequent flooding. The legend for the soils is enlarged in Figure 14. These soil types have moderate to low depth to the water table and the permeability rates are generally moderate (United States Department of Agriculture, Natural Resources Conservation Service, n.d.). Some parkland and trail corridors, including Mill Race Park and Noblitt Park, are located within these soil types. Due to the probable flooding, development within these areas should consist of fields and structures that can withstand periodic submergence.

# Columbus Parks and Recreation

## Soils in Columbus Indiana



PROS Consulting  
4/6/2022

Sources: ESRI, City of Columbus, NRCS, NCGC



Figure 14: Soils in Columbus

# Strategic Master Plan

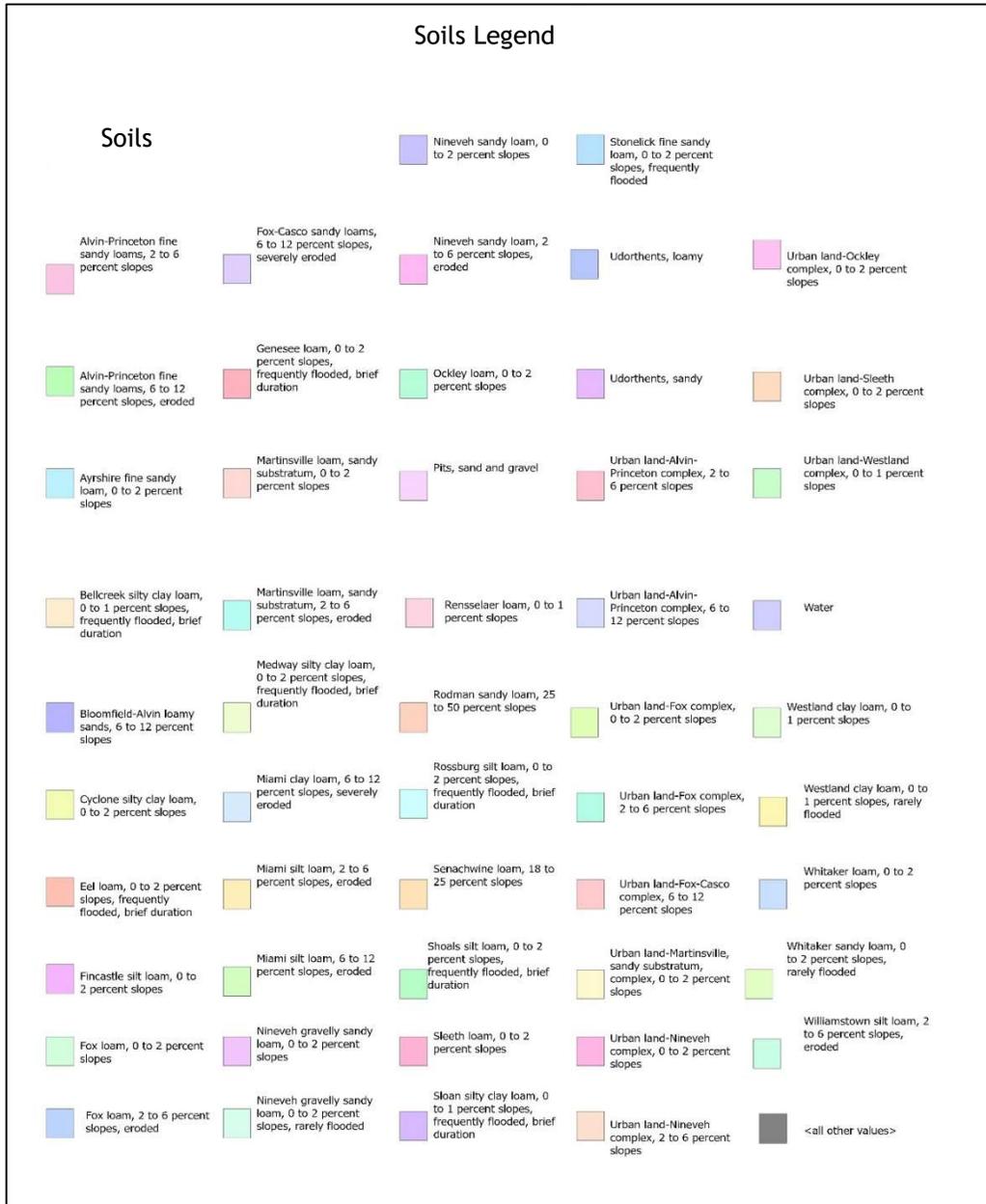


Figure 15: Soils Legend

### 2.3 MAN-MADE & HISTORICAL & CULTURAL FEATURES

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#### 2.3.1 GOVERNANCE

Governance of Columbus consists of a Mayor-Council form of government supported by boards and commissions that oversee departments and staff delivering public services. The City Council has seven seats consisting of five district elected officials and two at-large officials in addition to the Mayor. Chapter 2.48 of the City of Columbus Municipal Code outlines the Board of Parks and Recreation duties and responsibilities to oversee the Department according to Indiana Code 36-10-3.

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#### 2.3.2 CITY DEPARTMENTS

The City of Columbus has the following government administration positions and Departments:

- City Mayor
- City Council
- Clerk-Treasurer
- Departments
  - Animal Care Services
  - Aviation
  - Clerk-Treasurer Office
  - ColumBUS Transit
  - Community Development
  - Engineering
  - Fire
  - Housing Authority
  - Human Resources
  - Human Rights
  - Information Technologies (IT)
  - Mayor's Office
  - Parks and Recreation
  - Planning
  - Police
  - Public Works
  - Redevelopment
  - Utilities

#### 2.3.3 PARKS & RECREATION DEPARTMENT OVERVIEW

The Department was established in 1947 to manage the future park system for the community. Since the beginning, the Department set a trajectory that included the community in planning the development of the system. This approach has built a community that is supportive and sometimes demanding of the Department. The community focused outcomes approach has worked very well for serving resident's needs over the past 75 years. The Department currently operates and maintains the following:

- 973 Acres of parkland
- 900+ Programs and events
- 56 Sports fields
- 23 Miles of People Trails
- 22 Parks

## Strategic Master Plan

- 13 basketball courts
- 12 Playgrounds
- 11 Tennis courts
- 9 Facilities including ice rink, gymnastics and aquatic center

# Columbus Parks and Recreation

## DEPARTMENT ORGANIZATIONAL CHART

The Department has reorganized and the organizational chart represents the current structure.

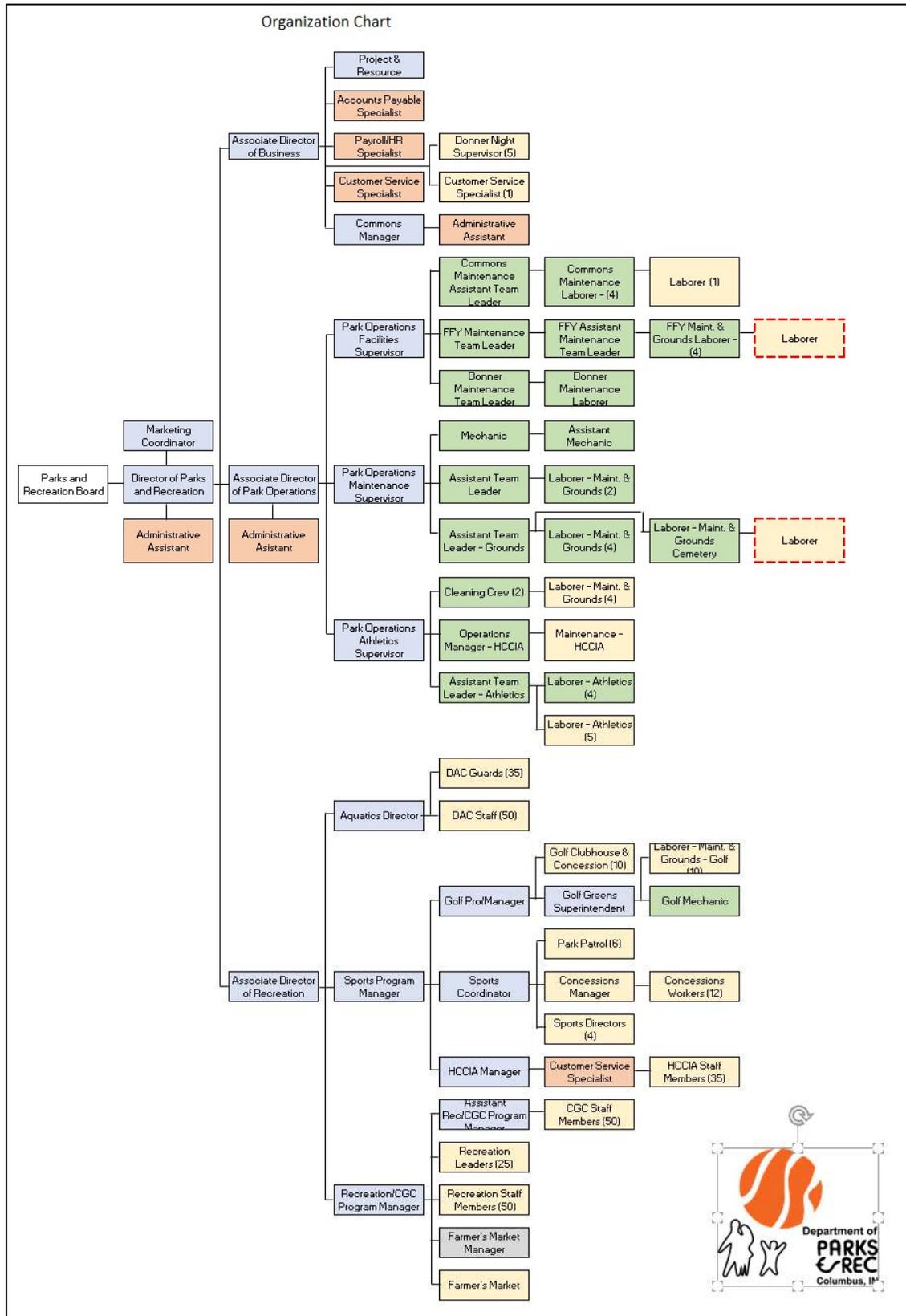


Figure 16: Current Department Org Chart

**COLUMBUS PARK FOUNDATION**

The Columbus Park Foundation is a separate 501(c)(3) organization that provides sponsorships for various park programs, donations, and fundraising for capital improvement projects to assist the Department. The Foundation is governed by a board of directors consisting of nine (15) voting members, two (2) lifetime members with no voting rights, two (2) youth representatives and one ex-officio member with no voting rights. The mission of the Foundation is to:

“...aid and encourage the Columbus Department of Parks and Recreation in the acquisition, conservation, and development of lands for park and recreation purposes; to secure long-term financial support, including an endowment fund, for park and recreation projects; and to support and encourage full community participation in recreation programs through scholarships and other resources.”



**2.4 SOCIAL AND ECONOMIC FACTORS**

**2.4.1 EMPLOYMENT**

Columbus has a strong manufacturing industry. The industrial and commercial presence along with agriculture and residential areas has been planned and well-balanced to create a higher quality of life. The commercial areas are consolidated in the downtown area, the west side, north side and east sides of the city. These areas are ideal as they are located near or adjacent to the major thoroughfares of Interstate 65 and US-31.

Healthcare, retail, hospitality and education round out the top five industries with manufacturing. These industries also contribute to a higher quality of life and demonstrate the city’s emphasis on community.

Columbus is home to five North American manufacturing research and design (R&D) centers and production facilities including Cummins Inc., Faurecia, Dorel, Enkei, and PMG Indiana which all offer a variety of job opportunities at different skill levels to the workforce in Columbus (Greater Columbus Indiana Economic Development Corporation, n.d.). Then there are foreign companies operating in the city. Over 30 foreign companies are employing people in the area.

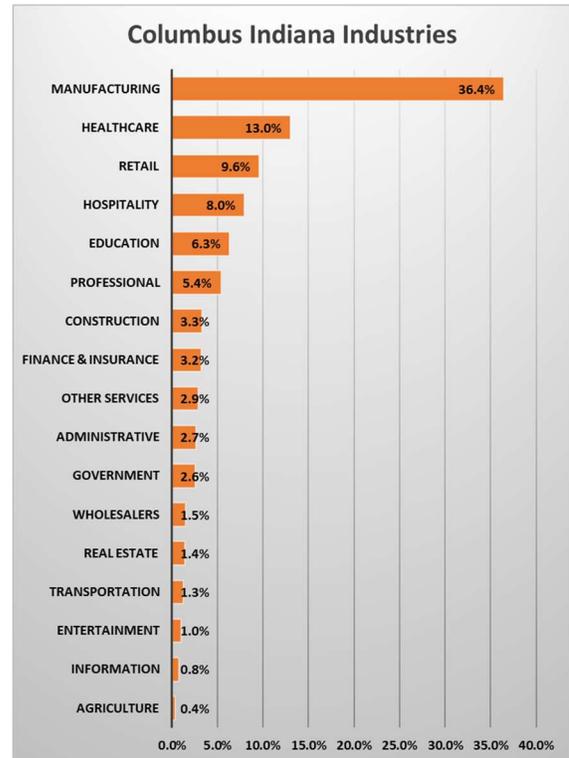


Figure 17: Columbus Industries

## Columbus Parks and Recreation

When we look at the unemployment rate and poverty level of the city, it is important to keep these in mind when setting fees. Along with the fees, the Chuck Wilt Youth Scholarship fund provides opportunities that would otherwise impact participation by those unemployed and within the poverty rate. According to statsamerica.org, the 2020 unemployment rate was 5% with a poverty rate of 12.5%. The Department should consider expanding the Chuck Wilt Scholarship to include adults.

### 2.4.2 CULTURE AND EVENTS

Columbus is one of the most diverse communities in Indiana. According to the Wall Street Journal article, Where Is America Diversifying the Fastest? Small Midwestern Towns (McCormick & Overberg, August 2020), one in seven residents in Columbus was born outside of the United States. This diversity has more than 50 languages and dialects within the community. Columbus is a welcoming community, embracing the diversity and providing a wide variety of events, such as:

- Art & Fine Craft Show
- Aviation Day
- Columbus Ganesh Festival
- Columbus Salute Concert
- Ethnic Expo
- Exhibit Columbus - Art exhibits across the city
- Festival of Lights
- Fiesta Latina
- Hope Heritage Days
- Hospice Concert
- Juneteenth Celebration
- Pride Festival
- Scottish Festival
- Tough Mudder Columbus, a warrior run

In addition to the events, many organizations in the community host events and activities including; lectures, comedy performances, women's poetry, orchestra, theater performances, holiday events from various origins, and sports leagues. The city as a whole has a plethora of activities almost every day of the week in almost every interest.



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### 2.4.3 ARCHITECTURE AND DESIGN

One of Columbus's strongest cultural assets is its collection of modern architecture, which has long been a draw for tourists to the region. Columbus has several architecturally unique structures and have promoted the collection of visually appealing structures through the Guide to the Architecture of Columbus, Indiana. Currently the city boasts

- Historic Landmarks (7)
- Churches (4)
- Education (19)
- Fire Stations (4)
- Commerce/Industry (14)
- Public buildings (14)
- Historical (9)
- Other (11)

Consisting of the Gateway Project, homes, gardens, Mill Race Park, apartments, and bank to identify a few. (Columbus Area Visitors Center, n.d.).

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### 2.4.4 EDUCATION

Schools within the city have been identified throughout this process as potential partners and stakeholders for Department plans. The city has a top-rated public education system with Bartholomew Consolidated School Corporation, private schools, and higher education. The following educational organizations and facilities exist for residents:

#### Bartholomew County Consolidated School Corporation

- Central Middle School
- Clifty Creek Elementary School
- Columbus East High School
- Columbus North High School
- Columbus Signature Academy (CSA)
- Cross Cliff Elementary School
- Fodrea Community School
- Lillian Schmitt Elementary School
- Lincoln Elementary School
- Northside Middle School
- Parkside Elementary School
- Southside Elementary School
- Smith Elementary School
- W.D. Richards Elementary

## Columbus Parks and Recreation

### Private Schools

- ABC-Stewart Montessori School (PK-6)
- Bethel Holiness Christian School (K-12)
- Columbus Christian School (K-12)
- Midway Christian Academy (K-9)
- North Star Montessori School (1-6)
- St. Bartholomew School (K-8)
- St. Peter's Lutheran School (K-8)

### Higher Education

- Indiana University-Purdue University Columbus (IUPUC)
- Indiana Wesleyan University
- Ivy Tech Community College
- Purdue Polytechnic Columbus

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### 2.4.5 TRANSPORTATION INFRASTRUCTURE

Columbus has convenient access to various forms of transportation. Columbus is conveniently located just off US-31 and Interstate 65; major north-south corridors which eventually link the city 70 miles south to Louisville, Kentucky. Thanks in part to its adjacency to major transportation corridors and its relative proximity to both Indianapolis and Louisville, Columbus has seen steady growth over the years. Columbus is also within a day's drive of a third of the metropolitan areas of the U.S. (Schmucker, 2012).

In addition, both the Columbus Municipal Airport and Indianapolis International Airport (approximately one hour drive) provide service to Columbus residents. The Louisville & Indiana Railroad Company both provide rail service to the city, ultimately connecting Columbus to the larger, national rail network. This rail service is vital for the industrial business sector in Columbus, with freight trains running daily on both main lines to Indianapolis and Seymour connecting to the Port of Jeffersonville, Indiana and the Louisville area (Schmucker, 2012).

### 2.4.6 ACCESSIBILITY & UNIVERSAL DESIGN

The city is committed to making the physical environment accessible in all projects moving forward. As projects are planned, they are brought up to compliance. Each project triggers a look at the ADA Audit and add accessibility with walkways. For programming, the department has created an accessibility committee from the city and community, including service providers and people who need adaptive recreation opportunities. This committee was formed in 2021 and is making strides now.

As Identified by the City, the American with Disabilities Act (ADA) Transition Plan was updated in 2018. The following information comes directly from this last update 2018 City of Columbus ADA Self-Evaluation and Transition Plan).

The city has completed a self-evaluation of pedestrian right-of-way (ROW) facilities and related programs and procedures and prepared a Transition Plan. Typical ROW facilities include sidewalks, curb ramps, pedestrian signals, transit stops, street furnishings, and on-street parking. The focus of this project was sidewalks, curb ramps, site furnishings, and pedestrian signals. All pedestrian facilities were evaluated based on the Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way (PROWAG) dated July 26, 2011. The City intends to further address transit stops in a future transit planning effort, and will address on-street parking, city owned and leased buildings, and parks facilities as well as evaluation of non-ROW programs and policies at a later date.

The City will strive to ensure that all residents and visitors are able to access all services, programs and activities and will promptly investigate any formal grievance filed according to the grievance procedures outlined. Additionally, the City will strive to include annual budgetary allotments to make required improvements to the pedestrian ROW, with emphasis given to the improvements that most impact the ability of persons with disabilities to access City facilities or programs, impact the safety of all users, and locations within areas of high pedestrian activity, a higher concentration of persons with disabilities, high volume streets, and areas accessing places of public accommodation.

Approximately \$23,039,756 in pedestrian ROW facility deficiencies was identified during the evaluation conducted by DLZ. The degree to which these barriers limited accessibility and their priority for corrective action was subjectively categorized as “high”, “medium”, or “low”. “High” priority included barriers that effectively prohibited access to a service or program or present a safety hazard. “Medium” priority included barriers that either partially prohibited access or made it quite difficult. “Low” priority barriers typically do not limit access but are not compliant with standards. The actual implementation schedule, budgeting, and prioritization is up to the administration and is likely to be impacted by complaints, new regulations and requirements, and availability of funding.

In addition to the physical ROW evaluations, the self-evaluation reviewed existing City policies and procedures related to the ROW at City and departmental levels. The focus of this review began with distribution of a questionnaire to each relevant department, followed by interviews or other data gathering if needed to better understand the responses or the operation of each department. Following this review, recommendations were made to improve accessibility of programs related to ROW. The Transition Plan should be reviewed and updated periodically to ensure the city is fully compliant with current best practices for accessibility.

### 2.4.7 ADA PUBLIC NOTICE

The Grievance Procedure established by the City of Columbus, meets the requirements of the Americans with Disabilities Act of 1990 (“ADA”). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the city. The City’s Personnel Policy governs employment related complaints of disability discrimination.

The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than sixty (60) calendar days after the alleged violation to:

Human Resources  
ADA Coordinator  
123 Washington Street  
Columbus, Indiana 47201

The formal procedure and form can be found in the **Appendix**.

### 2.4.8 SELF ASSESSMENT

As part of the City of Columbus, Indiana ADA Transition Plan, the Department completed a self-assessment of parks and facilities to identify specific areas in need of improvement, the recommended solution and the level of priority. The Department self-assessment can be found in the **Appendix**.



## CHAPTER THREE – MARKET ANALYSIS

A key component of the Plan is a Demographic & Recreation Trends Analysis. This provides the Department insight into the general makeup of the population served and identifies market trends in recreation. It also helps quantify the market in and around the city and understand of the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of residents.



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

### 3.1 DEMOGRAPHIC ANALYSIS

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

#### 3.1.1 DEMOGRAPHIC OVERVIEW

The infographic below provides an overview of the City of Columbus, Indiana populace based on population, age, race / ethnicity, and income.



Figure 18 - Demographic Overview

## 3.1.2 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 February 2021 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current population (2021) as well as a 5-year projection (2026). PROS utilized straight line linear regression to forecast demographic characteristics for 2031 and 2036.

### DEMOGRAPHIC ANALYSIS BOUNDARY

The city boundaries shown below were utilized for the demographic analysis.

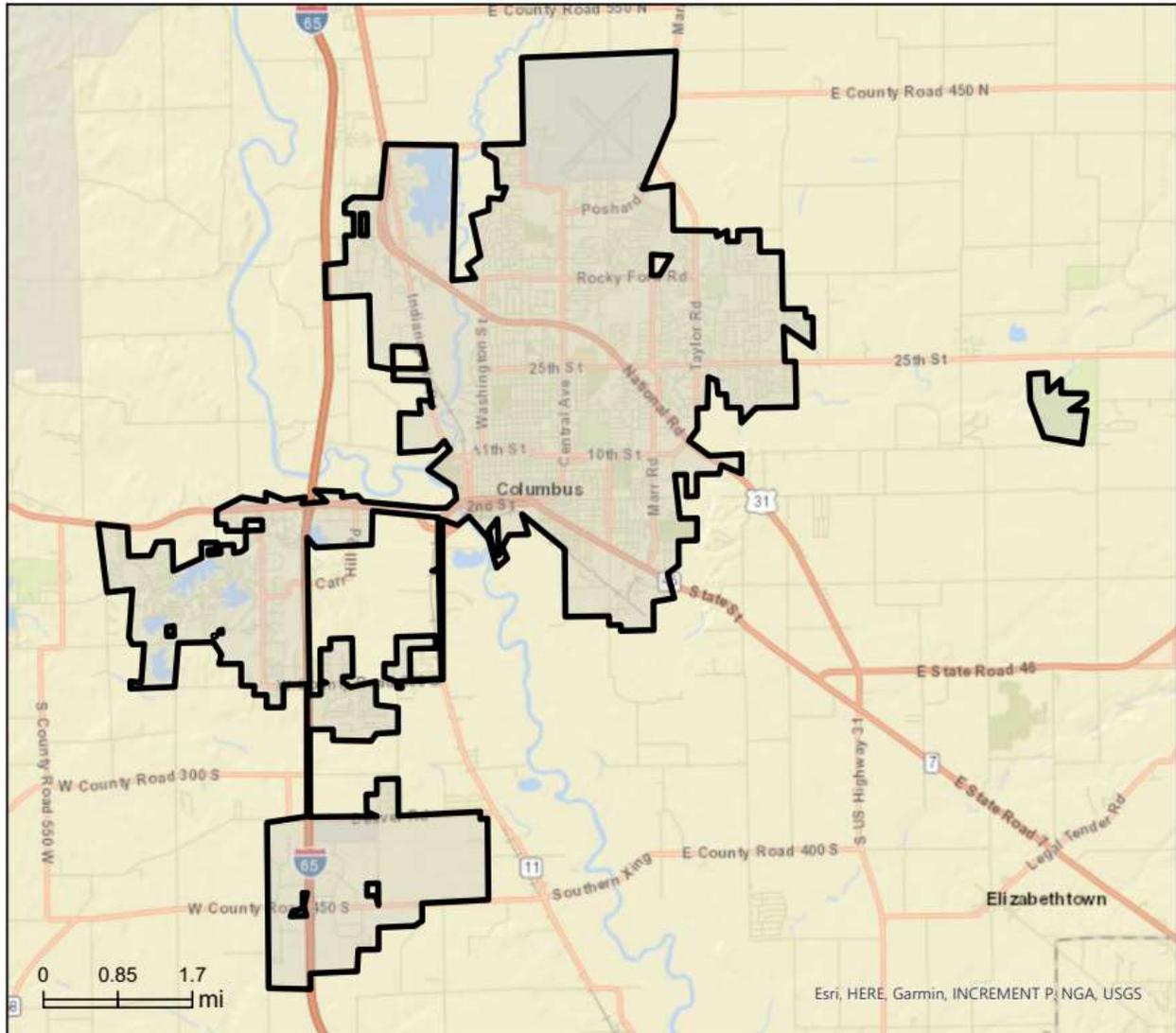


Figure 19 - City Boundaries

3.1.3 CITY POPULACE

POPULATION

The City’s population has experienced above average growth in recent years, increasing nearly 12% from 2010 to 2021, or 1.08% per year. This is higher than the national annual growth rate of 0.81% (from 2010-2020). Like the population, the total number of households also experienced a solid increase of over 11% over the past 11 years, or 1.04% annually (national average = 0.80% annual growth).

Currently, the population is estimated at 49,398 individuals living within 19,850 households. Projecting ahead, the total population growth is expected to slow from its current rate. By 2036, the City’s population is projected at 56,271 residents (.86% annual growth) living within 22,535 households (.84% annual growth).

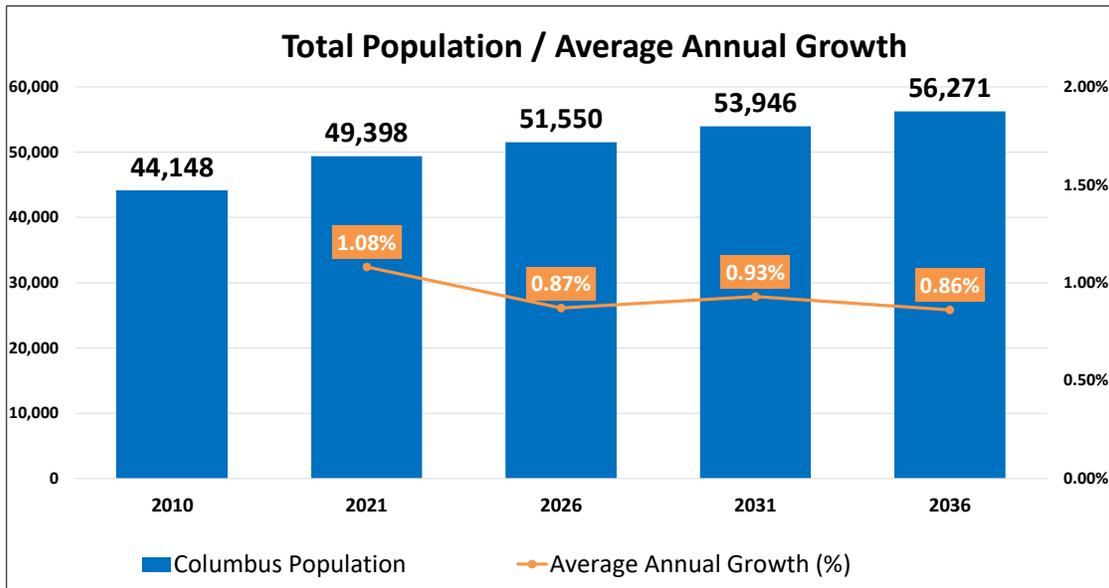


Figure 20 - Total Population

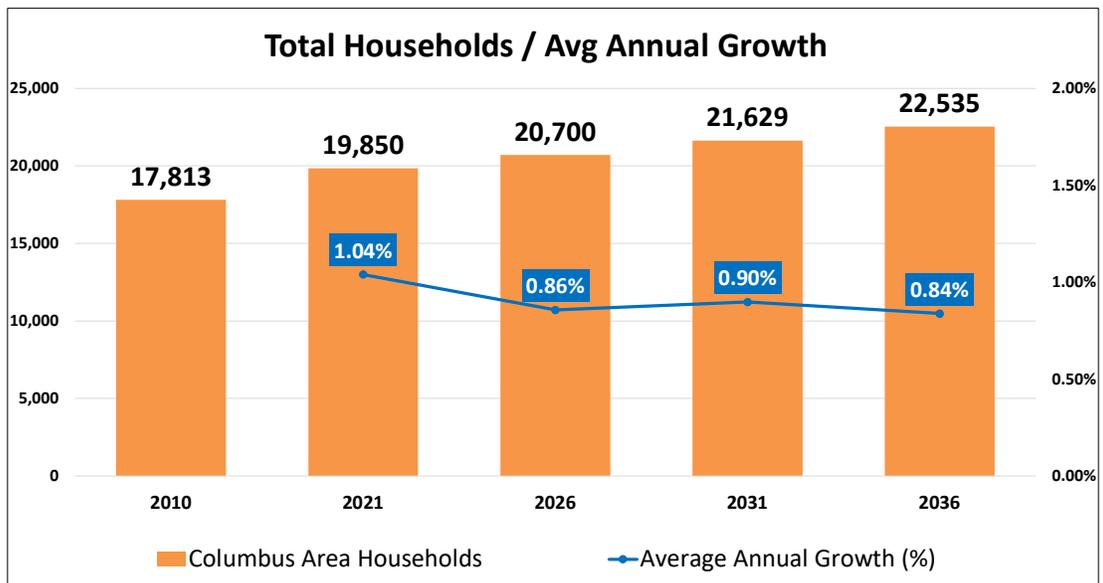


Figure 21 - Total Households

## Columbus Parks and Recreation

### AGE SEGMENT

Evaluating the City's age segmentation, the population is beginning to skew toward the older age segments. 30% of residents are now over the age of 55-years old (up from 26% in 2010) and that number is expected to grow steadily over the next 15 years. The population has a median age of 39.5 years old (37.1 in 2010) which is now older than the U.S. median age of 38.5 years. By 2036, the 55-74 and 75+ segments are expected to represent 35% of the total population, while the 35-54, 18-34, and 0-17 age segments all decrease slightly.

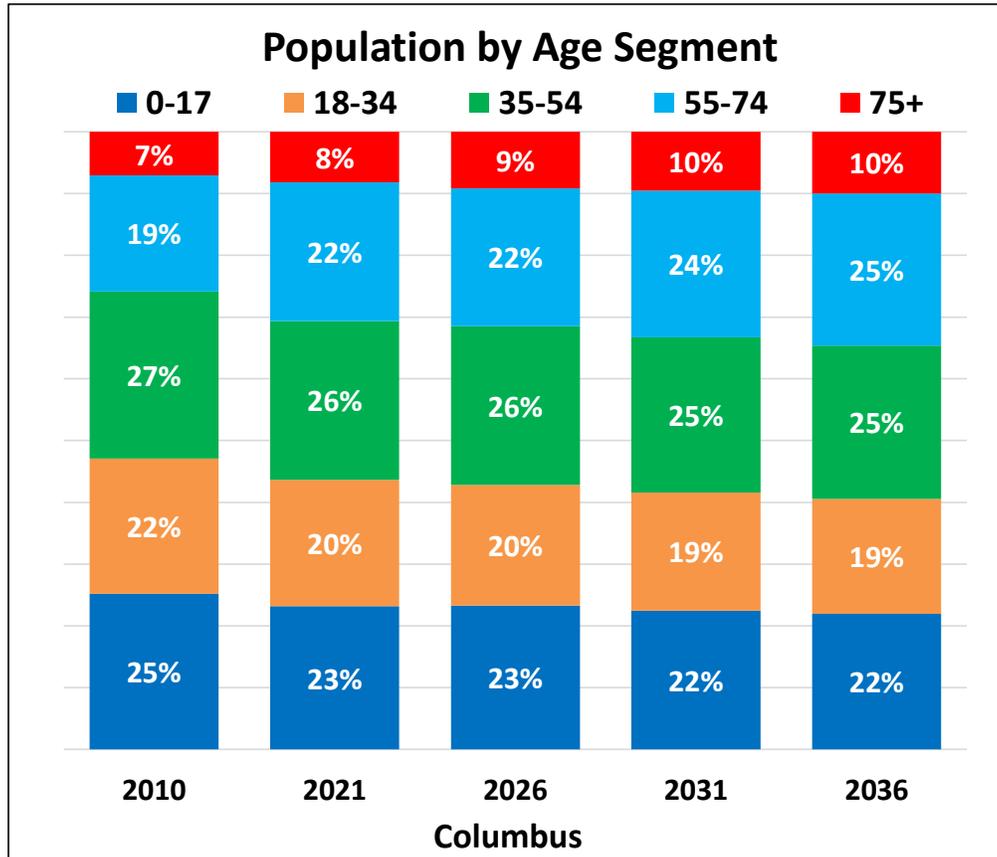


Figure 22 - Population by Age Segments

### 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 below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

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

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

## Columbus Parks and Recreation

### RACE

Assessing race, the City's current population is majority White Alone (85%) and the largest minority is Asian (5%). The 2021 estimate also shows below national average representation of all minority groups, with Black alone (3.4%), Some Other Race (3.4%), and American Indian (.3%) populations being substantially lower than average. The predictions for 2036 expect the population to become slightly more diverse, with a decrease in the White Alone population and minimal increase of representation for Black Alone, Two or More Races, and Some Other Race.

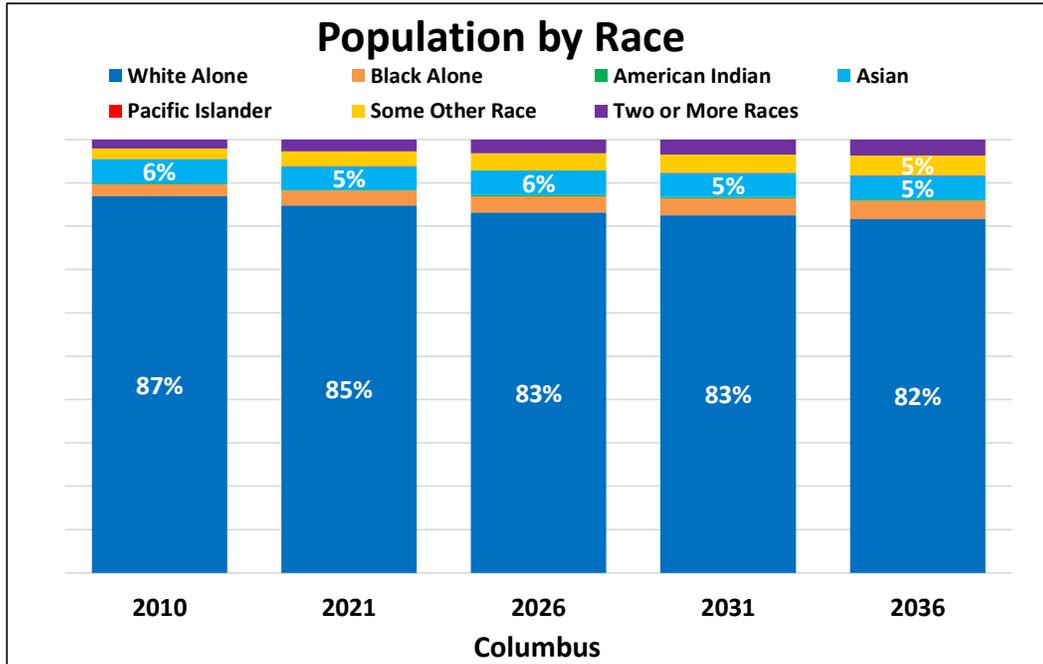


Figure 23 - Population by Race

### ETHNICITY

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

Based on the current 2021 estimate, people of Hispanic/ Latino origin represent approximately 8% of the City's population, which is substantially below the national average (19% Hispanic/Latino). The Hispanic/ Latino population has been increasing since the 2010 census and is expected to grow to 10% of the City's total population by 2036 to be at least one of out every ten people in Columbus.

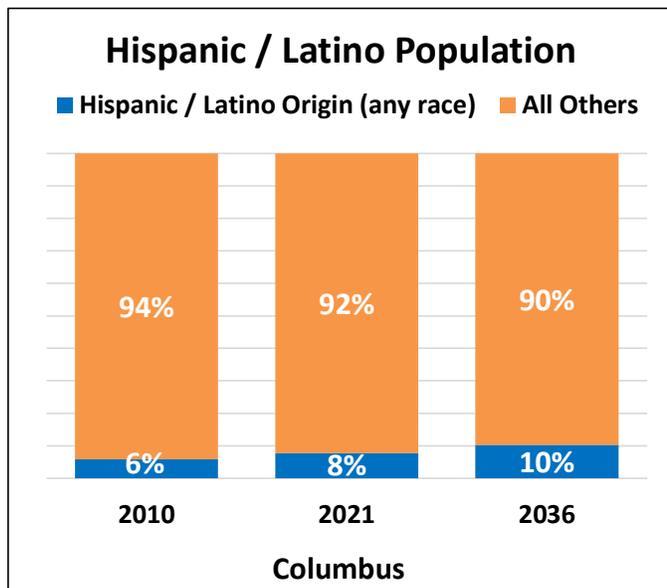


Figure 24 - Hispanic and Latino Population

### HOUSEHOLD INCOME

As seen below, the City's per capita income (\$35,598) and median household income (\$67,250) are both higher than the state and national averages. The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of 16 living under the same roof. These above average income characteristics speak to the City's strong business environment that comes with being the global headquarters for Cummins Inc. (ranked 150 in the 2021 Fortune 500. Up from 218 in 2010). This indicates that the average household could have additional disposable income and be more willing to pay for activities that correlate with quality-of-life indicators if they see the value in them.

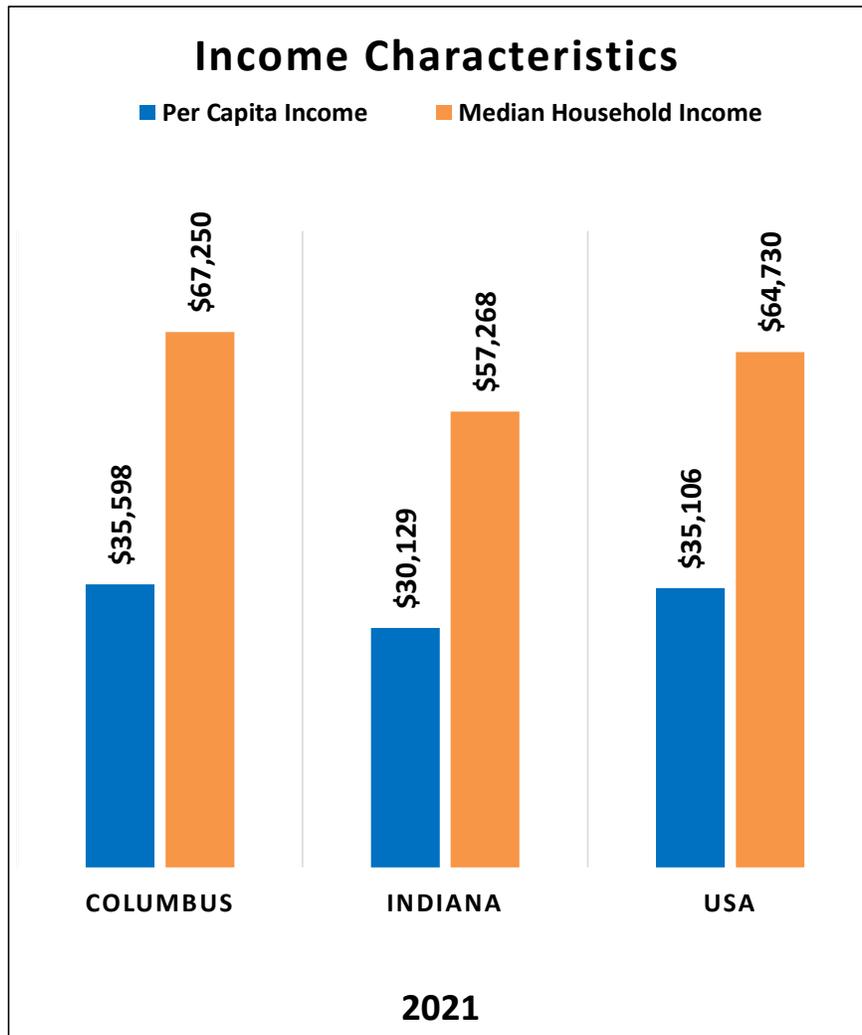


Figure 25 - Income Characteristics

## Columbus Parks and Recreation

### 3.1.4 DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the City’s demographic figures. These figures are then compared to the state and U.S. populations for perspective on a regional and national scale. The highlighted cells represent key takeaways from the comparison between Columbus and the national population.

= Significantly higher than the National Average

= Significantly lower than the National Average

2021 Demographic Comparison		Columbus	Indiana	USA
Population	Annual Growth Rate (2010-2021)	1.08%	0.51%	0.74%
	Projected Annual Growth Rate (2021-2036)	0.93%	0.49%	0.70%
Households	Annual Growth Rate (2010-2021)	1.04%	0.55%	0.76%
	Average Household Size	2.44	2.51	2.58
Age Segment Distribution	Ages 0-17	23%	22%	22%
	Ages 18-34	20%	23%	23%
	Ages 35-54	26%	25%	25%
	Ages 55-74	22%	23%	23%
	Ages 75+	8%	7%	7%
Race Distribution	White Alone	84.8%	81.0%	69.2%
	Black Alone	3.4%	9.8%	13.0%
	American Indian	0.3%	0.3%	1.0%
	Asian	5.3%	2.8%	5.9%
	Pacific Islander	0.1%	0.0%	0.2%
	Some other Race	3.4%	3.4%	7.1%
	Two or More Races	2.7%	2.7%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	7.7%	7.6%	18.9%
	All Others	92.3%	92.4%	81.1%
Income Characteristics	Per Capita Income	\$35,598	\$30,129	\$35,106
	Median Household Income	\$67,250	\$57,268	\$64,730

Figure 26 - Demographic Comparison

## 3.2 RECREATION TRENDS ANALYSIS

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

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### 3.2.1 NATIONAL TRENDS IN RECREATION

#### METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2021* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2020 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 303,971,652 people (ages six and older).

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

#### CORE VS. CASUAL PARTICIPATION

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

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

Note: All national, regional, and recreational interest by age segment data can be found in **Appendix D & E**.

### IMPACT OF COVID-19

229.7 million people ages 6 and over reported being active in 2020, which is a 3.6% increase from 2019 and the greatest number of active Americans since 2007. With a shift towards working remotely and children moved to virtual learning, free time increased. This, coupled with stay-at-home orders and general decisions to keep out of public places, put an emphasis on the public finding ways to occupy their time.

Participation in sports and activities that allowed people to be socially distant saw significant increases. These activities included pickleball, tennis, golf, trail running, skateboarding, surfing, day hiking, and recreational kayaking. In general, outdoor sports and racquet sports had the largest increase in participation compared to their 2019 numbers.

As could be expected, team sports, showed consistent drops in participation with all but 5 of the 23 tracked team sports showing decreases in overall participation. The team sports like Basketball and Soccer, that did show an increase of participation in 2020 can be attributed to recreational or backyard play, which is counter to the trend of the past decade.

With gyms and health clubs being forced to close in most of the country, fitness participation levels overall decreased in 2020. However, home fitness activities that can be practiced at home, like Yoga, Pilates, and Dumbbells/Hand Weights, showed significant participation increases, while activities done generally in health clubs, studios, or pools like Aquatic Exercise, Group Stationary Cycling, Stair-Climbing Machine, and Cardio Kickboxing, experienced substantial declines.

3.2.2 LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data for Columbus residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

MPI scores are a tool that the Department can use for consideration when starting new programs or developing new facilities and amenities. The market potential gives the Department a starting point for estimating resident attendance and participation for a broad set of recreational activities.

MPIs for Columbus residents show market potential is most geared towards activities that are generally more passive and a willingness to attend events or facilities that they perceive as valuable. The top activities based on MPI were: Freshwater Fishing (111), Did photography (111), Attended dance performance (109), Went overnight camping (109), and Golf (107). It is also worth noting that Columbus residents are more likely to spend money on sports/recreation equipment when compared to the national average.

The following charts compare MPI scores for 42 sport and leisure activities that are prevalent for residents within the city. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service areas will actively participate in those offerings provided by the Department.

GENERAL SPORTS MARKET POTENTIAL

The General Sports category shows four activities that are at or above the national average. Those activities are Golf (107), Volleyball (106), Football (101) and Baseball (100). Tennis (85) and Soccer (85) were the least likely sports to be participated in based on MPI.

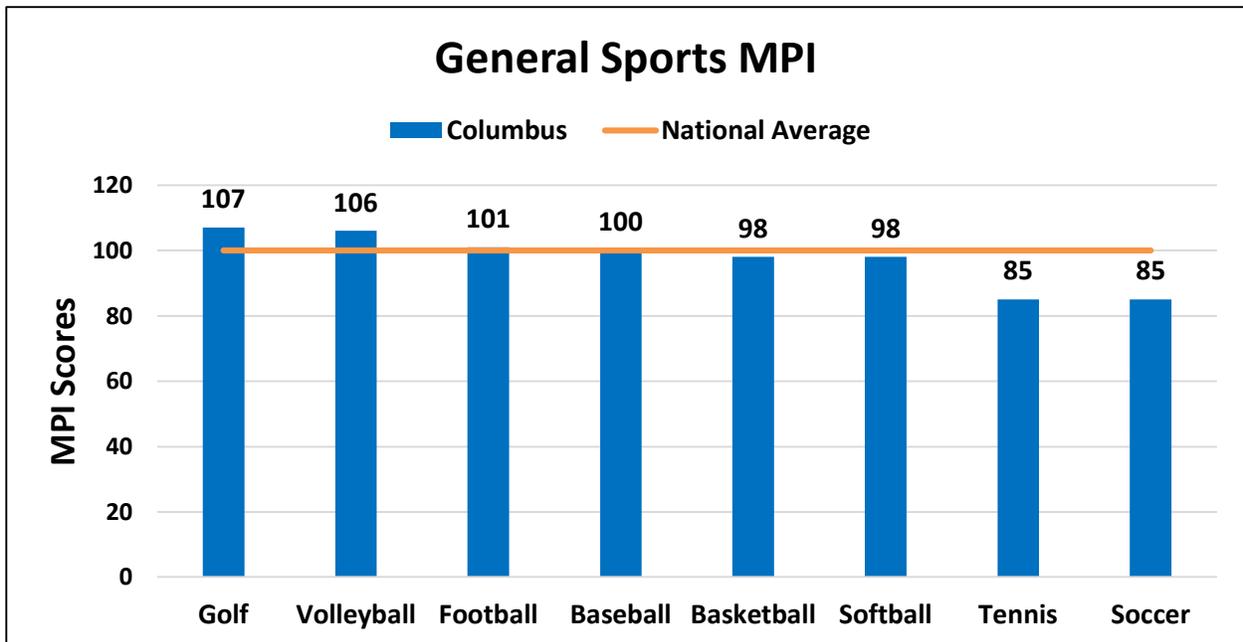


Figure 27 - General Sports MPI

# Columbus Parks and Recreation

## FITNESS MARKET POTENTIAL

Assessing MPI scores for the Fitness Activity category show Walking for Exercise (102) as the only activity with an above average MPI score, however, all but one of the other activities listed was within 6 MPI of the national average.

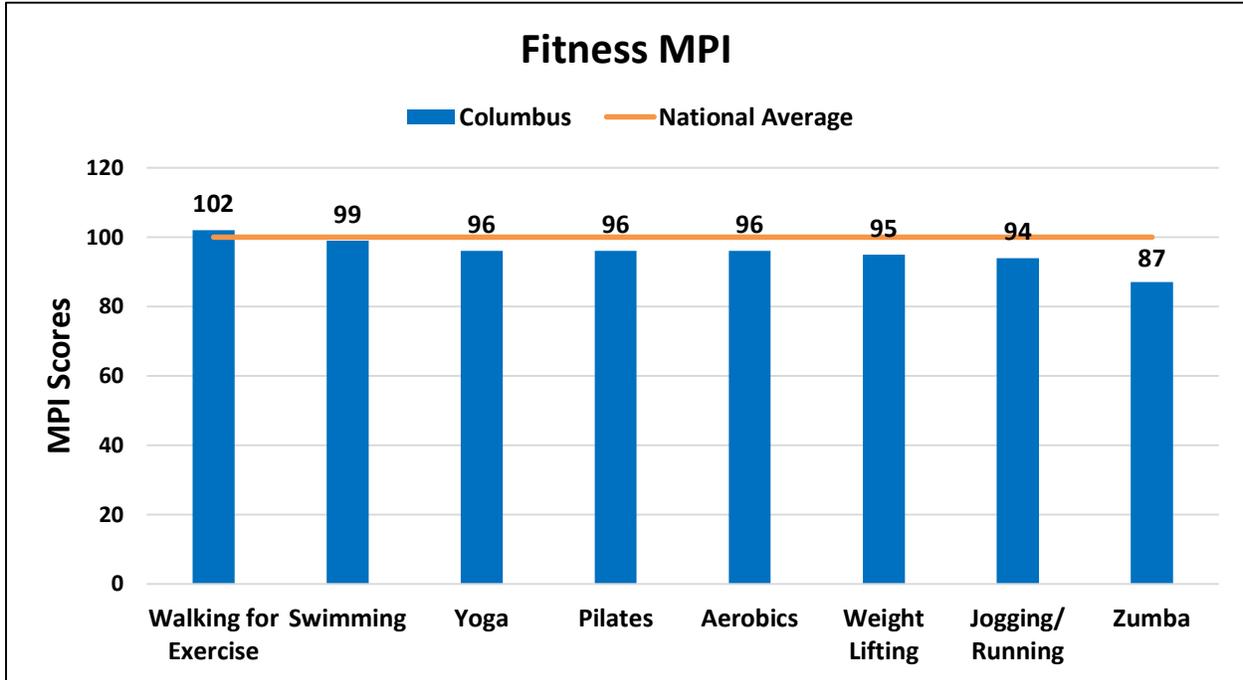


Figure 28 - Fitness MPI

## OUTDOOR ACTIVITY MARKET POTENTIAL

We see some higher MPI scores in the Outdoor Activity category with Fresh Water Fishing (111), Canoeing/Kayaking (106), Canoeing/Kayaking (104), and Saltwater Fishing (100) all being at or above the national average.

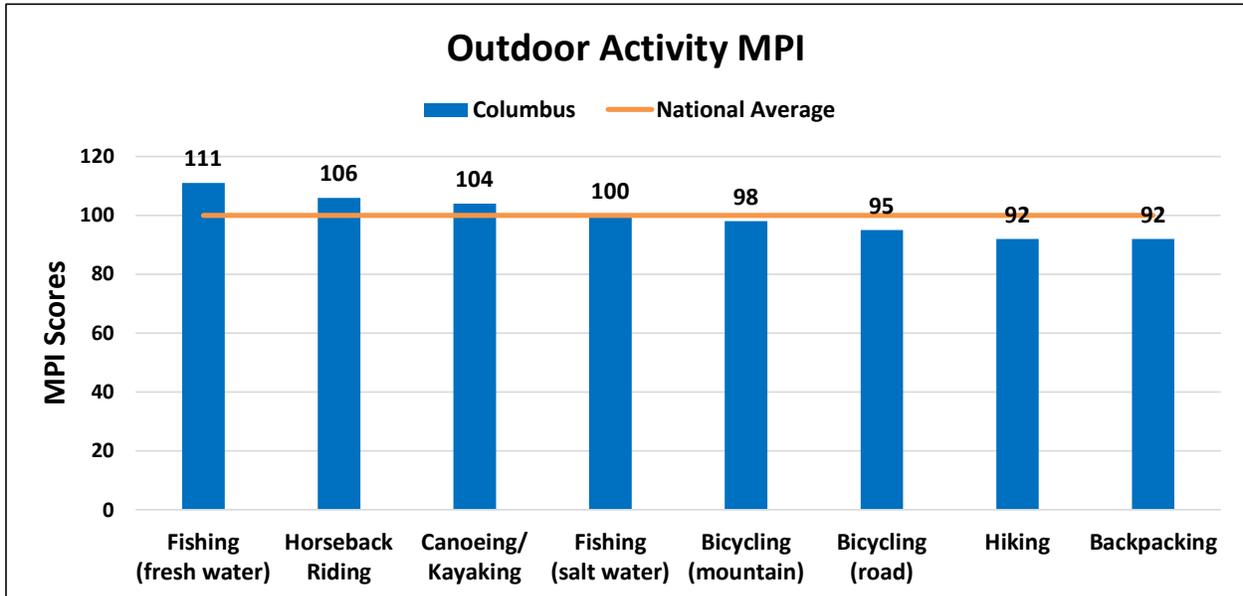


Figure 29 - Outdoor Activity MPI

**COMMERCIAL RECREATION MARKET POTENTIAL**

The Commercial Recreation category reveals multiple activities having MPI scores above the national average with the highest scores going to “Did photography” (117), “Attended dance performance” (109), and “Went overnight camping” (109). We also see a willingness to attend events of facilities in which residents perceive value as “Went to art gallery” (106), “Visited a zoo” (106), “Visited a theme park” (106), “Went to a live theater” (104) and “Attended a sports event” (103) were all above the National Average. Also noticeable is an above average propensity to spend money on Sports/Recreation Equipment. With the city being known for sports, recent investment into NexusPark coincides with the spending trends for sports participation. Commercial Recreation MPI also provides additional insight to what people are seeking for recreational activities.

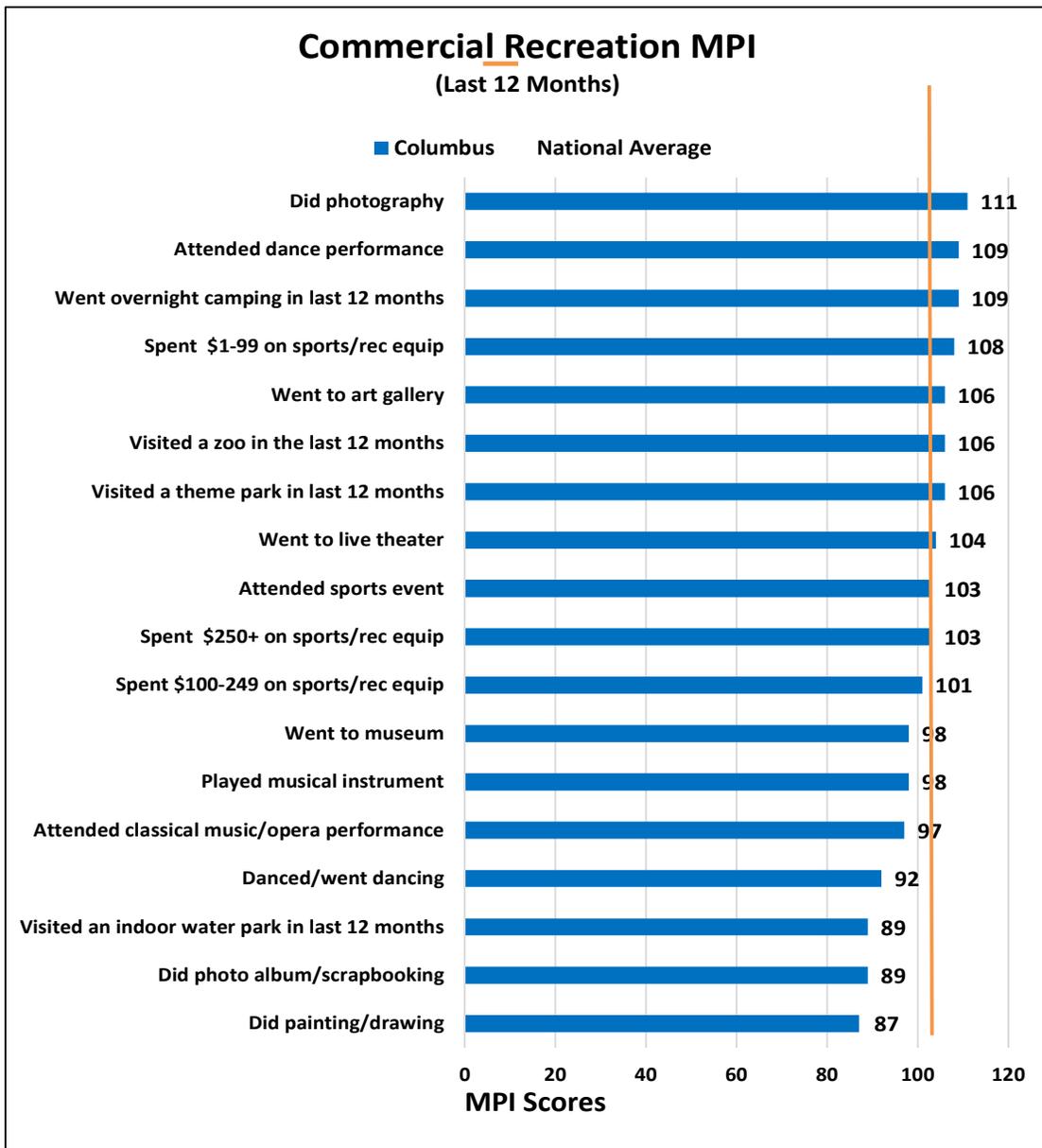


Figure 30 - Commercial Recreation MPI

## CHAPTER FOUR – COMMUNITY ENGAGEMENT PROCESS

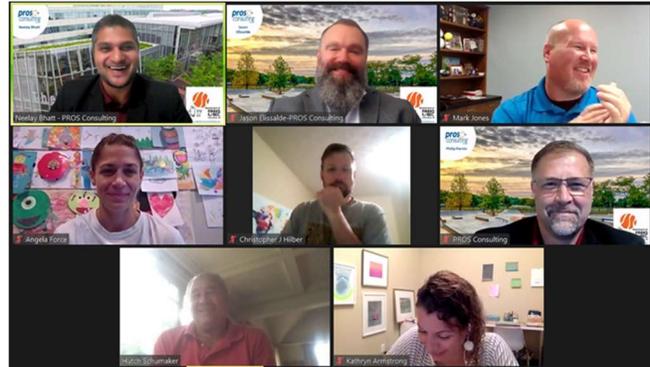
In order to establish a better understanding of the current state of the Department and to help determine the needs and priorities for the future, the planning process incorporated a variety of input from City residents.

This included a series of key stakeholder interviews and focus group discussions, as well as two public forums, a statistically-valid survey (ongoing), an online survey (ongoing), and the crowd-sourcing website [www.imagineyourcolumbusparks.com](http://www.imagineyourcolumbusparks.com). The following sections summarize and highlight the key findings from each stage of the extensive public input process.

### 4.1 PUBLIC INPUT SUMMARY

In order to establish a better understanding of the current state of the Department and to help determine the needs and priorities for the future, the planning process incorporated a variety of input from City residents.

This included a series of key stakeholder interviews and focus group discussions, as well as two public forums, a statistically valid survey, an online survey, and the crowd-sourcing website [www.imagineyourcolumbusparks.com](http://www.imagineyourcolumbusparks.com). The following sections summarize and highlight the key findings from each stage of the extensive public input process.



# 1000+

## PARTICIPANTS



Figure 31: Public Input Infographic

## 4.2 STAFF SWOT ANALYSIS

On August 30, 2021, the consulting team met with staff representing Park Operations, Program Management, and the Parks Executive Committee to discuss Strengths, Weaknesses, Opportunities, and Threats (definitions below). The meeting took place at the Columbus Parks and Recreation Administrative Offices from 8:00 am to 10:00 am. Over 20 staff members participated in these meetings. Below are the findings of these discussions with staff.

### 4.2.1 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.

## SWOT ANALYSIS



4.2.2 STAFF SWOT FINDINGS

		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"> <li>• <b>Events</b> <i>Facilitating/participating in events and the synergy needed to make these happen.</i></li> <li>• <b>Maintenance</b> <i>Universal appreciation of both the amount and quality of work done by maintenance staff.</i></li> <li>• <b>Programming</b> <i>The amount and variety of programs, plus the ability to adapt and refresh offerings.</i></li> <li>• <b>Teamwork</b> <i>Both overall teamwork in the day-to-day, and in accomplishing specific tasks and projects.</i></li> <li>• <b>Standing in Community</b> <i>Feel an emotional connection to the community and genuinely enjoy serving them.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Communication</b> <i>Both internal and external. Better tools/training for staff. More funding for marketing.</i></li> <li>• <b>Diversity</b> <i>Both in staff and on board, should be representative of the community served.</i></li> <li>• <b>Funding</b> <i>Increased funding, with an emphasis on marketing and communications.</i></li> <li>• <b>Training</b> <i>Would like to see more training in things like customer service, communication, and parks and recreation trends.</i></li> </ul>
		<p>Opportunity (External - You may not be able to Control)</p> <ul style="list-style-type: none"> <li>• <b>Golf</b> <i>Is a challenge regarding the amount of resources needed.</i></li> <li>• <b>Pool</b> <i>Not up to par for a community of this size and needs an enhanced play factor.</i></li> <li>• <b>Rental Pricing</b> <i>Currently too low and would like to utilize a dynamic pricing model, considering things such as services, prime hours/days, and event scope.</i></li> <li>• <b>Space</b> <i>Better utilization of existing space, plus the need to add additional space, specifically indoors.</i></li> <li>• <b>Staffing</b> <i>Feel like they are past capacity. Keep getting tasks and responsibilities added, but no additional staff to assist with increased workload.</i></li> </ul>	<p>Threats (External - You may not be able to Control)</p> <ul style="list-style-type: none"> <li>• <b>Aging infrastructure</b> <i>With the focus on NexusPark, it is worth asking “how will we upkeep these aging assets going forward, when we aren’t even doing it now?”</i></li> <li>• <b>NexusPark Perception</b> <i>Both in terms of the public viewing it as a money grab for the Department, and of staff viewing it more as a chore than an exciting opportunity.</i></li> <li>• <b>Unknown future/pandemic</b> <i>Hard to plan long-term in the era of COVID with things changing so rapidly without warning</i></li> </ul>
External origin			

### POLICY NEEDS MENTIONED

Policies in need of enhancements:

- Department specific onboarding
- Succession planning

### TOP PRIORITY OUTCOME

The following is a list of top priority outcomes as mentioned by staff.

- 50m pool
- Better communication
- Better equipment
- Better maintenance for existing assets before adding new and not adequately funding the operations and maintenance of those new.
- Better quality
- Big enough Field House
- Bigger budget
- Bring in Sports Tourism
- Business plan for NEXUS
- Communication
- Confidence among staff that we are headed in the right direction and best serving the diverse community of Columbus
- Continue to add miles of trail to maintain without additional staffing/funds - the focus is not on maintaining what we have.
- Develop people for the responsibilities they are asked to accomplish
- Do not cut corners on aquatics and facilities
- Don't want to forget about the Rec in Parks and Rec
- Everything is connected and understanding addressing issues can have unintended consequences elsewhere
- Funding needs to hire staff, acquire resources, and accomplish the desired outcomes.
- Funding- resources to achieve the outcomes
- Have a very clear understanding of the roles NexusPark will play
- How we go forward in developing new assets
- Improved Mission/Vision/Values
- Increased resources
- Indoor pool for year-round access.
- Indoor Soccer Complex
- Marketing and Communications to increase reach with customers, but also intentional communication with staff
- More staff
- More staff, period!!!! - Tracking and labor reports exist. Have more preventative maintenance and less repairs. Now we have more repairs and less preventative maintenance.
- Need to offer opportunities for citizens, but ensure it is booked to generate revenue
- NexusPark up and running
- NexusPark will touch more lives than all other projects combined

## Strategic Master Plan

- Office space with function and flow, better security lighting
- Outdoor and indoor space for all-weather use and draw people in (plaza of lawn to activate spaces)
- Outdoor space that could be used all seasons
- Plan in place for Donner Center
- Quality over quantity - quality staff, facilities, and customer experience.
- Renovation of Donner
- Retractable roof
- Splash pad
- Sustainability
- Synergy throughout departments and staff
- Take better care of what we have
- Taxpayers don't really understand what we do. Improve our storytelling
- The more business that is done, the more people that are needed. Look at anticipated amount of business and compare to current staffing levels.
- Windows and better office environment - need to see how people are using the system and would feed off the smiles and energy.

### 4.3 KEY LEADERS AND FOCUS GROUP SUMMARY

A fundamental part of the Parks and Recreation System Master Plan process includes conducting a robust outreach effort to solicit critical input key stakeholders and focus groups. Meetings were held utilizing a hybrid model allowing participants to meet either in person or virtually via Zoom. On August 30, 2021 from 10:00 am - 4:30 pm and August 31, 2021 from 8:00am - 4:30 pm, the consulting team convened with these groups to better assess the needs of constituents across the city. An additional meeting took place November 15, 2021 at 10:00 am virtually, that was specifically geared towards the communities multi-cultural and minority groups. The purpose of all these interactions was to gain insight into the current strengths, opportunities, and priorities for the park system, and to better understand future recreational needs of the Department. These meetings included over 30 participants representing the following groups:

Stakeholders and User Groups	
Bartholomew County Public Library	Bartholomew Consolidated School Corporation
City of Columbus	Columbus Area Arts Council
Columbus Area Chamber of Commerce	Columbus City Council
Columbus East High School	Columbus Middle School
Columbus North High School	Columbus Park Foundation
Columbus Sports Advisory Council	Columbus Visitor Center
Cummins	Hitchcock Design Group
Northside Middle School	United Way

### 4.3.1 STRENGTHS

Based on feedback from key stakeholder interviews, common themes arose in many conversations. These themes included recreational programming, facilities/amenities, the People Trails, and the department's culture and reputation (referred to as "The Columbus Way").

#### RECREATIONAL PROGRAMMING

The Department provides a plethora of diverse activities and programs. Offerings cater to the young and old, creating a great opportunity for visits with the whole family and appeal to a wide variety of users.

Stakeholders praised the Department for their ingenuity and innovation in diverse programming. Highlights of their comments include:

- "Something for anyone at every age"
- Adult Services
- Athletic programming
- Diversity of recreation
- Donner Park swimming program
- Great summer programming for all
- Hockey and skating program have grown
- Lifeguarding program
- Playground program and staff working on nutrition
- Races
- Variety of programming
- Virtual engagement and programming during pandemic
- Youth Recreation
- Youth sports as whole

#### FACILITIES/AMENITIES

The Department offers an array of high-quality, well-maintained recreation facilities and amenities. Many see these facilities as an equitable and inclusive resource that reflects a sense of community for both, internal and external users. Multiple participants expressed their affection for Donner Center specifically and spoke of their emotional connection to the facility.

Stakeholders offered the following comments about what they enjoy about the Department's facilities and/or amenities:

- Aquatics center is a special facility. Central location.
- Design of facilities and parks are a strength and have great experiences
- Donner Center is a "gem"
- Great assets in community
- Great properties that are well maintained
- Have a lot of amenities for the size of the population
- Maintenance of these large community assets
- Not only grounds, but a significant number of buildings
- Older facilities, but maintained well
- Playground at The Commons
- Unique to Columbus is shared facilities with agreements
- Wide variety of facilities and activities for a community this size

### COLUMBUS PEOPLE TRAILS

The Columbus People Trails trail system was continuously mentioned as a strength in the focus groups. The trails provide an opportunity for residents to move about the community, not only to recreate, but also as a way to get to multiple points of interest in the city. Stakeholders praised the trail system for the connectivity it provides and the way it integrates the city. It was called a “clear strength and asset”.

### “THE COLUMBUS WAY”

“The Columbus Way” was brought up multiple times by stakeholders. It was used to describe a multitude of characteristics and actions recognized in the department by the community. This indicates that the department has done a great job in building their reputation and trust within the community they serve.

Some of the specific comments made by stakeholders when referencing “The Columbus Way” included:

- Collaboration
- Community connection
- Connection between community and park system
- Dept. meets local needs and helps draw regionally and nationally with sports tournaments.
- Do a lot of things really well
- Great reputation
- High expectations
- History of Department to be collaborative and partner with a wide range of community organizations.
- Made it part of their culture
- Managing community resource with being an economic driver
- Parks serve people from all backgrounds and provide opportunities for all
- Partnership with Sports Tourism
- Provide opportunities to community
- Strive for excellence
- Strong heritage/legacy in community
- Teamwork
- Trusting partnerships
- Use of park bonding
- Vast network that goes around whole city for multiple users

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#### 4.3.2 OPPORTUNITIES

A primary goal for the Department is to have a sustainable and accessible system of facilities with programs reflective of all it serves. Stakeholders shared several perspectives for the future of the Department. Suggestions for opportunities to improve include additional indoor recreation space, more inclusive programming, improved long-term planning, and adding aquatic amenities. Many of these opportunities can be addressed with the addition of the proposed NexusPark facility.

#### INDOOR RECREATION SPACE

The Department being able to keep up with the growth of the community and provide year-around recreation opportunities constant were constant themes throughout discussions.

## Columbus Parks and Recreation

As provided by stakeholders, comments and recommendations regarding indoor recreation space, or NexusPark specifically include:

- “We HAVE to have an indoor recreation facility”
- Indoor aquatics facilities
- Indoor rec facility is needed and fair oaks is the greatest opportunity
- Lack of winter indoor activity space
- Message the value of Nexus to the community in a way that they can understand it to avoid pushback on the final price tag
- Monon Recreation Center used as an example
- More indoor winter programming for small children
- Need a clear vision and plan for NexusPark; what is the culture of the place going to be?
- Need more staff support for NexusPark
- Nexus operations: any possibility of contracting out?
- NexusPark Fieldhouse is a great opportunity to build on for the community and for economic impact
- Parks should be leasing space at NexusPark, not responsible for operations
- Staff anxiety regarding NexusPark
- Tennis-No indoor public facility

### INCLUSION

Stakeholders verbalized opportunities within the inclusive practices of the Department, especially as it ties into ADA accessibility and minority populations. There were multiple comments regarding the addition of Cricket programming and facilities, as well as multi-cultural events and spaces.

