2022-2026

Auburn Parks and Recreation Master Plan

AUBURN
INDIANA

Acknowledgements

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CHAPTER ONE – INTRODUCTION

The City of Auburn ("City") is geographically positioned well to become a community of choice for those who work in Fort Wayne, but prefer a small-town residential life apposed to the hustle and bustle of a metro area. In preparations for an increasing population, the city has been creating a business and resident friendly environment. Improvements to the parks, beginning to offer recreation programming, and traffic and pedestrian improvements are a few highlights. These improvements make the city a more desirable location for people and business to relocate by creating spaces and events young professionals, young families and aging adults can all appreciate.

The city is not alone in the efforts to make Auburn a community of choice. As part of the process these organizations and leaders were part of the stakeholder input. The community engagement chapter speaks to the level of involvement from the various organizations. The perspective brought forward for incorporation into the plan helps to identify outcomes that will have greater reaching opportunities and return on investment for all organizations contributing. These non-profit organizations and businesses have been instrumental in activating the downtown and incorporating art and special events, creating community.

The city understands how public parks and recreation including the community spaces created, will help to increase the quality of life for residents. This will also attract businesses and people seeking a similar quality in a city to live, play and work. To assist in developing a quality-of-life direction, the City and 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, Parks and Recreation Board and the City Council in preparing a needs assessment and action plan for its future prosperity.

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

1.1 MASTER PLAN GOALS

The goals of the Master Plan include:

- **Engage the community**, leadership and stakeholders through innovative public input means to build a shared vision for parks, facilities, programming, and special event services, as well as open space in trails in the City of Auburn;

- **Utilize a wide variety of data sources and best practices**, including using the City's statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the community;

- **Determine unique Level of Service Standards** that to develop appropriate actions regarding parks, open space, trails, and recreation that reflects the City's strong commitment in providing high quality recreational activities for the community;

- **Shape financial and 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** that creates a road map to ensure long-term success and financial sustainability for the City's parks and recreation services and amenities, as well as action steps to support the family-oriented community and businesses that call the City of Auburn home.

1.2 PROJECT PROCESS

The Auburn Parks and Recreation Master Plan followed a process of data collection, public input, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path, as illustrated below:

Where Are We TODAY?
- Site Assessments
- Program & Services Assessments
- Level of Service Standards
- GIS Mapping

Where Are We Going TOMORROW?
- Community Survey
- Focus Groups and Leadership Interviews
- Demographic and Trends Analysis

How Do We Get THERE?
- Needs Prioritization
- Capital Improvement Planning
- Concept Designs
- Strategic Action Plan
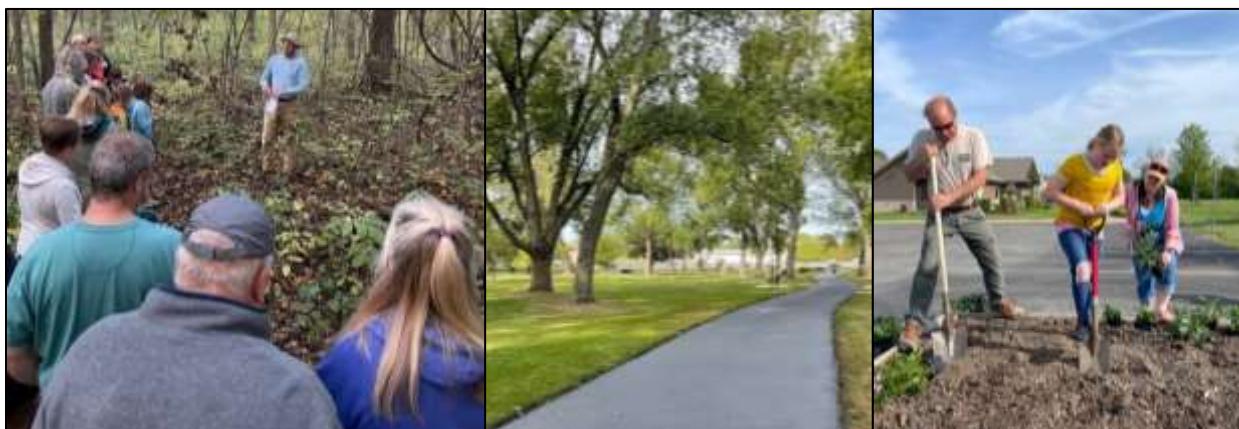
1.3 ENVISIONING A BETTER QUALITY OF LIFE

Through a visioning session the consulting team and staff developed the vision, mission, guiding principles and big moves. From these efforts, the consulting team developed strategies to achieve the big moves and outcomes the community identified in the community-wide needs assessment. Envisioning a better quality of life for residents, the following will guide the staff to live the mission and achieve the vision for Auburn Parks and Recreation.

1.3.1 VISION

"To serve the community with quality parks, programs and events that contribute to the city's economic vitality."

1.3.2 MISSION

"To build community through quality services."

1.3.3 GUIDING PILLERS TO BUILD ON

- **Sustainability** of the park system and services through standards of care and well-managed resources to ensure consistency in delivery now and into the future.
- **Placemaking** of public spaces through planning, design, and management that promotes community health, happiness and well-being.
- **Community Health and Wellness** achieved through design, operation, asset preservation, and use of public spaces for residents.
- **Conservation of natural areas** within the City of Auburn through policies that drive design and development emphasizing preservation and use.
- **Outstanding Customer Service** through efficient and friendly interactions treating customers with respect and providing the best experience possible.
- **Creativity and Innovation** in our work to maximize the resources we have and provide enjoyable experiences that drive demand for parks and recreation services.
- **Outcome Focused** ensuring highest standard of outcomes and integrity in everything we do.

1.3.4 BIG MOVES

Key areas of focus that have the greatest positive impact to the residents, visitors, City and Department.

- Increase trail connectivity in the city.
- Update outdated park amenities and improve park entrances, accessible pathways and the amenities.
- Diversify funding sources for long-term financial sustainability.
- Build organizational capacity to meet current and future level of service and quality.
- Conduct studies to determine the feasibility of a new facilities within the community.

1.4 RECOMMENDATIONS

1.4.1 SHORT-TERM

Short-term goals are established to help reposition the Department to align with community needs. Some will have visible outcomes in the short-term, where others will contribute to mid-term strategies, long-term strategies and ongoing strategies where greater outcomes will be achieved.

Short-Term (0-3 Years)
Build capacity in the Department through professional development, design standards, operational policies and standards, and additional resources
Develop a capital improvement strategy to enhance existing park areas and set a standard of care
Explore establishing two dedicated funding sources for the long-term Department capital improvements
Develop additional special events focused on cultural heritage and the arts
Develop a Marketing and Communication Plan to help tell the Department's story
Conduct a study to determine the feasibility of a new aquatic center in the community
Initiate a schedule to begin construction documents for all major improvements to the park system as identified in the CIP
Begin working to increase connectivity in the city as identified in the Trails and Sidewalk Plan
Work with the City Clerk Treasurer and Mayor to develop a lifecycle replacement schedule and funding
Begin developing long-term strategy for new park office and indoor recreation space combined

1.4.2 MID-TERM

Mid-term strategies are continuing on actions taken in the short-term strategies and preparing for long-term strategies.

Mid-Term (4-5 Years)
Continue to implement the (developed) lifecycle replacement schedule and fund the mid-term and long-term capital projects
Educate the community on the developed park maintenance and program quality standards through social media and demonstrating the staff living the mission
Develop site master plans for the undeveloped property and community parks that will have major improvements
Expand Programming through trending leisure activities and align with community needs identified in the community needs assessment
Replace, renovate or add restrooms where possible
Conduct a succession plan for the Department identifying core competencies needed for each key position

1.4.3 LONG-TERM

Long-term strategies are specifically focusing on the long-term CIP and park improvements that will take time to prepare for development.

Long-Term (Beyond 5 Years)
Secure funding and develop parks from site master plans (construction documents) identified in the CIP
Maximize access and trail connectivity to parks and destinations citywide
Conduct an updated parks and recreation needs assessment through a statistically-valid survey (gauge progress from previous survey results and identified community needs)

1.4.4 ONGOING

Ongoing strategies are designed to sustain all of the efforts from the short-term, mid-term and eventually the long-term strategies.

On-going
Annually conduct a program assessment using the developed KPIs from the Master Plan process
Annually review fee structure and actual expenditures making incremental adjustments as needed
Annually review policies and procedures and update according to needs and changes in operation
Continue to consider contracts for services that improve operations, require expertise and contains costs
Continue to remove invasive plant species and add native plants and landscapes with new projects and as funding becomes available.
Continue to replace, convert, or add native and drought-tolerant plants and landscapes with new projects and as funding becomes available.
Increase shade in parks with a diverse population of next generation trees and shade structures, where appropriate
Update Marketing Plan annually capturing change in markets and innovative approaches
Track Department operations using key performance indicators, such as cost per acre, revenue per capita, miles of trail per 1,000 residents, program cost recovery, user satisfaction surveys, and program participation
Incorporate environmental analysis into site master plans increasing long-term sustainability for properties and facilities
Develop a park maintenance plan incorporating standards for new assets replacing aged amenities and for all new assets added to the system
Conduct feasibility studies for all new facilities and parks incorporating revenue generating opportunities for financial sustainability

1.4.5 CONCLUSION

This Plan is meant to be a strategic roadmap that can adapt as times and circumstances change. This is even more timely as the city continues to plan its future in a post Covid-19 world. The emphasis placed on parks and recreation during restrictions require a higher level of service for indoor and outdoor offerings. How the City delivers the service will evolve over the implementation of this plan to align with the community's needs.

In addition, the financial realities of governments and public agencies nationwide have changed with increased costs and the Department will need to have an even greater emphasis on revenue opportunities to ensure long-term financial sustainability.

Amidst these uncertain times, it is comforting to know that the Department's staff is a group of experienced professionals dedicated to the community's well-being and the organizational culture centers on teamwork and forward-looking focus. The Consulting Team has no doubt that the Department staff in conjunction with City leadership will leave no stone unturned to ensure this plan continues to meet and exceed the parks, recreation, trails, and needs of the Auburn community now and in the years to come.

CHAPTER TWO COMMUNITY PROFILE

2.1 PLANNING AREA

The City of Auburn is a third-class city and the County Seat of DeKalb County. The largest portion of the city is in Union Township, with smaller potions in Jackson Township to the south & Keyser Township to the west. The Planning area is defined as the corporate limits for the city as depicted in Figure 1, which includes 7.66 square miles.

The planning area is surrounded by agriculture, even though Interstate 69 runs through two west sections of the city. There are several smaller cities and towns including Butler, Garrett and Waterloo being the largest. Data from the Department demonstrates that visitors from outside of the city frequent the parks, facilities and events. It is understood by the city that they are a rural-based community with visitors from the rural areas surrounding the city. The rural areas of the County close to the city contribute to the City's economic impact by traveling to the city for goods and services.
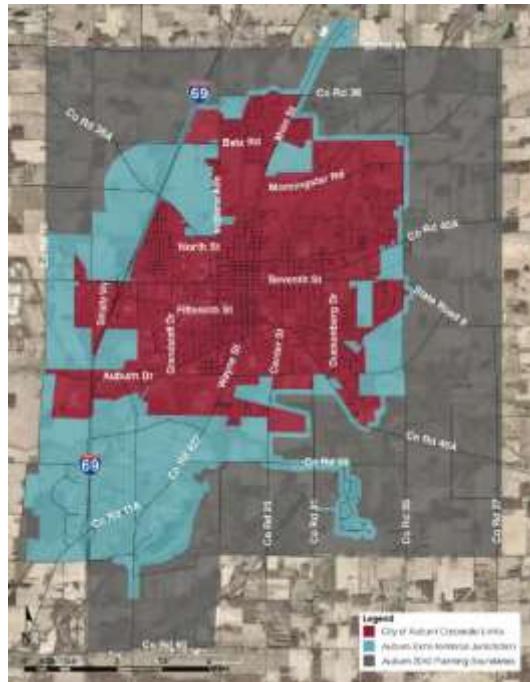
2.1.1 HISTORY OF RECREATION

- 1850 – The first Dekalb County Fair took place
- 1855 – The Dekalb County Fair moved to the square
- 1870 – Park development in Auburn began with the opening of Woodlawn Cemetery
- 1910 – Charles Eckhart funded and built the Eckhart Public Library
- 1914 – Charles Eckhart funded and built the YMCA of Dekalb County
- 1915 – Charles Eckhart founded Eckhart Park
- 1920s – Greenhurst Country Club was organized on the Mott Family Farm. The family farmhouse was utilized as the clubhouse until the 1970s when it was replaced by a modern facility.
- 1955 – Auburn Cord Duesenberg Club started
- 1957 – First Auburn Cord Duesenberg Club "reunion", thus starting the annual Auburn Cord Duesenberg Festival
- 1969 – Community swimming pool presented to City of Auburn Parks Department
- 1971 – Annual Classic Car Auction began by ACD Festival leaders
- 1974 – Auburn Cord Duesenberg Museum first opened to the public
- 1980s – The Skatin Station was built
- 1996 – New building built for YMCA of Dekalb County
- 1999 – Lash Park opens to the public. Dedicated to Don Lash: Sullivan Award recipient and Olympic track athlete from Auburn. Auburn Gear donated land to the parks department, which became Gear Park
- 2000 – Soccer Program begins at Carr Field

- 2009 – The first Pedestrian Walkways & Recreational Trailways plan was developed in Auburn
- 2011 – Rieke Park was completed
- 2014 – Greenhurst Commons was established
- 2017 – Auburn community pool closed and splash pad opened to the public at the YMCA of Dekalb County
- 2018 – YMCA outdoor complex opened to the public on Indiana Avenue (across from Rieke Park)
- 2020 – Eckhart Park Skatepark opened

2.2 NATURAL CHARACTERISTICS

2.2.1 ENVIRONMENTAL FEATURES

The city is considered part of the Northeast Region of Indiana where the terrain is relatively flat and consist of mostly farmland. The topography is ideal for wetlands within small wooded areas. The significant floodplain within the city creates the need for regulated drains, creeks, rivers, and wellhead protection areas in Figure 2. This also creates the need to regulate physical development and land use to minimize impacts and slow the release rate. The city has enacted various policies to protect these features and guide the community in thoughtfully developing properties surrounding these features.

The city is proud to have the designation of "Tree City USA". Auburn's emphasis on tree canopy can be witnessed by viewing the many mature trees that make up the city's landscape such as; the red and white oaks, the sugar and silver maples and even the great tulip trees. The tulip tree received its designation as Indiana's state tree in 1931. The City of Auburn and the Parks and Recreation Department are fortunate to have many of these magnificent tulip trees throughout their parks.

Figure 1: Wetlands, Floodplains, Regulated Drain, Creeks, Rivers and Wellhead Protection Areas

Source: Auburn 2040 – The Road Ahead Plan

2.2.2 WATER RESOURCES

The city has one main creek that runs from the north to the south through the jurisdiction. The creek runs through Greenhurst Private Park, then adjacent to Thomas Park before passes by City Hall, dissecting Eckhart Park and south to Gear Park. The County has Dock Coleman Landing to the north of the city for waterway access. In addition, the city has the W. Smith Ditch and Cecil Metcalf Ditch which feed into Cedar Creek. The city is looking at opportunities to create additional waterway access.
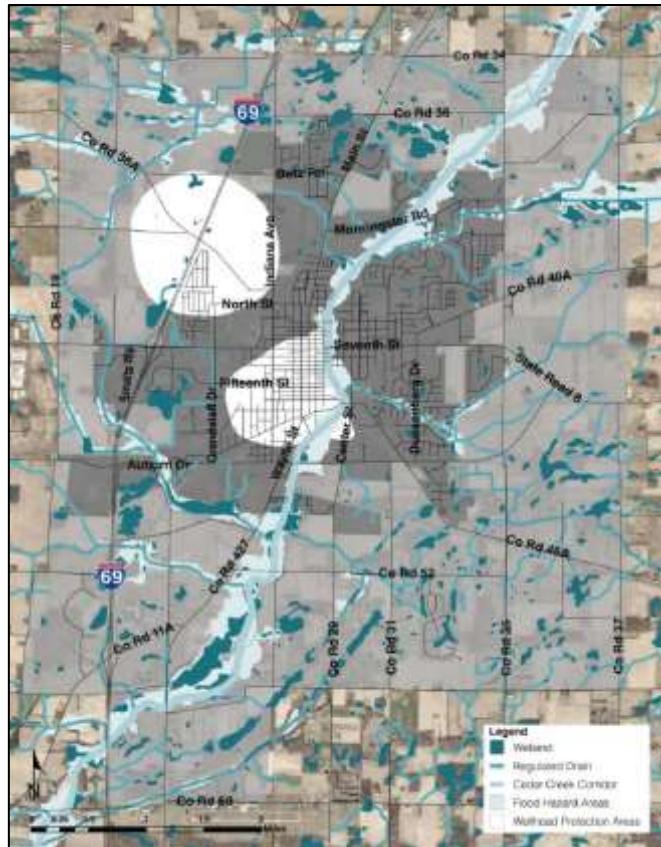
The parks along Cedar Creek deal with occasional flooding and pooling of water. Staff have come to know when to respond accordingly with clean up following weather events. To assist with proactive management, the County traverses the creek annually to identify impediments to water flow that can contribute to flooding. The County, City and residents contribute to Creek clean up annually.

MAUMEE RIVER BASIN

The city is located in the larger water resource known as the Maumee River Basin and a commission oversees the concerns and improvements to water ways within the Basin. The Maumee River Basin Commission ("MRBC") was established by State Law (I.C. 36-7-6.1) to assist communities in the Indiana portion of the Maumee Basin to reduce flood losses by exercising sound watershed management. Critical to the success of reducing flooding is implementation of comprehensive structural and non-structural flood control measures basin wide. (Source: MRBC Website: https://mrbc.org/structure 2022). The MRBC has identified many low-priority and medium-priority mitigation projects in the interactive map from the website. The MRBC has also identified Eckhart Park as a potential high-priority mitigation project. The city remains focused on increasing its environmental and flood resiliency. Ways in which the city can control erosion and limit flooding are creek bank restoration with native vegetation, man-made

Figure 2: Maumee River Basin Map
Source: MRBC Website: https://mrbc.org/structure 2022

enhancements and preservation. These are key to offset the ecological losses that have occurred over decades.

2.2.3 CLIMATE

Auburn's climate and temperature are typical of northern Indiana, where an average of 38 inches of rain and 33 inches of snow are experienced, annually. The last record flood took place in 2009, but various levels of temporary flooding can be experienced each year due to the relatively flat topography. Temperatures range from the average lows in January of 17 degrees (F) to the average highs in July of 84 degrees (F). The sun shines on average 180 days per calendar year.
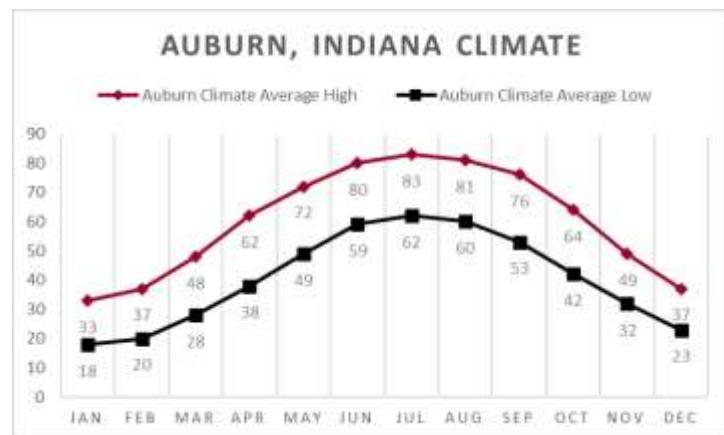

Figure 3: Auburn, Indiana Climate - Average Temperatures

2.2.4 DEVELOPMENT

The city boundaries have some parcels that are undeveloped. The majority of the remaining undeveloped areas are located inside the city along the boundaries in all directions.   Development of the city consists of Industrial, commercial, residential, institutional, parkland, and the downtown commercial area. The Downtown of Auburn has developed a unique character between the city, the James Foundation and Auburn Main Street. Unique gathering spaces for the community have been incorporated into downtown along with seasonal decorations, landscaping and murals to highlight the qualities of the city.

The Rieke and Waterloo Trails are strengths within the community and provide recreational opportunities to residents within and outside the city. This multi-use trail network, connects to Rieke Park, the YMCA, Soccer fields, the High School, public spaces and neighborhoods. As growth continues in the city these opportunities become more important to maintain the level of service and expand trail development to unreached areas of the community.
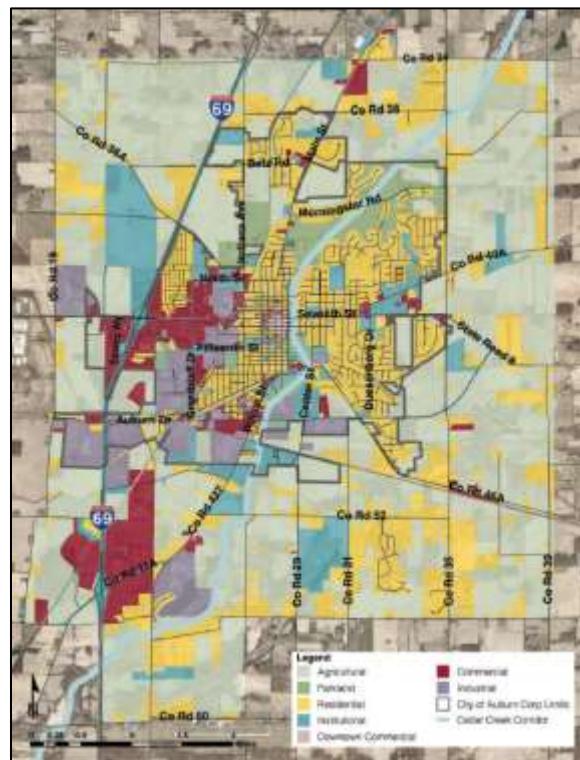
Figure 4: Auburn, Indiana Land Use Map

Source: Auburn 2040 – The Road Ahead Plan

2.2.5 SOILS

The city of Auburn and surrounding areas is part of the Eastern Corn Belt Plains. This region consists of Clayey High Lime Till Plains which make up the Miami soils within Indiana. Miami soils are well-drained and consist of silt loam and clay loam. The soil is ideal for growing corn, soybeans, wheat and pastures for livestock. In addition, the soils are relatively good for development but may require additional steps to ensure stability depending upon the location and soil make-up.

2.3 MAN-MADE, HISTORICAL & CULTURAL FEATURES

2.3.1 GOVERNANCE

Governance of the City of Auburn Parks and Recreation Department consists of a Mayor-Council form of government supported by a Parks and Recreation Advisory Board and department 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 and clerk. To oversee the Department and Director, the City of Auburn Municipal Code outlines duties and responsibilities of the Board of Parks and Recreation according to Indiana Code 36-10-3.

2.3.2 CITY DEPARTMENTS

The City of Auburn has the following government administration positions and Departments:
- City Mayor
- City Council
- Clerk-Treasurer
- Boards & Commissions
  - Board of Public Works & safety
  - Board of Parks and Recreation
  - Board of Zoning Appeals
  - Plan Commission
  - Development Commission
  - Redevelopment Commission
  - Tree Commission
  - Port Authority
- Departments
  - Public Safety
  - Municipal Utilities
  - Building, Planning & Development
  - Parks & Recreation
  - Engineering
  - Auburn Essential Services
  - Street Department

2.3.3 DEPARTMENT OVERVIEW

The Department was established to manage park system development and maintenance for the community. The Department offers year-round recreational and educational programs for people of all ages—all with the goal of getting people active, engaged and invested in the community. The parks are well-distributed across the city, providing places for residents to gather and celebrate what makes Auburn one of the best small cities in the state. The Department currently operates and maintains the following:

- Over 180 acres of parkland
- Five Community Parks (6.2 – 66 acres):
  - Eckhart Park, Memorial Park, Rieke Park, Smith Acres Park and Thomas Park
- Five Neighborhood Parks (0.67 - 9.8 acres):
  - Forrest Park, Riley Park, DeSoto Park, Willennar Park, and Don Lash Park

- Four Special Recreation Areas:
  - Courtyard Park, Carr Fields, Eckhart Park Disc Golf Course, and Auburn Gear Park – to be developed
- Wide variety of programs and community events

2.3.4 DEPARTMENT ORGANIZATIONAL CHART

The Department consists of eight full-time staff and seven part-time and seasonal. The Department organizational structure was developed by function for efficiency:
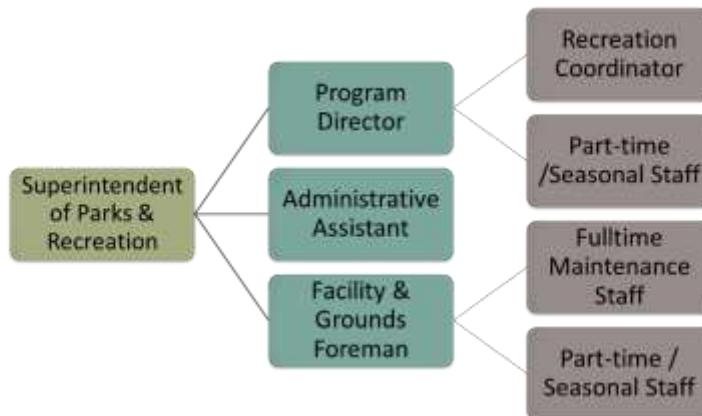

Figure 5: Department Organizational Chart

2.3.5 SOCIAL AND ECONOMIC FACTORS

Auburn has a strong manufacturing industry. The city's unemployment rate (3.7%) is lower than the National average (6.0%). Healthcare, retail, hospitality and education round out the top five industries with manufacturing (https://datausa.io/profile/geo/auburn-in). These industries also contribute to a higher quality of life and demonstrate the city's emphasis on community.

The commercial areas are consolidated predominantly in the west side and south side of the city. These areas are ideal as they are located near or adjacent to the major thoroughfare of Interstate 69 as are the Kruse Plaza and the Early Ford V-8 Foundation Museum.

The city has an aging population as does the entire United States. This is a contributing factor to the city and businesses developing the types of spaces young families and professionals are seeking in their work-life balance.
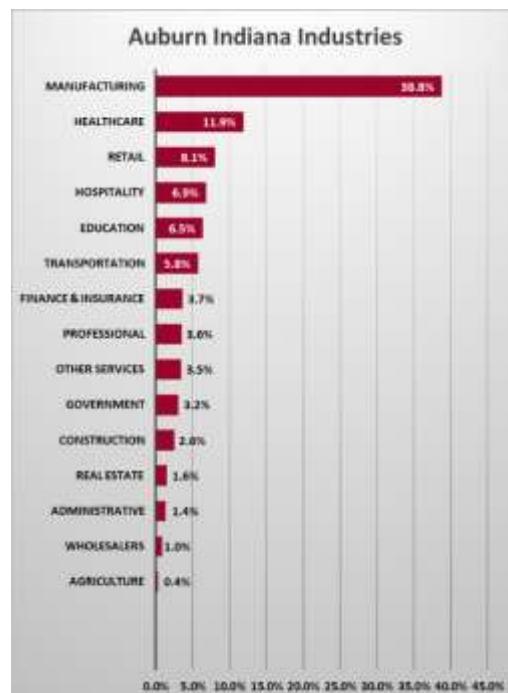
2.3.6 ARCHITECTURE AND DESIGN

The City of Auburn is cultivating economic diversity. Through the rapid expansion of the county's only hospital, Auburn has seen supplementary commercial expansion on its east side. Though the majority of its industries are in manufacturing, especially automotive, the city has seen a buildup of hotels, restaurants, retail businesses, and additional manufacturing near Interstate 69, on both sides of the highway *(2016-2020 Parks and Recreation Master Plan)*.

The Downtown Historic District continues to be a focal point of private and public investment with streetscape improvements, new development and restoration projects. The district was developed between roughly 1870 and 1935, and includes notable examples of Victorian, Classical Revival, Romanesque Revival, and Colonial Revival style architecture. The city is investing in pedestrian infrastructure with trails and improved sidewalks connecting downtown and neighborhoods. The city is interested in improving connection between Eckhart Park, the Duesenberg Automobile Museum and Downtown with unique entertainment and gathering spaces. This project would include the complete streetscape and natural elements similar to the quality standards seen in recent enhancements. These are examples of the city's efforts to attract younger residents.

2.3.7 CULTURAL AFFAIRS

The Auburn Arts Commission is a volunteer organization whose mission is promoting fine art, theater, music and the written word. They offer many arts-related activities throughout the year.

The Downtown Auburn Business Association (DABA) puts on an annual outdoor summer art exhibit. The exhibits feature 20 created art pieces from both local and regional artists. Their finished art is then displayed in beautiful downtown Auburn where it is sold in the annual DABA Art Auction. The funds generated from the auction are then used for additional Auburn community projects.

The Auburn Community Band has been a part of the Community of Auburn since May 20, 1982. They have played at many functions for the community such as the 100th Anniversary of Eckhart Library, the 100th Anniversary of the Court House, and the 75th Anniversary of the Fire Fighters. The band is basically and adult band, but has encouraged students from DeKalb Middle and DeKalb High School to become members ever since they began back in 1982.

The DeKalb Outdoor Theater: Center for Cultural Events seeks to stimulate a passion for cultural, educational, and entertainment activities. They provide affordable opportunities for area citizens for the arts, culture and family entertainment.

The Auburn Development Advisory Committee (ADAC) consists of a group of community volunteers who work with the City of Auburn to help champion downtown revitalization plans for Auburn, Indiana. ADAC's plans have become part of the City of Auburn's master plan and include a variety of organizational, design, promotional, and economic restricting objectives. ADAC's mission is to encourage revitalization and sustainable growth in the City of Auburn.

The Auburn Park Board has interacted with these various cultural and arts groups in a variety of ways. The Auburn Arts Commission has utilized Courtyard Park for the placement of different art exhibits and for fundraising. The DABA uses Courtyard Park for Christmas displays and for the end of the Christmas Parade. The Auburn Community Band has performed free concerts History and Demographics 2-7 Eckhart Park for the community. The Outdoor Theater provides cultural events and often offers their

facility for Park programs during the summer season. ADAC is a new group to the community but could be potential provider for future events and programs as the group matures *(2016-2020 Parks and Recreation Master Plan)*.

2.3.8 EDUCATION

Schools within the city have been identified throughout this process as potential partners and stakeholders for Department plans. The following educational organizations and facilities exist for residents:

Public Schools

- DeKalb County YMCA Early Learning
- DeKalb Middle School
- DeKalb High School
- James R. Watson Elementary School
- McKenney-Harrison Elementary

Higher Education

The city is positioned between Angola and Fort Wayne, Indiana which have colleges trade schools and universities.

2.3.9 TRANSPORTATION INFRASTRUCTURE

The city continues to plan and construct new roadways, bridges, and pedestrian infrastructure. In attempts to make the city parks more accessible, the City of Auburn been constructing new sidewalks, ramps and crosswalks in accordance with the PROWAG (Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way) regulations and standards as well as the Indiana Department of Transportation design standards and specifications.

2.3.10 CITY ADA POLICY - 100.001

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the City of Auburn will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: Auburn does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under Title I of the ADA.

Effective Communication: The City of Auburn will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in City programs, facilities, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: Auburn will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, facilities, services, and activities. For example, individuals with service animals are welcome in City offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Auburn should contact the ADA Coordinator as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the City to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of the City is not accessible to persons with disabilities should be directed to the ADA Coordinator.

The City of Auburn will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

ADA COORDINATOR

As per the Americans with Disabilities Act, the City of Auburn has designated an ADA Compliance Coordinator, the Street Superintendent. Any person of persons having comments, grievances or complaints related to accessibility may contact the AFA Coordinator, Street Superintendent, by phone at 260.925.6455 or by mail at ADA Coordinator, P.O. Box 506, 101 Ensley Avenue, Auburn Indiana 46706. The Auburn Parks and Recreation Department recognizes that all people benefit socially, psychologically and physically from participation in public recreation programs and services. The Department ADA Self-Assessment can be found in the Appendix.

2.4 CITY CONTRIBUTIONS – NATURAL CHARACTER, MAN-MADE, HISTORICAL & CULTURAL FEATURES

The city remains committed to the improvement of the natural environment within the city and takes action to improve the environment of residents on an annual basis. Since the last master plan, the City has:

- Partnered with local businesses, organizations and residents to improve the overall quality of life through incorporating public art in the city, cultural events, trail connections and new development.
- Completed a tree inventory in 2021 through a grant. The goal is to identify preferred species for specific application and identify the current tree diversity using this data for planting the next generation of trees.
- Planted next generation trees annually to increase the tree canopy within City-owned properties as part of their designation as a Tree City USA Community. The goal is to increase natural shade within the properties.
- Committed to the removal of invasive species and has removed several from along Cedar Creek, the greenways and in park properties.
- Recovered from weather events such as; hail storm clean-up in 2019, and annually cleaning up from wind and ice damage.
- Added shade structures to increase the length of stay in the parks on warmer days
- Improved sidewalks and trail connections within the city for increased access. City has even extended this to homeowners where sidewalks are being improved.
- Planning projects that address issues experienced along Cedar Creek and the adjacent properties, building community gathering spaces, and environmental clean-up.
- Lifecycle replacements of a playground in Riley Park
- Completed foundational improvements to the pavilion in Eckhart Park,
- Planned and developed the Eckhart Skate Park attracting youth and young adults creating a gathering space for youth with similar interest.

2.5 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.

2.5.1 DEMOGRAPHIC OVERVIEW

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

POPULATION:
- 13,661 residents in 2020
- 0.65% Avg Annual Growth since 2010
- 14,810 residents in 2035

AGE
- Median age: 39.4
- Largest age segment: 35-54
- 55+ slow increase by 2035

RACE/ETHNICITY
- 96% White
- 1% Black / African American
- 3% Hispanic / Latino

INCOME
- Median household income: $52,276
- Per capita income: $29,325
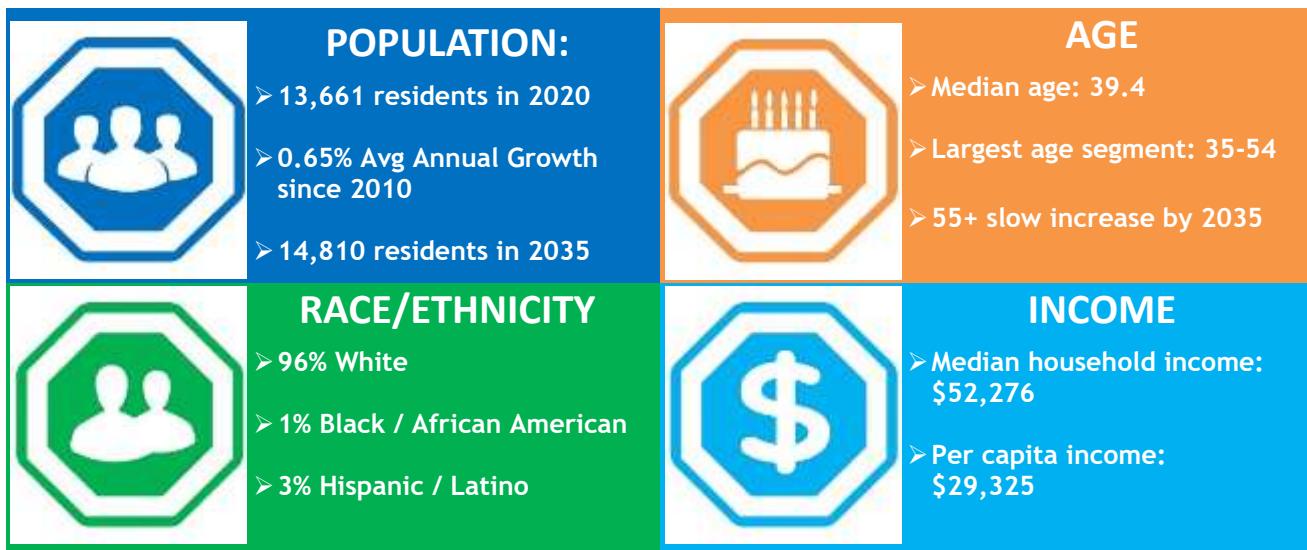
2.5.2 METHODOLOGY

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 December 2020 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current population (2020) as well as a 5-year projection (2025). PROS utilized straight line linear regression to forecast demographic characteristics for 2030 and 2035.

DEMOGRAPHIC ANALYSIS BOUNDARY

The city boundaries shown below were utilized for the demographic analysis.
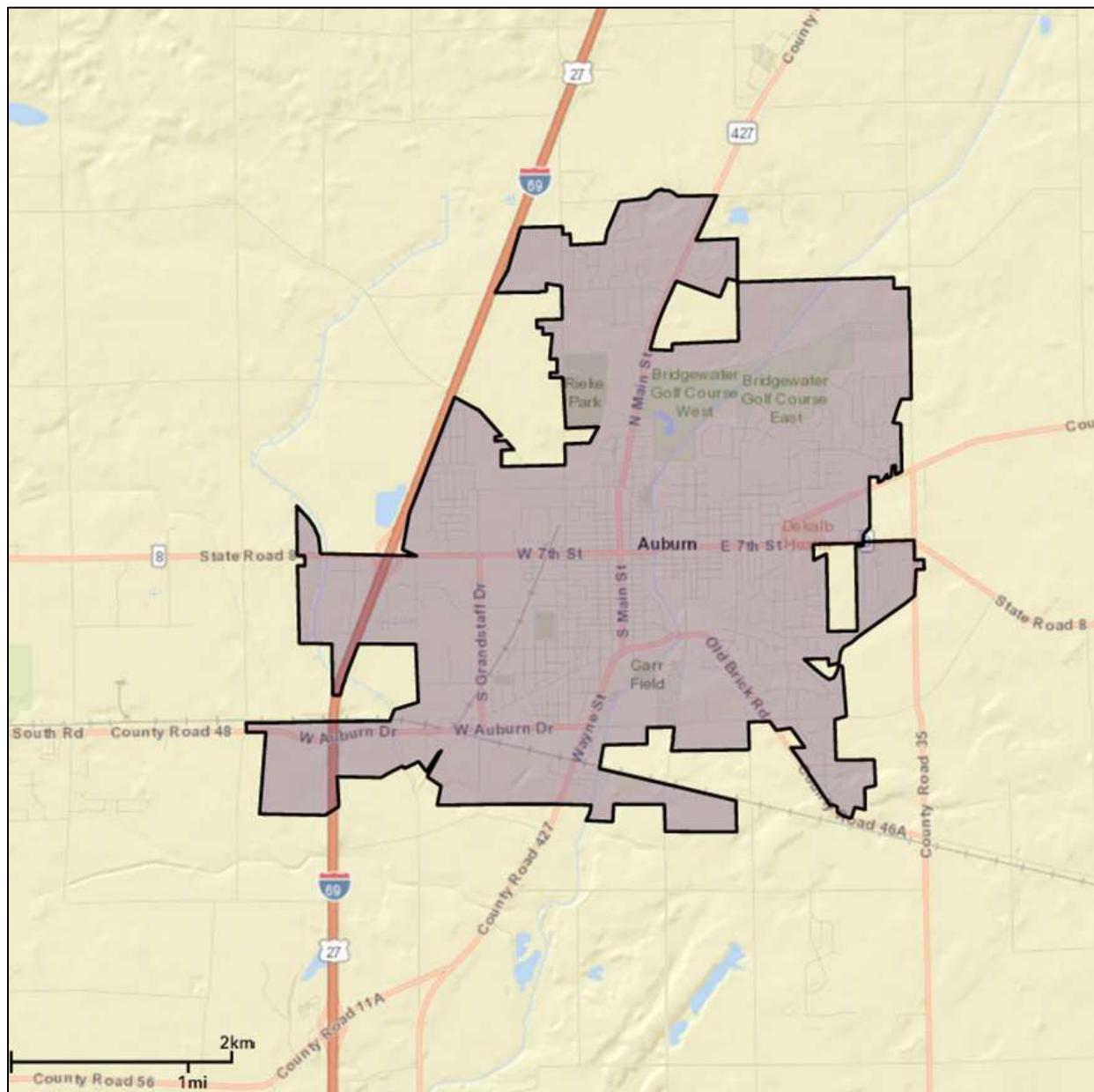
Figure 6: City of Auburn Jurisdiction

POPULATION

The City's population has experienced a minimal growing trend in recent years, increasing only 6.40% from 2010 to 2020 (0.65% per year). This is lower than the national annual growth rate of 0.81% (from 2010-2020). Similar to the population, the total number of households also experienced a slight increase of 7.6% over the past decade (0.76% annually).

Currently, the population is estimated at 13,661 individuals living within 5,665 households. Projecting ahead, the total population and total number of households are both expected to continue growing at a slower rate over the next 15 years. By 2035, the City's population is projected at 14,810 residents living within 6,214 households.
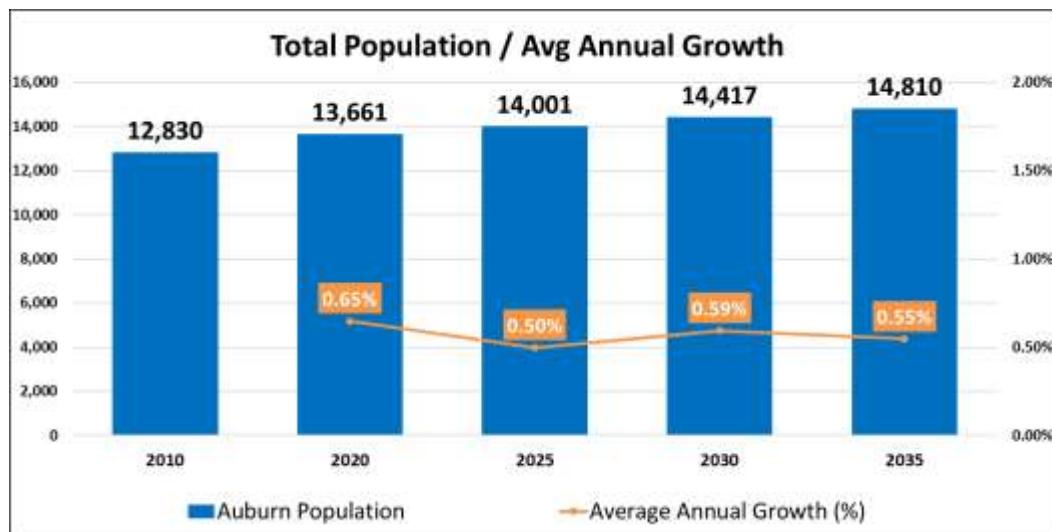
Figure 7: City Population and Average Annual Growth
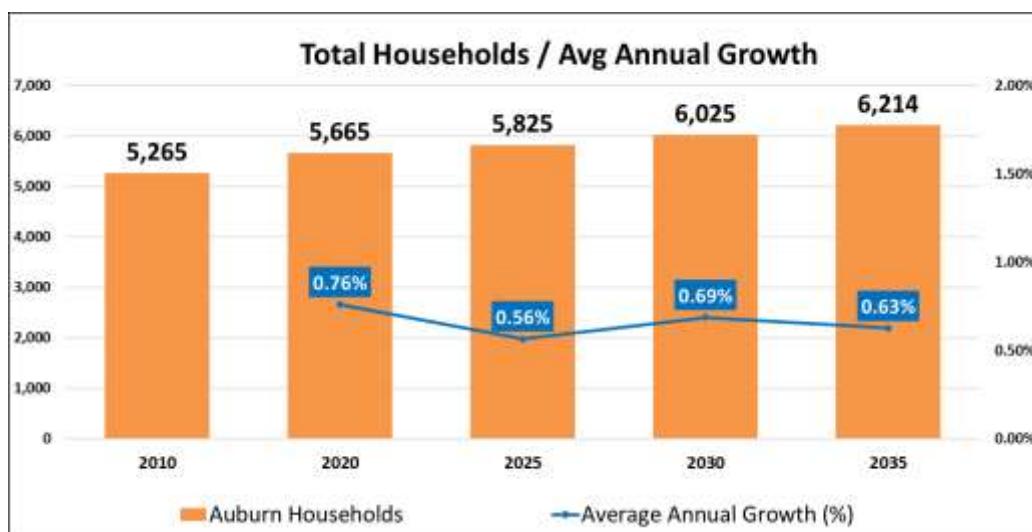
Figure 8: City Households and Average Annual Growth

AGE SEGMENT

Evaluating the City's age segmentation, the population is older with 55% of residents age 35-years old and older. The population has a median age of 39.4 years old which is older than the U.S. median age of 38.5 years. The older than average population can be partially attributed to the city being known as the Home of the Classics. Although the population is older than average, the 55-74 and 75+ segments are the only groups projected to experience growth over the next 15 years. By 2034, the 55-74 and 75+ segments are expected to increase to represent 35% of the total population while all other age segments experience small decreases.
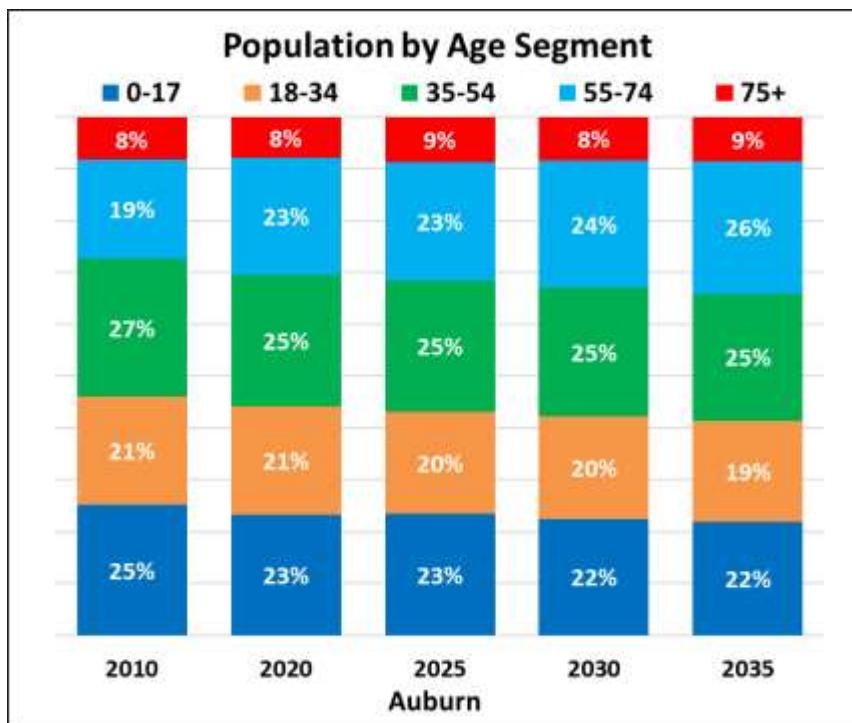
Figure 9: City Population by Age Segment

RACE AND ETHNICITY DEFINITIONS

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

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

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

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

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

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

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

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

RACE

Analyzing race, the City's current population is primarily White Alone (96%) and Black / African American (1%). The 2020 estimate also shows a small representation of Asian (1%), Some Other Race (1%) and Two or More Races (1%) populations. The city is much less diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2035 expect the population to remain fairly consistent, with a slight decrease in the White Alone population offset by a minimal increase among Two or More Races. (**Figure 5**)
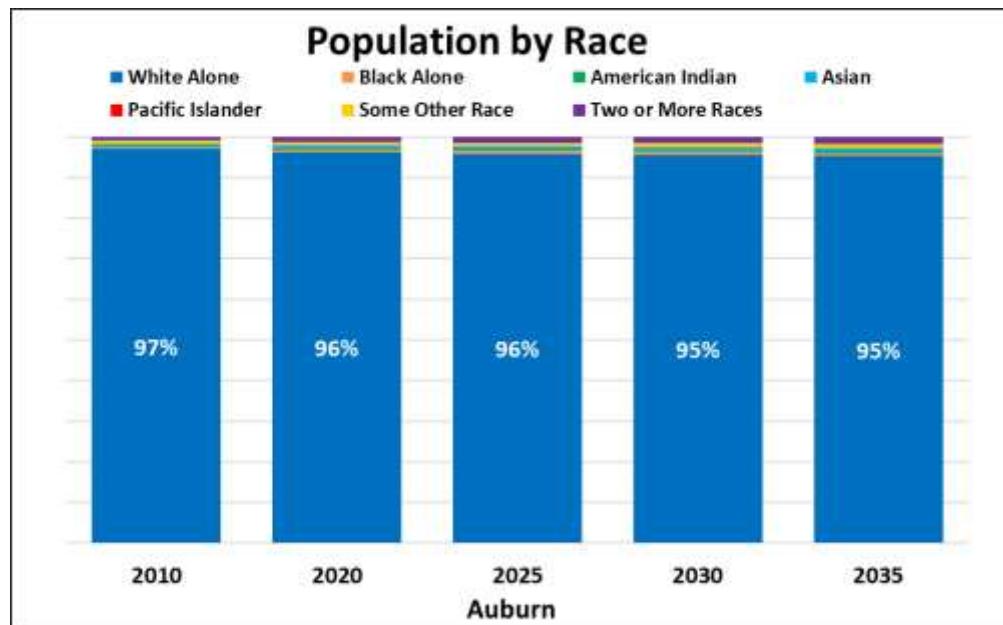
Figure 10: City Population by Race

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 above.

Based on the 2010 Census, people of Hispanic/Latino origin represented approximately 3% of the City's current population, which is significantly less than the national average (19% Hispanic/Latino). The Hispanic/ Latino population is expected to remain unchanged through 2035. (**Figure 6**)
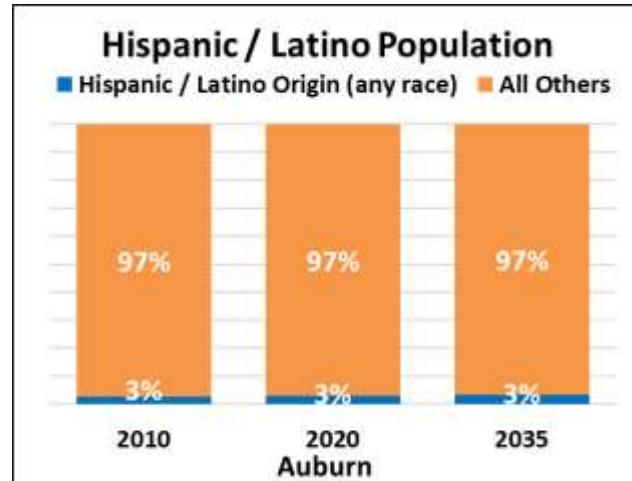
Figure 11: City Hispanic/Latino Population

HOUSEHOLD INCOME

As seen below, the City's per capita income ($29,325) is above the State of Indiana and below the national averages. The median household income ($52,267) is lower than state and significantly lower than the national averages. The below average income characteristics may indicate that the average resident has less disposable income and may be more price sensitive to recreational offerings through the Department.
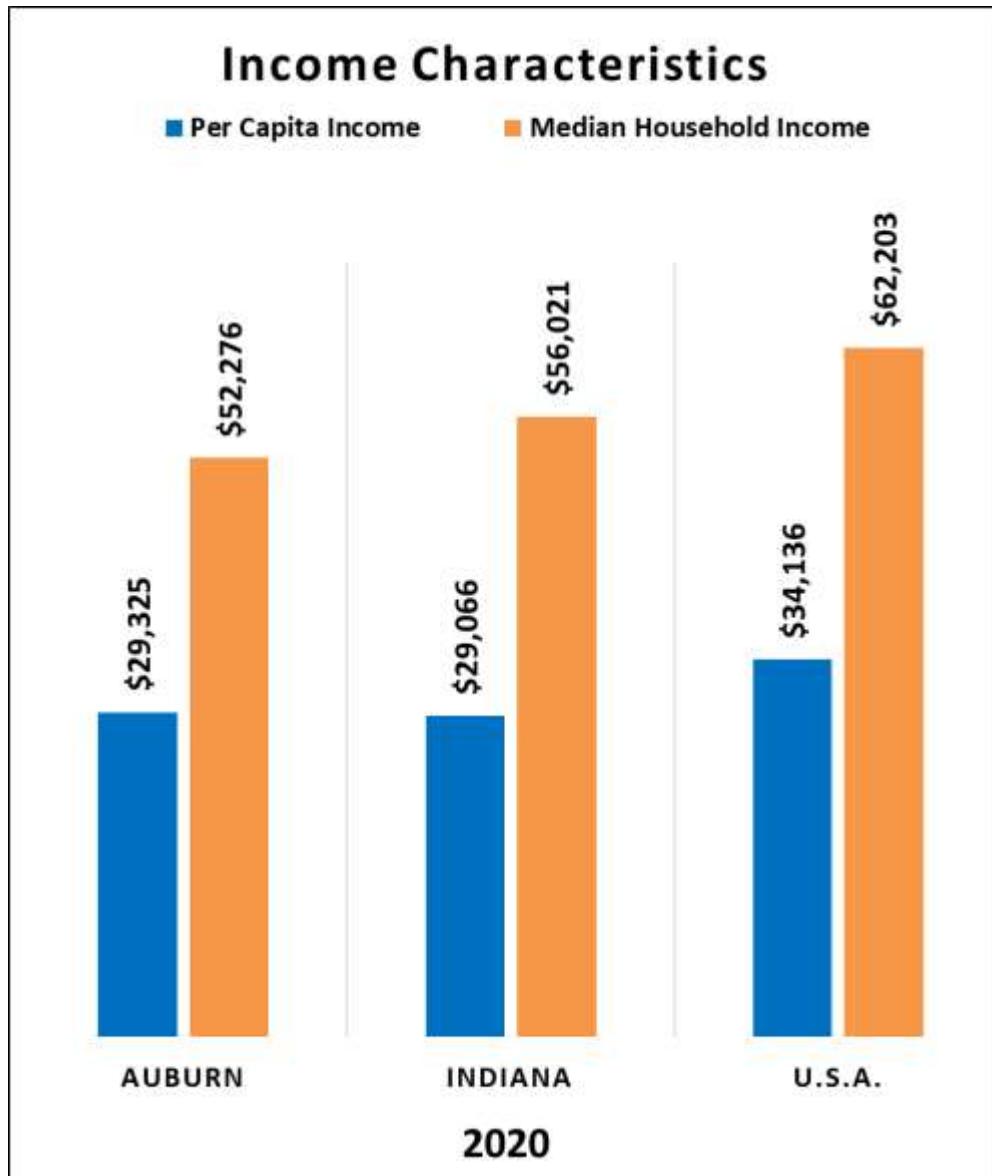
Figure 12: City Income Characteris8tics

2.5.4 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 the city and the national population.

| | = Significantly higher than the National Average |
| | = Significantly lower than the National Average |

2020 Demographic Comparison		Auburn	Indiana	U.S.A.
Population	Annual Growth Rate (2010-2020)	0.65%	0.50%	0.81%
	Projected Annual Growth Rate (2020-2035)	0.56%	0.49%	0.74%
Households	Annual Growth Rate (2010-2020)	0.76%	0.56%	0.80%
	Average Household Size	2.36	2.51	2.58
Age Segment Distribution	Ages 0-17	23%	22%	22%
	Ages 18-34	21%	23%	23%
	Ages 35-54	25%	25%	25%
	Ages 55-74	23%	23%	23%
	Ages 75+	8%	7%	7%
Race Distribution	White Alone	96.2%	81.4%	69.4%
	Black Alone	0.6%	9.7%	13.0%
	American Indian	0.2%	0.3%	1.0%
	Asian	0.9%	2.6%	5.9%
	Pacific Islander	0.0%	0.0%	0.2%
	Some other Race	0.8%	3.3%	7.1%
	Two or More Races	1.3%	2.6%	3.6%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	2.9%	7.4%	18.8%
	All Others	97.1%	92.6%	81.2%
Income Characteristics	Per Capita Income	$29,325	$29,066	$34,136
	Median Household Income	$52,276	$56,021	$62,203

Figure 13: Demographic Comparative Summary

2.5.5 LOCAL SPORT AND LEISURE MARKET POTENTIAL

The following charts show sport and leisure market potential data for City 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 City residents demonstrate low market potential figures for all four categories that were assessed. The top five activities based on MPI were Fishing (Fresh Water) (132), Softball (110), Volleyball (103), Horseback Riding (103), and Baseball (103). More than 15% of all activities assessed had MPI scores above the national average, which suggests the local population is less inclined to participate in recreational activities.