Inclusion based comments and suggestions by included:

- ADA compliant restrooms, playgrounds and park access
- Connection to Latino population
- Cricket
- Cricket- “Not popular with Indian kids, popular with Indian adults”
- Cultural - have to go to Indian, Hispanic, LGTB, Chinese communities as well as eastern Columbus
- Donner Park is not wheelchair accessible
- Eastern part of Columbus is the lower social economic groups
- Ensure NexusPark does not exclude people due to pricing while balancing financial sustainability
- Every park does not have to be like Freedom Field, but they all have to seem inclusive in the best way possible
- Figure out how to serve people with intellectual disabilities, who are adults
- Good at getting the white-collar input but not as good at the blue-collar input
- Growth of park system as demographics grow
- Indian community “soft sports”
- Look for good ideas from other cultures
- Multi-Cultural event space
- Multi-Cultural Youth Sports Programs
- Need to make parks are physically more accessible and look at overall ADA access
- Spaces to celebrate diversity

## Strategic Master Plan

### PLANNING

There were concerns addressed with the long-term planning and prioritization of the Department. Stakeholders would like to see a focus on the maintenance and upkeep of current assets, and not just adding on additional facilities and grounds without the staff and funding to properly manage them. There were also questions posed as to the completion of previous plans and what is the vision of the department going forward, especially as it pertains to Donner Park.

Statements and questions collected from stakeholders regarding Planning included:

- “I don’t think we ever get to the bottom of the list of things we want to do”
- Better job of planning maintenance
- Columbus is good at building, not so great at maintaining
- Complete the overflow projects from the previous Master Plans
- Did all projects from previous plans get completed? If not, why?
- Foundation cannot make up all the difference in the financials
- Has the Vision changed?
- High use of parks means that assets wear out and can wear out quickly
- Identify what needs to happen to achieve excellence
- Identify where we need to go and what we need to leave behind
- Infinite projects. Finite resources
- Keep adding additional tasks, not additional staff
- Long-term outcomes
- Make sure we are looking ahead
- More investment in public spaces
- Need to do better for deferred maintenance and maintenance planning for most used parks and preferred plan for that
- Need to develop percentages for public use and Visitor use of Nexus.
- No true Master Plan for the City
- Park foundation having to raise money for maintenance
- Philanthropic initiatives are exhausting Columbus resources
- Prioritize on how to maintain what we have currently and not add more projects that we cannot maintain
- The city is supporting the parks as much as they have in the past, but lately have made little progress and undergone some cuts.
- The city should support the dept. more.
- What is the future of Donner Park?

### AQUATICS AMENITIES

The desire to see the addition of splash pads or water playgrounds, as well as an improved aquatic facility were consistent themes during our stakeholder interviews.

### 4.3.3 TOP PRIORITY

Stakeholders shared many priorities to enhance the Department's parks and recreation system. There was substantial conversation around both the utilization of the new NexusPark, and the revitalization of the existing Donner Center. Other top priority outcomes mentioned by stakeholders were increased equity and inclusion, improved connectivity, and activation of the riverfront.

#### NEXUSPARK

Stakeholders indicated real excitement around NexusPark and what it will bring to the Columbus community. It's high visibility, ability to provide year around recreation, and be the anchor of midtown development were all mentioned as reasons why ensuring NexusPark is up and running as soon as possible was important to stakeholders.

#### DONNER CENTER

The emotional connection between multiple stakeholders and Donner Center was apparent during meetings. Refurbishing, redeveloping, or revitalizing the facility was the top priority of many participants as they felt the historical nature of Donner made it a gem of the Columbus community.

#### EQUITY AND INCLUSION

Stakeholders would like to see a more equitable park system, both in terms of cultural diversity and in economic demographics. The addition of a Cricket pitch and/or cricket programming was mentioned specifically as a top priority outcome by multiple stakeholders. There was also desire for improved ADA accessibility.

#### CONNECTIVITY

Improving and expanding the People Trails was an mentioned often as a priority by stakeholders. They believe that more investment in the trail system will bring out additional support and usage, improving the lives of the community. There is also a desire to see Columbus become more bike friendly that was heard throughout these interviews.

#### RIVERFRONT ACTIVATION

"How do we make us a true river town?" was a question posed by a stakeholder in one of the meetings and is indicative of the desire to activate the riverfront that was prevalent in interviews. Some specifics that were mentioned were the extension of the pathway along the river, and further investment in Noblitt Park.

## 4.4 PUBLIC INPUT MEETINGS

In tandem with the stakeholder and focus group interviews, the consulting team also hosted a virtual public input meeting designed to further engage residents of the city. The public input meeting took place August 31 at 6:00 pm virtually via Zoom. Attendees were given a presentation of the project, process, initial demographic findings, as well as an opportunity for residents to offer feedback on the parks system through Zoom live polling and asking questions during the presentation. The public virtual meeting had 33 participants, representing a variety of interests, who participated in the public forum.

### LIVE POLLING

One key approach for soliciting feedback from attendees of the public forum was through live polling of the audience. Using the responses to focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of county needs.

Attendees were able to respond to these questions and view responses in real time using “Zoom Polling” to answer a series of questions related to usage and need for parks, trails, facilities, and programs.

The below infographic shows key data from this polling.

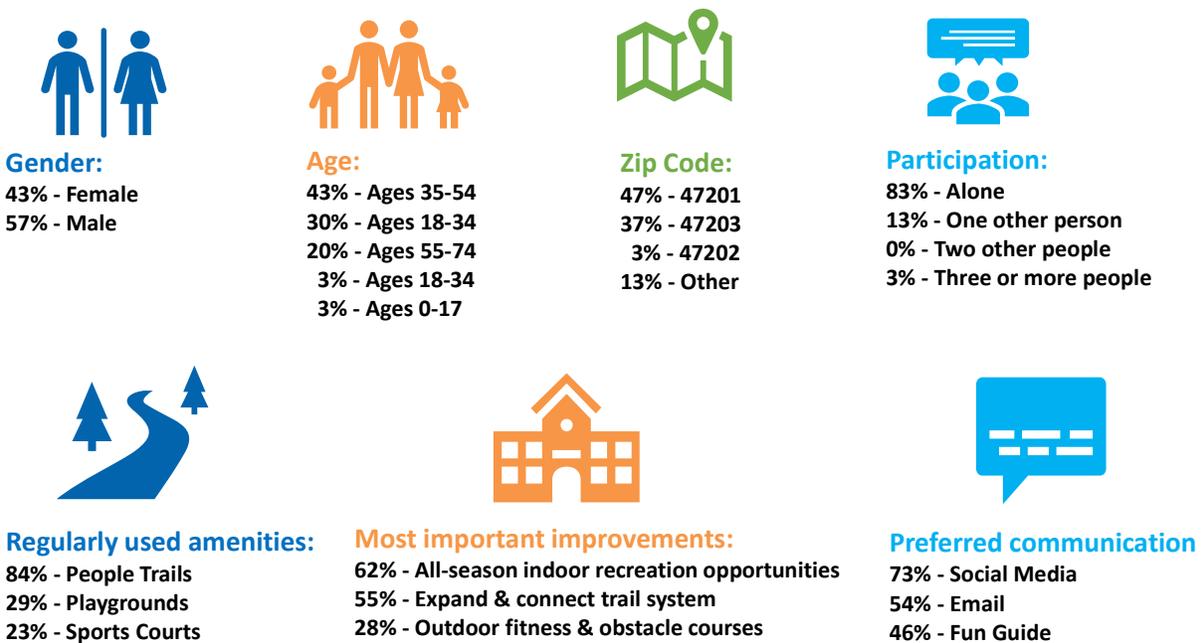


Figure 32: Public Input Meeting Findings Infographic

### 4.5 STATISTICALLY VALID SURVEY

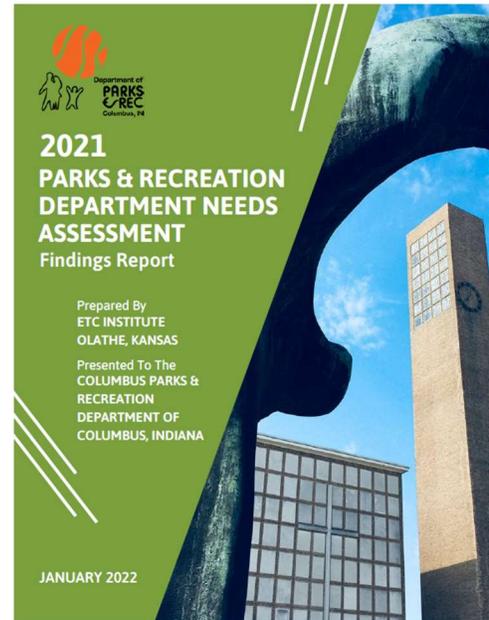
ETC Institute administered a Parks and Recreation Needs Assessment for the City of Columbus, Indiana. The results of this survey will be used to establish priorities for improvements to the City's park and recreation system, programs, and other services. Data compiled during this survey will help City leaders make decisions that best reflect the desires and needs of the community.

#### 4.5.1 METHODOLOGY

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

To encourage participation, approximately ten days after the surveys were mailed, ETC Institute sent emails/text messages to the households that received the survey. The email/text contained a link to the online version of the survey to make it simple for households to complete. To prevent people who were not a part of the random sample, everyone who completed the survey online were required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample.

The goal was to collect 325 completed surveys from City residents. The goal was exceeded in a total of 419 surveys being completed. The overall results for a sample of 419 surveys have a precision of at least +/-4.7% at the 95% level of confidence.



#### 4.5.2 NEXUSPARK

The City is developing the NexusPark property into a campus that will include various recreation amenities. Households were asked how often they would likely use various amenities, if they were incorporated into the NexusPark property.

- The top four amenities that households indicated they would use weekly, were: an indoor walking/jogging track (30.0%), weight room/cardiovascular equipment area (18.5%), aerobics/fitness/gymnastics space (17.7%), and free Wi-Fi (14.7%).
- The top four amenities that households indicated they would use monthly, were: an indoor walking/jogging track (46.0%), food service (43.2%), group fitness classes (37.2%), and free Wi-Fi (37.1%).
- The top four amenities that households indicated they would use yearly, were: banquet/special event space (33.8%), multi-purpose space for classes/meetings/parties (30.8%), arts and crafts rooms (25.1%), and food service (21.8%).
- The four amenities that had the highest percentage of households indicate they would seldom/never use them, were: co-working office space (85.0%), preschool program space (82.7%), child watch area (78.5%), and gaming rooms (67.0%).

## Strategic Master Plan

Based on the sum percentage of respondents' top four choices, households indicated they would most likely use the following features, if incorporated into NexusPark:

- Indoor walking/jogging track (57.5%)
- Weight room/cardiovascular equipment area (27.2%)
- Food service (25.3%)
- Aerobics/fitness/gymnastics space (25.3%)
- Group fitness classes (24.5%)

Households were asked their opinion of how the cost for operating NexusPark should be paid for;

- 16.0% feel 100% of operating costs should be paid through existing City taxes
- 23.4% feel new general City taxes should pay for the majority of costs and fees from users should pay for the remaining costs
- 25.8% feel fees from users should pay for the majority of costs and new taxes should pay for the remaining costs
- 16.2% feel 100% of operating costs should be paid through user fees
- 18.6% did not have an opinion

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### 4.5.3 COVID-19

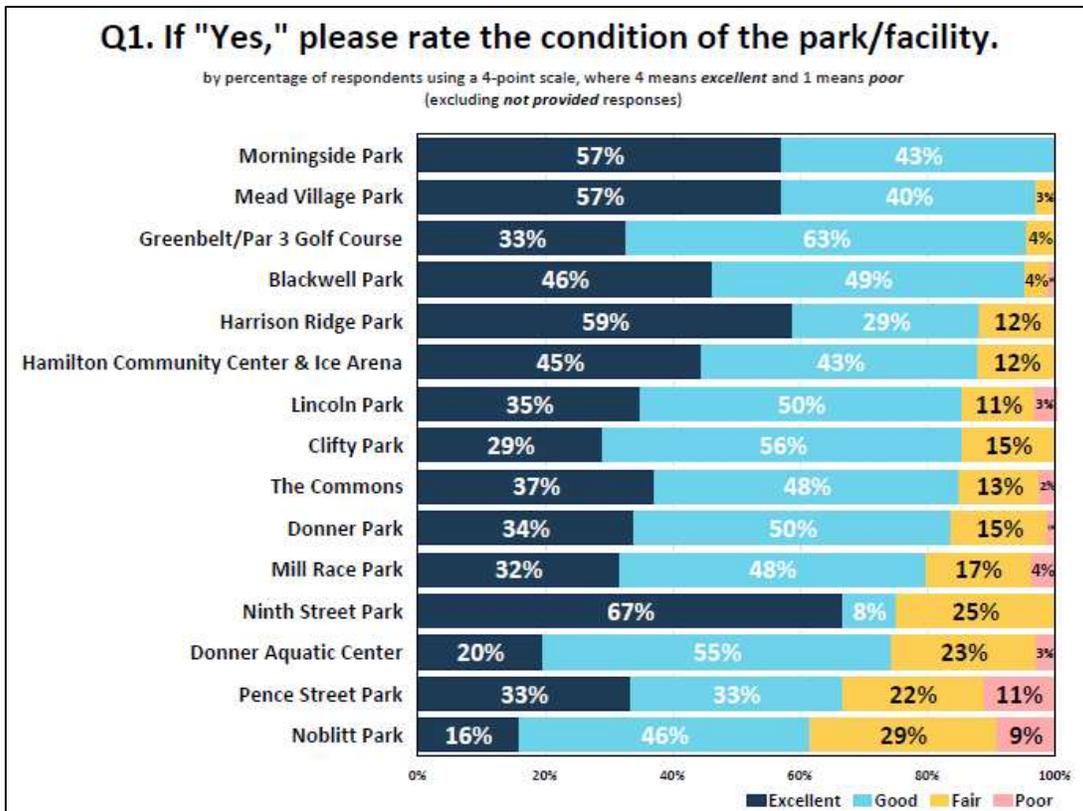
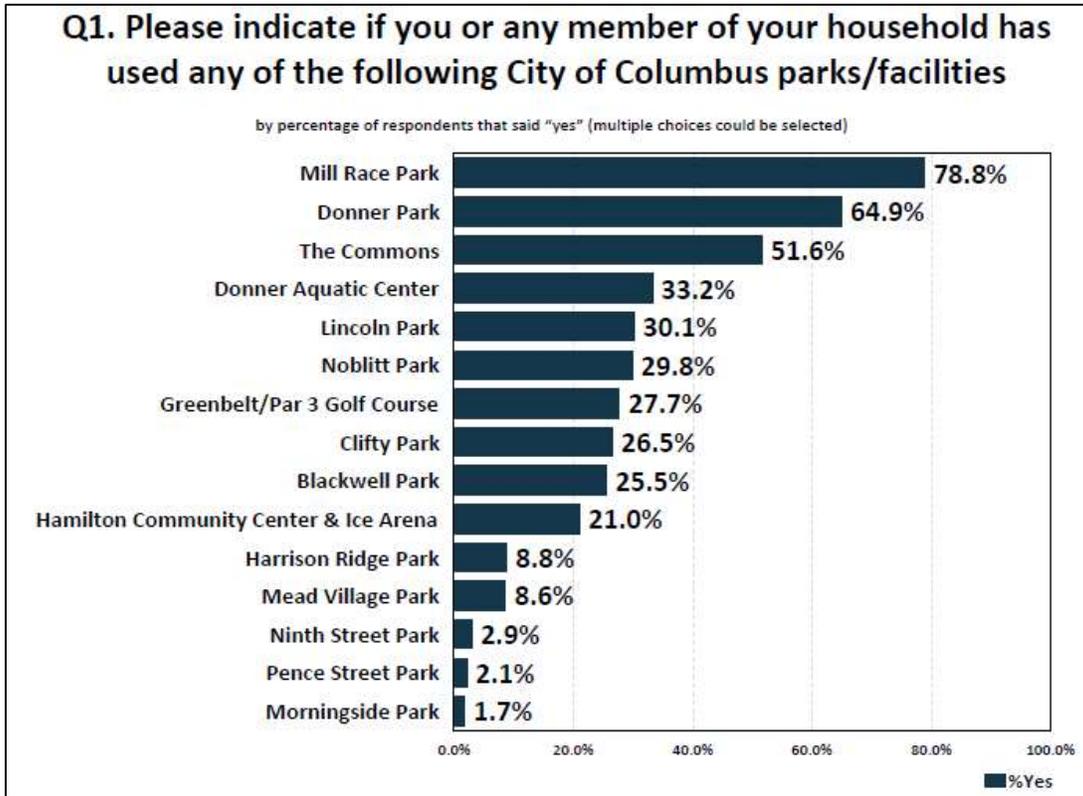
Households were asked how their perception of the value of parks, trails, open spaces, and recreation has changed during the COVID-19 Pandemic.

- Over half (55.2%) indicated their perception of the value of parks, trails, open spaces, and recreation, has either somewhat or significantly increased.
- 34.1% indicated their perception has not changed
- 5.5% indicated their perception either somewhat or significantly decreased
- 5.3% did not provide their opinion

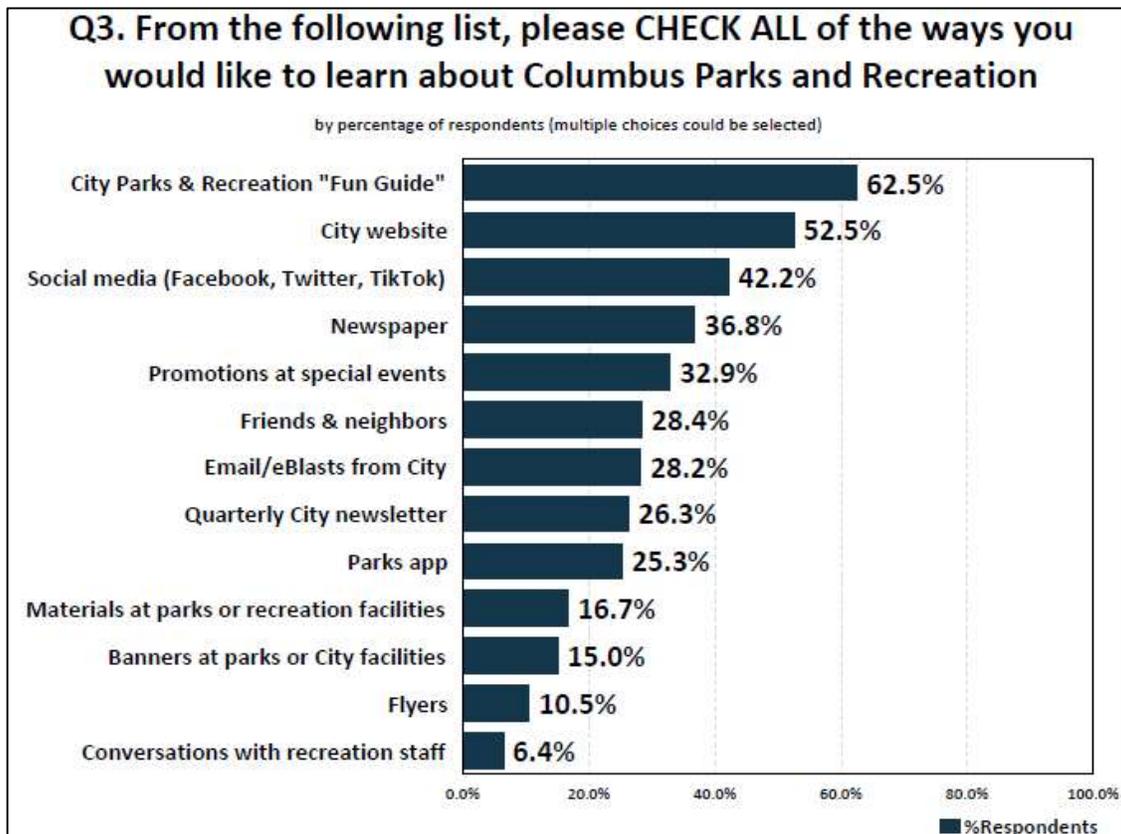
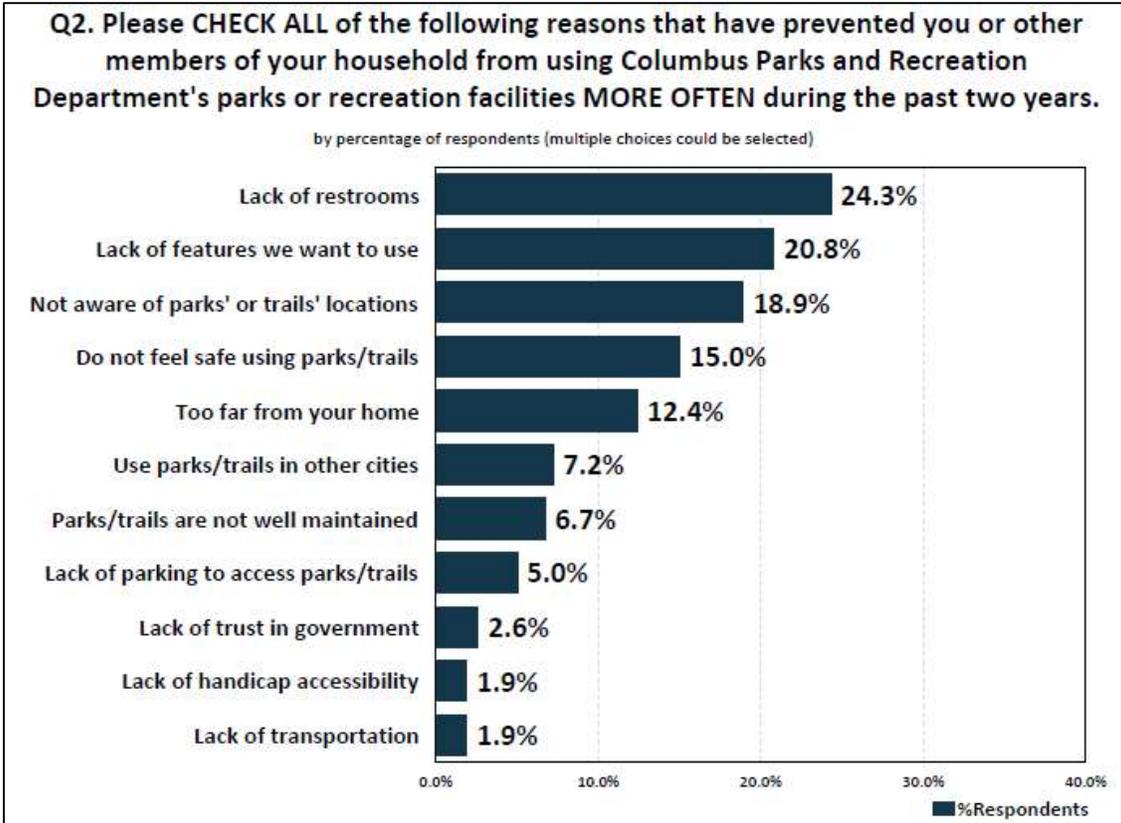
Based on the households' perception of value of parks, trails, open spaces, and recreation; 39.0% would want the city to increase funding for future parks, recreation, trails, and open spaces, 43.2% would want to maintain the existing funding levels, 3.4% would want to reduce funding, and 14.4% are not sure.

# Columbus Parks and Recreation

## 4.5.4 STATISTICALLY VALID SURVEY RESULTS



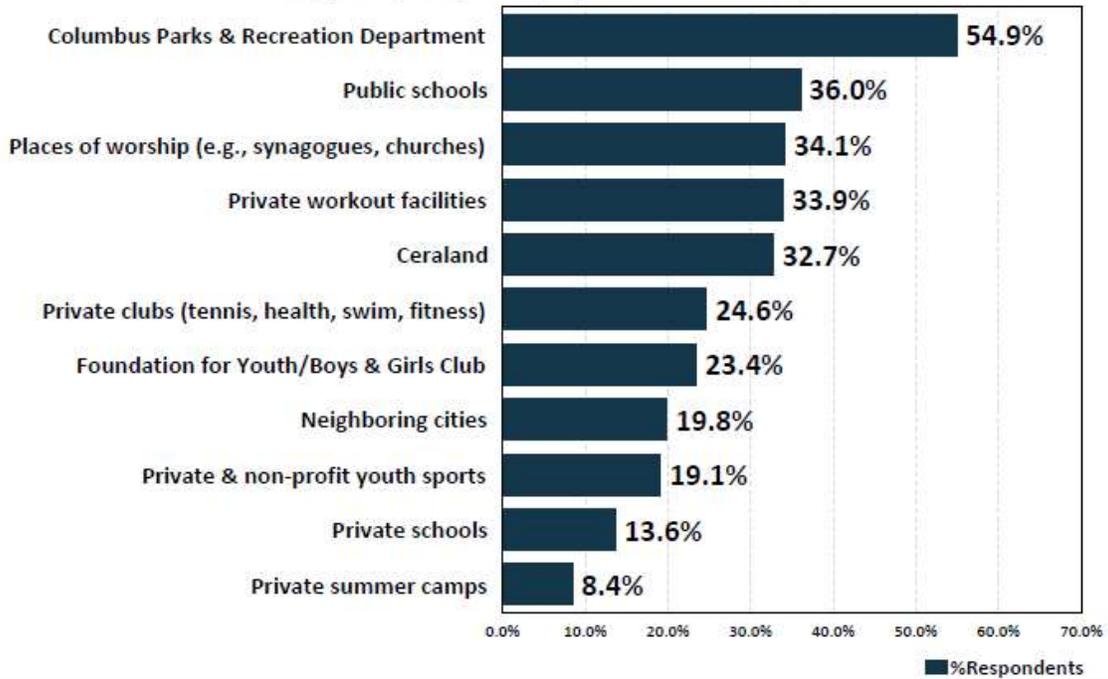
## Strategic Master Plan



## Columbus Parks and Recreation

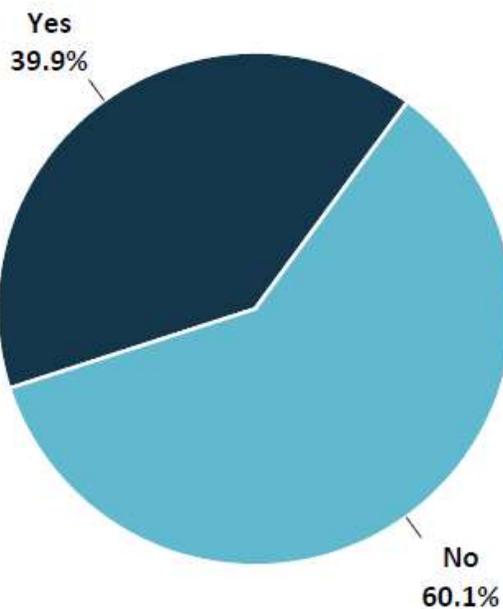
**Q4. From the following list, please CHECK ALL of the organizations that you or members of your household have used for recreation and sports activities during the last two years.**

by percentage of respondents (multiple choices could be selected)



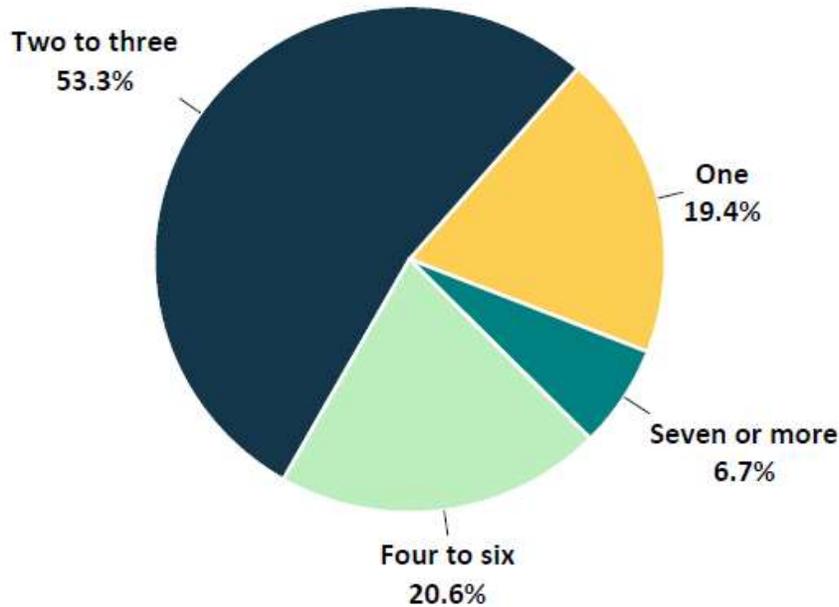
**Q5. Has your household participated in any recreation programs offered by the Columbus Parks and Recreation Department (for all ages) during the last two years?**

by percentage of respondents



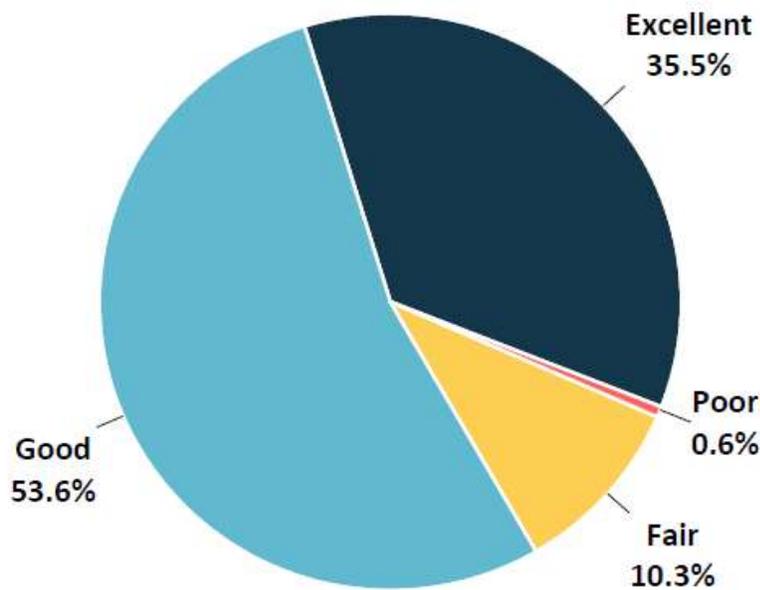
**Q5a. How many recreation programs offered by the Columbus Parks and Recreation Department have you or members of your household participated in during the last two years?**

by percentage of respondents (excluding *not provided* responses)



**Q5b. How would you rate the overall quality of the Columbus Parks and Recreation Department's recreation programs in which your household has participated?**

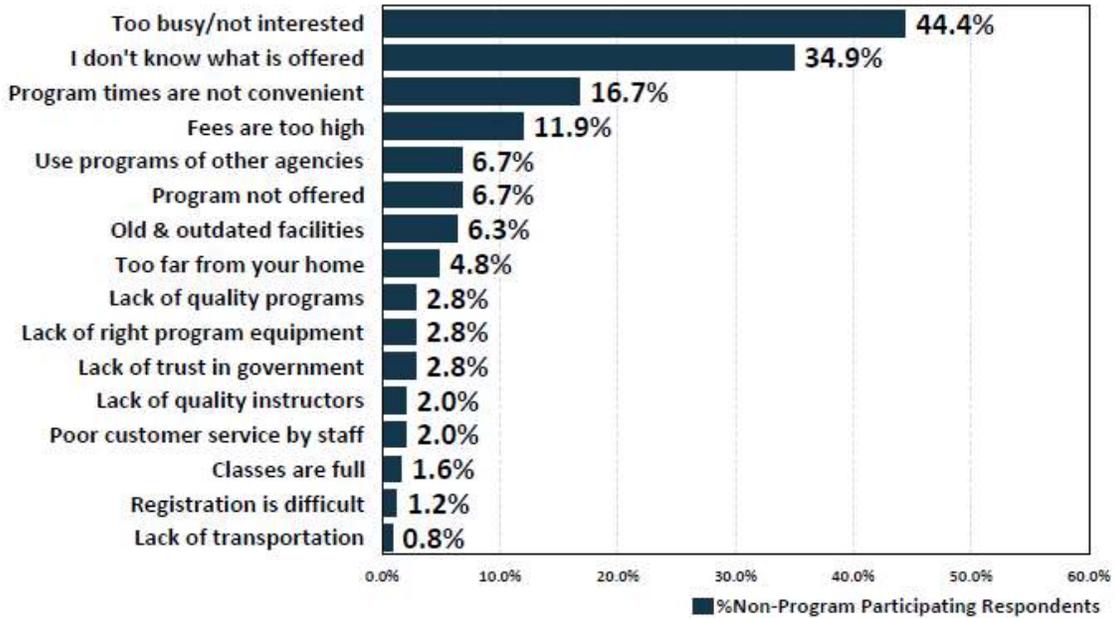
by percentage of respondents (excluding *not provided* responses)



## Columbus Parks and Recreation

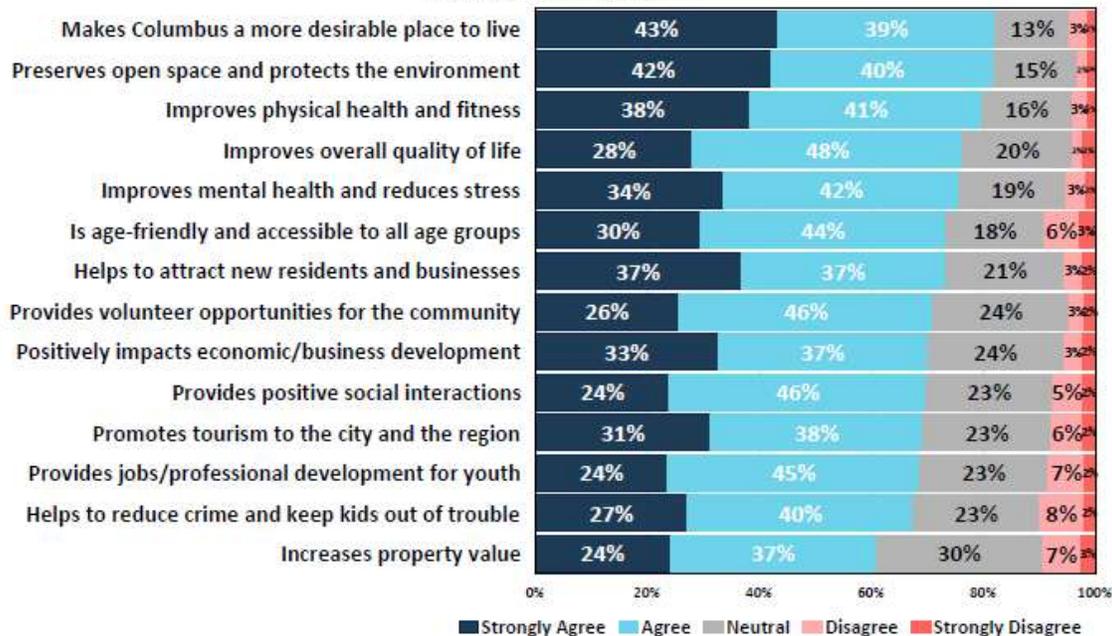
**Q5c. If your household has NOT participated in any Columbus Parks and Recreation Department recreation programs during the last two years, please CHECK ALL of the following reasons why you may have NOT participated, before the COVID-19 Pandemic.**

by percentage of respondents that said "yes" (multiple choices could be selected)



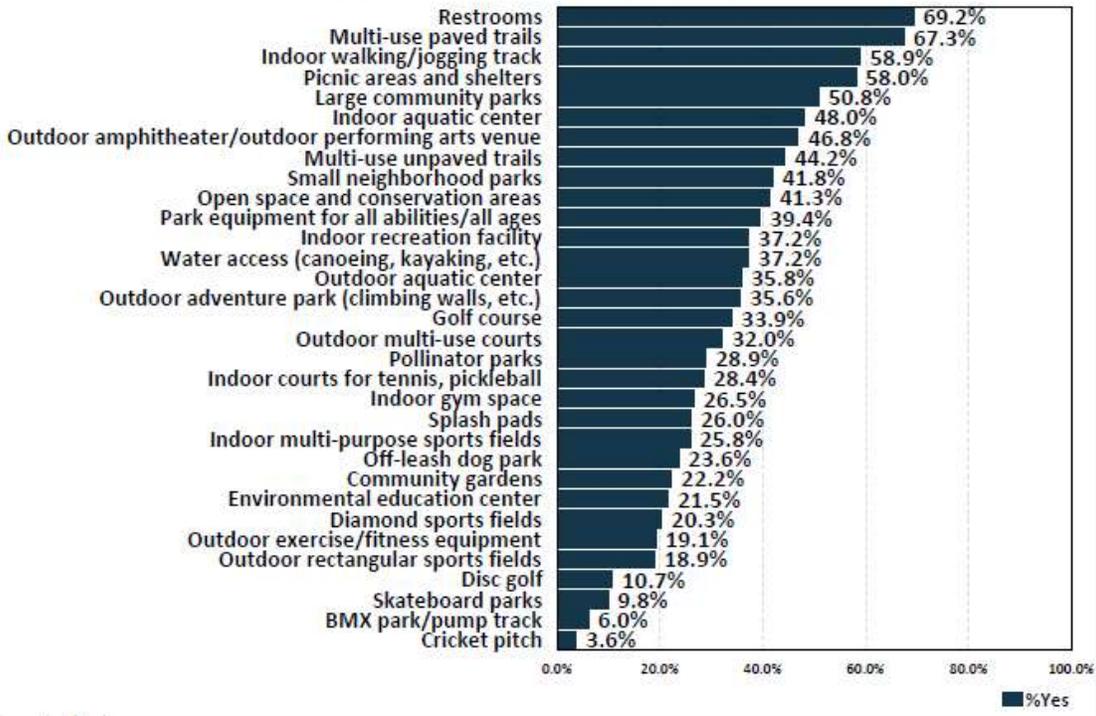
**Q6. Please rate your level of agreement with the following statements about some potential benefits of the Columbus Parks and Recreation Department's services.**

by percentage of respondents using a 5-point scale, where 5 means *strongly agree* and 1 means *strongly disagree* (excluding *don't know* responses)



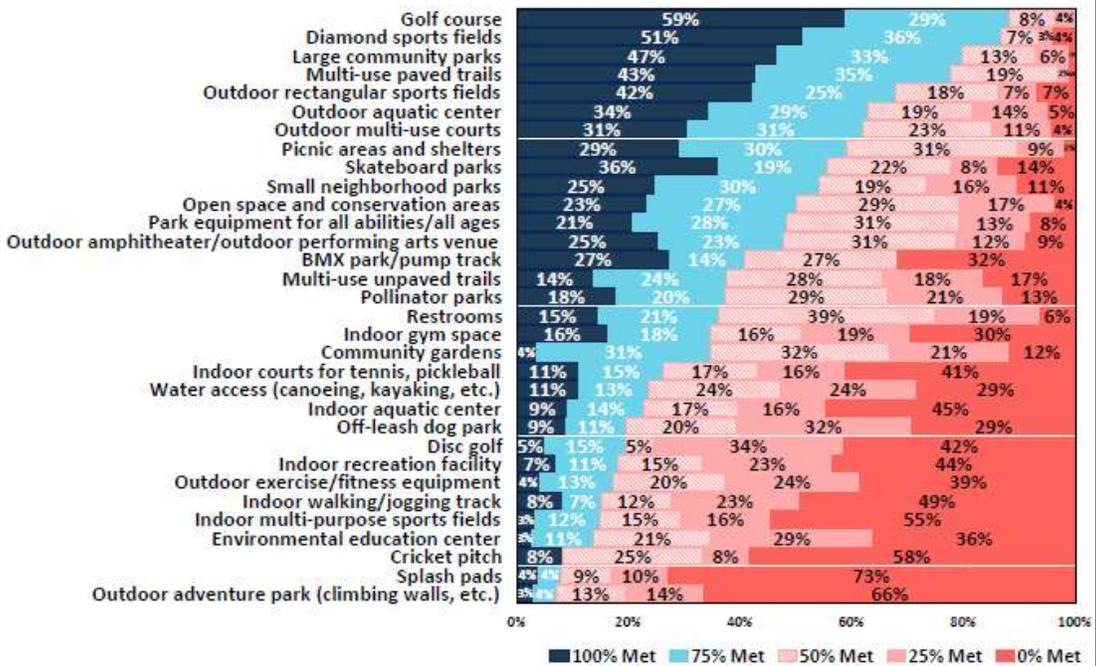
### Q7. Percentage of Respondents That Have a Need for Parks and Recreation Facilities/Amenities

by percentage of respondents (multiple choices could be selected)



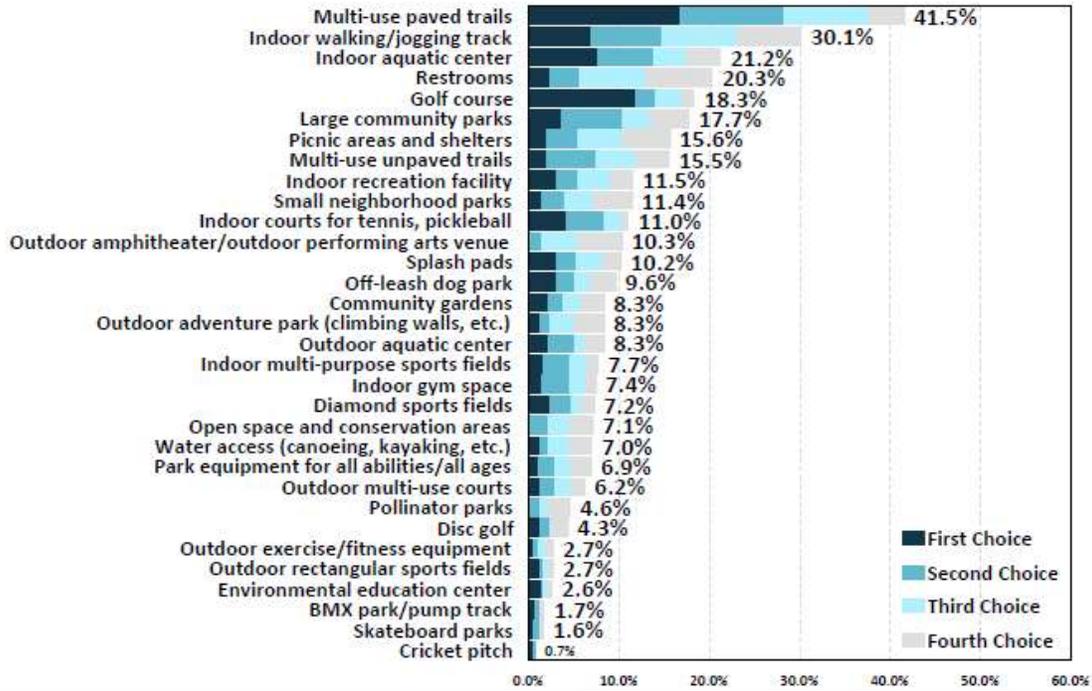
### Q7. How Well Respondents' Parks and Recreation Facility/Amenity Needs Are Currently Being Met

by percentage of respondents using a 5-point scale, where 5 means 100% Met and 1 means 0% Met (excluding don't know responses)



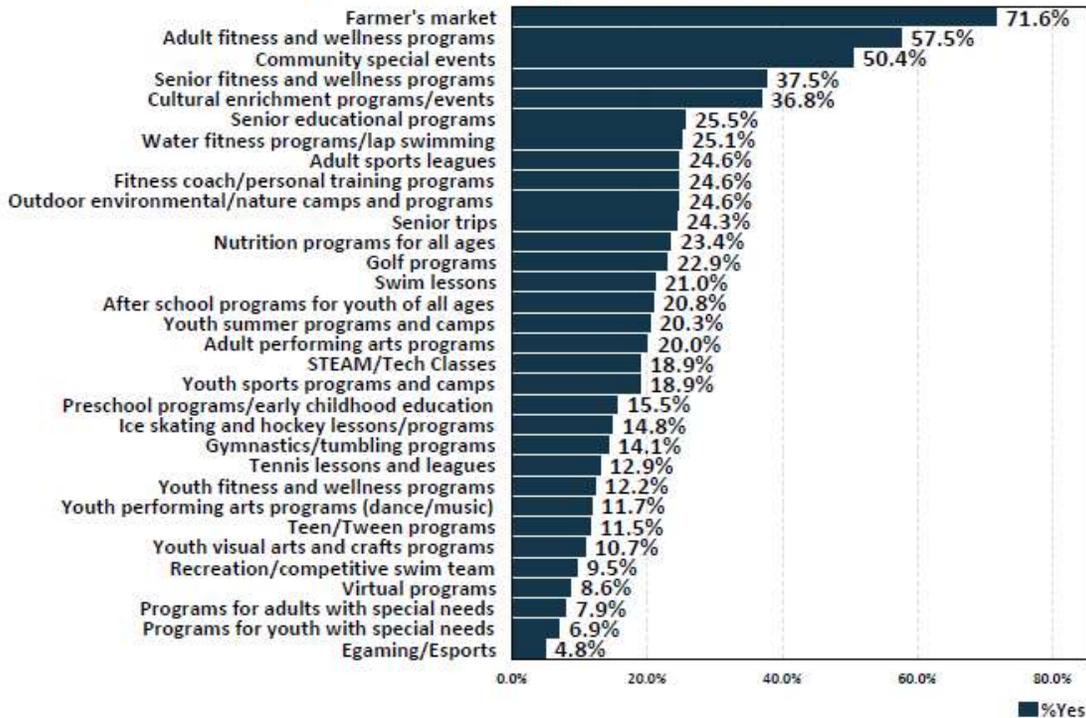
### Q8. Parks and Recreation Facilities/Amenities That Are Most Important to Respondents and Their Household Members

by the sum percentage of respondents who chose the item as one of their top four choices



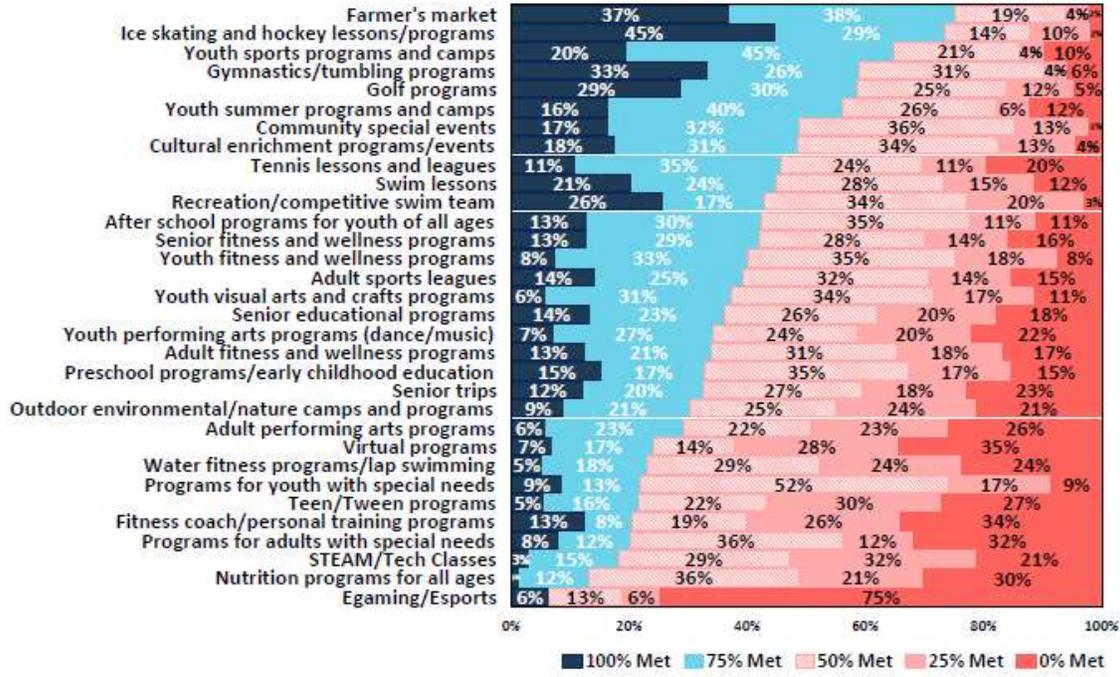
### Q9. Percentage of Respondents That Have a Need for Various Parks, Recreation, and Senior Programs

by percentage of respondents (multiple choices could be selected)



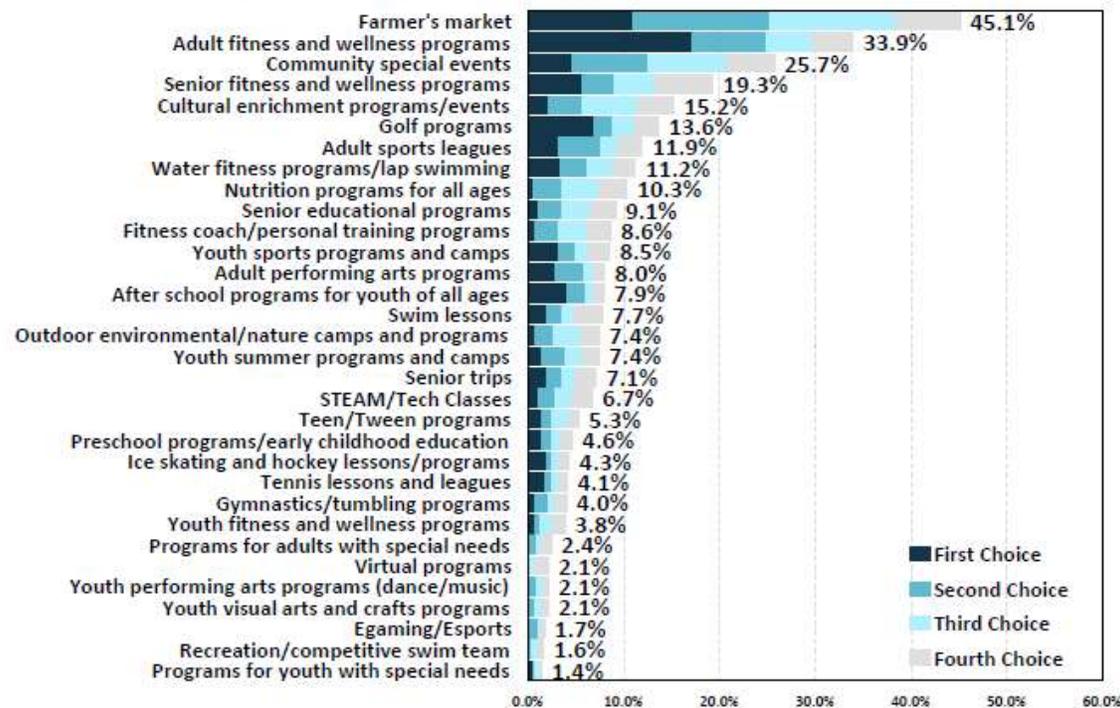
### Q9. How Well Respondents' Parks, Recreation, and Senior Program Needs Are Currently Being Met

by percentage of respondents using a 5-point scale, where 5 means 100% Met and 1 means 0% Met (excluding don't know responses)



### Q10. Parks, Recreation, and Senior Programs That Are Most Important to Respondents and Their Household Members

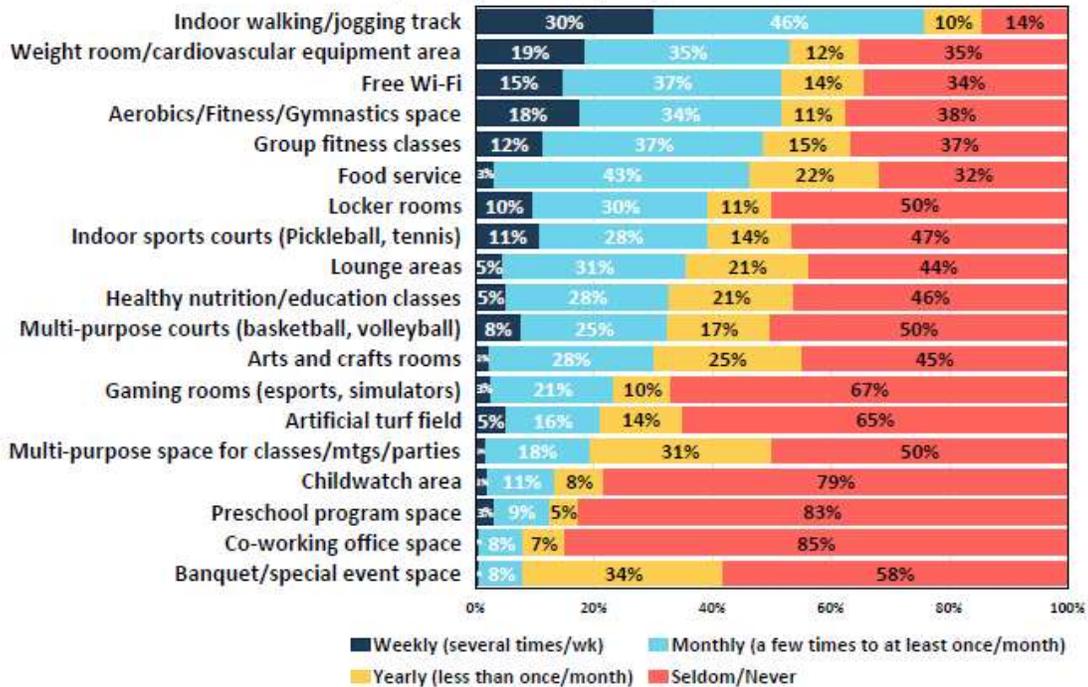
by the sum percentage of respondents who chose the item as one of their top four choices



## Columbus Parks and Recreation

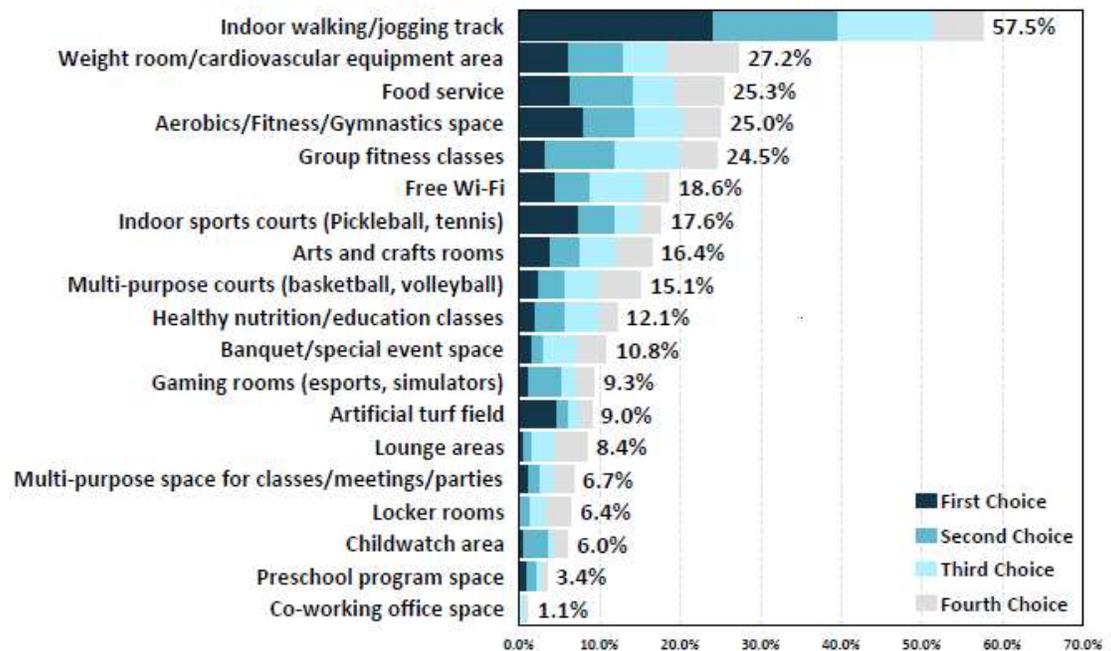
### Q11. Please indicate how often your household would use each of these features in an indoor sports fieldhouse.

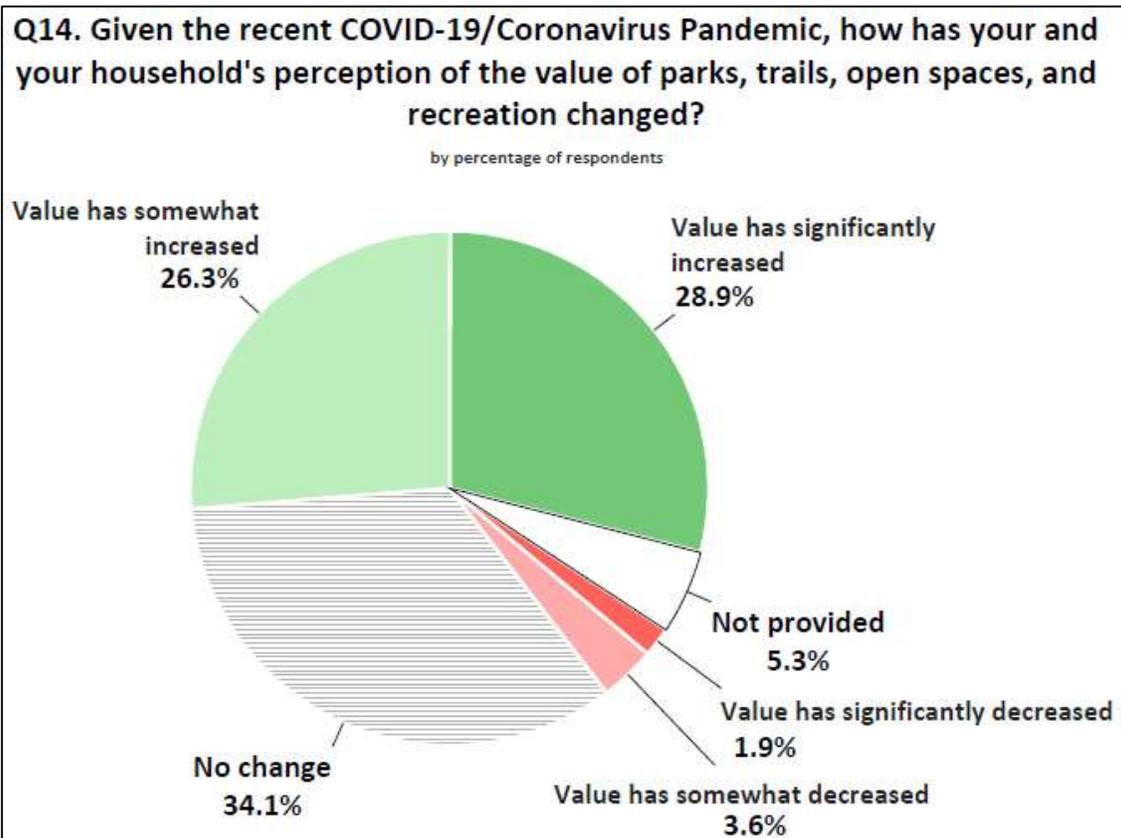
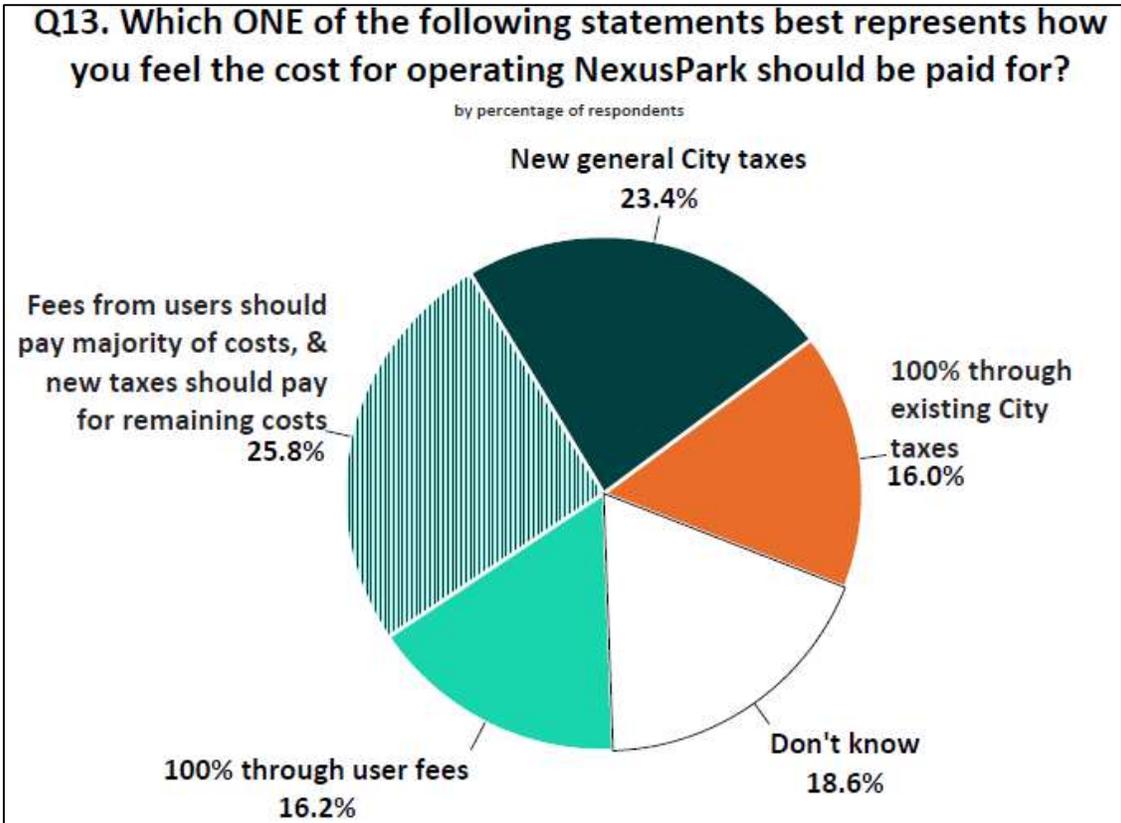
by percentage of respondents using a 5-point scale, where 5 means *several times/week* and 1 means *seldom/never*  
(excluding *don't know* responses)



### Q12. Which FOUR of the features listed in Question 11 would your household be MOST LIKELY to use if they were included in the NexusPark (formerly Fair Oaks Mall)?