The following charts compare MPI scores for 43 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 offerings provided by the Department.

GENERAL SPORTS MARKET POTENTIAL

The General Sports category has the highest overall MPI figures, as all activities have above average MPI scores. Activities that have the greatest market potential are Softball (110), Volleyball (103), Baseball (102) and Football (100).
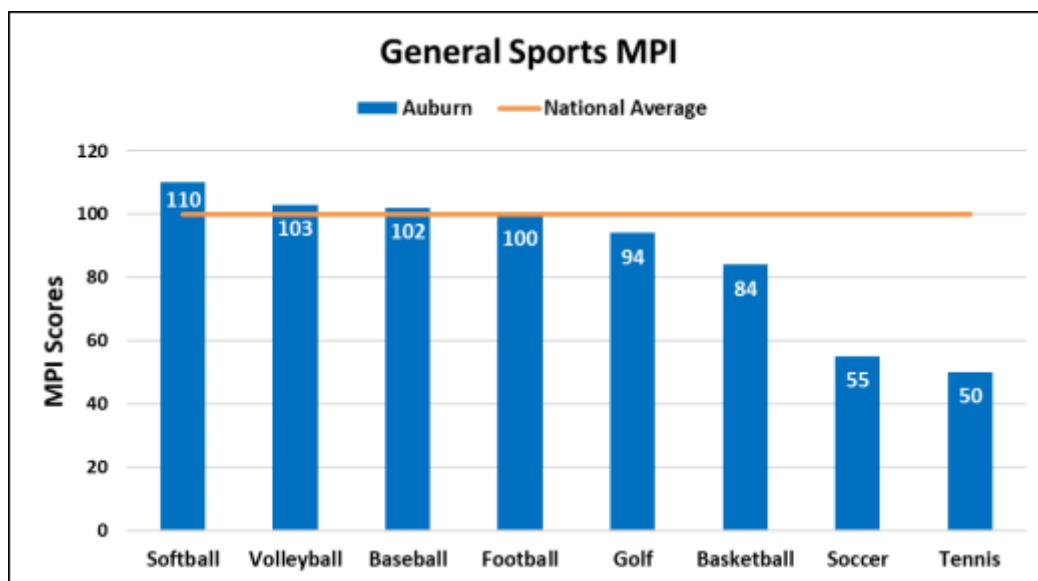
Figure 14: General Sports MPI

FITNESS MARKET POTENTIAL

All activities in the Fitness category have below average MPI scores. The top three activities in this category include Walking for Exercise (97), Swimming (92), and Pilates (74). Yoga (60) has the lowest MPI of all activities assessed, though in this case, it may be caused by lack of access to fitness facilities and group fitness classes. Walking for Exercise is the highest MPI and presents an opportunity for the city to increase connectivity to residents can increase walking.
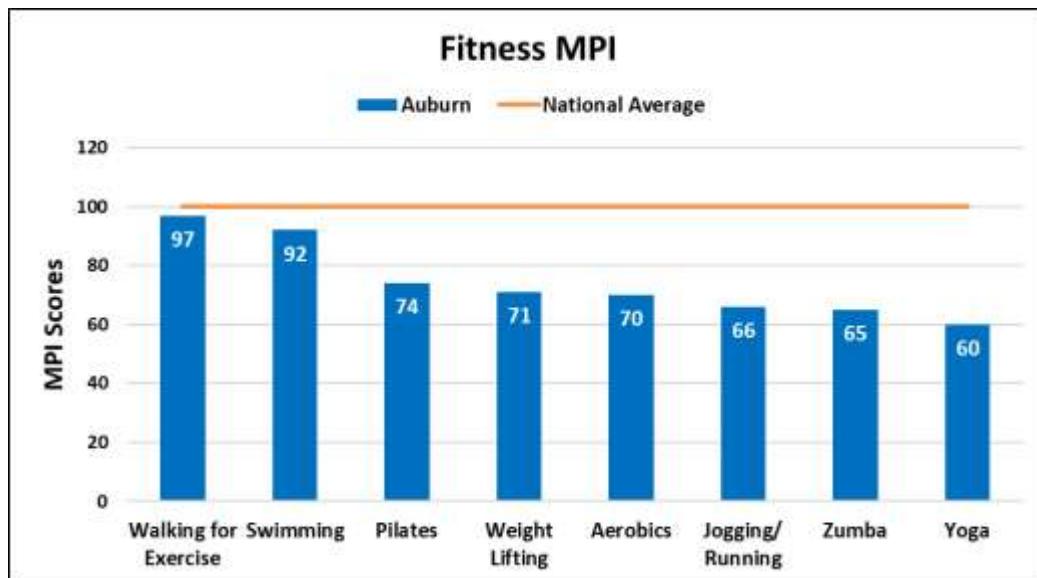
Figure 15: General Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

Assessing MPI scores for the Outdoor Activity Category reveals only two activities are above average MPI (Freshwater Fishing and Horseback Riding). The lowest activities based on MPI were Hiking (69) and Mountain Bicycling (68).
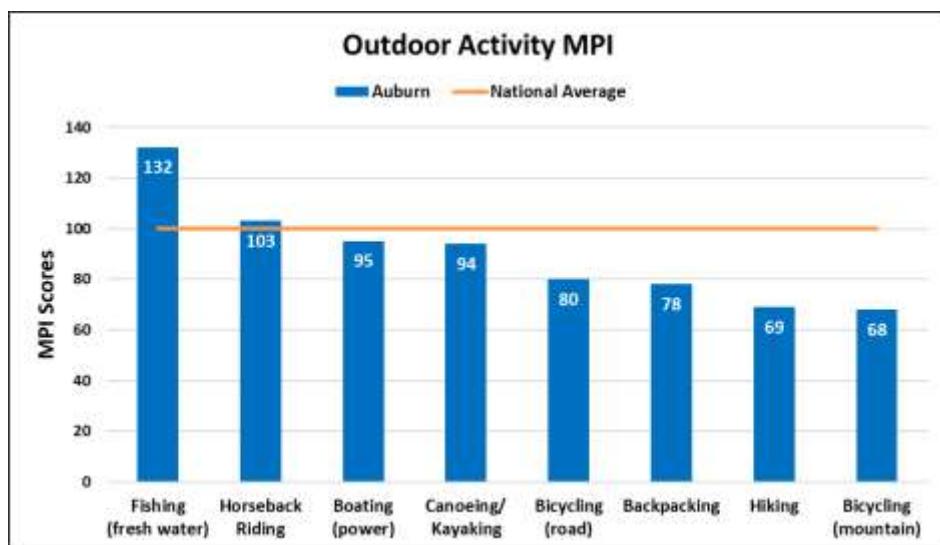
Figure 16: Outdoor/Adventure Activities MPI

COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation category also reveals one activity with MPI scores above the national average. Spent $1-99 on sports/rec equipment (103) had the highest MPI of all activities in this study, followed by went overnight camping (95) and spent$250+ on sports/rec equipment (95). The City's recent investment into sports fields (softball) coincides with the spending trends for sports participation. Commercial Recreation MPI provides additional insight to what people are seeking that is not offered by the city or the quality does not meet the public's expectation. These are opportunities to ensure quality in all programming, existing and new offerings.

Commercial Recreation MPI
(Last 12 Months)

■ Auburn   National Average

Activity	MPI Score
Spent $1-99 on sports/rec equip	103
Went overnight camping in last 12 months	95
Spent $250+ on sports/rec equip	95
Attended a movie in last 6 months	90
Did photo album/scrapbooking	89
Played musical instrument	89
Visited an indoor water park in last 12 months	85
Attended sports event	84
Spent $100-249 on sports/rec equip	83
Did painting/drawing	82
Did photography	79
Visited a zoo in the last 12 months	79
Attended dance performance	75
Went to live theater	75
Visited a theme park in last 12 months	70
Danced/went dancing	69
Attended classical music/opera performance	68
Went to museum	66
Went to art gallery	61

MPI Scores

Figure 17: Commercial Recreation MPI

2.6 DEMOGRAPHICS & TRENDS KEY FINDINGS

Based on the information presented in the Demographics & Trends Analysis, the following key findings are of particular interest and/or have significant implications for the Department:

- **Population:** The City population is growing slowly, at a rate of three-fourth the national growth rate. As the population increases, the Department continue to monitor the demographic shifts in to ensure that services continue to meet the community needs.

- **Age:** City residents are older than the national median age and there is a strong presence of adults ages 35-54. By 2035, the oldest age segments (55-74 and 75+) are expected to be the only groups that will experience growth to 35%. The Department must continue to provide services for all ages and regularly reevaluate its programming mix to effectively transition as the population ages.

- **Race / Ethnicity:** The City's population is less diverse than the national population, with a majority of White Alone (96%) and one percent (1%) for Black / African American, Asian, Some other Race and Two or More Races. The US is 70% White Alone and 13% Black / African American. The racial composition of City residents is expected to remain fairly consistent over the next 15 years. People of Hispanic / Latino ethnicity represent only 3% of the total population, which is significantly below the national average (18.8%), but this group is expected to remain the same through 2035. 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 City residents are below state and national levels for median household income. Per Capita imcome levels are above the state and below the national average. The lower earning capabilities of the population suggests there may be areas that are facing significant limitations financially and a general lack of disposable income for residents. The Department should pay close attention the pricing and access to recreational opportunities, especially for populations prone to lower income, and ensure offerings are equitable. Households with lower income may also be more susceptible to barriers for participation, such as transportation and access to technology.

- **National Participatory Trends:** National participatory trends are opportunities for the Department, in the activities in sports 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 City must continue to provide active recreation opportunities and seek out new, trending activities that will peak interest and meet the demand for parks, facilities, and recreation programs among City residents for many years to come.

- **Local Participatory Trends:** Local recreation trends show minimal participation across all categories assessed, with only 7 out of 43 activities having MPI scores above the national average. The market potential data suggests that City residents are less inclined to participate in a wide variety of recreational activities related to sports, fitness, outdoor recreation, and commercial recreation. Considering the geographical location of the City, the low scores can be attributed to lack of access to facilities and programming as resources are smaller in smaller cities and towns in rural areas.

CITY OF AUBURN

CHAPTER THREE – COMMUNITY ENGAGEMENT

3.1 STAKEHOLDER INTERVIEWS

As a fundamental component of the planning process, the project team conducted a series of stakeholder interviews and public meetings over a two-day period, February 9 & 10, 2021. The feedback received from community stakeholders is critical to the discovery phase of the Plan to uncover the recreational needs, interests, and challenges facing the City of Auburn Parks and Recreation Department ("City") from the perspective of residents, users, partners and other key stakeholders of the system. Questions asked were designed to better understand current strengths, opportunities, and priorities for the city as it continues to be a leader in providing recreational opportunities in the City and County. In total, the public input process connected with approximately 200 individuals. Stakeholder interviews and public meeting attendees included:

Representative Groups	
ACD Museum	DeKalb County Community Foundation
ACRES Land Trust	DeKalb County Council on Aging
Astral at Auburn	DeKalb County Eastern Community School District
Auburn Businesses	DeKalb County Economic Development Partnership
Auburn Conservation	DeKalb County Visitors Bureau
Auburn Girls Softball	DeKalb County Fair Association
Auburn Little League	DeKalb Outdoor Theater
Auburn Churches	DEKKO Foundation
Auburn Lions Club	Eckhart Public Library
Auburn Rotary Club	Garrett-Keyser-Butler Community Schools
Auburn Kiwanis Club	Girl Scouts of the USA
Boy Scouts of America	Habitat for Humanity of Northeast Indiana
Catholic Charities	Image of Hope Ranch
City of Auburn Council and Mayor	The James Foundation
City of Auburn Department Heads	Rocket Football
City of Auburn Board of Public Works and Safety	Rieke Foundation
City of Auburn Parks and Recreation Board	United Way of DeKalb County
City of Auburn Parks and Recreation Department Staff	YMCA of DeKalb County
DeKalb Community Impact	Young Professionals of DeKalb County
DeKalb County Central United School District	

3.2 STAKEHOLDER INTERVIEW SUMMARY

Stakeholder interviews were conducted both with individuals and in group settings, and included more than 50 people. These interviews included an introduction to the project team and process, then asked a series of broad questions to better understand the current strengths, potential opportunities for parks and recreation programs/events, challenges of the system, and culminated with each individual sharing their one priority / desired outcome for system as it moves forward.

3.2.1 STRENGTHS

Based on feedback from key stakeholders, three common themes arose in many conversations. These themes included: quality and distribution of parks, specific amenities, and staff and management.

VARIETY AND DISTRIBUTION OF PARKS

The greatest strength identified by stakeholders was the park system variety. Many believe there is a good footprint of access to expand upon as the City anticipates continued growth from the close proximity with the City of Fort Wayne. Feedback also included ensuring the distribution of future park locations in growth areas continues the same or better level of access. A few specific comments included:

- Access with several parks spread out among the Community.
- Over 100 acres of parkland spread out over the city.
- People love the access to parks in the community and the variety is a huge value added.
- The variety and distribution of parks throughout the city with different settings and amenities.

SPECIFIC AMENITIES

There were three specific amenities that were popular among the responses; Eckhart Skate Park, Rieke trail and Rieke Park Ball Diamonds. The dog park, Rieke Park Lodge, and new playgrounds were also mentioned as strengths within the system. Other specific parks, recreation, and amenities collected as strengths included:

- Courtyard Park.
- Natural setting of Eckhart Park.
- Nostalgic playground features.
- Programs and special events.
- Shaded areas including picnic shelters and mature trees.
- Tennis and pickleball courts.
- The sledding hill.

3.2.2 STAFF AND MANAGEMENT

Stakeholders also commended the city for the quality and expansion of staff. Department staff are perceived as highly knowledgeable, committed, and responsive to the needs of residents including during the COVID-19 Pandemic with virtual programming and educating the public on protocols to still enjoy the parks. Even noting that as the concern of COVID-19 is addressed in society, staff need to be ready for increased demand for programming and heavy use of the park system. Additional comments included:

- Communication has improved over the past few years and social media presence is more than it was.
- City is on the right track – please continue with more like the recent Department expansion and parks expansion.

- Department is programming events around holidays which builds traditions and positively impacts the quality of life.
- New website is user friendly, accessible and full of information.
- Overall skill set of the Department staff.
- Programming events and classes are exception and thank you for pivoting to online programming.
- The partnership with the schools where both conduits for information make community stronger.

3.2.3 CHALLENGES & IMPROVEMENTS

Overall, stakeholders are pleased with the value of living in the City and recognize that building upon the strengths identified means investing in the parks and recreation system and Department. Three common themes emerged from the feedback; underutilized amenities/areas, connectivity, and funding growth.

UNDERUTILIZED AMENITIES AND AREAS

Stakeholders identified aging amenities being underutilized and continuing the recent updates to the system in underutilized areas will re-energize those spaces. This in turn will increase traffic to those areas, increasing safety and decreasing vandalism. Feedback also included creating connectivity and ADA accessibility to all amenities and gathering spaces in parks, update and add restrooms to the system, systematic improvement of existing parks, and include new trends and amenities in parks and recreations. Some specific comments made included:

- Aged diamonds are underutilized now that Rieke has been developed.
- Been more than a decade since we have significantly improved the system.
- Develop standards for maintaining the system.
- Perception is that some parks have been neglected.
- Quality of the parks – aging and it appears the Rieke gets all the money.
- Redevelopment – space unutilized in parks (Thomas) - Repurpose these areas and reallocation of resources to top priorities in the community.
- Take care of what we have while in expansion.
- There is a need for more parks in the system and to have a different set of experiences at each location.

CONNECTIVITY

Trails continue to be one of the most popular amenities in communities all across the United States and the City's stakeholder feedback demonstrates the strength of trails in the community. Stakeholders identified existing trails as a popular amenity during the City's response to COVID-19 Pandemic. Identified were the need for more connectivity to existing trails via sidewalks and pathways. In addition, connectivity to public spaces, retail, restaurants, and schools are desired. Specific comments included:

- A better pedestrian crossing light at Indiana – Hawk System.
- Improve intersections and crosswalks for walkability throughout the city.
- More tails connectivity.
- Walking and biking paths could use drinking fountains along the way.

FUNDING AND MANAGING GROWTH

Also recognized by stakeholders is the city sits in an area identified for high growth. The overarching concern is ensuring the parks, recreations programming and amenities grow commensurate with the city. Stakeholders believe developing standards and knowing the cost to provide Department services will help to develop a strategy for expansion and improving existing aged amenities. The stakeholders would like to see the digital communication of parks continue, but also reach residents who do not utilize social media platforms so these citizens are also well informed.   To ensure the system is evolving as stakeholders have identified will require looking at personnel needs, equipment needs, and needed spaces to develop the system and maintain existing assets.   Specific comments from stakeholders included:

- Equipment maintenance plan is needed along with additional storage space.
- Lack of awareness – communicating everything the Department does for the community.
- Land acquisition will become a challenge as the city continues to grow.
- Maintenance is good, but continue putting in surveillance for vandalism.
- Moving the City forward fast enough for the people is a new challenge with the prosperity.
- Vehicles and equipment and storage, program storage – instead of stacking and having to shuffle equipment to get to something is inefficient.
- We need to expand, but need to make sure we have enough staff to better maintain the parks that we have.

3.2.4 OPPORTUNITIES

Based on stakeholder input, common themes for recreational opportunities within the city were organized into three categories: facilities and amenities, programs and services, and asset management. Stakeholders have a variety of perspectives and ideas for the City; however, the consensus is the need to improve the aging infrastructure and amenities of the system, address the lack of indoor recreation space, and achieve greater financial sustainability will be paramount to the future success.

FACILITIES & AMENITIES

Stakeholders stated that facilities and amenities are aging, in need of repair, underutilized, and/or not accommodating the needs for the community. As provided by stakeholders, the top recreation facility and amenity needs, in no particular order, included:

- Additional grills, picnic shelters, pavilions, and gathering spaces.
- Additional land for parks and recreation purposes.
- Another community building – larger to accommodate programs and potentially the office with storage.
- Athletic Fields - final quad (four ball diamond cluster) in Rieke Park that was planned.
- Bike Park – BMX track, pump track, etc. to complement the skate park.
- Cedar Creek access points for canoeing and kayaking.
- Digital signs for promoting programs, sponsors, other City news – get the word out.
- Dog Parks – another one and agility features.
- Ice rink for year-round outdoor opportunities (open skate and hockey).
- Playground upgrades with themes and inclusive features.
- Public restrooms.
- Water Play – swimming pool or splashpad.

PROGRAMS AND SERVICES

The community is pleased with the expansion of staff and the additional programs and events that have come in recent years from the city. Stakeholders are concerned about programming for age segments, as the city grows. Stakeholders recognize the workforce is turning over with new professionals and young families moving to the area as individuals retire. The desire is to provide more activities for young professionals that may want to choose the city for their home, while providing opportunities for retiring and aging residents to be able to age in place with plenty of activities that provide physical, mental and social. It is also worth noting that typically retirees and young professionals have disposable income that most families do not. Key program and service responses were more individualized beyond the age segments noted above. Some programs and events that need to be addressed or introduced included:

- Art fair event.
- Avoid duplicating programs where the demand is not large enough to support more providers in the market.
- Baseball and softball activities could use the additional quad ball diamonds.
- Biking programs for BMX and Trail use.
- Community days to partner with the YMCA for the splash pad.
- Events that have an environmental focus on them. Habitat, Arbor, Flora, Fauna for youth and adults alike.
- Fun runs/5K with a social gathering that follows with food and music.
- Inclusive programming for the younger residents.
- Intergenerational programs.
- Lunchtime concert series – Maybe on the square.
- Nature programming – backyard environment. We could have native species educational garden.
- Planning events that celebrate community, holidays, past events in the city and concerts.
- Programs for homeschooled kids.
- Programs for adults to learn life skills, (cooking, computer, health).
- The ability to have adult beverages as part of some events.

ASSET MANAGEMENT

The city is looked at as a leader in parks and recreation services in the County since currently there is not a county parks and recreation department. Stakeholders would like the city to develop new dedicated resources to assist the park system to grow commensurate with the city. The most common management needs identified by stakeholders that should be major focus areas for improving the parks and recreation system included:

- Parks
  - Connect destinations (parks, business areas and museums) to create the walkable community.
  - Continue the Rieke Trail from Downtown to the High School.
  - Develop more facilities and repurposing underutilized amenities Downtown Park.
  - Make entrances to parks more attractive.
  - Plant more trees in the park system and along trails.
  - Maintain and enhance the skate park as it is well utilized.
  - Update aging amenities.
  - Update and add rental facilities within the parks.
  - Working with the Street Department to provide connectivity (sidewalks or trails) between all parks.

- Recreation
    - Expanding our parks and recreation programs and special events will be well received.
    - Farmers Market is a priority event that should be further developed as it appeals to young professionals and retirees.
    - Programming for retirees and young professionals.
- Administration
    - Identify what adequate funding for capital and maintenance needs will be.
    - Know the cost of service to project needs as the system expands.
    - Look at the needs from an age segmentation.
    - Maintenance seems reactive. Increase staffing for maintenance people to get work done.
    - Prioritize native plants, flowers and trees -- decrease maintenance.
    - Trim and prune the trees, plant additional painting as well.

1.1.4 TOP PRIORITY

Although the Stakeholders have a variety of priorities for the city, some common themes were identified through interviews. Many stakeholders cited the more recent updates to the parks and recreation system as well done and greatly appreciated. Taking care of what the city currently owns is as important as adding new parks and amenities. Many are hopeful this planning process clearly identifies the recreational needs of the community, provides a vision for the city, and gauges the support for additional funding sources to move forward.

Top priorities for the city that were most frequently mentioned include:

1. Safe connectivity to parks, schools, retail/restaurants, attractions and other public places.
2. Replace aging underutilized assets within the parks.
3. Improve ADA access to areas within the parks, bringing all parks up to recent standards.
4. Water-based activities in the park system (i.e., aquatic center, splash pad, splashpad/playground combination, splashpad/ice rink/farmers market combination).
5. Develop new dedicated funding sources to assist in growing the park system commensurate with the City (i.e., park foundation, naming rights, earned income, appropriate tax support, etc.).
6. Year-round activities, winter time interaction is needed in the community both indoor and outdoor (i.e., ice rink, community building, recreation center, larger sled hill with north-facing slope).
7. All Inclusive and themed parks/playgrounds.
8. Develop the additional ball diamond quad at Rieke Park.
9. Develop a regional park with passive and active areas - Greenhurst Commons is an example.
10. A downtown park where events could happen. Different types of events and combined events.
11. Creek access for nature programming and kayak/canoe paddling.

3.3 PUBLIC FORUM SUMMARY

The consultant team conducted two public meetings and worked with City staff to develop questions to poll meeting attendees in real time. The public meetings were held on February 11, 2021. The first public forum was held in-person at 6:00pm with the city hall audio call in for those that wanted to participate, but could not be in person or on a virtual meeting. This meeting was with social distancing and COVID-19 Protocols in place. The second public meeting began at 7:30pm, virtual via Zoom and in Facebook Live. Attendees via Facebook Live and followers who watched following the actual live public forum we able to participate via a Survey Monkey Auburn Public Forum Survey up to 72 hours following the meeting to maximize the reach. A total of 167 attendees participated in the two public forms and live polling.

3.3.1 LIVE POLLING RESULTS

The following sections describe the results for each polling question, which provides insight on existing parks/facilities/amenities, program participation and preferences, Communication and barriers to participation, services that should receive the most attention and support for indoor recreation space.

PARKS, FACILITIES AND AMENITIES

WHICH COMMUNITY PARK DO YOU USE MOST OFTEN?

Respondents were able to select which community park they use most often. The two largest parks were highly selected; Rieke Park was used most often (47.3%) followed by Eckhart Park (36.5%). Thomas Park (6.6%) and Smith Acres Park (5.4%) round out the top four. Three percent of respondents do not use community parks.
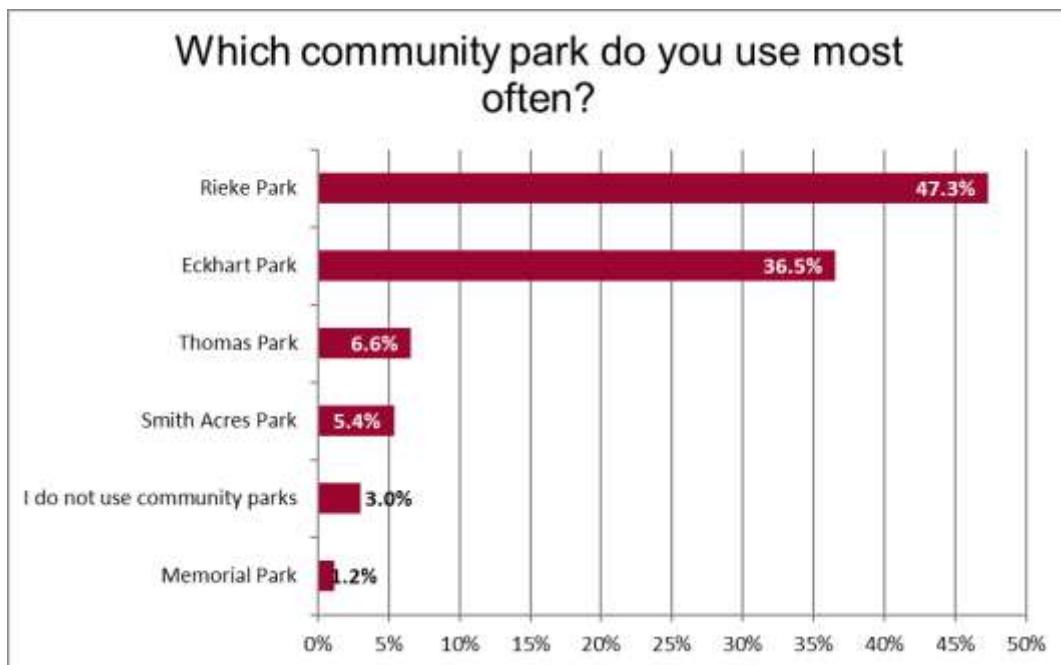
WHICH NEIGHBORHOOD PARK DO YOU USE MOST OFTEN?

Respondents were able to select which neighborhood park they use most often. The majority of responses selected I do not use neighborhood parks (54.5%). The most used neighborhood parks are Riley Park (17.4%) and Don Lash Park (12.6%). These were followed by Willennar Park (6%), Desoto Park (5.4%), and Forrest Park (4.2%).
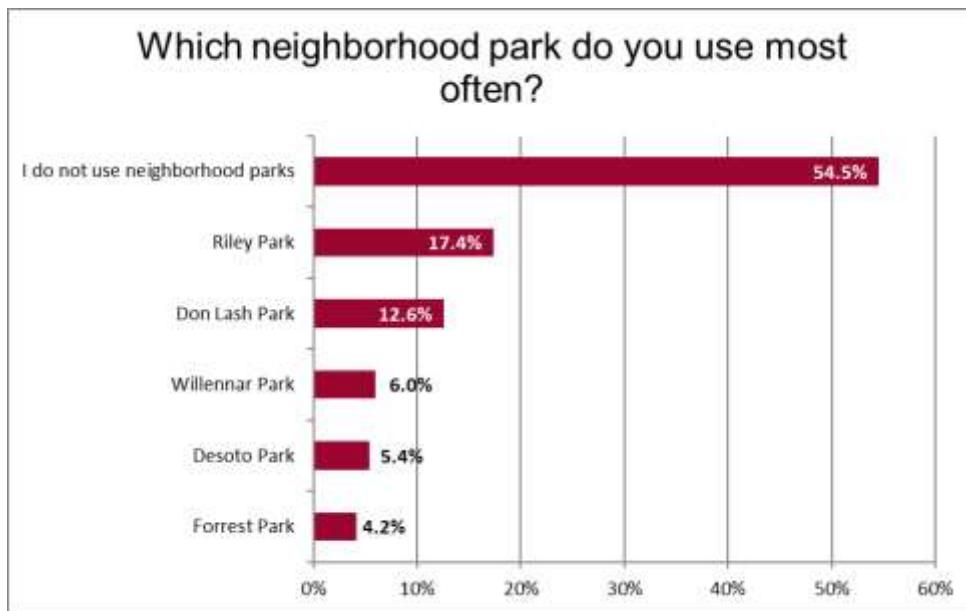
HOW WOULD YOU RATE THE OVERALL QUALITY OF THE CITY PARKS AND FACILITIES?

Respondents were asked how they would rate the overall quality of the parks and facilities. The greatest response was good (53.9%) with fair (24.0%) and Excellent (16,2%) rounding out the top three selected answers. When combined, good and excellent achieved 70.1% of the responses.
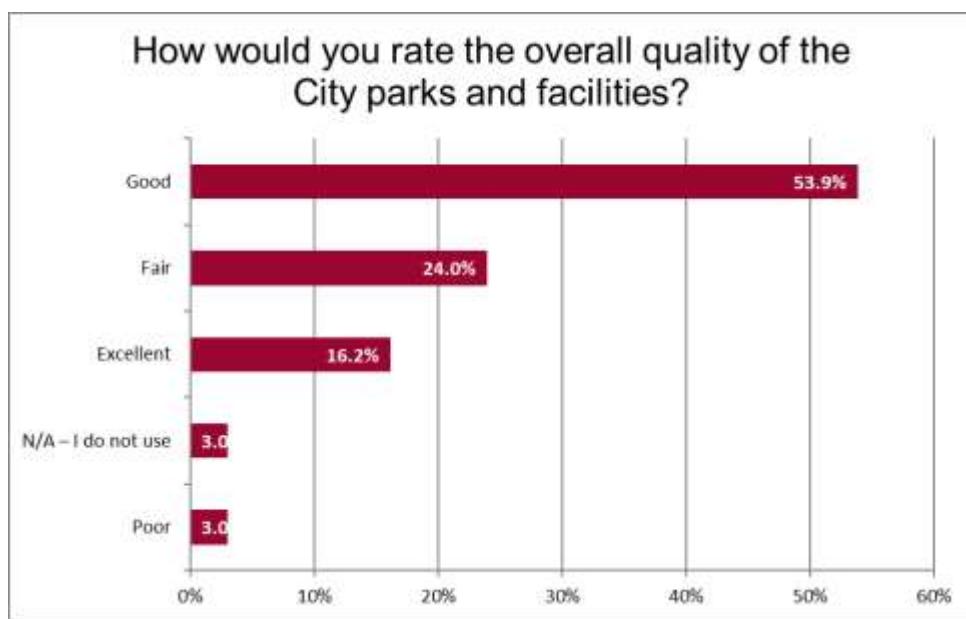
HOW OFTEN DO YOU USE THE CITY OF AUBURN PARKS, FACILITIES, TRAILS AND PROGRAMS?

Respondents were asked how often they use the city parks, facilities, trails and programs. At least monthly (36.1%) topped the list with six times per year (26.5%) and at least weekly (24.1%) rounding out the top three. Only 5.4% use the system one time per year or less.

How often do you use the City of Auburn Parks, facilities, trails and programs?

At least monthly	36.1%
At least six times per year	26.5%
At least weekly	24.1%
Two to five times per year	7.8%
One time per year or less	5.4%
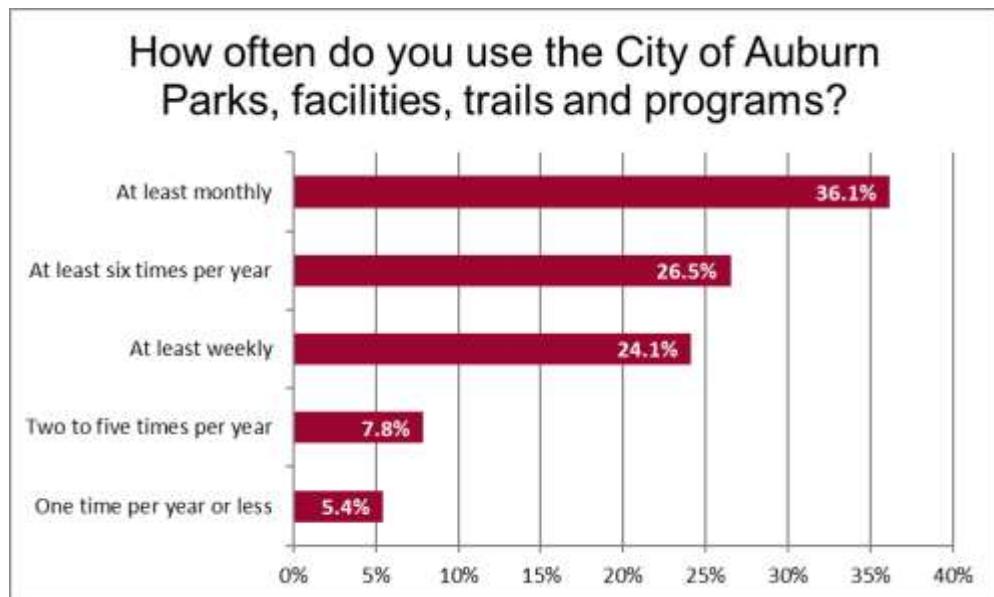
SELECT THE TOP 3 EXISTING FACILITIES /AMENITIES YOU WANT THE CITY TO PROVIDE MORE OF?

Respondents predominantly selected paved trails (74.0%) as the number one facility/amenity they would like the City to provide more of. This was followed by community park (20+ acres) (34.8%) and playgrounds (30.9%) to round out the top three. Dog park (26.5%), picnic shelter (23.8%) and tennis/pickleball courts (22.1%) make up the second tier of responses.

Select the top 3 existing facilities / amenities you want the City to provide more of?

Paved Trails	74.0%
Community Park (20+ acres)	34.8%
Playgrounds	30.9%
Dog Park	26.5%
Picnic Shelter	23.8%
Tennis/Pickleball Courts	22.1%
Rental Hall	17.1%
Neighborhood Parks (1-10+ acres)	14.9%
Ball Diamonds	5.5%
Skate Park	5.0%
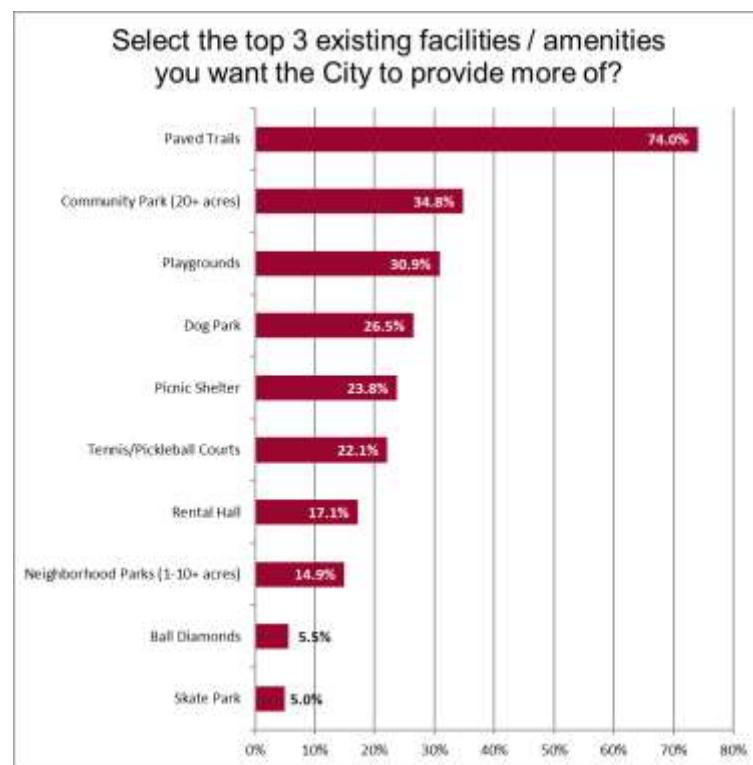
SELECT THE TOP 3 NEW FACILITIES / AMENITIES YOU WANT THE CITY TO PROVIDE?

Respondents were asked to select three (3) new facilities/amenities they would like the City to provide. Themed playgrounds (49.2%) and synthetic turf fields (44.4%) were the top two answers. Swimming pool/aquatic center (34.4%) and splash pad (44.4%) make up the second tier of selected answers. Senior activity park (23.3%) and regional park (100+ acres) (21.7%) make up the third tier selected.

List the top 3 new facilities / amenities you want the City to provide?

Facility / Amenity	Percentage
Themed Playgrounds	49.2%
Synthetic Turf Sports Fields	44.4%
Swimming Pool/Aquatic Center	34.4%
Splash Pad	34.4%
Senior Activity Park	23.3%
Regional Park (100+ acres)	21.7%
Outdoor Music Venue	18.5%
Ice Rink	16.9%
Community & Recreation Center	7.4%
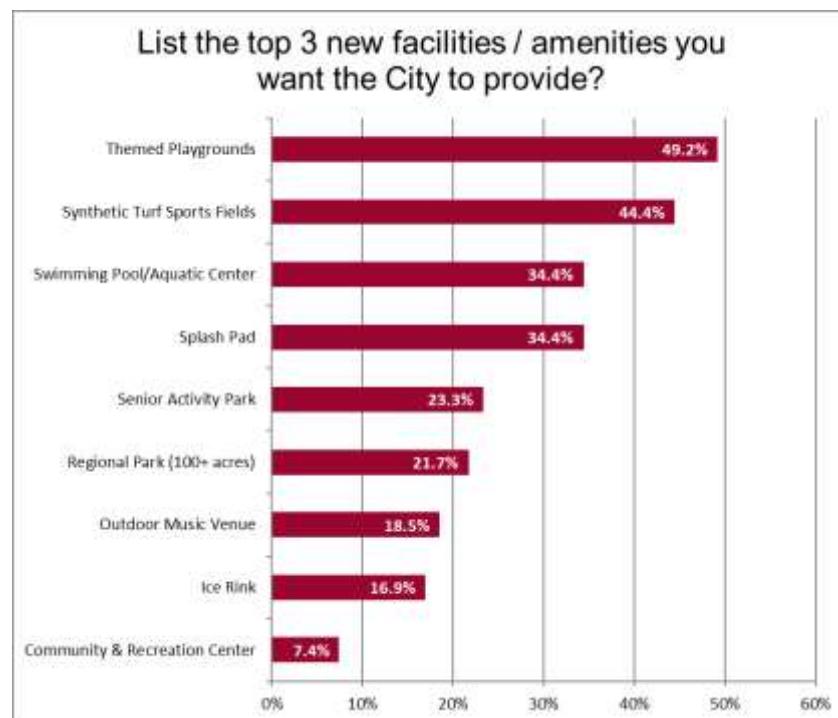
PROGRAMS AND EVENTS

HOW OFTEN DO YOU PARTICIPATE IN ANY CITY RECREATION PROGRAMS?

When asked how often they participate in any City recreation programs, respondents selected two to five times per year (24.0%) as their top response. Once per year or less (23.4%), as frequently as I can (21.6%) round out the top three responses. Once a month (4.8%) was selected the least.

How often do you participate in any City recreation program?

Response	Percentage
Two to five times per year	24.0%
Once per year or less	23.4%
As frequently as I can	21.6%
Never	15.6%
At least six times per year	10.8%
Once a month	4.8%

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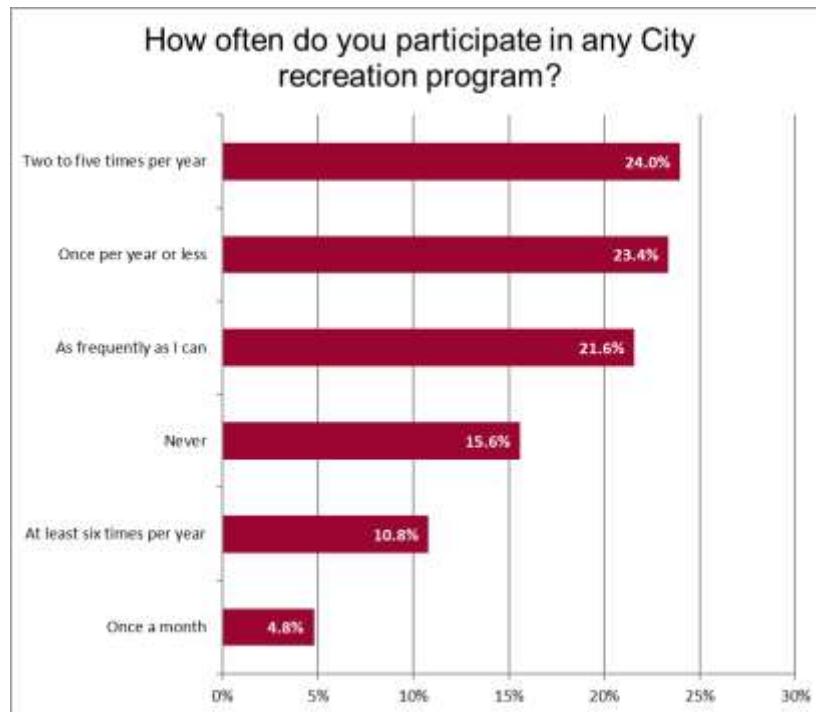
SELECT THE TOP 3 PROGRAMS YOU WOULD BE INTERESTED TO PARTICIPATE IN?

Respondents selected nature and outdoor adventure programs (60.9%) as the dominant answer. Fitness & wellness programs (35.9%), special events (34.4%) and adult enrichment and fitness classes (32.3%) as the second tier of responses. Arts programs (22.9%), aquatic

Select the top 3 programs you would be most interested to participate in?

Program	Percentage
Nature and Outdoor Adventure Programs	60.9%
Fitness & Wellness Programs	35.9%
Special Events	34.4%
Adult Enrichment and Fitness Classes	32.3%
Arts Programs	22.9%
Aquatics Programs	19.8%
Youth Programs	18.2%
Sports Leagues	10.9%
Senior Activities	9.9%
Teen Programs	5.7%
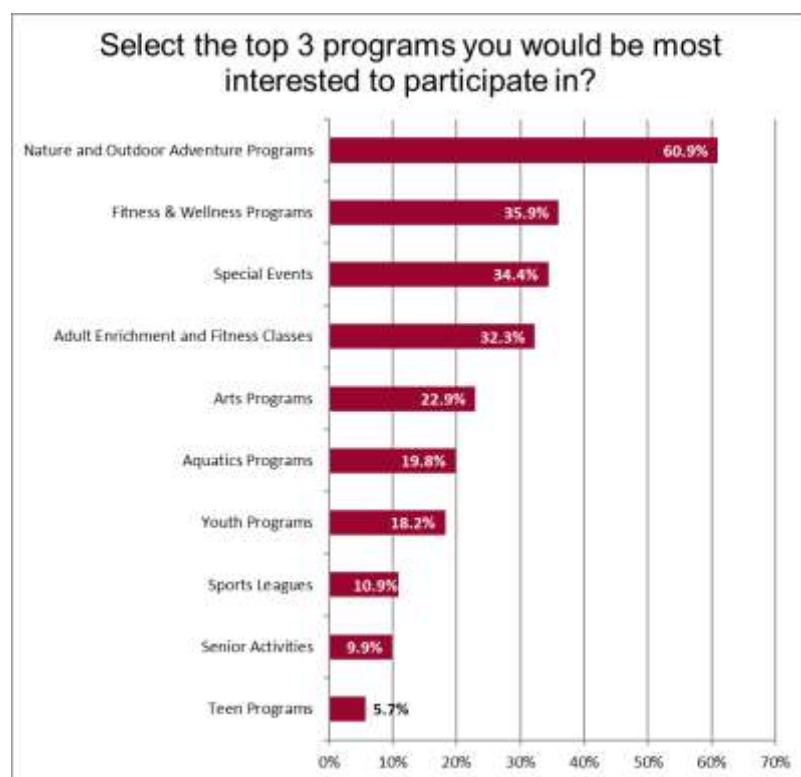
HOW WOULD YOU RATE THE OVERALL QUALITY OF CITY PROGRAMS AND SPECIAL EVENTS?

Respondents rated the overall quality as good (54.8%) as their top selection. This is followed by fair (17.5%), N/A I do not participate (13.9%) and excellent (13.3%). Respondents selected poor the least with only 0.6% of the responses.

How would you rate the overall quality of City programs & special events?

Rating	Percentage
Good	54.8%
Fair	17.5%
N/A – I do not participate	13.9%
Excellent	13.3%
Poor	0.6%
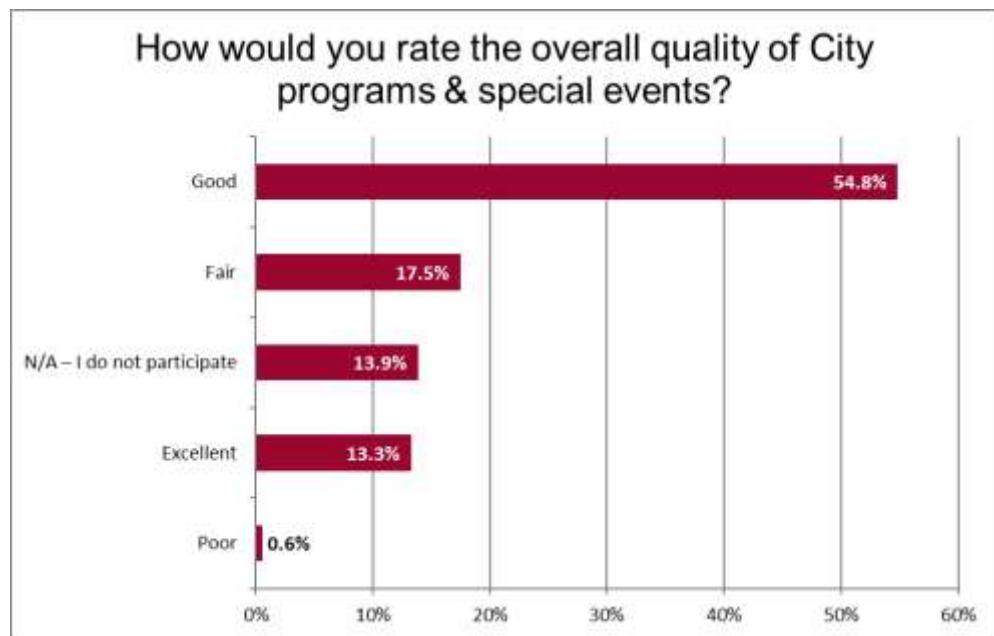
COMMUNICATION AND BARRIERS

CHOOSE YOUR TOP 3 PREFERRED MEANS OF RECEIVING COMMUNICATION FROM THE CITY PARKS AND RECREATION DEPARTMENT?

Respondents were asked to choose their top three means of receiving communication and overwhelmingly selected social media (76.6%). City/Department website (39.4%), email (38.8%), the Star (35.1%) and online community calendar (34.6%) round out the top five selected responses. The least preferred means is by word of mouth (10.6%) which is typically and extension of all other means when shared in social settings.
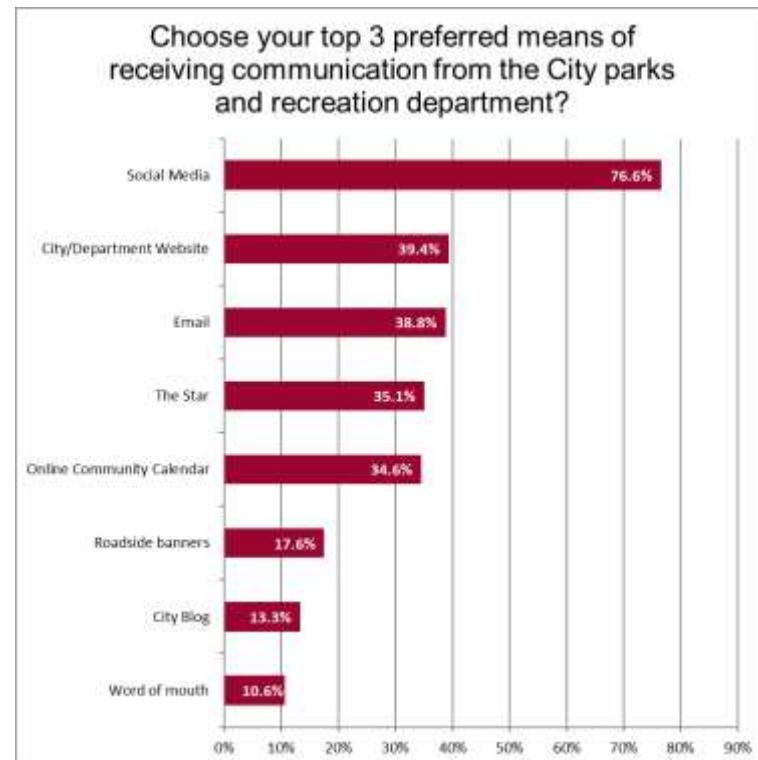
Choose your top 3 preferred means of receiving communication from the City parks and recreation department?

Social Media	76.6%
City/Department Website	39.4%
Email	38.8%
The Star	35.1%
Online Community Calendar	34.6%
Roadside banners	17.6%
City Blog	13.3%
Word of mouth	10.6%

Choose the top 3 barriers that prevent you from using the City parks and recreation programs or facilities?

I do not know what is offered	55.4%
Pandemic (COVID-19)	51.1%
Too Busy/No Time	45.7%
Lack of Restrooms	32.6%
Location	12.0%
Use another provider	10.3%
Too expensive	6.5%
Lack of Parking	4.3%
Lack of ADA Access	2.2%
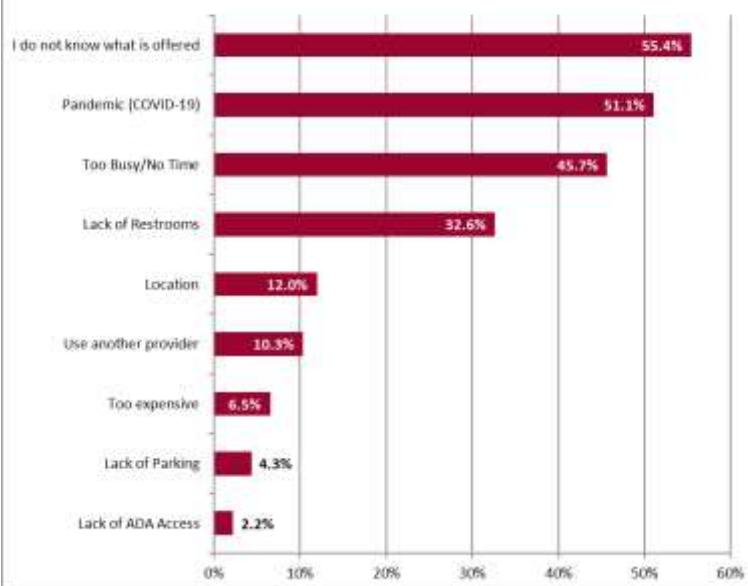
CHOOSE THE TOP 3 BARRIERS THAT PREVENT YOU FROM USING THE CITY PARKS AND RECREATION PROGRAMS OR FACILITIES?

Respondents selected I do not know what is offered (55.4%) and Pandemic (Covid-19) (51.1%) as the two barriers that prevent them from participating the most. Too busy/no time (45.7%) and Lack of restrooms (32.6%) as the second tier of responses. Lack of ADA access was selected the least with only 2.2% of respondents choosing this answer.

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PRIORITY, OVERALL SATISFACTION, AND SUPPORT
WHAT TOP 3 PARKS AND RECREATION SERVICES SHOULD RECEIVE THE MOST ATTENTION FROM THE CITY OF THE NEXT TWO YEARS?

The majority of respondents selected trail connectivity (56.3%) as the service that should receive the most attention. Other priorities over the next two years included improve amenities (34.9%) and restrooms (30.7%) as the second tier selected. The third tier of selected responses included more community events (26.6%) park maintenance (24.0%), community parks (20+ acres) (23.4%) and recreation programs (21.9%).

PLEASE RATE YOUR SATISFACTION WITH THE OVERALL VALUE YOU RECEIVE FROM THE CITY PARKS AND RECREATION DEPARTMENT?

Respondents selected somewhat satisfied (41.7%) as the top selection. Neutral (29.8%) and very satisfied (21.4%) round out the top three selections. Only 4.2% of respondents were somewhat to very dissatisfied.
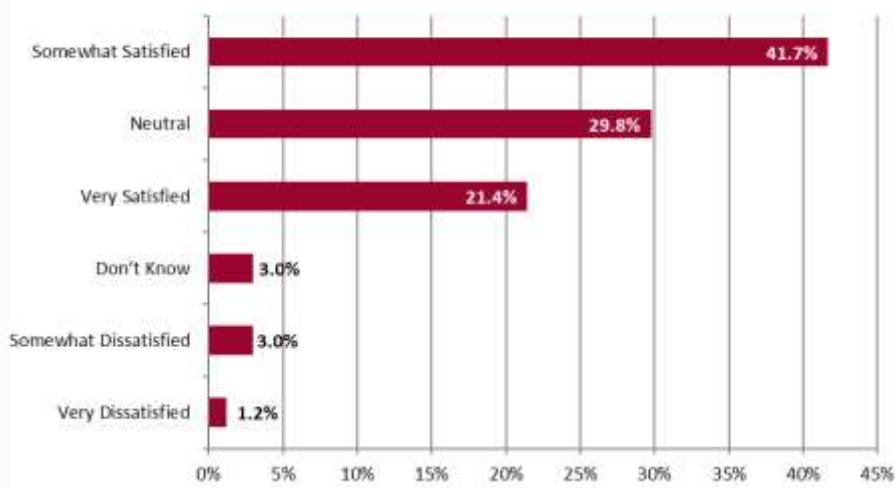
HOW SUPPORTIVE WOULD YOU BE IF THE CITY WERE TO DEVELOP A COMMUNITY AND RECREATION CENTER?

Respondents selected very supportive (47.6%) as their top answer followed by somewhat supportive (29.2%). Only 6% responded that they would not be supportive and 14.3% were neutral.

How Supportive would you be if the City were to develop a community and recreation center?