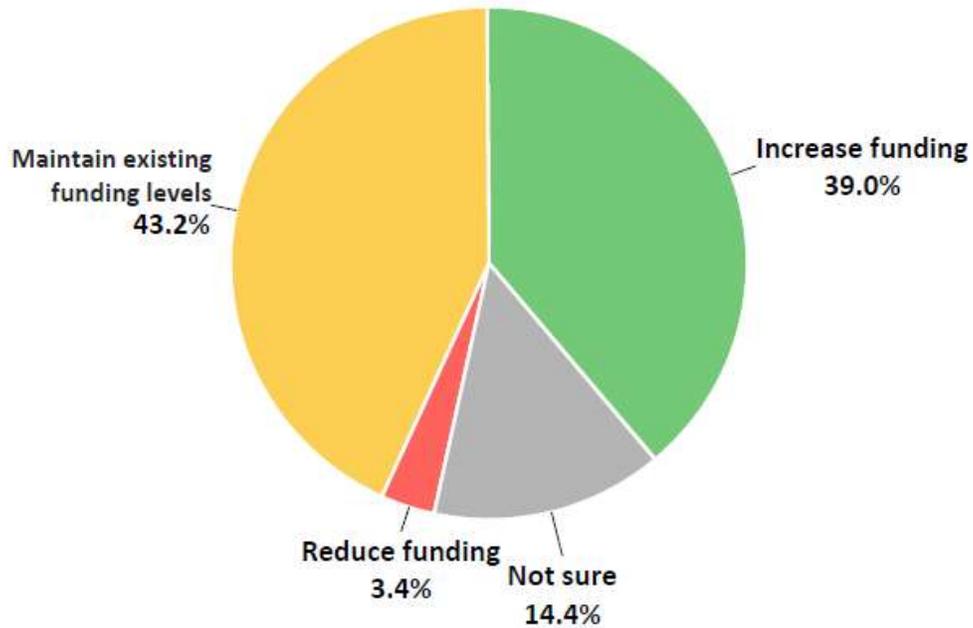
by the sum percentage of respondents who chose the item as one of their top four choices





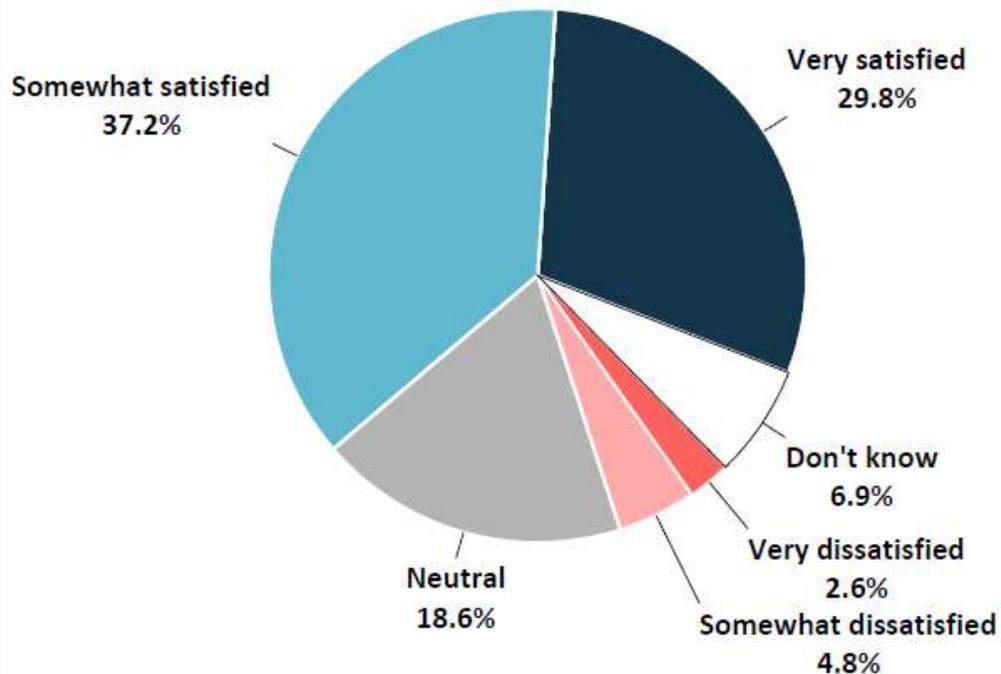
**Q15. Based on your perception of value in Question 14, how would you want the City of Columbus to fund future parks, recreation, trails and open space needs?**

by percentage of respondents (excluding *not provided* responses)

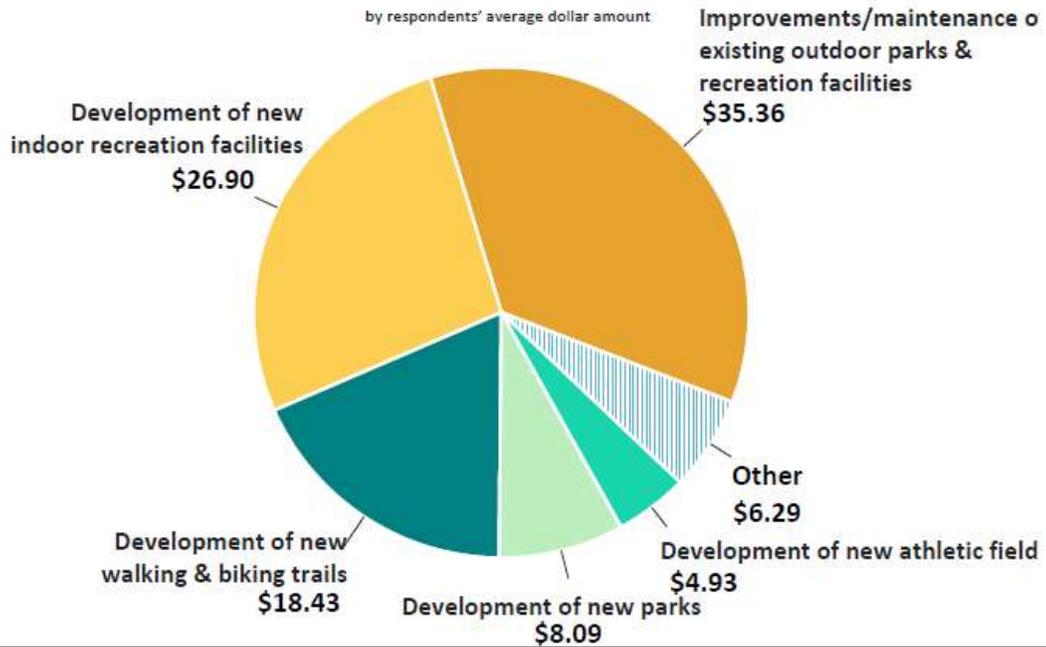


**Q16. Please rate your level of satisfaction with the overall value your household receives from the Columbus Parks and Recreation Department.**

by percentage of respondents

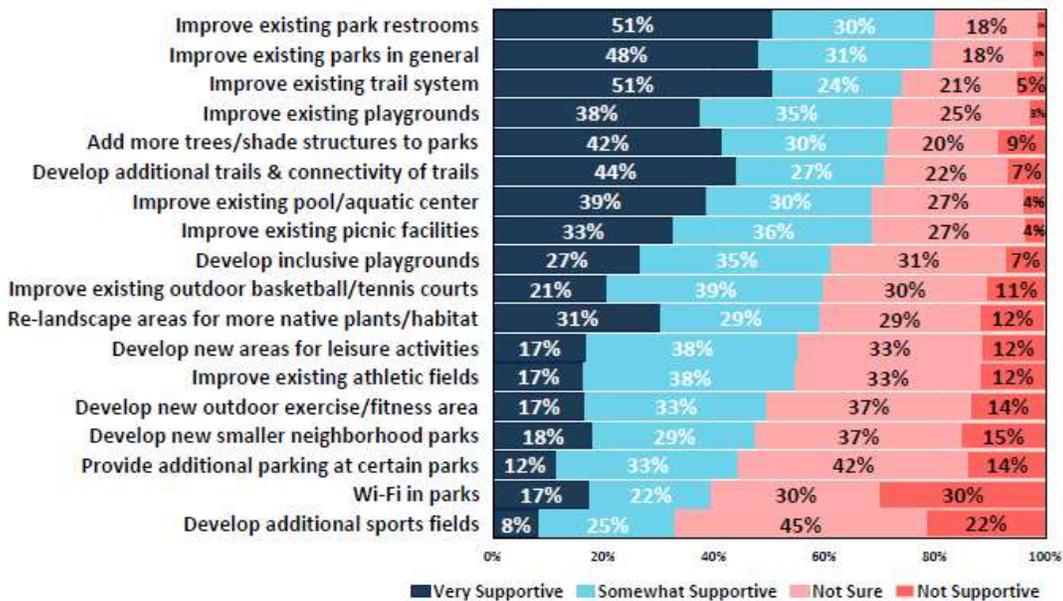


**Q17. If you had a budget of \$100 for parks and recreation improvements in the City of Columbus, how would you allocate the funds among these categories?**



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

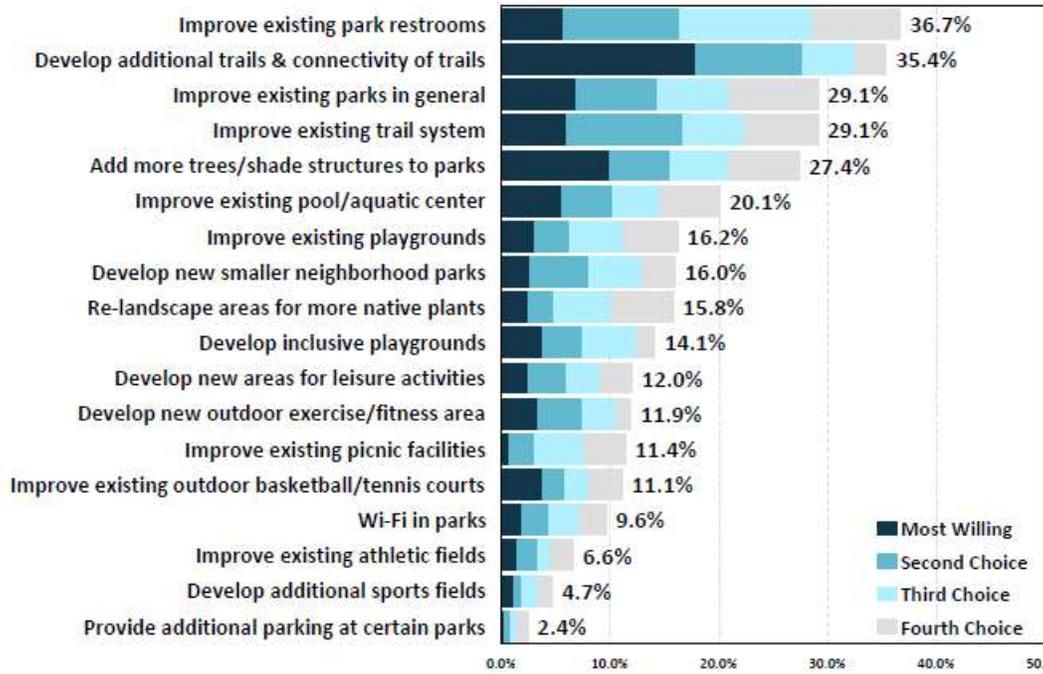
by percentage of respondents using a 4-point scale, where 4 means *very supportive* and 1 means *not supportive* (excluding *don't know* responses)



# Columbus Parks and Recreation

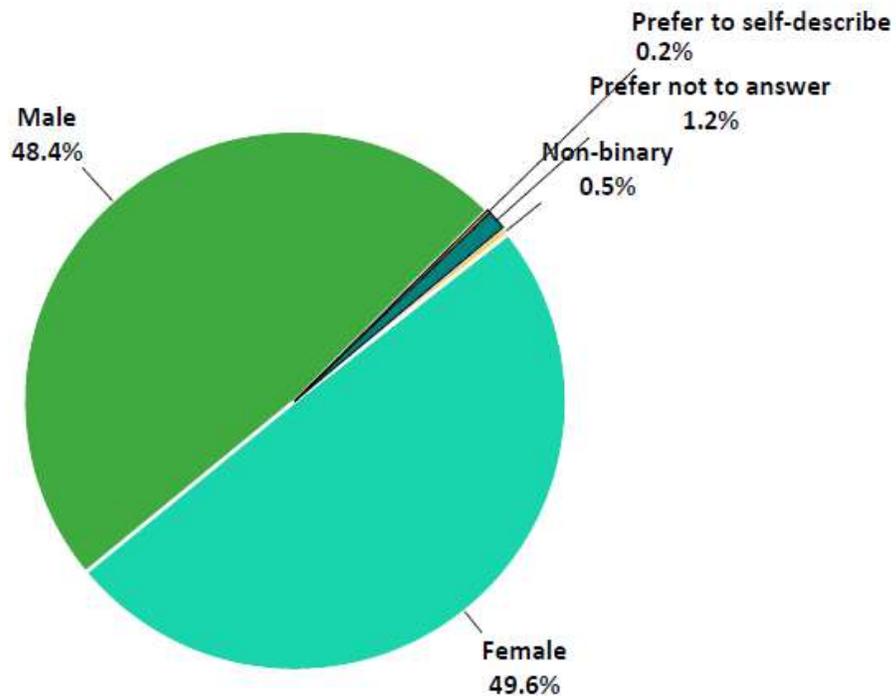
## Q19. Which FOUR actions from the list in Question 18 would you be MOST WILLING to fund?

by the sum percentage of respondents who chose the item as one of their top four choices



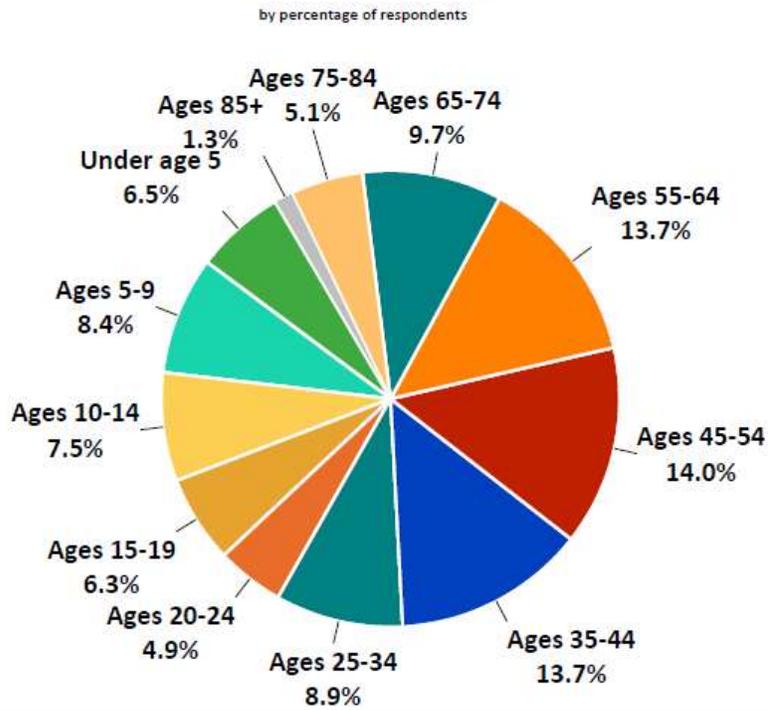
## Demographics: Q20. Gender: How do you identify?

by percentage of respondents

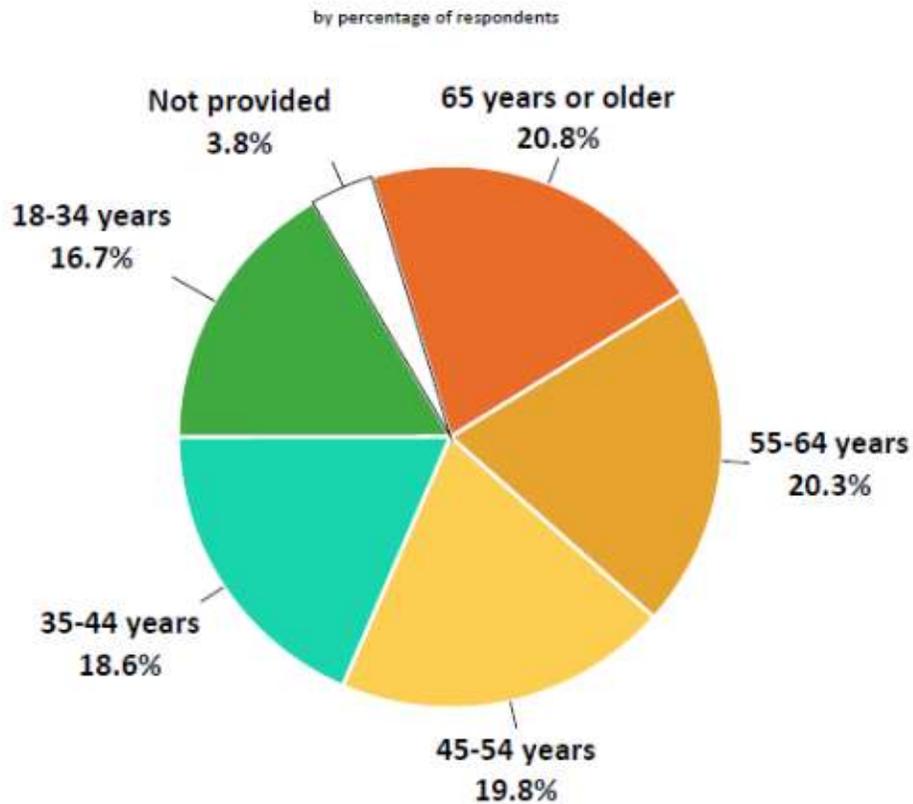


# Strategic Master Plan

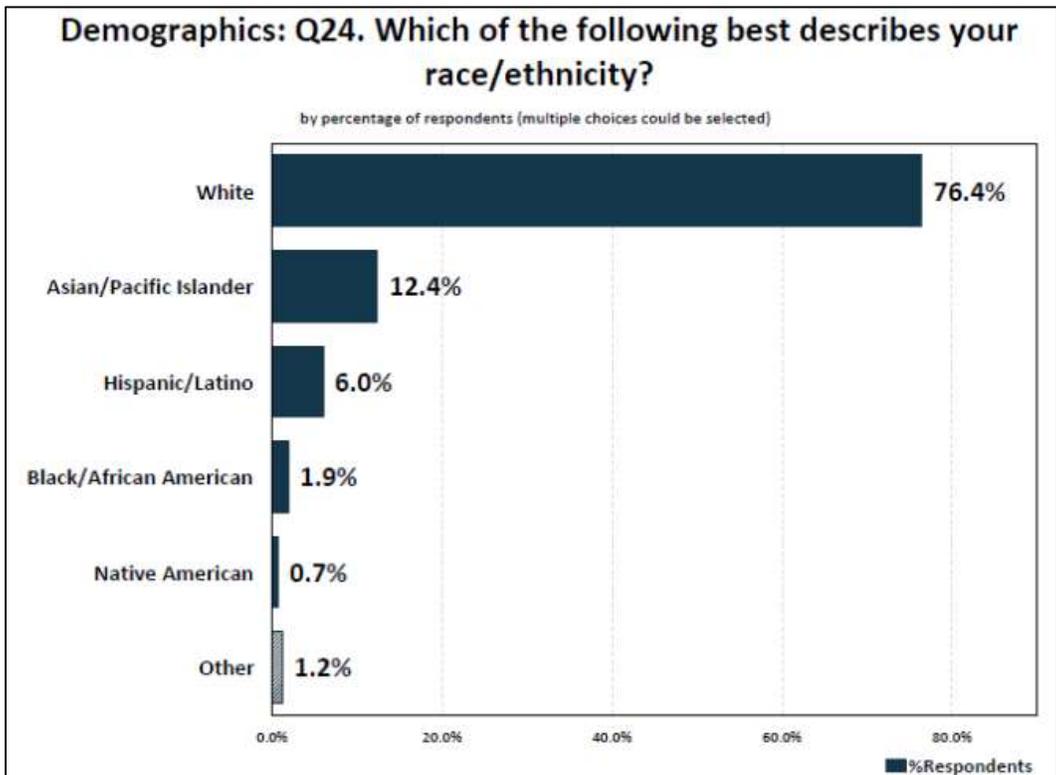
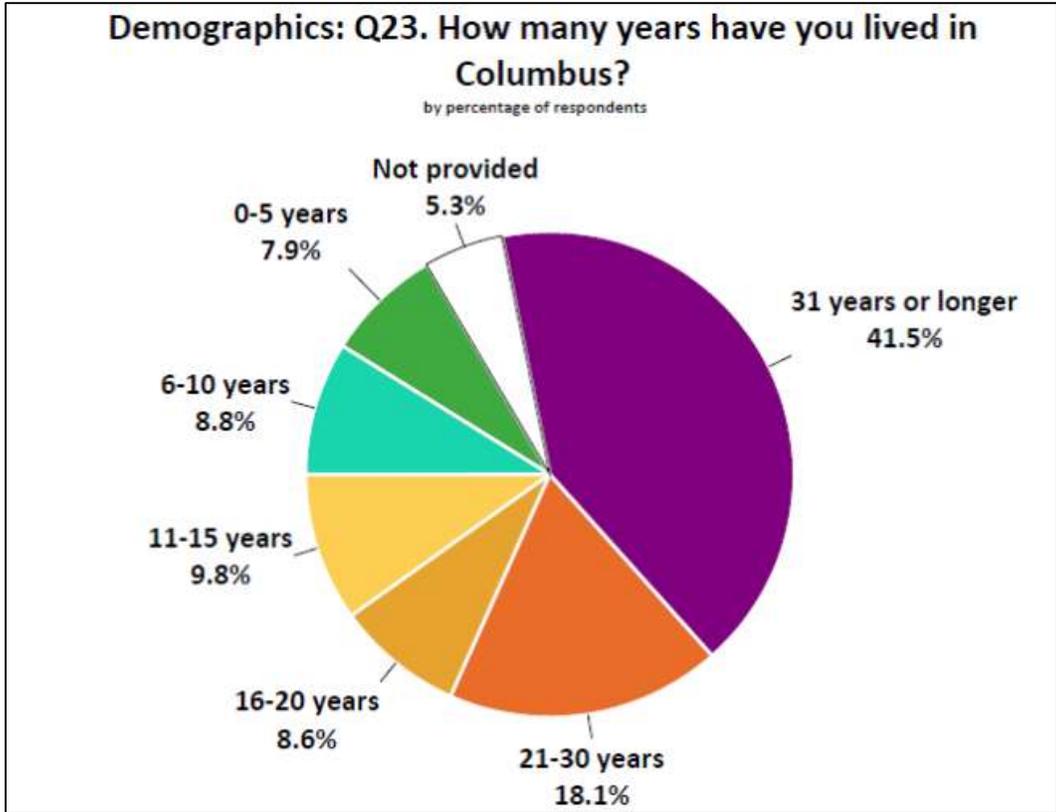
Demographics: Q21. Including yourself, how many people in your household are...

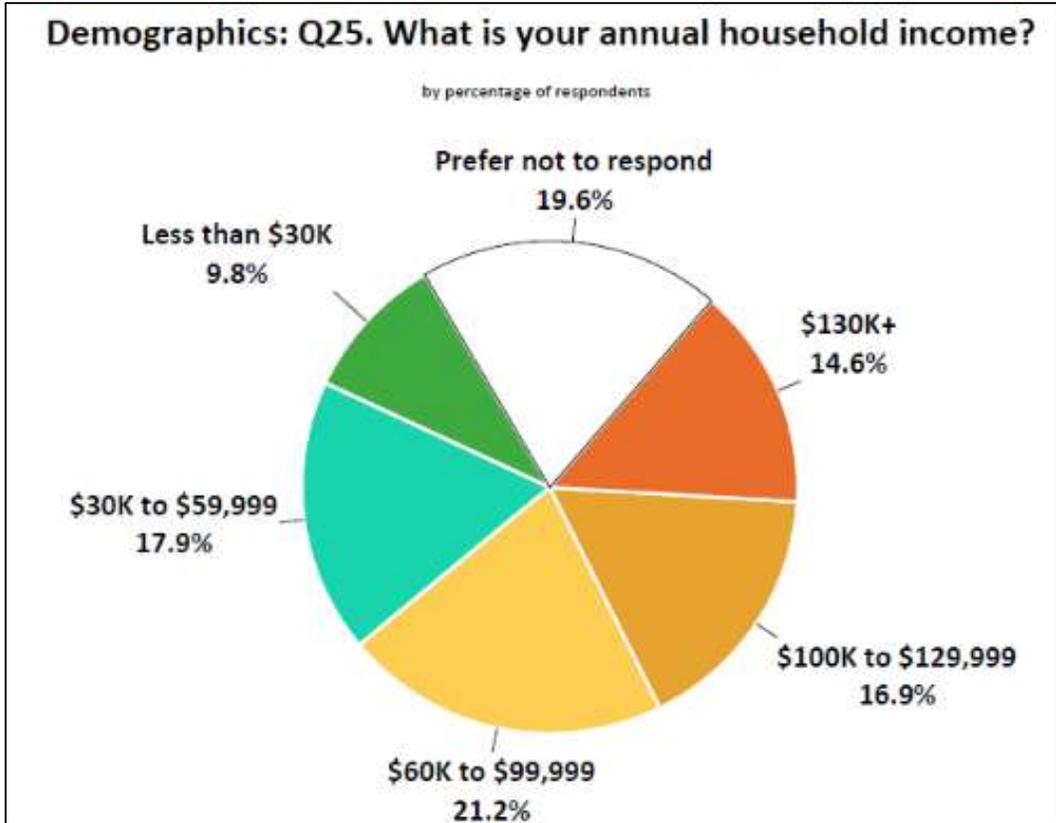


Demographics: Q22. Your age:



# Columbus Parks and Recreation





## 4.6 SURVEY COMPARISON

### 4.6.1 OVERVIEW

The City of Columbus (“City”) Department of Parks and Recreation (“Department”) had both a Statistically Valid Survey (distributed by ETC Institute) and an Online Community Survey (powered by SurveyMonkey) conducted to better prioritize community needs. The Online Community Survey mirrored the ETC Statistically Valid Survey allowing those who weren’t randomly selected to partake in the Statistically Valid Survey a chance to participate in the community engagement process and give their input.



Overall, the findings from the Online Community Survey are similar to the Statistically Valid Survey results. In many instances, the results mirror each other. Below are some of the takeaways from both the surveys.

## 4.7 KEY SURVEY COMPARISONS

The following sections present a side-by-side comparison of key survey results. All areas of congruence (in terms of order or response percentage range) are shaded in each table.

Green identifies responses over 5% higher than statistically valid survey

White indicates a score within 5% of the statistically valid survey

Orange identifies responses over 5% below the statistically valid survey

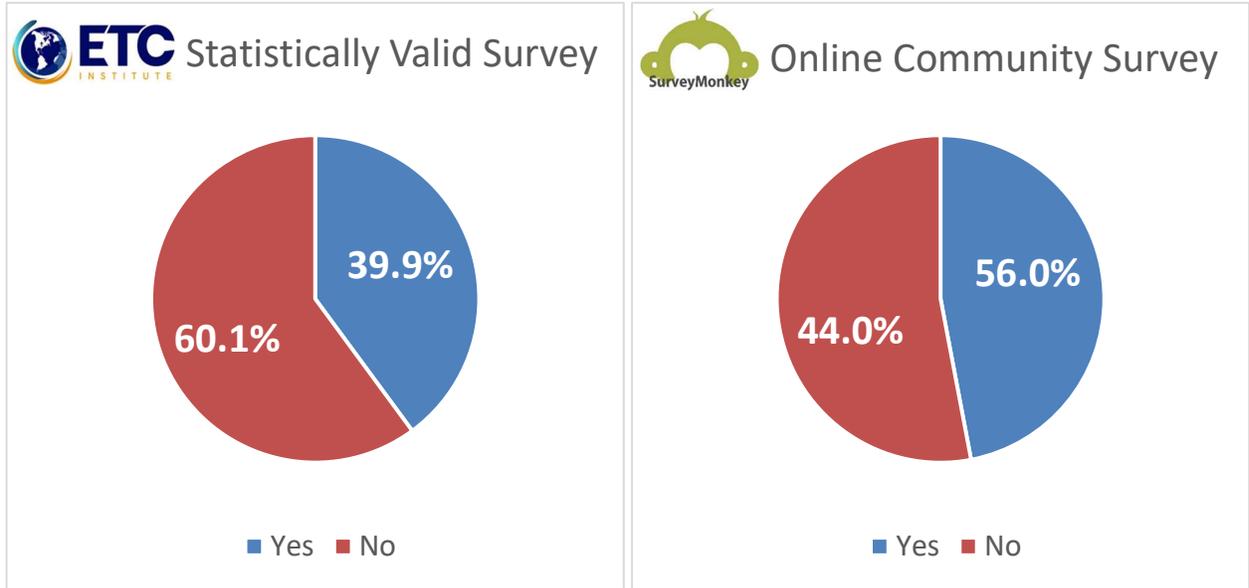
### 4.7.1 PARKS/FACILITY VISITATION

The four most visited parks/facilities during the past 2 years were the same in both survey, with the online survey percentages being substantially higher. This can be attributed to the Online Survey generally being taken by current, engaged users of the park system. Whereas, the random selection of the statistically-valid survey means a higher likelihood of non-users giving their feedback. The statistically valid survey is a better representation of the community, at large. The most noticeable example of this discrepancy is Hamilton Community Center & Ice Arena which was the 5<sup>th</sup> most visited Park/Facility on the online survey (47.2%) but was 10<sup>th</sup> on the Statistically Valid version (21.0%).

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Mill Race Park (78.8%)	1. Mill Race Park (92.5%)
2. Donner Park (64.9%)	2. Donner Park (82.7%)
3. The Commons (51.6%)	3. The Commons (66.5%)
4. Donner Aquatic Center (33.2%)	4. Donner Aquatic Center (50.4%)
5. Lincoln Park (30.1%)	5. Hamilton Community Center & Ice Arena (47.2%)

4.7.2 PROGRAM PARTICIPATION

We see more evidence of the higher percentage of current system users participating in the online survey when it comes to household program participation. Two out of five (39.9%) Households from the statistically valid survey indicated participation in Department programs over the last two years which was a full 16% lower than the online survey (56.0%).



4.7.3 VISITATION BARRIERS

The top five barriers for using Department facilities more often during the past two years were the same from both surveys, just in a slightly different order and with the percentages from the online survey once again being much higher.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Lack of restrooms (24.3%)	1. Lack of features we want to use (44.4%)
2. Lack of features we want to use (20.8%)	2. Lack of restrooms (41.0%)
3. Not aware of parks or trails' locations (18.9%)	3. Too far from your home (25.7%)
4. Do not feel safe using parks/trails (15.0%)	4. Do not feel safe using parks/trails (25.7%)
5. Too far from your home (12.4%)	5. Not aware of parks or trails' locations (23.8%)

## Columbus Parks and Recreation

### 4.7.4 PARTICIPATION BARRIERS

Four of the top five barriers for more participation show up for both the Online Community Survey and the ETC Statistically Valid Survey in different orders. The major outlier was “Old and outdated facilities” which ranked 4<sup>th</sup> in the online survey and was selected by one in five respondents (19.7%), which was substantially higher than the statistically valid survey where it ranked 7<sup>th</sup> at 6.3%.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Too busy/not interested (44.4%)	1. I don't know what is offered (34.7%)
2. I don't know what is offered (34.9%)	2. Too busy/not interested (34.7%)
3. Program times are not convenient (16.7%)	3. Program times are not convenient (21.4%)
4. Fees are too high (11.9%)	4. Old and outdated facilities (19.7%)
5. Use programs of other agencies (6.7%)	5. Fees are too high (16.8%)

### 4.7.5 PREFERRED COMMUNICATION METHODS

Both surveys were similar in terms of preferred communication methods. Both social media (56.4%) and Email/eBlasts from City (35.0%) had higher percentages in the online survey which are generally methods that would be more utilized by existing users.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. City Parks & Recreation “Fun Guide” (62.5%)	1. City Parks & Recreation “Fun Guide” (67.8%)
2. City website (52.5%)	2. Social media (56.4%)
3. Social media (42.2%)	3. City website (55.6%)
4. Newspaper (36.8%)	4. Newspaper (37.3%)
5. Promotions at special events (32.9%)	5. Email/eBlasts from City (35.0%)

4.7.6 FACILITY / AMENITY NEED

The top five most needed facilities/amenities were the same for both surveys with just slightly different orders. The percentages in the online survey were much higher across the board.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Restrooms (69.2%)	1. Multi-use paved trails (90.1%)
2. Multi-use paved trails (67.3%)	2. Restrooms (87.7%)
3. Indoor walking/jogging track (58.9%)	3. Large community parks (83.5%)
4. Picnic areas and shelters (58.0%)	4. Picnic areas and shelters (72.0%)
5. Large community parks (50.8%)	5. Indoor walking/jogging track (68.4%)

4.7.7 FACILITY / AMENITY IMPORTANCE

The top three most important facilities/amenities were the same for both surveys. Large community parks and multi-use unpaved trails ranked 6<sup>th</sup> and 8<sup>th</sup> in the statistically valid survey respectively.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Multi-use paved trails (41.5%)	1. Multi-use paved trails (54.3%)
2. Indoor walking/jogging track (30.1%)	2. Indoor walking/jogging track (31.7%)
3. Indoor aquatic center (21.2%)	3. Indoor aquatic center (25.7%)
4. Restrooms (20.3%)	4. Large community parks (25.7%)
5. Golf course (18.3%)	5. Multi-use unpaved trails (24.6%)

## Columbus Parks and Recreation

### 4.7.8 PROGRAM NEEDS

Four of the top five programs are the same in both surveys, with Farmer’s market being the number one selection in each. The two notable differences were:

- Senior fitness and wellness programs ranked 10<sup>th</sup> in the online survey (31.4%)
- Water fitness programs/lap swimming ranked 7<sup>th</sup> in the statistically valid survey (25.1%)

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Farmer’s market (71.6%)	1. Farmer’s market (85.9%)
2. Adult fitness and wellness programs (57.5%)	2. Community special events (72.1%)
3. Community special events (50.4%)	3. Adult fitness and wellness programs (61.7%)
4. Senior fitness and wellness programs (37.5%)	4. Cultural enrichment programs/events (53.7%)
5. Cultural enrichment programs/events (24%)	5. Water fitness programs/lap swimming (47%)

### 4.7.9 PROGRAM IMPORTANCE

The top five programs are the same in each survey in slightly different orders, however, Farmer’s Market was the number one selection in each here as well.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Farmer’s market (45.1%)	1. Farmer’s market (58.2%)
2. Adult fitness and wellness programs (33.9%)	2. Community special events (42.4%)
3. Community special events (25.7%)	3. Adult fitness and wellness programs (36.1%)
4. Senior fitness and wellness programs (19.3%)	4. Cultural enrichment programs/events (24.5%)
5. Cultural enrichment programs/events (15.2%)	5. Senior fitness and wellness programs (19.7%)

## Strategic Master Plan

### 4.7.10 MOST LIKELY TO USE (NEXUSPARK)

In reviewing what the City of Columbus would be most likely to use at NexusPark, three of the top five responses show up on both surveys in slightly different orders. Indoor walking/jogging track was the most selected option in both surveys. The most notable discrepancy was indoor sports courts which shows up fourth on the Online Community Survey, and was seventh on the Statistically Valid Survey at a much lower percentage (17.6%).

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Indoor walking/jogging track (57.5%)	1. Indoor walking/jogging track (68.2%)
2. Weight room/cardiovascular equipment area (27.2%)	2. Group fitness class (34.3%)
3. Food service (25.3%)	3. Weight room/cardiovascular equipment area (34.3%)
4. Aerobics/Fitness/Gymnastics space (25.0%)	4. Indoor sports courts (30.5%)
5. Group fitness class (24.5%)	5. Aerobics/Fitness/Gymnastics space (29.9%)

### 4.7.11 FUTURE FUNDING

When asked how they would want the City of Columbus to fund future parks, recreation, trails and open space needs, more than four out of five respondents on each survey indicated a desire to either maintain or increase funding. The statistically valid survey showed a higher interest in maintaining funding levels, while more than half of the participants in the online survey supported increasing funding. This can be attributed to the larger percentage of current system users in that survey.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Maintain existing funding levels (43.2%)	1. Increase funding (54.1%)
2. Increase funding (39.0%)	2. Maintain existing funding level (29.7%)
3. Not sure (14.4%)	3. Not sure (13.5%)
4. Reduce funding (3.4%)	4. Reduce funding (2.7%)

## Columbus Parks and Recreation

### 4.7.12 ALLOCATE \$100 FOR PARKS & RECREATION IMPROVEMENTS

Results from both surveys were very similar in regard to how respondents would allocate \$100 for parks & recreation improvements. Both surveys had over 1/3 of funding going towards improvements/maintenance of existing parks & recreation facilities and about a quarter of funding going to the development of new indoor recreation facilities. The Online Community Survey showed more support for the development of new athletic fields, but less for the development of new parks.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Improvements/maintenance of existing parks & recreation facilities (\$35.36)	1. Improvements/maintenance of existing parks & recreation facilities (\$37.04)
2. Development of new indoor recreation facilities (\$26.90)	2. Development of new indoor recreation facilities (\$25.25)
3. Development of new walking & biking trails (\$18.43)	3. Development of new walking & biking trails (\$19.46)
4. Development of new parks (\$8.09)	4. Development of new athletic fields (\$6.68)
5. Development of new athletic fields (\$4.93)	5. Development of new parks (\$5.98)

### 4.7.13 ACTIONS MOST WILLING TO FUND

When respondents were asked which FOUR actions, they would be most willing to fund, the five responses with the highest percentage of total responses were the same on both surveys, albeit in completely different orders.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Improve existing park restrooms (36.7%)	1. Develop additional trails & connectivity of trails (56.3%)
2. Develop additional trails & connectivity of trails (35.4%)	2. Improve existing parks in general (44.7%)
3. Improve existing parks in general (29.1%)	3. Improve existing trail system (39.4%)
4. Improve existing trail system (29.1%)	4. Add more trees/shade structures to parks (38.4%)
5. Add more trees/shade structures to parks (27.4%)	5. Improve existing park restrooms (38.4%)

## Strategic Master Plan

### 4.7.14 SATISFACTION WITH COLUMBUS PARKS AND RECREATION

Overall, the satisfaction levels were higher with respondents from the Online Community Survey than from the Statistically Valid Survey.

	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
Very satisfied	29.8%	25.7%
Somewhat satisfied	37.2%	47.5%
Neutral	18.6%	15.3%
Somewhat dissatisfied	4.8%	9.1%
Very dissatisfied	29.8%	25.7%
Don't know	6.9%	.3%

## 4.8 DEMOGRAPHIC COMPARISON

### 4.8.1 GENDER

This chart identifies that both female and male respondents are outside the city's 2021 demographic percentages in the online survey. The statistically-valid survey demographics are more in line with the city demographics (esri) and within the 4.7% margin of error. This means the demographics of respondents more closely represent the actual demographics of the city's population.

	 <u>2021 Demographics</u>	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
Male	49%	48.4%	38.7%
Female	51%	49.6%	57.9%
Non-binary	0%	.5%	0%
Prefer not to answer	0%	1.2%	3.2%
Prefer to self-describe	0%	.2%	.3%

## Columbus Parks and Recreation

### 4.8.2 AGE OF HOUSEHOLD MEMBERS

All age groups are represented within the margin of error on both surveys when compared to Columbus demographics.

	 <u>2021 Demographics</u>	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
0-17	23%	25%	27%
18-34	20%	17%	20%
35-54	26%	28%	27%
55-74	22%	23%	23%
75+	8%	5%	3%

### 4.8.3 RACE/ETHNICITY

The White only race is outside the margin of error in results from the Online Community Survey. All minority races/ethnicities were under represented, most notably Asian/Pacific Islander and Hispanic/Latino.

	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
White	76.4%	92.2%
Asian/Pacific Islander	12.4%	3.7%
Hispanic/Latino	6.0%	1.4%
Black/African American	1.9%	.9%
Native American	.7%	.3%
Other	1.2%	1.4%

4.8.4 HOUSEHOLD INCOME

Overall, Online Community Survey respondents were more affluent than those who took the Statistically Valid Survey.

	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
Less than \$30k	9.8%	3.2%
\$30k-\$59,999	17.9%	11.2%
\$60k-\$99,999	21.2%	21.8%
\$100k-\$129,999	16.9%	21.8%
\$130k+	14.6%	25.3%
Prefer not to respond	19.6%	16.7%

4.9 IMPLICATIONS

After analyzing the data collected from both surveys there are several key findings that rose to the surface:

- The higher percentages of usage/participation shown in the Online Survey can be attributed to the fact that the Online Survey is generally taken by current, engaged users of the park/facility/system etc., while the random selection of the statistically-valid survey means a higher likelihood of non-users giving their feedback and is a better representation of the community as a whole.
- The Online Survey showed substantial overrepresentation in white, female participants, who have an annual household income of over \$130,000 a year when compared to the Statistically Valid Survey.
- The underrepresentation of Asian/Pacific Islander and Hispanic/Latino respondents on the Online Community Survey indicates an opportunity to better reach those demographics.
- “Lack of feature we want to use” and “Lack of restrooms” were the two most mentioned reasons for not using parks or recreation facilities more often during past two years on both surveys.
- In regard to funding, the community is supportive of improvements/maintenance of existing parks, trails and amenities, and the development of new indoor recreation facilities.
- The community is most interested in fitness-based amenities and programming for the proposed NexusPark.

# Columbus Parks and Recreation

## 4.10 FINAL PLAN PUBLIC COMMENT & PARK BOARD RESOLUTION

Public input on the Plan has been a constant throughout the master plan process with the crowdsourcing website. The website was launched in August 2021 where visitors learned of events, participate in the online survey, view reports during the process, review final plan and comment from the website on the findings and recommendations. The comments that were received were taken into consideration and in some instances incorporated into the plan. The Park & Recreation Board took the Plan and resolution into consideration on May 12, 2022

The website analytics are provided below based on visitation over the last few months and as seen, has had over 450 pageviews in that timeframe.



# CHAPTER FIVE – ASSESSMENTS & LEVELS OF SERVICE ANALYSIS

## 5.1 PARK INVENTORY

The Department has over 700 acres (700.87 ac) of parkland in the system. This consists of parks classified as mini parks, neighborhood parks, community parks, greenways, and special use facilities. There is currently 272.97 acres of undeveloped land for future parks and recreation purposes. Descriptions of Parks Classifications are:

- **Mini Parks** - Mini parks are characterized by their relatively small size (less than 4 acres) and specialized facilities to serve a specific segment of the population. This park type is typically located within close proximity to more densely populated neighborhoods, multi-family buildings, and/or urban areas. Mini parks are normally provided by local government or by private developers as a part of residential or mixed-use development (Schmucker, 2012).
- **Neighborhood Parks** - Neighborhood parks contain many recreation facilities that residents expect to be able to find near their home, either within walking or biking distance. These parks are typically 5-15 acres in size; however, size can vary based on location. Neighborhood parks are characterized by family oriented recreational activities such as court games, playgrounds apparatus, picnicking, and flexible space for quiet/passive activities. Parking may or may not be provided. These parks often contain both passive activities and active recreation areas. Municipal governments normally provide neighborhood parks. however, they can also be developed as part of a school and/or residential community project (Schmucker, 2012).
- **Community Parks** - Community parks are easily accessible to and have the ability to serve multiple neighborhoods. Users typically expect to have to drive to Community Parks, however, trail connections leading to the park are also very desirable. These parks can also be co-located with adjacent public schools. A community park provides recreational opportunities for a wide variety of people of different ages, ethnicities, and abilities.

Community parks may contain areas suited for intense recreational purposes such as a recreation center building, athletic fields, swimming, tennis, and walking/jogging trails, in addition to more neighborhood-scale amenities. Community parks may also have a recreation center and/or have areas of natural quality for outdoor recreation such as viewing, sitting, and picnicking. Community parks are typically larger than neighborhood parks, with sizes ranging from 16 to 75 acres based on location and the amenities provided (Schmucker, 2012).

- **Greenways (Linear Parks)** - A greenway park is an area developed for one or more varying modes of recreational travel such as hiking and biking. These parks are often linear in nature (e.g., they follow the alignment of the trail/path), and are typically designed to connect recreational facilities, schools and residential neighborhoods. The acreage of greenway parks varies widely, and is often subject to existing natural and man-made features, the extents of the public right-of-way, and/or associated easements. In some cases, a greenway is developed within a large land area designated for protection and management of the natural environment, with the recreational use as a secondary or future objective (Schmucker, 2012).

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- **Special Use Facilities** - Special Use facilities are sites and/or facility types which do not fit a “standard” park typology or definition. These sites often serve a very specialized purpose, such as a senior center or aquatics center, and can be both integrated within a larger community park or exist as a stand-alone facility. Common special use facilities seen in Columbus include recreation centers, aquatics centers, community centers, senior centers, and golf courses. In addition, dog parks, cemeteries, and memorial spaces would often fall within this category.

The size of special-use facilities varies widely, dependent upon the intended purpose of the site. For example, a community center may occupy a fairly small piece of property when compared to a golf course. The size of these facilities also varies by context; a suburban recreation center will occupy a larger landmass than a similar program in an urban setting (Browning Day, 2017).

- **Undeveloped Parkland** - Undeveloped Parkland refers to parcels of land that are not open to the public for parks and recreation uses. These parcels are either being preserved or will be developed at a later date for parks and recreation purposes. In some instances, the city owns the parcels and in others the Columbus Parks Foundation

# Strategic Master Plan

## 5.1.1 PARK INVENTORY MAP

The map of the parks and recreation system are well distributed within residential areas and larger community parks along major thoroughfares. Figure 33 displays the distribution.

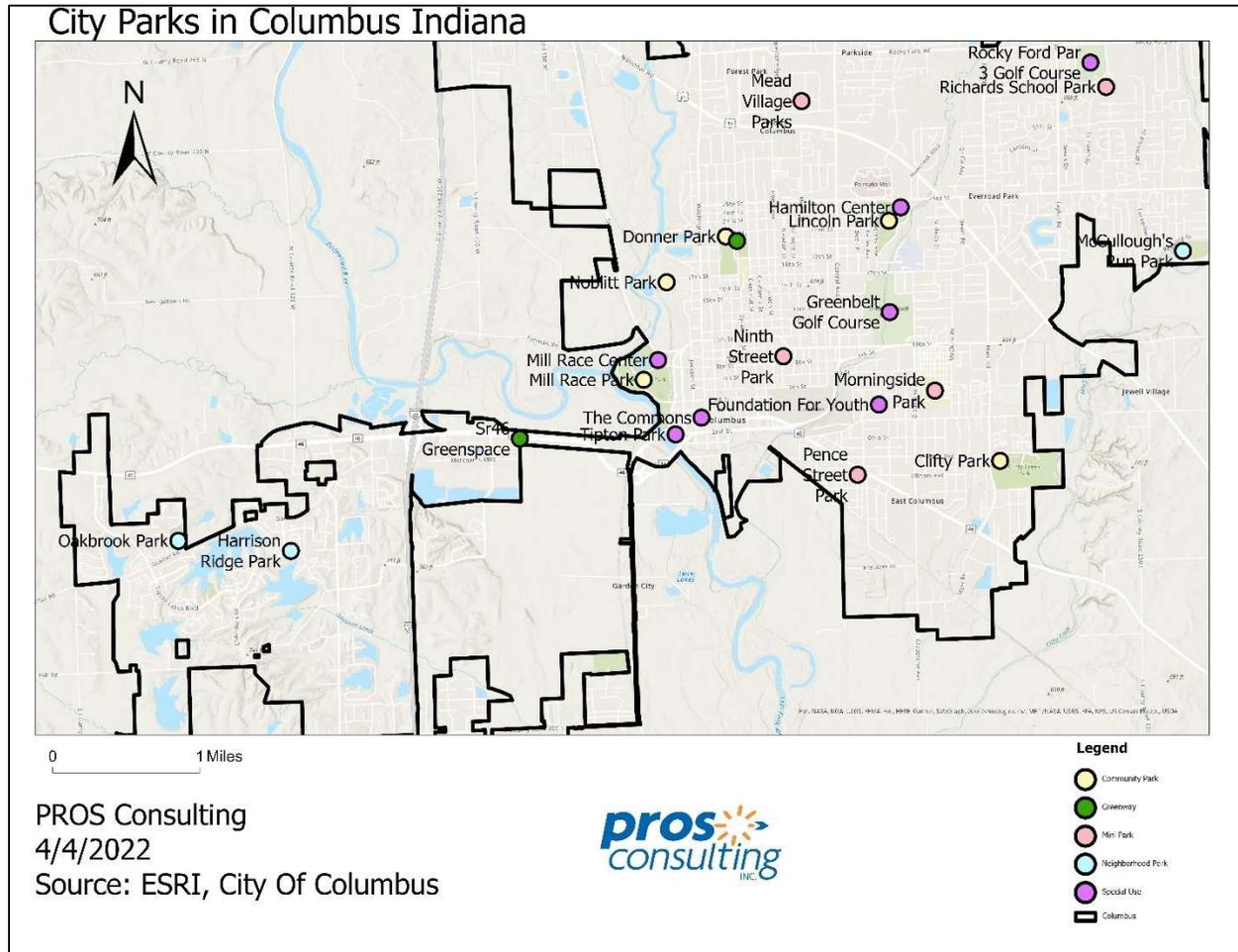


Figure 33: Columbus Parks Inventory Map

## 5.1.2 PARK SYSTEM

Overall, the park system amenities are first class. As with most aging assets, there are components that need attention. The Department has accomplished many of the critical improvements to the system identified in the 2017-2021 Master Plan. Considerable effort has been placed on accessible pathways to gathering spaces, amenities within the parks and key focal points. There are still accessible needs within the system that are being planned and budgeted to construct in the next five years.

There are some environmental conditions that will need to be resolved as part of site master plans to rectify current challenges and avoid unintended consequences. Parks that are in need of full site Master Plans are Mill Race, Donner Park, Donner Center and Donner Aquatics. Additional significant needs have been identified within each park’s details in the following tables.

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Mini Parks				
Park Name	Acres	Address	Amenities	Observations
Mead Village Park	2 acres	On Locust Dr. (north of US 31 / National Rd, off of Westenedge Dr.)	<ul style="list-style-type: none"> <li>- Large ADA playground</li> <li>- Basketball court</li> <li>- Water fountain</li> <li>- Parking (curb)</li> <li>- ADA parking (2)</li> <li>- Shelter</li> </ul>	<ul style="list-style-type: none"> <li>- Accessible pathway from parking to playground</li> <li>- Consider adding an accessible swing</li> </ul>
Morningside Park	0.7 acres	Morningside Drive (off McClure Drive behind Eastside Community Center)	<ul style="list-style-type: none"> <li>- Water fountain (1)</li> <li>- Playground</li> <li>- Shelter</li> <li>- Basketball court</li> </ul>	<ul style="list-style-type: none"> <li>- Expanded community garden</li> <li>- Consider converting play surface</li> </ul>
Ninth Street Park	0.25 acres	9th and Short Wilson near Union St (end of Wilson St south of 10th St)	<ul style="list-style-type: none"> <li>- Water fountain (1)</li> <li>- Parking (curb)</li> <li>- Playground</li> <li>- Shelter</li> <li>- Basketball court</li> </ul>	<ul style="list-style-type: none"> <li>- Walkway to accessible playground surface</li> <li>- New fencing - lifecycle replacement</li> <li>- Park signage can be improved</li> <li>- New benches and ADA surface to a couple of the benches</li> </ul>
Pence Street Park	2.1 acres	401 Pence Street	<ul style="list-style-type: none"> <li>- Water fountain</li> <li>- Parking (3)</li> <li>- ADA parking space</li> <li>- Playground</li> <li>- Shelter</li> <li>- BBQ grill</li> <li>- Basketball court</li> <li>- Community garden area</li> <li>- Multi-purpose greenspace</li> </ul>	<ul style="list-style-type: none"> <li>- Improve parking for the park, on street and off-street</li> <li>- New fencing - lifecycle replacement</li> <li>- Park signage can be improved</li> <li>- Accessible surface for playground and pathways to basketball, shelter and playground</li> </ul>
Richards School Park Tennis Courts	0.6 acres	3311 Fairlawn Dr.	<ul style="list-style-type: none"> <li>- Tennis courts (2)</li> </ul>	<ul style="list-style-type: none"> <li>- Good Tennis Courts</li> <li>- Ample Parking</li> </ul>

Neighborhood Parks				
Park Name	Acres	Address	Amenities	Observations
Harrison Ridge Park	4 acres	In Tipton Lakes on Harrison Ridge Rd	<ul style="list-style-type: none"> <li>- Water fountain (1)</li> <li>- Parking (10)</li> <li>- ADA parking</li> <li>- Playgrounds (2)</li> <li>- Shelter</li> <li>- Handball court</li> <li>- Basketball court</li> <li>- Tennis court (2)</li> <li>- Multi-purpose greenspace</li> </ul>	<ul style="list-style-type: none"> <li>- New universal playground installed</li> <li>- visible signs of trip hazards in walkways alleviated by grinding</li> <li>- Tennis Courts resurfaced/repared</li> <li>- Trail has tunnel under Tipton Lakes BLVD (4 lanes)</li> </ul>
McCulloughs Run	38 acres	25th St. and Talley Rd.	<ul style="list-style-type: none"> <li>- Parking (24)</li> <li>- ADA parking (2)</li> <li>- Woodlands/habitat area</li> <li>- Playground</li> <li>- Shelter</li> <li>- Multi-purpose greenspace</li> </ul>	<ul style="list-style-type: none"> <li>- Nice natural area. Can be incorporated into interpretive program</li> <li>- Open Space sports field is well used</li> <li>- New sign entrance and update playground surface</li> </ul>
Oakbrook Park	9.1 acres	In Tipton lakes and across from Turtle Bay housing development (46 West, left at Goeller Blvd, straight on Goeller Blvd to Oakbrook Park)	<ul style="list-style-type: none"> <li>- Water fountain (1)</li> <li>- Parking (5)</li> <li>- ADA parking</li> <li>- Playground</li> <li>- Shelter</li> <li>- Basketball court</li> <li>- Fishing pond</li> <li>- Multi-purpose trail</li> <li>- Short nature trail</li> <li>- Multi-purpose greenspace</li> </ul>	<ul style="list-style-type: none"> <li>- Nice setting with pond and open space in the park</li> <li>- Repair to the spillway of the pond</li> <li>- Upgrade playground surfacing</li> <li>- Trip hazards repaired in walkway</li> </ul>

## Strategic Master Plan

Community Parks				
Park Name	Acres	Address	Amenities	Observations
Blackwell Park	59 acres	Westenedge St. and Parkside Dr.	<ul style="list-style-type: none"> <li>– Richard J. Wigh Soccer Complex</li> <li>– Building (1,040 sf)</li> <li>– Water fountain (2)</li> <li>– Restrooms (2)</li> <li>– Multi-purpose trail (.8 miles)</li> <li>– Parking (319)</li> <li>– ADA parking (13)</li> <li>– Freedom Fields Playground (accessible)</li> <li>– Shelter</li> <li>– BBQ areas (2)</li> <li>– Rugby (1)</li> <li>– Soccer Fields (34)</li> <li>– Public art</li> </ul>	<ul style="list-style-type: none"> <li>– Pollinator garden activates space by soccer complex with trail through and People Trail adjacent</li> <li>– Freedom Field is an incredible playground</li> <li>– Additional accessible pathways to soccer field viewing areas from parking</li> <li>– Additional restroom to serve west end and trail users</li> <li>– new lifecycle replacement shelter next to the playground</li> </ul>
Clifty Park	89 acres	Indiana Ave. and Marr Rd	<ul style="list-style-type: none"> <li>– Storage building (2)</li> <li>– Water Fountains (4)</li> <li>– Restroom (1)</li> <li>– Multi-purpose trails (1.25 mile)</li> <li>– Parking (483)</li> <li>– ADA parking (19)</li> <li>– Woodlands</li> <li>– Playground</li> <li>– Shelter (2)</li> <li>– BBQ area</li> <li>– Skate Park</li> <li>– Volleyball courts (4)</li> <li>– Basketball courts (2)</li> <li>– Baseball diamonds (9)</li> <li>– Fast-pitch softball fields (4)</li> <li>– Bio-swales</li> <li>– Track/football stadium and H.S. baseball diamond (Columbus East High School)</li> </ul>	<ul style="list-style-type: none"> <li>– Picnic tables added and new dog agility equipment</li> <li>– Dog Park location is a challenge with moisture under the tree canopy</li> <li>– Jolie Crider Skate Park renovations completed</li> <li>– Pathway connection to People Trail</li> <li>– Additional pathways needed to key locations in the park; bleachers and dugouts</li> <li>– Shade structure over playground</li> <li>– Hardcourts need resurfacing and striped</li> </ul>
Donner Park	32 acres	739 22nd St.	<ul style="list-style-type: none"> <li>– Donner Center (see Special-Use Facilities)</li> <li>– Water fountain (1)</li> <li>– Restroom building</li> <li>– Multi-purpose trail (0.9 mile)</li> <li>– Parking (287)</li> <li>– ADA parking (13)</li> <li>– Playgrounds (2)</li> <li>– Amphitheater/stage</li> <li>– Large shelter</li> <li>– BBQ areas (5)</li> <li>– Basketball court</li> <li>– Pickleball courts (2)</li> <li>– Tennis courts (4)</li> <li>– City Cemetery (9.41 ac)</li> <li>– ColumBike bike-share station</li> <li>– Public art</li> <li>– Multi-purpose greenspace</li> </ul>	<ul style="list-style-type: none"> <li>– Donner Center, Aquatics and Park are in need of a site master plan</li> <li>– Pickleball Courts and shelter are new</li> <li>– Pathways to pickleball and basketball are nice</li> <li>– More pathways are needed</li> <li>– Connection to People trail planned</li> <li>– New playground and surfacing are needed</li> <li>– Update signage</li> </ul>
Eighth Street Park	16.3 acres	Eighth Street	<ul style="list-style-type: none"> <li>– Multi-purpose trail (0.3 mile)</li> <li>– Softball (1)</li> <li>– Multi-purpose greenspace</li> </ul>	<ul style="list-style-type: none"> <li>– Site master plan needed and incorporate into Mill Race Park</li> <li>– Could benefit from planting trees and incorporating pollinator garden</li> </ul>

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Community Parks				
Park Name	Acres	Address	Amenities	Observations
Lincoln Park	33 acres	2501 Lincoln Park Dr.	<ul style="list-style-type: none"> <li>– Hamilton Center (see Special-Use Facilities)</li> <li>– Water fountains (4)</li> <li>– Restrooms (2)</li> <li>– Storage (4,100 sf)</li> <li>– Multi-purpose trails (0.12 mile )</li> <li>– Parking (255)</li> <li>– ADA parking (9)</li> <li>– Playground</li> <li>– Batting cage</li> <li>– Basketball court</li> <li>– Softball diamonds (6)</li> <li>– Tennis courts (4)</li> <li>– Public art</li> <li>– BBQ areas (6)</li> </ul>	<ul style="list-style-type: none"> <li>– Hamilton Center is well used, has replaced roof and improved parking lot</li> <li>– Additional infrastructure lifecycle replacements in the Hamilton Center</li> <li>– People Trail connection over Haw Creek and under 17th Street</li> <li>– WIFI added throughout the park</li> <li>– Windscreen on dugouts</li> <li>– New fencing</li> <li>– Trailhead added</li> </ul>
Mill Race Park	83 acres	50 Carl Miske Dr.	<ul style="list-style-type: none"> <li>– Mill Race Center</li> <li>– Transportation Center</li> <li>– Water fountains (6)</li> <li>– Restroom (2)</li> <li>– Multi-purpose trails (0.8 mile)</li> <li>– Parking (181)</li> <li>– ADA Parking (10)</li> <li>– Woodlands/Habitat (11 ac.)</li> <li>– Playground</li> <li>– Boat ramp</li> <li>– Covered bridge</li> <li>– Amphitheater and stage</li> <li>– Observation tower</li> <li>– Shelters (3)</li> </ul>	<ul style="list-style-type: none"> <li>– Mill Race Park is a perfect example of a park that needs a new site master plan</li> <li>– Standing water from heavy rains and frequent flooding</li> <li>– Repairs/replacement needed to restrooms, shelters, boardwalks, sport courts and playground</li> <li>– trail shows signs of erosion and should be reconfigured in the park (set back from river)</li> <li>– Update amphitheater and infrastructure, activate space</li> <li>– Re-imagine the Tower Clock and observation</li> <li>– Accessible pathways to amenities</li> </ul>
Noblitt Park	46 acres	Adjacent to Flatrock River (entrance at west end of 17th St just off Washington St)	<ul style="list-style-type: none"> <li>– People Trail</li> <li>– Water fountain (1)</li> </ul>	<ul style="list-style-type: none"> <li>– Site master plan for Noblitt Park to define a program that activates the space</li> <li>– Begin with programs/activities that could happen within the park</li> </ul>

Greenways (Linear Parks)				
Park Name	Acres	Address	Amenities	Observations
Everroad Park	28 acres	739 22nd St	– Multi-purpose trail (1.29 mi)	– Master plan site for additional amenities
Northbrook Park	49.2 acres	300 N & Marr Rd	– Multi-purpose trail (0.8 mi)	– Master plan site for additional amenities
SR46 Greenspace	72 acres	46 West & Morgan Willow Trace	– Multi-purpose trail (2.59 mi)	– Master plan site for additional amenities

## Strategic Master Plan

Special Use Facilities				
Park Name	Acres	Address	Amenities	Observations
Greenbelt Golf Course	82 acres	1000 N Gladstone Ave	<ul style="list-style-type: none"> <li>- Building/clubhouse (3,398 sf)</li> <li>- Water fountain (4)</li> <li>- Restroom (2)</li> <li>- Storage (5,305 sf)</li> <li>- Multi-purpose trail (0.8 mile)</li> <li>- Parking (93)</li> <li>- ADA parking (4)</li> <li>- Bridge (3)</li> </ul>	<ul style="list-style-type: none"> <li>- Building/clubhouse - new roof</li> <li>- Upgraded windows</li> <li>- Develop enclosure for golf carts</li> <li>- Storage (5,305 sf)</li> <li>- Multi-purpose trail (0.8 mile)</li> <li>- Parking (93)</li> </ul>
Hamilton Center		2501 Lincoln Park Dr.	<ul style="list-style-type: none"> <li>- Indoor ice arena</li> <li>- Skate rental area</li> <li>- Fireplace</li> <li>- Outdoor terrace</li> <li>- Various gathering areas</li> <li>- Restrooms/locker rooms</li> <li>- Concessions space</li> </ul>	<ul style="list-style-type: none"> <li>- Improved rink and system completed</li> <li>- Energy efficiencies gained from building improvements including windows, lighting and flooring</li> <li>- Roof replaced</li> <li>- Parking lot improvements</li> <li>- Consider a second sheet of ice or indoor single track loop</li> </ul>
Mill Race Center	6.7 acres	900 Lindsey St	<ul style="list-style-type: none"> <li>- Lobby</li> <li>- Arts Room</li> <li>- Therapy</li> <li>- Fitness Center</li> <li>- Lounge</li> <li>- Classroom</li> <li>- Center Offices</li> <li>- Restrooms</li> <li>- Conference Room</li> <li>- Just Friends Room</li> <li>- Billiards Room</li> <li>- Woodshop</li> <li>- Multi-purpose Rooms (3)</li> <li>- Parking (127)</li> <li>- ADA Parking (11)</li> </ul>	The consulting team did not assess this facility
Rocky Ford Par 3 Golf Course	47 acres	3362 Fairlawn Dr	<ul style="list-style-type: none"> <li>- Building (2,871 sf)</li> <li>- Water fountain (2)</li> <li>- Restrooms</li> <li>- Storage (519 sf)</li> <li>- Parking (43)</li> <li>- ADA Parking (2)</li> <li>- Ponds (2)</li> </ul>	The consulting team did not assess this facility
The Commons	0.96 acres	300 Washington St	<ul style="list-style-type: none"> <li>- Large, indoor playground</li> <li>- Xenia Miller Conference Room</li> <li>- Miller-Tangeman Lobby</li> <li>- The Patio</li> <li>- Nugent-Custer Performance Hall</li> <li>- Several food/retail vendors</li> <li>- Offices</li> </ul>	The consulting team did not assess this facility
Tipton Park	0.1 acres	Lindsey St & State Rd 46	<ul style="list-style-type: none"> <li>- Monument/marker</li> </ul>	

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### 5.2 CAPITAL IMPROVEMENTS (2017-2021)

Capital improvements completed in the last five years were approached differently. Meaning, the department does not have a capital improvement plan in a traditional sense. The department has a list of needs or assets that are anticipated to become a need in the near future. Each annual budget development period includes capital improvement priorities from the documented list that are a priority for funding and development. This helps the department manage public expectations, especially during this period of rapid inflation. The flowing capital improvements were incorporated into the annual budgets and funded.

Capital Improvments 2017-2021		
	General Capital Improvements	Lifecycle Replacement
2017	<ul style="list-style-type: none"> <li>• Parking Lot drainage repair</li> <li>• Clifty Park trash enclosure</li> <li>• Lincoln Park Restroom Replacement                             <ul style="list-style-type: none"> <li>• Curbing and Sidewalks</li> </ul> </li> <li>• Overlay/ Seal Coat/ Striping</li> </ul>	<ul style="list-style-type: none"> <li>• One Ton Dump Truck Replacement</li> <li>• Trim Mower Replacement</li> <li>• Turf Sprayer Replacement                             <ul style="list-style-type: none"> <li>• Fencing Replacement</li> </ul> </li> </ul>
2018	<ul style="list-style-type: none"> <li>• Golf - Clubhouse Repairs</li> <li>• 2019Lincoln Park - 4-plex Restroom Upgrade</li> <li>• Overlay/ Seal Coat/ Striping</li> <li>• Purchased Pull Behind Blower</li> <li>• Lincoln Park Maintenance Building</li> </ul>	<ul style="list-style-type: none"> <li>• Change of filter Sand in Donner Aquatic Center's Kids Pool                             <ul style="list-style-type: none"> <li>• 3/4 Ton Pick Up Truck Replacement</li> </ul> </li> <li>• Hamilton Center - Skate Sharping Equipment                             <ul style="list-style-type: none"> <li>• Bleacher Replacement</li> </ul> </li> <li>• Golf Course Improvements -PAR 3 Furnace Replacement                             <ul style="list-style-type: none"> <li>• Shelter Replacement</li> <li>• Roof and gutter Replacement</li> </ul> </li> <li>• Replacement of playground and surfacing                             <ul style="list-style-type: none"> <li>• Fencing Replacement</li> </ul> </li> </ul>
2019	<ul style="list-style-type: none"> <li>• Purchased SUV</li> <li>• Overlay/ Seal Coat/ Striping</li> <li>• Installed Green Roof on the Commons</li> </ul>	<ul style="list-style-type: none"> <li>• Hamilton Center Ice Rink Compressor Rebuilt</li> <li>• Mill Race Park – Sewer Pump Replacement                             <ul style="list-style-type: none"> <li>• Skate Park Feature Replacements</li> </ul> </li> <li>• 3/4 Ton Pick Up Truck Replacement</li> <li>• Tool Cat with Broom Replacement                             <ul style="list-style-type: none"> <li>• Trim Mower Replacement</li> </ul> </li> <li>• Commons Water Heater &amp; Pumps Replacement                             <ul style="list-style-type: none"> <li>• Skate Park – Bonded for Replacement</li> <li>• Fencing Replacement</li> </ul> </li> </ul>
2020	<ul style="list-style-type: none"> <li>• Purchase of Property – Jackson Street</li> <li>• Overlay/ Seal Coat/ Striping</li> </ul>	<ul style="list-style-type: none"> <li>• 11 ft. Mower Replacement</li> <li>• Soccer Goal Replacement                             <ul style="list-style-type: none"> <li>• Tractor Replacement</li> </ul> </li> <li>• Fencing Replacement</li> </ul>
2021	<ul style="list-style-type: none"> <li>• Donner - Pickleball Courts and Improvements                             <ul style="list-style-type: none"> <li>• Overlay/ Seal Coat/ Striping</li> </ul> </li> <li>• Hamilton Center – Efficient Lighting &amp; Security System</li> </ul>	<ul style="list-style-type: none"> <li>• Foundation for Youth - Rezor #4 Rooftop unit Replacement</li> <li>• Hamilton Center Ice Rink - Compressor #4 Replacement</li> <li>• Mill Race - Amphitheater HVAC System Replacement                             <ul style="list-style-type: none"> <li>• Two - 3/4 Ton Pick Up Truck Replacements</li> <li>• 16 ft. Mower Replacement                                     <ul style="list-style-type: none"> <li>• Fencing Replacement</li> </ul> </li> </ul> </li> <li>• Par 3 Golf Course Roof Replacement</li> </ul>

### 5.3 LEVEL OF SERVICE STANDARDS

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

These resources included: National Recreation and Park Association (NRPA) guidelines; recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2020 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Columbus area; community and stakeholder input; statistically valid survey; and findings from the prioritized needs assessment report and general observations. This combination of information allowed standards to be customized for Columbus.

The LOS standards should be viewed as a guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to a particular situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/ amenity types are identified. The standards that follow are based upon population figures for 2021 and 2025.

Note: The table below includes Current (developed) and Future (to be developed) Park Land to make up the total level of service acreage provided.

**Columbus Parks & Recreation Standards**

PARKS: 2021 Inventory - Developed Facilities												2021 Facility Standards			2026 Facility Standards		
Park Type			Columbus Inventory	School	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Mini Parks	Acre(s)	acres per	5.55	-	5.55	0.11	acres per	1,000	0.05	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Neighborhood Parks	Acre(s)	acres per	51.10	-	51.10	1.03	acres per	1,000	1.20	acres per	1,000	Need Exists	8	Acre(s)	Need Exists	11	Acre(s)
Community Parks	Acre(s)	acres per	358.30	-	358.30	7.25	acres per	1,000	6.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Greenways	Acre(s)	acres per	149.16	-	149.16	3.02	acres per	1,000	2.50	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Special Use	Acre(s)	acres per	136.76	-	136.76	2.77	acres per	1,000	n/a	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
<b>Total Developed Park Acres</b>	Acre(s)	acres per	<b>700.87</b>	-	<b>700.87</b>	<b>14.19</b>	acres per	<b>1,000</b>	<b>9.70</b>	acres per	<b>1,000</b>	<b>Meets Standard</b>	-	<b>Acre(s)</b>	<b>Meets Standard</b>	-	<b>Acre(s)</b>
Undeveloped Parks	Acre(s)	acres per	272.97	-	272.97	5.53	acres per	1,000	2.50	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
<b>Total Park Acres</b>	Acre(s)	acres per	<b>973.84</b>	-	<b>973.84</b>	<b>19.71</b>	acres per	<b>1,000</b>	<b>12.20</b>	acres per	<b>1,000</b>	<b>Meets Standard</b>	-	<b>Acre(s)</b>	<b>Meets Standard</b>	-	<b>Acre(s)</b>
<b>TRAILS:</b>																	
Trails (paved and unpaved)	Mile(s)	mile per	23.81	-	23.81	0.48	mile per	1,000	0.50	mile per	1,000	Need Exists	1	Mile(s)	Need Exists	2	Mile(s)
<b>OUTDOOR AMENITIES:</b>																	
Baseball Fields	Field(s)	field per	10.00	0.99	10.99	1.00	field per	4,495	1.00	field per	6,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Basketball Courts	Court(s)	court per	13.00	1.16	14.16	1.00	court per	3,490	1.00	court per	3,000	Need Exists	2	Court(s)	Need Exists	3	Court(s)
Dog Parks	Site(s)	site per	1.00	-	1.00	1.00	site per	49,398	1.00	site per	55,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Multipurpose Fields (e.g. Soccer, Lacrosse, Rugby etc.)	Field(s)	field per	36.00	1.98	37.98	1.00	field per	1,301	1.00	field per	5,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Picnic Shelters / Pavilions	Site(s)	site per	14.00	-	14.00	1.00	site per	3,528	1.00	site per	3,000	Need Exists	2	Site(s)	Need Exists	3	Site(s)
Playgrounds	Field(s)	site per	14.00	2.31	16.31	1.00	site per	3,029	1.00	site per	4,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Pickleball Courts	Court(s)	court per	6.00	-	6.00	1.00	field per	8,233	1.00	field per	6,000	Need Exists	2	Court(s)	Need Exists	3	Court(s)
Softball Fields	Field(s)	field per	10.00	1.98	11.98	1.00	field per	4,123	1.00	field per	6,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Skatepark	Site(s)	site per	1.00	-	1.00	1.00	site per	49,398	1.00	site per	50,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Splash Pads	Site(s)	site per	-	-	-	1.00	site per	n/a	1.00	site per	25,000	Need Exists	2	Site(s)	Need Exists	2	Site(s)
Swimming Pools (Outdoor)	Site(s)	site per	1.00	-	1.00	1.00	site per	49,398	1.00	site per	50,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Tennis Courts	Court(s)	court per	11.00	2.97	13.97	1.00	court per	3,536	1.00	court per	50,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
<b>INDOOR AMENITIES:</b>																	
Indoor Aquatic Space	SF	SF per	5,225.00	-	5,225.00	0.11	SF per	person	0.50	SF per	person	Need Exists	19,474	Square Feet	Need Exists	20,550	Square Feet
Indoor Recreation Space	SF	SF per	50,336	-	50,336	1.02	SF per	person	1.50	SF per	person	Need Exists	23,761	Square Feet	Need Exists	26,989	Square Feet

2021 Estimated Population	49,398
2026 Estimated Population	51,550

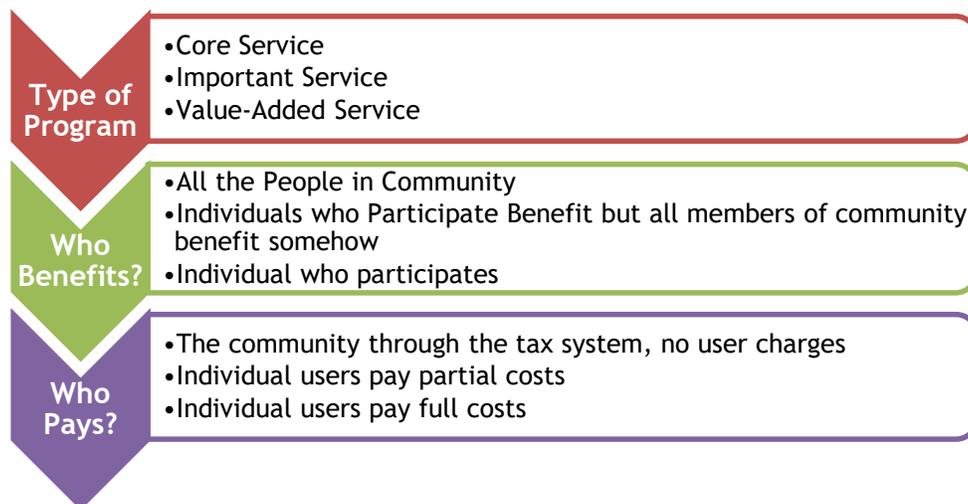
## 5.4 MAJOR FUNCTION/SERVICE CLASSIFICATIONS

As part of the process, the consulting team performed a Service Delivery Analysis of Department major functions/services. The analysis is an opportunity to look at major services and functions that drive operations and the perceived brand of the Department. The purpose of classification is to establish a deeper understanding of the existing services/functions helping in determining priority, who benefits, what is the benefit, and for what cost. The information can be used during times when resources are limited to keep focus, achieve identified outcomes and/or determine to discontinue the service or function. Conversely, when a new service and/or function are created, it can help facilitate the thought process of determining the purpose of service, where does this fit within existing services, which service area has capacity to implement, are partners needed, should the Department lead or support the service delivery, or pass on the opportunity.

### 5.4.1 PROCESS

The Consulting team conducted a working session with key management staff on the established major services and functions within the current Departmental structure. These have been established based on observations, interviews, focus groups, and operating practices. All services and functions of the Department have been classified as (a) Core, (b) Important, or (c) Value-Added based on definitions and criteria agreed upon with the Project Team. In addition, broad performance standards have been identified resulting in a summary of services and functions by classification.

Classifying services is an important process for the Department to follow to remain aligned with the community's interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it.



The following core service and function criteria are defined for the purpose of determining what are the core essential, important, and value-added services the Department provides in operations.

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### 5.4.2 CORE SERVICES/FUNCTIONS

- Definition of “Core” Services
  - Core services are those programs, services and facilities Department must provide and/or are essential in order to capably govern the parks and recreation system. The failure to provide a core service at an adequate level would result in a significant negative consequence relative to the overall City health & safety and economic vitality of the community.
- Criteria
  - The Department is mandated by law, by the Charter or is contractually obligated by agreement to provide the service.
  - The service is essential to protecting and supporting the public’s health and safety.
  - The service protects and maintains valuable Department assets and Infrastructure.
  - The City’s residents, businesses customers and partners would generally and reasonably expect and support Department in providing the service, and that service is one that cannot or should not be provided by the private sector, and provides a sound investment of public funds.

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### 5.4.3 “IMPORTANT” SERVICES

- Definition of “Important” Services
  - “Important” services are those programs, services and facilities Department should provide, and are important to governing the parks and recreation operations and effectively serving the residents, businesses, customers and partners. Providing Important services expands or enhances our ability to provide and sustain Department core services, health & safety, and economic vitality.
- Criteria
  - Service provides, expands, enhances or supports identified core essential services.
  - Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded.
  - Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide an economic, social or environmental outcome or result within the community.

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### 5.4.4 “VALUE-ADDED” SERVICES

- Definition of “Value-added” Services
  - “Value-added” services are discretionary programs, services and facilities that the Department may provide when additional funding or revenue exists to offset the cost of providing those services. Value-added services provide added value to our residents, businesses, customers and partners above and beyond what is required or expected of a parks and recreation department.
- Criteria
  - Service expands, enhances or supports Core Essential Services and Important Services, and the quality of life of the community.
  - Services are supported and well utilized by the community, and provide an appropriate and valuable public benefit.
  - Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful economic, social or environmental benefit to the community.

### 5.4.5 CLASSIFICATION & FUNCTION SUMMARY

The following is a summary of the Department’s classifications and functions. A full detailed list of functions can be found in the Appendix.

Departments across the state have seen an increase in the use and justifiably the importance of parks and recreation services to residents. The Department should be mindful of the commitments it makes in addition to existing services/functions to ensure capacity and resources are in place. Each division in the Department has the overarching classification as Core. Administration is lower as there is oversight of other divisions, which are leading certain services. The community benefits in all services/functions and individual users through maintained parks, access to facilities along with programs and events. Recreation is the only division where all three revenue sources are used for who pays.

Department Classifications / Who Benefit / Who Pays					
Department Division	Core Classification	Important Classification	Value-Added Classification	Who Benefits	Who Pays
Administration	53%	36%	11%	Community	Community (Tax base)
Business Services	73%	19%	8%	Community, Individual User	Community (Tax base), Individual User - partial
Park Operations	82%	9%	9%	Community, Individual User	Community (Tax base), Individual Users - partial
Recreation	79%	15%	5%	Community, Individual / Community, Individual User	Community (Tax base), Individual User - partial, Individual User - full

Figure 34: Department Classification, Who Benefits and Who Pays

## Columbus Parks and Recreation

Each major service or function is also identified as a lead or support function, which helps to determine how to deliver the service in the most cost-effective manner. The Department and each division are leading the majority of functions. There are support functions to the city and internally to other divisions. Lead / support functions are the more complex services/functions that involve multiple division in the process. Lead / support services and functions are also common in partnerships when collaborating to deliver services. The Department should be mindful of ensuring it is not seen as the organization to partner with as they will do the majority of the workload. Ensure best practices are in place and terms and benefits are equally distributed.