Answer	Percentage
Very Supportive	47.6%
Somewhat Supportive	29.2%
Neutral	14.3%
Somewhat Unsupportive	4.8%
Don't know	3.0%
Very Unsupportive	1.2%
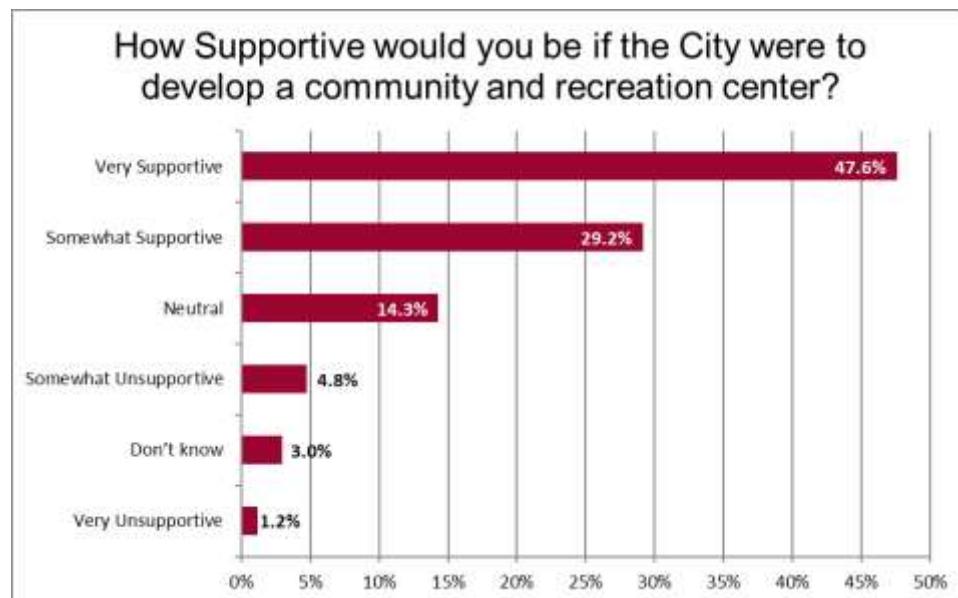
DEMOGRAPHICS

WHAT IS YOUR BIRTH GENDER?

What is your birth gender?

	Percentage
Female	33.5%
Male	66.5%
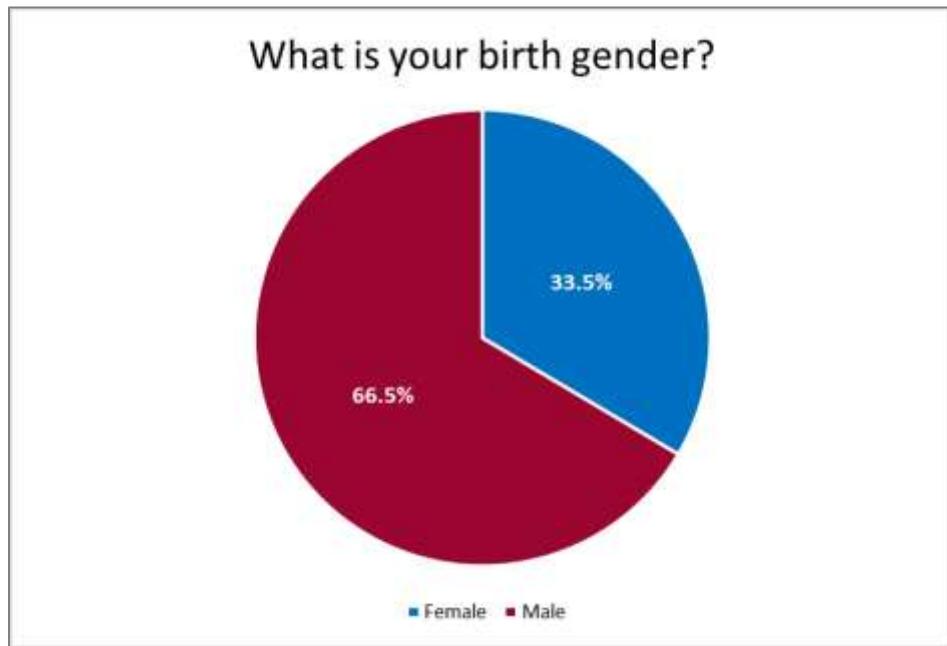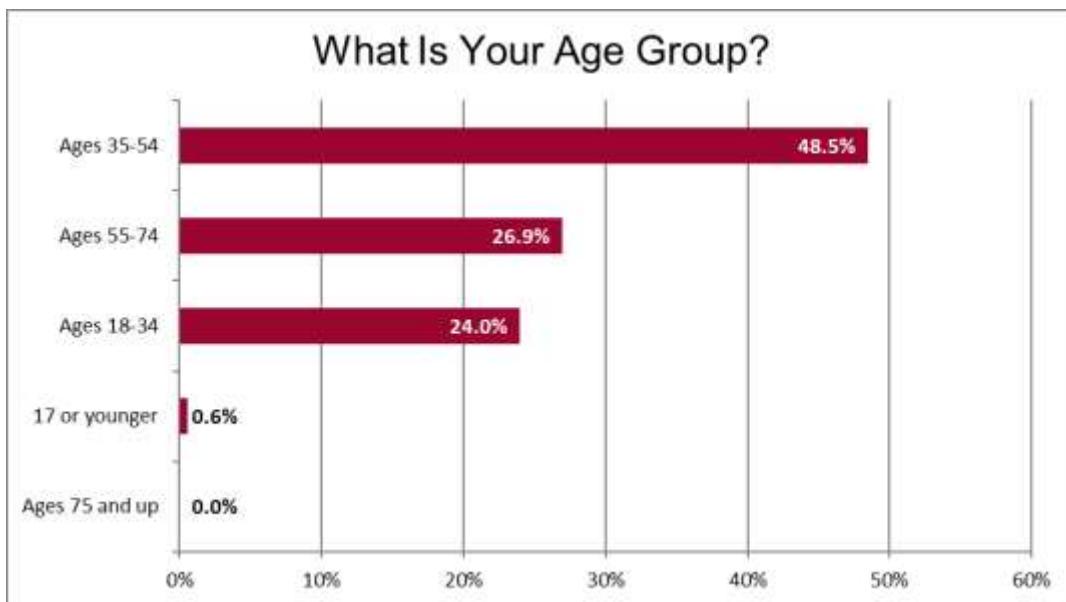
3.4 COMMUNITY ENGAGEMENT SURVEYS

The city wanted to engage the public with a statistically valid survey and online survey with the same questions. In addition, a youth survey was developed with the city to identify interests and needs of youth within the region. The Community Online Survey and Youth Survey results can be found in the Appendix.
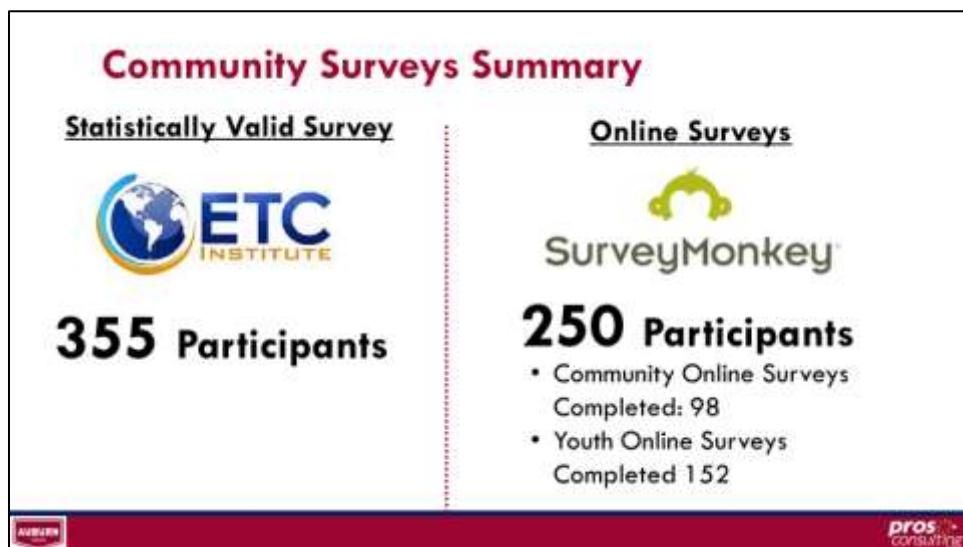
3.5 STATISTICALLY VALID SURVEY

ETC Institute administered a Parks and Recreation Assessment Survey on behalf of the City of Auburn, Indiana. The purpose of the assessment was to analyze residents' opinion about various topics regarding the community's parks, trails, recreation facilities, programs, and services. Analysis will establish priorities for the future improvement of Parks and Recreation services and aide City leaders in making decisions that best reflect the community's needs.

3.5.1 METHODOLOGY

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

Approximately ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it simple for residents to complete. To prevent people who were not residents of the city from participating, 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. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain 350 completed surveys from City residents. A total of 355 surveys were collected.

The overall results for a sample of 355 surveys have a precision of at least +/- 5.1% at the 95% level of confidence.

This report contains:
- Charts showing the overall results of the survey (Section 1)
- Benchmark Analysis comparing the City's results to national results (Section 2)
- Priority Investment Ratings (PIR) Analysis that identifies priorities for facilities/amenities and programs/activities in the community (Section 3)
- Tabular Data showing the overall results for all questions on the survey (Section 4)
- A copy of the survey instrument (Section 5)

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Figure 18: Statistically Valid Survey Methodology

3.5.2 AMENITY, FACILITY AND PARK NEEDS AND PRIORITIES

Priorities for Facility and Amenity Investments. The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks and Recreation investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on each facility/amenity/program and (2) how many residents have unmet needs for the facility/amenity/program. Details regarding the methodology for this analysis are provided in Section 3 of the report. Top Priority Investments include:

Figure 19: Top Amenity/Facility Priorities for Investment

- Paved Walking and Biking Trails: PIR=177.3
- Outdoor Swimming Pool: PIR=150.2
- Restrooms: PIR=132.5
- Natural Parks and Preserves: PIR=129.1
- Kayaking/Canoeing Access: PIR=116.1
- Splash Pads: PIR=102.5

3.5.3 PROGRAM AND ACTIVITY NEEDS AND PRIORITIES

Priorities for Recreation Program Investments. Details regarding the methodology for this analysis are provided above on Page vi and in Section 3 of the Findings Report, respectively. Top Priority Investments include:

Figure 20: Top Recreation Program Priorities for Investment

- Adult Fitness and Wellness Programs: PIR=200.0
- Nature Programs: PIR=161.7
- Adult Trips: PIR=126.6
- Outdoor Adventure Programs: PIR=117.8
- Senior Programs: PIR=110.2

3.5.4 ADDITIONAL FINDINGS

City Parks/Facilities Visited During the Past Year: Residents surveyed were asked which City parks and/or facilities did they visit during the past twelve months. The two parks that were visited by the highest percentage of residents were Rieke Park (69.6%) and Eckhart Park (61.4%).

- For each City park/facility that a respondent indicated they visited, respondents were asked to rate the respective park/facility. The facility and two parks that had the highest percentage of excellent/good ratings were: Rieke Park Lodge (98.9%), Courtyard Park (98.5%), and Rieke Park (98.4%).

City Recreation Program Participation: Twelve percent (12.4%) of residents surveyed indicated they/their household have participated in City recreation programs during the past twelve months. Of these respondents, 39.5% participated in one program, 48.8% participated in 2 to 3 programs, and 11.6% participated in 4 to 6 programs.

- Over half (52.3%) of program participants gave the location of the program facility as one of three reasons they partake in City programs and 43.2% indicated it is because of the quality of program content that they participate.
- Most (95.3%) of residents who used recreation programs in the past twelve months rated the overall quality of City programs as either excellent (32.6%) or good (62.7%), and 4.7% rated them as fair.

Potential Barriers to Residents from Using Parks, Recreation Facilities, and Programs More Often: Residents were asked, from a list of twenty potential reasons, which one(s) prevent them from using parks, recreation facilities, and programs more often. The top two reasons were "I do not know what is being offered" (36.1%) and "not enough time" (32.7%).

Organizations Used by Residents for Programs, Services, and Facilities: The organizations that are used by the highest percentage of residents, for Parks and Recreation programs, services, and facilities, are: City of Auburn Parks and Recreation (46.8%) and the YMCA (39.2%). Two of ten (22.0%) of residents indicated they do not use any organizations.

Methods of Information: The top three methods that residents use to get information about City programs and activities are through Facebook (58.9%), friends and neighbors (49.0%), and newspaper articles/advertisements (48.2%). Half (50.1%) of respondents indicated that they most prefer to use Facebook to learn about City programs and activities.

3.6 FINAL PUBLIC FORUM

The final public presentation took place on March 3, 2021 at 6:00pm in City Hall. There were 20 people present including; five City Council members, four Park Board members, the City Attorney, three park employees, two Board of Works, the Auditor, the Mayor, three people from the public and the consultants. There were a few additions for grant purposes from the Council and no comments from the public.

CHAPTER FOUR – PROGRAM, PARK AND FACILITY ASSESSMENTS

4.1 RECREATION PROGRAM ASSESSMENT

4.1.1 INTRODUCTION

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

The consulting team based these program findings and comments from a review of information provided by Department staff including program descriptions, financial data, partnership agreements, promotion methods, etc. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

FRAMEWORK

The mission of the Department is to "Provide year-round recreational and educational programs for people of all ages—all with the goal of getting people active, engaged and invested in our community."

In order to help achieve this mission, the Department provides a broad range of recreation and leisure programming. These program offerings are in their early stage of development, as the Department has only been offering programs for three years. Unfortunately, programs are not supported with dedicated spaces appropriate enough for the Department to expand its offerings. What the Department does offer involves a significant amount of coordination. Since the Department operates pretty lean from a staffing perspective, the Recreation staff have to plan the bulk of programs for the entire year and secure needed resources prior to peak-season operations (April-October).

4.1.2 CORE PROGRAM AREAS

Public recreation is challenged by the premise of being all things to all people. To help reach this goal, 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. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet any one or more of the following categories:

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

EXISTING & POTENTIAL CORE PROGRAMS

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

Existing Core Program Areas	
Adult Programs	Youth Camps
Senior Programs	Youth Programs
Special / Community Events	Virtual Programs
Softball	

Figure 21: Existing Core Program Areas

CORE PROGRAM AREA DESCRIPTIONS			
Core Program Area	**Brief Description**	**Internal Goals and/or Desired Outcomes**	**Program Examples**
Adult Programs	Adult Programs provide opportunities in educational programs, art classes, fitness and wellness, and general enrichment programs.	Provide programs for adults in the community and surrounding area that enhance the quality of life. To provide a quality experience at an affordable cost while still achieving full cost recovery. To provide a broad scope of program offerings to satisfy the passive and active recreation needs of our community.	• Mason Jar Candle Holders • String Art • Paw Print Keepsakes • Wooden Heart Painting • Tree Planting Basics • Painting with Sherian
Senior Programs	Senior Programs provide a social environment to enhance quality of life.	Provide a variety of activities for older residents with a focus on enrichment and socialization helping residents age in place and enjoy local programming for convenience.	• Senior Socials • Senior Walking Club • Senior Card Club
Special/Community Events	The city offers a variety of special events throughout the year to celebrate holidays, history and heritage, to fill a community need or just bringing the community together.	Provide a safe and fun environment for participants. Create a "wow" factor and set attendance goals for each event. Be fiscally responsible with equipment and supplies. Create partnerships for support via donations, sponsorships, or resources.	• Art in the Park • Fishing Derby • Halloween Walk • Christmas Walk • Back to School Bash • Arbor Day Tree Sale • Santa Paws in the Park
Softball	Softball consists of league play and provides a recreational opportunity for adults to participate in an enjoyable sport.	To provide our community with friendly competitive leagues for all to participate in. Desired outcome is to have full leagues and host tournaments for teams from around the area.	• Men's Competitive • Summer Co-Ed • Fall Co-Ed
Youth Camps	Youth Camps provide grade school kids with structured activities, social engagements outside of school setting, and provide a child care resource for parents during school breaks.	Create engaging and interactive camps where youth can have fun participating in activities during school breaks.	• Spring Break Camps • Summer Camps

CORE PROGRAM AREA DESCRIPTIONS			
Brief Description	Brief Description	Brief Description	Brief Description
Youth Programs	Youth Programs offer activities throughout the year for kids in the community to participate in.	Continue to develop a wide variety of activities for youth and develop series focusing on educational content.	• Nature Scavenger Hunt • Harry Potter Craft Hour • Halloween Costume Contest • Christmas Walk Costume Contest • Solar Oven S'mores • Star Spangled Crafts
Virtual Programs	Virtual Programs offer activities for all populations in the comfort of their own home.	In the event a family or individual cannot attend a program, for whatever reason, we offer a wide variety of virtual programs as developed throughout the year.	• Bird Watch Bingo • Egg Decorating Contest • Lego Creations • Yoga with Libby • Virtual Lava Lamp • Franz Karate Training • At Home Scavenger Hunt • At Home Planter

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CORE PROGRAM AREA RECOMMENDATIONS

These existing Core Program Areas provide a generally well-rounded program portfolio considering the recent efforts of the Department to increase programming. This includes the Department pivoting to virtual programming during the pandemic. The program portfolio could serve the community a little better as staff continue to develop these much-needed services. Programs and events activate spaces, increase the value residents place on spaces and ultimately leads to support for new services. Any newly developed public spaces should identify the Core Program Areas that could be enhanced with programming to activate the new spaces.

Based upon the observations of the consulting team, and demographic and recreation trends information, Department staff should evaluate Core Program Areas and individual programs. Ideally, evaluations will take place on an annual basis to ensure offerings are relevant to evolving demographics and trends in the local community.

Furthermore, developing and implementing a written formal program development process, Core Program Area standards, and a quality control audit process will help set the foundation to increase demand for services, grow participation, and keep quality standards in place to retain customers.

The following enhancements to the Core Program Areas should be explored:

- Nature Programs – Look to add nature programming to the offerings. This is an area where people who hold a Master Naturalist certification will be willing to teach, as it is needed to complete the course. Additionally, the state conducts a master naturalist class annually and one of the staff can become certified to begin nature classes. Look to partner with Municipal Utilities for nature and human nature classes.

- Senior Programs – Senior programs could increase to make this Core Program Area more robust. Work with Assisted living businesses and healthcare organizations to increase program partners, sponsorship and services. It is beneficial to survey specifically the senior community (active and passive) for recreational interests and use the data to develop programming specifically for seniors.

- Outdoor Adventure – Outdoor adventure is an area of high priority from the survey. Partner with clubs and individuals with skills and interest in outdoor adventure programs. This is a good core program area to have tiered skill level classes to help people progress to a higher skill set and comfort in specific adventures.

Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating (PIR)
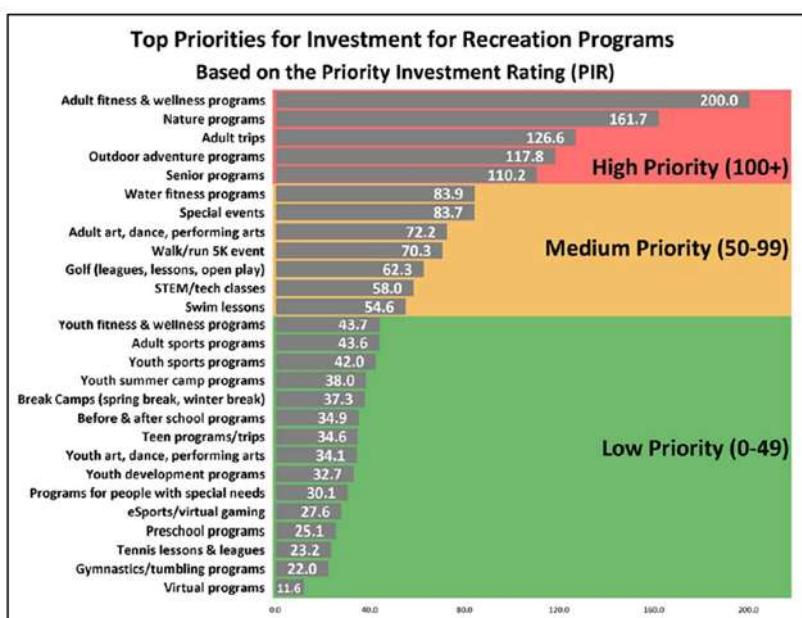
4.1.3 PROGRAM STRATEGY ANALYSIS

AGE SEGMENT ANALYSIS

The Figure 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.

AGES SERVED						
Core Program Area	**Preschool (5 and Under)**	**Elementary (6-12)**	**Teens (13-17)**	**Adult (18+)**	**Senior (55+)**	**All Ages Programs**
Adult				P	S	
Senior					P	
Special/Community Events		S	S			P
Softball				P		
Youth Camps	S	P				
Youth		P				
Virtual	P	P	S	S		

Figure 22: Age Segment Analysis

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs, in order to gain a more nuanced view of the data. Based on the age demographics noted previously in this report, current programs seem to be fairly well-aligned with the community's age profile.

That being said, the lack of primary programs dedicated to the 'Senior' segment is noticeable. Seniors make up the largest potential user group for the Department. It is important to engage seniors in recreation offerings as this age segment also tends to be some of the greatest advocates for recreation agencies. Furthermore, a department that is effective in capturing the senior segment is potentially tapping into a strong volunteer resource. Moving forward, it is recommended that the Department considers introducing new programs, specifically for the 65+ age segment, to address any unmet needs.

It would be best practice to establish a plan including what age segment to target, establish the message, which marketing methods to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort. It is recommended that the Department do this at least at a Core Program Area level, and for specific programs or events when realistic.

PROGRAM LIFECYCLE ANALYSIS

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 Department 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's knowledge of 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 Distribution				
Lifecycle Stage	**Description**	**Actual Program Distribution**		**Recommended Distribution**
Introduction	New program; modest participation	48%	82%	50-60% total
Take-Off	Rapid participation growth	24%		
Growth	Moderate, but consistent population growth	10%		
Mature	Slow participation growth	3%	3%	40% total
Saturation	Minimal to no participation growth; extreme competition	4%	15%	0-10% total
Decline	Decline participation	10%		

Figure 23: Lifecycle Analysis

The Lifecycle Analysis depicts a slightly skewed program distribution. Approximately 82% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). While this is slightly above the recommended 50%-60%, it is important to remember the Department is still relatively new in providing recreation programming. A heavy distribution of programs in the beginning stages helps provide the Department an avenue to energize its programmatic offerings. Staff should anticipate the programs within the Introduction stages to transition into Mature and have several new programs ready to roll out when this occurs. Moving forward, the Department needs to ensure that new programs make their way out of the beginning stages and are sustainable enough to reach the Mature stage or are repositioned to introduce other programs.

The Mature stage (3%) is typically the anchor of a program portfolio and to achieve a stable foundation, roughly 40% of programs should fall within this stage. It is anticipated that these will grow as the Department begins to establish legacy programming that must continue from generation to generation.

According to staff, 15% of programs are saturated or declining. It is a natural progression for programs to eventually evolve into saturation and decline. 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.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, Departments 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 CLASSIFICATION

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

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

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

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

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

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

Figure 24: Program Classification Descriptions

With assistance from Department staff, a classification of programs and services was conducted for all of the recreation programs currently being offered. The results are presented in the graphic below. For a complete list of programs offered and their classifications please see **Appendix E**. Approximately 10% of programs were deemed Essential by staff, with 24% considered to be Important, and the remaining 66% being Value-Added. This breakdown is used to identify the current distribution and make recommendations that help the agency achieve a balance that helps achieve cost recovery goals. Department program cost recovery can be found in the appendix.

Program Classification			
Factors	Essential	Important	Value-Added
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, Some public funding as appropriate
Best Practice Cost Recovery Goal*	0-50%	50-75%	75-100%+
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Program Distribution	**10%**	**24%**	**66%**
	Social Model 22%	**Business Model 78%**	

Figure 25 Auburn Program Classification Distribution

As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below in *Figure 22*.
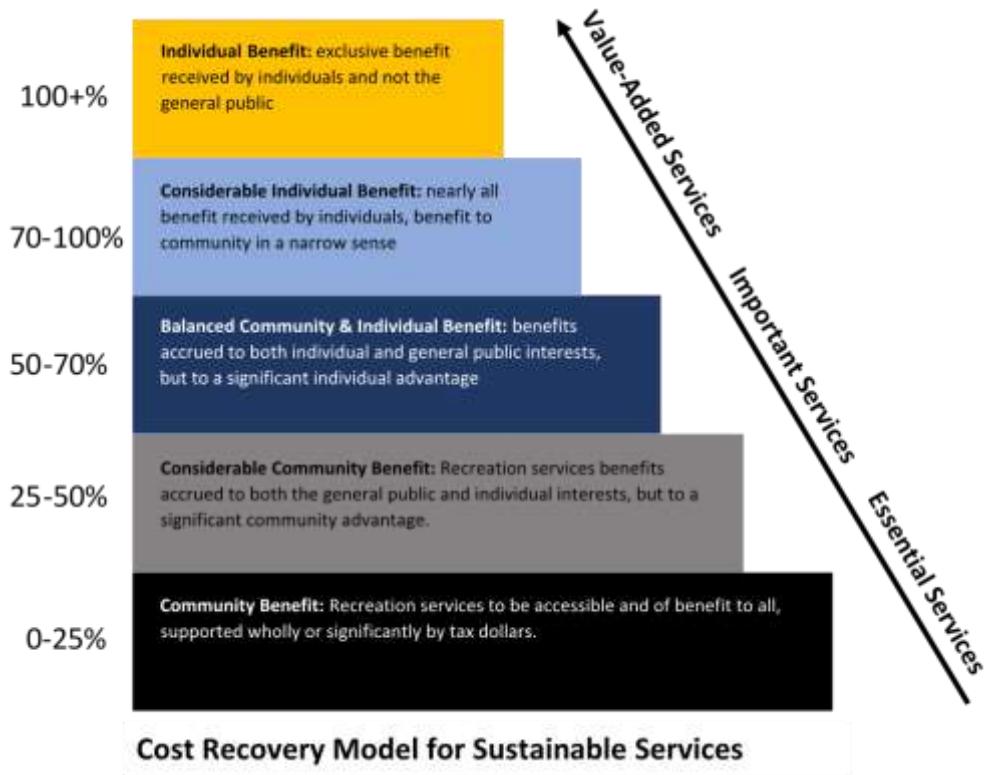
Figure 26: Cost Recovery Model

Given the broad range of cost recovery goals (i.e., 0% to 50% for Essential Services or 50% to 100% for Important Services, 100% or higher for Value Added), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the previous Figure. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

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.

The following provide more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the City's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs.

Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. *Figure 28* illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.

Figure 27: Cost of Service Analysis

CURRENT COST RECOVERY

Staff should also utilize an internal budget worksheet for each program. This tool is useful to review quarterly, seasonally, or annually, depending on set goals for each core area. The following table provides the existing cost recovery goals and the actual cost recovery level achieved by each Core Program Area. Cost recovery goals have been established for the overall fund of the program portfolio. Moving forward, staff should look to develop value added programs that can anchor the program portfolio with revenue that helps to offset other programming.