Department Functions			
Department Division	Lead Function	Support Function	Lead / Support
Administration	78%	7%	15%
Business Services	44%	10%	46%
Park Operations	64%	0%	36%
Recreation	90%	0%	10%

**Figure 35: Department Functions**

Department staff helped to define major services and functions in operations. The core function analysis can be used by staff to manage workloads within the Department. If determined necessary by the Department, the next steps could be for the staff to develop a strategy for each core service and how staff will manage these services differently for the future. An early review of current classification when implementing the Plan will identify if the delivery of a service/function is in fact a lead or support responsibilities. The Department should amend the classification of services/functions when changes to operations are implemented in removing or adding services to the Department's responsibilities.

## 5.5 EQUITY MAPPING

Service area maps and LOS standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across Columbus' service area, and how effective the service is as it compares to the demographic densities. In addition, reviewing per capita guidelines enables the Department to assess gaps or overlaps in its services, where amenities/facilities are needed, or where an area is oversaturated.

Based on this, the Department's leadership can make appropriate capital improvement decisions that meet systemwide needs while assessing the ramifications of the decision on a specific area.

The following list shows the Equity Maps that were developed for each of the major parks, facilities, and amenities:

### Parkland

- Mini Parks
- Neighborhood Parks
- Community Parks
- Dog Parks
- Undeveloped Parks

### Trails

- Paved and Unpaved Trails
- Greenways

### Outdoor Amenities

- Baseball Fields
- Basketball Courts
- Multipurpose Fields
- Pickleball Courts
- Picnic Shelters/ Pavilions
- Playgrounds
- Skateparks
- Softball Field
- Special Use
- Splash Pads
- Swimming Pools
- Tennis Courts

### Indoor Facilities

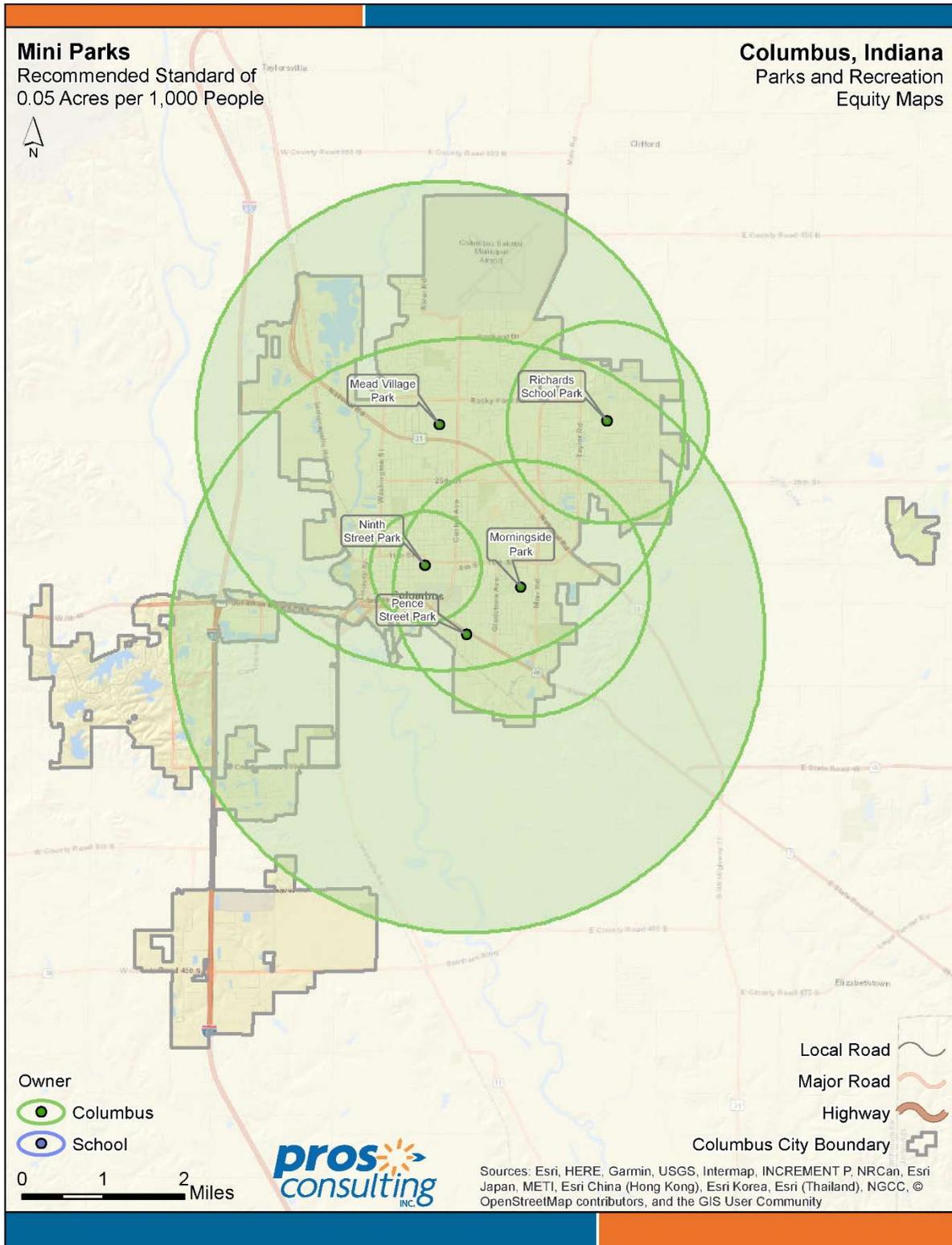
- Indoor Aquatic Space
- Indoor Recreation Space

The source for the population totals used for LOS standard development is the estimated 2021 population as reported by ESRI. The shaded circular areas in the Equity Maps below indicate the service level (i.e., the population being served by that park type/amenity) as outlined in the previous section. The shaded areas vary in size and are dependent upon the quantity of a given amenity (or acre type) at each site and the service levels available to the surrounding population. The larger the circle, the more people a given amenity or park acre serves and vice versa. Additionally, some circles are shaded a different color which represents the "owner" of that particular amenity or acre type.

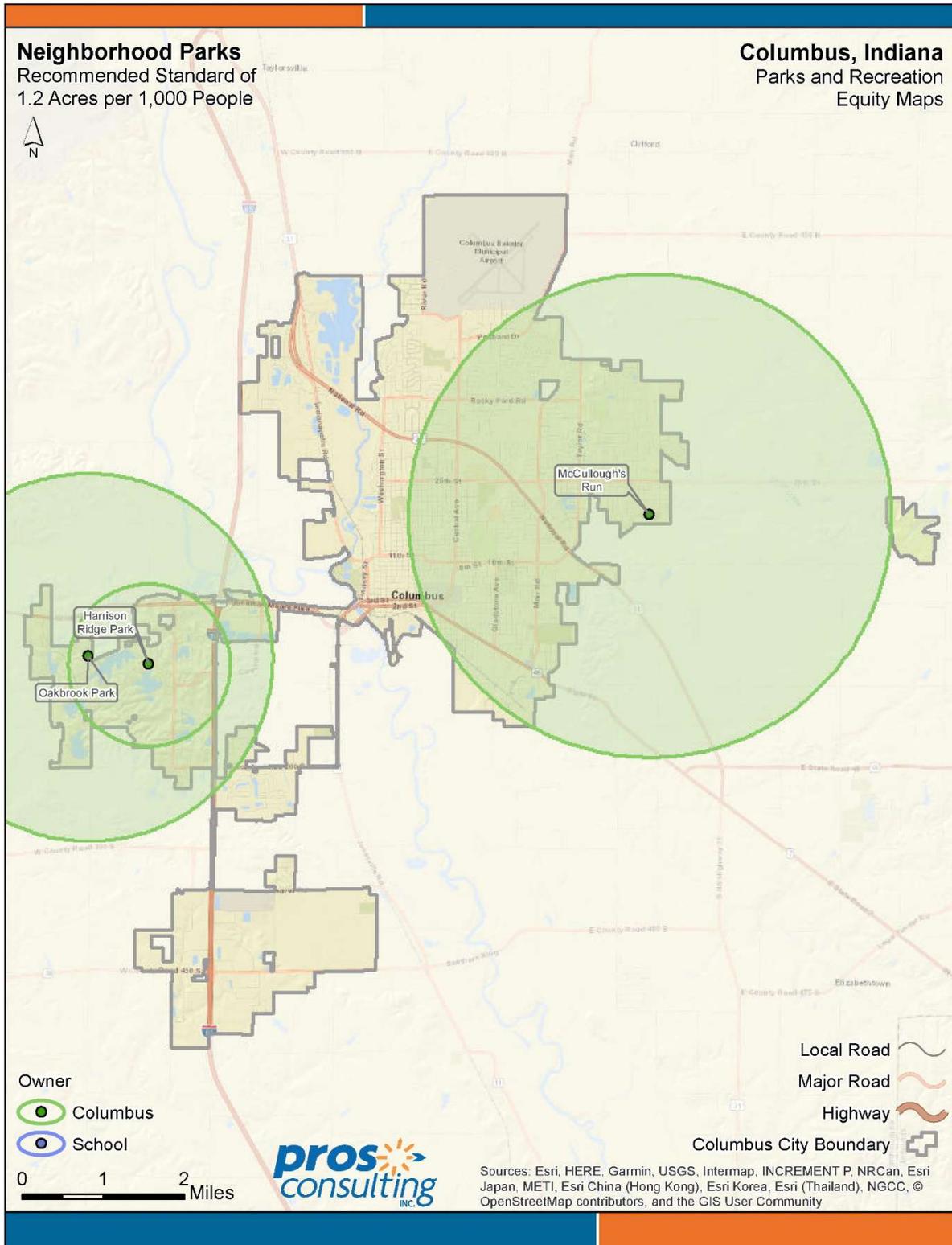
There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process. The areas of overlapping circles represent adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.

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## 5.5.1 MINI PARKS

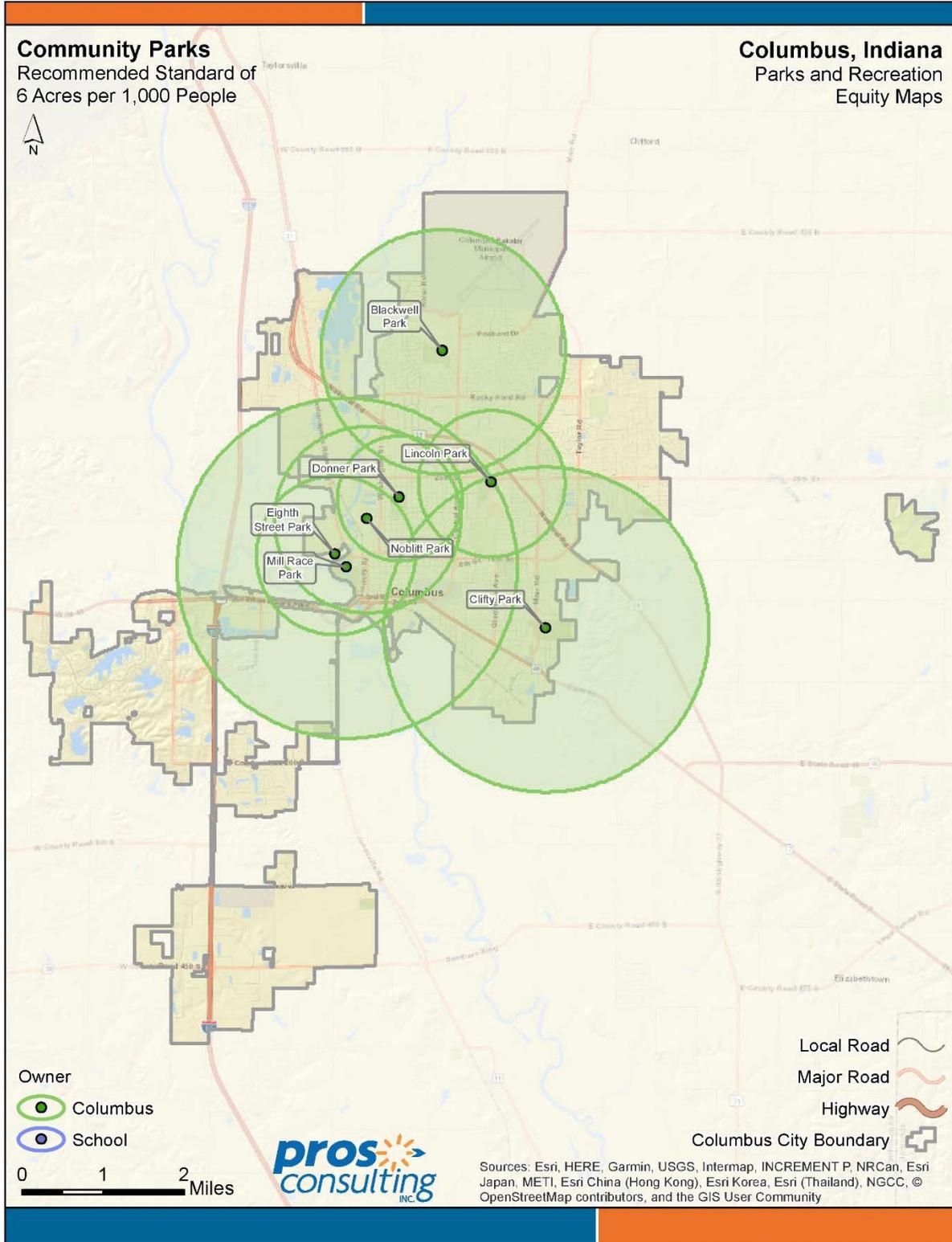


5.5.2 NEIGHBORHOOD PARKS

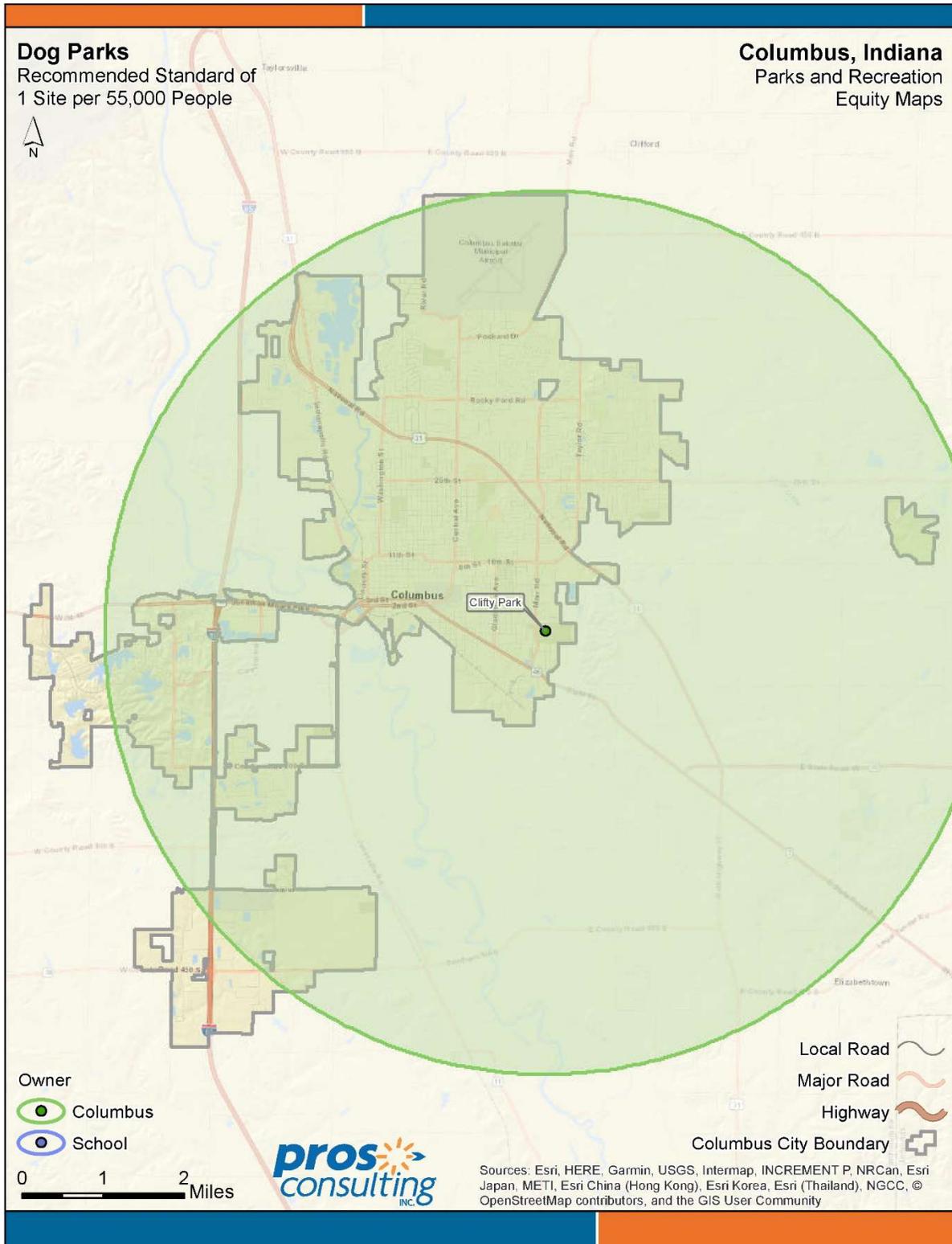


# Columbus Parks and Recreation

## 5.5.3 COMMUNITY PARKS

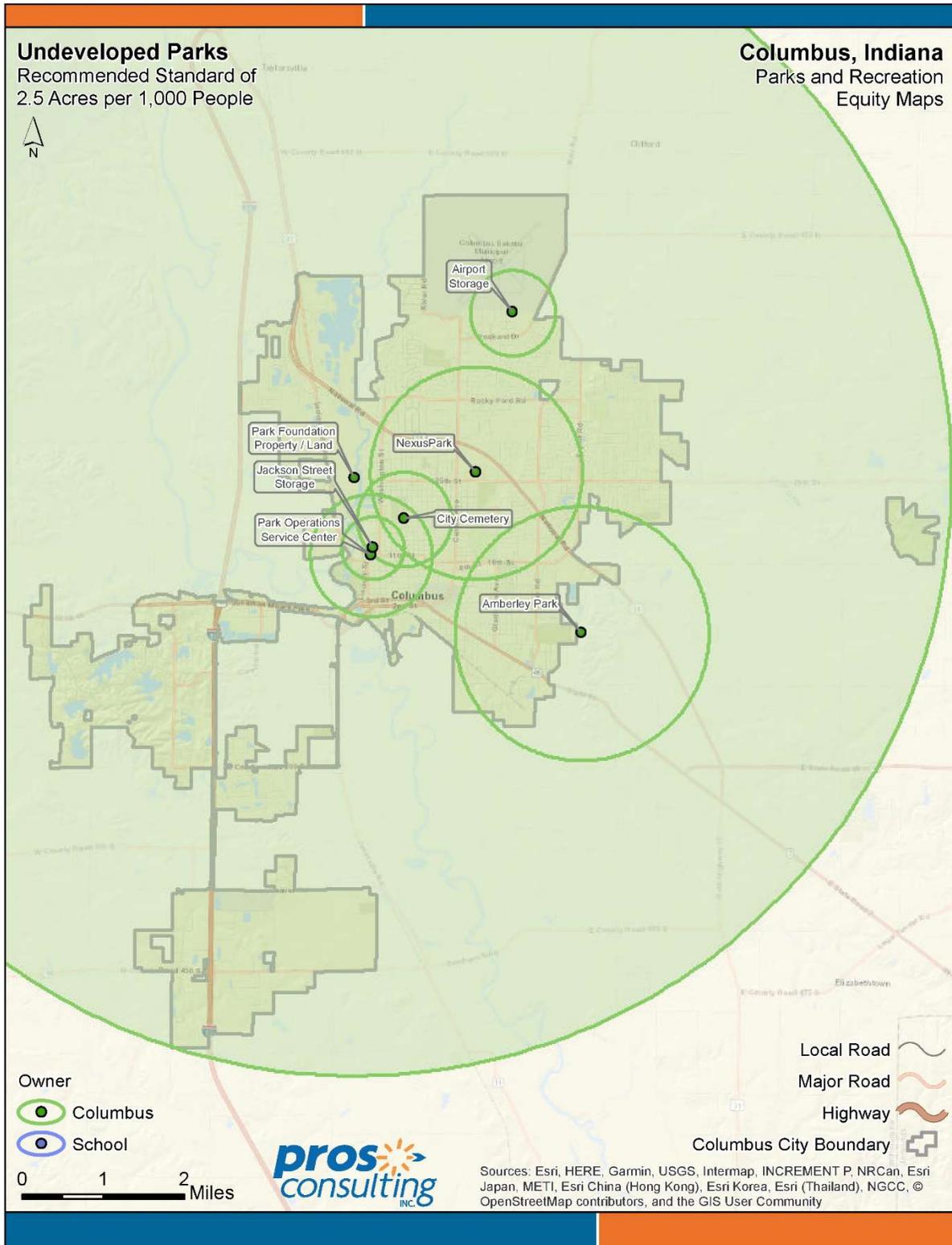


5.5.4 DOG PARKS

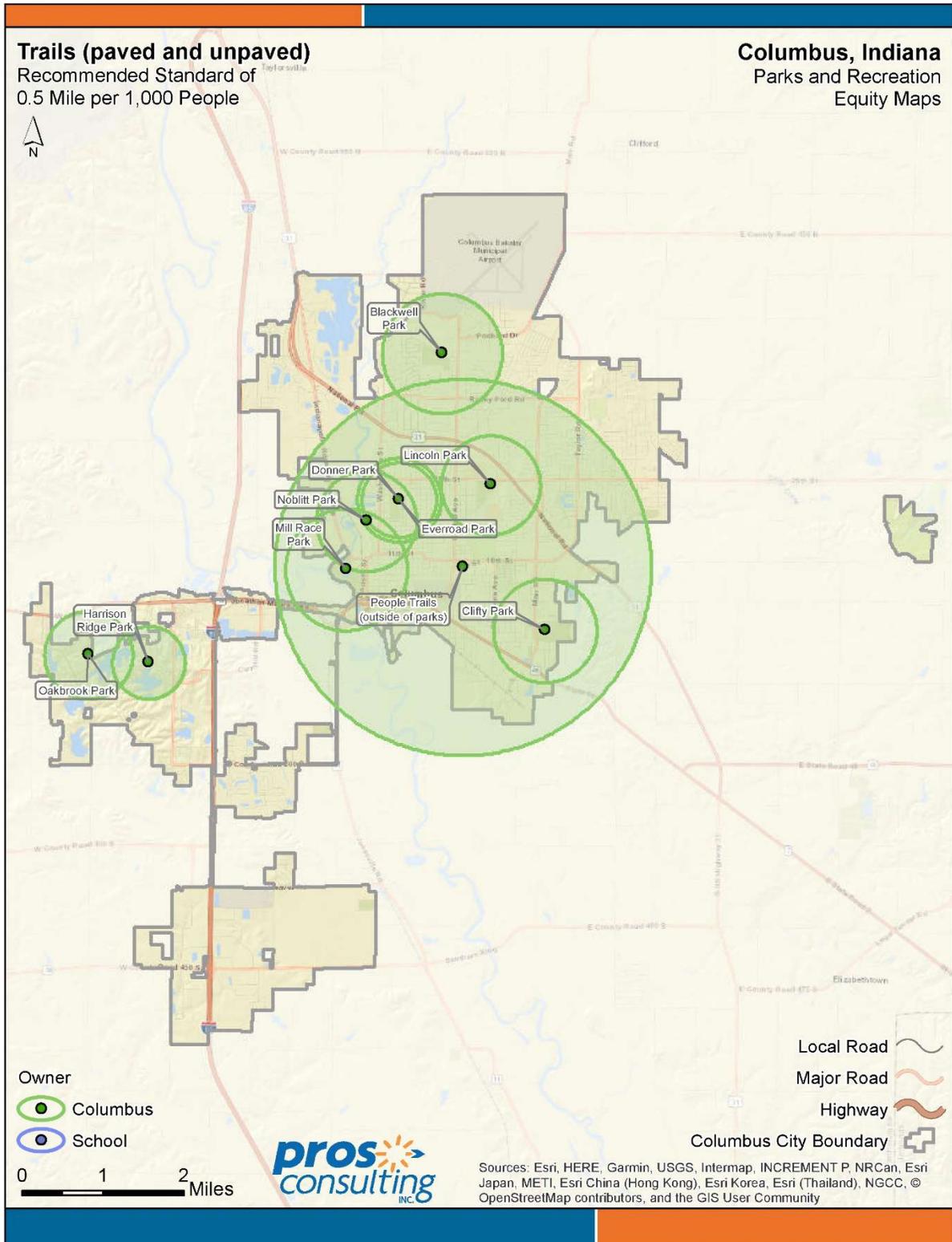


# Columbus Parks and Recreation

## 5.5.5 UNDEVELOPED PARKS

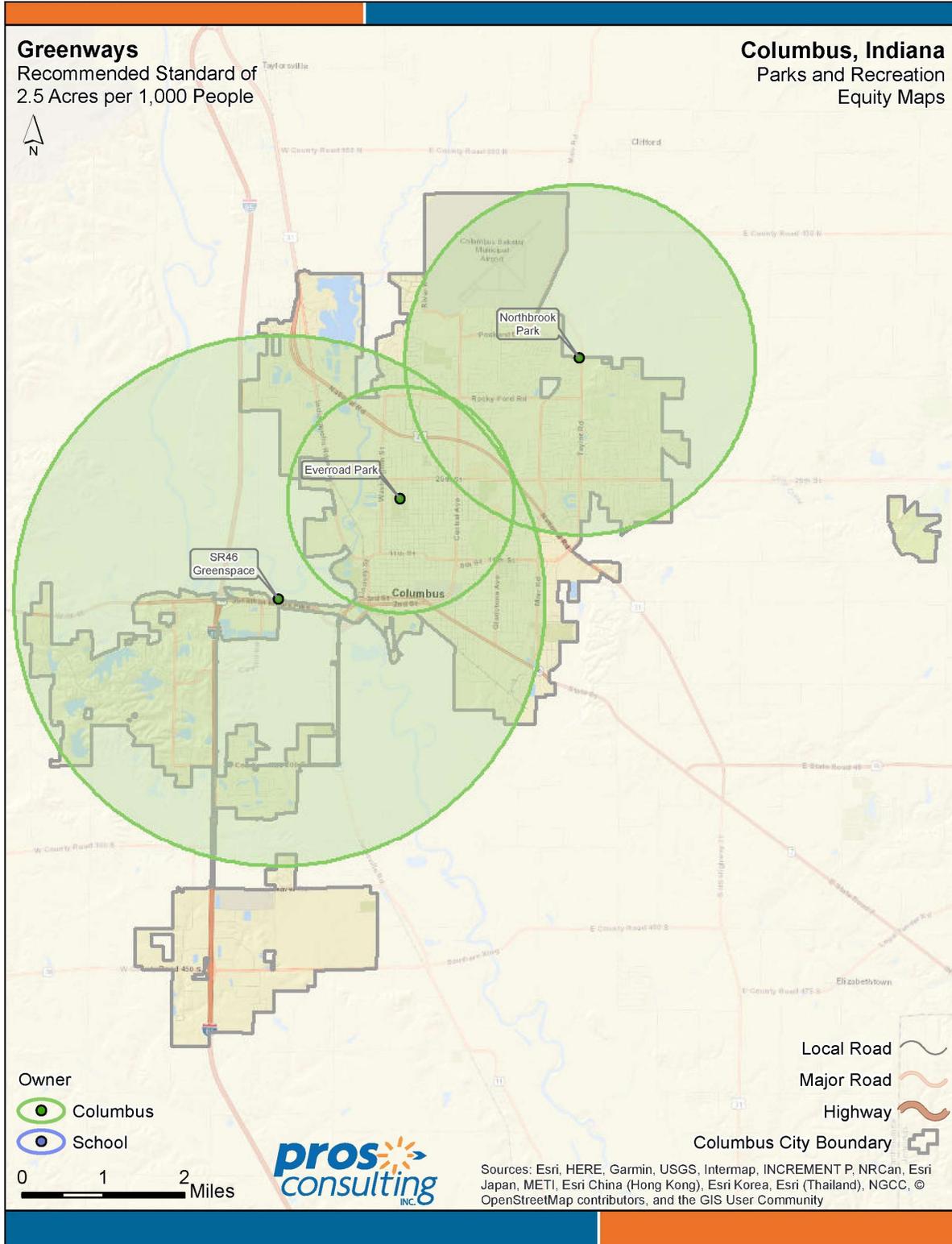


5.5.6 PAVED AND UNPAVED TRAILS

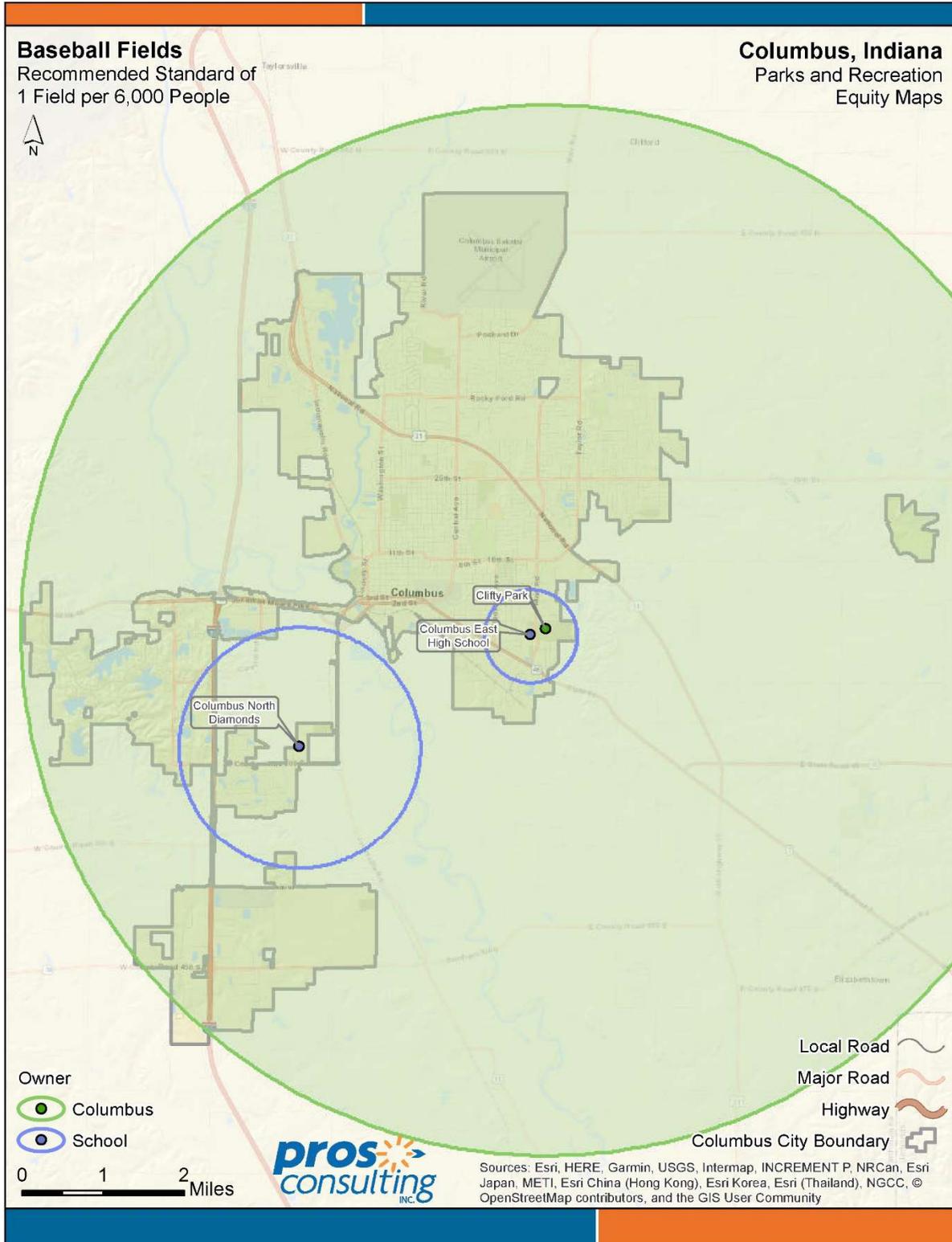


# Columbus Parks and Recreation

## 5.5.7 GREENWAYS

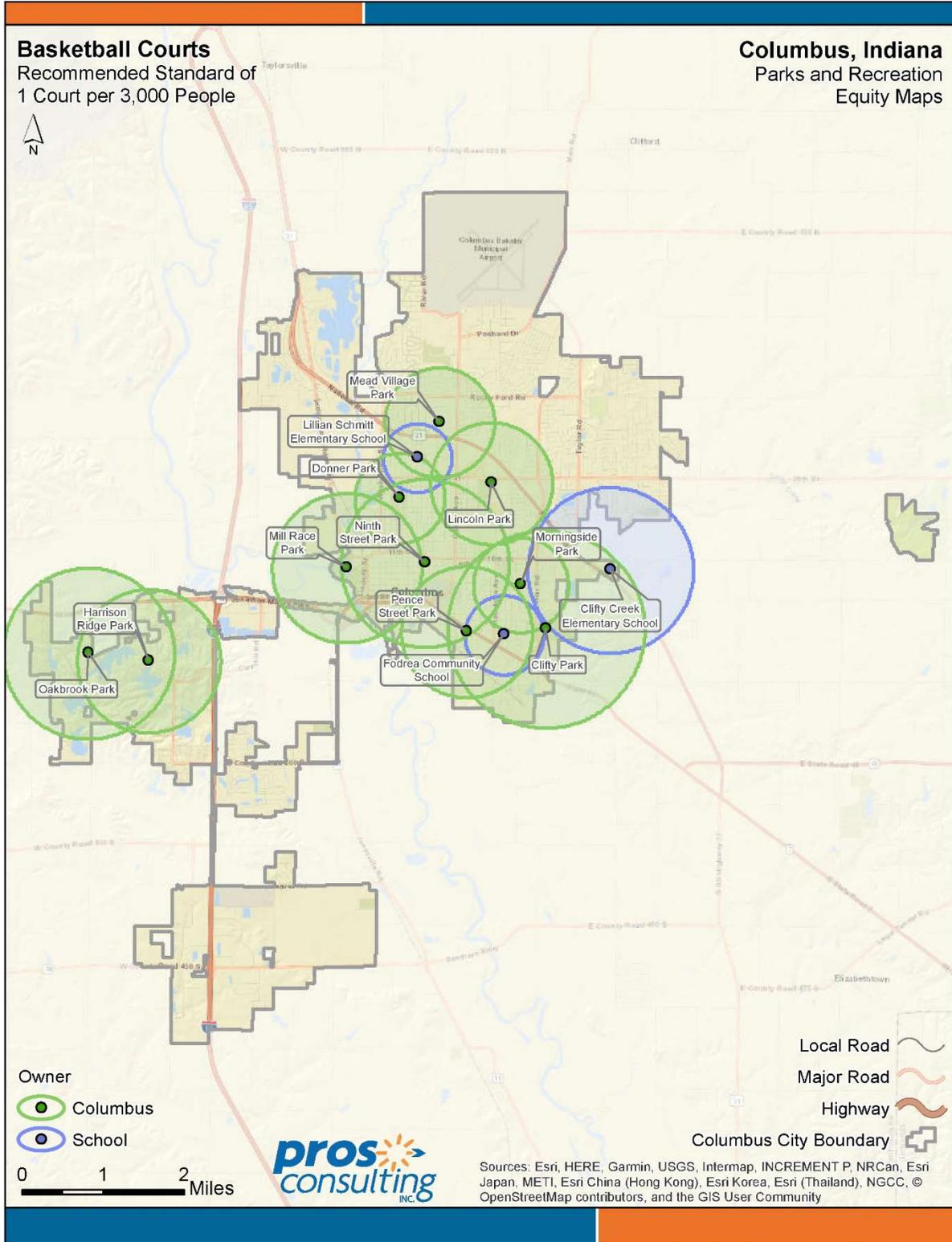


5.5.8 BASEBALL FIELDS

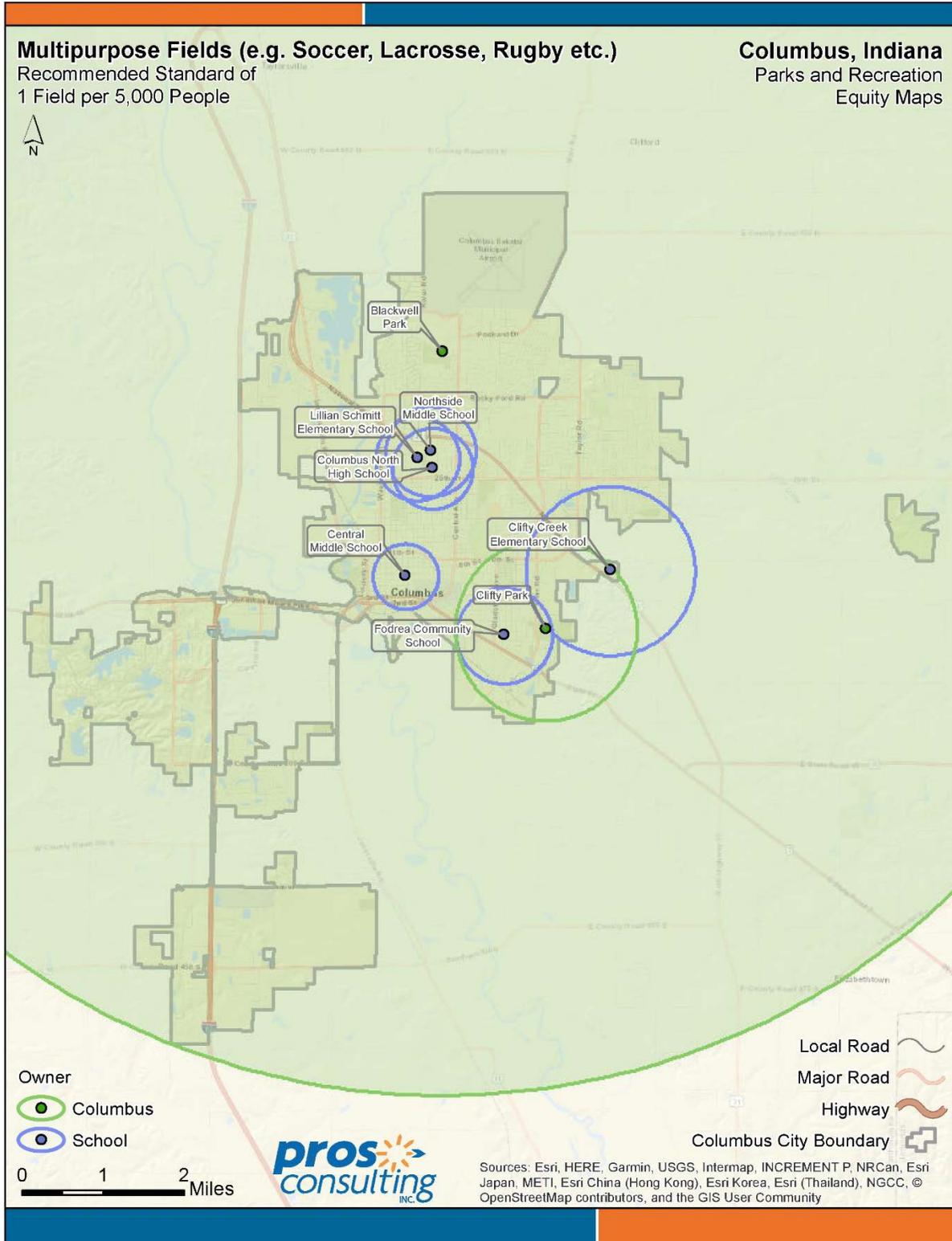


# Columbus Parks and Recreation

## 5.5.9 BASKETBALL COURTS

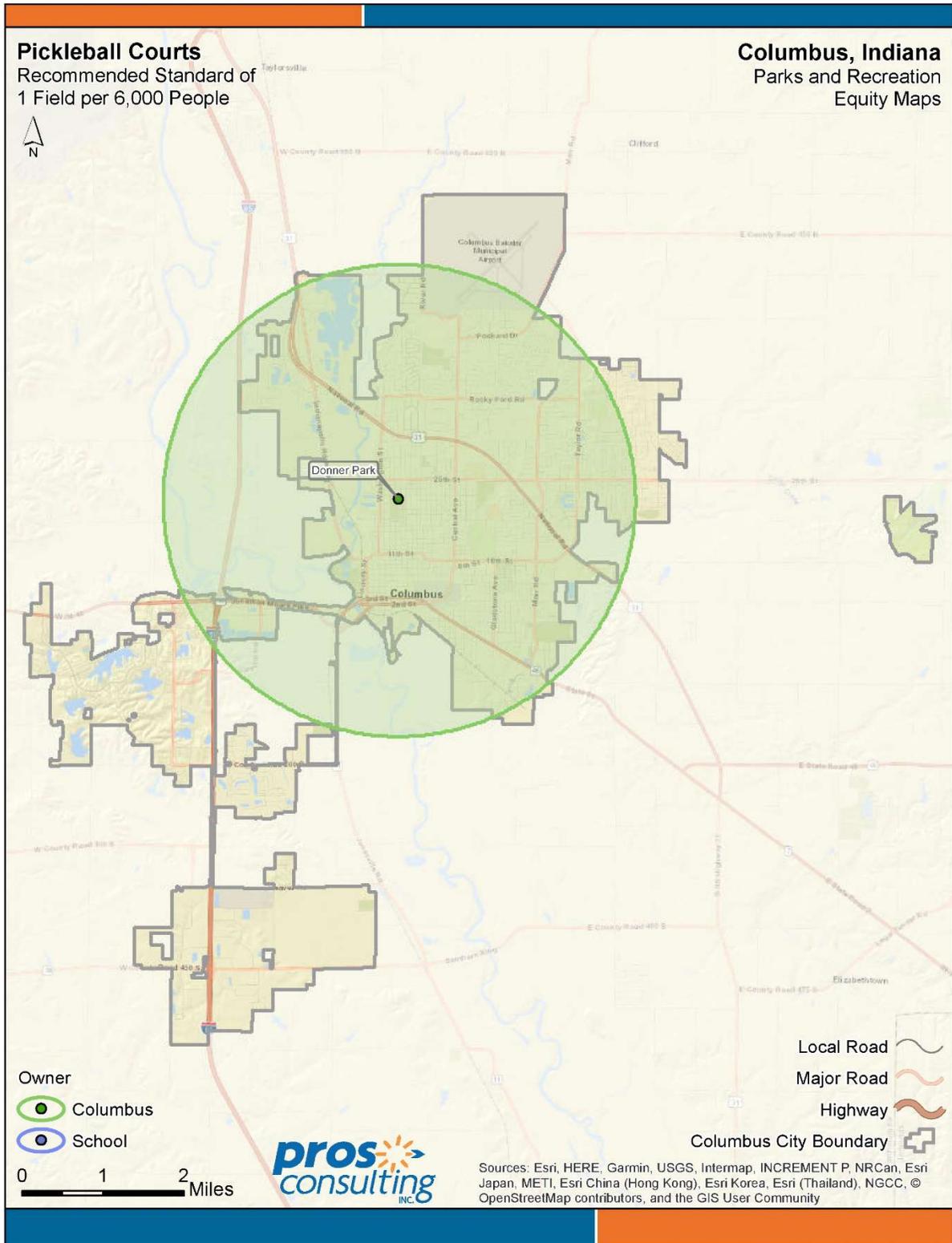


5.5.10 MULTIPURPOSE FIELDS

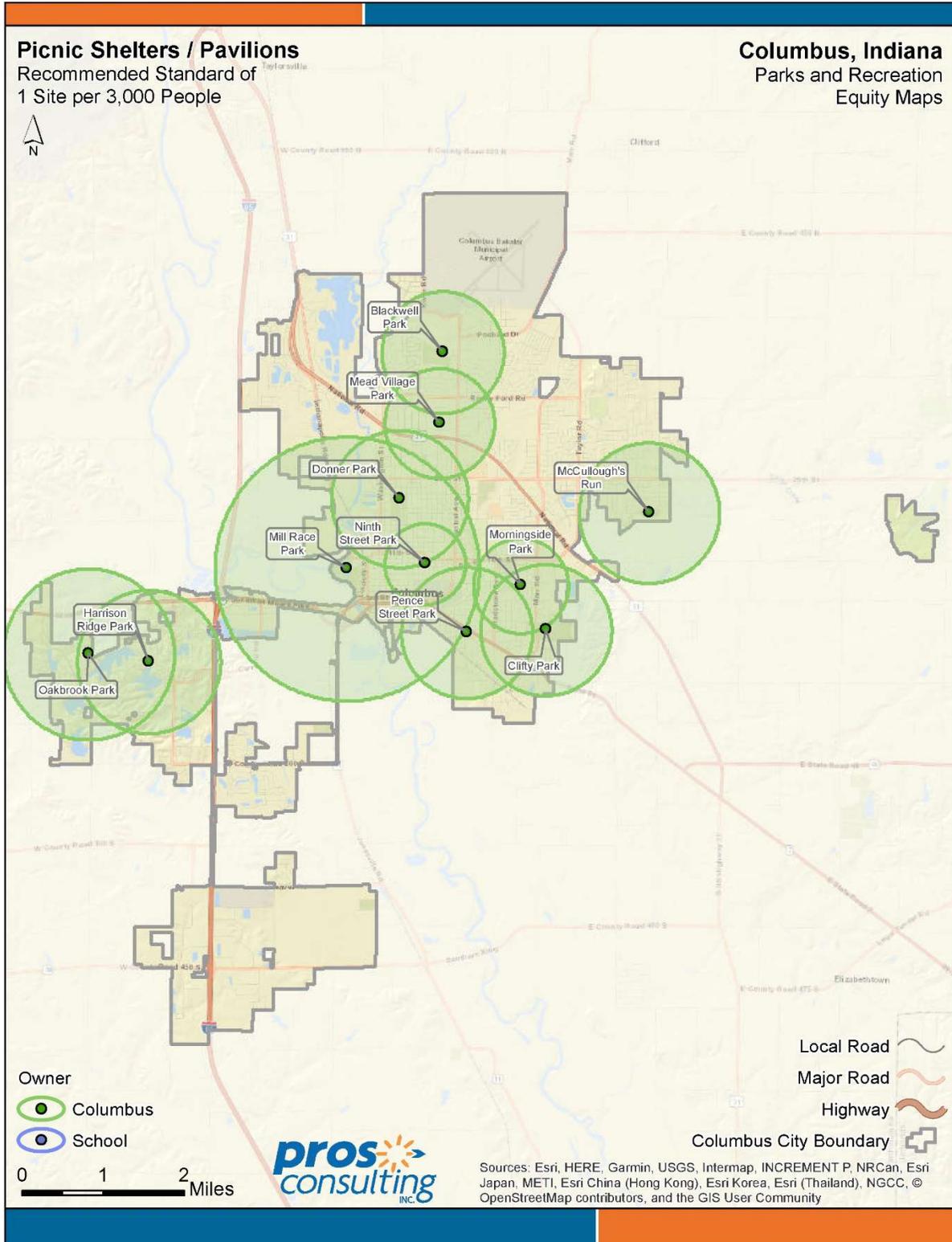


# Columbus Parks and Recreation

## 5.5.11 PICKLEBALL COURTS

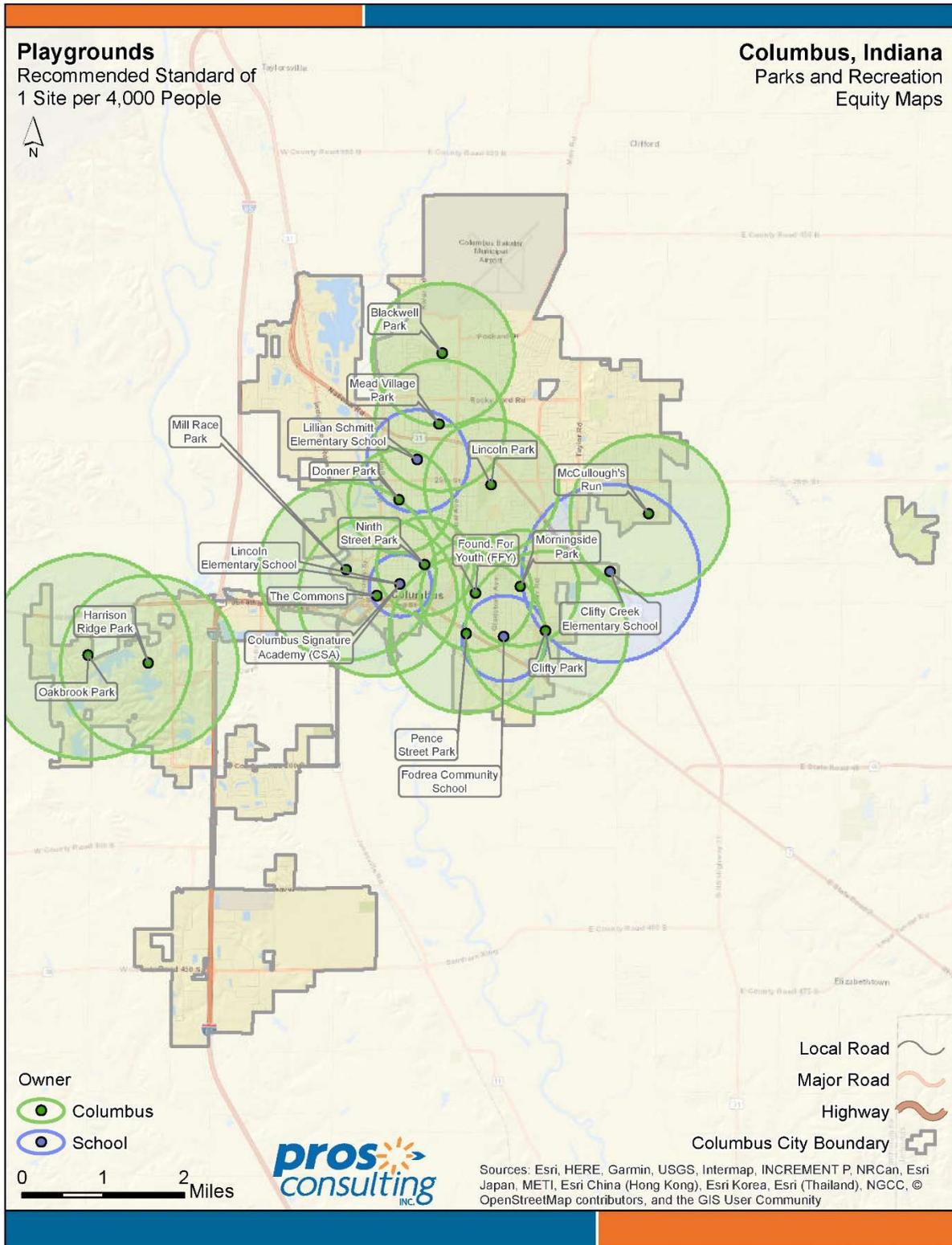


5.5.12 PICNIC SHELTERS/PAVILIONS

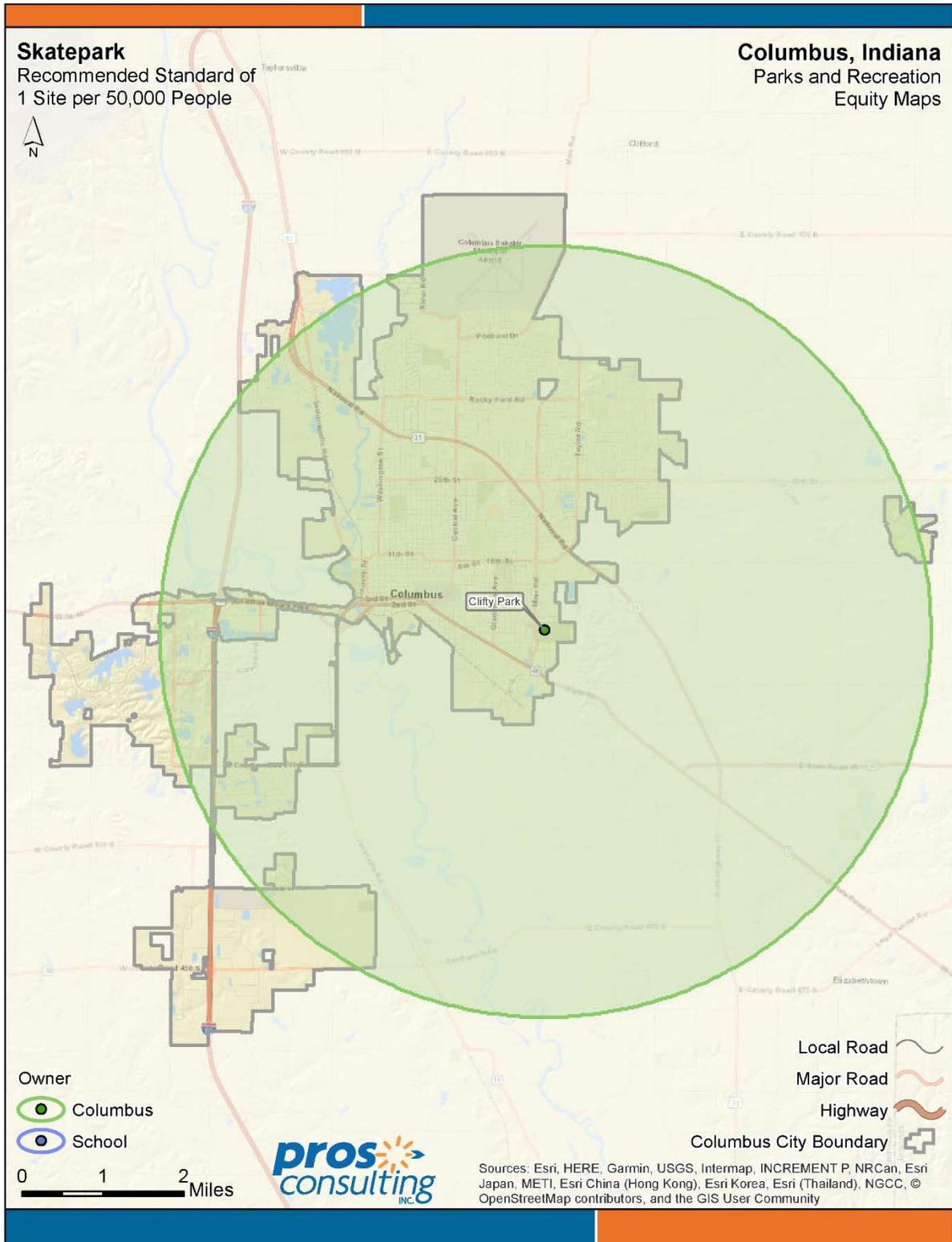


# Columbus Parks and Recreation

## 5.5.13 PLAYGROUNDS

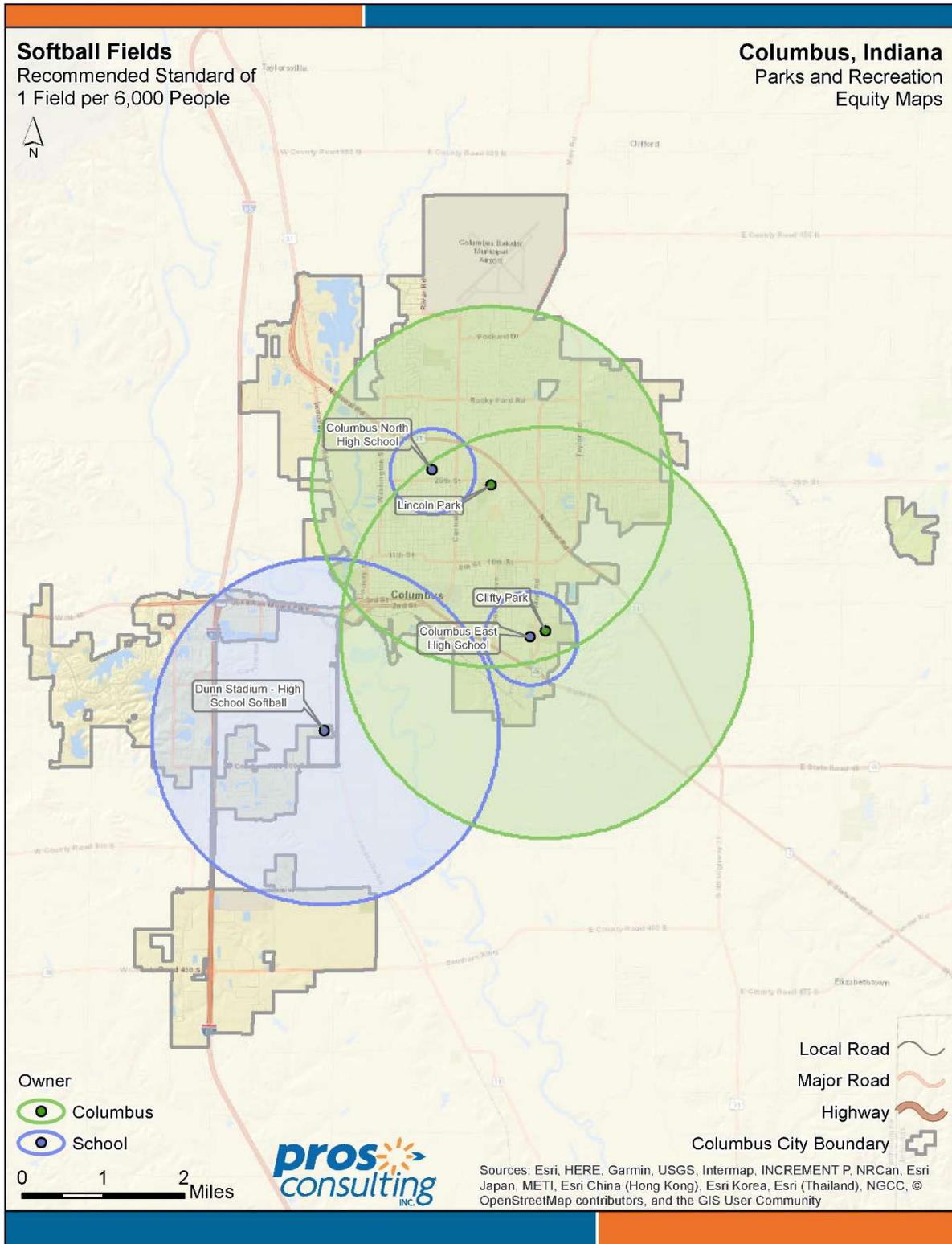


5.5.14 SKATEPARK

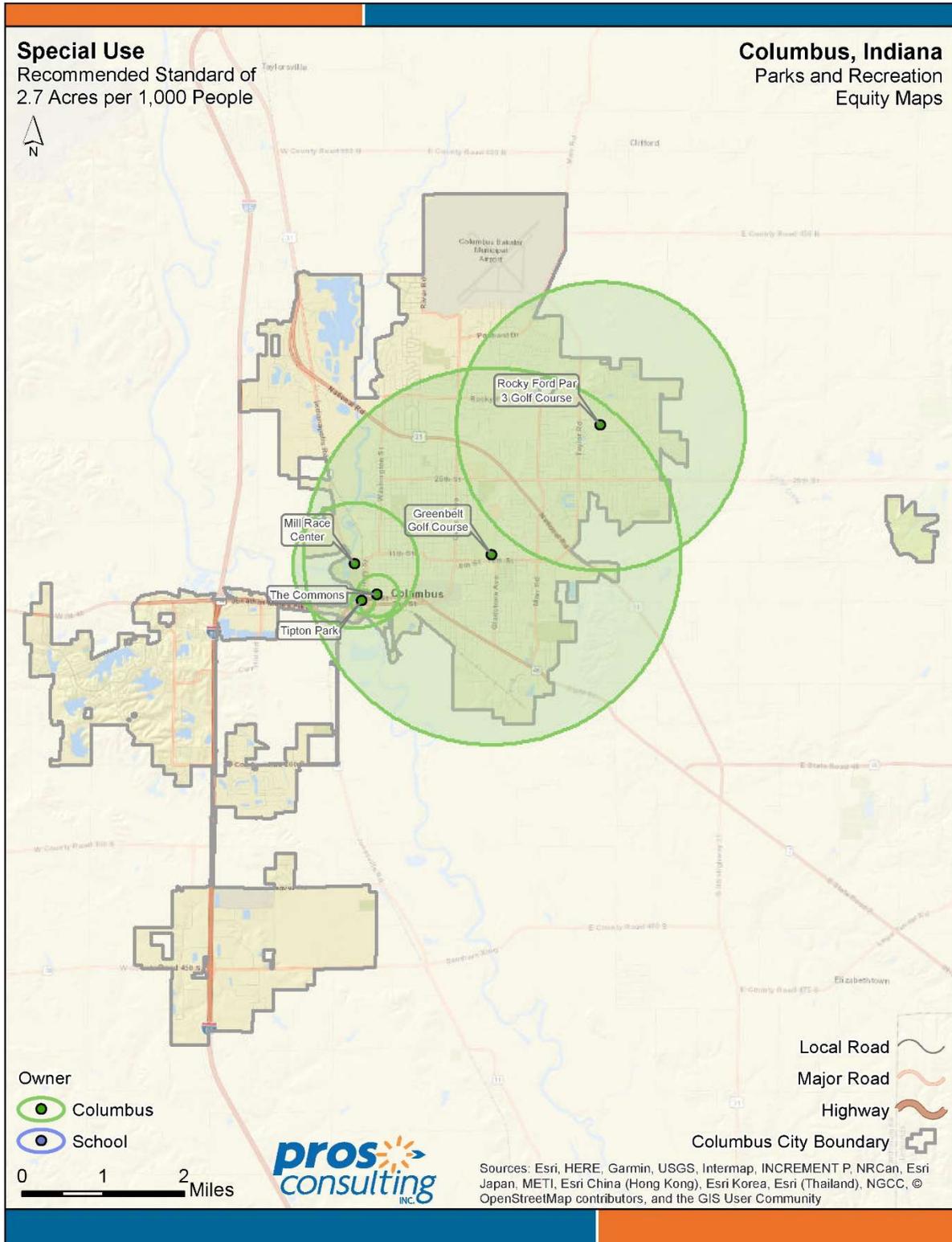


# Columbus Parks and Recreation

## 5.5.15 SOFTBALL FIELDS

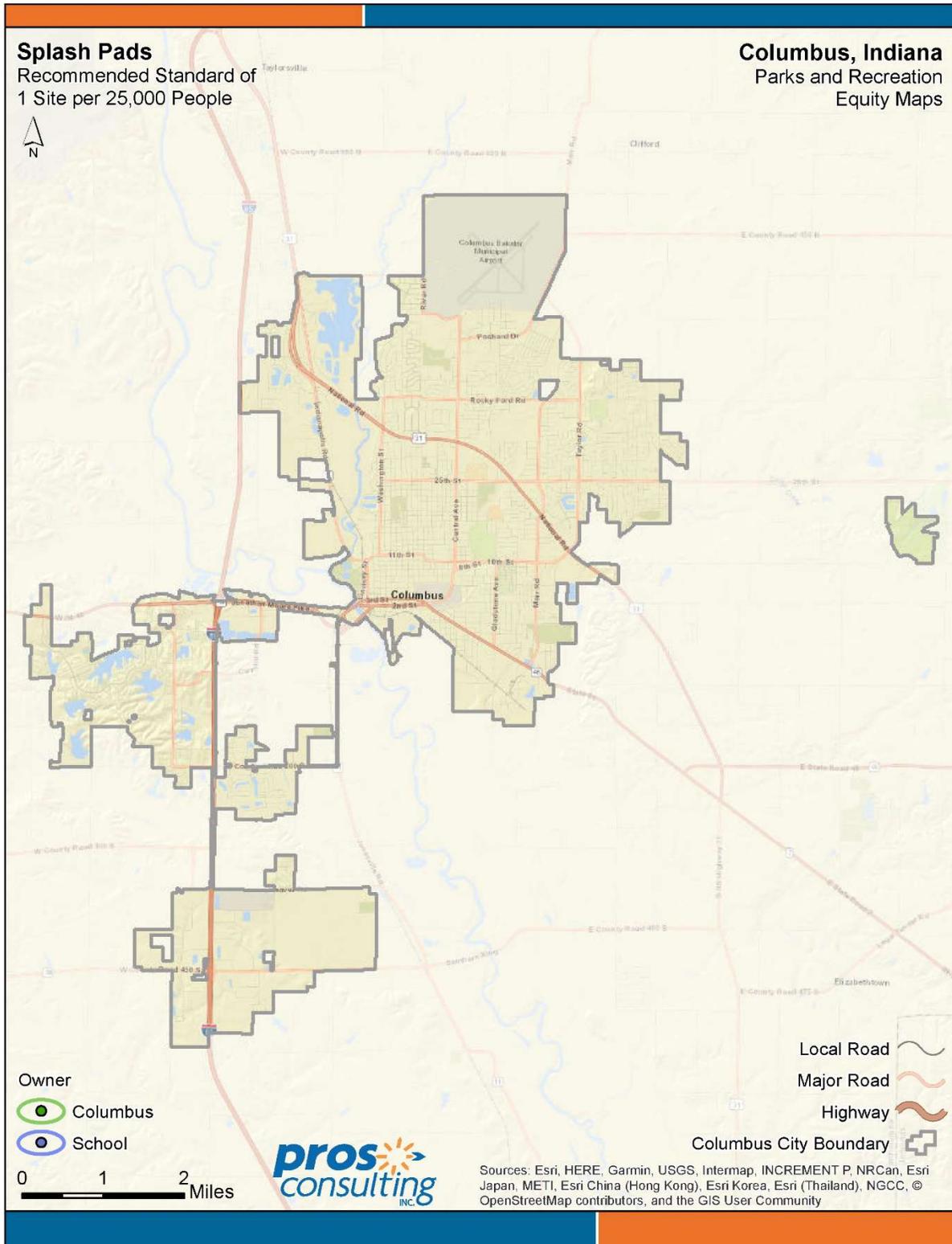


5.5.16 SPECIAL USE

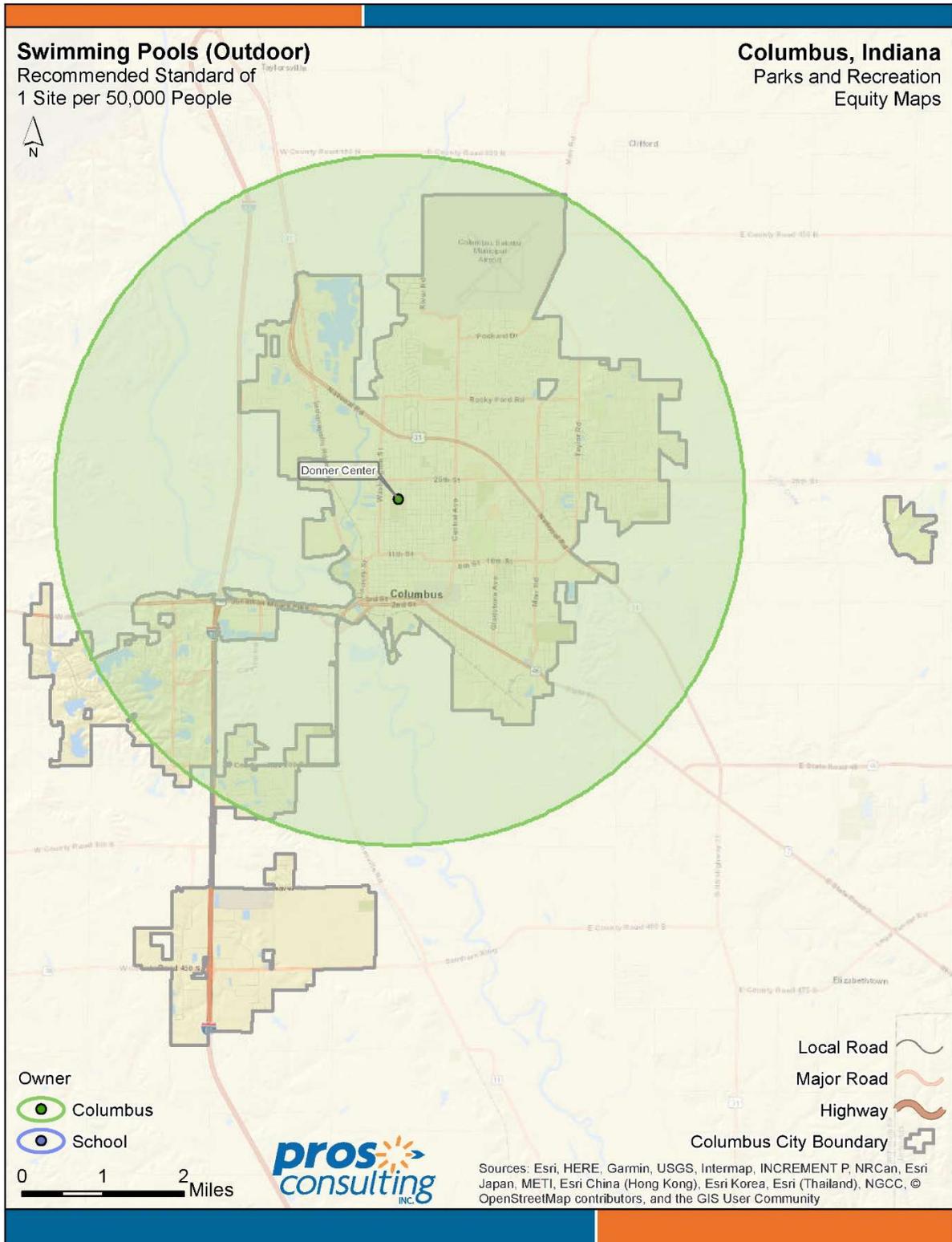


# Columbus Parks and Recreation

## 5.5.17 SPLASH PADS

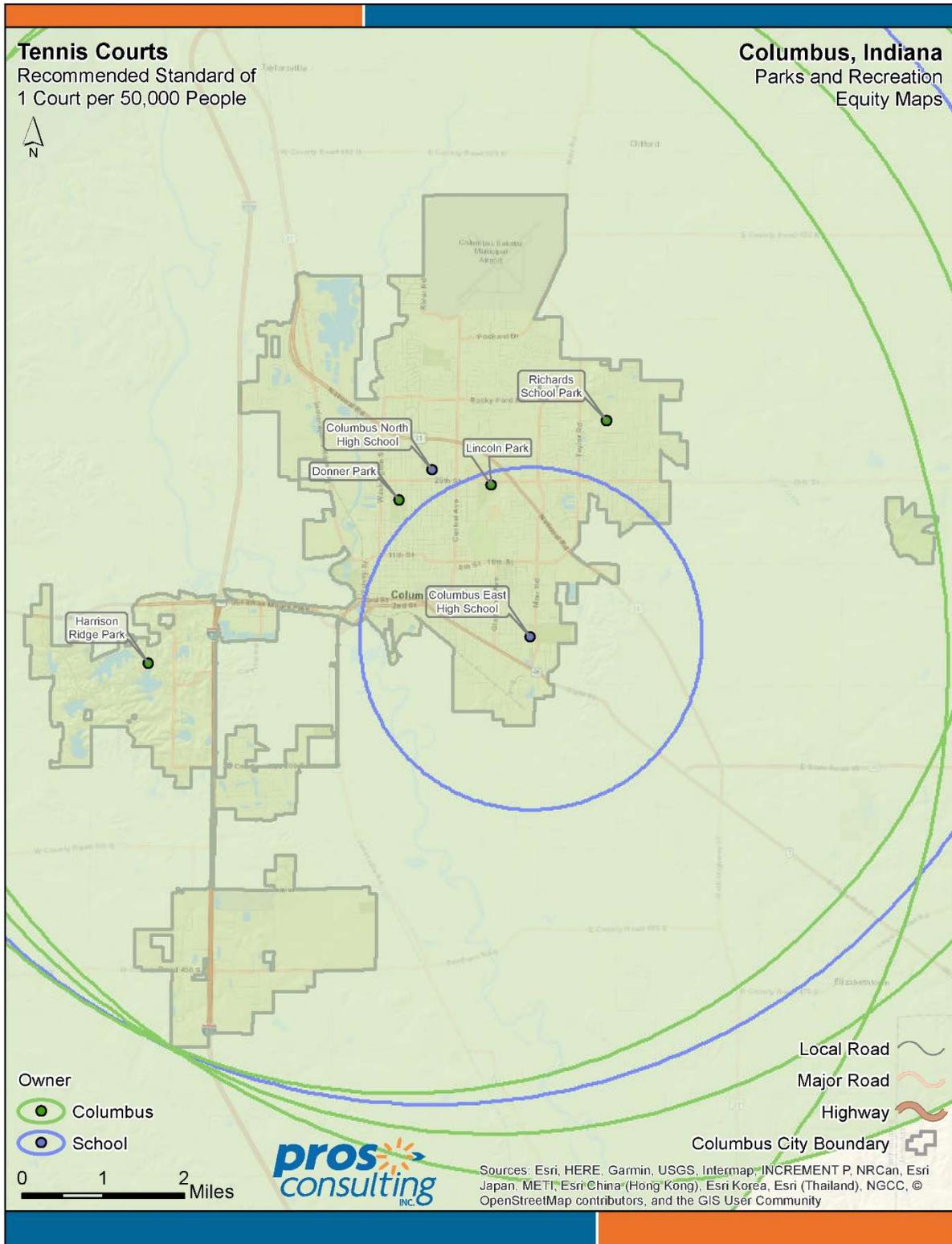


5.5.18 SWIMMING POOLS

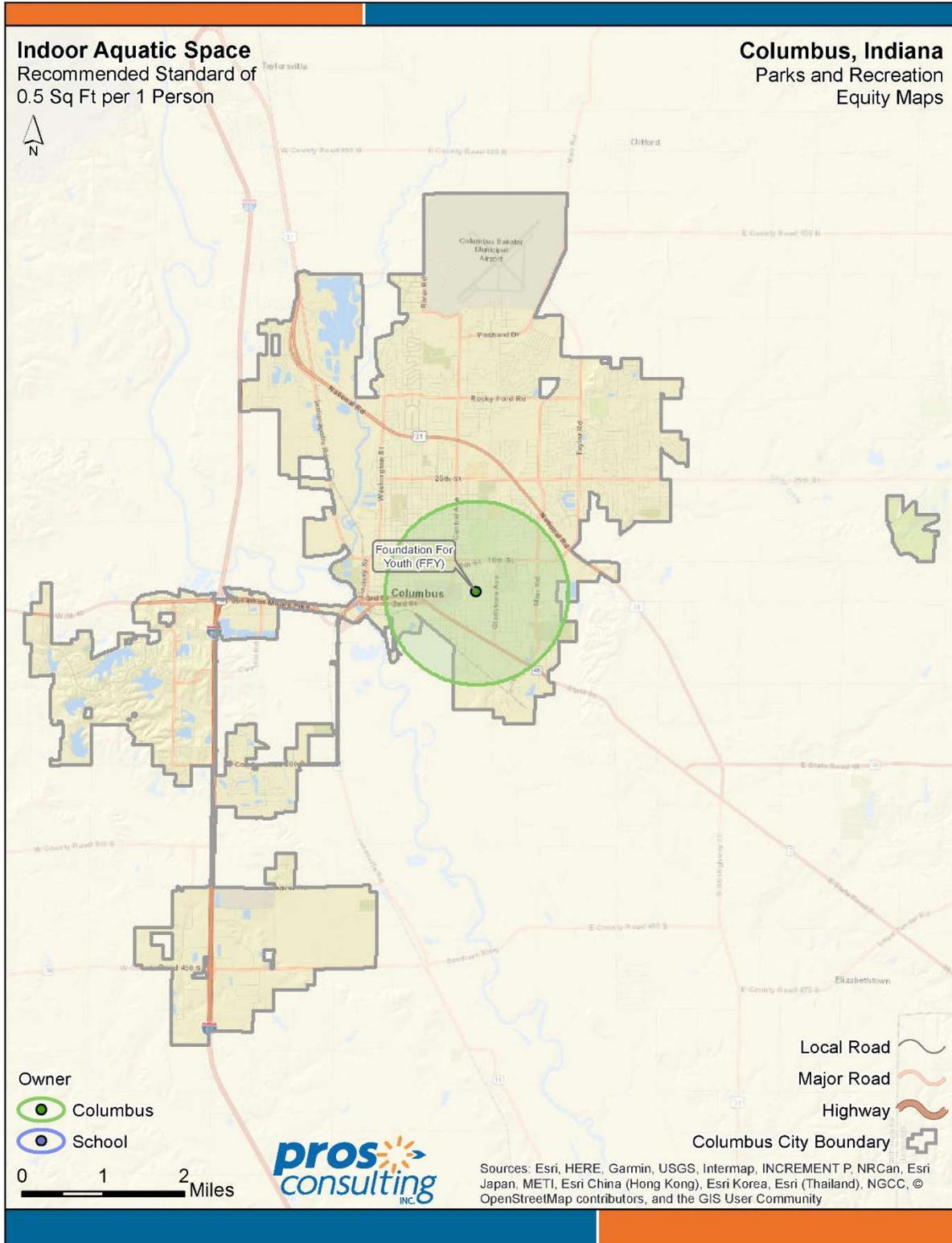


# Columbus Parks and Recreation

## 5.5.19 TENNIS COURTS

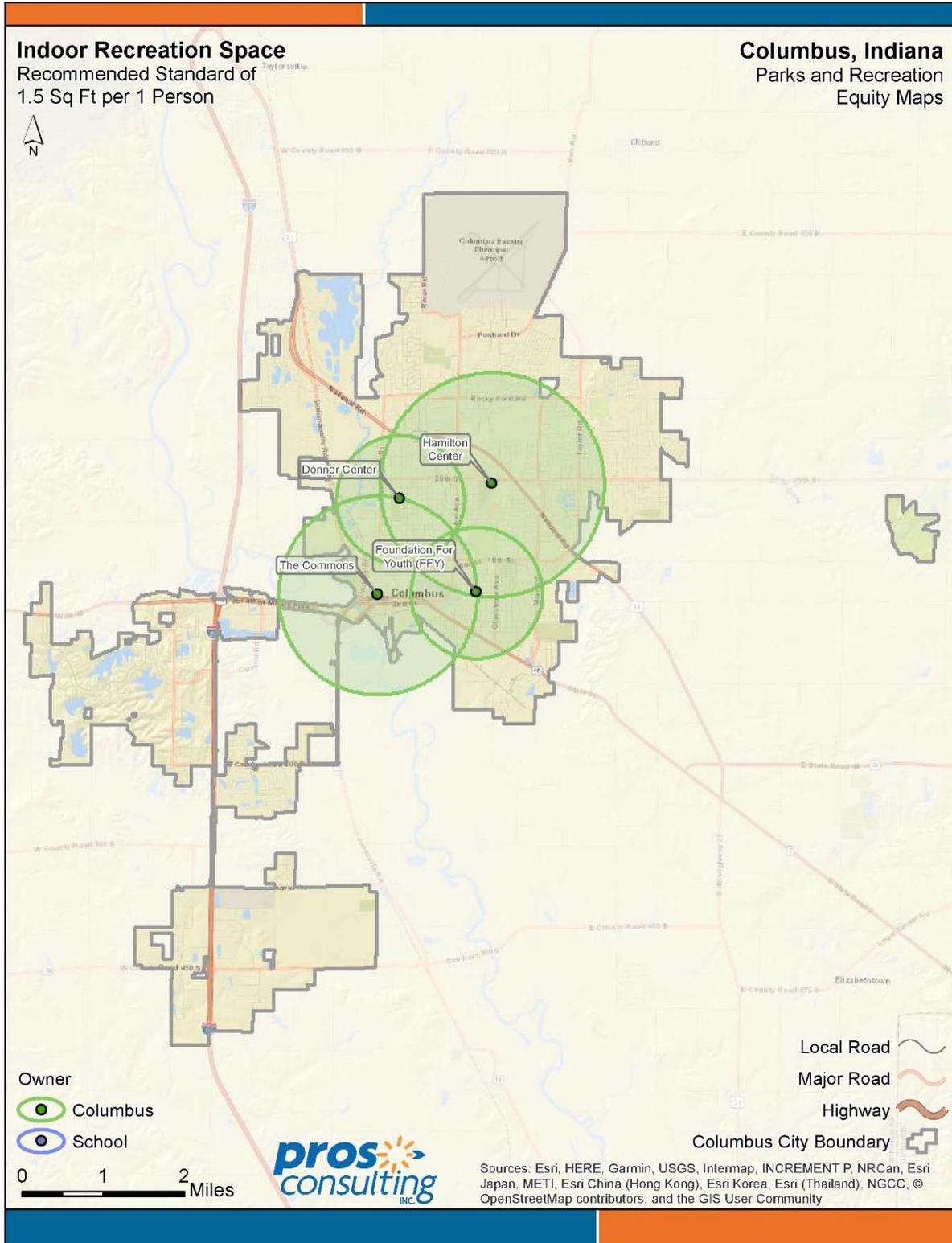


5.5.20 INDOOR AQUATICS SPACE



# Columbus Parks and Recreation

## 5.5.21 INDOOR RECREATION SPACE

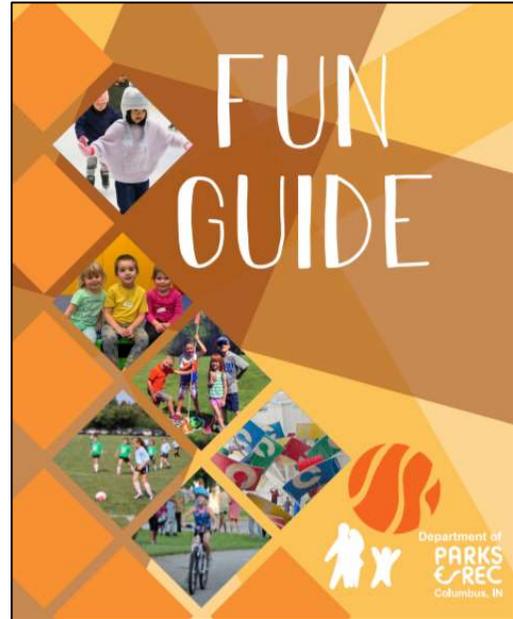


## 5.6 RECREATION PROGRAM ASSESSMENT

### 5.6.1 INTRODUCTION

As part of Columbus Parks and Recreation Master Plan (“Plan”), PROS Consulting performed a Recreation Program Assessment of the services offered by the City’s Parks and Recreation Department (“Department”). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors. Also, given the upcoming addition of NexusPark and its additional facilities, this will help prioritize program offerings at the site and throughout the system.

The consulting team based these program findings and comments from a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff.



### 5.6.2 FRAMEWORK

The mission of the Department is “Enriching lives...Building community”. In order to help achieve this mission, the Department provides a broad range of recreation and leisure programming for all ages. These program offerings are supported with dedicated spaces which includes: 22 parks, 9 facilities, 23 miles of trails, nearly 973 acres of park land and 50,336 sq feet of indoor recreation space.



### 5.6.3 PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations from the program assessment sheet analysis:

- Overall, the **program descriptions** need to ensure that the key benefits and goals of each Core Program Area are effectively communicated to the public.
- **Age segment distribution** is aligned with the community's current population but needs to be monitored annually to ensure program distribution continues to match Columbus' aging demographics.
- **Program lifecycles:** good lifecycle mix with 36% of current programs categorized in the growth stage and only 7% of programming falling into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 1.2.8**.
- The City's **volunteer program** allows residents and organizations to get involved and give back to the community, however, the Department should centralize their own volunteer program through the adoption of a formal volunteer policy. This will give the Department ownership of their own volunteer base, improving communication, training, and creating system advocates. See **section 4.7** of "CAPRA National Accreditation Standards" for Volunteer Policy framework.
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods including printed and online program guides, website, flyers/brochures, direct mail, email blasts, marquee signs, radio advertisements, in-facility signage, QR codes, and various social media channels as a part of the marketing mix.
- The Department would benefit from identifying Return on Investment (ROI) for all marketing initiatives.
- There is opportunity to increase social media presence and use the medium to tell the department's story and share the impact it has on the community.
- Would recommend the creation of formal Marketing Plan (Standard 3.4.3 for CAPRA Accreditation)
- Currently, **customer feedback** methods are limited. It is highly recommended that the Department begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, pre-program evaluation, lost customer surveys, and focus groups are strong feedback tools to be used moving forward.
- **Pricing strategies** are varied across the board. Currently, the most frequently used approaches are group discounts, by cost recovery goals, and by customer's ability to pay. These are useful strategies in increasing participation as well as helping the Department become more self-sufficient. Additionally, the Department should consider implementing new pricing strategies which can be found in **Section 1.2.11**.
- **Financial performance measures** such as cost recovery goals are currently being utilized for most programs. It is recommended for staff to begin tracking cost recovery for all program areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the Department's overall goal of greater fiscal sustainability.

## 5.7 CURRENT OPERATIONS

Currently the Department operates within the best practices of providing programs and ancillary services that align with the community’s needs. To help assist in decision making the Department has created a decision matrix for vetting new opportunities. The matrix provides a tool for the department to ensure that they are properly allocating resources to programs based on their benefit to the community, and not on personal judgement.

The matrix separated programs into four categories based on a series of questions that are designed to rate programs based on their level of profitability and impact. The quadrants are as follows:

		Columbus Program Level Matrix Map & Descriptions		
		Program Level	Starting Point	Description
	<p>The Heart Quadrant</p> 	The Heart Quadrant	Keep and contain costs	Can we envision this program achieving the same impact or very close to it with a different cost structure? Is there a different revenue strategy to consider?
	<p>The Star Quadrant</p> 	The Star Quadrant	Invest and grow	Do we understand the needs and motivations of stakeholders who make the star possible? Are there opportunities (i.e. new geography, new population, complementary programming) to expand the program's impact and revenue?
	<p>The Stop Sign Quadrant</p> 	The Stop Sign Quadrant	Close or give away	Can we innovate this program to move out of this quadrant? How long will we give ourselves to move the stop sign? Is that the best use of resources?
	<p>The Money Tree Quadrant</p> 	The Money Tree Qudrant	Water & Harvest, increase impact	Can the net surplus be increased and, if so, what investment will that growth require? Are there means to reducing the program's cost and improve the margin? Are there ways to achieve greater impact by making the program stronger?
				

Figure 36: Columbus Program Level Matrix Map

- The Star Quadrant - High profitability and high impact.
- The Money Tree Quadrant - High profitability and low impact.
- The Heart Quadrant - Low profitability and high impact.
- The Stop Sign Quadrant - Low profitability and low impact.

### 5.7.1 CORE PROGRAM AREAS

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

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency’s overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.

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- 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.

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### 5.7.2 EXISTING CORE PROGRAM AREAS

In discussions with the Department staff, the consulting team identified six Core Program Areas currently being offered.



Figure 37: Existing Core Program Areas

5.7.3 CORE PROGRAM AREA DESCRIPTIONS, GOALS, & EXAMPLE PROGRAMS

Aquatics



**Description:** Lifesaving skills, exercise, health, swim lessons and aquatic play.

**Goals:** Provide safe and equitable swim programs for all ages and abilities.

- Lifeguard Class
- Poolside Storytime
- Special Swim
- Swim Lessons
- Youth Triathlon

Golf



**Description:** Casual and structured opportunities to develop and play golf at an affordable, well-kept set of courses.

**Goals:** Provide accessible courses and skill development programs to all age groups.

- Adult Leagues
- First Tee
- Get Golf Ready
- Jr Golf League
- Private Lessons

Gymnastics



**Description:** Gymnastics classes, events, programs, and open gym sessions.

**Goals:** To help develop gymnastics fundamentals, gross, and fine motor skills in young bodies equitably.

- Cheer Basics
- Flip & Paint
- Fun Walkers
- Ninja Camp
- Parents Night Out
- Sensory Open Gym
- Tumbling

Ice



**Description:** Ice based programming for fitness, team play, individual development, social interaction, creativity, focus, balance, agility, and education.

**Goals:** Provide opportunities for all to develop in their sport, while building confidence and a healthy, balanced lifestyle at an affordable cost.

- Adult Coed Hockey League
- Broomball
- Paint & Skate
- Princess Tea Skate
- Snowplow Sam
- Figure Skating
- Try Hockey for Free
- House League Hockey

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### Recreation



**Description:** Affordable and quality active recreation and leisure programming for community members.

**Goals:** Ensure equitable access to programs and community events.

- “In a Box” Series
- Columbus Farmer’s Market
- Esports
- Little Chefs
- Movies in the Park
- Summer Day Camps
- Free Come Out & Play

### Sports



**Description:** All ages programming for both casual and organized participation, aimed at fitness, social interaction, and competition at all levels.

**Goals:** Provide accessible programs and facilities to all age groups.

- Adult Leagues
- Pickleball
- Tennis
- Youth Leagues
- Youth Sports Camps/Clinics
- Tournaments

### 5.7.4 EXISTING CORE PROGRAM AREA RECOMMENDATIONS

These existing Core Program Areas provide a generally well-rounded and diverse array of programs for the community. Based upon the observations of the consulting team as well as demographic and recreation trends information, Department staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community. Furthermore, based on community input, residents have a need for additional nature and outdoor adventure programming. There are further unmet needs shown in adult fitness & wellness, as well as senior programming.

## Strategic Master Plan

### 5.7.5 POTENTIAL NEW CORE PROGRAM AREA RECOMMENDATIONS

The Department should explore expanding Core Program Areas to assist in fulfilling existing unmet needs. Based on the results from the Community Survey, there is a high priority for investment in Adult Fitness and Wellness Programs, Farmer’s Market, and Community Special Events according to the Priority Investment Ratings (PIR). (See Figure 38)

PIR was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weighs:

- (1) the importance that households place on each facility/amenity/program and
- (2) how many households have unmet needs for the facility/amenity/program.

Based on this data, “Fitness and Wellness” (Senior fitness and wellness is 4<sup>th</sup> in PIR, Nutrition programs for all ages is 6<sup>th</sup>) would make sense as a Core Program Area, possibly in partnership with Columbus Regional Health (CRH). “Special Events” would be another potential addition, as well as “Senior Programs” (Senior Educational programs is 10<sup>th</sup> in PIR, Senior trips is 12<sup>th</sup>).

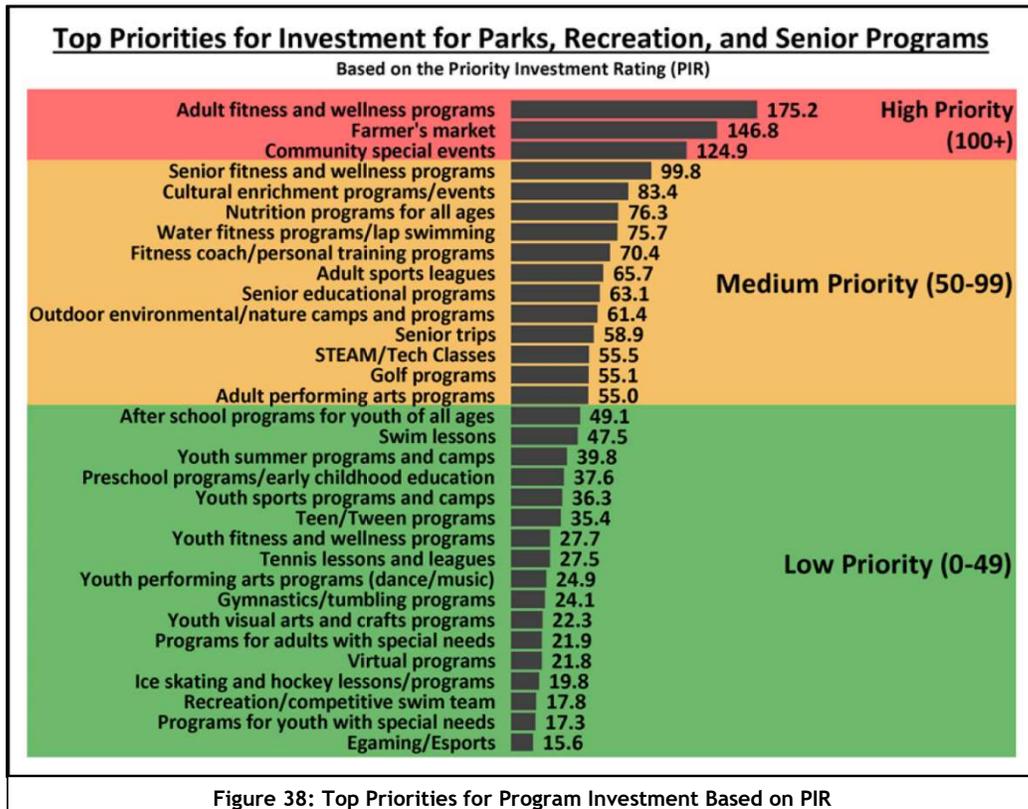


Figure 38: Top Priorities for Program Investment Based on PIR

PROGRAM STRATEGY ANALYSIS

5.7.6 AGE SEGMENT ANALYSIS

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

Age Segment Analysis						
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Sports	S	P	P	P	P	
Recreation	S	P	S	P	S	S
Ice	S	P	S	P		P
Gymnastics	S	P	S			
Aquatics	P	P	P	P	P	P
Golf		S	S	P	P	

Figure 39: Columbus Program Priority by Age Segment

An Age Segment Analysis was completed by Core Program Area, to review the age segments served by different program areas and identify any gaps in segments served. It is recommended that staff perform an Age Segment Analysis by individual programs to further understand and tailor future offerings to community needs. Based on the City’s age demographics, current programs seem to be well-aligned with the community’s age profile. With approximately 70% of Columbus’ population being below the age of 55, it is fitting that the Preschool, Elementary, Teen, and Adult segments are highly catered to.

That being said, the Department needs to ensure that the remaining 30% of the population (those 55+) are well served, especially as that active adult (55+) population is projected to grow to 35% of the population in the next 15 years. Senior based fitness, wellness, and trips are potential program additions to meet these demographics needs.

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

5.7.7 PROGRAM LIFECYCLE

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

Lifecycle	Description	Actual Program Distribution	Recommended Distribution	
Introduction	New program; modest participation	9%	60%	
Take-Off	Rapid participation growth	15%		
Growth	Moderate, but consistent population growth	36%		
Mature	Slow participation growth	26%	26%	40% total
Saturation	Minimal to no participation growth; extreme competition	7%	14%	0-10% total
Decline	Decline participation	7%		

Figure 40: Columbus Program Lifecycle Distribution

The Lifecycle Analysis fares well compared with the Recommended Distribution. Approximately 60% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth) and speaks to the Department’s successful focus on introducing new programs and seeing them grow. Eventually, these programs will begin to move into the Mature stage, so an emphasis on continued rejuvenation of existing programs and adding new programs is key for sustained success.

According to staff, 26% of all program offerings fall into the Mature Stage. With 36% of programs being in the Growth Stage (some of which will transition into the Mature stage), we can expect the percentage of mature programs to continue growing. The Mature Stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within this category in order to achieve a stable foundation.

Additionally, 14% of programs are identified as Saturated or Declining (0-10% Recommended Distribution). It is a natural progression for programs to eventually evolve into saturation and decline stages. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs. As programs enter the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle within the Introductory stage or replace the existing programs with new programs based upon community needs and trends.

Staff should complete a Program Lifecycle Analysis annually and ensure that the percentage distribution closely aligns with desired performance. The Department could also 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.

5.7.8 PROGRAM CLASSIFICATION

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

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

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



Figure 41: Program Classifications

## Strategic Master Plan

With assistance from staff, all recreation programs offered by the Department were classified into three categories. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned ranges for cost recovery goals within those overall categories. A full program list organized by Core Program Areas can be found in **APPENDIX I**.

Columbus Program Classification Distribution		
Essential	Important	Value-Added
35%	41%	25%

Figure 42: Columbus Program Classification Distribution

### 5.7.9 COST-OF-SERVICE & COST RECOVERY

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

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

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

To understand the full cost of service and process to go about this, please see **Appendix M**.

### CURRENT COST RECOVERY

The “Range of Cost Recovery” (**Figure 43**) used by the Department is very much in line with the “Cost Recovery Model for Sustainable Services” that can be seen in **Figure 45** under “Cost Recovery Best Practices”.

Benefit Level	Description	Range of Cost Recovery
1	Community	0%-25%
2	Community/Individual	26%-50%
3	Individual/Community Event	51%-75%
4	Mostly Individual	76%-100%
5	Highly Individual	101% and up

Figure 43: Columbus Range of Cost Recovery

## Columbus Parks and Recreation

The Department has also developed cost recovery goals for their Core Program Areas (*Figure 42.*)

<b>Cost Recovery Goal by Core Program Area</b>			
Core Program Area	Current Cost Recovery Goals	Core Program Area	Current Cost Recovery Goals
Aquatics	76%	Ice	92%
Golf	86%	Recreation	81%
Gymnastics	98%	Sports	81%

Figure 44: Cost Recovery by Core Program Area

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. These are best practices for Core Program Areas. Programs within each Core Program Area will vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities. The Department should determine the current cost recovery of each Core Program Area to begin establishing goals. With an approved cost recovery goal, annual tracking, and quality assurance cost recovery goals will improve. Use this key performance indicator in **Figure 44** and update it annually to include the actual cost recovery achieved. Each Core Program Area can be benchmarked against itself on an annual basis.

### COST RECOVERY BEST PRACTICES

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

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

# Strategic Master Plan



Figure 45: Cost Recovery Model for Sustainable Services

5.7.10 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies is dynamic. All pricing tactics are utilized by multiple Core Program Areas, except for Residency which is only used for Sports pricing, and Family / Household Status which is only used in Golf.

Currently, the Core Program Area that utilizes the largest variety of pricing strategies is Golf which utilizes 9 of the 10 mentioned tactics. All the Core Program Areas use Group Discounts, Cost Recovery Goals, and Customer’s Ability to Pay (most notably applied with the Chuck Wilt Youth Scholarship) as pricing strategies.

It is recommended that the Department expand upon its scholarship program to include not only youth, but all community members who need financial assistance to participate in programs and activities.

Moving forward, the Department could consider further implementing some of the less utilized strategies, when deemed appropriate, such as family/household status, residency, and age segments. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

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

Pricing Strategies										
Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
Aquatics	X				X	X			X	X
Golf	X	X		X	X	X	X	X	X	X
Recreation						X	X		X	X
Sports			X	X		X	X	X	X	X
Gymnastics						X			X	X
Ice				X	X	X		X	X	X

Figure 46: Pricing Strategies

## Strategic Master Plan

### 5.7.11 PROGRAM STRATEGY RECOMMENDATIONS

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

#### MINI BUSINESS PLANS

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

#### PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus in on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use.

A simple, easy-to-use tool similar to **Figure 47** below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program is in decline, but beloved by a few, is retired. If the program/service is determined to have high priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing methods by completing a similar exercise as the one seen below.

Marketing & Promotion Methods				
Program Idea (Name or Concept): _____				
Marketing Methods	Content Developed	Contact Information	Start Date	
<b>Activity Guide</b>	<b>Internal Factors</b>			
<b>Website</b>	<b>Priority Ranking:</b> High Medium Low			
<b>Newspaper Article</b>	<b>Program Area:</b> Core Non-core			
<b>Radio</b>	<b>Classification</b> Essential Important Discretionary			
<b>Social Media</b>	<b>Cost Recovery Range</b> 0-40% 60-80% 80+%			
<b>Flyers - Public Places</b>	<b>Age Segment</b> Primary Secondary			
<b>Newspaper Ad</b>	<b>Sponsorship/Partnership</b>			
<b>Email Notification</b>	<b>Potential Partnerships</b> Monetary Volunteers Partner Skill Location/Space			
<b>Event Website</b>	<b>Potential Sponsors</b> Monetary Volunteers Sponsor Skill Location/Space			
<b>School Flyer/Newsletter</b>	<b>Market Competition</b>			
<b>Television</b>	<b>Number of Competitors</b> _____			
<b>Digital Sign</b>	<b>Competitiveness</b> High Medium Low			
<b>Friends &amp; Neighbors Groups</b>	<b>Growth Potential</b> High Low			
<b>Staff Promotion @ Events</b>				

Figure 47: Program Development Template

## Columbus Parks and Recreation

### PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in **Figure 48**. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

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

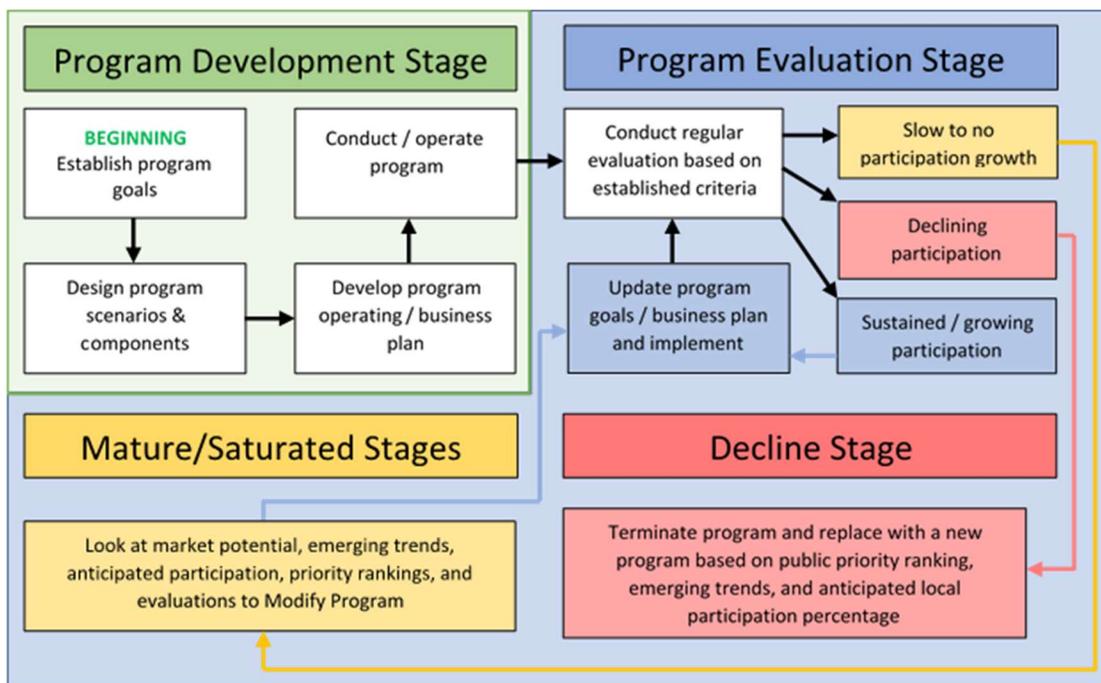


Figure 48: Evaluation Cycle with Program Lifecycle Logic Matrix

## 5.8 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

### 5.8.1 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Department's current marketing plan utilizes several communication methods to connect with residents including printed and online program guides, the City's website, flyers/brochures, direct mail, email blasts, marquee signs, radio advertisements, in-facility signage, QR codes, and various social media channels.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

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

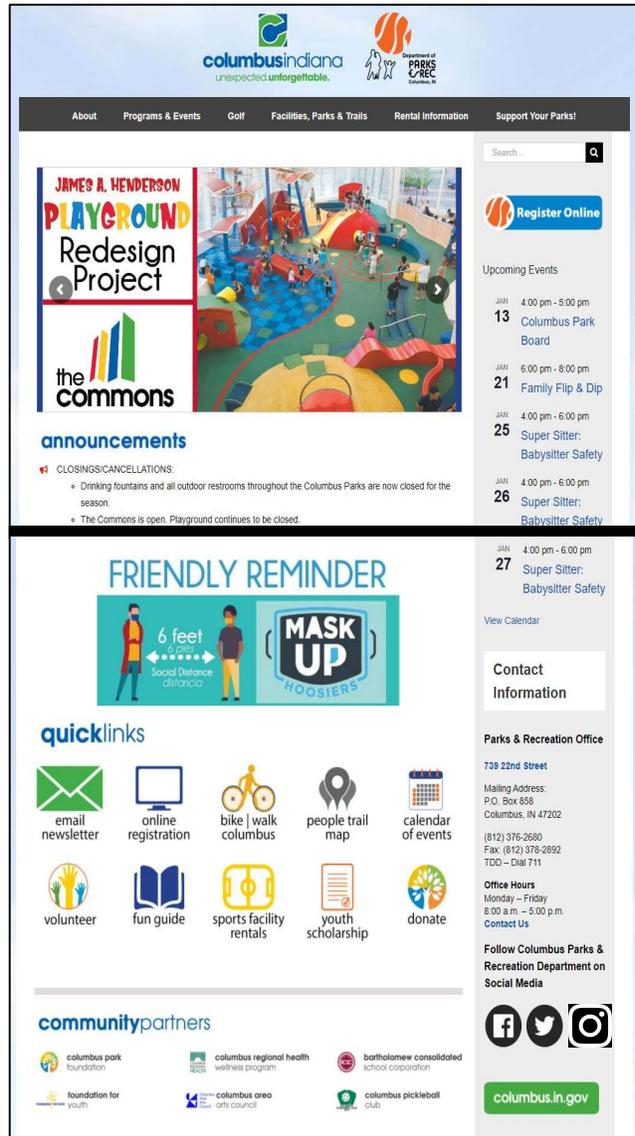


5.8.2 WEBSITE

The Department website [www.columbusparksandrec.com](http://www.columbusparksandrec.com) has several features making it easy to navigate and user friendly. There is a navigation bar located along the top of the homepage as well as “quick links” to frequently sought information located towards the bottom of the page. Both of these assist users in finding specific information on secondary pages. Along the right-hand side there is a “Register Online” link at the top that conveniently takes the user directly to the “RecTrac” site. There is also an “Upcoming Events Calendar”, as well as the Parks & Recreation Office contact information, including links to follow them on Facebook and Twitter. It is recommended to add links to the departments Instagram and YouTube accounts from here as well.

A couple easy recommendations tied to the website that would also assist with inclusionary practices would be:

- Embed Google translate on the site (go to [translate.google.com](http://translate.google.com) for more information)
- Add additional gender options to the account creation module in RecTrac. Currently, the only options are that of “Female” and “Male”. Recommended guidelines for inclusive language suggest adding “Transgender”, “Non-binary/non-conforming”, and “Prefer not to respond”.
- Incorporate the National Recreation and Park Association’s Equity Guide in all verbal, visual and written communication on the website and beyond (<https://www.nrpa.org/our-work/Three-Pillars/equity/equity-language-guide/>).
- A full list of website accessibility basics can be found at <https://www.usability.gov/what-and-why/accessibility.html>.



### 5.8.3 SOCIAL MEDIA

Columbus Parks and Recreation Department utilizes Web 2.0 technology through Facebook, Twitter, Instagram, YouTube, and LinkedIn. Here is a quick analysis of the Department by each platform. All numbers are as of March 28, 2022.



#### FACEBOOK

- 23,575 Total Page Followers (This includes Facebook pages for Columbus Park Foundation, The Commons, Hamilton Community Center and Ice Arena, CPRD Dog Park, Columbus Gymnastics Center, Donner Aquatic Center, CPRD Skate Park, Columbus Farmers Market, and CPRD Golf Course Facebook).
- Multiple posts per day
- Predominately used to promote programs and activities
- Minimal interaction by public

#### TWITTER

- 1,262 Followers
- No posts since August 31<sup>st</sup>, 2021

#### INSTAGRAM

- 2,492 Followers (This includes Instagram followers of the Columbus Park Foundation and Columbus Gymnastics Center).
- Multiple posts per day (same as Facebook posts)

#### YOUTUBE

- 5 Subscribers
- 6 videos posted (most viewed: Zorb Soccer! From June 2021 with 90 views)
- No posts since November 16<sup>th</sup> 2021

#### LINKEDIN

- 54 Followers
- 20 employees
- Used to promote job openings twice in last 5 months

#### TIKTOK

- 20 Followers
- 1st video posted January 12, 2022
- 3 videos posted (most viewed: Register for Spring Youth Soccer from January 20<sup>th</sup>, 2022)

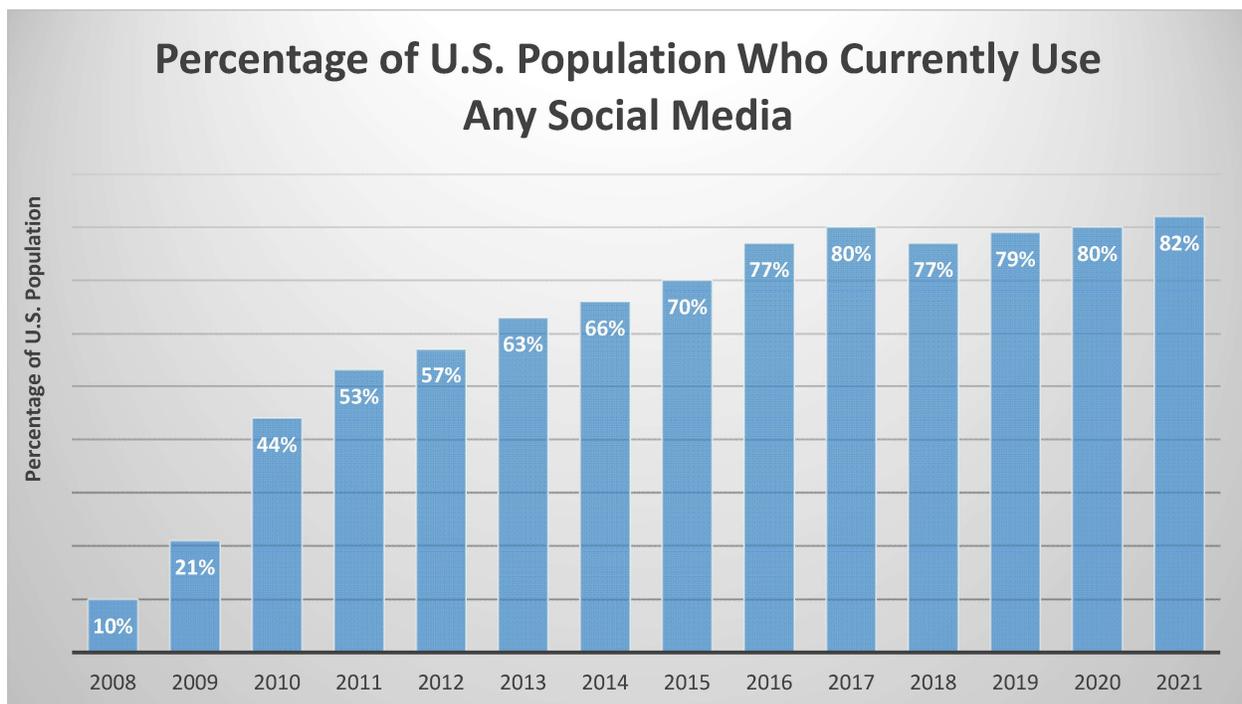
## Columbus Parks and Recreation

The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. This could be done by:

- Allow controlled 'user generated content' by encouraging users to send in their pictures from the Department's special events or programs.
- Condense social media accounts to one per platform. This will help with consistent messaging and branding and give a more accurate number of true followers (many followers of multiple pages will be duplicates).
- Leverage the website to obtain customer feedback for programs, parks and facilities and customer service.
- Maximize the website's revenue generating capabilities.
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the Department's Social Media Trends.
- Better utilize TikTok to engage with younger demographics and share your story.
- Better engage on LinkedIn to promote your organizational culture and employment opportunities.
- Utilize a Content Calendar to set posting schedule.

### SOCIAL MEDIA USERS

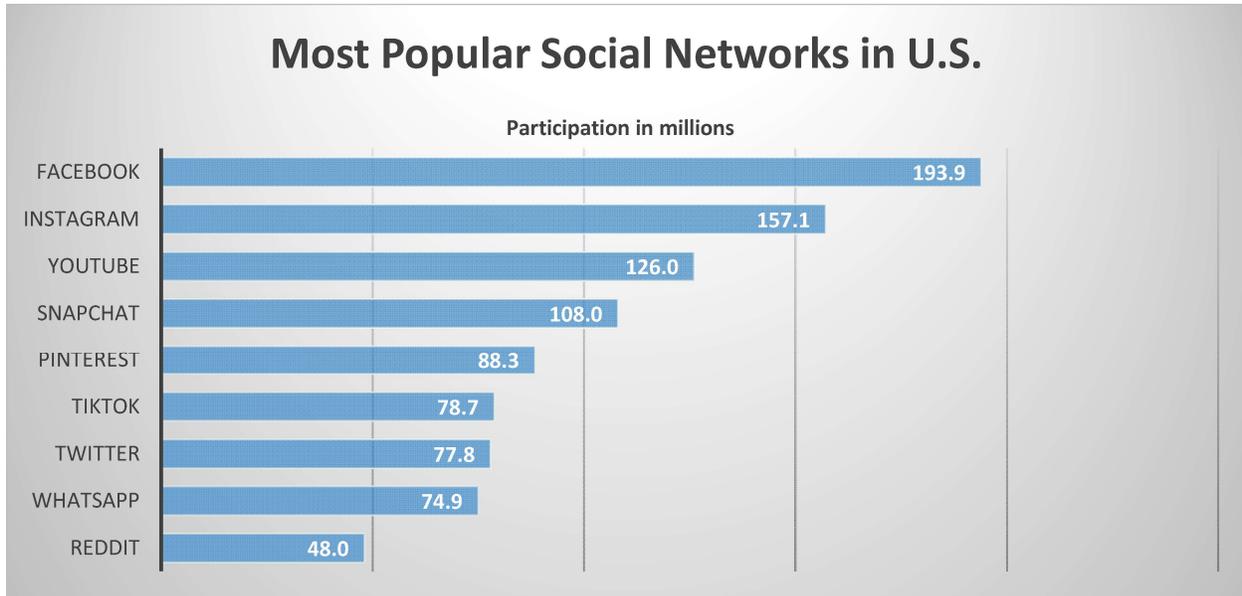
Over the last decade, social media has become one of the Country's fastest growing trends. With only ten percent of the country using social media in 2008; today, an estimated eighty-two percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, TikTok, Twitter, or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.



Source: <https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/>

## SOCIAL MEDIA PLATFORMS

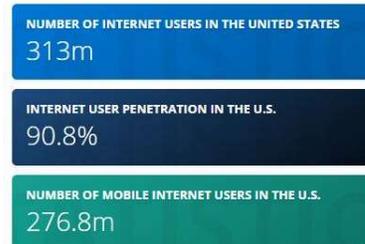
Below is a chart that depicts the most frequently used social media sites throughout the world. As of October 2021, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.9 billion visitors per month. YouTube is second with 2.3 billion visitors per month. TikTok has the highest growth rate at 85.3% in 2021.



Source: [www. https://www.statista.com](https://www.statista.com)

## MEDIUMS USED TO ACCESS THE INTERNET

The neighboring image is taken directly from Statista.com and depicts the number of internet users in the United States, internet penetration in the U.S., and the number of mobile internet users in the U.S. Less than 10% of surveyed adults state they did not use the internet in 2021.



Source: [www.statista.com/topics/2237/internet-usage-in-the-united-states/](https://www.statista.com/topics/2237/internet-usage-in-the-united-states/)

### 5.8.4 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Create a department marketing plan including the components and strategies identified in this report.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.

### 5.8.5 VOLUNTEER AND PARTNERSHIP MANAGEMENT

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

#### CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the Department and its offerings. Currently, Columbus has volunteer opportunities posted on the Department’s website, underneath “Support Your Parks!” (<https://columbusparksandrec.com/volunteer/>). There you can find a list of volunteer opportunities as well as contact information for whom to contact if interested.



Volunteer management is currently in place. The Department is tracking volunteers more consistently, on an annual basis. Key performance indicators such as number of volunteers, volunteer hours, type of volunteers (E.g., community service, special event, intern, etc.) should be tracked. Tracking volunteer hours can be used in budget discussions showing how well the Department is able to leverage limited resources. A complete list of volunteer recommendations and best practices can be found in **Appendix C**.



### 5.8.6 RECREATION PROGRAM PARTNERSHIPS

The Department currently works with several different types of partners throughout the community. These partnerships support facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff can leverage resources. In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that the Columbus's existing partnerships are inequitable; rather, in general many parks and recreation agencies' partnerships tend to be inequitable.

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

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

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



### 5.8.7 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

#### ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section as well as in **Appendix C**, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Additionally, begin tracking volunteer metrics more consistently, including individual volunteers used annually and volunteer hours donated annually. Lastly, begin identifying measurable outcomes for each partnership and track these metrics annually.

### 5.8.8 CONCLUSION

The consultant team has highlighted a few important recommendations from the report. These recommendations may change with any shifts in demographics, Department structure, and community and Department priorities.

- **NexusPark:** The addition of NexusPark and its additional facilities provides the Department an opportunity to address many, if not all the community's programming needs. Using the program assessment results, including the top priority investments, will help ensure that parks, facilities, amenities, and programming is aligned with the communities' identified needs.
- **Core Program Areas:** The Department will need to continue evaluating Core Program Areas as priorities shift and the community demographics evolve. Align Core Program Areas with the community needs from the statistically valid survey results. The Department staff should evaluate Core Program Areas and the individual programs within, ideally on an annual basis, to ensure offerings remain aligned with community needs.
- **Age segments:** Consider the long-term development of programs for Active Adults that may include social services, community engagement, mental, and/or physical health goals. The Department should develop content that targets specific age segments within the Core Program Areas that are primarily all ages programs.
- **Program Lifecycle Analysis:** The Department should complete this analysis on an annual basis and ensure that the percentage distribution closely aligns with the 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.
- **Program Development and Marketing Plan:** Each new program and existing program should have a solid program development and marketing plan. The Department needs to ensure target markets and age segmentations are being reached through the appropriate media. Social Media should be utilized at a higher level to share the Department's story and help the community understand the importance of the work you do.
- **Volunteer and Partnership:** Management is important to continue to assist with meeting the needs of the community. The Department should know the cost of providing this service and compare it to the outcomes being achieved. This will help demonstrate leveraging resources and ensure that the outcomes match the effort.



## 5.9 FACILITY/AMENITY AND PROGRAM PRIORITY RANKING

### 5.9.1 FACILITY/AMENITY PRIORITIES FOR INVESTMENT

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 and Recreation investments. The Priority Investment Rating (PIR) equally weighs:

- the importance that households place on each facility/amenity/program and
- how many households have unmet needs for the facility/amenity/program?

The Priority Investment Ratings for each amenity/facility is shown below.

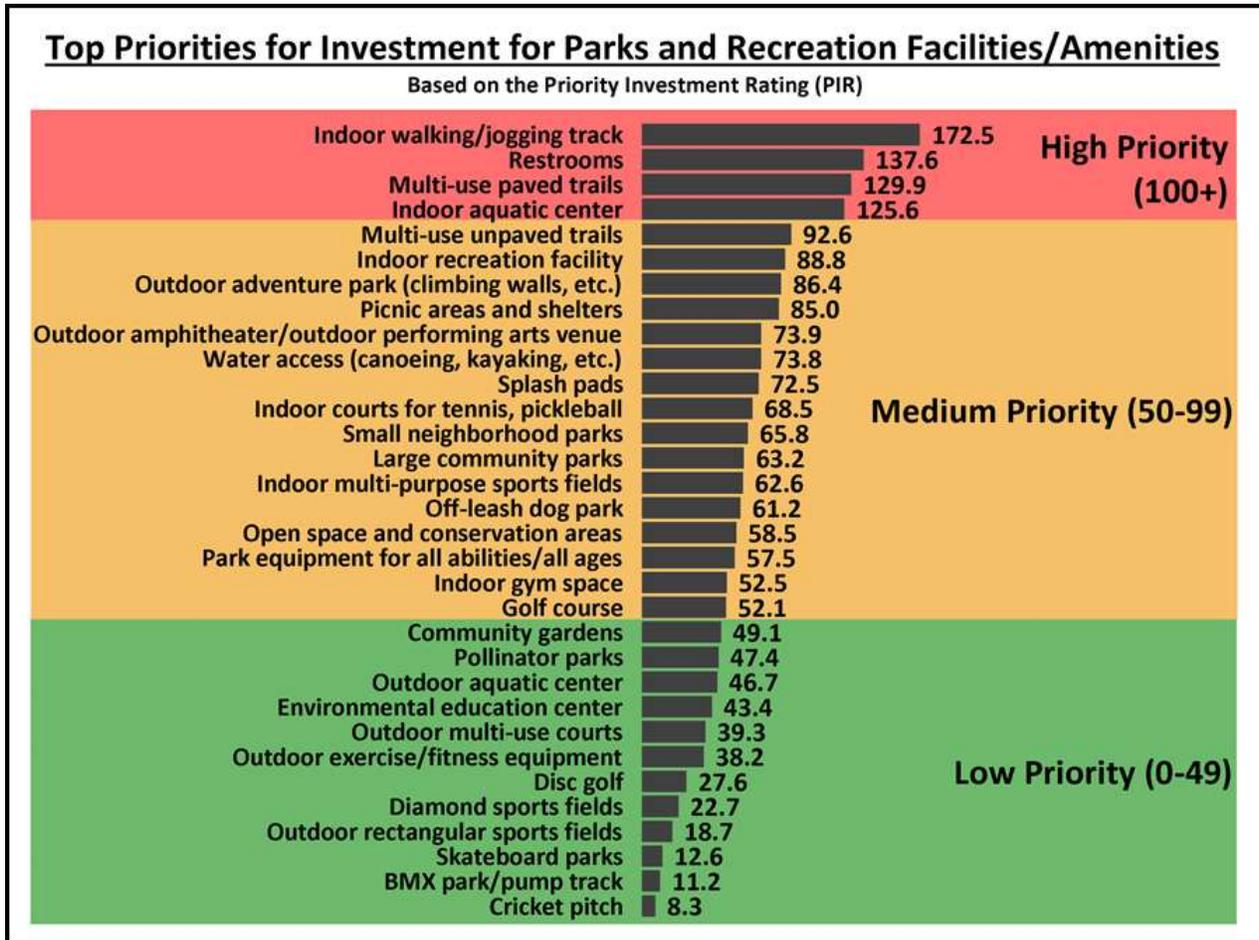


Figure 49: Top Priorities for Investment for Parks and Recreation Facilities/Amenities

## Columbus Parks and Recreation

### 5.9.2 PROGRAM PRIORITIES FOR INVESTMENT

Details regarding the methodology for this analysis is provided in Section 1.4.4. The Priority Investment Ratings for each recreation program is shown below.

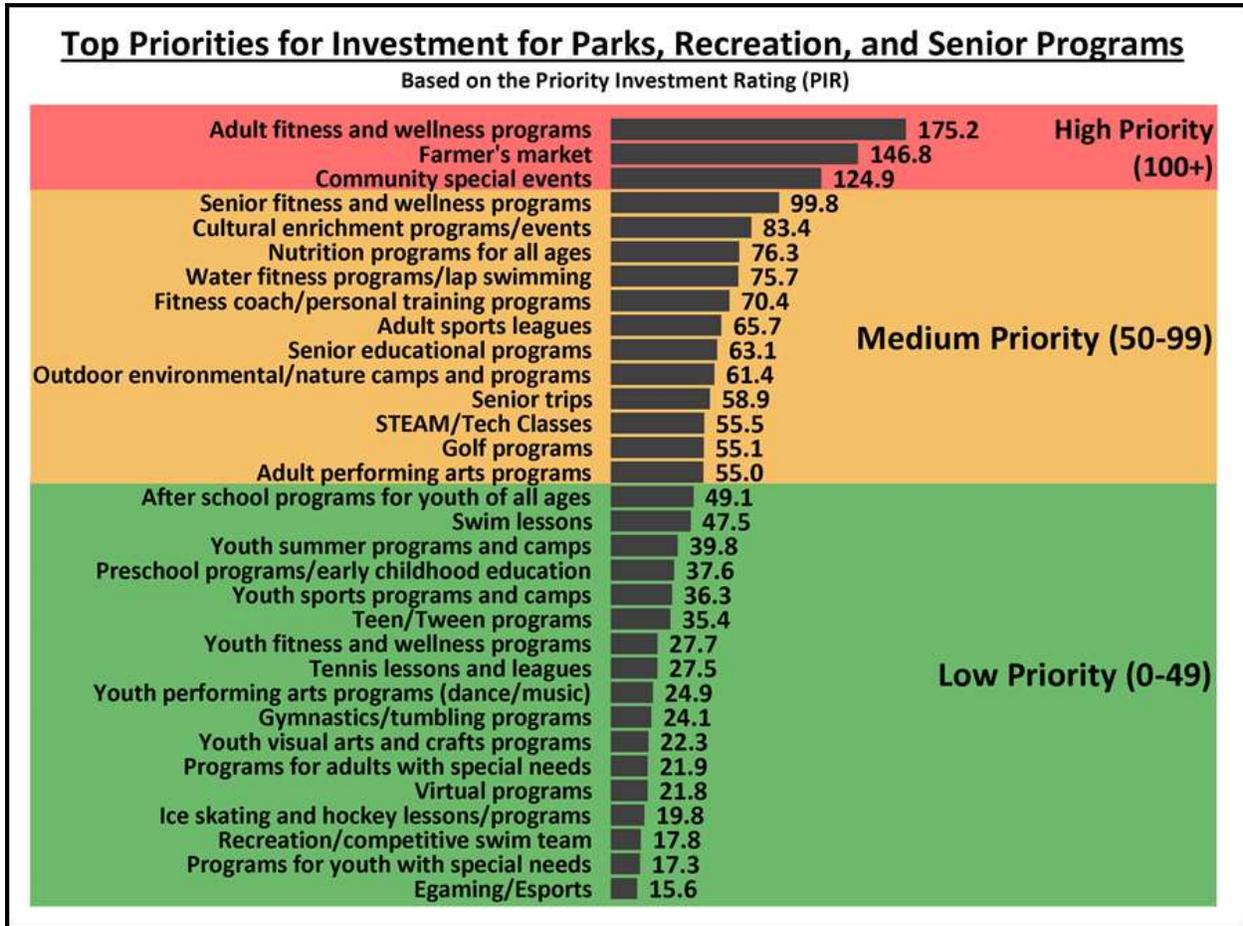


Figure 50: Top Priorities for Investment for Parks, Recreation, and Senior Programs

## CHAPTER SIX - STRATEGIC ACTION PLAN

On March 22, 2022, nearly 20 staff members from different divisions throughout the Department participated in a day-long Visioning Workshop to determine the Department’s core values, vision, and mission. Staff from different divisions were grouped together and collaboratively developed strategies to address service gaps, community priorities, funding mechanisms, marketing, and operations along with core values, mission and big moves.



### 6.1 CORE VALUES

The following core values were developed through an iterative process during the Visioning Workshop with staff. These are the core values by which staff will operate. They have also helped shape the Vision and Mission for the Department.



Figure 51: Columbus Core Values

## Columbus Parks and Recreation

Staff will develop Value Statements that will define what each of these values stand for within the Department.

- Equitable
- Exceptional
- Fun
- Welcoming



### 6.2 VISION

The following is the vision statement that the Department aspires to fulfil.

*“To build a community where everyone belongs”*

### 6.3 MISSION

The following mission statement serves as the “why” for the staff to do what they do everyday

*“To enrich lives”*

*#EnrichLives*

### 6.4 BIG MOVES

Staff collaborated to identify the primary Department-wide outcomes they would aspire to achieve from this Plan. These Big Moves are the most significant outcomes desired and, when achieved, will serve as the legacy fulfilling the Plan’s vision. The following are the 5 Big Moves that were identified through this process:

1. Develop a marketing and branding approach built around telling the story of CPRD
2. Master Plan Donner Park and Pool to provide an updated aquatics facility
3. Pursue additional funding to reinvest in existing and new parks and facilities
4. Seek CAPRA Accreditation and National Gold Medal
5. Successful development of the NexusPark Campus

## Strategic Master Plan

### 6.5 STRATEGIES

In addition, the Consulting Team worked with staff to identify strategies in defined categories shown below.

#### Categories

1. Parks and Trails
2. Facilities, Programs and Events
3. Maintenance, Operations and Staffing
4. Funding, Marketing and Branding



## Columbus Parks and Recreation

A few key strategies from each of these categories are provided below sorted by timeline.

<i>Strategy</i>	<i>Who's Responsible</i>	<i>Timeline</i>
Add fitness amenities along People's Trail	Parks & Trails	Short Term (0-3 Years)
Assess playgrounds to prioritize necessary enhancements/maintenance	Parks & Trails	Short Term (0-3 Years)
Assess restrooms to prioritize necessary enhancements/maintenance and add to CIP	Facilities, Programs, & Events	Short Term (0-3 Years)
Create "Branding Committee" responsible for intentionally creating Department's brand and messaging	Funding, Marketing, & Branding	Short Term (0-3 Years)
Create Department Marketing Plan and update annually (CAPRA Requirement)	Funding, Marketing, & Branding	Short Term (0-3 Years)
Create in-depth staffing plan that addresses recruitment, onboarding, training, staffing levels, succession planning, and a salary analysis schedule	Maintenance, Operations, & Staffing	Short Term (0-3 Years)
Create standard operation procedures for all routine maintenance tasks (include in maintenance plan)	Maintenance, Operations, & Staffing	Short Term (0-3 Years)
Develop "Programming Committee" to brainstorm new program ideas, address opportunities, and create uniformed programming standards	Facilities, Programs, & Events	Short Term (0-3 Years)
Develop a Trail Plan with an emphasis on connectivity, maintenance, safety, and wayfinding	Parks & Trails	Short Term (0-3 Years)
Develop an app that is one stop hub for info on programs/trail/parks/facilities and customer feedback	Funding, Marketing, & Branding	Short Term (0-3 Years)
Develop Recreation Program Plan (CAPRA Requirement), with emphasis on NexusPark outcomes	Facilities, Programs, & Events	Short Term (0-3 Years)
Identify the return on investment from each marketing method used by the Department, investing more where the return is greater	Funding, Marketing, & Branding	Short Term (0-3 Years)
Make the website fully ADA accessible and multilingual or develop a standalone website for the Department (i.e., continue <a href="http://www.ImagineYourColumbusParks.com">www.ImagineYourColumbusParks.com</a> )	Funding, Marketing, & Branding	Short Term (0-3 Years)
Partner with Human Rights Commission to assess programming and event needs for underserved populations.	Facilities, Programs, & Events	Short Term (0-3 Years)
Work with the Foundation to enhance Chuck Wilt scholarship to include adults, or create a new fund.	Facilities, Programs, & Events	Short Term (0-3 Years)
Develop maintenance plan for existing parks and facilities that include standards and performance measures	Maintenance, Operations, & Staffing	Mid Term (4-5 Years)
Expand the "People Trail" to increase connectivity throughout entire City	Parks & Trails	Mid Term (4-5 Years)
Implement new work order system to help track/document needed work, improvements and key performance indicators using collected data for cost per acre, cost per capita, and fulltime equivalents	Maintenance, Operations, & Staffing	Mid Term (4-5 Years)
Master plan all existing parks that need improvement, while considering recreation programming needs to drive the design	Parks & Trails	Mid Term (4-5 Years)

## Strategic Master Plan

Master Plan Donner Center to provide updated aquatic amenities	Facilities, Programs, & Events	Mid Term (4-5 Years)
Annually review policies and procedures and update according to needs and changes in operation (CAPRA Requirement)	Maintenance, Operations, & Staffing	Ongoing
Brainstorm innovative ideas to activate outdoor spaces (i.e., high ropes and obstacle courses, outdoor adventure programming, etc.)	Parks & Trails	Ongoing
Conduct annual fee study to review and update fees as necessary	Funding, Marketing, & Branding	Ongoing
Continue to identify and share social media analytics and assess new social media	Funding, Marketing, & Branding	Ongoing
Utilize “Programming Committee” to assess and activate underutilized spaces	Funding, Marketing, & Branding	Ongoing
Utilize findings in statistically valid survey, including the top investment priorities, to expand on program offerings	Facilities, Programs, & Events	Ongoing

### 6.6 FUNDING SOURCES

The Consulting Team has developed the funding strategies as an option to support the capital and operational needs of the service area. Many of these funding sources may not be approved by the city or currently do not meet the requirements to implement. This list is also valuable as a reference should circumstances change and the needs align with a potential new funding source. The Department currently has a dynamic strategy of funding through multiple sources, however should be re-evaluated or explored further as the Department grows.

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

Funding Sources Used or Currently Using					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Corporate Sponsorship	Capital Projects Fund	Recreation Service Fees	Next Level Trails	Property Tax	Concession Management
Crowdfunding	Coronavirus State & Local Fiscal Recovery Funds	Fees & Charges	Local Non-profit Foundation Grants		Private Concessionaires
Partnerships		Ticket Sales / Admissions	Community & Urban Forestry Assistance (CUF-A) Grant		Naming Rights
Foundation/Gifts		Reservations			Advertising Sales
Private Donations		Equipment Rental			Interlocal Agreements
Friends' Groups					
Volunteerism					
Special Fundraisers					

Figure 52: Department Funding Sources Used or Currently Using

## Columbus Parks and Recreation

As described earlier there are funds the Department should explore with the city to determine if they are viable as a dedicated funding source or a supplement to increase funding to support aligning with community needs. To assist the Department in supporting the growth and interests of the community there are a couple of approaches to consider. The city is growing and this includes a diverse population with diverse interests that the Department is seeking to serve. The following two approaches should be considered:

- **Recreation Impact Fee:** These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as land acquisitions and park site development. A zone improvement plan is needed to identify locations for improvement (or identified growth areas), a committee will work to determine the level of service for Columbus and the assets that will be funded from impact fees. This plan has to be updated every five years and funds collected from the impact fees can be used to update the zone improvement plan. As the population grows, so does the burden on parks and recreation. Increased use from population growth can cause assets to reach their full lifecycle earlier and need replaced with costs coming earlier than planned lifecycle replacements call for.

**Implication for Department:** As the population grows, so does the burden on parks and recreation. Increased use from population growth can cause assets to reach their full lifecycle earlier and need replaced with costs coming earlier than planned lifecycle replacements call for. Not establishing the impact fees, will negatively affect the sustainability of the parks, as the city grows. The department should work with the city to explore and implement this funding source. There is a planning process and six-month waiting period before being able to collect these fees, so getting started now can have a greater impact on the quality of life.

- **City Standard Details:** Standard details are developed by each community based on what is important to them. While standard details are not a funding source, they can definitely help with cost containment. Meaning, the minimum requirements for individuals, organizations, and companies to develop within the city. This includes things such as sidewalk width, landscaping requirements, etc.

**Implications for Columbus:** Not having the standard details address parks and recreation infrastructure, places the entire burden on the department and city to fulfill the quality of life and pay for the assets. The standard details should also include trail standards, where any developer that is constructing along a trail corridor, puts in the trail at the time of development helping to make future connections. In addition, the department should work with the city to include open space standards for planned development. Developers can create an HOA to manage the open space within their property or donate land to the city for parks and recreation purposes to meet the standard. It is important to ensure that there is buildable land within the total amount donated. The department already manages properties that are frequently under water and unusable.

In addition to the two important approaches in the prior section, the following are funding sources that should be considered as part of the implementation of this Plan and its recommendations.

## Strategic Master Plan

Funding Sources To Explore			
Capital Funding Sources	Grants	Taxes	Franchise/Licenses
Capital Fees	Land & Water Conservation Fund	There are not any new to explore	Pouring Rights
Dedication / Development / Redevelopment Fees	Recreational Trails Program		
Recreation Impact Fees	Partnership Enhancement Monetary Grant Program		
	Historic Preservation Fund		
	NRPA Grant & Funding Resources		
	CDBG Funding		

Figure 53: Funding Sources to Explore

### 6.7 CAPITAL IMPROVEMENTS

The department is approaching capital improvements differently to help manage the public expectation, especially during the current period of rapid inflation. Early in the year the team got together to look at current and future capital needs. The main objective is to come up with that year’s capital plan. The needed capital improvements are pulled from items in a list, see Figure 54. These are projects that are or will be needed soon. Each year the department prioritizes based on conditions, safety, available funding and the public’s enjoyment of the assets. The highest priorities will be included in budget development and if funded, completed in that specific fiscal year. Figure 55 shows the 2022 Capital Improvements Approved. If not funded, the department will include in the following year and/or work with the Park Foundation to fundraise. When included in the budget, projects are initiated and the department communicates the outcomes to the community through messaging in publications and on social media platforms.

The department is in need of several site master plans. Once these are developed, a more formalized Capital Improvement Strategy will be developed to include the estimated construction costs for all the assets, infrastructure and earth work.

Columbus Parks & Recreation Capital Items	
CGC Mat Replacement	\$ 5,000.00
Ham Ctr Skate Rental Area Remold	\$ 15,000.00
Ham Ctr Bleacher Replacement	\$ 8,500.00
Ham Ctr Pump Replacement	\$ 15,000.00
Lincoln 4-plex Concrete Replace	\$ 10,000.00
Lincoln Jox Box Replace	\$ 13,200.00
Mill Race Structure Painting	\$ 7,000.00
11 ft. mower	\$ 68,000.00
Cemetery Mower	\$ 12,000.00
Court Resurfacing & Restriping	\$ 60,000.00
3/4 Ton Pick Up Trucks	\$ 60,000.00
SUV	\$ 32,000.00
11ft Mower	\$ 68,000.00
Floor Scrubber	\$ 7,000.00
Topliner	\$ 18,000.00
Trim Mower	\$ 25,000.00
Workmen	\$ 23,000.00
Overlay/ Seal Coat/ Striping	\$ 90,000.00
Fencing	\$ 70,000.00

Figure 54: Example Parks and Recreation Capital Improvement List

## Columbus Parks and Recreation

<b>2022 Parks &amp; Recreation Capital Budget</b>	
<b>"A" Capital's Approved for 2022 in Fall of 2021</b>	
<b>2022 Overview - Projects</b>	<b>Budget Amount</b>
<b>Donner Park</b>	
Lighting Upgrade	\$ 100,000.00
<b>Mill Race</b>	
Steel/Glass Block Repair	\$ 25,000.00
<b>FFY</b>	
Engineering for HVAC	\$ 7,000.00
<b>Total For Overview - Projects</b>	<b>\$ 132,000.00</b>
<b>2022 Overview - Vehicles/Equipment</b>	<b>Budget Amount</b>
3/4 Ton Pick Up Trucks	\$ 30,000.00
Greens Mower	\$ 40,000.00
Trim Mower	\$ 29,000.00
11 ft. Mower	\$ 75,000.00
<b>Total for Overview - Vehicle/Equipment</b>	<b>\$ 174,000.00</b>
<b>2022 Overview - Annual Projects</b>	<b>Budget Amount</b>
Overlay/ Seal Coat/ Striping	\$ 45,000.00
Fencing	\$ 30,000.00
Court Resurfacing & Restriping	\$ 40,000.00
Curbing & Sidewalks	\$ 15,000.00
People Trail Maintenance	\$ 30,000.00
Jackson Street Property Purchase	\$ 34,000.00
<b>Total for Overview - Annual Projects</b>	<b>\$ 194,000.00</b>
<b>"A" Capital Total Approved for 2022</b>	<b>\$ 500,000.00</b>
<b>American Recovery Act Fund</b>	
<b>2022 Overview - Projects</b>	<b>Budget Amount</b>
<b>Hamilton Center</b>	
Tower	\$ 275,000.00
Ice Resurfacers	\$ 150,000.00
<b>Lincoln Park</b>	
Field Lighting for Lincoln 1-6	\$ 400,000.00
<b>The Commons</b>	
Replacement of Chilled Water Pumps	\$ 12,500.00
Replacement of Cooling Tower	\$ 5,000.00
Event Partitions	\$ 25,000.00
<b>"A" Capital Total Approved for 2022</b>	<b>\$ 867,500.00</b>
<b>Grand Total "A" 2022 Capitals</b>	<b>\$ 1,367,500.00</b>
<b>"B" Capital From "A" Capital savings for the ARA Funds</b>	
Par 3 Golf Course Roof	\$ 31,185.00

Figure 55: 2022 Capital Improvement Plan - Project Details

### 6.8 CONCLUSION

The City of Columbus has always showcased a vision that outperformed its relatively small size, from the presence of international companies like Cummins to its world-renowned architectural offerings and not to forget, an exceptionally ‘sweet’ presence with a 120+ year old landmark Restaurant and Ice Cream Parlor Zaharakos. As its population continues to grow and be more diverse in nature, it is critical that its parks and recreation offerings also adapt to the global audience and the changing nature of life / work in the aftermath of the Covid19 pandemic.

To that end, this Strategic Master Plan is the roadmap to help the Department position itself as an exceptional service provider. The community’s needs have outpaced the current staff offerings and resources and with the addition of NexusPark this gap can further widen. Thus, it is critical that as the city looks to invest in updating what it has (e.g., Donner Park and Pool) and building new offerings (e.g., NexusPark) that it continues to have a proportionate increase in staffing and resources as well.

With an emphasis on storytelling and setting ambitious goals such as CAPRA Accreditation and National Gold Medal, the staff has taken on the challenge and are committed to doing their best to continue to enrich lives every single day in the city.

Lastly, investments in culture building and guest experience creation will be critical to ensure that Columbus remains a place that is equitable and welcoming to all and that parks and recreation will help build a community where everyone belongs.