Cost Recovery Goals by Core Program Area			
Core Program Area	**Current Cost Recovery Goal Percentage**	**Actual Cost Recovery Achieved**	**Best Practice Direct and Indirect Cost Recovery Goal (%)**
Adult	100%	75%	75-100+%
Senior	100%	100%	0-50%
Special/Community Events	100%	60%	0-25%
Softball	100%	95%	75-100+%
Youth Camps	100%	85%	50-75%
Youth Programs	100%	80%	50-100%
Virtual	100%	97%	0-25%
Average Total Cost Recovery	**100%**	**85%**	

Figure 28: Cost Recovery by Core Program Area

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

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

Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis, and the process should be undertaken on a regular 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 is critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
  - **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 90% overall).
  - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

PRICING

Pricing strategies are one mechanism the Department can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies. Currently the Department is focused in on cost recovery goals and a customer's ability to pay. This is not uncommon for a department in the early stages of offering programs.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary. It is also important to continue monitoring annually for new direct competitors and other service providers. The table below details pricing methods currently in place by the Core Program Area and additional areas for strategies to implement over time. Furthermore, it should be noted that certain pricing strategies, such as market rates and cost recovery goals, require annual fee evaluations to ensure they are aligned with the market. This may result in fees altering in order for the Department to stay competitive and meet goals.

The Department should look to incorporate additional pricing strategies as the program portfolio evolves to offer more services. Should demand and capacity become an issue for Department, implementing prime/non-prime time would help to balance out demand with capacity.

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
Adult									x	x
Senior									x	x
Special/Community									x	x
Softball									x	x
Youth Camps									x	x
Youth Programs									x	x
Virtual									x	x

Figure 29: Current Pricing Strategies

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 developed and 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.

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 31* below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program / service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the figure below.

Figure 30: Program Development & Business Plan Examples

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 32*. 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.
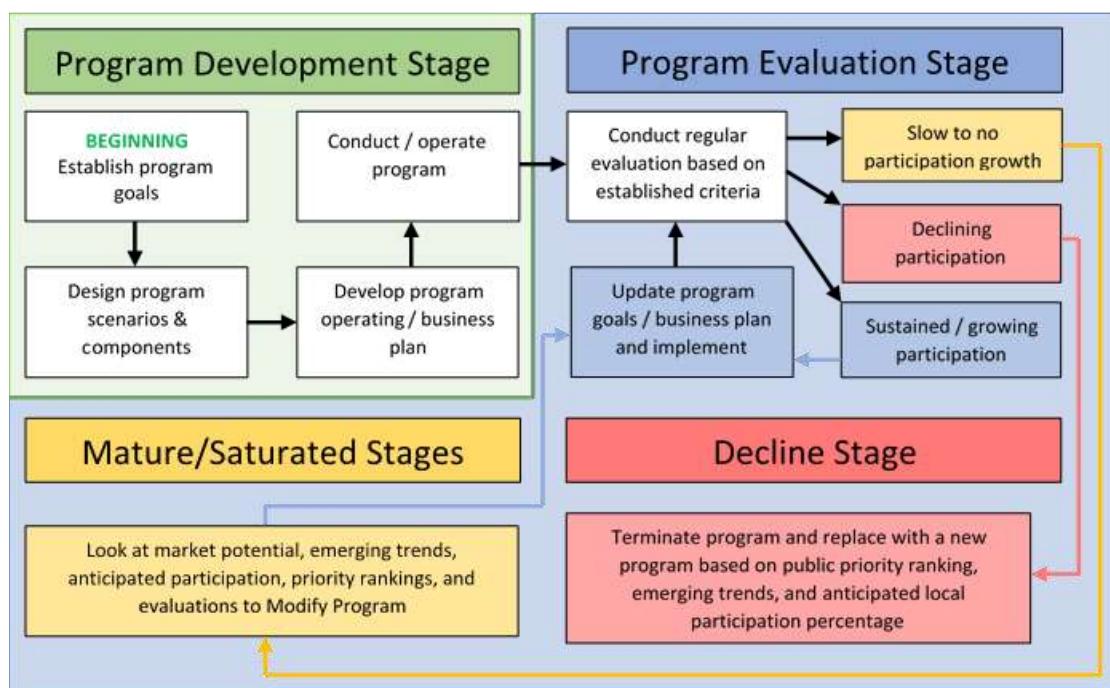
Figure 31: Evaluation Cycle with Program Lifecycle Logic Matrix

4.1.4 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Department is focused on communication and works with a PR firm to help develop campaigns, content, and major communications. Current marketing communicates with residents through printed/online program guides, websites, flyers/brochures, email blast, newsletters, in-facility signage, blogs, TV ads and public service announcements, and various social media channels.

When asked, during a statistically valid survey, just over fifty percent of residents stated that they primarily get information pertaining to recreation programs and events via Facebook. Newspaper articles/ads (37.8%) and the website (27.9%) were both also commonly used marketing mediums. Friends and neighbors are a direct result of all digital marketing methods and people talking about what was seen or read from one of the other sources.

Q4. Information Sources Residents Most Prefer to Use to Learn About City of Auburn Recreation Programs and Activities

by percentage of respondents who selected the items as one of their top three choices

Source	Percentage
Facebook	50.1%
Newspaper articles/advertisements	37.8%
City of Auburn website	27.9%
Friends & neighbors	25.3%
City sign boards/yard signs	20.0%
Auburn Parks & Recreation Program Guide	13.5%
Parks & Recreation website	12.6%
Digital signs & marquees	10.7%
City email	8.7%
Flyers at City facilities	7.1%
Instagram	3.9%
Parks & Recreation staff	3.7%
Twitter	2.2%

■ Top Choice (First Choice)　■ Second Choice　■ Third Choice

City of Auburn Parks and Recreation Needs Assessment: Findings Report (2021)

Figure 32: Primary Sources for Gathering Parks & Recreation Information

According to the Community Assessment Survey, conducted by ETC Institute, *Not knowing what is being offered/available* is the number one barrier to participation (36.1%). While this is a typical barrier that most communities struggle with, the Department should continue expanding its marketing efforts in hopes to increase awareness.

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 developing a Marketing content calendar annually to build the brand and 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.

City of Auburn Parks and Recreation Needs Assessment: Findings Report (2021)

Q5. Potential Reasons That Prevent Residents From Using Parks, Recreation Facilities, and Programs of the City of Auburn More Often

by percentage of respondents (multiple choices could be selected)

Reason	Percentage
I do not know what is being offered	36.1%
Not enough time	32.7%
Health/safety concerns due to COVID-19	17.7%
I do not know locations of facilities	11.8%
Program times are not convenient	11.0%
Facilities do not have right equipment	7.6%
Program or facility not offered	5.6%
Lack of quality programs	5.6%
Too far from our residence	5.4%
Facilities are not well maintained	4.8%
Fees are too high	4.5%
Use other agencies	4.5%
Security is insufficient	3.9%
Facilities' operating hours not convenient	3.7%
Use facilities in other communities	3.4%
Lack of parking	2.8%
Accessibility/transportation	2.5%
Registration for programs is difficult	1.1%
Class full	0.6%
Poor customer service by staff	0.3%

Figure 33: Barriers to Participation

WEBSITE

The Department homepage (https://www.ci.auburn.in.us/parks-recreation/) has an online program guide with all ongoing and upcoming programs, activities, and events, creating one location for the user to find various recreational offerings. The image below (homepage) has a large picture at the top and by scrolling down, visitors can get to parks, facilities, programs, and action center. Moving the action center to the top of the page would make it very visible and allow users to navigate the Department's webpage more easily.

There is a small dropdown menu for selecting parks and recreation services. This could be more prominent to attract the eye of the visitor. This is important as the department continues to build a sustainable program portfolio. It is widely known that parks and recreation services are the only City Department where people choose to spend their disposable income.   When it comes to spending money on line, people prefer easy and timely for company websites they choose to use for services. E-commerce is relatively new to parks and recreation agencies and requires a business approach to website layout. Ecommerce has become very commonplace, especially during the Pandemic. The Department should capitalize on this by updating the website to be more like large e-commerce site for ease of use.
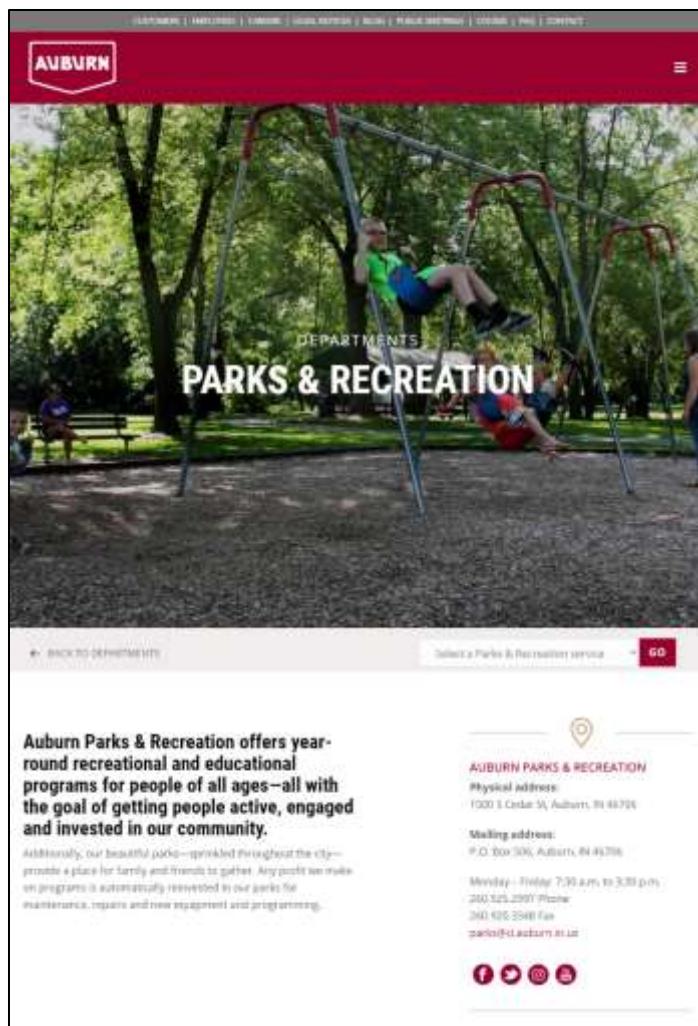
SOCIAL MEDIA

The Department uses Web 2.0 technology which currently is only Facebook (Est. March 2021) and Instagram (Est. April 2018). The Department's Facebook page currently has 1,055 followers and Instagram has 1,063 followers. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement. Driving people to the Department website for more detailed information and to register will help drive people to increased participation.

SOCIAL MEDIA PENETRATION

Over the last decade, social media has become one of the Country's fastest growing trends. The figure below shows the social network penetration grew to 65.6% in 2017 and has continued to increase to 67.4% in 2020.   With the market penetration percentage of the population using these online media platforms in their daily lives expected to continue increasing to 71.5% by 2025, it is essential for the Department to take advantage of these marketing opportunities.

United States: social network penetration 2017-2025
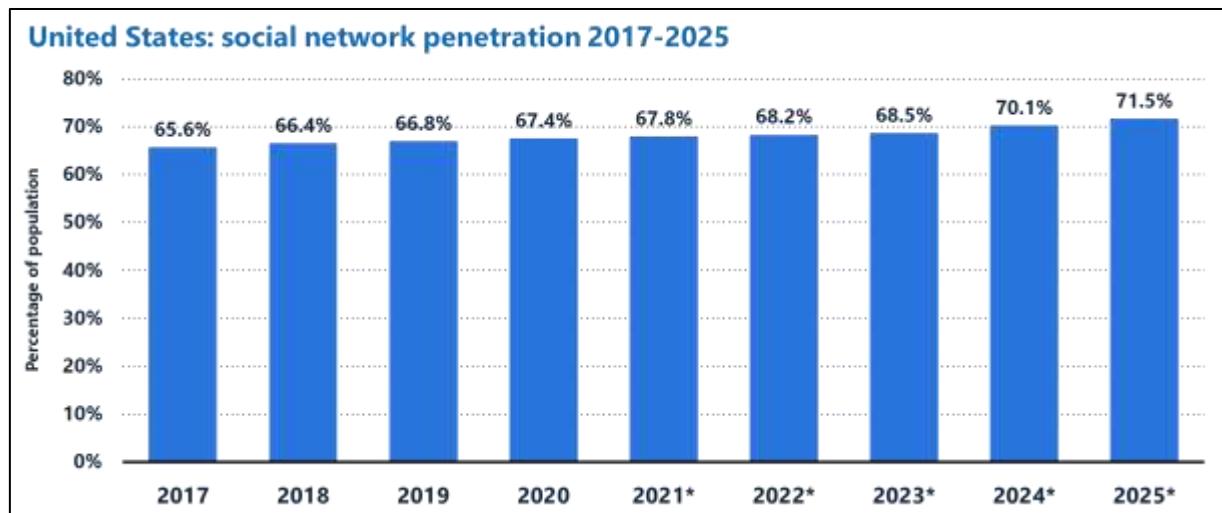
Source(s): Statistica Study ID 40227, social media usage in the United States (003)

SOCIAL MEDIA NETWORKS

Social media can be a useful and affordable tool to reach current and potentially new system users. The figure below shows the most popular social networks by usage. Such platforms as Facebook (82%), YouTube (72%), Instagram (53%), Twitter (35%), Pinterest (34%), Snapchat (30%) or LinkedIn (21%) are the most popular social networks among residents in the United States.

Social Network Usage by Brand in the U.S. 2020

Share of respondents

Brand	Share
Facebook	82%
YouTube	72%
Instagram	53%
Twitter	35%
Pinterest	34%
Snapchat	30%
LinkedIn	21%
Reddit	21%
TikTok	15%
Yelp	11%
Tumblr	6%
Flickr	2%
Foursquare	2%
WeChat	2%
Other	2%
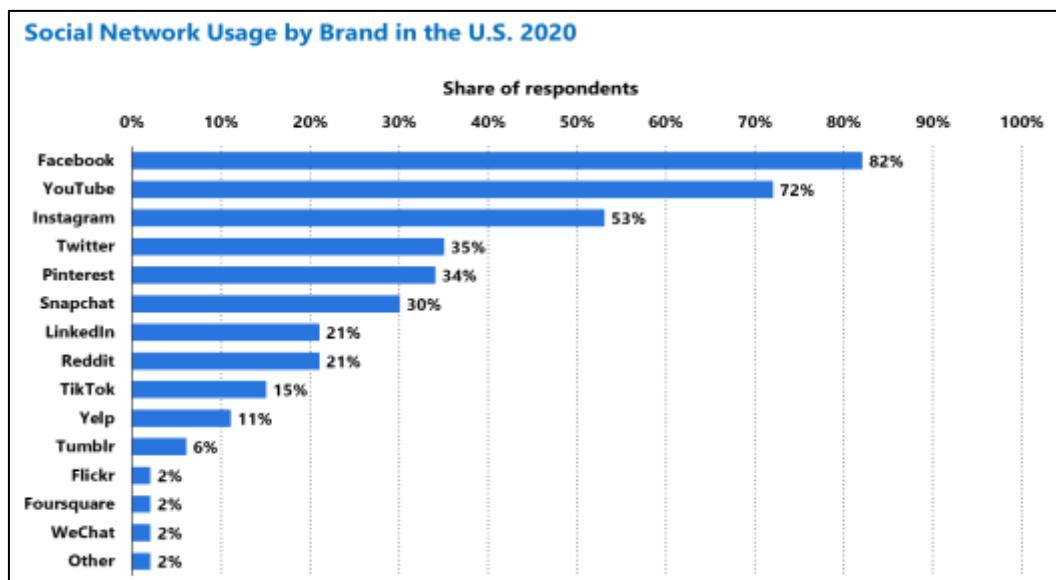
Source(s): Statistica Study ID 40227, social media usage in the United States (003)

SOCIAL NETWORK USER AGE SEGMENTS

The most recent data available for age segments that use social media is the end of 2019. This shows that social networks are popular with not only today's young adults (90%) but also middle-aged adults (82%), and older age group usage including ages 50-64 (69%) and seniors (40%). Figure 15 helps to identify which age segments are most reachable via social networks. This data can be used to develop social network marketing strategies by age segment.

Share of U.S. Adults Who Use Social Media 2019, by Age

Age	Share of U.S. adults
18-29	90%
30-49	82%
50-64	69%
65+	40%
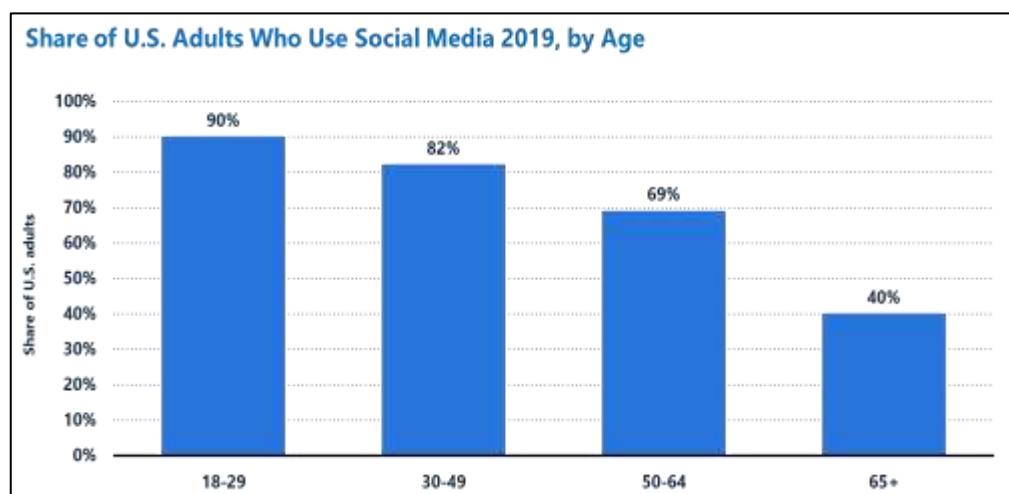
Source(s): Statistica Study ID 40227, social media usage in the United States (003)

MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Establish priority segments to target in terms of new program/service development and communication tactics.
- Integrate various parks and recreation webpages and social media accounts to help reduce confusion for users.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Considering updating website to incorporate e-commerce layout best practices.
- Consider adding a dedicated marketing position to accomplish the recommendations above.

VOLUNTEER MANAGEMENT

Today's realities require most public recreation and parks 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, The Department has postings for volunteering on a Facebook page when there are needs. On the webpage, in the action center is a link to the Facebook page.

Management of volunteers includes regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the Department is able to leverage limited resources. The image below illustrates the volunteer page on Facebook.

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. While good detail was provided as part of the program assessment, a centralized database for tracking partnerships and assigning management to oversee that the desired outcomes are reached currently doesn't exist. It is recommended that the Department develop said database to better track *all* partners and partnerships. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff are able to leverage resources.

Partnerships have the potential to be inequitable to the public agency for various reasons and subsequently do not produce reasonable shared benefits between parties. It is not suggested that the Department's existing partnerships are inequitable; rather, in general many parks and recreation agencies' partnerships tend to be inequitable and this can be avoided.

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 cities, colleges, state or federal agencies, nonprofit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to future partnerships, and those that are unique to relationships with private, for-profit entities.

VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The consulting team recommends the following regarding volunteers and partnerships:

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in *Appendix F*, 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, continue background checks for all volunteers working with all programs. Lastly, ensure the Department also continues to follow the City's human resource policies and recommendations.

4.1.5 PROGRAM ASSESSMENT OBSERVATIONS

Overall, the community has an improved quality of life from the programs and events implemented by the Department. Activating spaces will continue to be an important component to the Department's evolution of services and key to helping residents understand the value of parks and recreation. Below are some overall observations that stood out while analyzing the program data provided by staff:

A total of **7 Core Program Areas** have been established for the Department. Overall, the program descriptions effectively communicate the key benefits and goals of each Core Program Area. The Department currently offers a good variety of offerings that meet the needs and interests of the community.

Age segment distribution is well balanced across the Core Program Areas, with offerings skewed slightly towards youth. This needs to be annually monitored to ensure program distribution aligns with community demographics. Based on the current demographics, the Department's target audience has a strong family presence and a much younger than average population, but the city is expected to undergo a gradual aging trend over the next 15 years. Senior programs could be increased through partnerships and better serve the aging population.

The **Classification of Programs** analysis reveals that the majority (66%) of the current programming mix consists of value-added services. These are the most sustainable offerings because they are supported by user fees; however, these programs primarily benefit the individual user. Important programs are 24% of the program portfolio with 10% of recreation programs being Essential services. The Department should continue to assess its program classifications and ensure it aligns with the needs of the community, and it should strive to fill gaps in Essential services wherever they may exist in the city.

The **Program Lifecycle** distribution demonstrates optimal levels of programs that are in the early lifecycle stages, but the current mix is low on mature programs and a little heavy on programs at the very end of their lifecycle. This is based on 82% of programs belonging to the Introduction, Take-Off, and Growth lifecycle stages, 3% of programs as Mature, and 15% in the Saturation or Decline phase. This would be concerning if the program portfolio existed for many years. Since it has not, it will be important to refresh the programming mix with new, or revised, programs that backfill the beginning lifecycle stages while reducing the percentage of programs at the end of their lifecycle.

The **volunteer program** allows residents and organizations to easily get involved and give back to the community through various opportunities. The Department has a formal volunteer communication channel with a Facebook page and is currently tracking key performance data, such as total volunteers and hours contributed. To increase visibility of its volunteers, the Department should be more explicit in promoting volunteer opportunities for its specific programs and services.

The City has established several partnerships to help deliver services to the residents and neighboring communities. The City's **partnerships** have best practices incorporated into the agreements. There are additional best practices that may be beneficial to include in agreements. Regular review of partnerships as the system and needs change to ensure terms have relevant outcomes that meet the community needs.

From a **marketing and promotions** standpoint, the staff utilizes a wide variety of marketing methods when promoting their programs including: printed/online program guides, websites, flyers/brochures, email blast, newsletters, in-facility signage, blogs, TV ads and public service announcements, and various social media channels. The Department would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives to determine which methods are most effective and discontinue those

that aren't. Having a mobile friendly web presence and a dedicated app would help increase the impact of the marketing efforts.

Currently, **customer feedback** for the Department is only utilized in the form of pre-program surveys, focus groups, statistically valid survey, intercept surveys. Moving forward, it is recommended that the Department incorporates additional user feedback methods, such as post program surveys and lost customers. These can provide new performance metrics related to marketing that can be tracked over time and identify opportunities for creating a better user experience.

Pricing strategies are limited to cost recovery goals and a customer's ability to pay. From a business perspective, it is promising that the majority of core programs are priced according to cost recovery goals. These are good practices and must be continued, but there is a need to check the market in the city to ensure competitive pricing helps and does not hurt future services.

4.2 SITE ASSESSMENTS

The Auburn parks system currently consists of 12 developed and undeveloped parks covering approximately 181.82 acres. These parks can be categorized into Neighborhood, Community and pocket and regional parks, which are from classifications found in the next section. The city provides recreational facilities throughout its parks, including sports courts, sports fields, a skate park, sledding hill, a dog park, open space, natural areas and playgrounds. It also operates and maintains almost 3 miles of paved and unpaved trails. There are currently no regional park facilities. The city will continue to evaluate opportunities as they become available.

Auburn classifies its parks/areas into the five main categories, including Pocket Park, Neighborhood Park, Community Park, Greenway, and Special Use Area, each serving a different role. The Neighborhood Park and Community Park category each have five in their respective categories. Neighborhood Parks are ½ of an acre to 10 acres. Community Parks are larger parks which provide expanded amenities and typically vary in size from 10 to 100 acres. Regional Parks are larger 100+ acre parks which are typically a regional draw from hours away. These categories are further described below along with other categories the city uses or may develop a need for in the future.

Auburn Park Classifications				
Pocket Park	**Neighborhood Parks**	**Community Parks**	**Greenways**	**Special Use Areas**
Courtyard Park	DeSoto Park	Eckhart Park	Rieke Trail	Auburn Gear Park
	Don Lash Park	Memorial Park		Carr Fields
	Forrest Park	Rieke Park		Eckhart Park Disc Golf
	Riley Park	Smith Acres Park		Skate Park
	Willennar Park	Thomas Park		

Figure 34: Park Classifications

4.2.1 PARK CLASSIFICATIONS

In 1996, the National Recreation and Park Association (NRPA) published the Park, Open Space, and Greenway Guidelines. These guidelines have been used since as the standard descriptions, as well as helping communities to establish their unique level of service based on current and future population. The purpose of this valuable resource is to be the foundation from which the Auburn parks system is developed as the city continues to grow.

The level of Service system-wide approach to inventory the major amenities and square footage of indoor recreation facilities, thus creating performance indicators. This industry standard is also valuable when benchmarking against peer communities and to benchmark against previous levels of service to visually demonstrate progress and needs.   This unique level of service for the city may include amenities and special facilities that do not exist within the standards. There may be unique amenities that exist today or may be planned in the future that are directly from the local culture, demographics, interests and needs that the city has decided to preserve or invest in on behalf of the community.

The classification and level of service are used in concert with public input received to help align services to the community's needs. The City and consulting team will develop recommendations, based on existing conditions, projected population growth and community identified need.

The following are park classifications based on NRPA and take into account design standards to ensure newly developed properties have the highest and best use.

POCKET PARK "MINI PARK"

A pocket park, also sometimes referred to as "mini park", should be up to a half of an acre; however, some mini parks are determined by need and potential benefits, not just by size. Mini parks are also used to repurpose land, enhance landscaping/charm, and preserve a cultural heritage location. Mini parks typically serve up to a quarter-mile radius and predominantly passive use.

- Size of park: Up to one half of an acre (usable area measured)

- Service radius: 0.25-mile radius

- Site Selection: In densely populated areas, downtown districts, along greenways, and where opportunities exist to beautify or capture local cultural heritage

- Length of stay: One half of an hour experience or less

- Amenities: One amenity (e.g., playground, picnic area, gazebo, public art); no restrooms; play area for ages 2-5 with some shaded elements; no reservable shelters; no non-producing/unused amenities; benches next to small play area or enhanced landscaping. Amenities are ADA compliant

- Landscape Design: Appropriate design to enhance the park theme/use/experience

- Revenue facilities: none

- Land usage: 100 percent passive

- Programming: Typically, none

- Maintenance Standards: Provide the highest-level maintenance with available funding

- Signage: Interpretive; cultural heritage, historical, interpretive

- Parking: Typically, not required

- Lighting: Security or landscape lighting

- Naming: Consistent with the City's ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark

- Other: Customized to meet the needs of densely populated area; safety design meets established CPTED standards; integrated color scheme throughout

NEIGHBORHOOD PARK

A neighborhood park should be 0.5 to 10 acres; however, some neighborhood parks are determined by use and facilities offered and not by size alone. The service radius for a neighborhood park is one half mile or six blocks. Neighborhood Parks should have safe pedestrian access for surrounding residents; parking may or may not be included but if included accounts for less than ten cars and provides for ADA access. Neighborhood Parks serve the recreational and social focus of the adjoining neighborhoods and contribute to a distinct neighborhood identity.

- Size of park: one half to 10 acres (usable area measured). Preferred size is at least three acres

- Service radius: 0.5-mile radius

- Site Selection: On a local or collector street. If near an arterial street, provide natural or artificial barrier. Where possible, next to a school. Encourage location to link subdivisions and linked by trails to other parks

- Length of stay: One hour experience or less

- Amenities: One signature amenity (e.g., major playground, spray ground park, sport court, gazebo); no restrooms unless necessary for signature amenity; may include one non-programmed sports field; playgrounds for ages 2-5 and 5-12 with some shaded elements; no reservable shelters; loop trails; one type of sport court; no non-producing/unused amenities; benches, small picnic shelters next to play areas. Amenities are ADA compliant

- Landscape Design: Appropriate design to enhance the park theme/use/experience

- Revenue facilities: none

- Land usage: 85 percent active/15 percent passive

- Programming: Typically, none but a signature amenity may be included which is programmed

- Maintenance Standards: Provide the highest-level maintenance with available funding.

- Signage: Directional signage and facility/amenity regulations to enhance user experience

- Parking: Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide 5-10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park

- Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security

- Naming: Consistent with the City's ordinances for naming of parks, or may be named after a prominent or historic person, event, or natural landmark

- Other: Customized to demographics of neighborhood; safety design meets established CPTED standards; integrated color scheme throughout

COMMUNITY PARK

Community Parks are intended to be accessible to multiple neighborhoods and should focus on meeting community-based recreational needs, as well as preserving unique landscapes and open spaces. Community Parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three-mile radius. When possible, the park may be developed adjacent to a school. Community Parks provide recreational opportunities for the entire family and often contain facilities for specific recreational purposes: athletic fields, swimming pool, tennis courts, extreme sports amenity, recreation center, loop trails, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turfed and landscaped areas and a playground or spray ground. Passive outdoor recreation activities such as meditation, quiet reflection, and wildlife watching also take place at Community Parks.

Community Parks generally range from 10 to 100 acres depending on the size of a community. Community Parks serve a larger area – radius of one to three miles and contain more recreation amenities than a Neighborhood Park.

- Size of park: 10 to 70 acres normally. Can be up to 100 acres (usable area measured needs to be up to 70 acres).

- Service radius: One to three-mile radius

- Site Selection: On two collector streets minimum and preferably one arterial street. If near arterial street, provide natural or artificial barrier. Minimal number of residences abutting site. Preference is streets on four sides, or three sides with school or municipal use on fourth side. Encourage trail linkage to other parks

- Length of stay: Two to three hours experience

- Amenities: Four signature amenities at a minimum: (e.g., trails, sports fields, large shelters/ pavilions, community playground for ages 2-5 and 5-12 with some shaded elements, recreation center, pool or family aquatic center, sports courts, water feature); public restrooms, ample parking, and security lighting. Amenities are ADA compliant. Sport Fields and Sport Complexes are typical at this park.

- Revenue facilities: One or more (e.g., pool, sports complex, pavilion)

- Land usage: 65 percent active and 35 percent passive

- Programming: Minimum of four essential program services (e.g., sports, day camps, aquatics)

- Maintenance Standards: Provide the highest-level maintenance with available funding

- Parking: Sufficient to support the amenities; occupies no more than 10 percent of the park. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. Traffic calming devices encouraged within and next to the park

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security

- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park

- Naming: Consistent with the City's naming right ordinance, may be named after a prominent or historic person, event, or natural landmark

- Other: Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; partnerships developed with support groups, schools and other organizations; loop trail connectivity; linked to Regional Park, trail or recreation facility; safety design meets established CPTED standards. Telephone/Cable TV/Fiberoptics conduit.

REGIONAL PARK

A regional park serves a large area of several communities, residents within a city, city or county, or across multiple counties. Depending on activities within a regional park, users may travel as many as 60 miles for a visit. Regional parks include recreational opportunities such as soccer, softball, golf, boating, camping, conservation-wildlife viewing and fishing. Although regional parks usually have a combination of passive areas and active facilities, they are likely to be predominantly natural resource-based parks.

A common size for a regional park is 100 to 1,000 acres but some parks can be less or up to 5,000 acres in size. This depends upon the size of the community and land availability. A regional park focuses on activities and natural features not included in most types of parks and often based on a specific scenic or recreational opportunity. Facilities could include those found in a Community Park and have specialized amenities such as an art center, amphitheater, boating facility, golf course, or natural area with interpretive trails. Regional parks can and should promote tourism and economic development. Regional parks can enhance the economic vitality and identity of the entire region. Eagle Creek Park is a regional park.

- Size of park: 70 to 1,000+ acres

- Service radius: Three mile and greater radius, depending upon experiences

- Site Selection: Prefer location which can preserve natural resources on-site such as wetlands, streams, and other geographic features or sites with significant cultural or historic features. Significantly large parcel of land. Access from public roads capable of handling anticipated traffic.

- Length of stay: All day experience

- Amenities: 10 to 12 amenities to create a signature facility (e.g., golf course, tennis complex, sports complex, lake, regional playground, 3+ reservable picnic shelters, camping, outdoor recreation/extreme sports, recreation center, pool, gardens, trails, zoo, specialty facilities); public restrooms, concessions, restaurant, ample parking, special event site. Sport Fields and Sport Complexes are typical at this park. See details in Sport Complex classification and Appendix A – Sport Field Amenities for more information

- Revenue facilities: More than two; park designed to produce revenue to offset operational costs

- Land usage: Up to 50 percent active/50 percent passive

- Programming: More than four recreation experiences per age segment with at least four core programs provided

- Maintenance Standards: Provide the highest-level maintenance with available funding

- Parking: Sufficient for all amenities. Traffic calming devices encouraged within and next to park

- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security

- Signage: Directional signage and facility/amenity regulations to enhance user experience, can include kiosks in easily identified areas of the facility

- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at park entrances and throughout park

- Naming: Consistent with the City's naming ordinance, may be named after a prominent or historic person, event, or natural landmark

- Other: Safety design may meet CPTED safety standards; integrated color scheme throughout the park; linked to major trails systems, public transportation available, concessions, food and retail sales available, dedicated site managers on duty. Telephone/Cable TV/Fiberoptics conduit.

SPECIAL RECREATION AREAS/PARKS/FACILITIES

Special Use facilities are those spaces that don't fall within a typical park classification. A major difference between a Special Use facility and other parks is that they usually serve a single purpose whereas other park classifications are designed to offer multiple recreation opportunities. It is possible for a Special Use facility to be located inside another park. Special Use facilities generally fall into three categories:

Historic/Cultural/Social Sites – unique local resources offering historical, educational, and cultural opportunities. Examples include historic downtown areas, commercial zones, plaza parks, performing arts parks, arboretums, display gardens, performing arts facilities, indoor theaters, churches, and amphitheaters. Frequently these are located in Community or Regional Parks

Golf Courses – Nine and 18-hole complexes with ancillary facilities such as club houses, driving ranges, program space and learning centers. These facilities are highly maintained and support a wide age level of males and females. Programs are targeted for daily use play, tournaments, leagues, clinics and special events. Operational costs come from daily play, season pass holders, concessions, driving range fees, earned income opportunities and sale of pro shop items

Indoor Recreation Facilities – specialized or single purpose facilities. Examples include community centers, senior centers and community theaters. Frequently these are located in Community or Regional Parks

Outdoor Recreation facilities – Examples include aquatic parks, disc golf, skateboard, BMX, and dog parks, which may be located in a park

- Size of park: Depends upon facilities and activities included. Their diverse character makes it impossible to apply acreage standards

- Service radius: Depends upon facilities and activities included. Typically serves special user groups while a few serve the entire population

- Site Selection: Given the variety of potential uses, no specific standards are defined for site selection. As with all park types, the site itself should be located where it is appropriate for its use.

- Length of stay: varies by facility

- Amenities: varies by facility

- Revenue facilities: Due to nature of certain facilities, revenue may be required for construction and/or annual maintenance. This should be determined at a policy level before the facility is planned and constructed

- Land usage: varies by facility

- Programming: varies by facility

- Maintenance Standards: Provide the highest-level maintenance with available funding

- Parking: On-street or off-street parking is provided as appropriate. Design should include widened on-street parking area adjacent to park. Goal is to maximize usable park space. As necessary, provide five to 10 spaces within park including handicap spaces. Traffic calming devices encouraged next to park

- Lighting: Security or amenity only. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security

- Signage: Directional signage and facility/amenity regulations to enhance user experience

- Landscape Design: Appropriate design to enhance the park theme/use/experience

- Naming: Follows City ordinance for naming or may be named after a prominent or historic person, event, or natural landmark

- Other: Integrated color scheme throughout the park; safety design meets established CPTED standards. Telephone/Cable TV/Fiberoptics conduit as appropriate.

GREENWAYS/TRAILS

Greenbelts/Trails/Paseos are recognized for their ability to connect people and place and often include either paved or natural trails. Trails can also be loop trails in parks. Linking neighborhoods, parks, recreation facilities, attractions, and natural areas with a multi-use trail fulfills two guiding principles simultaneously: protecting natural areas along river and open space areas and providing people with a way to access and enjoy them. Multi-use trails also offer a safe, alternative form of transportation; provide substantial health benefits, habitat enhancements for plants and wildlife, and unique opportunities for outdoor education and cultural interpretation.

- Size: Typically, at least 30-foot width of unencumbered land for a Greenbelt or Paseo. May include a trail to support walk, bike, run, equestrian type activities. Typically, an urban trail is 10-foot wide to support pedestrian and bicycle uses. In open space areas, trails include 2-feet of decomposed granite on both sides of the trail for walkers, bicyclists. Trails incorporate signage to designate where a user is located and where the trials connect in the city.

Equestrian uses can occur in both urban and open space settings by adding 10 more feet of space to separate equestrian usage from pedestrian/bike usage. In urban settings, equestrian use includes five foot of decomposed granite plus a five-foot landscaped separation from the pedestrian/bike trail. In open space settings, equestrian use includes five foot of harrowed soil plus a five-foot natural separation from the pedestrian/bike trail

- Site Selection: Located consistent with approved Trails Master Plan

- Amenities: Parking and restrooms at major trailheads. May include small parks along the trail

- Maintenance standards: Demand based maintenance with available funding

- Lighting: Security lighting at trailheads and high use areas. Lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security

- Signage: Mileage markers at half mile intervals. Interpretive kiosks as deemed appropriate

- Landscape Design: Coordinated planting scheme in urban areas. Limited or no planting in open space areas

- Other: Connectivity to parks or other City attractions and facilities is desirable

WATERWAY CORRIDORS

Waterway Corridors are land adjacent to and including the course of a river or creek. Waterway corridors typically include the width in which the river meanders at a minimum. These corridors are mostly undeveloped due to being within a floodplain but may include natural or paved trails. In some instances, the corridor may have access points for public and/or private outfitters and individuals interested in traveling on the water. Corridors are also known within cities to include parks and open space that have been developed as a destination with amenities and viewing areas. Grasslands under power line corridors are one example; creek areas are another. Open Space contain natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality and endangered species. Open Space also can provide opportunities for nature based, unstructured, low-impact recreational opportunities such as walking and nature viewing.

CONSERVATION AREAS

Conservation areas are land that is protected with defined purposes and/or limitations on development. Conservation areas can include land with architectural, historical or environmental interests that have been identified as important to preserve. Architectural conservation describes the material, historical, and/or design integrity of structures and the process by which the heritage is prolonged through carefully planned restoration and use. Historical conservation seeks to preserve buildings, landscapes, artifacts that are of historical significance. Environmental conservation is the protection of land, resources, natural flora and fauna. Environmental conservation can also be the preservation of land for natural beauty, wildlife habitats and wildlife migration.

4.2.2 ALL PARKS MAP

This map shows the location of each existing developed park within the city jurisdiction.
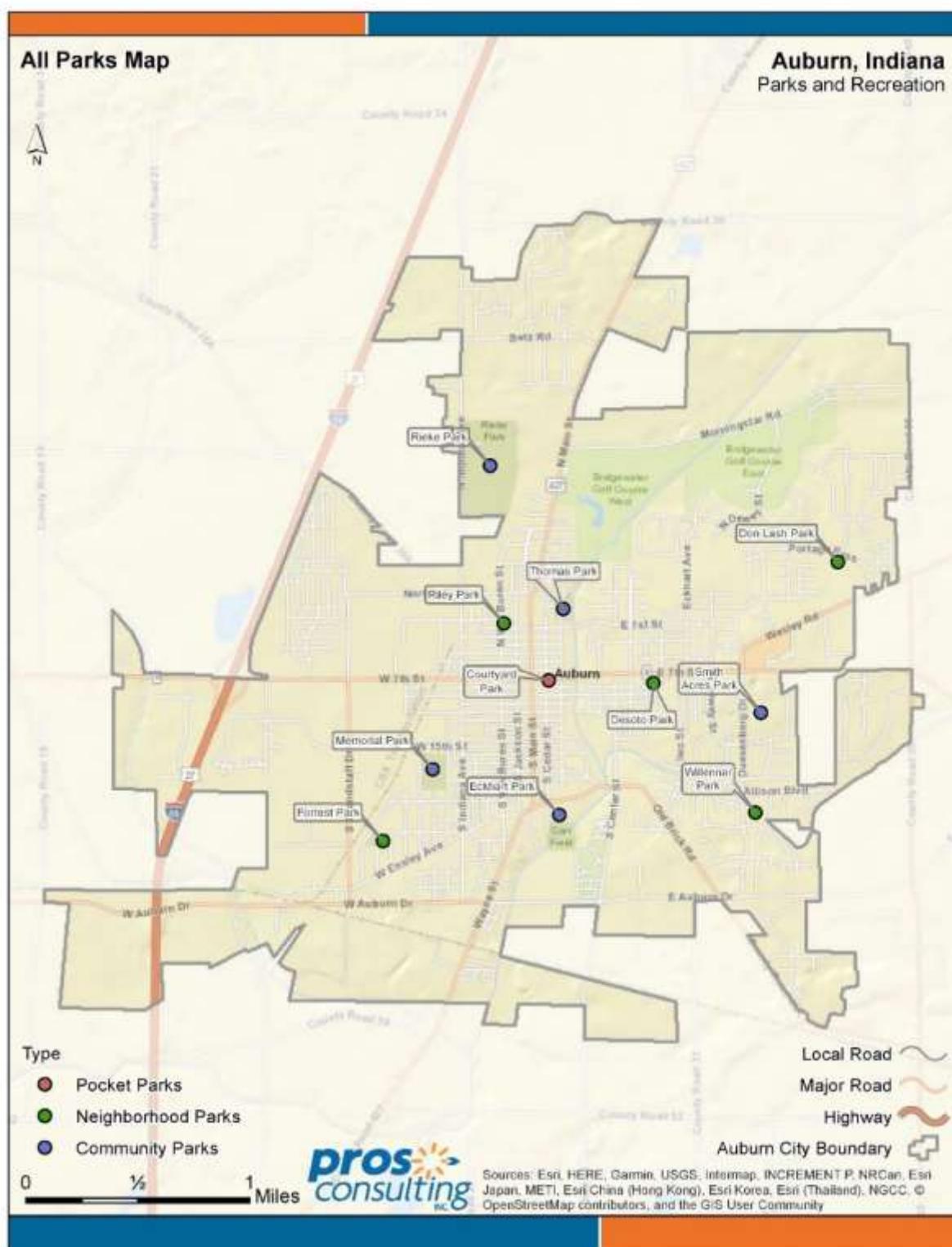
Figure 35: Auburn Parks and Recreation All Park Map

4.2.3 COMMUNITY PARKS – SITE ASSESSMENTS

The following community parks bring substantial value to the community including special events, trails, natural areas, playgrounds and sports fields. There are aging amenities that are reaching their lifecycle. Each park assessment provides an overview of the inventory and opportunities for future enhancement. The Department is developing a park system wide graphic design standard with signage and replacing signs as parks are improved.

ECKHART PARK - 1500 SOUTH CEDAR STREET, 24.3 ACRES

Eckhart Park is the oldest park in the system. It has many mature trees and shade, in a beautiful setting along Cedar Creek. The inventory in Eckhart Park consists of a football field, 2 playground areas, 2 open air shelters, 1 enclosed shelter, 1 former bath house, disc golf course, 2 pedestrian bridges, large parking area, woodland trail, nice large trees, old schoolhouse, skate park, and maintenance facilities.

Opportunities:

- There is an opportunity to create a unique gathering space at the entrance to the park and tie to attractions such as the Downtown and Museum. Some of the buildings in the area could be repurposed for recreational use and incorporate interpretive signs to capture their rich history.
- Add to the play experience or relocated to area closer to parking.
- Tree assessment should be conducted close to assets to identify diseased or dying trees for removal. Develop a tree planting plan to plant the next generation of the trees.
- Include ADA for benches and picnic areas and pathways to key focal points. Place some of the swings and benches facing the creek.
- Waterway access point could be incorporated near Eckhart Park.
- Parking Lot - Likely need a seal coat in the next 2-3 years. It appeared to have an inefficient layout that caused wasted space. Is that much parking needed year-round? + We didn't notice ADA parking spaces. Rethink the parking lot as well at former bath house in with the larger revisioning of the park.
- Bridges - Need to be updated for compliance (foot and vehicular bridges).
- Football field - Restroom access could be a challenge. Is the building under the stands used?
- Consider lawn berm seating to the north of the football field.
- Trees - Try to preserve trees and continue to plant for future generations with large trees.
- Maintain along the creek for erosion and invasives. Invasive Plant Species - honeysuckle along the stream banks and in the western half of the Soil Conservation Area + Garlic Mustard is are an issue. Connect better to the Soil Conservation Area.

MEMORIAL PARK - 604 HAZEL STREET, 12.1 ACRES

Memorial Park is home to the tree memorial where the community is planting trees in memory of loved ones and special life moments. The inventory in Memorial Park consists of 2 older ball diamonds, parking area, basketball court, restroom facility, playground, large shelter, open lawn, memorial tree grove, and memorial bench.

Opportunities:

- Look for ways to celebrate the past but update for the future. The older concrete backstone structure may be an opportunity to remove
- Add access ADA pathways to shelter and restrooms.
- Update the playground with a themed experience
- Update seating benches and picnic tables for better accessibility.
- Resurface/reseal/restripe. Remove unparking area. Add paths to connect amenities and create walking loop.
- Basketball court can be improved and potentially a second one added.
- An opportunity to include a splashpad in the update of the playground would create a unique destination in the city. Create small gathering spaces around the playground and splash pad.
- To make the improvements even more special, create a few picnic areas to increase the length of stay for families.
- Continue to plant next generation trees.

RIEKE PARK - 1800 NORTH INDIANA AVENUE, 73.1 ACRES

Rieke Park is the newest in the system and a popular park as well. There is not a lot to fix, nothing is aged and underutilized. The inventory within Rieke Park consists of a large parking area, 2 clovers of four ball diamonds each with batting gages, restrooms and vending building in the middle, 2 picnic shelters, 1 standalone restroom, playground, large pond with fishing pier, lodge building with separate parking area walking paths and trail connectivity.

Opportunities:

- The park has some unique areas where there could be more shelters and shade areas.
- ADA access, shade, more benches for parents, potential to add another play at the ball diamonds or a playground by the lodge.
- Add more accessible benches / furnishings.
- Improve signage - wayfinding/ interpretative signage
- Woodland trails, more picnic nodes
- Diamonds - Provide pathways to bleachers, dugouts and batting cages.
- Incorporate connecting accessible pathways to create loops for people walking while ball games are being played.
- As more assets are added, improved and expanded parking should accompany for the variety of uses.
- Trees - More tree plantings around the ball diamonds and along the trails would provide more shade. Woodlands appeared to be good mix of trees with some invasive pressure from Mulberry and honeysuckle. It didn't appear to be many Ash trees.
- Invasive Plant Species Education & Removal - Honeysuckle pressure in woodland, cattails in the pond.
- Seek to incorporate geese deterrent measure, when necessary.
- Create opportunities to engage the water and incorporate educational nodes.
- Consider using native plantings to reduce mowing areas but also filter runoff to capture fertilizer before reaching the pond. Convert lawn to native areas to reduce plantings and enlarge butterfly and rain gardens. Plantings along the pond for erosion control and goose prevention.
- Stabilize pond bank with rock outcroppings to provide overlooks and water engagement.

SMITH ACRES PARK - 800 SOUTH DUESENBERG DRIVE, 11.6 ACRES

The inventory of Smith Acres Park includes a basketball court, 2 tennis courts, sledding hill, open lawn area, dry detention area, restroom, playground and swings, 2 picnic shelters, 2 ball diamonds, and a large parking area.

Opportunities:

- Improve ADA access to amenities and ensure restroom is ADA accessible.
- Update aging shelter to the standard of new shelters within the park system.
- Crack on the slide of the playground needs replaced.
- Add free standing play elements and ADA accessible play elements. Maintain mulch levels.
- Trails / Sidewalks - Concrete sidewalks narrow 4-5' wide, some segments needing to be replaced and additional pathways needed. Walking loop and wider sidewalks.
- Resurface or replace the tennis courts, consider pickleball as well.
- Refresh the basketball court surface, goals and nets.
- Trees - Plant more next generation trees
- Invasive Plant Species - Remove Pear trees
- There is an opportunity to reconfigure the park and add a couple of additional shelters and include a community building for programming to seniors during the day time and youth and families following school/work hours. When updating a satellite maintenance building could be beneficial as well.

THOMAS PARK - 720 NORTH UNION STREET, 6.2 ACRES

Thomas Park inventory consists of restroom, playground, tennis/pickleball court, basketball court, dog park, baseball diamond, open lawn and access to Cedar Creek banks.

Opportunities:

- Update restroom and add shelter. Look for way to memorial old play fields. Playground or dog park theme and "recreate" the shape and location
- Additional parking with updated park will help accommodate residents from around the city.
- Consider improving perception of safety with playground location. Consider rerouting N. Union St. to free the interior of the park from traffic flow.
- Remove aging and non-compliant playground feathers and replace with universally accessible play features.
- Provide ADA accessible bench, seating areas and pathways to amenities within the park. Consider a loop pathway in the park as well.
- Invasive Plant Species - Manage invasives Honeysuckle along stream corridor.
- Additional stone or other non-turf material in high traffic areas.
- Plant next generation trees to continue tree cover.

4.2.4 NEIGHBORHOOD PARKS – SITE ASSESSMENTS

The following neighborhood parks bring substantial value to neighborhoods across the city. Neighborhood parks are most often the closest park to homes for a short recreational visit. There are aging playgrounds, shelters and sport court surfaces that are in need of replacement. Each park assessment provides an overview of the inventory and opportunities for future enhancement in neighborhood parks.   The Department is developing a park system wide approach to playground replacement with unique themed playgrounds at each park.

DESOTO PARK - 114 SOUTH BAXTER STREET, 0.87 ACRES

DeSoto Park inventory includes shelter, basketball court, playground and lawn area.

Opportunities:

- ADA accessible pathways to shelter, playground and basketball court.
- Update the playground with accessible playground and ground level features. Remove play features that are not compliant with current standards
- Benches / Furnishings – update with accessible furnishings, include access walkway.
- Trails / Sidewalks - Dead end sidewalk, need additional sidewalks.
- Basketball Court - Resurface and stripe.
- Trees - Add more next generation trees

DON LASH PARK - 2005 PORTAGE PASS, 12.9 ACRES

Don Lash Park inventory woodland area, 3 stand-alone play elements, nature trail, boardwalk, low drainage area/open lawn.

Opportunities:

- Explore the opportunity to expand the park to the south with the acquisition of land.
- Update playground equipment with nature play features including accessibility pathway. Consider incorporating a splash pad into the play or simulated creek/water play.
- Update benches / furnishings – accessible furnishings.
- Smaller ADA accessible walking loop, boardwalk or overlook for detention areas, provide access to park.
- Trees – Monitor tree health and assess the need for removing diseased or damaged trees.
- Invasive Plant Species - Some minor honeysuckle pressure but well maintained.
- Consider parking on the south side of the park
- Incorporate nature education into the park including interpretive signs.

FORREST PARK - 1609 PARK STREET, 3 ACRES

The Forrest Park inventory includes playground and individual playground components, large mature tree grove, picnic grove, and open lawns

Opportunities:

- An opportunity exists to create off-street parking in the northeast corner of the park. From this location including a paved pathway around the park and to amenities would improve access. An ADA compliant curb ramp to the street for access
- New updated equipment and mulch surfacing as a baseline. Could spread free standing element along a path. Create a pathway connecting elements and the three entrances.
- Benches / Furnishings - improve access to and accessibility of furnishings.
- Trees - next generation tree plantings
- General maintenance - Some lawn areas and areas under the trees can be converted to native areas to reduce mowing and mud areas.

RILEY PARK - 220 WEST FIRST STREET, 0.67 ACRES

Riley Park inventory consists of a shelter, playground, small basketball hoop, lawn, and shuffle board pad.

Opportunities:

- Connecting Ada walkway through the park to amenities
- Playground - Provide ADA access and edging to contain mulch
- Benches / Furnishings - Provide ADA access and more bench
- Reseal and restripe basketball court and resurface or rethink shuffle board (no markings, not sure if used.
- Plant more shade trees

WILLENNAR PARK - 1200 ELM STREET, 1.7 ACRES

Willennar Park inventory consists of mostly fenced in area with 3' and 5' fence. Open lawn swings and bench. Opportunities are limited due to size and location.

Opportunities:

- Expanded playground and mulch
- Walk loop or connect sidewalk to seating area
- Add more shade elements

4.2.5 UNDEVELOPED SPECIAL USE AREA – SITE ASSESSMENT

Only Gear Park property was assessed as undeveloped land during the site assessment process. This park has unique challenges from its proximity to Cedar Creek, as it sits in the floodplain limiting development.

GEAR PARK - AUBURN DRIVE, 11.69 ACRES

Gear Park has a curb cut access and open lawn only at this time. Site is mainly in the floodplain. Any new shelters should be placed outside of the floodplain.

Opportunities:

- Potential for creek access/ canoe launch.
- Parking Lot - Access, visibility and grade challenges into site
- Potential for Cedar Creek access and parking
- Could include a remote-control car track and shelters.
- Invasive Plant Species – Honeysuckle

4.3 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

The consulting team evaluated park facility standards using a combination of resources. These resources included market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA Park Metrics data, the community needs assessment survey, and observations during analysis. This information helped develop the level of service that is uniquely Auburn.

It is important to note that these LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Auburn, Indiana, gaps or surpluses in park and facility types are revealed.

According to the LOS, there are multiple needs to be met in the city to serve the community better now and in the future. The existing level of service meets best practices and recommended service levels for many items is based on updating amenities and population growth. Highest needs as identified by the public for current amenities are trails, splashpad, kayak/canoe access, and indoor recreation space.

For indoor amenities, the city currently does not have indoor recreational space other than the Rieke Lodge used for small meetings, rentals and Department programs. Additional indoor space is needed to be able to appropriately serve the community.

The standards that follow are based upon population figures for 2021 and 2026, the latest estimates available at the time of analysis.