## APPENDIX A – REFERENCES AND CITATIONS

- City of Columbus. (2012). *City of Columbus ADA Transition Plan*. Columbus: City of Columbus.
- United States Department of Agriculture, Natural Resources Conservation Service. (n.d.). *View By Name*. Retrieved January 5, 2022, from United States Department of Agriculture: <https://soilseries.sc.egov.usda.gov/osdname.aspx>

## APPENDIX B – TITLE II OF THE AMERICANS WITH DISABILITIES ACT

### Title II of the Americans with Disabilities Act City of Columbus Notification Procedure

Instructions: Sign and return original with signature to:

ADA Coordinator  
Columbus Human Resources Department  
123 Washington Street  
Columbus, Indiana 47201

Please fill out this form completely. Please note that this ADA notification procedure is for facilities, services and programs owned and/or operated by the City of Columbus.

Your name (complainant):			
Address:			
Contact numbers:	Home:	Work:	Mobile:
E-mail address:			
Reason for grievance/complaint, or why you feel you have been discriminated against. The complaint should be in writing and contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem.. Use a separate sheet if more space is needed.			
State if you require an alternative form for any written follow-up communications:			
Your signature:			Date:

If you have questions about this form, need an accommodation, or a different format, please contact the Human Resources office at (812) 376-2570 or send an email to

Please allow us 30 business days to investigate and respond to your complaint.

## Columbus Parks and Recreation

### The City of Columbus, Indiana Grievance Procedure under the Americans with Disabilities Act

This Grievance Procedure is established to meet the requirements of the Americans with Disabilities Act of 1990 ("ADA"). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities, programs, or benefits by the **City**. The City's Personnel Policy governs employment related complaints of disability discrimination.

- A. Any citizen or employee who has a complaint regarding the City's alleged non-compliance with the ADA may file a written complaint within sixty (60) days of an incident or of the receipt of information of such alleged non-compliance.
- B. That such written complaints filed by citizens shall be filed with the Human Resources Office of the City.
- C. Should accommodation(s) be necessary in filing the complaint or in any steps in this procedure, an appointment with the Head of the of Human Resources may be made along with a request of the accommodation necessary to file the complaint.
- D. The complaint shall be referred by the Office of Human Resources to the department head who is responsible for the subject of the complaint.
- E. The Office of Human Resources shall be responsible for insuring that such complaints are investigated by the department head and that a written response is given to the complainant within thirty (30) days after such filing of said complaint.
- F. Within thirty (30) days after the receipt of the written response from the department head, the complainant may petition for review of the matter by notifying, in writing, the Board of Public Works and Safety for resolution.

The complaint should be in writing and contain information about the alleged discrimination such as name, address, phone number of complainant and location, date, and description of the problem. Alternative means of filing complaints, such as personal interviews or a tape recording of the complaint will be made available for persons with disabilities upon request.

The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than (sixty) 60 calendar days after the alleged violation to:

**Human Resources  
ADA Coordinator  
123 Washington Street  
Columbus, IN 47201**

Within 15 calendar days after receipt of the complaint, the ADA coordinator will meet with the complainant to discuss the complaint and the possible resolutions. Within 15 calendar days of the meeting, ADA Coordinator will respond in writing, and where appropriate, in a format accessible to the complainant, such as large print, Braille, or audio tape. The response will explain the position of the **City of Columbus, Indiana**, and offer options for substantive resolution of the complaint.

## Strategic Master Plan

If the response by ADA Coordinator does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within thirty (30) calendar days after receipt of the response to the **Board of Public Works** or its designee.

Within (thirty) 30 calendar days after receipt of the appeal, the **Board of Public Works** or its designee will meet with the complainant to discuss the complaint and possible resolutions. Within (thirty) 30 calendar days after the meeting, the **Board of Public Works** or its designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by ADA Coordinator appeals to the **Board of Public Works** or its designee, and responses from these two offices will be retained by the **City of Columbus, Indiana**, for at least three years.

Columbus Parks and Recreation

APPENDIX C – COLUMBUS PARKS ADA TRANSITION PLAN SELF-ASSESSMENT

BLACK WELL PARK			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY High, Medium Low
<b>1. Parking</b>		Missing Handicap signs	High
		Need Handicapped Parking Spots near Park	Low
<b>2. Path of Travel</b>		No Handrails on ramp - The rise is above 6 inches, and longer than 72 inches	Medium
<b>5. Common Areas (Interior and Exterior)</b>	Stands/ Rows of Seats by back Soccer Fields	1. There are no aisles	
		2. No accessible way to get to the only stands in the park	
		3. Handrails do not extend to the ground, must reach up for handles	
<b>7. Special Rooms, Spaces, and Elements</b>	Playground		
<b>8. Notes:</b>			

## Strategic Master Plan

AMOUNT	COMPLIANT AREAS	COMMENTS
(Approximate or TBD)		
	# of handicapped spots in relation to other parking spots	
		There are parking spots next to the park but they belong to the school system, so if school is in session and someone wanted to go to the park, those spots may not be available for handicapped persons. And an out of town resident may not know that they are able to park behind the school on the property.
	Slope of Ramp	

## Columbus Parks and Recreation

<b>CLIFTY CREEK</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High Medium Low
<b>1. Parking</b>	Dog Park	No designated handicapped parking spots at the Dog park	High
<b>2. Path of Travel</b>	Ramps - Restroom	Ramp- 23.5 long, Slope 12.5 %, should have been 8.33% - the Slope is non - compliant and there were no handrails	Medium
	Ramp	Ramp doesn't have handrails	Medium/ High
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>	Concession Stands	Height - 42 inches - 6 inches too high, stairs in front of the concession stand	
<b>6. Public Restrooms and Drinking Fountains</b>	Stall	40 inches x 49 inches - 16 inches too small x 11 inches too small	Medium
		There was no back bar, so the alternate measurements was not applicable to this stall	High
	Urinals	22 inches high - 5 inches higher than the minimum	Medium/ High
	Water Fountains	Water Flow- one inch too short; one inch too far from the edge	Low
<b>7. Special Rooms, Spaces, and Elements</b>	Playground	No smooth transition from the pathway to the fibar	
		The transfer system was toosmall, 18 inches from the ground	
<b>8. Notes:</b>			

## Strategic Master Plan

<b>DONNER CENTER AND PARK - Historic Building</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>			
<b>2. Path of Travel</b>		Not a clear accessible pathway from the front of Donner Center to the Playground/Shelter area, there is a rocky path, then it turns into grass	
		No Accessible pathway from to the Basketball Court	
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>	Inside Pool Bathrooms Stall - Men/Women	42 inches x 60 inches - 6 inches too short	Low/ Medium
	Inside Donner Center Bathrooms	Door	
		Door Width- 28 inches- 4 inches too short	Historic
		Stall	
		41 inches x Over 60 inches - 15 inches too small	Historic
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH
	Clear accessible pathway from Parking lot to Donner Center	

## Columbus Parks and Recreation

FOUNDATION FOR YOUTH			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High Medium
			Low
<b>1. Parking</b>			
<b>2. Path of Travel</b>			
<b>3. Entrance &amp; Doors</b>	Threshold	Threshold coming in is over 1/4 inch - place a mat to reduce the change in level between the ground and the threshold	Medium
<b>4. Elevators, Stairs &amp; Railings</b>	Elevator	51 inches x 60 inches - too small	High
	Stairs inside	Door in between the stairs - keep the door open when possible	Low
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH





## Strategic Master Plan

<b>JACKSON STREET GARAGE</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Parking Spaces	There are handicapped spots distributed throughout all of the garage for purchasers and then there are handicapped parking spots for the public as well. There are less than 25 public parking spots	
<b>2. Path of Travel</b>			
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT	COMPLIANT AREAS	THINGS TO WATCH
(Approximate or TBD)		

## Columbus Parks and Recreation

<b>LINCOLN PARK/ HAMILTON CENTER - Historic Building</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Front Parking Lot	Consider adding another handicapped parking spot	Low
	Adult Diamonds - Middle Lot	At least handicapped parking Spot that was less than 8 feet- need to be relined	High
<b>2. Path of Travel</b>	Hamilton Center	There is no ramp/sidewalk from the Hamilton to the rest of park	Medium/ High
	Adult Diamonds	The area between the sidewalks that are filled with gravel need to paved	Medium/ High
<b>3. Entrance &amp; Doors</b>	Front Doors - Hamilton Center	Need accessibility signage on the two front doors that are inaccessible to prevent handicapped persons from going into the door that is not accessible.	HIGH
	General area	Larger signs on the door directing traffic to accessible bathrooms	High
<b>4. Elevators, Stairs &amp; Railings</b>	Skating Rink Stands	Height- 9 inches - 2 inches too high	Medium
<b>5. Common Areas (Interior and Exterior)</b>	Service Counters	Height- 42 inches - 6 inches too high	Low
<b>6. Public Restrooms and Drinking Fountains</b>	Men's & Women's - Skating Rink	Stall - 39 inches x over 60 inches - 17 inches too short x 0	Medium
		No Mirror	
	Water Fountains	The flow of water is within 5 inches from the front of the unit	Low
<b>7. Special Rooms, Spaces, and Elements</b>	Basketball Court	No Pathway to basketball court	Medium/ High



## Columbus Parks and Recreation

McCULLOUGH'S RUN			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>			
<b>2. Path of Travel</b>			
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>	Tables	Table Height - 24 inches high x 19 inches wide - 4 inches to short (high) x 11 inches to short (wide) - No tables Handicapped accessible	Low/ Medium
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>	Transfer System	There was no transfer system on the playground	Low/ Medium
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

## Strategic Master Plan

<b>MEAD VILLAGE PARK</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Lot	No signs	Low
<b>2. Path of Travel</b>	Basketball Court	No sidewalk to basketball court or playground; there is only greass	Medium/ High
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>	Playground	There isn't an accessible route	Medium/ High
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

## Columbus Parks and Recreation

<b>MILL RACE PARK</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Parking Lot	Need Van parking spaces signs - spaces are large enough	Low
	Parking Spots near River Shelter	Lines need to be relined	Medium
<b>2. Path of Travel</b>	From Parking Lot	Cracks in the sidewalk cause the pavement to be uneven, need to be repaved	
	Ramp	Two ramps - one by Park and the one on the amphitheater, both over 6 feet and they do not have handrails	Medium/ High
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>	Elevator	<b>Broken</b>	
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>	Pond Restrooms	Stall - 54 inches x 54 inches - 6 inches x 2 inches too small	Medium
	Back Restrooms	Stall - Over 5 feet x 48 inches - 0 inches x 6 inches too small	Low
<b>7. Special Rooms, Spaces, and Elements</b>	Accessible Swings	There is not a clear path of travel to the accessible swings	Medium/ High
<b>8. Notes:</b>			



## Columbus Parks and Recreation

MORNINGSIDE PARK			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Parking Lot	No designated parking; only street parking	
<b>2. Path of Travel</b>	Picnic Area	Uplifted ground (tree roots)- making the sidewalk uneven, greater than 1/4 inch - interrupting the path of travel	
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT	COMPLIANT AREAS	THINGS TO WATCH
(Approximate or TBD)		

## Strategic Master Plan

NINTH STREET			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Street Parking	No Parking Lot - Street Parking - No Handicapped designated spots on the street	
<b>2. Path of Travel</b>	Ramp	The ramp and parts of the sidewalk are uneven. There is a higher than 1:48 between the path of travel and the border of the park. Needs to be level	Medium/ High
	Sidewalk	Uneven, bumpy	Medium/ High
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>	Transfer System	The Facility did not have a transfer System - But there is fibar surrounding the playgrounds - Access to the Playground needs to be improved - Look under Path of Travel	Low/ Medium
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

Columbus Parks and Recreation

NOBLITT PARK			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High Medium Low
1. Parking	Parking Spaces	No handicapped Signs	Medium
		Lines were faded	Medium
		Parking lot needs to be repaved	Medium
2. Path of Travel			
3. Entrance & Doors			
4. Elevators, Stairs & Railings			
5. Common Areas (Interior and Exterior)			
6. Public Restrooms and Drinking Fountains			
7. Special Rooms, Spaces, and Elements			
8. Notes:			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

## Strategic Master Plan

OAKBROOK PARK			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High / Medium
			Low
<b>1. Parking</b>	Parking Lot	Lines are faded	Medium
<b>2. Path of Travel</b>		No walkway from road/sidewalk to park , no walkway to th basketball court	Medium/ High
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT	COMPLIANT AREAS	THINGS TO WATCH
(Approximate or TBD)		

## Columbus Parks and Recreation

<b>PAR 3 GOLF COURSE</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Parking Lot	No Van Accessible Parking Spots	Low
<b>2. Path of Travel</b>	Parking Lot	One path of travel, there are cracks in the sidewalk, and the sidewalk has raised, causing a change greater than 1:48.	Medium
<b>3. Entrance &amp; Doors</b>	Door Threshold	Threshold - .64 inches - too high	Medium/ High
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>	Service Counter	Height - 41 1/2 inches - 5 1/1 inches too high	Low
<b>6. Public Restrooms and Drinking Fountains</b>	Coat Hooks	Height - 65 inches - 13 inches too high - Provide at least one lower hook	Medium
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

## Strategic Master Plan

<b>PENCE STREET</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium Low
<b>1. Parking</b>	Parking Lot	An access area is available but there are no lines, completely faded	Medium
		There was a drain in the access aisle, consider change the parking spot and the access aisle	Medium
<b>2. Path of Travel</b>	Parking Lot	No sidewalk from the parking lot to the park	Medium
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>	Basketball Court	No access to basketball court	Low
<b>6. Public Restrooms and Drinking Fountains</b>			
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

Columbus Parks and Recreation

SENIOR CENTER			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium
			Low
1. Parking			
2. Path of Travel			
3. Entrance & Doors			
4. Elevators, Stairs & Railings			
5. Common Areas (Interior and Exterior)			
6. Public Restrooms and Drinking Fountains			
7. Special Rooms, Spaces, and Elements			
8. Notes:			

IN CONSTRUCTION

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

## Strategic Master Plan

<b>THE SERVICE CENTER - PARKS OPERATION</b>			
FACILITY AREA	SPECIFIC AREA	RECOMMENDATIONS (Description, Calculations)	PRIORITY
			High, Medium, Low
<b>1. Parking</b>			
<b>2. Path of Travel</b>			
<b>3. Entrance &amp; Doors</b>			
<b>4. Elevators, Stairs &amp; Railings</b>			
<b>5. Common Areas (Interior and Exterior)</b>			
<b>6. Public Restrooms and Drinking Fountains</b>	Restrooms	Coat Hooks - 64 inches - 18 inches too high- Have one lower coat hook	
<b>7. Special Rooms, Spaces, and Elements</b>			
<b>8. Notes:</b>			

AMOUNT (Approximate or TBD)	COMPLIANT AREAS	THINGS TO WATCH

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## APPENDIX D – NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



## APPENDIX E - NATIONAL AND REGIONAL PROGRAMMING TRENDS

### Programs offered by Park and Recreation Agencies (Great Lakes Region)

NRPA’s *Agency Performance Review 2020* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,053 park and recreation agencies across the U.S. as reported between 2017 and 2019.



Based on this year’s report, the typical agency (i.e., those at the median values) offers 187 programs annually, with roughly 64% of those programs being fee-based activities/events.

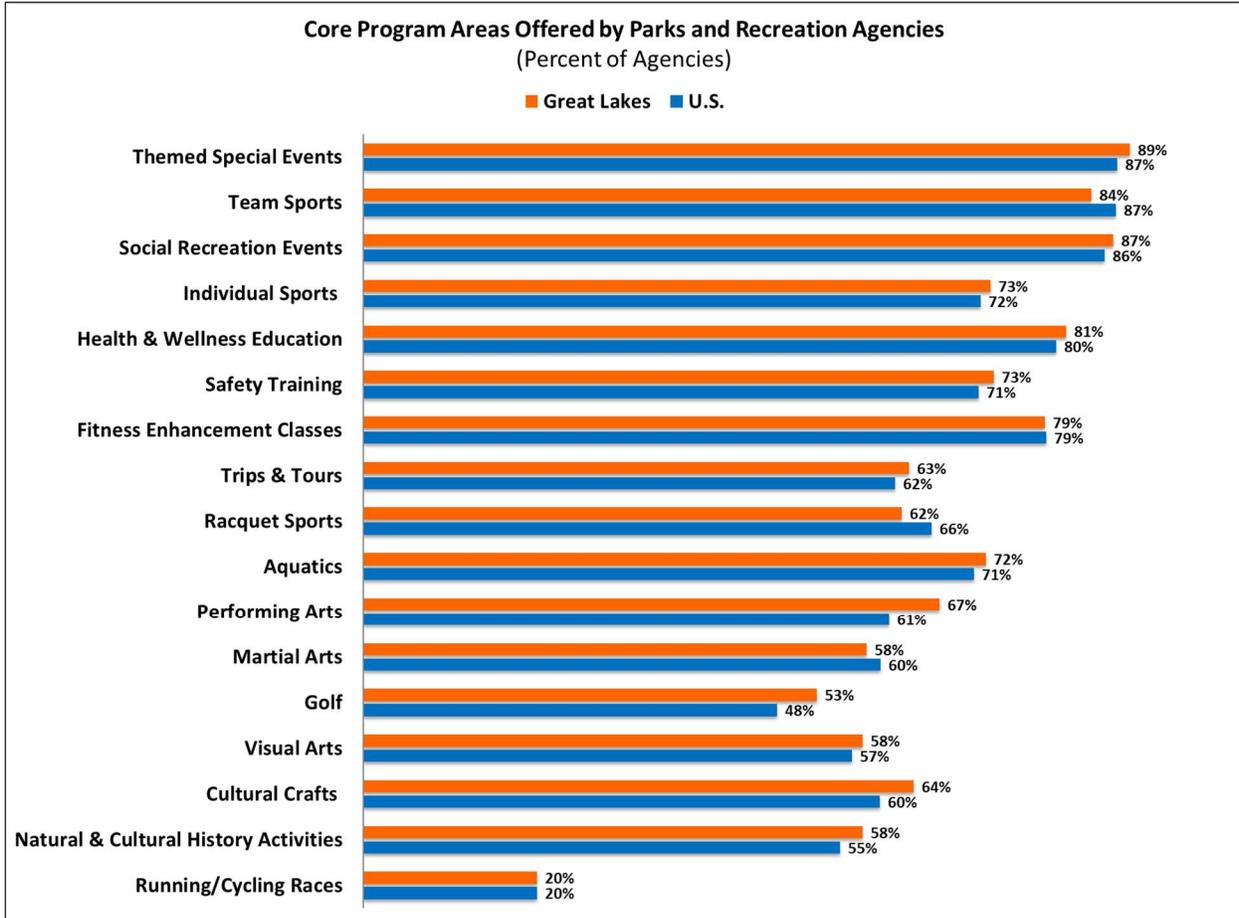
According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below. A complete comparison of regional and national programs offered by agencies can be found on the following page.

When comparing Great Lakes Region agencies to the U.S. average, themed special events, social recreation events, team sports, health and wellness, and fitness enhancement classes were identified in top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>Themed Special Events (89%)</li> </ul>	<ul style="list-style-type: none"> <li>Themed Special Events (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Social Recreation Events (87%)</li> </ul>	<ul style="list-style-type: none"> <li>Team Sports (87%)</li> </ul>
<ul style="list-style-type: none"> <li>Team Sports (84%)</li> </ul>	<ul style="list-style-type: none"> <li>Social Recreation Events (86%)</li> </ul>
<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (81%)</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Wellness Education (80%)</li> </ul>
<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (79%)</li> </ul>	<ul style="list-style-type: none"> <li>Fitness Enhancement Classes (79%)</li> </ul>

## Columbus Parks and Recreation

Overall, Great Lakes Region parks and recreation agencies are leading the U.S. average for many program offerings. When utilizing a discrepancy threshold of +/-5% (or more), Great Lakes agencies are currently offering team sports, racquet sports and martial arts programs at a lesser rate than the national average.



## Strategic Master Plan

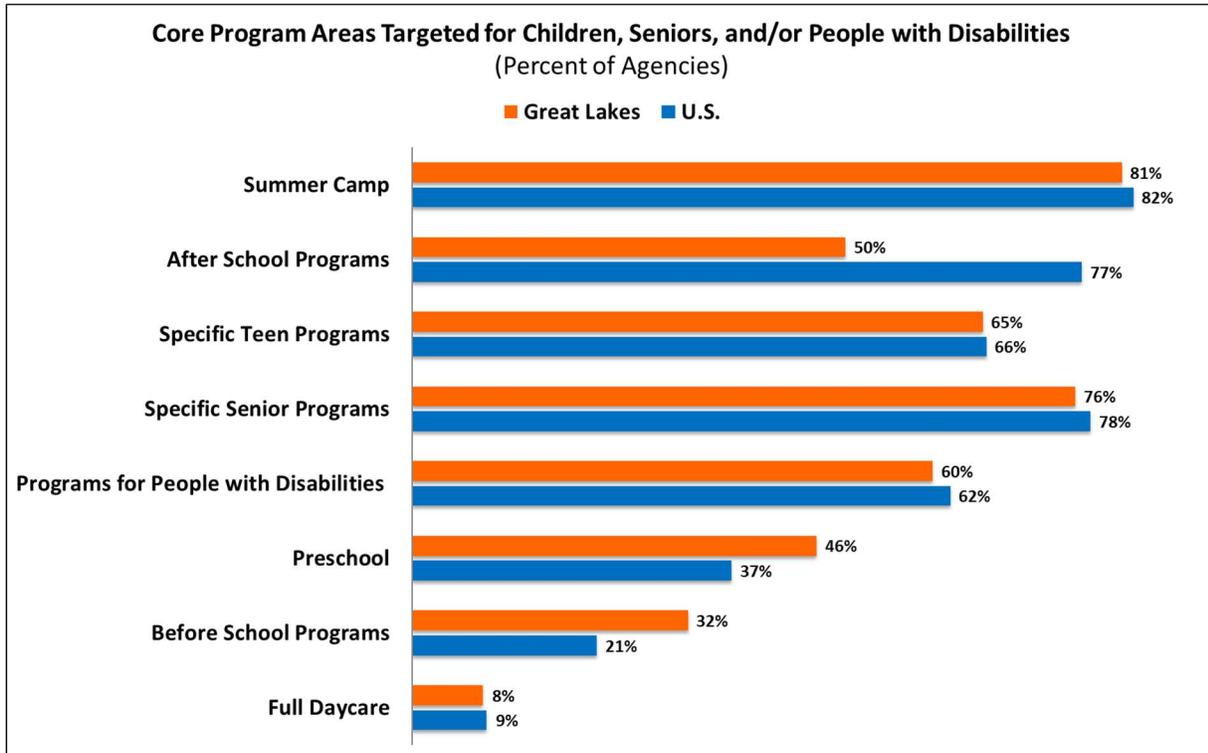
### Targeted Programs for Children, Seniors, and People with Disabilities

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below, followed by a chart that shows the complete comparison of regional and national targeted program offerings.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> <li>• Summer Camp (81%)</li> </ul>	<ul style="list-style-type: none"> <li>• Summer Camp (82%)</li> </ul>
<ul style="list-style-type: none"> <li>• Senior Programs (76%)</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Programs (78%)</li> </ul>
<ul style="list-style-type: none"> <li>• Specific Teen Programs (65%)</li> </ul>	<ul style="list-style-type: none"> <li>• After School Programs (77%)</li> </ul>

Agencies in the Great Lakes Region tend to offer targeted programs both above and below the national average. Great Lakes agencies are currently offering After School Programs at a significantly lower rate than the national average.



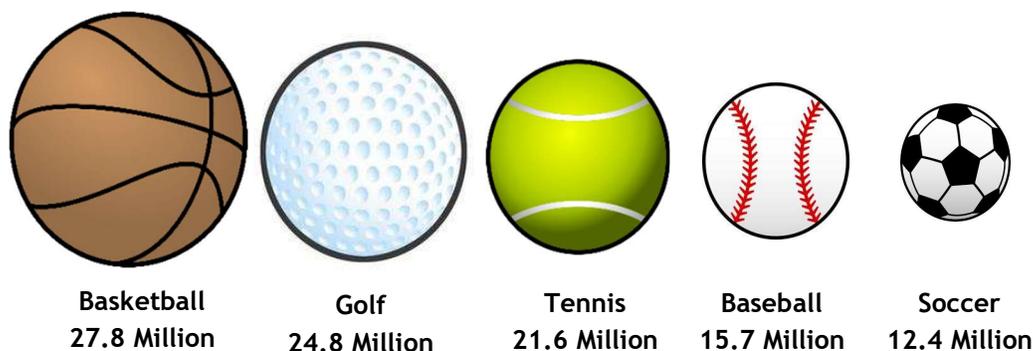
## 6.8.1 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

### NATIONAL TRENDS IN GENERAL SPORTS

#### PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (27.9 million), Golf (24.8 million), and Tennis (21.6 million) which have participation figures well in excess of the other activities within the general sports category. Baseball (15.7 million), and Outdoor Soccer (12.4 million) round out the top five.

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



#### FIVE-YEAR TREND

Since 2015, Golf- Entertainment Venues (72.3%), Pickleball (67.6%), and Tennis (20.5%) have shown the largest increase in participation. Similarly, Flag Football (20.1%) and Basketball (18.6%) have also experienced significant growth. Based on the five-year trend from 2015-2020, the sports that are most rapidly declining in participation include Ultimate Frisbee (-47.3%), Squash (-32.0%), Fast Pitch Softball (-26.4%), Touch Football (-25.3%), and Roller Hockey (-21.3%).

#### ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Tennis (22.4%), Golf- Entertainment Venues (21.7%), and Pickleball (21.4%) experiencing the greatest increases in participation this past year. Baseball (-0.5%) is the only sport that shows a five-year trend increase, but a one-year trend decreases. This is likely a direct result of the COVID-19 pandemic. Similarly, other team sports such as Fast Pitch Softball (-19.2%), Gymnastics (-18.1%), and Volleyball (-16.6%) also had significant decreases in participation over the last year.

## Strategic Master Plan

### CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, we see the impact of the COVID-19 Pandemic as most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for both Indoor and Outdoor Soccer, Baseball, and Ice Hockey in the past year. Please see *Appendix A* for full Core vs. Casual Participation breakdown.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Basketball	23,410	24,917	27,753	18.6%	11.4%
Golf (9 or 18-Hole Course)	24,120	24,271	24,804	2.8%	2.2%
Tennis	17,963	17,684	21,642	20.5%	22.4%
Baseball	13,711	15,804	15,731	14.7%	-0.5%
Soccer (Outdoor)	12,646	11,913	12,444	-1.6%	4.5%
Golf (Entertainment Venue)	6,998	9,905	12,057	72.3%	21.7%
Football (Flag)	5,829	6,783	7,001	20.1%	3.2%
Softball (Slow Pitch)	7,114	7,071	6,349	-10.8%	-10.2%
Badminton	7,198	6,095	5,862	-18.6%	-3.8%
Soccer (Indoor)	4,813	5,336	5,440	13.0%	1.9%
Volleyball (Court)	6,423	6,487	5,410	-15.8%	-16.6%
Football (Tackle)	6,222	5,107	5,054	-18.8%	-1.0%
Football (Touch)	6,487	5,171	4,846	-25.3%	-6.3%
Volleyball (Sand/Beach)	4,785	4,400	4,320	-9.7%	-1.8%
Pickleball	2,506	3,460	4,199	67.6%	21.4%
Gymnastics	4,679	4,699	3,848	-17.8%	-18.1%
Track and Field	4,222	4,139	3,636	-13.9%	-12.2%
Racquetball	3,883	3,453	3,426	-11.8%	-0.8%
Cheerleading	3,608	3,752	3,308	-8.3%	-11.8%
Ultimate Frisbee	4,409	2,290	2,325	-47.3%	1.5%
Ice Hockey	2,546	2,357	2,270	-10.8%	-3.7%
Wrestling	1,978	1,944	1,931	-2.4%	-0.7%
Lacrosse	2,094	2,115	1,884	-10.0%	-10.9%
Softball (Fast Pitch)	2,460	2,242	1,811	-26.4%	-19.2%
Roller Hockey	1,907	1,616	1,500	-21.3%	-7.2%
Rugby	1,349	1,392	1,242	-7.9%	-10.8%
Squash	1,710	1,222	1,163	-32.0%	-4.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 56 - General Sports Participatory Trends

### NATIONAL TRENDS IN GENERAL FITNESS

#### PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2020 also were those that could be done at home or in a virtual class environment. The activities with the most participation was Fitness Walking (114.0 million), Free Weights (53.3 million), Running/Jogging (50.7 million), Treadmill (49.8 million), and Yoga (32.8 million).



**Fitness Walking**  
114.0 Million



**Dumbbell Free Weights**  
53.3 Million



**Running/Jogging**  
50.7 Million



**Treadmill**  
49.8 Million



**Yoga**  
32.8 Million

#### FIVE-YEAR TREND

Over the last five years (2015-2020), the activities growing at the highest rate are Trail Running (45.6%), Yoga (29.7%), Dance, Step & Choreographed Exercise (17.1%), and Pilates Training (15.3%). Over the same time frame, the activities that have undergone the biggest decline include: Group Stationary Cycling (-30.2%), Boot Camp Style Training (-26.1%), Traditional Triathlons (-26.1%), and Cross-Training Style Workout (-21.6%).

#### ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Trail Running (7.8%), Yoga (7.7%), and Pilates Training (7.2%). In the same span, the activities that had the largest decline in participation were those that would generally take place in a gym or fitness class. The greatest drops were seen in Group Stationary Cycling (-39.0%), Cross-Training Style Workouts (-32.2%), Boot Camp Style Training (-27.2%), and Stair Climbing Machine (-26.7%).

#### CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their core users base (participating 50+ times per year) over the last year. These fitness activities include: Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

## Strategic Master Plan

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Fitness Walking	109,829	111,439	114,044	3.8%	2.3%
Free Weights (Dumbbells/Hand Weights)	54,716	51,450	53,256	-2.7%	3.5%
Running/Jogging	48,496	50,052	50,652	4.4%	1.2%
Treadmill	50,398	56,823	49,832	-1.1%	-12.3%
Yoga	25,289	30,456	32,808	29.7%	7.7%
Stationary Cycling (Recumbent/Upright)	35,553	37,085	31,287	-12.0%	-15.6%
Weight/Resistant Machines	35,310	36,181	30,651	-13.2%	-15.3%
Free Weights (Barbells)	25,381	28,379	28,790	13.4%	1.4%
Elliptical Motion Trainer	32,321	33,056	27,920	-13.6%	-15.5%
Dance, Step, & Choreographed Exercise	21,487	23,957	25,160	17.1%	5.0%
Bodyweight Exercise	22,146	23,504	22,845	3.2%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	20,464	22,044	22,487	9.9%	2.0%
Trail Running	8,139	10,997	11,854	45.6%	7.8%
Stair-Climbing Machine	13,234	15,359	11,261	-14.9%	-26.7%
Pilates Training	8,594	9,243	9,905	15.3%	7.2%
Cross-Training Style Workout	11,710	13,542	9,179	-21.6%	-32.2%
Martial Arts	5,507	6,068	6,064	10.1%	-0.1%
Stationary Cycling (Group)	8,677	9,930	6,054	-30.2%	-39.0%
Cardio Kickboxing	6,708	7,026	5,295	-21.1%	-24.6%
Boxing for Fitness	5,419	5,198	5,230	-3.5%	0.6%
Boot Camp Style Training	6,722	6,830	4,969	-26.1%	-27.2%
Barre	3,583	3,665	3,579	-0.1%	-2.3%
Tai Chi	3,651	3,793	3,300	-9.6%	-13.0%
Triathlon (Traditional/Road)	2,498	2,001	1,846	-26.1%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,744	1,472	1,363	-21.8%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

**Figure 57: General Fitness National Participatory Trends**

## NATIONAL TRENDS IN OUTDOOR RECREATION

### PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2020, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (57.8 million), Road Bicycling (44.5 million), Freshwater Fishing (42.6 million), Camping within ¼ mile of Vehicle/Home (36.1 million), and Recreational Vehicle Camping (17.8 million).



**Hiking**  
(Day)  
57.8 Million



**Bicycling**  
(Road)  
44.5 Million



**Fishing**  
(Freshwater)  
42.6 Million



**Camping**  
(<¼mi. of Car/Home)  
36.1 Million



**Camping**  
(Recreational Vehicle)  
17.8 Million

### FIVE-YEAR TREND

From 2015-2020, Day Hiking (55.3%), BMX Bicycling (44.2%), Skateboarding (37.8%), Camping within ¼ mile of Vehicle/Home (30.1%), and Fly Fishing (27.3%) have undergone the largest increases in participation. The five-year trend also shows activities such as Adventure Racing (-31.4%), In-Line Roller Skating (-18.8%), Archery (-13.5%), and Traditional Climbing (-4.5%) to be the only activities with decreases in participation.

### ONE-YEAR TREND

The one-year trend shows almost all activities growing in participation from the previous year. The most rapid growth being in Skateboarding (34.2%), Camping within ¼ mile of Vehicle/Home (28.0%), Birdwatching (18.8%), and Day Hiking (16.3%). Over the last year, the only activities that underwent decreases in participation were Adventure Racing (-8.3%) and Archery (-2.7%).

### CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A majority of outdoor activities have experienced participation growth in the last five- years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

## Strategic Master Plan

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Hiking (Day)	37,232	49,697	57,808	55.3%	16.3%
Bicycling (Road)	38,280	39,388	44,471	16.2%	12.9%
Fishing (Freshwater)	37,682	39,185	42,556	12.9%	8.6%
Camping (< 1/4 Mile of Vehicle/Home)	27,742	28,183	36,082	30.1%	28.0%
Camping (Recreational Vehicle)	14,699	15,426	17,825	21.3%	15.6%
Birdwatching (>1/4 mile of Vehicle/Home)	13,093	12,817	15,228	16.3%	18.8%
Fishing (Saltwater)	11,975	13,193	14,527	21.3%	10.1%
Backpacking Overnight	10,100	10,660	10,746	6.4%	0.8%
Bicycling (Mountain)	8,316	8,622	8,998	8.2%	4.4%
Skateboarding	6,436	6,610	8,872	37.8%	34.2%
Fishing (Fly)	6,089	7,014	7,753	27.3%	10.5%
Archery	8,378	7,449	7,249	-13.5%	-2.7%
Climbing (Indoor)		5,309	5,535	n/a	4.3%
Roller Skating, In-Line	6,024	4,816	4,892	-18.8%	1.6%
Bicycling (BMX)	2,690	3,648	3,880	44.2%	6.4%
Climbing (Traditional/Ice/Mountaineering)	2,571	2,400	2,456	-4.5%	2.3%
Climbing (Sport/Boulder)		2,183	2,290	n/a	4.9%
Adventure Racing	2,864	2,143	1,966	-31.4%	-8.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 58: Outdoor / Adventure Recreation Participatory Trends

## NATIONAL TRENDS IN AQUATICS

### PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2020, Fitness Swimming remained the overall leader in participation (25.7 million) amongst aquatic activities, despite the fact that most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.



### FIVE-YEAR TREND

Assessing the five-year trend, only Aquatic Exercise has experienced an increase (18.7%) from 2015-2020, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit. While both Fitness and Competitive Swimming underwent a slight decline, dropping -2.5% and -9.6% respectively.

### ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to all activities with Fitness Swimming (-9.0%) having the largest decline, followed by Competitive Swimming (-7.3%) and Aquatic Exercise (-2.1%).

### CORE VS. CASUAL TRENDS IN AQUATICS

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

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,319	28,219	25,666	-2.5%	-9.0%
Aquatic Exercise	9,226	11,189	10,954	18.7%	-2.1%
Swimming (Competition)	2,892	2,822	2,615	-9.6%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 59: Aquatic Participatory Trends

### NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

#### PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2020 were Recreational Kayaking (13.0 million), Canoeing (9.6 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



**Kayaking**  
13.0 Million



**Canoeing**  
9.6 Million



**Snorkeling**  
7.7 Million



**Jet Skiing**  
4.9 Million



**Surfing**  
3.8 Million

#### FIVE-YEAR TREND

Over the last five years, Surfing (40.7%), Recreational Kayaking (36.9%) and Stand-Up Paddling (21.7%) were the fastest growing water activities. White Water Kayaking (3.5%) was the only other activity with an increase in participation. From 2015-20120, activities declining in participation most rapidly were Boardsailing/Windsurfing (-28.2%), Water Skiing (-22.7%), Jet Skiing (-21.8%), Scuba Diving (-21.0%), Sea Kayaking (-18.5%), and Sailing (-15.0%).

#### ONE-YEAR TREND

Similarly, to the five-year trend, Surfing (28.2%) and Recreational Kayaking (14.2%) also had the greatest one-year growth in participation, from 2019-2020. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.8%), Sea Kayaking (-5.4%), and Water Skiing (-4.8%)

#### CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

## Columbus Parks and Recreation

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2015	2019	2020	5-Year Trend	1-Year Trend
Kayaking (Recreational)	9,499	11,382	13,002	36.9%	14.2%
Canoeing	10,236	8,995	9,595	-6.3%	6.7%
Snorkeling	8,874	7,659	7,729	-12.9%	0.9%
Jet Skiing	6,263	5,108	4,900	-21.8%	-4.1%
Surfing	2,701	2,964	3,800	40.7%	28.2%
Stand-Up Paddling	3,020	3,562	3,675	21.7%	3.2%
Sailing	4,099	3,618	3,486	-15.0%	-3.6%
Rafting	3,883	3,438	3,474	-10.5%	1.0%
Water Skiing	3,948	3,203	3,050	-22.7%	-4.8%
Wakeboarding	3,226	2,729	2,754	-14.6%	0.9%
Kayaking (White Water)	2,518	2,583	2,605	3.5%	0.9%
Scuba Diving	3,274	2,715	2,588	-21.0%	-4.7%
Kayaking (Sea/Touring)	3,079	2,652	2,508	-18.5%	-5.4%
Boardsailing/Windsurfing	1,766	1,405	1,268	-28.2%	-9.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
<b>Legend:</b>	Large Increase (greater than 25%)	M oderate Increase (0% to 25%)	M oderate D ecrease (0% to -25%)	Large D ecrease (less than -25%)	

Figure 60 - Water Sports/Activities Participatory Trends

# Strategic Master Plan

## CORE VS. CASUAL PARTICIPATION TRENDS

### 6.8.2 GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Basketball</b>	23,410	100%	24,917	100%	27,753	100%	18.6%	11.4%
<i>Casual (1-12 times)</i>	7,774	33%	9,669	39%	11,962	43%	53.9%	23.7%
<i>Core(13+ times)</i>	15,636	67%	15,248	61%	15,791	57%	1.0%	3.6%
<b>Golf (9 or 18-Hole Course)</b>	24,120	100%	24,271	100%	24,804	100%	2.8%	2.2%
<b>Tennis</b>	17,963	100%	17,684	100%	21,642	100%	20.5%	22.4%
<b>Baseball</b>	13,711	100%	15,804	100%	15,731	100%	14.7%	-0.5%
<i>Casual (1-12 times)</i>	4,803	35%	6,655	42%	8,089	51%	68.4%	21.5%
<i>Core (13+ times)</i>	8,908	65%	9,149	58%	7,643	49%	-14.2%	-16.5%
<b>Soccer (Outdoor)</b>	12,646	100%	11,913	100%	12,444	100%	-1.6%	4.5%
<i>Casual (1-25 times)</i>	6,698	53%	6,864	58%	8,360	67%	24.8%	21.8%
<i>Core (26+ times)</i>	5,949	47%	5,050	42%	4,084	33%	-31.3%	-19.1%
<b>Football (Flag)</b>	5,829	100%	6,783	100%	7,001	100%	20.1%	3.2%
<i>Casual (1-12 times)</i>	3,105	53%	3,794	56%	4,287	61%	38.1%	13.0%
<i>Core(13+ times)</i>	2,724	47%	2,989	44%	2,714	39%	-0.4%	-9.2%
<i>Core Age 6 to 17 (13+ times)</i>	1,276	53%	1,590	56%	1,446	61%	13.3%	-9.1%
<b>Softball (Slow Pitch)</b>	7,114	100%	7,071	100%	6,349	100%	-10.8%	-10.2%
<i>Casual (1-12 times)</i>	3,004	42%	3,023	43%	2,753	43%	-8.4%	-8.9%
<i>Core(13+ times)</i>	4,110	58%	4,048	57%	3,596	57%	-12.5%	-11.2%
<b>Badminton</b>	7,198	100%	6,095	100%	5,862	100%	-18.6%	-3.8%
<i>Casual (1-12 times)</i>	5,032	70%	4,338	71%	4,129	70%	-17.9%	-4.8%
<i>Core(13+ times)</i>	2,166	30%	1,756	29%	1,733	30%	-20.0%	-1.3%
<b>Soccer (Indoor)</b>	4,813	100%	5,336	100%	5,440	100%	13.0%	1.9%
<i>Casual (1-12 times)</i>	2,157	45%	2,581	48%	3,377	62%	56.6%	30.8%
<i>Core(13+ times)</i>	2,656	55%	2,755	52%	2,063	38%	-22.3%	-25.1%
<b>Volleyball (Court)</b>	6,423	100%	6,487	100%	5,410	100%	-15.8%	-16.6%
<i>Casual (1-12 times)</i>	2,849	44%	2,962	46%	2,204	41%	-22.6%	-25.6%
<i>Core(13+ times)</i>	3,575	56%	3,525	54%	3,206	59%	-10.3%	-9.0%
<b>Football (Tackle)</b>	6,222	100%	5,107	100%	5,054	100%	-18.8%	-1.0%
<i>Casual (1-25 times)</i>	2,842	46%	2,413	47%	2,390	47%	-15.9%	-1.0%
<i>Core(26+ times)</i>	3,380	54%	2,694	53%	2,665	53%	-21.2%	-1.1%
<i>Core Age 6 to 17 (26+ times)</i>	2,539	46%	2,311	47%	2,226	47%	-12.3%	-3.7%
<b>Football (Touch)</b>	6,487	100%	5,171	100%	4,846	100%	-25.3%	-6.3%
<i>Casual (1-12 times)</i>	3,809	59%	3,065	59%	2,990	62%	-21.5%	-2.4%
<i>Core(13+ times)</i>	2,678	41%	2,105	41%	1,856	38%	-30.7%	-11.8%
<b>Volleyball (Sand/Beach)</b>	4,785	100%	4,400	100%	4,320	100%	-9.7%	-1.8%
<i>Casual (1-12 times)</i>	3,348	70%	2,907	66%	3,105	72%	-7.3%	6.8%
<i>Core(13+ times)</i>	1,438	30%	1,493	34%	1,215	28%	-15.5%	-18.6%

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

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

## Columbus Parks and Recreation

### 6.8.3 GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
#	%	#	%	#	%			
<b>Pickleball</b>	<b>2,506</b>	<b>100%</b>	<b>3,460</b>	<b>100%</b>	<b>4,199</b>	<b>100%</b>	<b>67.6%</b>	<b>21.4%</b>
<i>Casual (1-12 times)</i>	2,628	105%	2,207	64%	2,835	68%	7.9%	28.5%
<i>Core(13+ times)</i>	1,048	-5%	1,253	36%	1,364	32%	30.2%	8.9%
<b>Gymnastics</b>	<b>4,679</b>	<b>100%</b>	<b>4,669</b>	<b>100%</b>	<b>3,848</b>	<b>100%</b>	<b>-17.8%</b>	<b>-17.6%</b>
<i>Casual (1-49 times)</i>	3,061	65%	3,004	64%	2,438	63%	-20.4%	-18.8%
<i>Core(50+ times)</i>	1,618	35%	1,695	36%	1,410	37%	-12.9%	-16.8%
<b>Track and Field</b>	<b>4,222</b>	<b>100%</b>	<b>4,139</b>	<b>100%</b>	<b>3,636</b>	<b>100%</b>	<b>-13.9%</b>	<b>-12.2%</b>
<i>Casual (1-25 times)</i>	1,973	47%	2,069	50%	1,589	44%	-19.5%	-23.2%
<i>Core(26+ times)</i>	2,249	53%	2,070	50%	2,046	56%	-9.0%	-1.2%
<b>Racquetball</b>	<b>3,883</b>	<b>100%</b>	<b>3,453</b>	<b>100%</b>	<b>3,426</b>	<b>100%</b>	<b>-11.8%</b>	<b>-0.8%</b>
<i>Casual (1-12 times)</i>	2,628	68%	2,398	69%	2,476	72%	-5.8%	3.3%
<i>Core(13+ times)</i>	1,255	32%	1,055	31%	950	28%	-24.3%	-10.0%
<b>Cheerleading</b>	<b>3,608</b>	<b>100%</b>	<b>3,752</b>	<b>100%</b>	<b>3,308</b>	<b>100%</b>	<b>-8.3%</b>	<b>-11.8%</b>
<i>Casual (1-25 times)</i>	1,968	55%	1,934	52%	1,931	58%	-1.9%	-0.2%
<i>Core(26+ times)</i>	1,640	45%	1,817	48%	1,377	42%	-16.0%	-24.2%
<b>Ultimate Frisbee</b>	<b>4,409</b>	<b>100%</b>	<b>2,290</b>	<b>100%</b>	<b>2,325</b>	<b>100%</b>	<b>-47.3%</b>	<b>1.5%</b>
<i>Casual (1-12 times)</i>	3,371	76%	1,491	65%	1,476	63%	-56.2%	-1.0%
<i>Core(13+ times)</i>	1,038	24%	799	35%	849	37%	-18.2%	6.3%
<b>Ice Hockey</b>	<b>2,546</b>	<b>100%</b>	<b>2,357</b>	<b>100%</b>	<b>2,270</b>	<b>100%</b>	<b>-10.8%</b>	<b>-3.7%</b>
<i>Casual (1-12 times)</i>	1,219	48%	1,040	44%	1,165	51%	-4.4%	12.0%
<i>Core(13+ times)</i>	1,326	52%	1,317	56%	1,105	49%	-16.7%	-16.1%
<b>Wrestling</b>	<b>1,978</b>	<b>100%</b>	<b>1,944</b>	<b>100%</b>	<b>1,931</b>	<b>100%</b>	<b>-2.4%</b>	<b>-0.7%</b>
<i>Casual (1-25 times)</i>	1,094	55%	1,189	61%	1,239	64%	13.3%	4.2%
<i>Core(26+ times)</i>	885	45%	755	39%	692	36%	-21.8%	-8.3%
<b>Lacrosse</b>	<b>2,094</b>	<b>100%</b>	<b>2,115</b>	<b>100%</b>	<b>1,884</b>	<b>100%</b>	<b>-10.0%</b>	<b>-10.9%</b>
<i>Casual (1-12 times)</i>	1,146	55%	1,021	48%	902	48%	-21.3%	-11.7%
<i>Core(13+ times)</i>	947	45%	1,094	52%	982	52%	3.7%	-10.2%
<b>Softball (Fast Pitch)</b>	<b>2,460</b>	<b>100%</b>	<b>2,242</b>	<b>100%</b>	<b>1,811</b>	<b>100%</b>	<b>-26.4%</b>	<b>-19.2%</b>
<i>Casual (1-25 times)</i>	1,187	48%	993	44%	650	36%	-45.2%	-34.5%
<i>Core(26+ times)</i>	1,273	52%	1,250	56%	1,162	64%	-8.7%	-7.0%
<b>Roller Hockey</b>	<b>1,907</b>	<b>100%</b>	<b>1,616</b>	<b>100%</b>	<b>1,500</b>	<b>100%</b>	<b>-21.3%</b>	<b>-7.2%</b>
<i>Casual (1-12 times)</i>	1,382	72%	1,179	73%	1,129	75%	-18.3%	-4.2%
<i>Core(13+ times)</i>	525	28%	436	27%	371	25%	-29.3%	-14.9%
<b>Rugby</b>	<b>1,349</b>	<b>100%</b>	<b>1,392</b>	<b>100%</b>	<b>1,242</b>	<b>100%</b>	<b>-7.9%</b>	<b>-10.8%</b>
<i>Casual (1-7 times)</i>	918	68%	835	60%	807	65%	-12.1%	-3.4%
<i>Core(8+ times)</i>	431	32%	557	40%	435	35%	0.9%	-21.9%
<b>Squash</b>	<b>1,710</b>	<b>100%</b>	<b>1,222</b>	<b>100%</b>	<b>1,163</b>	<b>100%</b>	<b>-32.0%</b>	<b>-4.8%</b>
<i>Casual (1-7 times)</i>	1,293	76%	747	61%	669	58%	-48.3%	-10.4%
<i>Core(8+ times)</i>	417	24%	476	39%	495	42%	18.7%	4.0%

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

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

## Strategic Master Plan

### 6.8.4 GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Fitness Walking</b>	<b>109,829</b>	<b>100%</b>	<b>111,439</b>	<b>100%</b>	<b>114,044</b>	<b>100%</b>	<b>3.8%</b>	<b>2.3%</b>
<i>Casual (1-49 times)</i>	35,563	32%	36,254	33%	34,742	30%	-2.3%	-4.2%
<i>Core(50+ times)</i>	74,266	68%	75,185	67%	79,302	70%	6.8%	5.5%
<b>Free Weights (Dumbbells/Hand Weights)</b>	<b>54,716</b>	<b>100%</b>	<b>51,450</b>	<b>100%</b>	<b>53,256</b>	<b>100%</b>	<b>-2.7%</b>	<b>3.5%</b>
<i>Casual (1-49 times)</i>	18,491	34%	19,762	38%	20,070	38%	8.5%	1.6%
<i>Core(50+ times)</i>	36,225	66%	31,688	62%	33,186	62%	-8.4%	4.7%
<b>Running/Jogging</b>	<b>48,496</b>	<b>100%</b>	<b>50,052</b>	<b>100%</b>	<b>50,652</b>	<b>100%</b>	<b>4.4%</b>	<b>1.2%</b>
<i>Casual (1-49 times)</i>	22,337	46%	24,972	50%	24,438	48%	9.4%	-2.1%
<i>Core(50+ times)</i>	26,158	54%	25,081	50%	26,214	52%	0.2%	4.5%
<b>Treadmill</b>	<b>50,398</b>	<b>100%</b>	<b>56,823</b>	<b>100%</b>	<b>49,832</b>	<b>100%</b>	<b>-1.1%</b>	<b>-12.3%</b>
<i>Casual (1-49 times)</i>	23,136	46%	28,473	50%	19,549	39%	-15.5%	-31.3%
<i>Core(50+ times)</i>	27,262	54%	28,349	50%	30,283	61%	11.1%	6.8%
<b>Yoga</b>	<b>25,289</b>	<b>100%</b>	<b>30,456</b>	<b>100%</b>	<b>32,808</b>	<b>100%</b>	<b>29.7%</b>	<b>7.7%</b>
<i>Casual (1-49 times)</i>	14,947	59%	18,953	62%	19,337	59%	29.4%	2.0%
<i>Core(50+ times)</i>	10,341	41%	11,503	38%	13,471	41%	30.3%	17.1%
<b>Stationary Cycling (Recumbent/Upright)</b>	<b>35,553</b>	<b>100%</b>	<b>37,085</b>	<b>100%</b>	<b>31,287</b>	<b>100%</b>	<b>-12.0%</b>	<b>-15.6%</b>
<i>Casual (1-49 times)</i>	18,512	52%	19,451	52%	13,249	42%	-28.4%	-31.9%
<i>Core(50+ times)</i>	17,042	48%	17,634	48%	18,038	58%	5.8%	2.3%
<b>Weight/Resistant Machines</b>	<b>35,310</b>	<b>100%</b>	<b>36,181</b>	<b>100%</b>	<b>30,651</b>	<b>100%</b>	<b>-13.2%</b>	<b>-15.3%</b>
<i>Casual (1-49 times)</i>	14,654	42%	14,668	41%	10,940	36%	-25.3%	-25.4%
<i>Core(50+ times)</i>	20,655	58%	21,513	59%	19,711	64%	-4.6%	-8.4%
<b>Free Weights (Barbells)</b>	<b>25,381</b>	<b>100%</b>	<b>28,379</b>	<b>100%</b>	<b>28,790</b>	<b>100%</b>	<b>13.4%</b>	<b>1.4%</b>
<i>Casual (1-49 times)</i>	9,860	39%	11,806	42%	13,428	47%	36.2%	13.7%
<i>Core(50+ times)</i>	15,521	61%	16,573	58%	15,363	53%	-1.0%	-7.3%
<b>Elliptical Motion/Cross Trainer</b>	<b>32,321</b>	<b>100%</b>	<b>33,056</b>	<b>100%</b>	<b>27,920</b>	<b>100%</b>	<b>-13.6%</b>	<b>-15.5%</b>
<i>Casual (1-49 times)</i>	15,729	49%	17,175	52%	14,403	52%	-8.4%	-16.1%
<i>Core(50+ times)</i>	16,593	51%	15,880	48%	13,517	48%	-18.5%	-14.9%
<b>Dance, Step, Choreographed Exercise</b>	<b>21,487</b>	<b>100%</b>	<b>23,957</b>	<b>100%</b>	<b>25,160</b>	<b>100%</b>	<b>17.1%</b>	<b>5.0%</b>
<i>Casual (1-49 times)</i>	14,137	66%	16,047	67%	16,652	66%	17.8%	3.8%
<i>Core(50+ times)</i>	7,350	34%	7,910	33%	8,507	34%	15.7%	7.5%
<b>Bodyweight Exercise</b>	<b>22,146</b>	<b>100%</b>	<b>23,504</b>	<b>100%</b>	<b>22,845</b>	<b>100%</b>	<b>3.2%</b>	<b>-2.8%</b>
<i>Casual (1-49 times)</i>	9,346	42%	9,492	40%	9,581	42%	2.5%	0.9%
<i>Core(50+ times)</i>	12,800	58%	14,012	60%	13,264	58%	3.6%	-5.3%

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

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

## Columbus Parks and Recreation

### 6.8.5 GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Aerobics (High Impact/ Intensity Training)</b>	<b>20,464</b>	<b>100%</b>	<b>22,044</b>	<b>100%</b>	<b>22,487</b>	<b>100%</b>	<b>9.9%</b>	<b>2.0%</b>
<i>Casual (1-49 times)</i>	11,723	57%	12,380	56%	12,743	57%	8.7%	2.9%
<i>Core(50+ times)</i>	8,742	43%	9,665	44%	9,744	43%	11.5%	0.8%
<b>Trail Running</b>	<b>8,139</b>	<b>100%</b>	<b>10,997</b>	<b>100%</b>	<b>11,854</b>	<b>100%</b>	<b>45.6%</b>	<b>7.8%</b>
<b>Stair-Climbing Machine</b>	<b>13,234</b>	<b>100%</b>	<b>15,359</b>	<b>100%</b>	<b>11,261</b>	<b>100%</b>	<b>-14.9%</b>	<b>-26.7%</b>
<i>Casual (1-49 times)</i>	7,960	60%	10,059	65%	6,339	56%	-20.4%	-37.0%
<i>Core(50+ times)</i>	5,275	40%	5,301	35%	4,922	44%	-6.7%	-7.1%
<b>Pilates Training</b>	<b>8,594</b>	<b>100%</b>	<b>9,243</b>	<b>100%</b>	<b>9,905</b>	<b>100%</b>	<b>15.3%</b>	<b>7.2%</b>
<i>Casual (1-49 times)</i>	5,201	61%	6,074	66%	6,668	67%	28.2%	9.8%
<i>Core(50+ times)</i>	3,394	39%	3,168	34%	3,237	33%	-4.6%	2.2%
<b>Cross-Training Style Workout</b>	<b>11,710</b>	<b>100%</b>	<b>13,542</b>	<b>100%</b>	<b>9,179</b>	<b>100%</b>	<b>-21.6%</b>	<b>-32.2%</b>
<i>Casual (1-49 times)</i>	6,038	52%	7,100	52%	3,476	38%	-42.4%	-51.0%
<i>Core(50+ times)</i>	5,672	48%	6,442	48%	5,704	62%	0.6%	-11.5%
<b>Martial Arts</b>	<b>5,507</b>	<b>100%</b>	<b>6,068</b>	<b>100%</b>	<b>6,064</b>	<b>100%</b>	<b>10.1%</b>	<b>-0.1%</b>
<i>Casual (1-12 times)</i>	1,793	33%	2,178	36%	2,679	44%	49.4%	23.0%
<i>Core(13+ times)</i>	3,714	67%	3,890	64%	3,385	56%	-8.9%	-13.0%
<b>Stationary Cycling (Group)</b>	<b>8,677</b>	<b>100%</b>	<b>9,930</b>	<b>100%</b>	<b>6,054</b>	<b>100%</b>	<b>-30.2%</b>	<b>-39.0%</b>
<i>Casual (1-49 times)</i>	5,561	64%	6,583	66%	3,134	52%	-43.6%	-52.4%
<i>Core(50+ times)</i>	3,116	36%	3,347	34%	2,920	48%	-6.3%	-12.8%
<b>Cardio Kickboxing</b>	<b>6,708</b>	<b>100%</b>	<b>7,026</b>	<b>100%</b>	<b>5,295</b>	<b>100%</b>	<b>-21.1%</b>	<b>-24.6%</b>
<i>Casual (1-49 times)</i>	4,579	68%	4,990	71%	3,438	65%	-24.9%	-31.1%
<i>Core(50+ times)</i>	2,129	32%	2,037	29%	1,857	35%	-12.8%	-8.8%
<b>Boxing for Fitness</b>	<b>5,419</b>	<b>100%</b>	<b>5,198</b>	<b>100%</b>	<b>5,230</b>	<b>100%</b>	<b>-3.5%</b>	<b>0.6%</b>
<i>Casual (1-12 times)</i>	2,787	51%	2,738	53%	2,962	57%	6.3%	8.2%
<i>Core(13+ times)</i>	2,633	49%	2,460	47%	2,268	43%	-13.9%	-7.8%
<b>Boot Camp Style Training</b>	<b>6,722</b>	<b>100%</b>	<b>6,830</b>	<b>100%</b>	<b>4,969</b>	<b>100%</b>	<b>-26.1%</b>	<b>-27.2%</b>
<i>Casual (1-49 times)</i>	4,488	67%	4,951	72%	3,204	64%	-28.6%	-35.3%
<i>Core(50+ times)</i>	2,234	33%	1,880	28%	1,765	36%	-21.0%	-6.1%
<b>Tai Chi</b>	<b>3,651</b>	<b>100%</b>	<b>3,793</b>	<b>100%</b>	<b>3,300</b>	<b>100%</b>	<b>-9.6%</b>	<b>-13.0%</b>
<i>Casual (1-49 times)</i>	2,237	61%	2,379	63%	1,858	56%	-16.9%	-21.9%
<i>Core(50+ times)</i>	1,415	39%	1,414	37%	1,442	44%	1.9%	2.0%
<b>Barre</b>	<b>3,583</b>	<b>100%</b>	<b>3,665</b>	<b>100%</b>	<b>3,579</b>	<b>100%</b>	<b>-0.1%</b>	<b>-2.3%</b>
<i>Casual (1-49 times)</i>	2,881	80%	2,868	78%	2,721	76%	-5.6%	-5.1%
<i>Core(50+ times)</i>	703	20%	797	22%	858	24%	22.0%	7.7%
<b>Triathlon (Traditional/Road)</b>	<b>2,498</b>	<b>100%</b>	<b>2,001</b>	<b>100%</b>	<b>1,846</b>	<b>100%</b>	<b>-26.1%</b>	<b>-7.7%</b>
<b>Triathlon (Non-Traditional/Off Road)</b>	<b>1,744</b>	<b>100%</b>	<b>1,472</b>	<b>100%</b>	<b>1,363</b>	<b>100%</b>	<b>-21.8%</b>	<b>-7.4%</b>
NOTE: Participation figures are in 000's for the US population ages 6 and over								
<b>Participation Growth/Decline</b>	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
<b>Core vs Casual Distribution</b>	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%) Mostly Casual Participants (greater than 75%)	

## Strategic Master Plan

### 6.8.6 OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	37,232	100%	49,697	100%	57,808	100%	55.3%	16.3%
Bicycling (Road)	38,280	100%	39,388	100%	44,471	100%	16.2%	12.9%
<i>Casual (1-25 times)</i>	18,845	49%	20,796	53%	23,720	53%	25.9%	14.1%
<i>Core(26+ times)</i>	19,435	51%	18,592	47%	20,751	47%	6.8%	11.6%
Fishing (Freshwater)	37,682	100%	39,185	100%	42,556	100%	12.9%	8.6%
<i>Casual (1-7 times)</i>	20,206	54%	20,857	53%	24,309	57%	20.3%	16.6%
<i>Core(8+ times)</i>	17,476	46%	18,328	47%	18,247	43%	4.4%	-0.4%
Camping (< 1/4 Mile of Vehicle/Home)	27,742	100%	28,183	100%	36,082	100%	30.1%	28.0%
Camping (Recreational Vehicle)	14,699	100%	15,426	100%	17,825	100%	21.3%	15.6%
<i>Casual (1-7 times)</i>	7,843	53%	8,420	55%	11,281	63%	43.8%	34.0%
<i>Core(8+ times)</i>	6,856	47%	7,006	45%	6,544	37%	-4.6%	-6.6%
Fishing (Saltwater)	11,975	100%	13,193	100%	14,527	100%	21.3%	10.1%
<i>Casual (1-7 times)</i>	6,971	58%	7,947	60%	9,109	63%	30.7%	14.6%
<i>Core(8+ times)</i>	5,004	42%	5,246	40%	5,418	37%	8.3%	3.3%
Birdwatching (>1/4 mile of Vehicle/Home)	13,093	100%	12,817	100%	15,228	100%	16.3%	18.8%
Backpacking Overnight	10,100	100%	10,660	100%	10,746	100%	6.4%	0.8%
Bicycling (Mountain)	8,316	100%	8,622	100%	8,998	100%	8.2%	4.4%
<i>Casual (1-12 times)</i>	3,862	46%	4,319	50%	4,803	53%	24.4%	11.2%
<i>Core(13+ times)</i>	4,454	54%	4,302	50%	4,194	47%	-5.8%	-2.5%
Skateboarding	6,436	100%	6,610	100%	8,872	100%	37.8%	34.2%
<i>Casual (1-25 times)</i>	3,867	60%	4,265	65%	6,315	71%	63.3%	48.1%
<i>Core(26+ times)</i>	2,569	40%	2,345	35%	2,557	29%	-0.5%	9.0%
Fishing (Fly)	6,089	100%	7,014	100%	7,753	100%	27.3%	10.5%
<i>Casual (1-7 times)</i>	3,843	63%	4,493	64%	5,020	65%	30.6%	11.7%
<i>Core(8+ times)</i>	2,246	37%	2,521	36%	2,733	35%	21.7%	8.4%
Archery	8,378	100%	7,449	100%	7,249	100%	-13.5%	-2.7%
<i>Casual (1-25 times)</i>	7,038	84%	6,309	85%	6,102	84%	-13.3%	-3.3%
<i>Core(26+ times)</i>	1,340	16%	1,140	15%	1,147	16%	-14.4%	0.6%
Climbing (Indoor)		n/a	5,309	100%	5,535	100%	n/a	4.3%
Roller Skating (In-Line)	6,024	100%	4,816	100%	4,892	100%	-18.8%	1.6%
<i>Casual (1-12 times)</i>	4,246	70%	3,474	72%	3,466	71%	-18.4%	-0.2%
<i>Core(13+ times)</i>	1,778	30%	1,342	28%	1,425	29%	-19.9%	6.2%
Bicycling (BMX)	2,690	100%	3,648	100%	3,880	100%	44.2%	6.4%
<i>Casual (1-12 times)</i>	1,457	54%	2,257	62%	2,532	65%	73.8%	12.2%
<i>Core(13+ times)</i>	1,233	46%	1,392	38%	1,348	35%	9.3%	-3.2%
Climbing (Traditional/Ice/Mountaineering)	2,571	100%	2,400	100%	2,456	100%	-4.5%	2.3%
Climbing (Sport/Boulder)		n/a	2,183	100%	2,290	100%	n/a	4.9%
Adventure Racing	2,864	100%	2,143	100%	1,966	100%	-31.4%	-8.3%
<i>Casual (1 times)</i>	1,121	39%	549	26%	328	17%	-70.7%	-40.3%
<i>Core(2+ times)</i>	1,743	61%	1,595	74%	1,638	83%	-6.0%	2.7%

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

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

## Columbus Parks and Recreation

### 6.8.7 AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Swimming (Fitness)</b>	<b>26,319</b>	<b>100%</b>	<b>28,219</b>	<b>100%</b>	<b>25,666</b>	<b>100%</b>	<b>-2.5%</b>	<b>-9.0%</b>
<i>Casual (1-49 times)</i>	17,059	65%	19,480	69%	17,987	70%	5.4%	-7.7%
<i>Core(50+ times)</i>	9,260	35%	8,739	31%	7,680	30%	-17.1%	-12.1%
<b>Aquatic Exercise</b>	<b>9,226</b>	<b>100%</b>	<b>11,189</b>	<b>100%</b>	<b>10,954</b>	<b>100%</b>	<b>18.7%</b>	<b>-2.1%</b>
<i>Casual (1-49 times)</i>	5,991	65%	8,006	72%	8,331	76%	39.1%	4.1%
<i>Core(50+ times)</i>	3,236	35%	3,183	28%	2,623	24%	-18.9%	-17.6%
<b>Swimming (Competition)</b>	<b>2,892</b>	<b>100%</b>	<b>2,822</b>	<b>100%</b>	<b>2,615</b>	<b>100%</b>	<b>-9.6%</b>	<b>-7.3%</b>
<i>Casual (1-49 times)</i>	1,482	51%	1,529	54%	1,524	58%	2.8%	-0.3%
<i>Core(50+ times)</i>	1,411	49%	1,293	46%	1,091	42%	-22.7%	-15.6%

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

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

### 6.8.8 WATER SPORTS/ACTIVITIES

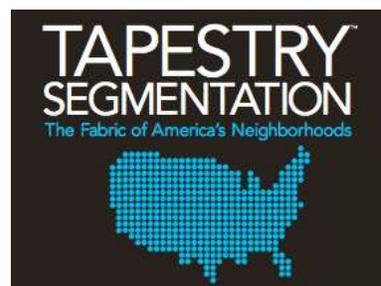
National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2015		2019		2020		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
<b>Kayaking (Recreational)</b>	<b>9,499</b>	<b>100%</b>	<b>11,382</b>	<b>100%</b>	<b>13,002</b>	<b>100%</b>	<b>36.9%</b>	<b>14.2%</b>
<b>Canoeing</b>	<b>10,236</b>	<b>100%</b>	<b>8,995</b>	<b>100%</b>	<b>9,595</b>	<b>100%</b>	<b>-6.3%</b>	<b>6.7%</b>
<b>Snorkeling</b>	<b>8,874</b>	<b>100%</b>	<b>7,659</b>	<b>100%</b>	<b>7,729</b>	<b>100%</b>	<b>-12.9%</b>	<b>0.9%</b>
<i>Casual (1-7 times)</i>	7,002	79%	6,192	81%	6,374	82%	-9.0%	2.9%
<i>Core(8+ times)</i>	1,872	21%	1,468	19%	1,355	18%	-27.6%	-7.7%
<b>Jet Skiing</b>	<b>6,263</b>	<b>100%</b>	<b>5,108</b>	<b>100%</b>	<b>4,900</b>	<b>100%</b>	<b>-21.8%</b>	<b>-4.1%</b>
<i>Casual (1-7 times)</i>	4,425	71%	3,684	72%	3,783	77%	-14.5%	2.7%
<i>Core(8+ times)</i>	1,838	29%	1,423	28%	1,116	23%	-39.3%	-21.6%
<b>Surfing</b>	<b>2,701</b>	<b>100%</b>	<b>2,964</b>	<b>100%</b>	<b>3,800</b>	<b>100%</b>	<b>40.7%</b>	<b>28.2%</b>
<i>Casual (1-7 times)</i>	1,665	62%	2,001	68%	2,507	66%	50.6%	25.3%
<i>Core(8+ times)</i>	1,036	38%	962	32%	747	34%	-27.9%	-22.3%
<b>Stand Up Paddling</b>	<b>3,020</b>	<b>100%</b>	<b>3,562</b>	<b>100%</b>	<b>3,675</b>	<b>100%</b>	<b>21.7%</b>	<b>3.2%</b>
<b>Sailing</b>	<b>4,099</b>	<b>100%</b>	<b>3,618</b>	<b>100%</b>	<b>3,486</b>	<b>100%</b>	<b>-15.0%</b>	<b>-3.6%</b>
<i>Casual (1-7 times)</i>	2,818	69%	2,477	68%	2,395	69%	-15.0%	-3.3%
<i>Core(8+ times)</i>	1,281	31%	1,141	32%	1,091	31%	-14.8%	-4.4%
<b>Rafting</b>	<b>3,883</b>	<b>100%</b>	<b>3,438</b>	<b>100%</b>	<b>3,474</b>	<b>100%</b>	<b>-10.5%</b>	<b>1.0%</b>
<b>Water Skiing</b>	<b>3,948</b>	<b>100%</b>	<b>3,203</b>	<b>100%</b>	<b>3,050</b>	<b>100%</b>	<b>-22.7%</b>	<b>-4.8%</b>
<i>Casual (1-7 times)</i>	2,835	72%	2,355	74%	2,189	72%	-22.8%	-7.0%
<i>Core(8+ times)</i>	1,112	28%	847	26%	861	28%	-22.6%	1.7%
<b>Wakeboarding</b>	<b>3,226</b>	<b>100%</b>	<b>2,729</b>	<b>100%</b>	<b>2,754</b>	<b>100%</b>	<b>-14.6%</b>	<b>0.9%</b>
<i>Casual (1-7 times)</i>	2,308	72%	1,839	67%	2,007	73%	-13.0%	9.1%
<i>Core(8+ times)</i>	918	28%	890	33%	747	27%	-18.6%	-16.1%
<b>Kayaking (White Water)</b>	<b>2,518</b>	<b>100%</b>	<b>2,583</b>	<b>100%</b>	<b>2,605</b>	<b>100%</b>	<b>3.5%</b>	<b>0.9%</b>
<b>Scuba Diving</b>	<b>3,274</b>	<b>100%</b>	<b>3,715</b>	<b>100%</b>	<b>2,588</b>	<b>100%</b>	<b>-21.0%</b>	<b>-30.3%</b>
<i>Casual (1-7 times)</i>	2,405	73%	2,016	54%	1,880	73%	-21.8%	-6.7%
<i>Core(8+ times)</i>	869	27%	699	46%	708	27%	-18.5%	1.3%
<b>Kayaking (Sea/Touring)</b>	<b>3,079</b>	<b>100%</b>	<b>2,652</b>	<b>100%</b>	<b>2,508</b>	<b>100%</b>	<b>-18.5%</b>	<b>-5.4%</b>
<b>Boardsailing/Windsurfing</b>	<b>1,766</b>	<b>100%</b>	<b>1,405</b>	<b>100%</b>	<b>1,268</b>	<b>100%</b>	<b>-28.2%</b>	<b>-9.8%</b>
<i>Casual (1-7 times)</i>	1,461	83%	1,112	79%	1,015	80%	-30.5%	-8.7%
<i>Core(8+ times)</i>	305	17%	292	21%	253	20%	-17.0%	-13.4%

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

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

## APPENDIX F – TAPESTRY SEGMENTATION

ESRI’s Tapestry Segmentation is a geodemographic system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. This market segmentation tool integrates consumer traits with residential characteristics to identify individual markets within a specified area. The Tapestry provides a classification model with 67 distinct, behavioral market segments that depict consumers’ lifestyles and lifestages, and detail the diversity of the American population. These individual market segments are then arranged into 14 LifeMode groups that have similar characteristics and market profiles. A brief summary of the 14 LifeMode groups is provided in the table below.



The ESRI Tapestry Segmentation provides an understanding of consumers’ lifestyle choices, what they buy, and how they spend their free time for a specified service area. This information is useful in identifying target markets, as well as highlighting segments that are being underserved, to ensure that the City’s offerings are in line with the unique characteristics and preferences of its users.

LifeMode Summary Groups	
Group Name	Brief Description
<b>Affluent Estates</b>	Established wealth- educated, well-traveled married couples
<b>Upscale Avenues</b>	Prosperous, married couples in higher density neighborhoods
<b>Uptown Individuals</b>	Younger, urban singles on the move
<b>Family Landscapes</b>	Successful younger families in newer housing
<b>GenXurban</b>	Gen X in middle age; families with fewer kids and a mortgage
<b>Cozy Country Living</b>	Empty nesters who enjoy outdoors activities
<b>Ethnic Enclaves</b>	Established diversity- young, Hispanic homeowners with families
<b>Middle Ground</b>	Lifestyles of thirtysomethings
<b>Senior Styles</b>	Senior lifestyles reveal the effects of saving for retirement
<b>Rustic Outposts</b>	Country life with older families, older homes
<b>Midtown Singles</b>	Young individuals on the move; single, diverse, and urban
<b>Hometown</b>	Growing up and staying close to home; focus on faith/family
<b>Next Wave</b>	Urban; young, diverse, hardworking families
<b>Scholars and Patriots</b>	College campuses and military neighborhoods, move often

Figure 61 - LifeMode Summary Groups

## Columbus Parks and Recreation

### 6.8.9 TOP 5 TAPESTRY SEGMENTS

This section reveals the top five Tapestry Segments and corresponding LifeMode Groups, expressed as percentage of households, for the city.

Analyzing the dominant Tapestry Segments allows Columbus to assess the market profile of its service area by examining the distribution of household types and summarizing the general characteristics and behaviors expected from each group.

For better context of how unique the City's households are compared to the rest of the country, the percentage of U.S. households for each Tapestry Segment are also provided for comparison.

Columbus Top 5 Tapestry Segments		
Tapestry Segments	% of Columbus Households	% of U.S. Households
1 <b>Traditional Living</b> Hometown	13.8%	1.9%
2 <b>Workday Drive</b> Family Landscapes	10.7%	3.0%
3 <b>Midlife Constants</b> GenXurban	10.6%	2.5%
4 <b>Middleburg</b> Family Landscapes	10.4%	3.0%
5 <b>Savvy Suburbanites</b> Affluent Estates	9.7%	3.0%
<b>Total Percentage of Population:</b>	<b>55.2%</b>	<b>13.4%</b>

Figure 62 - Top 5 Tapestry Segments

### KEY TAPESTRY SEGMENT DESCRIPTIONS

Below are brief summaries of the characteristics and consumer behaviors for the top five prevalent Tapestry Segments within Columbus.

#### TRADITIONAL LIVING (13.8% OF COLUMBUS HOUSEHOLDS)

- Primarily married couples, with a median age of 35.5 and a median household income of \$39,300.
- An estimated 70% of residents have completed high school or have some college education.
- Customers are brand loyal, unless the price is too high with cost being their primarily purchasing decision factor.
- Residents typically shop for groceries at discount stores such as Walmart supercenters and tend to favor fast food over sit-down restaurants.
- Enjoy outdoor activities such as camping and taking trips to the zoo.

#### WORKDAY DRIVE (10.7% OF COLUMBUS HOUSEHOLDS)

- Most households are married couples, living in single family housing in newer neighborhoods, with median age of 37.0 and median household income of \$90,500.
- 40.5% are college graduates, primarily working in management and administrative support.
- Long travel time to work including many who commute from a different county.
- Connected with a host of wireless devices that enable convenience.
- Family-oriented purchases and activities dominate, enjoying visits to theme parks, zoos, and sporting events

## Strategic Master Plan

### MIDLIFE CONSTANTS (10.6% OF COLUMBUS HOUSEHOLDS)

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- Residents are seniors who are **at or approaching retirement**; median household income of \$53,200.
- **Traditional, not trendy**; choose convenience and comfort over cutting edge.
- Attentive to price, but not at the expense of quality, they prefer to **buy American products**.
- **Almost 70%** are receiving Social Security or retirement income.

### MIDDLEBURG (10.4% OF COLUMBUS HOUSEHOLDS)

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- These residents have **traditional values** (faith, country, and family) and prefer to buy American at a good price.
- **Young couples with children**; median age 36.1 and median household income \$59,800.
- Rely on their smartphones to stay in-touch and **comfortable with the latest technology**.
- **Live in affordable housing**, median value of \$175,000 with a low vacancy rate, also includes many mobile homes.

### SAVVY SUBURBANITES (9.7% OF COLUMBUS HOUSEHOLDS)

---

- Residents are **well educated**, married couples who are mostly empty nesters (median age 45.1) in **older neighborhoods** outside the city.
- **Activities** include remodeling, gardening, exercising and enjoy cultural events, food and wine.
- **Well-connected** consumers that use technology for shopping, baking and staying up with current events.
- Median household income of **\$108,700** and home median value of **\$362,900**

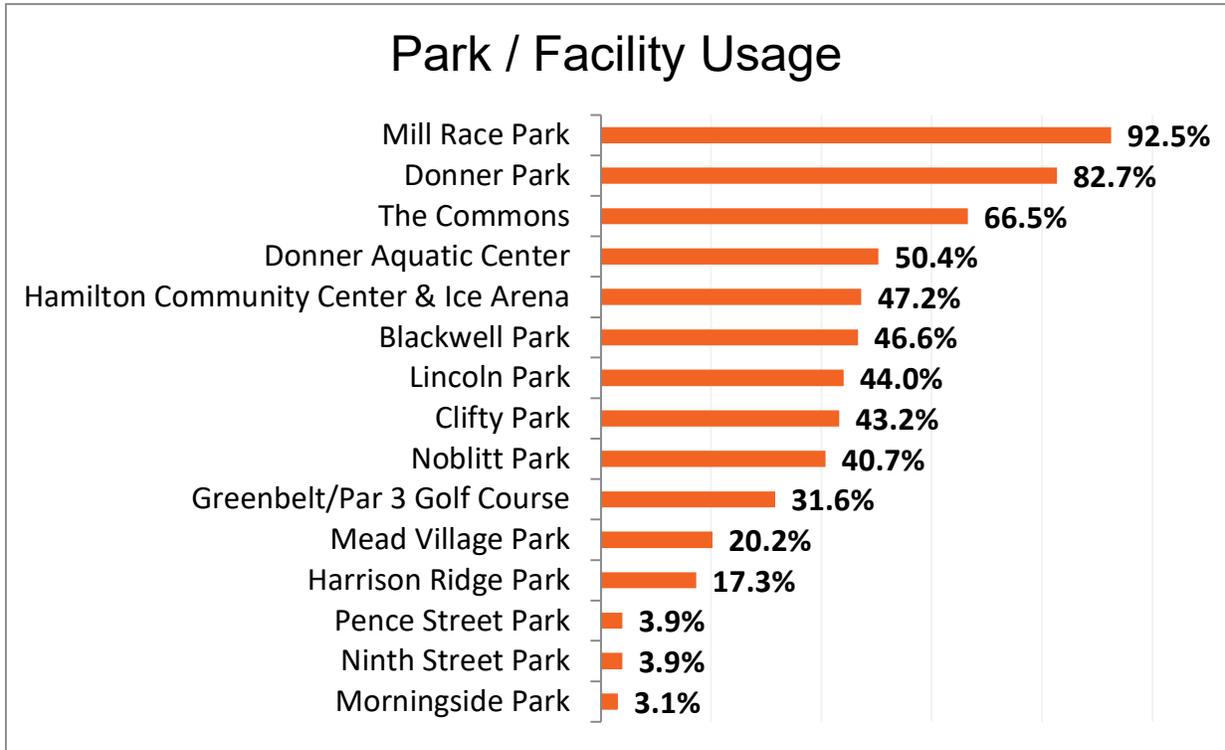
### 6.8.10 KEY FINDINGS

Based on the information presented in the analysis, the following key findings are of particular interest and/or have significant implications for Columbus:

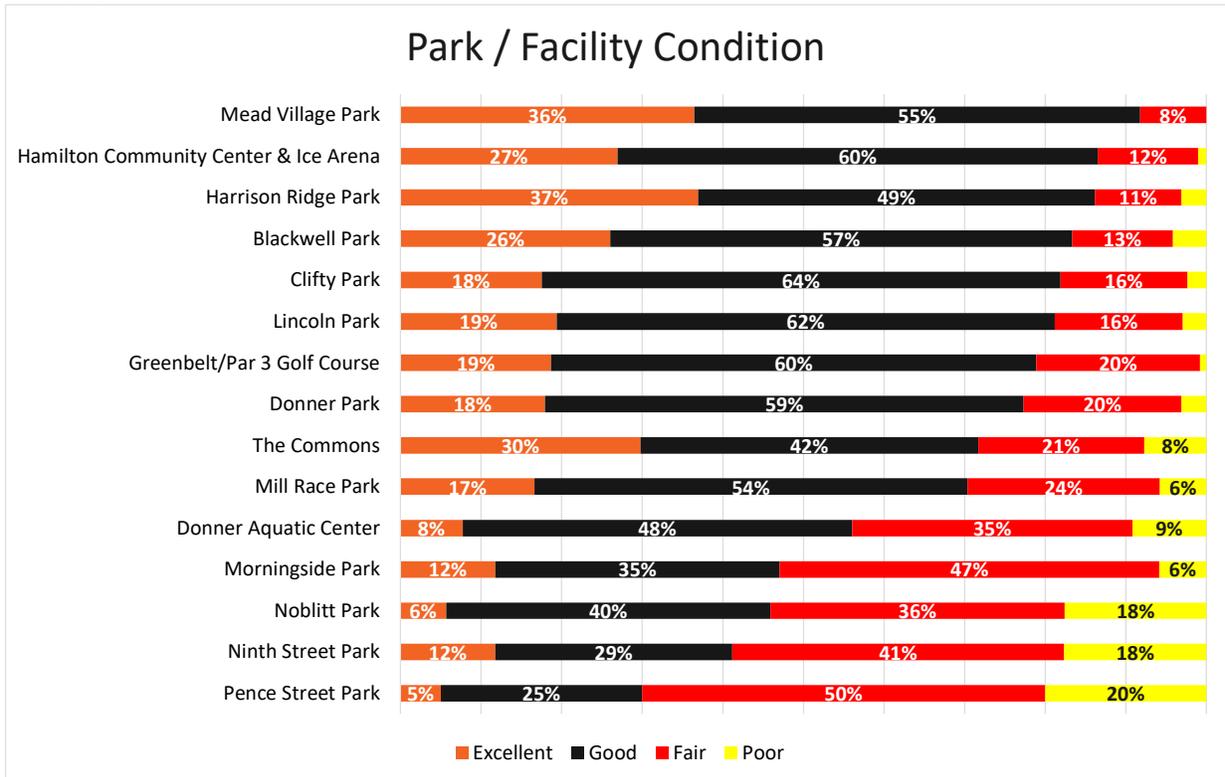
- **Population:** The City's population has grown at an above average rate over the last 11 years. While the growth is expected to continue, the rate of growth may slow slightly. As the population increases, the Department must pay attention to demographic shifts in the future to ensure that offerings continue to evolve to meet the changing community needs.
- **Age:** Columbus residents are now slightly older than the national median age and there is a growing presence of older adults over 55 years old. By 2036, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to grow, while all other segments are projected to decline slightly. The Department must continue to provide services for all ages and regularly reevaluate its programming mix to effectively serve the aging population.
- **Race / Ethnicity:** The City's populace is predominately categorized as White Alone (85%). This racial composition of the City's residents is expected to remain fairly stable over the next 15 years with a drop in the White Alone and Asian groups and slight growth in the other categories. People of Hispanic / Latino ethnicity represent 7.7% of the total population, which is substantially below the national average (19%), but right in line with the Indiana State average (7.6%) This group is expected to reach 10% by 2036. The Department should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race / ethnicity distribution of City residents.
- **Income Levels:** The income characteristics of Columbus residents are higher than the state and national levels for per capita income and median household income. These income levels coupled with the MPI numbers in Commercial Recreation suggest a willingness of the population to spend money to attend events an/or facilities in which they see value, as well as purchase recreation equipment.
- **National Participatory Trends:** National participatory trends are promising for Columbus, as many of the activities in sports and fitness aligned with core offerings are trending positively in recent years. Despite the facility closures due to the pandemic, in general, people are recreating more and the importance of living an active, healthy lifestyle is on the rise. The Department must continue to provide active recreation opportunities and seek out new, trending activities that will pique interest and meet the demand for parks, facilities, and recreation programs among Columbus residents for many years to come.
- **Local Participatory Trends:** Local recreation trends show average, to slightly below average participation across inmost categories assessed, with 20 of the 42 tracked activities having MPI scores above the national average, with a majority of those being Commercial Recreation offerings.
- **Tapestry Segmentation:** Geodemographic data shows most of the Columbus population is family oriented and technologically connected. We see an enjoyment of the outdoors and utilizing other family friendly recreation options. They are comfortable with technology and prefer to use their devices to stay connected and manage their day-to-day lives.

## APPENDIX G- ONLINE SURVEY RESULTS

Please indicate if you or any member of your household has used any of the following City of Columbus parks/facilities during the past two years.

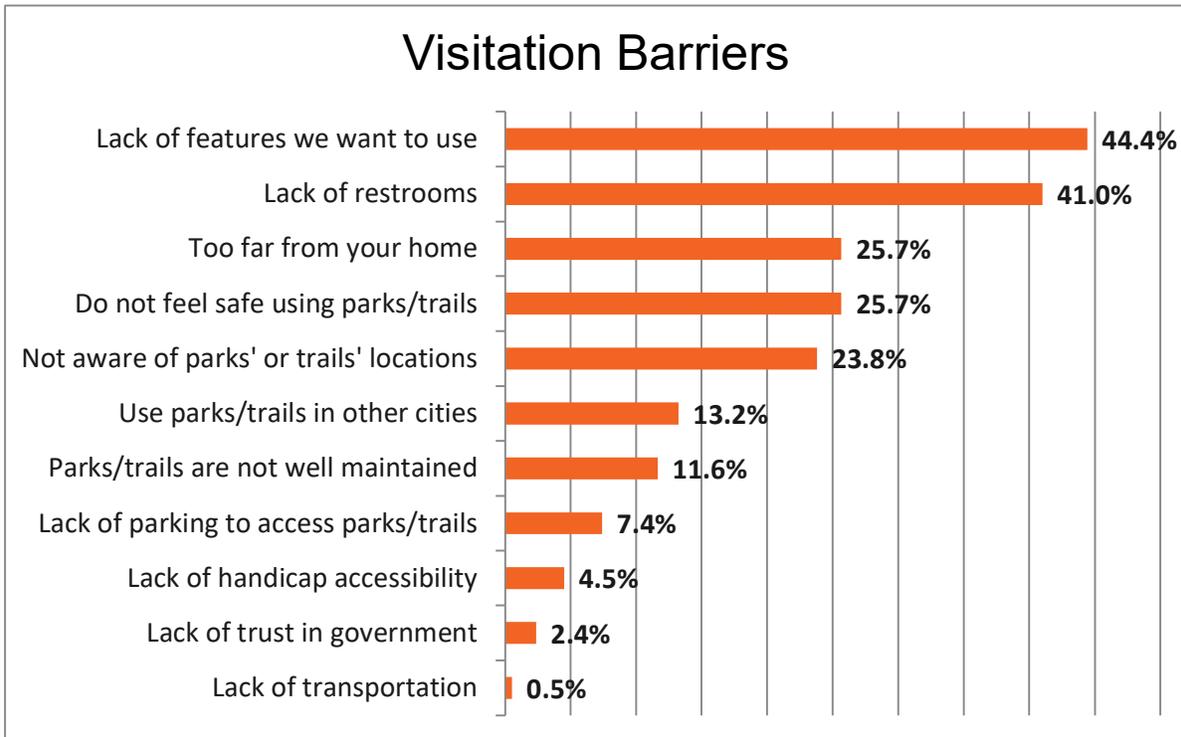


If "Yes," please rate the condition of the site.

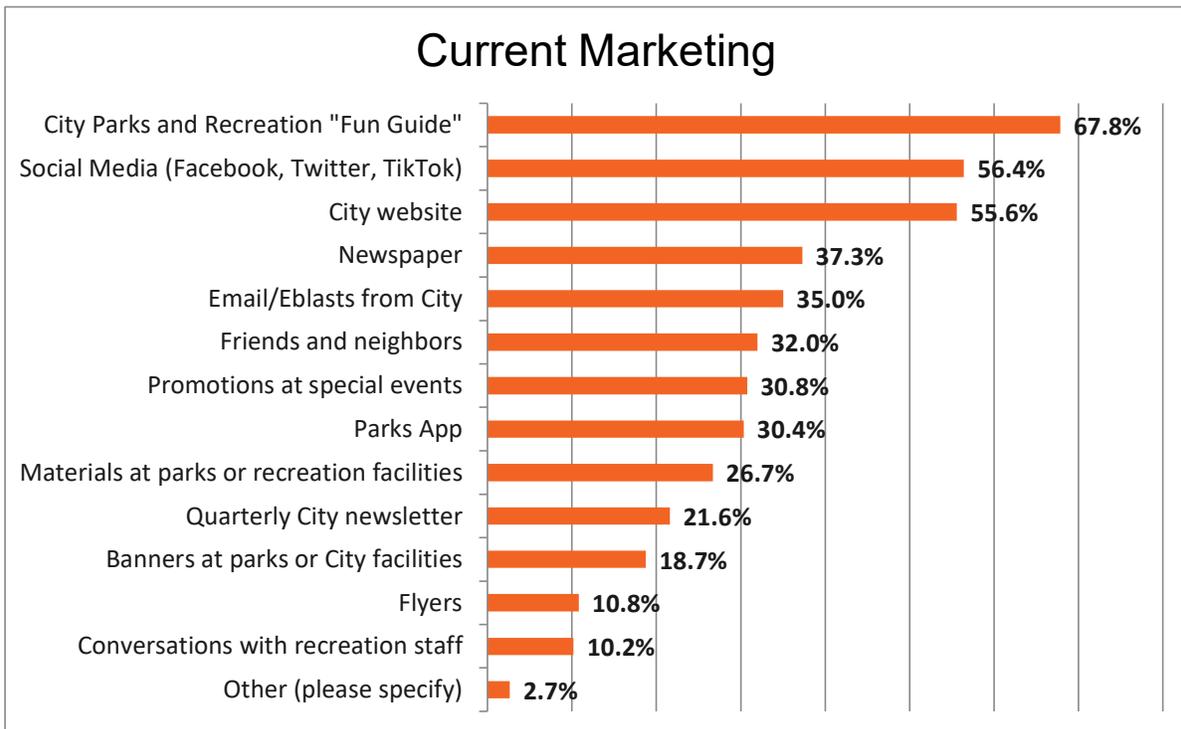


## Columbus Parks and Recreation

Please CHECK ALL of the following reasons that have prevented you or other members of your household from using Columbus Parks and Recreation Department's parks or recreation facilities MORE OFTEN during the past two years.

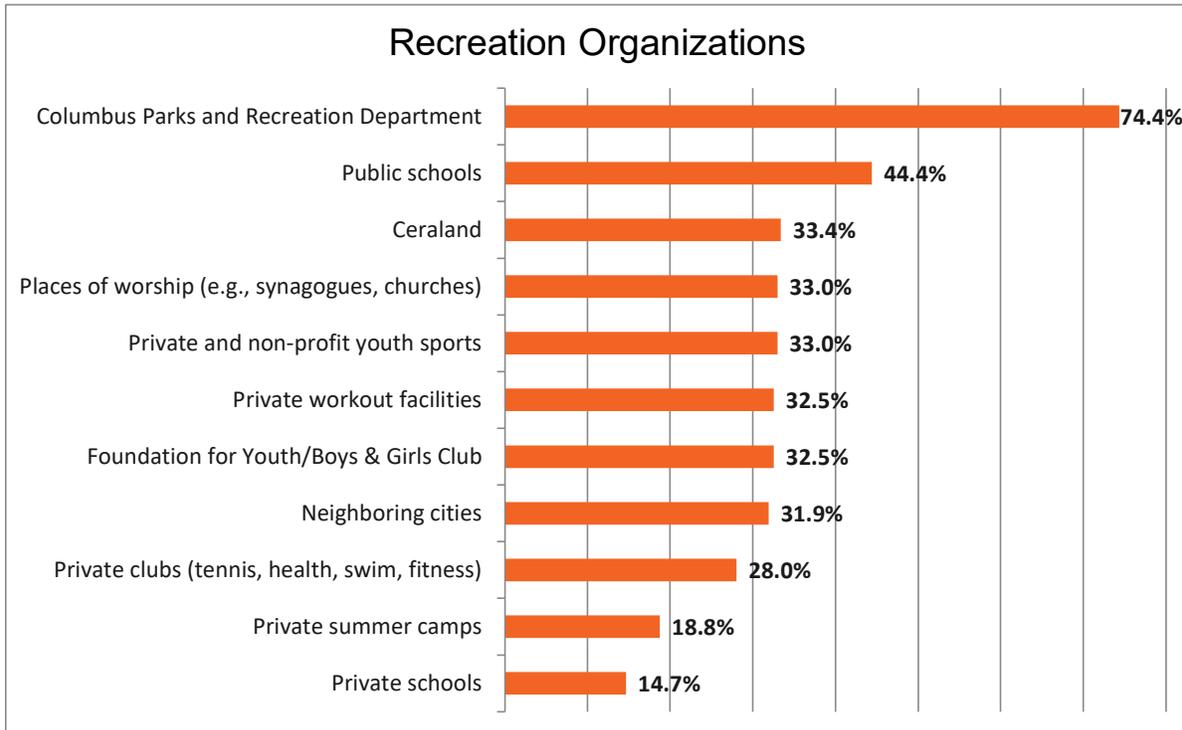


From the following list, please CHECK ALL of the ways you would like to learn about Columbus Parks and Recreation Department's programs and events.

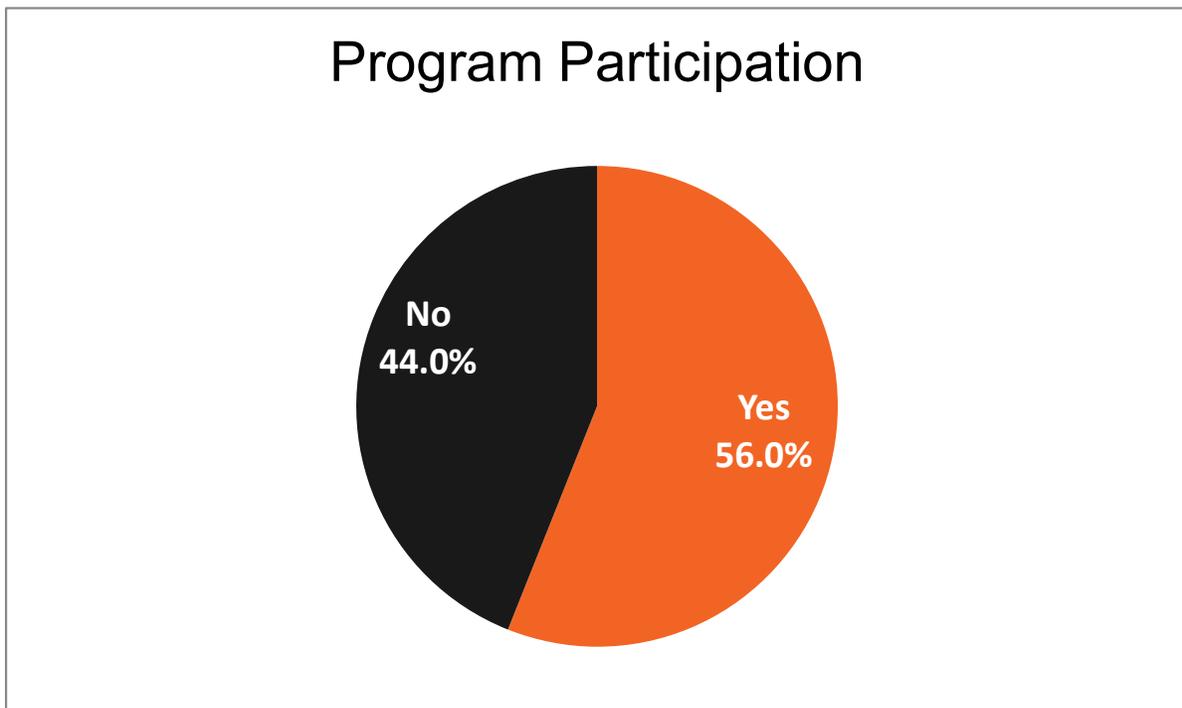


## Strategic Master Plan

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

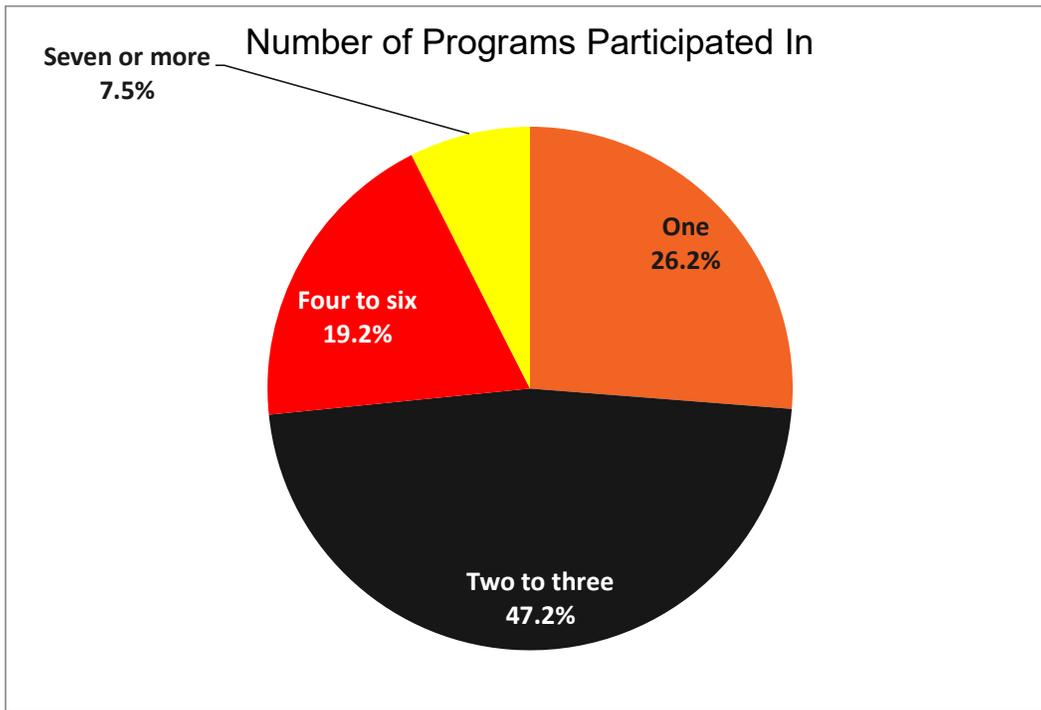


Has your household participated in any recreation programs offered by the Columbus Parks and Recreation Department (for all ages) during the last two years?

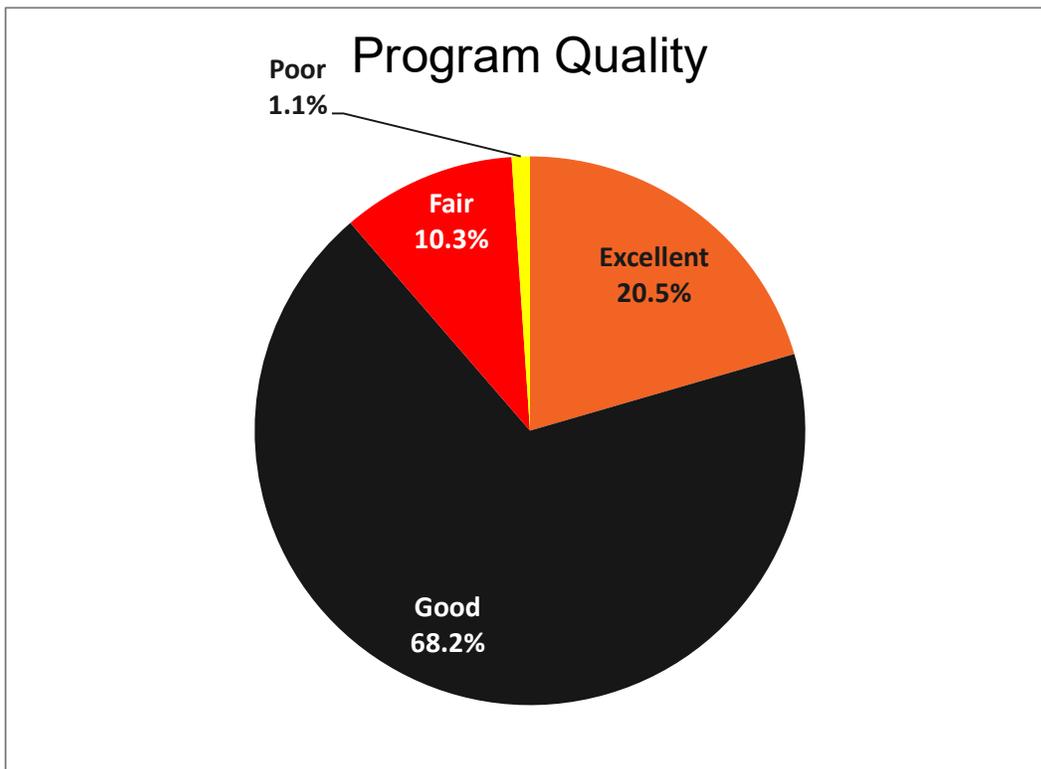


## Columbus Parks and Recreation

How many recreation programs offered by the Columbus Parks and Recreation Department have you or members of your household participated in during the last two years?

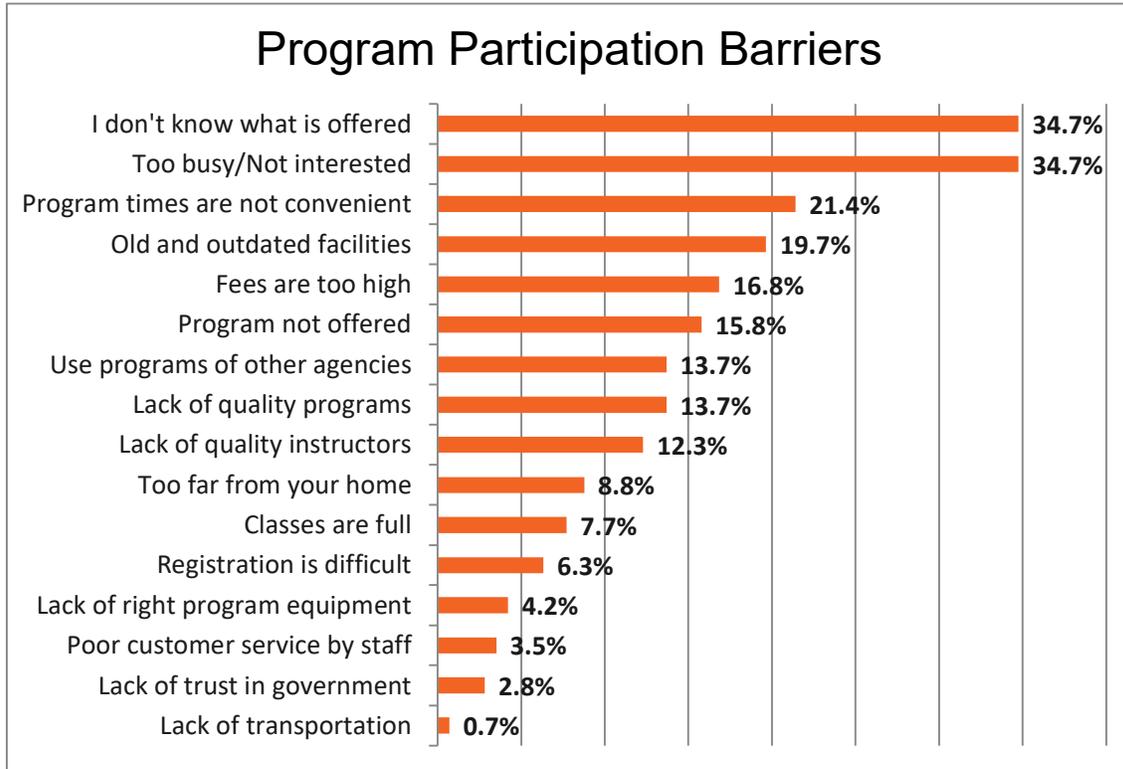


How would you rate the overall quality of the Columbus Parks and Recreation Department's recreation programs in which your household has participated?

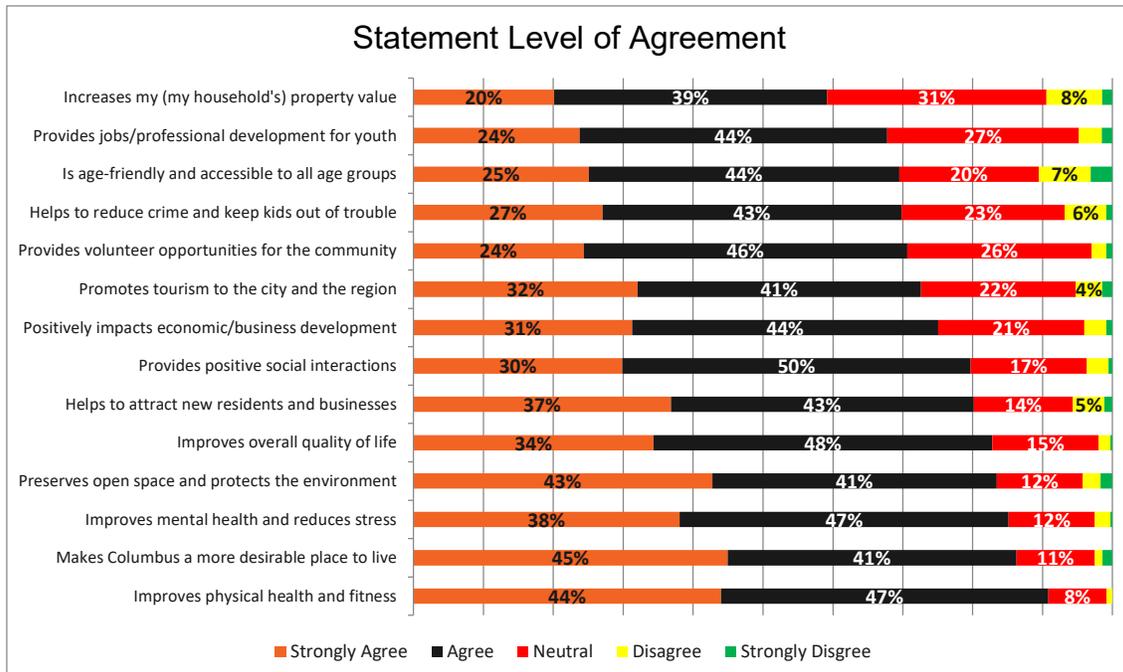


## Strategic Master Plan

If your household has NOT participated in any Columbus Parks and Recreation Department recreation programs during the last two years, please CHECK ALL of the following reasons why you may have NOT participated, before the COVID-19 Pandemic.

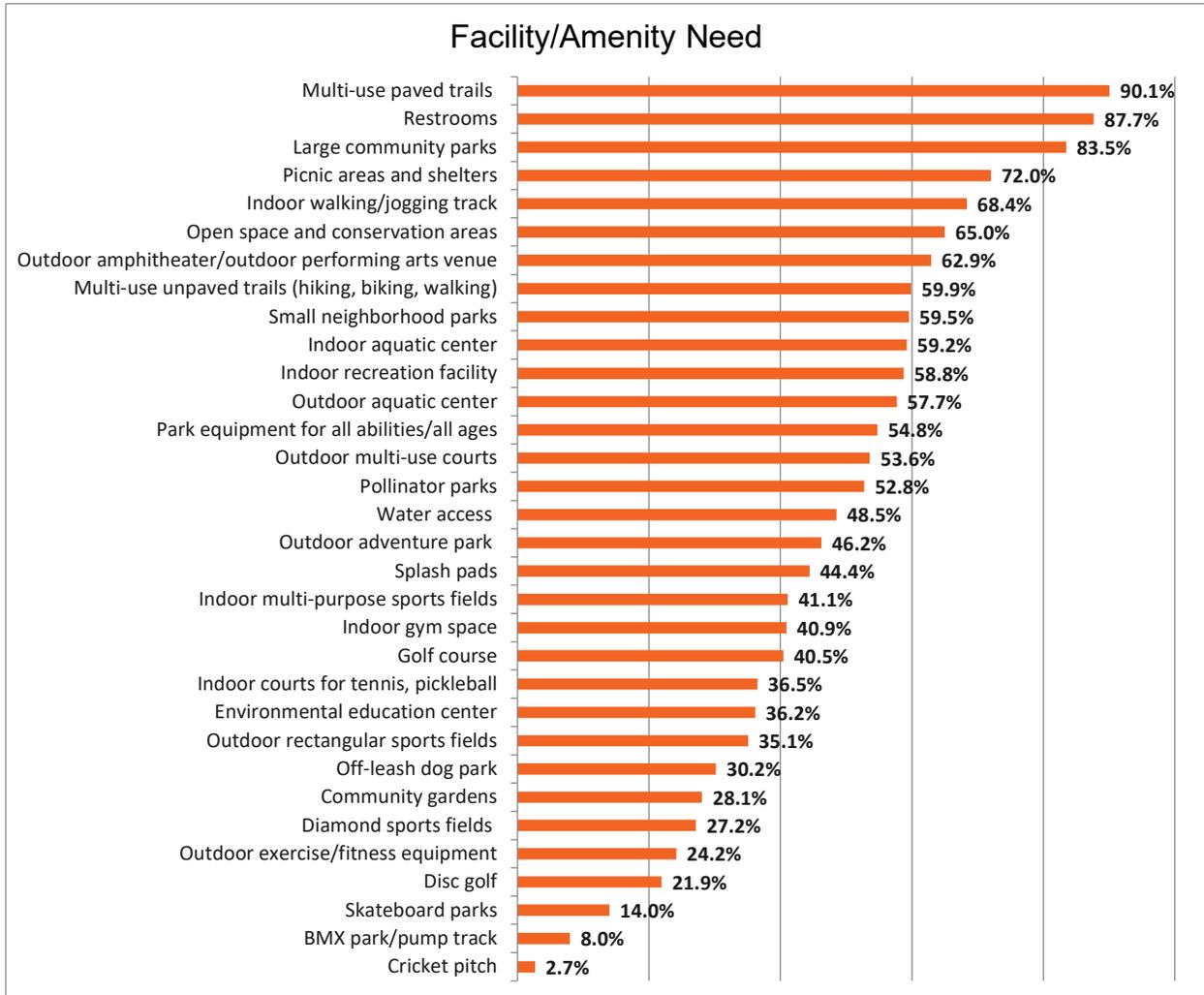


Please rate your level of agreement with the following statements about some potential benefits of the Columbus Parks and Recreation Department's services.



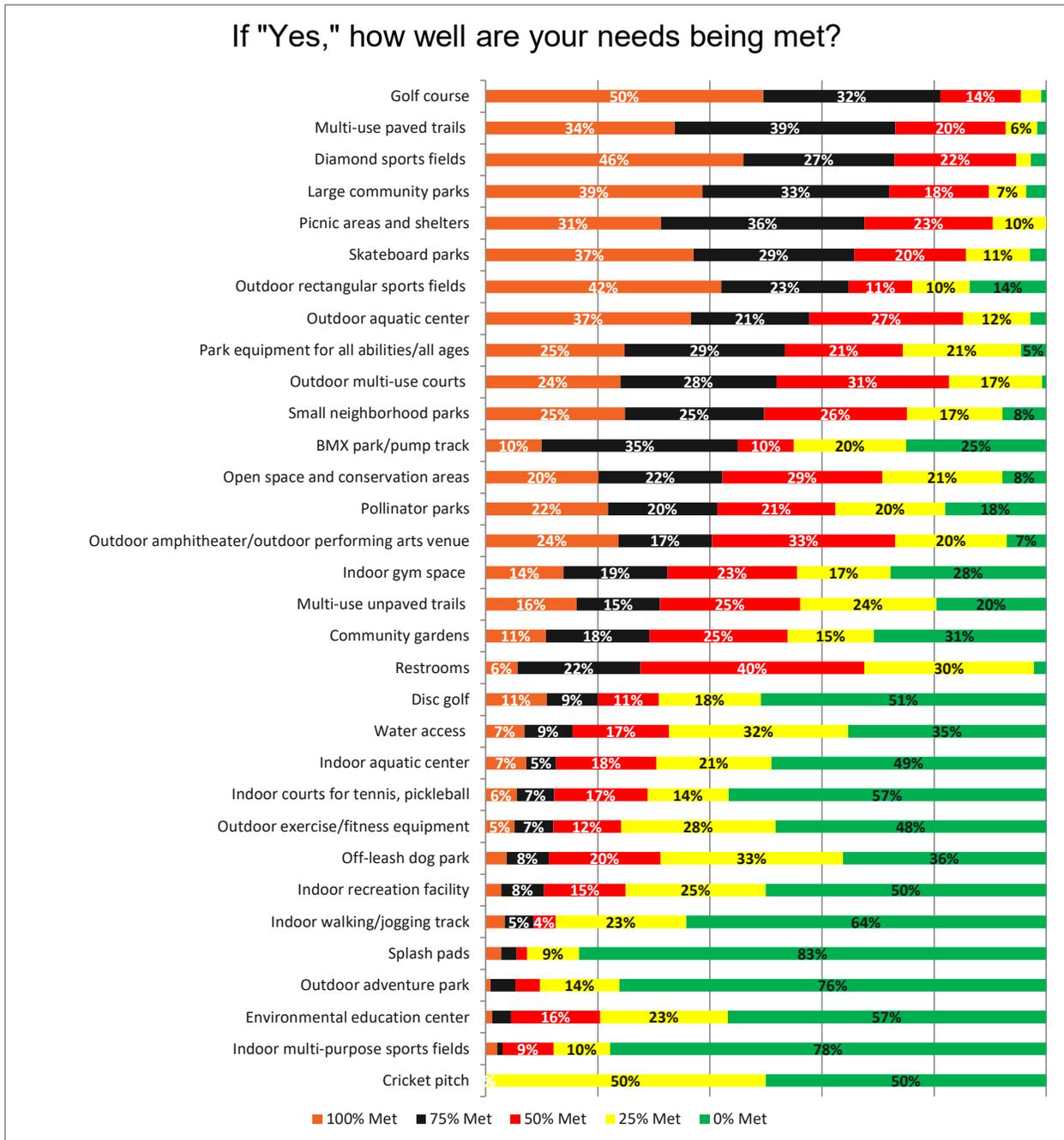
## Columbus Parks and Recreation

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



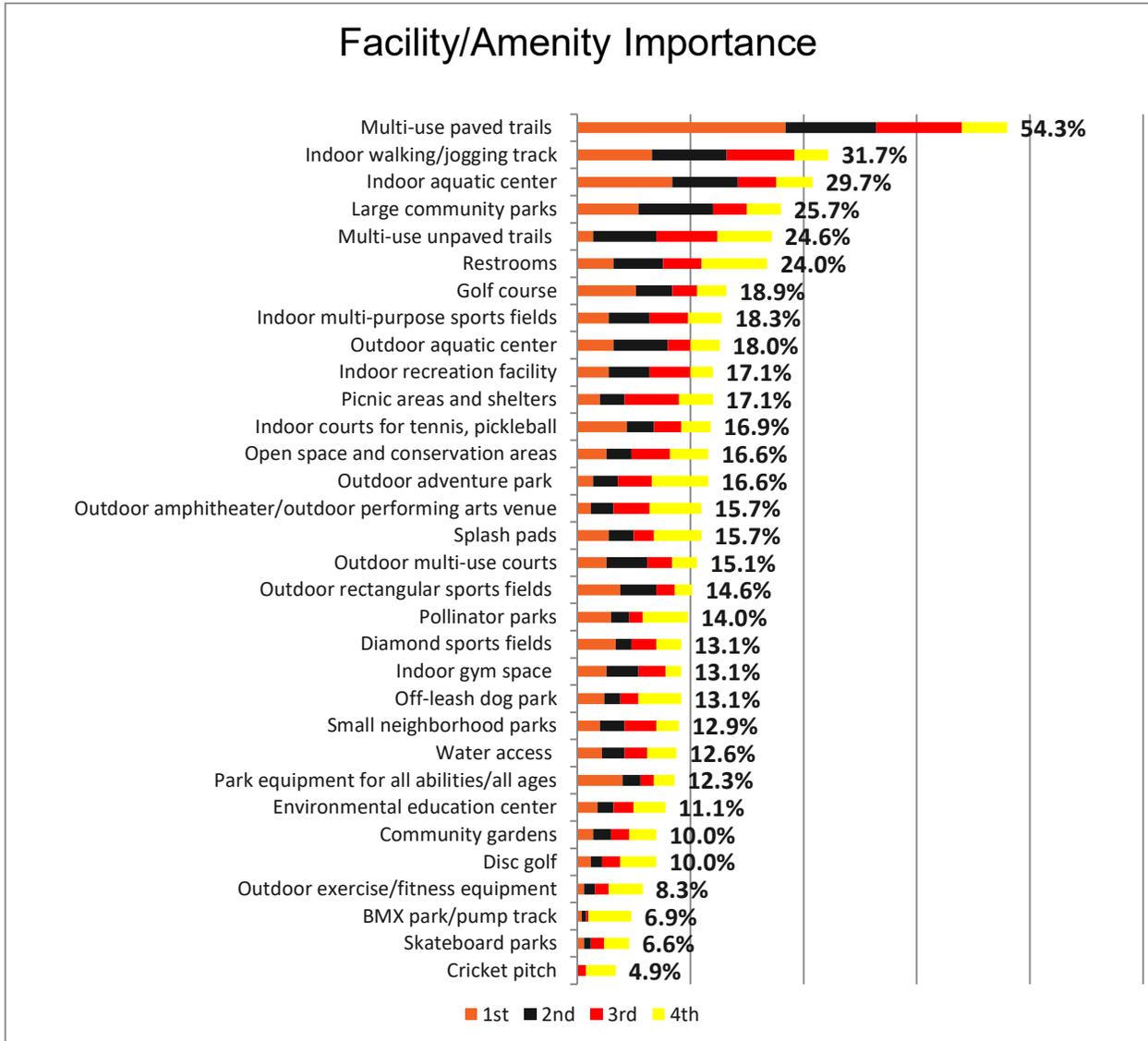
## Strategic Master Plan

If "Yes," please rate how well your needs for facilities of this type are being met.



## Columbus Parks and Recreation

Which FOUR facilities/amenities from the list are MOST IMPORTANT to your household?



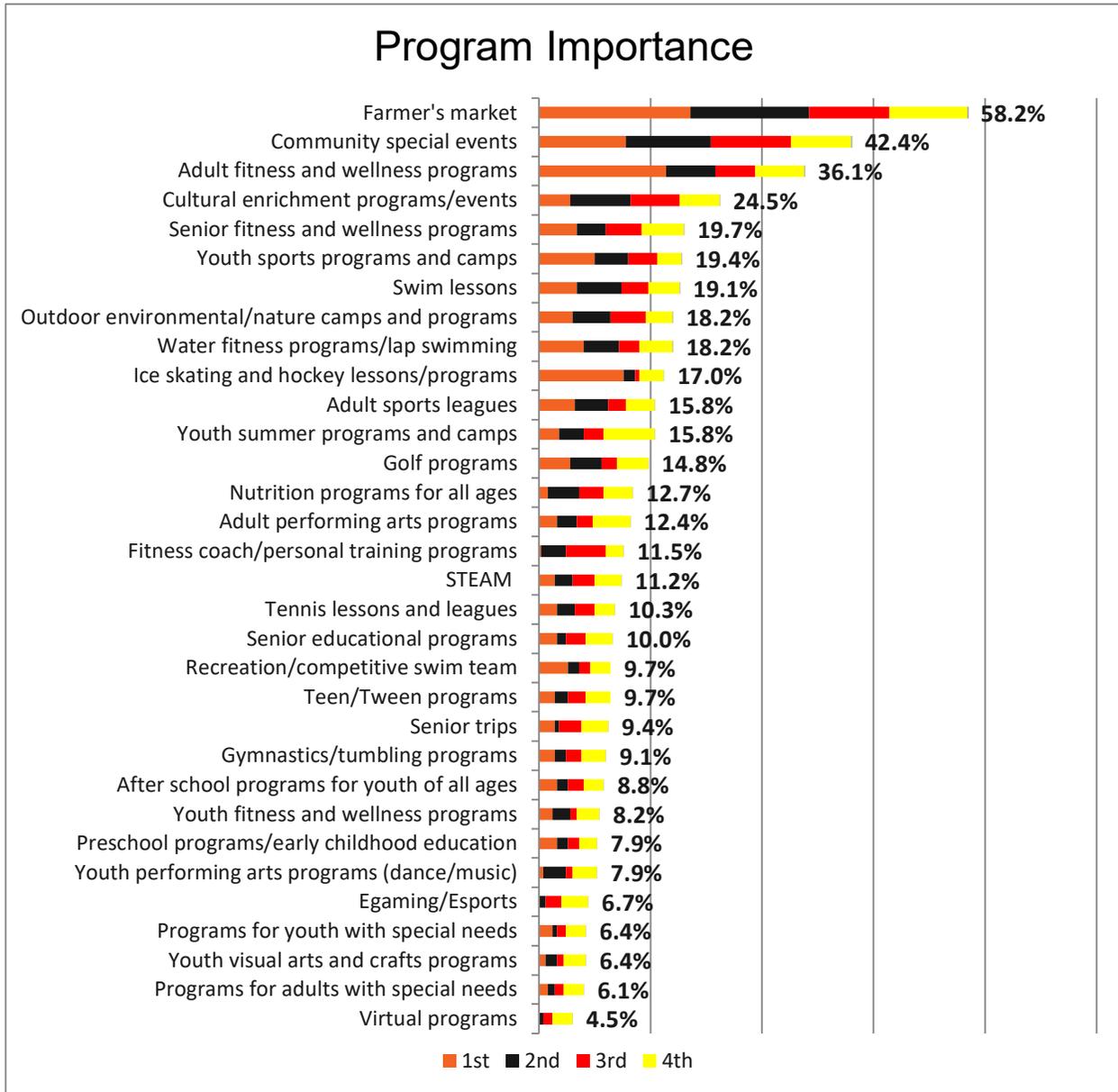
## Strategic Master Plan

Please indicate if you or any member of your household has a need for each of the alphabetically listed parks, recreation, and senior programs in the City of Columbus listed below by selecting either "Yes" or "No." If "Yes," please rate how well your needs for programs of this type are being met.



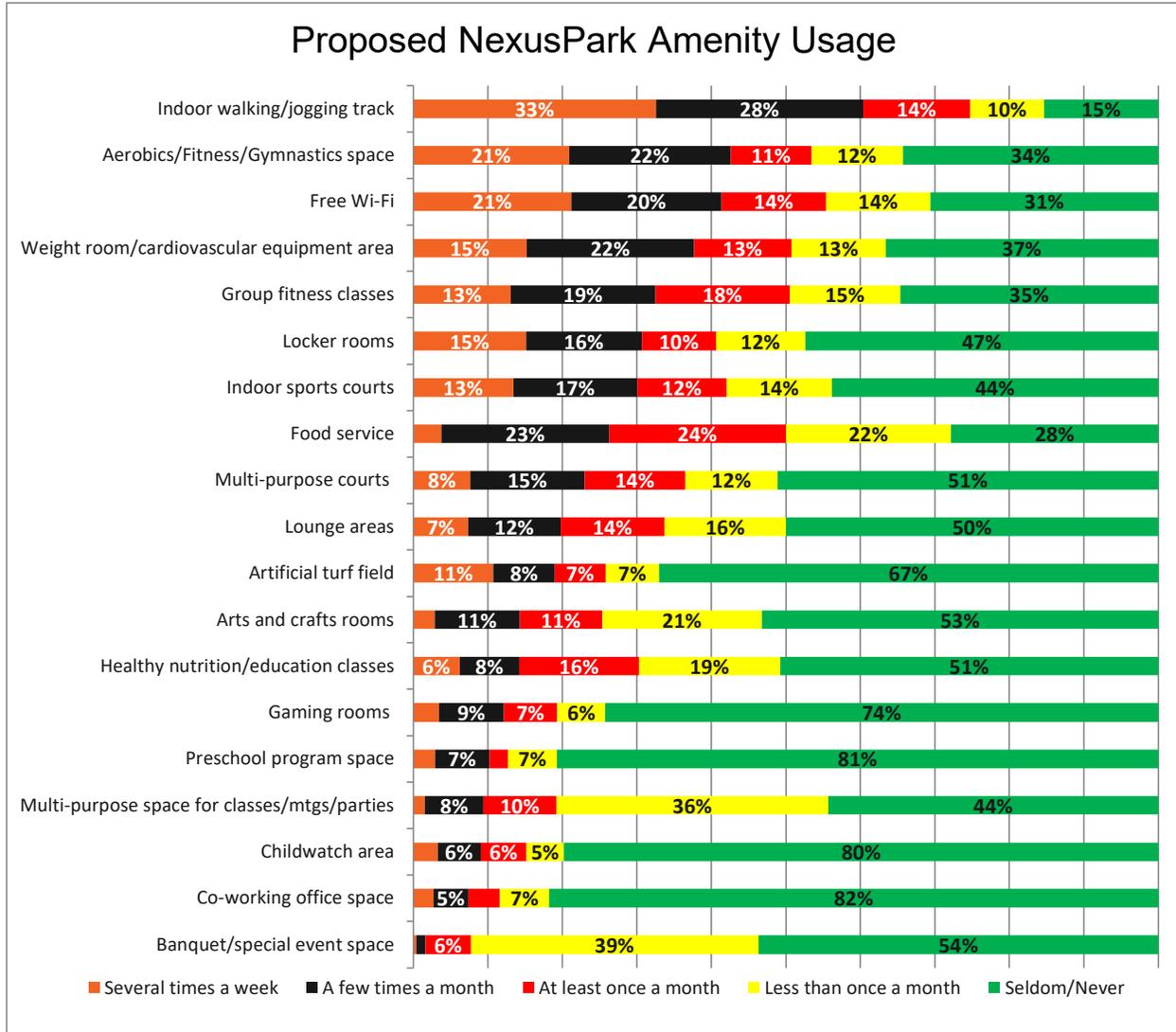
## Columbus Parks and Recreation

Which FOUR programs from the list are MOST IMPORTANT to your household?



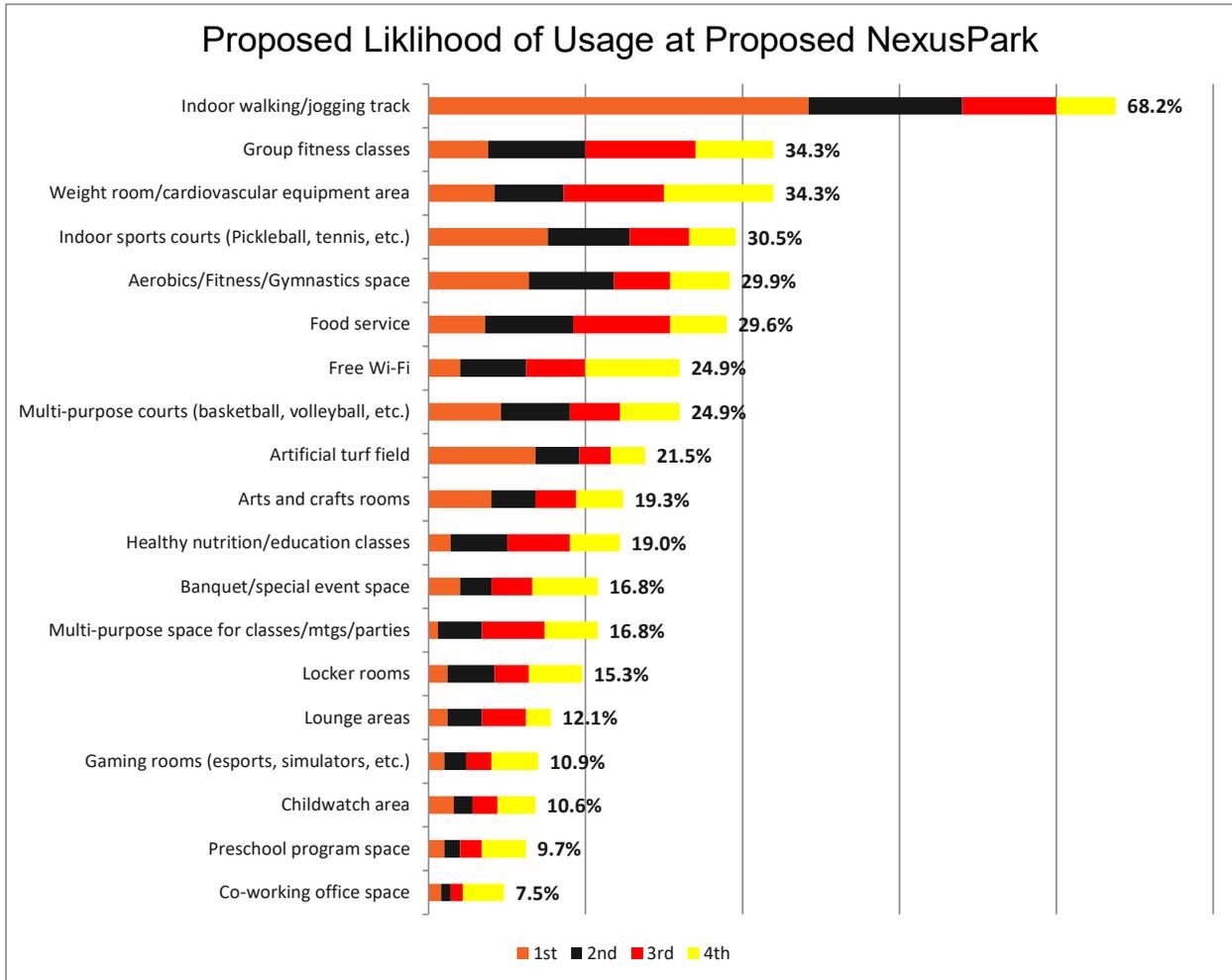
## Strategic Master Plan

The City of Columbus is developing NexusPark (formerly Fair Oaks Mall) property into a campus that will include an indoor sports fieldhouse, activity and community spaces, retail, and restaurants, Columbus Regional Health (CRH) medical and wellness offices, and Columbus Parks' administrative offices. Below are some elements that could be included in NexusPark. Please indicate how often your household would use each of these features in the indoor sports fieldhouse.



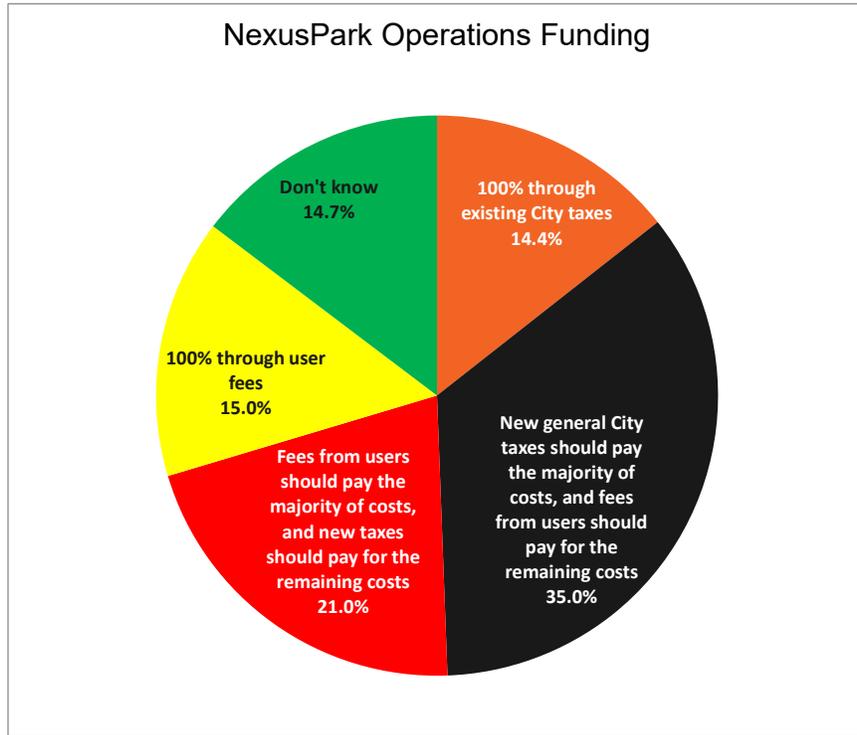
## Columbus Parks and Recreation

Which FOUR of the features listed would your household be MOST LIKELY to use if they were included in the NexusPark (formerly Fair Oaks Mall)?

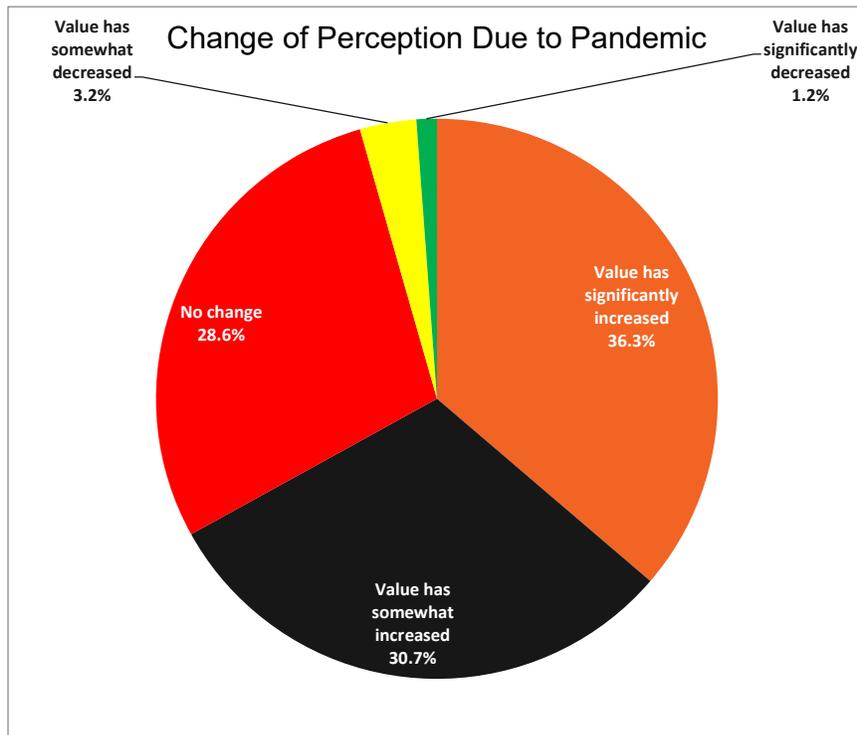


## Strategic Master Plan

Which ONE of the following statements best represents how you feel the cost for operating NexusPark should be paid for?

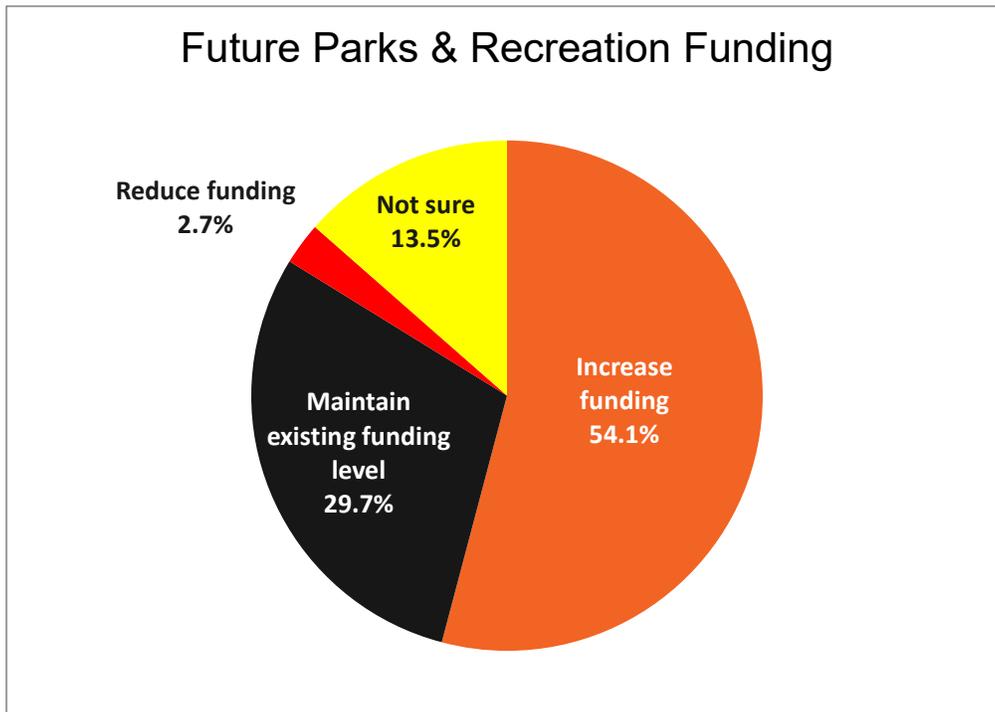


Given the recent COVID-19/Coronavirus pandemic, how has your and your household's perception of the value of parks, trails, open spaces, and recreation changed?

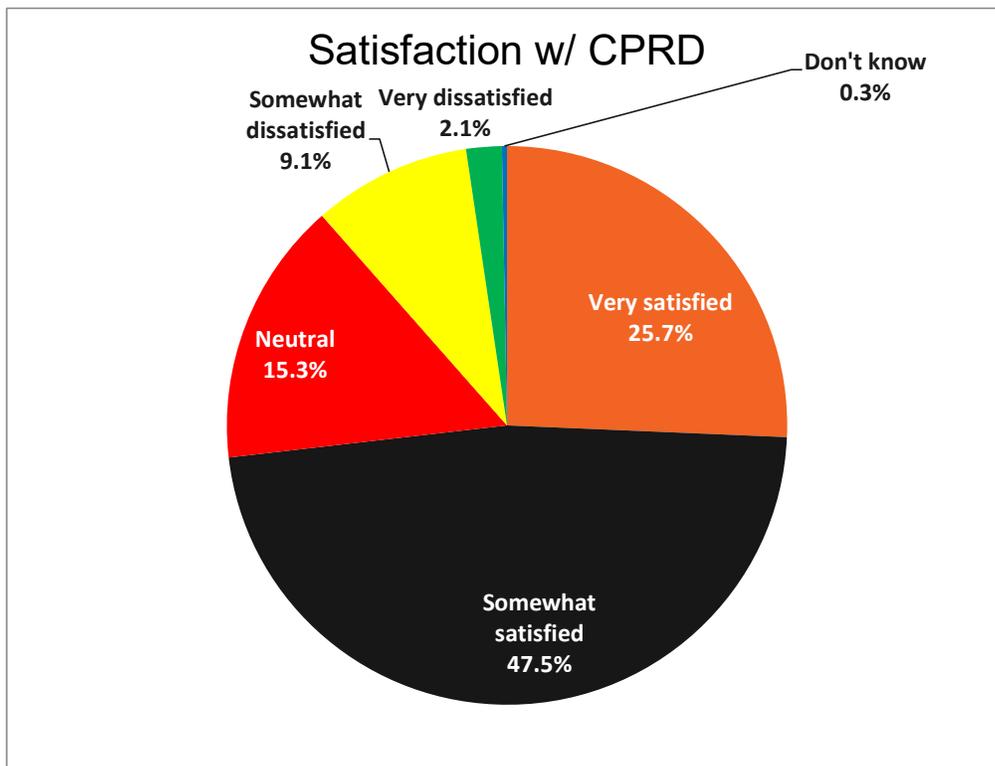


## Columbus Parks and Recreation

How would you want the City of Columbus to fund future parks, recreation, trails and open space needs?

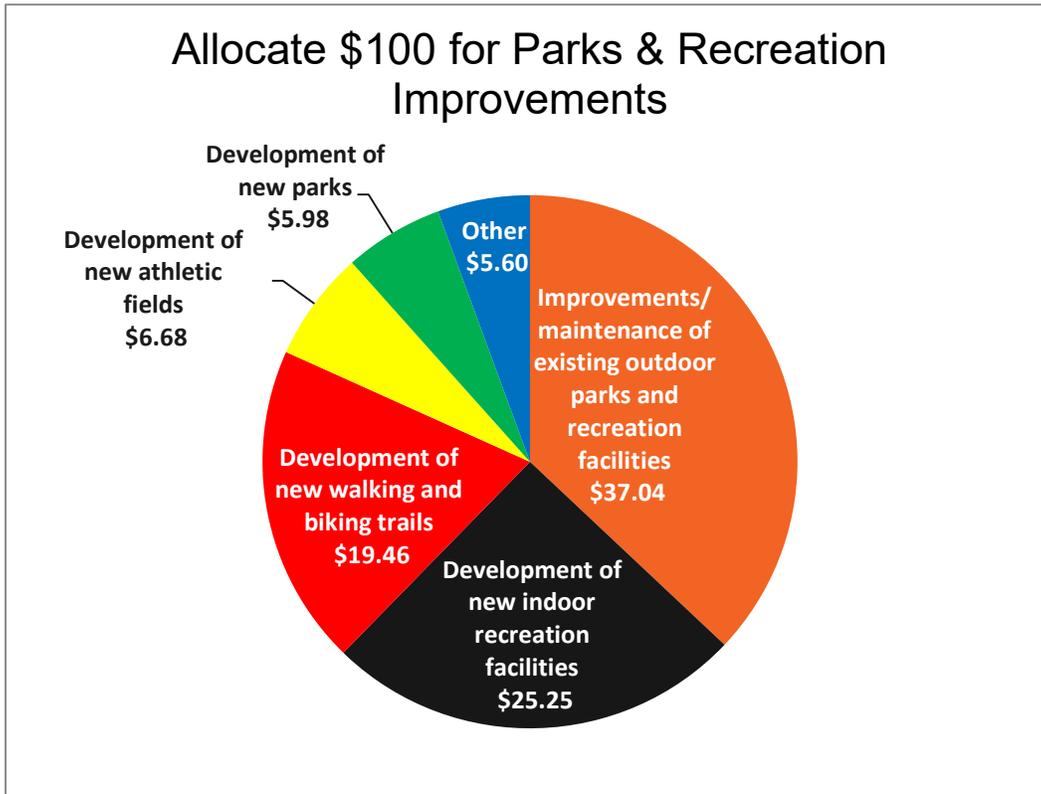


Please rate your level of satisfaction with the overall value your household receives from the Columbus Parks and Recreation Department.

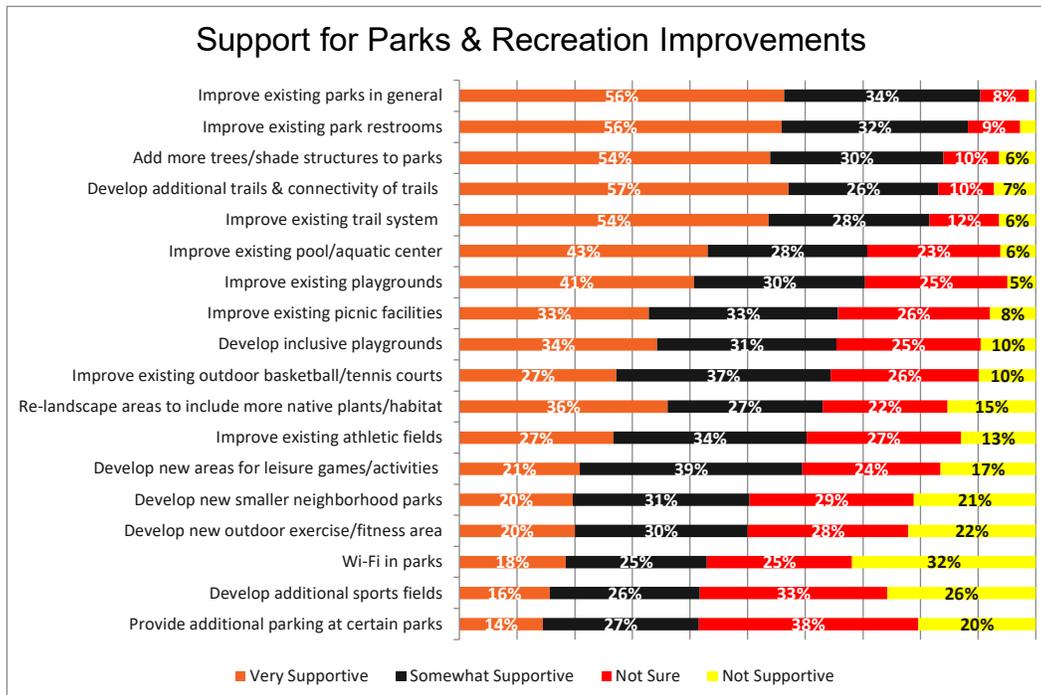


## Strategic Master Plan

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

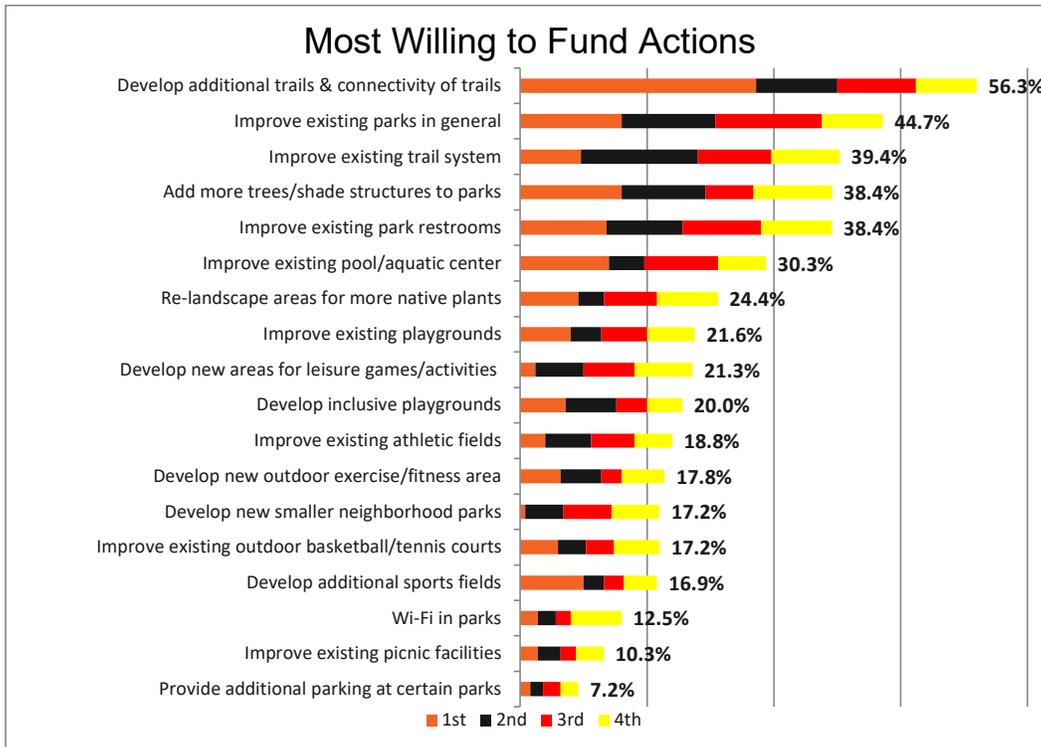


Please rate your level of support for each of the following actions the City of Columbus could take to improve the parks and recreation system.

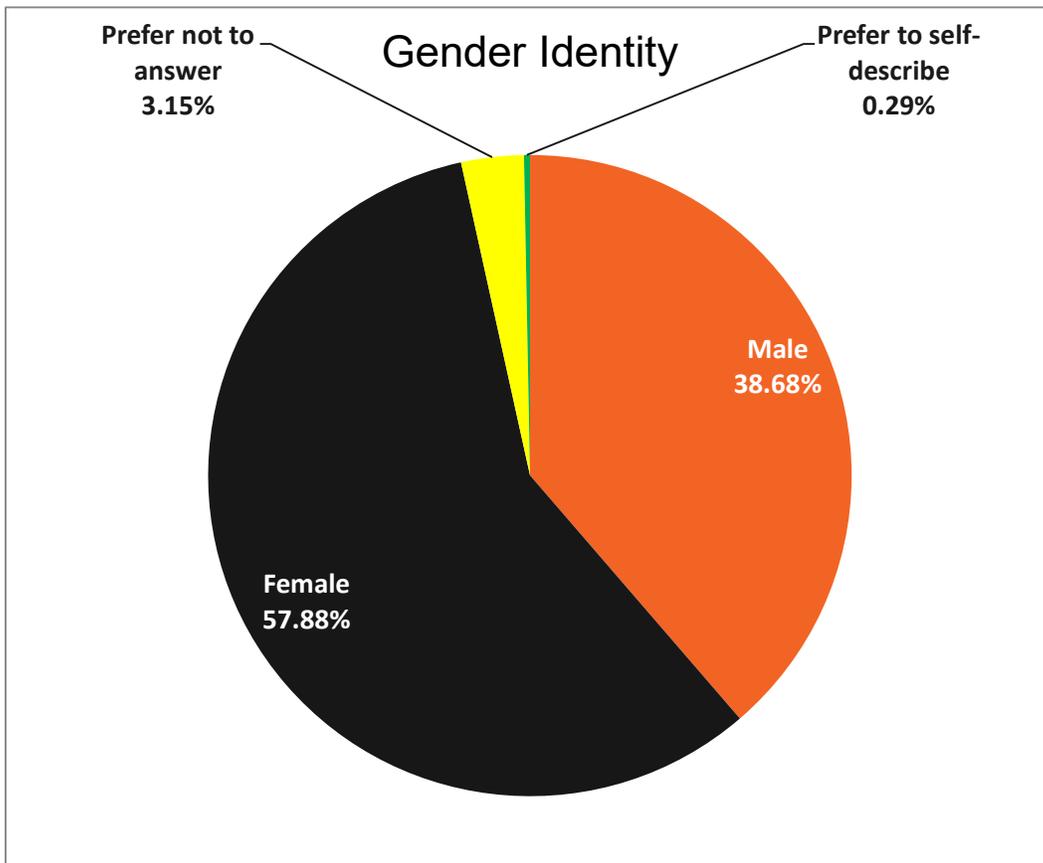


## Columbus Parks and Recreation

Which FOUR actions from the list you be MOST WILLING to fund?

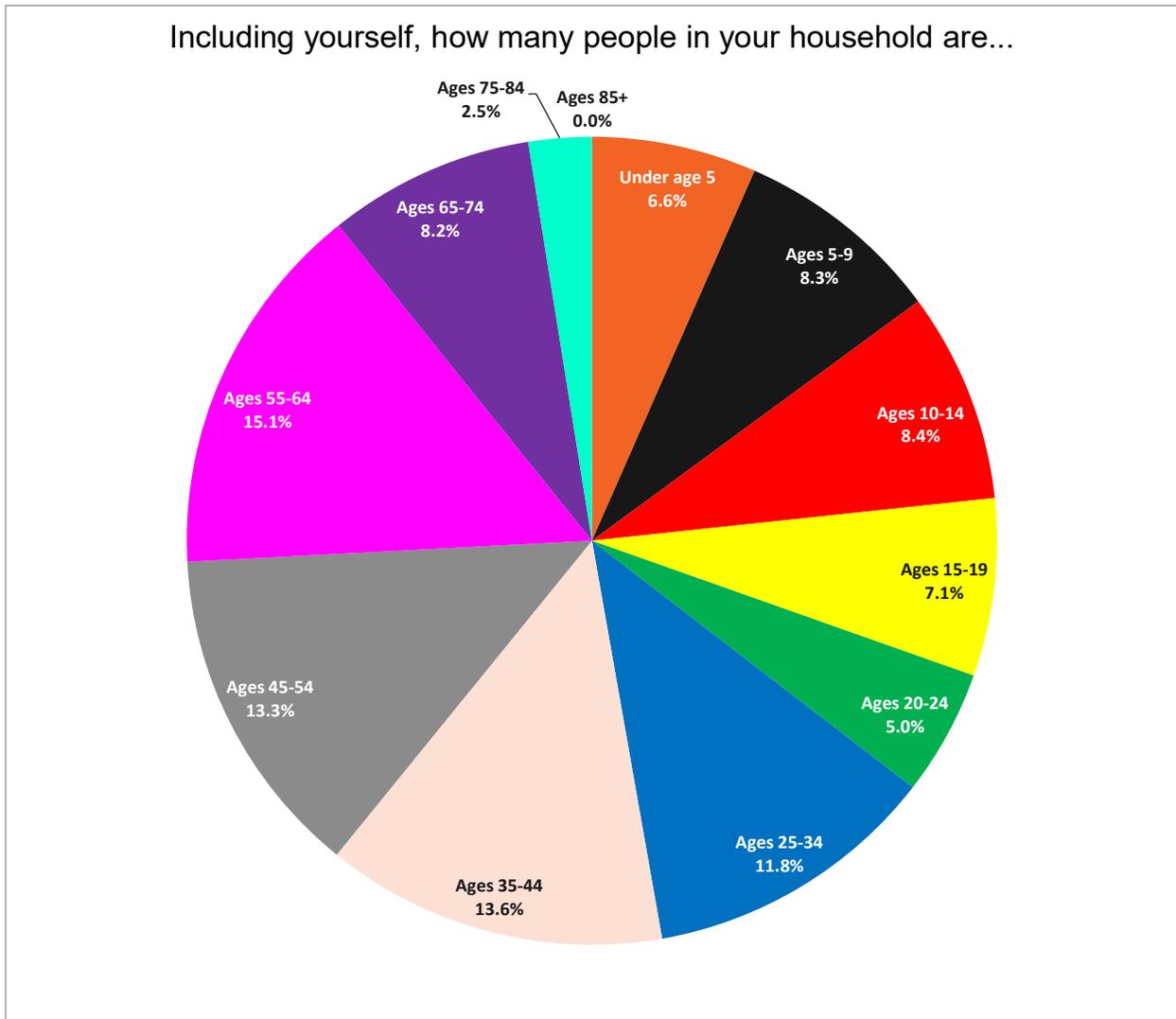


Gender: How do you identify?



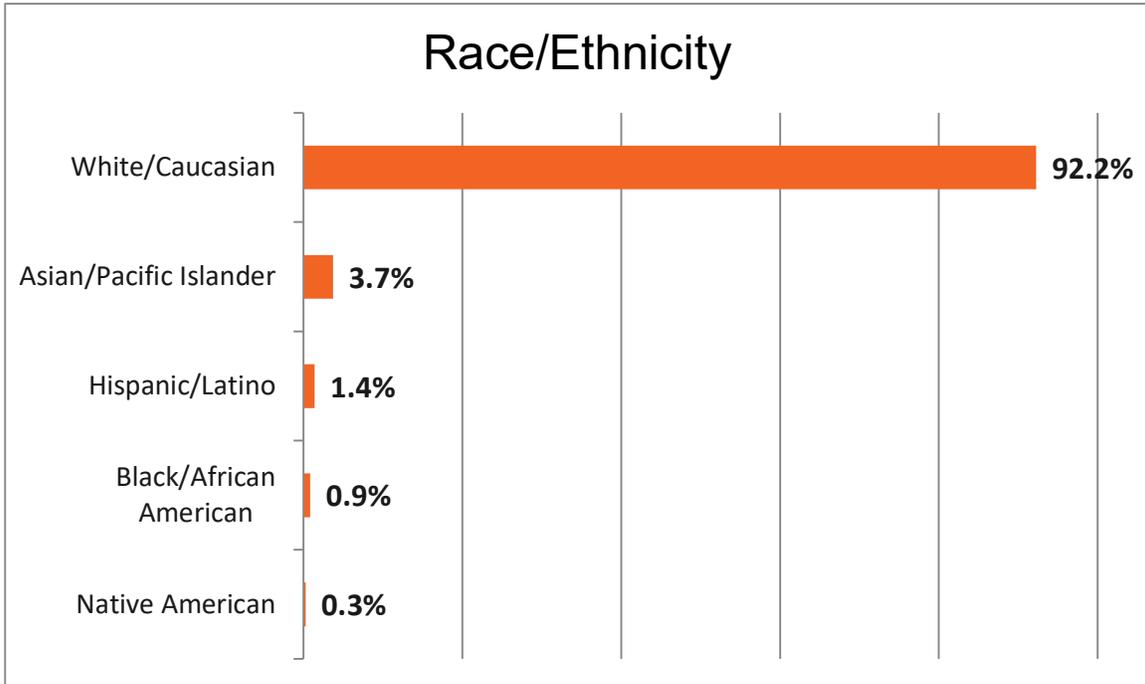
# Strategic Master Plan

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

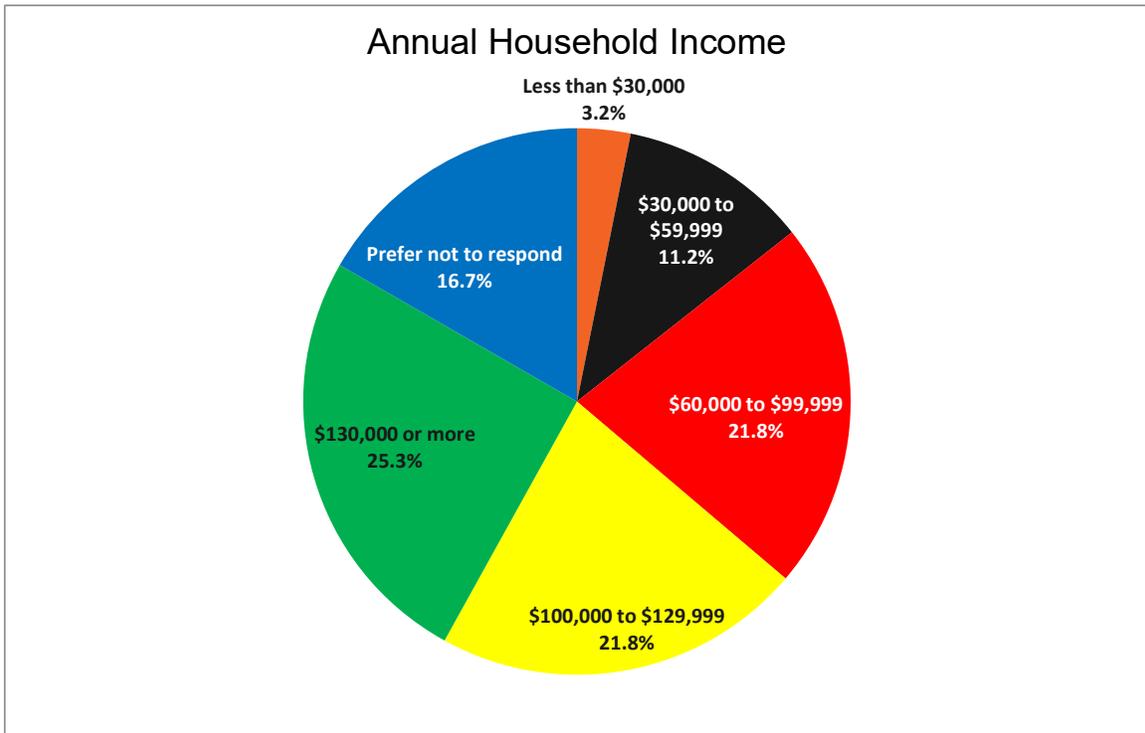


## Columbus Parks and Recreation

Which of the following best describes your race/ethnicity? [Check all that apply]



What is your annual household income?



## Strategic Master Plan

# APPENDIX H – SERVICE/FUNCTION CLASSIFICATIONS

Core Function/Service Area	Major Service/Function	Classification	Lead or Support
<b>Administration - Finance</b>			
	AR/AP Management	Core	Lead
	Audits	Core	Lead
	Budget development, meetings, monitoring	Core	Lead
	Business applications	Core	Lead
	Business management	Core	Lead
	Contract management	Core	Lead
	Financial planning	Core	Lead
	Financial reconciliation	Core	Lead
	Financial reporting	Core	Lead
	Procurement	Core	Lead
	Surplus removal process	Important	Support
<b>Administration - Stakeholders</b>			
	Board agenda planning and packet preparations	Core	Lead
	Board communications / marketing and reports	Core	Lead
	Board meetings	Core	Lead
	Board minutes, archives and institutional memory Mgmt.	Core	Lead
	Foundation affiliations and events	Important	Lead
	Foundation agenda planning and packet preparations	Important	Lead
	Foundation Board meetings	Important	Lead
	Foundation communications / marketing and reports	Important	Lead
	Serve on various boards and committees	Important	Lead
<b>Administration - Operations</b>			
	Achieve Board Policy Outcomes	Core	Lead
	Administrative operations	Core	Lead
	Field visits	Important	Lead
	Internal and external meetings	Important	Lead
	Leadership to staff and Division	Core	Lead
	Legal issues	Core	Lead/Support
	Meet, develop and guide direct reports and responsibilities	Core	Lead
	Partnerships and sponsorships development	Important	Lead/Support
	Review selected policies	Important	Lead/Support
	Review, monitor, and coordinate reports	Important	Lead
	Service award events	Value-Added	Lead/Support
	Volunteer recognition	Value-Added	Lead
<b>Administration - Marketing</b>			
	Graphics for ads & promotions	Important	Lead
	Image/branding	Core	Lead
	Market analysis (i.e., target markets, trends, demographic analysis, etc.)	Important	Lead
	Marketing research (i.e., customer satisfaction surveys, focus groups, etc.)	Important	Lead
	Media planning & buys	Value-Added	Lead
	Media relations (i.e., interviews, television appearances)	Value-Added	Lead
	Park events (i.e., ground breaking, opening ceremonies, etc.)	Important	Lead
	Partnerships with Friends Groups, Third Parties	Value-Added	Lead
	Photography	Value-Added	Lead
	Press releases & photo opportunities	Important	Lead
	Website Content	Core	Lead
<b>Administration - Planning</b>			
	Capital budget for all facility related projects	Core	Lead/Support
	Develop strategies and outcomes	Core	Lead
	Energy and facility conservation initiatives	Important	Lead/Support
	Land acquisition	Important	Lead/Support
	Project communication / marketing	Important	Lead/Support
	Provide guidance, historical perspective and direction on planning projects	Important	Lead
	Review plans and communicate progress to stakeholders	Core	Lead
	Strategic maintenance, repairs and improvements to facilities	Core	Lead

## Columbus Parks and Recreation

Core Function/Service Area	Major Services/Functions	Classification	Lead or Support
<b>Business Services - Human Resources</b>	Annual reporting (Compliance, EEO, ACA)	Core	Support
	Assessment/Design	Core	
	Audit support (i.e., payroll, FLSA, etc.)	Core	Lead/Support
	Background check	Core	Lead
	Benefits administration support	Core	Lead/Support
	Career development	Core	Lead/Support
	Centralized oversight of volunteer policies, procedures, and processes	Value-Added	Lead
	Compensation tied to performance	Core	Lead/Support
	Conduct, discipline, and grievance administration	Core	Lead/Support
	Constructive relationship interventions (i.e., mediation, EAP, etc.)	Core	Lead/Support
	Discipline/performance advisories	Core	Lead/Support
	Employee communication	Core	Lead/Support
	Employee files management	Core	Lead/Support
	Employee onboarding	Core	Lead/Support
	Employee processing	Core	Lead/Support
	Employee recognition and retention activities	Important	Lead
	Employee recruitment	Important	Lead/Support
	Employee selection	Core	Lead
	Employment policies (ADA, EEOC, ACA)	Core	Support
	Employment record entry	Core	Lead/Support
	Health insurance	Core	Support
	Leave policy administration	Core	Support
	Legal counsel	Core	Lead/Support
	Payroll service	Core	Lead/Support
	Performance management execution	Core	Lead
	Policy manuals	Core	Lead/Support
	Position management	Core	Lead/Support
	Public records requests	Core	Lead/Support
	Reclassifications	Core	Lead
	Selection/onboarding/processing	Core	Lead/Support
	Unemployment Third Party Administrator (TPA)	Core	Support
	Volunteer policy creation	Value-Added	Lead
	Volunteer policy oversight	Value-Added	Lead
Workforce planning liaison and strategic workforce plan development	Value-Added	Lead	
<b>Business Services - Customer Service</b>	Acts as a liaison between customer service and other divisions in the department.	Core	Lead
	Develops and implements methods to record, assess, and analyze customer feedback.	Important	Lead
	Develops and implements training and quality assurance programs for new hires and experienced employees.	Important	Lead
	Drafts, implements, and executes policies and procedures to facilitate a quality customer service experience.	Important	Lead
	Establishes performance metrics for customer service staff.	Important	Lead
	Establishes service levels and requirements for the department.	Important	Lead
	Identifies and recommends or acquires updates and expansions to technology, equipment, and policies that may improve customer service and retention.	Core	Lead
	Performs other related duties as assigned.	Core	Lead
<b>Business Services - Project &amp; Resource Development</b>	Capital budget for all facility related projects	Core	Lead/Support
	Design development/designing for programming outcome needs	Important	Lead/Support
	Energy and facility conservation initiatives	Important	Lead/Support
	Inspection, maintenance, and sustainability of buildings	Core	Lead
	Long range planning for parks	Core	Lead
	Manage bids, permits, and implementation of capital projects	Core	Lead
	Management of a computerized maintenance management system	Core	Lead
	Regular inspection of recreation facilities	Core	Lead
	Strategic maintenance, repairs and improvements to facilities	Core	Lead
	Utility tracking and immediate problem solving	Important	Lead/Support

## Strategic Master Plan

Core Function/Service Area	Major Services/Functions	Classification	Lead or Support
<b>Park - Operations</b>	Aquatic facility preventative maintenance/repairs	Core	Lead
	Asset inventory/updates/property management	Core	Lead/Support
	Athletic Turf Maintenance	Core	Lead
	Concession facility maintenance	Core	Lead
	Contract management	Core	Lead/Support
	Contractual obligations	Core	Lead/Support
	Cosmetic improvements	Value-Added	Lead/Support
	Develop and maintain parks (neighborhood, regional parks, Special Use, etc.)	Core	Lead/Support
	Dog park preventative maintenance/repairs	Core	Lead
	Equipment management	Core	Lead
	Facility cleaning	Core	Lead
	Facility management (maintenance structures, storage)	Core	Lead
	Facility preventative maintenance/repairs	Core	Lead
	Grounds maintenance/preparing fields/clean and green	Core	Lead
	Ice rink preventative maintenance/repairs	Core	Lead
	Infrastructure maintenance and replacement	Core	Lead/Support
	Irrigation operations, maintenance and repairs	Core	Lead
	Landscape maintenance/ trimming	Important	Lead
	Lighting maintenance and repair (athletic, parking, security, facility)	Core	Lead/Support
	Open Play Areas: inspect and maintain	Core	Lead
	Operational resources management	Core	Lead
	Pest management	Important	Lead/Support
	Picnic shelter preventative maintenance/repairs	Core	Lead
	Playground and features inspections, repairs and replacement	Core	Lead/Support
	Site amenity inspection, repair and replacement	Core	Lead
	Skate Park preventative maintenance/repairs	Core	Lead
	Special event mobilization	Value-Added	Lead/Support
	Sport courts preventative maintenance/repairs	Core	Lead
	Trail Maintenance (hard and soft surface)	Core	Lead
	Trash collection and pick-up	Core	Lead
	Tree management, plantings, removal	Core	Lead/Support
	Volunteer activities	Value-Added	Lead
Water management (canals, ponds, lakes, stormwater, etc.)	Important	Lead/Support	

## Columbus Parks and Recreation

Core Function/Service Area	Major Services/Functions	Classification	Lead or Support
<b>RECREATION - FACILITIES</b>			
<b>Recreation - Aquatics Facilities</b>	Human Resources - recruitment, training, certification, performance, etc.	Core	Lead/Support
	Develop and oversee a variety of aquatic programs (Learn to Swim)	Core	Lead
	Aquatic Operating System monitoring - Chemistry and Climate Control	Core	Lead
	Supply management - ordering and inventory management	Core	Lead
	Monitor and maintain records of facility operations	Core	Lead
	Prepare facility for seasonal operations	Core	Lead
	Prepare data and statistical reports for annual report	Important	Lead
	Develop facility use schedule	Core	Lead
	Manage partner/sponsor agreements	Important	Lead
	Maintain consistent communication between staff and supervisors	Core	Lead
	Manage contracts	Core	Lead
	Initiate maintenance and repairs	Core	Lead
<b>Recreation - Golf Facilities</b>	Oversee operational contracts	Core	Lead
	Grounds maintenance/preparing fields/clean and green	Core	Lead
	Maintenance/safety/preservation of golf assets	Core	Lead
	Contractual obligations	Core	Lead
	Landscape maintenance/ trimming	Important	Lead
	Plan and coordinate capital improvements for the City	Core	Lead/Support
<b>Recreation - Recreation Facility Management</b>	Direct and coordinate the entrance counter	Core	Lead
	Develop and oversee a variety of programs (including drop-in)	Core	Lead
	Risk Management and Security	Core	Lead/Support
	Supply management - ordering and inventory management	Core	Lead
	Monitor and maintain records of facility operations	Important	Lead
	Prepare facility for seasonal operations	Core	Lead
	Prepares data and statistical reports for annual report	Value-Added	Lead
	Human Resources -	Core	Lead/Support
	Develop facility use schedule	Core	Lead
	Manage partner/sponsor agreements	Important	Lead
	Maintain consistent communication between staff and supervisors	Core	Lead
	Manage contracts	Core	Lead
	Initiate maintenance and repairs	Core	Lead
<b>Recreation - Programming/Service Implementation</b>	Research and develop programming/services	Core	Lead
	Define marketing needs for programming/services	Core	Lead
	Procure program/service supplies and secure resources, including staff	Core	Lead
	Monitor program registration	Core	Lead
	Cost recovery models implemented and monitored	Core	Lead
	Implement programming/services	Core	Lead
	Evaluate programming/services	Important	Lead
	Report on programming/services participation and customer satisfaction	Value-Added	Lead

## APPENDIX I – PROGRAM CLASSIFICATIONS

Core Program Area		
Aquatics	Golf	Gymnastics
Ice	Recreation	Sports

Classifications		
Essential		
Columbus Farmer's Market	Come Out & Play Playground Program	Edgework
Family Bingo & Make Your Own Sundae Night	Fun Days Series	Gym Buddies (Special Programming)
Halloween Fall Fest	Hockey Basics	Hockey Leagues
Ice Show	Learn to Play Hockey	Masters Swim/Deep Water Diving
Movies in the Park	Non-Ice Show	Novice Club
Open Gym	Paint & Skate	Princess Tea Skate
Public Skate Session	Public Swim	Sensory Gymnastics Camp (Special Programming)
Sensory Open Gym (Special Programming)	Skate Therapy (Special Programming)	Snowplow Sam
Special Swim (Special Programming)	Speed Skating	Swim Lessons
Themed Public Skate Program	Tiny Tots Tennis	Tuesday Night Trivia
Youth Recreational Athletic Leagues		

## Columbus Parks and Recreation

Classifications		
Important		
Acting Up Program	Adult Athletic Leagues	American Red Cross Lifeguard Class
Bike Camp	Boys	Challengers Tennis
Cheer Basics	Cheer Camp	City Tennis Tournament
Columbus Youth Fishing Series	Columbus Youth Soccer Camp	Columbus Youth Volleyball Camp
Family Feast Program	Festival of the Young Child	First Tee Program
Fun Tots Gymnastics Classes	Fun Walkers Gymnastics Classes	Future Stars Tennis
Girls Gymnastics Classes	Great Columbus Campout	Gymnastics Camp
“In a Box”	It’s Showtime!	Jr. Lifeguard Camp
Jr. Mill Race Players Program	Jr. Tumbling	Kids Fun Gymnastics Classes
Little Hitters Tennis	Major League Baseball Players Alumni Legends of Youth Clinic	Ninja Camp
Noon Kid Concert Series	Park of the Living Dead	Pickleball Clinics
Preschool Swim Time	Shakespeare in the Park with Brown Box Theater	Summer Day Camp
Super Sitters Program	Swim Lessons (Adult & Diving)	Tiny Tots Tennis
Tumbling	Tumbling Camp	United Triathlon (Special Programming)
Variety Shows	Zorb Soccer League	Zorb Soccer Tournament

## Strategic Master Plan

Classifications		
Value-Added		
Adult Broomball League	Adult Coed Hockey League	American Girl Doll Fun Program
Archery Tag Tournament	Bantam High School Hockey Camp	Barista Class
Basket Classes	Challenger International British Soccer Camps	Columbus Bluegrass Jamboree
Columbus Hockey Camp (Norton)	Community Cast-A-Way Sales	Driving Range Drop-In
ESPORTS Super Smash Tournament	Family Flip & Dip	Family Night
Family Olympics Program	Flip & Paint	Free Beginner Golf Clinic
In a Box-Date	Japanese Taiko Drumming Program	Junior Golf League
Leagues	Let's Go Sports Camps	Mill Race Rummage Sale
Mixology with Hard Truth	Monday Night Magic	Parents Night Out
Picnic in the Park for Two	Poolside Story Time	Private Lessons
Private Lessons	Private Lessons	Robby Glantz Training Camp
Season Passes	Season Passes	Spring Tea for Two
Summer Day Camp-Taiko Drumming	Teen Night	Tournaments (Diamond & Field Sports)
Vintage Baseball	Yoga	Youth Triathlon

## Columbus Parks and Recreation

### APPENDIX J – SIMILAR PROVIDERS

Other Service Providers				
Name of Agency	Location in the City / County	Operator (Public / Private / Not-for-Profit)	General Description	Distance
Bartholomew County public Library	536 5th St, Columbus, IN 47201 (812) 379-1255	Public	Local library offering summer programs, classes, rec space, mostly grant and tax funded, so programs are usually free	5 min / 1.3 mi
CERAland	3989 S 525 E, Columbus, IN 47203 (812) 377-5849	Private	11 acre outdoor/indoor recreation space, stocked lake, boating, putt-putt, camp grounds, day camps, gate fee to enter park, outdoor family programming (drive in movies, etc.), turf diamonds (runs tournaments including cricket, disc golf course,	17 min / 8.3 mi
Clify Creek Golf Course	12000 E CR, E 225 N, Hope, IN 47246	Public	Public 9 hole course; pricing similar to ours	14 mins / 7.2 mi
Columbus Pow er Elite	746 Greenw ay Dr, Columbus, IN 47201 (812) 216-0260	Private	Competitive cheerleading organization, offers tumbling classes	11 min / 4 mi
Dunn Stadium	878 Spears St, Columbus, IN 47201	Public	BMX, 4 baseball/softball diamonds	10 min / 3.5 mi
Edinburg Pool	220 Harrell Dr Edinburg	Public	4ft max depth 25 yard lap and teaches lesson	17 min 10.3 miles
Edinburg Sports Complex	722 S. Eisenhow er Drive, Edinburg, IN 46124	Public	4 softball/baseball diamonds	17 min / 10.3 mi
Foundation for Youth	405 Hope Ave, Columbus	Public	Youth basketball, youth volleyball, open gym pickleball, teen programming, maker space, STEM labs, afterschool programming, indoor pool, youth camp (outdoor offsite facility)	8 min / 2.2 mi
Harrison Lake Country Club	588 S Country Club Rd, Columbus, IN 47201	Private	Private course and club; higher end golfers	15 mins / 8.5 mi
Kidscommons	309 Washington St, Columbus, IN 47201 (812) 378-3046	Private/Not-for-Profit	Local Children's museum w ith camps, events, tack home activities, interactive exhibits and recreation space	6 mins / 1.4 mi
Mill Race Center	900 Lindsey St. Columbus, IN 47201 812-376-9241	Private/Not-for-Profit	Community center providing a w ide range of programs and services for older adults (50+) and their families.	5 mins / 1.4 mi
Otter Creek Golf Course	11522 E 50 N, Columbus, IN 47203	Public (City owned, appointed board run)	Public 27 hole championship course; 18 holes higher end golfers and 9 holes similar to ours	10 mins / 5.5 mi
Royalty athletix	3475 Trestle Dr, Columbus, IN 47203 (812) 447-5610	Private	Competitive cheer program, tumbling and fundamental classes	10 min / 3.5 mi
Shadow ood Golf Course	333 N Sandy Creek Dr, Seymour, IN 47274	Public	Public 18 hole course; pricing similar to ours	29 mins / 20.4 mi
Sheilds Park Pool	703 N Parks St Seymour	Public	50 meter w ith slide and diving board and lessons	30 mins / 19.4 mi
Timbergate Golf Course	151 St Andrew s Ave, Edinburg, IN 46124	Public	Public 18 hole course; gears tow ards a slightly higher end golfer	21 mins / 14.2 mi
Victory Gym	4171 N 150 W, Columbus, IN 47201 (812) 344-4185	Private	Youth gymnastics classes, tumbling, competitive classes, ninja programs, kinder gym (preschool classes), dance classes	11 min / 4.9 mi

# APPENDIX K – VOLUNTEER/PARTNERSHIP BEST PRACTICES & RECOMMENDATIONS

## BEST PRACTICES IN VOLUNTEER MANAGEMENT

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

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

## Columbus Parks and Recreation

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

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

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

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### BEST PRACTICE FOR ALL PARTNERSHIPS

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

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

### POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

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

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved, and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

### PARTNERSHIP OPPORTUNITIES

The Department currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

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

## APPENDIX L – MINI BUSINESS PLAN

Program Area: \_\_\_\_\_

Completed By: \_\_\_\_\_ Date: \_\_\_\_\_

### GENERAL DESCRIPTION OF CORE PROGRAM AREA

### DEPARTMENT VISION STATEMENT

### DEPARTMENT MISSION STATEMENT

### CORE PROGRAM AREA OUTCOMES

### SERVICE AREA PROFILE

**Service Area Description:**

**Key Demographic Trends:**

## Columbus Parks and Recreation

### TARGET MARKETS

<u>Primary Markets</u>	<u>Secondary Markets</u>

### AGE SEGMENT APPEAL

Program/ Amenity	Length of Experience	Age Segments								
		Under 5	6-8	9- 12	13- 18	19- 30	31- 45	46- 60	61- 75	76+

### PARTICIPATION/ATTENDANCE TRENDS

Program/ Amenity												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

### S.W.O.T. ANALYSIS

<u>Strengths</u>	<u>Weaknesses</u>
<u>Opportunities</u>	<u>Threats</u>

## Strategic Master Plan

### COST OF SERVICE ANALYSIS

Program/ Amenity	Expenditures		Participant s/ Attendant e	Revenue	Net Income (Subsidy)		Cost per Participant		Cost Recovery	
	Direct	Total			Direct	Total	Direct	Total	Direct	Total

### MARKETING & PRICING TACTICS

Tactic	Responsible	Timeline

### PERFORMANCE MEASURES

Outcome (from p.1)	Performance Measure	Result

Approved By: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX M – 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 Department’s program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. **Figure 57** illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.

Figure 63: 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 Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should

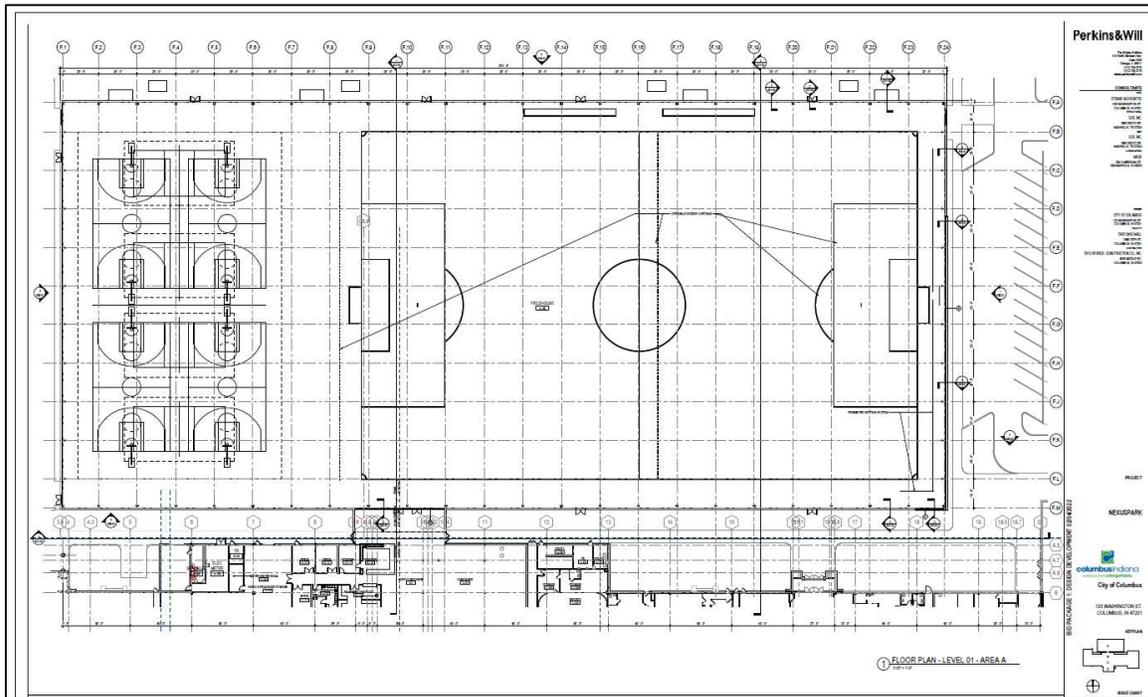
## Strategic Master Plan

be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

## APPENDIX N – NEXUSPARK REVIEW

### INTRODUCTION

The City of Columbus (“City”) has an incredible opportunity with repurposing the old Fair Oaks Mall into a quality-of-life asset (NexusPark) for the community. The City of Columbus Parks and Recreation Department (“Department”) along with several partners and leaders from the community have been preparing concepts and refining the details as opportunities are vetted. The most recent design, as of February 2022, can be seen in Figure 1. The consulting team was asked to review the design of the Fieldhouse and the initial operational proforma. Specific focus for the review is City developed information such as the assumptions, fees, staffing, and revenue potential to make recommendations for staff to update information developed to guide future decisions.



NexusPark Fieldhouse Design (Perkins & Will Feb. 2022)

### BENCHMARKING

Based on input from staff and data from similar providers, the consulting team conducted a benchmark review of four (4) fieldhouse similar providers with comparable amenities in their facilities, including one alternate fieldhouse similar provider. This benchmark was to include a review of staffing and pricing data from the similar providers to assist with decision making as the Fieldhouse design continues to evolve. The four Indoor Fieldhouse Similar Providers and alternative are:



Finch Creek Fieldhouse, Noblesville, Indiana

## Strategic Master Plan

- Finch Creek Fieldhouse - Noblesville, Indiana
- Grand Park Event Center - Westfield, Indiana
- Bluegrass Sports Complex - Elizabethtown, Kentucky
- Virginia Beach Fieldhouse - Virginia Beach, Virginia
- Alternate: Town & Country Sports & Health Club - Wilder, Kentucky

Indoor Fieldhouse	Location	Address	SF	Batting Cages / Tunnels	Indoor Turf Field	Basketball/ Volleyball Courts	Amenities		Facility Operator
							Staffing Levels	Salary Ranges	
Finch Creek Fieldhouse	Noblesville, IN	16289 Boden Rd, Noblesville, IN 46060	165,000	11	2	5	14 full-time staff including instructors	N/A	private
Grand Park Event Center	Westfield, IN	1900 Grand Park Blvd, Westfield, IN 46074	377,000	N/A	3	0	10 Full-time in administration	N/A	private
Bluegrass Sports Complex	Elizabethtown, KY	208 Peterson Dr, Elizabethtown, KY 42701	103,000	6	1	3	At least 2 full-time employees	N/A	private
Virginia Beach Field House	Virginia Beach, VA	2020 Landstown Centre Way, Virginia Beach, VA 23456	153,504	0	2 small 46' x 90', 4 big 180'x90'	4 Basketball / 8 Volleyball	12 full-time staff in administration	Currently \$8-\$10/hr for non-administrative positions	private
<b>Alternate Similar Provider</b>									
Town & Country Sports and Health Club	Wilder, KY	106 Crossing Dr, Wilder, KY 41076	N/A	0	3	5 Basketball OR 7 Volleyball	N/A	N/A	N/A

### Similar Provider Benchmark

These similar providers have similar amenities within the facilities and some include batting cages. Staffing levels from similar providers vary from at least 2 fulltime staff to 14 fulltime staff. The consulting team reached out to the similar providers for more details and representatives were either unable or unwilling to provide salary ranges for the staff, with exception of Virginia Beach Fieldhouse. We were able to obtain part-time hourly rate range, but not fulltime salary ranges. It has been observed that COVID protocols impact responsiveness from similar providers to messages and emails from researchers. After repeated attempts, the consulting team began looking for secondary data sources to obtain salary ranges for key positions identified in reviewing the Fieldhouse.



Grand Park, Westfield, Indiana

## Columbus Parks and Recreation



**Bluegrass Sports Complex, Elizabethtown, Kentucky**

The consulting team identified the 2021 NRPA Parks and Recreation Salary Survey as a credible source for secondary data. Unfortunately, the data did not identify salary ranges, but instead identified base salaries averaged from all of the surveys collected. While this data is important to the overall proforma, there is the need to take into account the City’s salary or compensation ordinance and the levels that exist within the city structure. In many instances the city’s salary compensations are based on revenues from taxes and the size of the city to ensure the compensation is sustainable. For this reason, the salary ranges from NRPA and the consulting team’s experience in feasibility studies may be higher than the city currently provides for positions with similar responsibilities.

Figure below shows the minimum wage policy and seasonal employees from the 2021 NRPA Salary Survey Results. From this, it is observed that 78% of cities have a higher than federal and/or state minimum wage for employees. This is consistent with what is seen in the proforma for the NexusPark Fieldhouse.

2021 NRPA Salary Survey Report	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More Than 100 FT Employees	City / Town / Borough	County	Special Park District / Regional Authority	Urban
Agency’s minimum wage matches federal minimum wage of \$7.25/hour	21%	27%	15%	13%	16%	35%	21%	25%	12%	19%
Agency’s minimum wage matches locality’s and/or state’s minimum wage, which is higher than the federal minimum wage	45%	40%	50%	54%	55%	25%	39%	36%	74%	42%
Agency’s minimum wage is higher than the locality and/or state minimum wage	34%	33%	35%	33%	29%	40%	39%	39%	14%	39%

Source, <https://www.nrpa.org/publications-research/research-papers/salary-survey-results/>

## Strategic Master Plan

Figure to the right shows the median base salaries and typical annual increases. From the NexusPark Fieldhouse design, the following positions are recommended for supporting operations:

- NexusPark Manager
- NexusPark Guest Services Supervisor
- NexusPark Maintenance Supervisor
- Maintenance Team Leader
- Cleaning Crew
- Maintenance Labor(s) (part-time)
- Guest Services / Recreation Assistant(s) (part-time)

2021 NRPA Salary Survey Results		
MEDIAN BASE SALARIES AND TYPICAL ANNUAL SALARY INCREASES		
	January 1, 2021: Base Salary	Median Year-to-Year Percentage Change
Park and Recreation Agency Director/Executive Director/Superintendent	\$107,411	1.7%
Planning Director/Superintendent	\$85,009	0.1%
Director of Finance/Administrative Director/Business Manager	\$85,800	2.4%
Recreation Director/Recreation Superintendent/Assistant Director – Recreation	\$78,224	0.3%
Park Operations Director/Maintenance Director/Maintenance Superintendent	\$78,000	0.2%
Park Operations/Maintenance Foreman	\$55,000	2.5%
Facilities Manager	\$56,000	3.6%
Athletics Supervisor/Athletics Manager	\$54,246	2.1%
Aquatics Supervisor/Aquatics Manager	\$55,100	1.1%
Recreation Programs Coordinator/Recreation Program Manager	\$50,174	3.3%

When taking these into account, along with the size of the city facilities, community and department, the NRPA base salaries are in line with what salaries would be to operate a facility such as the Fieldhouse. The recommended salary ranges in Figure below should be considered as a guide that should also take into account city salary studies while being mindful of potential wage compression. Municipalities that have not anticipated wage compression are finding themselves with new challenges in attracting hiring and retaining staff.

Source, <https://www.nrpa.org/publications-research/research-papers/salary-survey-results/>

### DATA & PROFORMA REVIEW

NexusPark Fieldhouse Staff Salaries			
Salary Position	Salary Minimum	Salary Midpoint	Salary Maximum
NexusPark Manager	\$52,000	\$63,000	\$74,000
NexusPark Guest Services Supervisor	\$48,000	\$59,000	\$70,000
NexusPark Maintenance Supervisor	\$44,000	\$56,000	\$66,000
Hourly Position	Hourly Minimum	Hourly Midpoint	Hourly Maximum
Maintenance Team Leader	\$17.00	\$22.00	\$27.00
Cleaning Crew	\$15.00	\$18.00	\$21.00
Maintenance Labor(s) (part-time)	\$15.00	\$18.00	\$21.00
Guest Services / Recreation Assistant(s) (part-time)	\$15.00	\$18.00	\$21.00

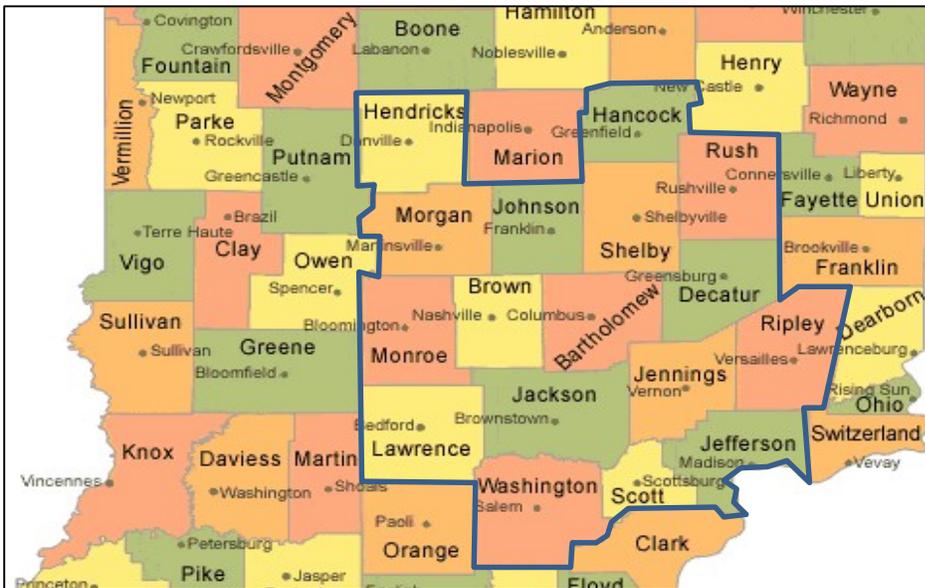
NexusPark Fieldhouse Staff Salaries

## Columbus Parks and Recreation

The consulting team reviewed the financial and operating assumptions along with the proforma from the city and design team's initial efforts for NexusPark Fieldhouse. The assumptions were reviewed first, at the beginning, to build an understanding of the proforma developed by the department. Based on the consulting team's initial review the assumptions were amended to build in additional best practices in feasibility studies.

### LOCAL, STATE & REGIONAL DRAW

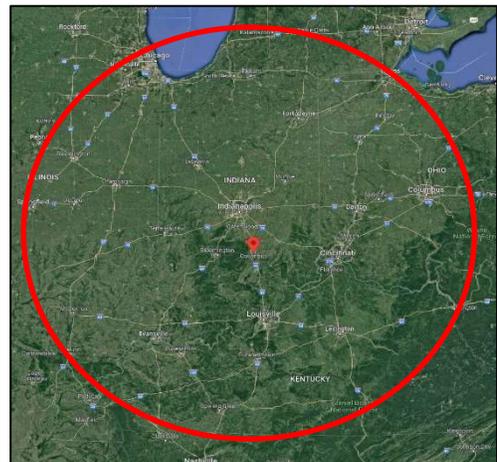
**Local** refers to the city, Bartholomew County and surrounding counties, including; Brown, Decatur, Hancock, Hendricks, Jackson, Jefferson, Jennings, Johnson, Lawrence, Monroe, Morgan, Scott, Shelby, Ripley, Rush, and Washington, (in part or in full for a 50-mile radius). Marion County while within 50 miles is not considered local as it is strong feeder market for sports tourism and the local economy is contributed to significantly by participants from Indianapolis.



Local Draw Counties

**State** refers to the State of Indiana and all its cities and counties.

**Regional** refers to up to a three-hour drive time, including (in part); Illinois, Indiana, Kentucky, Ohio, Michigan and Tennessee (see Figure 10).



Regional Draw: 3-Hour Drive

# Strategic Master Plan

## NEXUSPARK ASSUMPTIONS

NexusPark Assumptions	
The fieldhouse reservations will include fixed assets as available on hand (i.e., goals, nets, etc.). Anything outside of these fixed assets will need to be approved and be provided by the reserving organization and will need to include the City as an additional insured on their policy.	
The surface in the fieldhouse will be full turf down September - April. Hard courts may be brought in, with fees determined in the rental agreement, as tournaments and events dictate need during these times. The surface in the fieldhouse will be partial turf plus partial hard court for the months of May - August. Having 8 basketball and volleyball courts will generate more revenue than the turf fields can. If not included, the proforma and revenue goals will likely not be met.	
Softball / Baseball Tournament Reservation Hours during peak season, are calculated at an average of 37 hours per 3-day weekend.	
Pricing is per hour at market rate. Local organization reservations will reflect residential discount.	
The general state of the Nation, State of Indiana, local economies and American travel will recover to pre-pandemic levels or better. The first couple of years may challenge the staff to achieve participation and revenue until the current conditions with the Pandemic improve.	
Inflation of 7.0% for 2021 is added to the cost of operations. This may need to be revisited periodically during the development of NexusPark and once in operation, to keep the projections and proforma up-to-date. As of February 2022, the rate of inflation is 7.9%	
Operational Assumptions	Financial Assumptions
The City desires to expand upon the established sports tourism draw that exists today in thereby contributing to economic impact in Columbus, Indiana.	The fieldhouse desire for operations is that it will operate as cost neutral. The proforma anticipates that operations will ramp up to reach optimal use capacity within the first three years, as tournament and event organizers book a venue a couple of years out.
The city desires to break into the large-scale events tourism industry in order to expand economic impact for Columbus, Indiana.	Operating plan is intended to be managed by the Columbus Parks Department.
Priority of sports tournaments will be given to those tournaments that have the greatest draw, economic impact, and overall benefit to the city.	It is anticipated that the number of tournaments and events will increase over the first year to three years as larger tournament organizers explore new opportunities.
That user fees, athletic field and fieldhouse reservation rates will be commensurate with market rates, reviewed annually and increased as necessary.	The Fieldhouse will facilitate parks department programs throughout the year in coordination with tournaments and events.
Maximum flexibility of athletic field types, surfaces and sizes would be the means to attracting multiple sports and age segments.	All non-parks programming is provided by outside organizations and individuals that reserve specific facilities within NexusPark.
Phase II will achieve the full potential of regional draw, revenue generation, local needs and economic impact. Filling ancillary service spaces as planned in phase II will add incredible value to visitors. Phase II is planned to run concurrently to phase I.	Demand is expected to be high for the indoor turf field and half field. During peak season, the entire space should be one reservation (indoor turf set-up). Hard court layouts will allow for multiple court reservations to happen simultaneously.
Full operational build out of the vision will include partnerships seen as an opportunity to create excitement and synergy within the facility.	Operationally, full-time and part-time employees will be needed to direct, operate and maintain the fieldhouse and its support spaces.
The Fieldhouse will be 150,000 SF of turf surface, owned by the city and operated by the Department. There will be opportunity for hard court surface to be installed over the top of the turf surface for hard court events.	The fieldhouse will need full-time and part-time staff to be hired and preparing the fieldhouse for operations so that the customer experience meets or exceeds the expectation for this first of its kind fieldhouse and ancillary services. Key fieldhouse employees should be brought on one year in advance to market and begin booking tournaments and events for grand opening.
Volleyball cost includes 8 hard courts with hard court owned by parks with adequate spectator seating.	The hourly rate for part-time employees is calculated at \$15/hour in the proforma. This rate is subject to change annually.
Basketball cost includes 8 hard courts with hard court owned by parks with adequate spectator seating.	Non-parks programming could also include the Department as a co host.

## Columbus Parks and Recreation

### FEE STRUCTURE

#### Sports Tourism Fees:

As part of the review process, the consulting team observed current fees in the proforma are low when compared to best practices in the sports tourism industry. Currently, indoor turf tournament rates range between \$200 and \$600/team. Rental rates for outdoor fields range between \$100-\$200/hour depending upon type of field (natural, turf, championship field, etc.). Research on the softball tournaments shows several above \$200 per team with an average of \$200-\$600/per team. For indoor soccer, futsal and traditional indoor soccer were observed. Futsal has an average of \$100-\$200/per team. Traditional indoor turf soccer average fees are \$250-\$400/per team. The traditional indoor soccer fees are the same for indoor turf football and indoor turf baseball. Indoor hardcourt is and average of \$150-\$300 per team.

Average Fees		
Sport	Team Fees	Rental Fees
Baseball	\$250-\$400	\$150.00
Basketball	\$200-\$400	\$125.00
Football	\$250-\$400	\$150.00
Lacrosse	\$200-\$400	\$150.00
Pickleball	\$100-\$150	\$125.00
Soccer	\$250-\$400	\$150.00
Softball	\$200-600	\$150.00
Volleyball	\$150-\$300	\$125.00

#### Parks & Recreation Fees:

Fees for internal parks and recreation lead programs follow the city's fee ordinance as established or approval of fees for programming by the Columbus Park Board. It is recommended to update the city's fee ordinance for facility/field/court rental to reflect the average rental fees identified above and review parks and recreation programming fees. The review needs consider accounting for inflation and cost recovery goals, including direct and indirect costs.

## Strategic Master Plan

### REVENUE PROJECTIONS

The Department asked for an analysis of the revenues from the various indoor tournaments that could be supported by the NexusPark Fieldhouse. Based on the most recent design, the consulting team identified in Figure 12, the various sports of baseball, basketball, football, lacrosse, pickleball, soccer, softball and volleyball. These sports have some of the highest participation rates for traditional and non-traditional sports nationally.

The fieldhouse design, identifies three baseball and softball synthetic turf fields, a rectangular multi-purpose field that can include soccer (various ages), football, and lacrosse. The four indoor hard courts can support basketball, pickleball and volleyball. Figure below shows the court/field size for each sport, the number of courts/fields, participants ages, number of tournaments and the number of teams per field to identify the total number of teams for all tournaments. In addition, the cost tournament hosts will charge per team, or that the Department would charge if implemented inhouse.

Indoor Athletic Fields & Courts									
Tournament Builder									
Factors	Baseball	Basketball	Football	Lacrosse	Pickleball	Soccer	Softball	Volleyball	Total
Size	235' Center field	94'X50'	360'X160'	330'X180'	44'X20'	360'X225'	235' Center field	59'X29.5'	
Average Players a Team	15	9	15	15	2	13	15	9	
Number of Fields/Courts	3	4	1	1	14	4	3	4	
Participant Ages	All	All	All	All	All	U10	All	All	
Number of Tournaments	6	6	4	4	4	6	6	6	42
Number of Teams per field	8	8	8	8	8	8	8	8	
Total Number of Teams (all Tournaments)	144	192	32	32	448	192	144	192	
Cost Per Team	\$425.00	\$425.00	\$295.00	\$295.00	\$125.00	\$350.00	\$425.00	\$250.00	
Total number of players per field/per tournament	120	72	120	120	16	104	120	72	
Average overnight	45.8%	45.8%	45.8%	45.8%	45.8%	45.8%	45.8%	45.8%	
Average Spectators per Player	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	
Overnight Accommodations ( all Tournaments)	2226	1781	495	495	923	2572	2226	1781	12,498
Total Visitors	1620	3888	1080	1080	2016	1404	1620	3888	
Total Revenue	\$ 43,200.00	\$ 48,000.00	\$ 9,600.00	\$ 9,600.00	\$112,000.00	\$ 57,600.00	\$ 43,200.00	\$ 48,000.00	\$ 371,200.00

Total number of players is used to determine the total number of visitors. On average, overnight accommodations are needed by 45.8% of the players and their families. Total revenues are based on the Fieldhouse space being rented on an hourly basis by tournament organizers and are per court/field from rates identified in Figure 11. It has also been noted that revenues from the Fieldhouse could be greater than shown in Figure 12 (~50%), if a previous version of the Fieldhouse design showing six hard courts were to be developed. The approach is simple, the more courts/fields that can be placed in the Fieldhouse the greater the revenue potential for sports tourism.

The consulting team changed the number of hard courts to eight within the Fieldhouse for hard court sports highlighted as seen in Figure below. The increase in the number of hard courts also increased the total number of teams (all tournaments +832), the number of overnight accommodations (+4,485 nights), total visitors (+9,792) and the revenue generated (+208,000). The end result is not just an increase as just indicated, but would also be an increase in economic impact (direct spending from visitors). The total revenue does not include programming, clinics, open gym or local youth sport use.

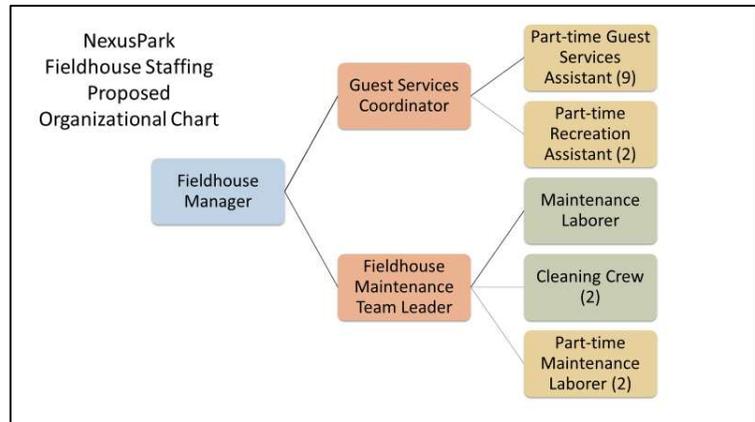
## Columbus Parks and Recreation

Indoor Athletic Fields & Courts									
Tournament Builder									
Factors	Baseball	Basketball	Football	Lacrosse	Pickleball	Soccer	Softball	Volleyball	Total
Size	235' Center field	94'X50'	360'X160'	330'X180'	44'X20'	360'X225'	235' Center field	59'X29.5'	
Average Players a Team	15	9	15	15	2	13	15	9	
Number of Fields/Courts	3	8	1	1	28	4	3	8	
Participant Ages	All	All	All	All	All	U10	All	All	
Number of Tournaments	6	6	4	4	4	6	6	6	42
Number of Teams per field	8	8	8	8	8	8	8	8	
Total Number of Teams (all Tournaments)	144	384	32	32	896	192	144	384	
Cost Per Team	\$425.00	\$425.00	\$295.00	\$295.00	\$125.00	\$350.00	\$425.00	\$250.00	
Total number of players per field/per tournament	120	72	120	120	16	104	120	72	
Average overnight	45.8%	45.8%	45.8%	45.8%	45.8%	45.8%	45.8%	45.8%	
Average Spectators per Player	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	
Overnight Accomodations ( all Tournaments)	2226	3561	495	495	1847	2572	2226	3561	16,983
Total Visitors	1620	7776	1080	1080	4032	1404	1620	7776	
Total Revenue	\$ 43,200.00	\$ 96,000.00	\$ 9,600.00	\$ 9,600.00	\$224,000.00	\$ 57,600.00	\$ 43,200.00	\$ 96,000.00	\$ 579,200.00

### STAFFING

There are six fulltime staff and up to 13 part-time staff identified for NexusPark Fieldhouse in the Figure to the right.

- NexusPark Manager
- NexusPark Guest Services Supervisor
- NexusPark Maintenance Supervisor
- Maintenance Team Leader
- Cleaning Crew
- Maintenance Labor(s) (part-time)
- Guest Services / Recreation Assistant(s) (part-time)



While these are the staff that will be responsible for operating and reporting on NexusPark Operations, the Department comes with established operational infrastructure to help with support. This has the Department being a facility provider to the tournament/event organizers. It is important to recognize the need for a fulltime staff person on the weekends to be able to address any needs from the weekend events. As the facility gets closer to the 60-70% (maximizing) capacity, there may be a need for an additional fulltime staff. This is especially true if the Department is going to run their own tournaments.

The department will need to establish the operational guidelines for NexusPark and facility uses. The structure should be set up by facility or function. Examples would be NexusPark Fieldhouse or Events/Sports Tourism. Once this is established, bring on key new staff for the Fieldhouse. It is important to bring these key staff on board (minimum of NexusPark Manager & Guest Services Supervisor) a year in

## Strategic Master Plan

advance to promote the venue, build/enhance partnerships, begin locking in dates with tournament organizers and integrate operationally with the department. This is also the best time to conduct outcome training of new staff prior to operations. The staff brought in early should, in turn, develop the operational training program for the remaining fulltime and part-time staff. Conduct hiring for the remaining fulltime and part-time positions 3-6 months in advance. Training for operations, brand reinforcement, desired outcomes and customer service should be conducted leading up to the opening. The Staff, with administration support, may be able to assist with the offices and fitness space operational needs.

### CONCLUSIONS

It is important to remain mindful that there are sports facilities being developed in Auburn Indiana, Lebanon Indiana, Paducah Kentucky, and Frankfort Kentucky. These have either been announced or are currently in planning. At some point, the market could become saturated and venues could begin a pattern of attracting participants from each other and reach a decline in participation. Ensuring the niche that Columbus carves out for itself is strong and positioned to entice a variety of segments from within the state and regional markets.

Operationally, it would be good for the city to consider a timeframe for local user groups to reserve space for tournaments and fundamental clinics, etc. before opening to State & Regional tournaments and events. This will help determine what the local market facility use needs are and plan accordingly for sports tourism events. It may also be beneficial to have each season start and finish with local tournaments creating anticipation and memories within the facility. This will help to solidify the local market during periods of shifting participation.

- The Design team should consider the revenue potential of each use as identified in Figure 13, in making the final determination on quantity of each field/hardcourt.
- Consider garage doors on the fieldhouse that can be opened to create an open-air environment allowing for larger participation if COVID Protocols return.
- Use the survey results to help set priorities along with the tournament builder.
- Bring in key staff positions one year in advance and remaining staff three to six months in advance for onboarding, to develop procedures and training for operations.

## Columbus Parks and Recreation

- Develop a naming rights capital campaign and sponsorship package for the Fieldhouse. As an example, the sponsorship for Franklin County Lakeview Park can be seen in Figure below.

Pro Forma Capital Asset Revenues - All Phases					
Franklin County - Lakeview Park Vision					
Sponsorship / Naming Rights Calculator					
Facility/Amenity	Units	Low Range	Mid-Range	High Range	Total Potential 5-Year Income*
Convention/Event Center Naming Rights	1	\$ 100,000.00	\$ 200,000.00	\$ 300,000.00	\$ 1,000,000.00
LG Meeting Rooms	4	\$ 50,000.00	\$ 75,000.00	\$ 100,000.00	\$ 1,500,000.00
SM Meeting Rooms	4	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 800,000.00
Turf Multi-Use Field	3	\$ 20,000.00	\$ 25,000.00	\$ 30,000.00	\$ 375,000.00
Turf Ball Field	4	\$ 20,000.00	\$ 25,000.00	\$ 30,000.00	\$ 250,000.00
Amphitheater	1	\$ 15,000.00	\$ 20,000.00	\$ 25,000.00	\$ 100,000.00
Driving Range	1	\$ 15,000.00	\$ 20,000.00	\$ 25,000.00	\$ 100,000.00
Inclusive Playground	1	\$ 10,000.00	\$ 15,000.00	\$ 20,000.00	\$ 37,500.00
Interactive Fountain	1	\$ 10,000.00	\$ 12,500.00	\$ 15,000.00	\$ 31,250.00
Concessions Stand/Catering	3	\$ 10,000.00	\$ 12,500.00	\$ 15,000.00	\$ 93,750.00
Rock Climbing Wall	1	\$ 5,000.00	\$ 7,500.00	\$ 10,000.00	\$ 18,750.00
Natural Multi-Use Fields	8	\$ 5,000.00	\$ 7,500.00	\$ 10,000.00	\$ 150,000.00
ADA Viewing Areas	2	\$ 1,500.00	\$ 3,000.00	\$ 4,500.00	\$ 30,000.00
Motor Sports Arena	1	\$ 1,500.00	\$ 3,000.00	\$ 4,500.00	\$ 15,000.00
Pavilion	1	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00	\$ 10,000.00
Shelters	6	\$ 500.00	\$ 1,500.00	\$ 2,500.00	\$ 45,000.00
Dog Park	1	\$ 500.00	\$ 1,500.00	\$ 2,500.00	\$ 7,500.00
<i>Possibly Light Pole Banners</i>					
<b>Sponsorship Opportunity Total</b>		<b>\$ 295,000.00</b>	<b>\$ 471,000.00</b>	<b>\$ 647,000.00</b>	<b>\$ 4,563,750.00</b>

Notes:  
 Mid-range amount is used for the purpose of this Pro Forma  
 Mid-range amount to be received annually for five years

- Use the pricing worksheet template provided to the Department as part of the program assessment to determine pricing and make adjustments as necessary for increasing costs.
- Ensure that the proforma uses unit costs by square foot for operational costs where data is available to support unit costs. An example on how to establish these estimated costs are to take past actuals for existing facilities (such as electricity) and divide the annual costs by its square footage and apply that annual electricity cost to the Fieldhouse square footage.

## Strategic Master Plan

Survey Responses Related to NexusPark or Indoor Amenities
<b>Top Priorities for Investment (Facilities/Amenities)</b>
Indoor walking/jogging track - 172.5
Indoor aquatic center - 125.6
Indoor recreation facility - 88.8
Indoor courts for tennis/pickleball - 68.5
Indoor multi-purpose sports fields - 62.6
Indoor gym space - 52.5
<b>Features MOST LIKELY yo use if included in NexusPark</b>
Indoor walking/jogging track - 57.5%
Weight room/cardiovascular equipment area - 27.2%
Food service - 25.3%
Aerobics/Fitness/Gymnastics space - 25.0%
Group fitness classes - 24.5%
Free Wi-Fi - 18.6%
Indoor sports courts (Pickleball, Tennis) - 17.6%
Arts and crafts rooms - 16.4%
Multi-purpose courts (basketball, volleyball) - 15.1%
Healthy nutrition/education classes - 12.1%
Banquet/special event space - 10.8%
Gaming rooms (esports, simulators) - 9.3%
Artificial turf field - 9.0%
Lounge areas - 8.4%
Multi-purpose space for classes/meetings/parties - 6.7%
Locker rooms - 6.4%
Childwatch area - 6.0%
Preschool program space - 3.4%
Co-working office space - 1.1%
<b>How would you allocate \$100 among these categories?</b>
Improvements/maintenance of existing outdoor parks & recreation facilities - \$35.36
Development of new indoor recreation facilities -\$26.90
Development of new walking & biking trails -\$18.43
Development of new parks - \$8.09
Other - \$6.29
Development of new athletic field - \$4.93
<b>Please indicate how often your household would use each of these features in an indoor sports fieldhouse.</b>
Indoor walking/jogging track - 76%
Weight room/cardiovascular equipment area - 54%
Free Wi-Fi - 52%
Aerobics/Fitness/Gymnastics space - 52%
Group fitness classes - 49%
Food service - 46%
Locker rooms - 40%
Indoor sports courts (Pickleball, tennis) - 39%
Lounge areas - 36%
Healthy nutrition/education classes - 33%
Multi-purpose courts (basketball, volleyball) - 33%
Arts and crafts rooms - 30%
Gaming rooms (esports, simulators) - 24%
Artificial turf field - 21%
Multi-purpose space for classes/mtgs/parties - 19%
Childwatch area - 13%
Preschool program space - 12%
Co-working office space - 8%
Banquet/special event space - 8%
<b>Which ONE of the following statements best represents how you feel the cost for operating NexusPark should be paid for?</b>
Fees from users should pay majority of costs, & new taxes should pay for remaining costs - 25.8%
New general City taxes - 23.4%
Don't Know - 18.6%
100% through user fees - 16.2%
100% through existing city taxes - 16.0%