City of Auburn Parks and Recreation Level of Standards

Inventory:	Auburn	Total Inventory	Current Service Level based upon population				Rationale	Recommended Service Levels				Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
2021 Inventory - Developed Facilities												**Current Facility Needs**			**Forecasted Five-Year Facility Needs**		
PARKS:																	
Pocket Parks	0.20	0.20	0.01	acres per		1,000	Pocket Parks are similar to neighborhood parks	0.01	acres per		1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Neighborhood Parks	19.14	19.14	1.40	acres per		1,000	Current level of service is acceptable, no curren	1.40	acres per		1,000	Meets Standard	-	Acre(s)	Need Exists	2	Acre(s)
Community Parks	127.30	239.43	17.53	acres per		1,000	Low PIR 40.3	17.53	acres per		1,000	Need Exists	0.04	Acre(s)	Need Exists	20	Acre(s)
Regional Parks	-	-	-	acres per		1,000	Recommended level of service based on lack of	9.50	acres per		1,000	Need Exists	130	Acre(s)	Need Exists	141	Acre(s)
Undeveloped Parkland	35.18	35.18	2.58	acres per		1,000	the recommendation is zero as undeveloped lan	0.00	acres per		1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Park Acres	**181.82**	**525.04**	**21.50**	**acres per**		**1,000**	total acreage also includes other public land	**28.44**	**acres per**		**1,000**	**Meets Standard**	**-**	**Acre(s)**	**Meets Standard**	**-**	**Acre(s)**
TRAILS:																	
Paved Trails	2.19	4.03	0.30	miles per		1,000	Trails PIR 177.3	0.50	miles per		1,000	Need Exists	2.80	Mile(s)	Need Exists	3.38	Mile(s)
Unpaved Trails	0.65	0.65	0.05	miles per		1,000	s/Preserves usually have unpaved trails and a hig	0.15	miles per		1,000	Need Exists	1.40	Mile(s)	Need Exists	1.57	Mile(s)
OUTDOOR AMENITIES:																	
Picnic Shelters	9.00	11.25	1.00	site per		1,214	Medium PIR 70.8	1.00	site per		1,200	Need Exists	0.13	Sites(s)	Need Exists	1.09	Sites(s)
Enclosed Pavilion	1.00	5.00	1.00	site per		2,732	Community Gathering Spaces PIR 71.9	1.00	site per		2,500	Need Exists	0.46	Sites(s)	Need Exists	0.92	Sites(s)
Ball Diamonds	13.00	13.50	1.00	field per		1,012	Baseball/Softball Low PIR 22.9	1.00	field per		2,500	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Rectangular Fields	2.00	9.50	1.00	field per		1,438	Soccer/Lacrosse/Football Low PIR 13.7	1.00	field per		1,800	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Outdoor Basketball Courts	5.00	5.75	1.00	court per		2,376	Outdoor Basketball Courts Low PIR 21.4	1.00	court per		2,000	Need Exists	1.08	Court(s)	Need Exists	1.66	Court(s)
Disc Golf	1.00	1.00	1.00	site per		13,661	Golf Low PIR 25.2 - only 9-holes needed in five y	1.00	site per		10,000	Need Exists	0.37	Site(s)	Need Exists	0.48	Site(s)
Tennis Courts	3.00	5.50	1.00	court per		2,484	Low PIR 22.7	1.00	court per		3,500	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Pickleball Courts	5.00	5.00	1.00	court per		2,732	Low PIR 33.4	1.00	court per		8,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Playground (Youth & Tot)	10.00	13.00	1.00	site per		1,051	acements are needed in the neighborhood parks a	1.00	site per		1,000	Need Exists	0.66	Site(s)	Need Exists	1.81	Site(s)
Dog Park	1.00	1.00	1.00	site per		13,661	Medium PIR 69.7	1.00	site per		14,000	Meets Standard	-	Site(s)	Need Exists	0.06	Site(s)
Sand Volleyball	2.00	2.00	1.00	court per		6,831		0.00	court per		15,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Skate Park	1.00	1.00	1.00	site per		13,661	Low PIR 15.0	1.00	site per		25,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Splashpad	-	1.00	1.00	site per		13,661	High PIR 102.5	1.00	site per		8,000	Need Exists	0.71	Site(s)	Need Exists	0.85	Site(s)
Waterway Access	-	1.00	1.00	site per		13,661	Access High PIR 116.1	1.00	site per		6,800	Need Exists	1.01	Site(s)	Need Exists	1.18	Site(s)
Outdoor Pool	-	-	-	site per		15,000	High PIR 150.2	1.00	site per		15,000	Meets Standard	-	Site(s)	Need Exists	0.99	Site(s)
INDOOR RECREATION SPACE:																	
Indoor Recreation Space	3,160.00	3,160.00	0.23	SF per		person	munity Center/Indoor Amenities are all in medium	2.00	SF per		person	Need Exists	24,162	Square Feet	Need Exists	26,460	Square Feet
Indoor Aquatics Space	-	14,185.00	1.04	SF per		person	unity is 0.50 sq. ft. Currently above the Standard	0.50	SF per		person	Meets Standard	-	Square Feet	Meets Standard	-	Square Feet

2021 Estimated Population	13,661
2026 Estimated Population	14,810

92

4.4 EQUITY MAPS

Equity Maps utilize level of service standards to assist City leadership and staff in assessing where services are offered and determining equitable service distribution and delivery across the service area. These maps provide a visual depiction of the effectiveness of the service as it pertains to the demographic density. In addition, Equity Maps allow the Department to identify gaps and overlap in services with respect to a specific park, trail, facility, or amenity. This assessment allows the Department to make appropriate capital improvement and development decisions based on the population needs and the Equity Maps allow a quick visualization of geographical areas that may be under/overserved. Equity Maps were developed for each of the following major assets:

- Pocket Parks
- Neighborhood Parks
- Community Parks
- Undeveloped Parkland
- Paved Trails
- Unpaved Trails
- Picnic Shelters
- Enclosed Pavilion
- Ball Diamonds
- Rectangular Fields
- Outdoor Basketball Courts
- Disc Golf
- Tennis Courts
- Pickleball Courts
- Playgrounds
- Dog Park
- Sand Volleyball
- Skatepark
- Splashpad
- Water Access
- Indoor Recreation Space
- Indoor Aquatic Space

The shaded rings in the Equity Maps indicate the service level (i.e., the population being served by a specific park type/facility/amenity) as outlined in the level of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity. The ring extends out from the central point based on the service reach of a particular park, facility, or amenity when compared to the population nearby. Equity Maps are based on the size of a park / facility or the number of amenities at a location, the established level of service standards, and the density of the surrounding population.

PARKS

POCKET PARKS

NEIGHBORHOOD PARKS
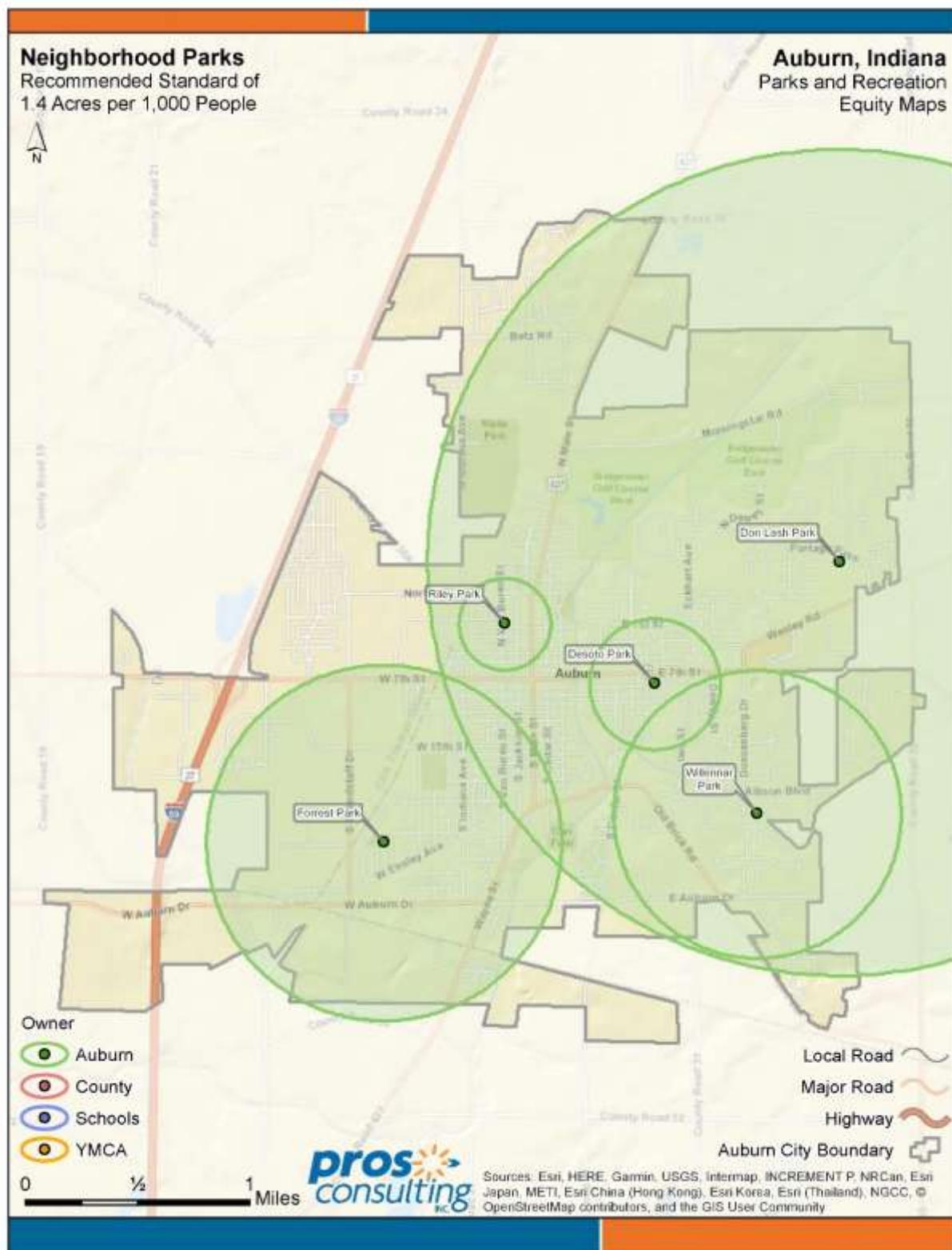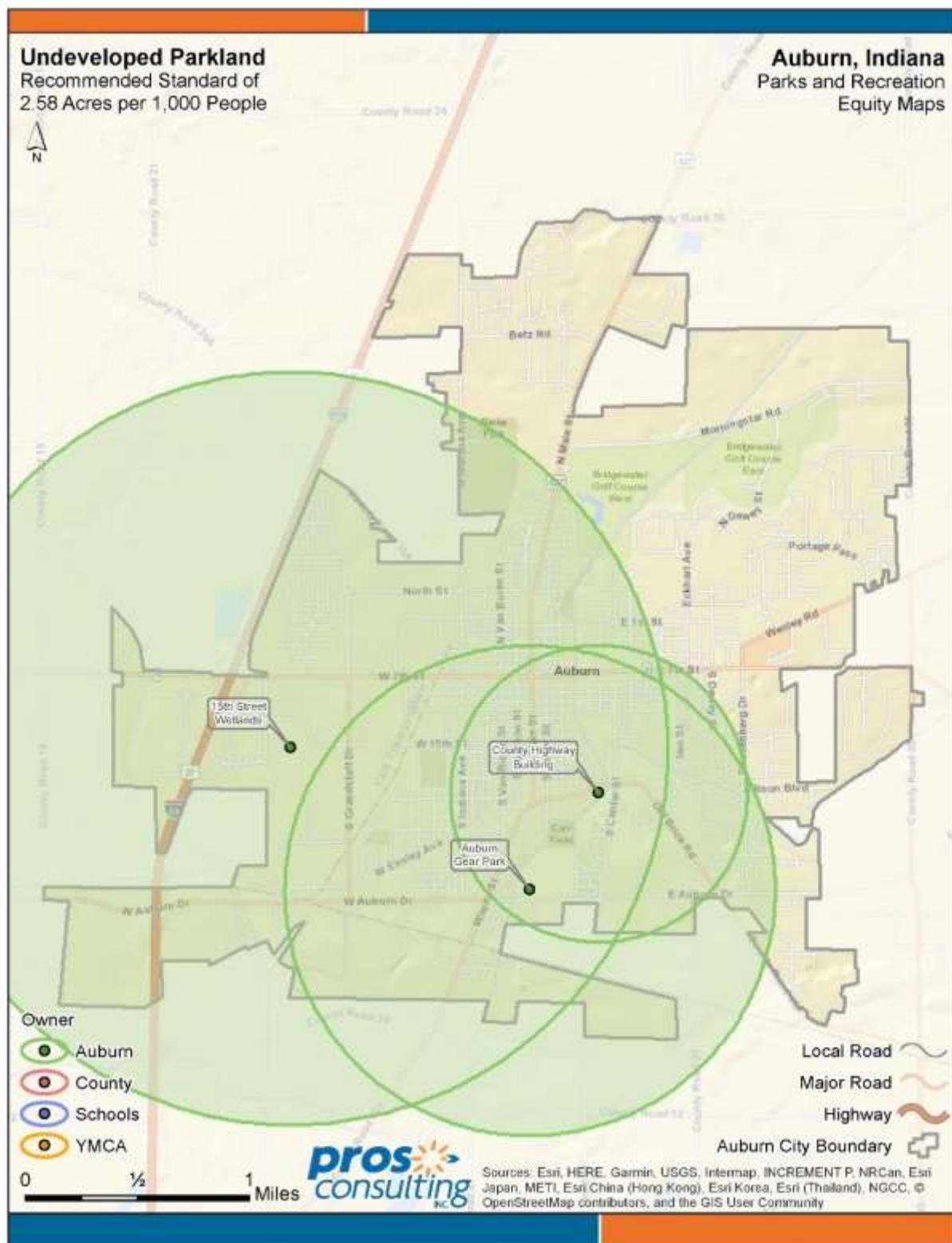
COMMUNITY PARKS

UNDEVELOPED PARKS

TRAILS

PAVED TRAILS
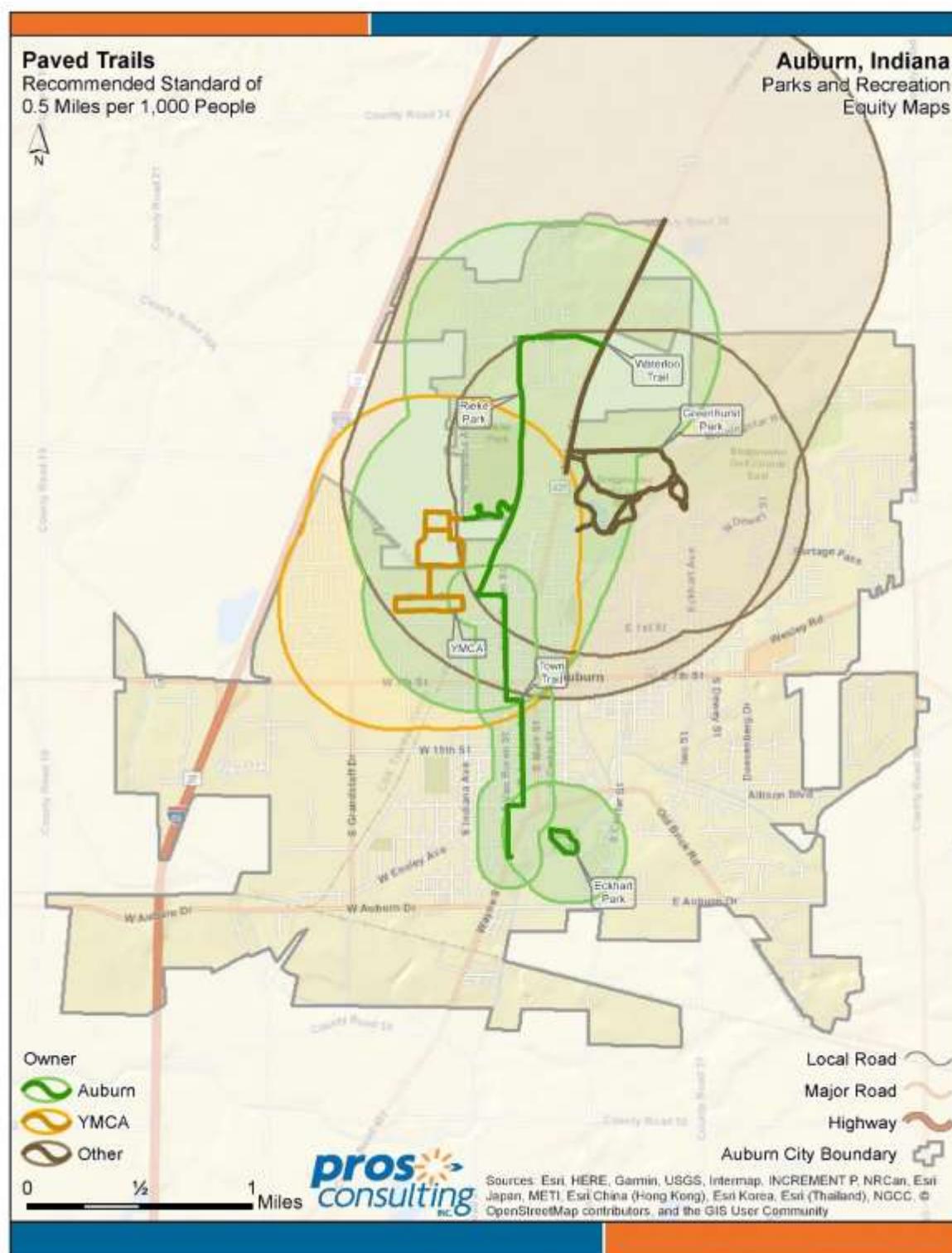
UNPAVED TRAILS
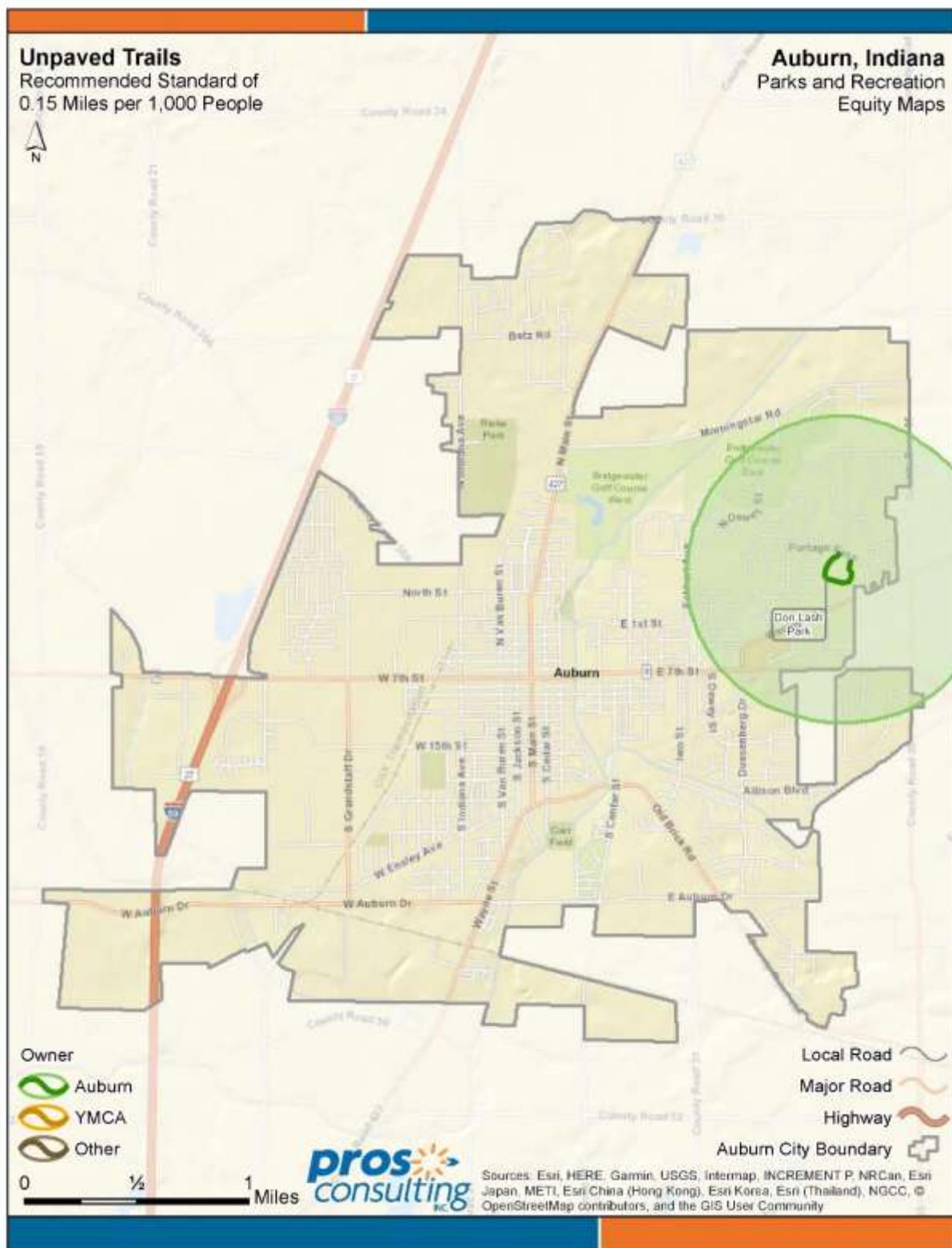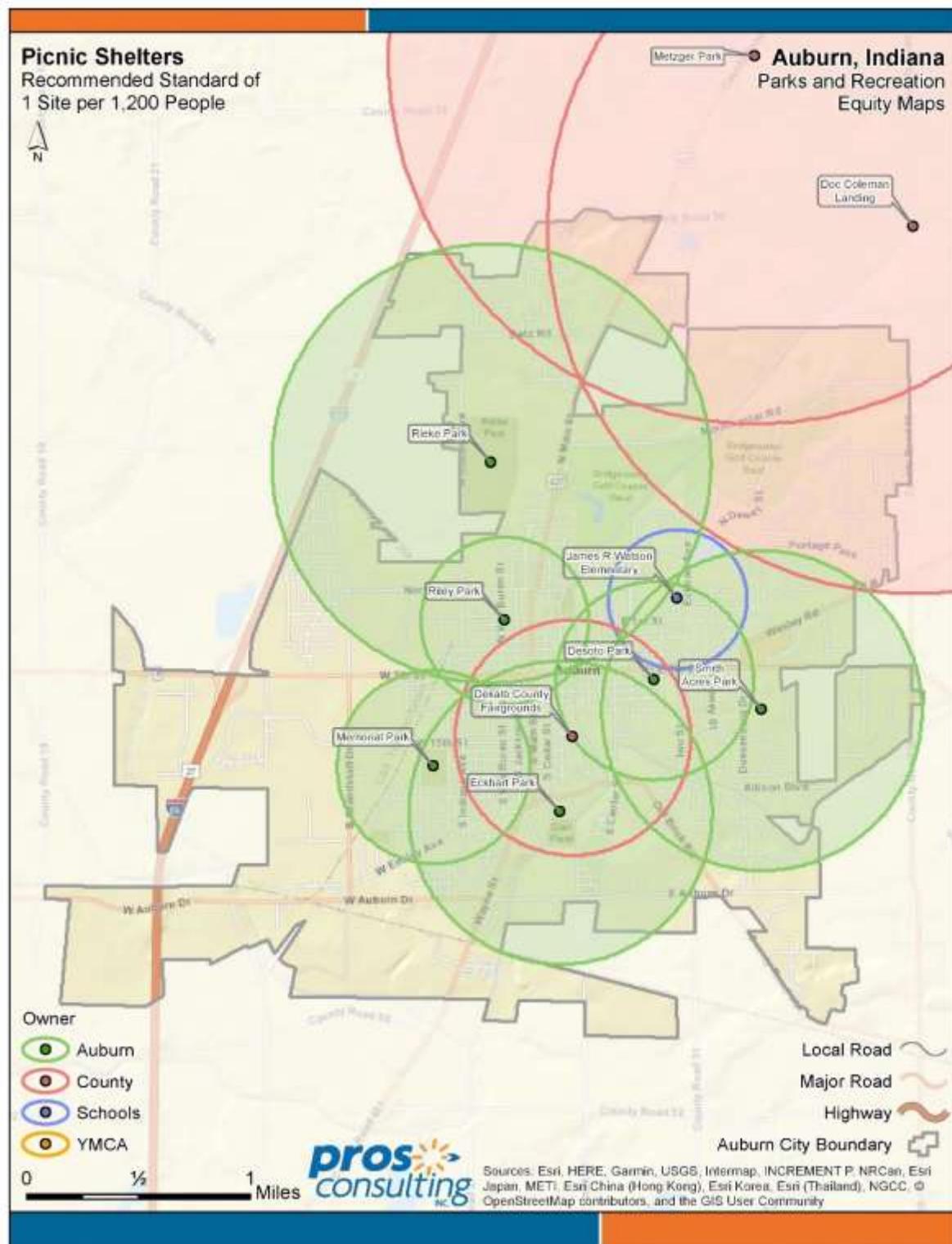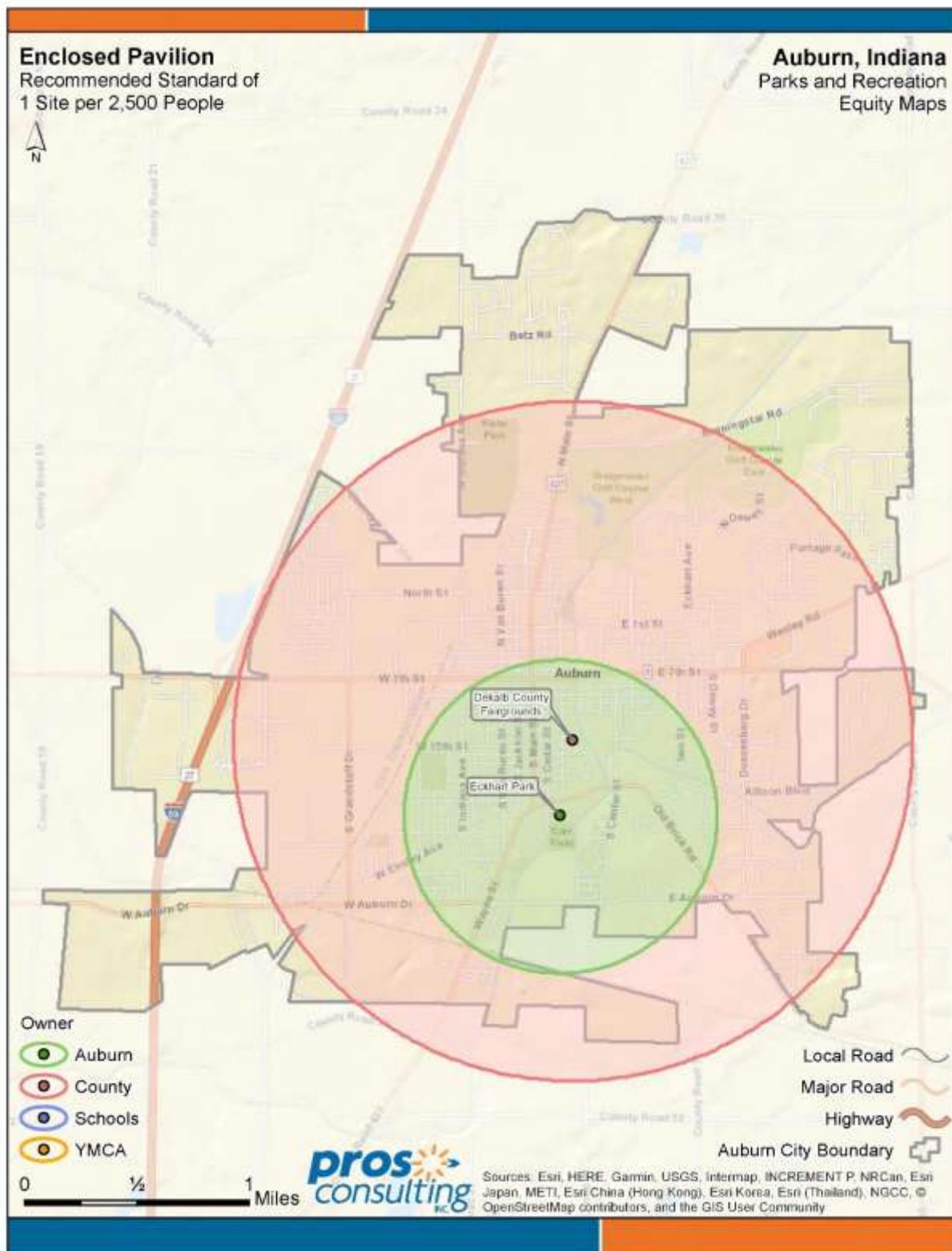
Unpaved Trails
Recommended Standard of
0.15 Miles per 1,000 People

Auburn, Indiana
Parks and Recreation
Equity Maps

Owner
- Auburn
- YMCA
- Other

Local Road
Major Road
Highway
Auburn City Boundary

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

OUTDOOR AMENITIES

PICNIC SHELTERS

ENCLOSED PAVILION

BALL DIAMONDS

RECTANGULAR FIELDS
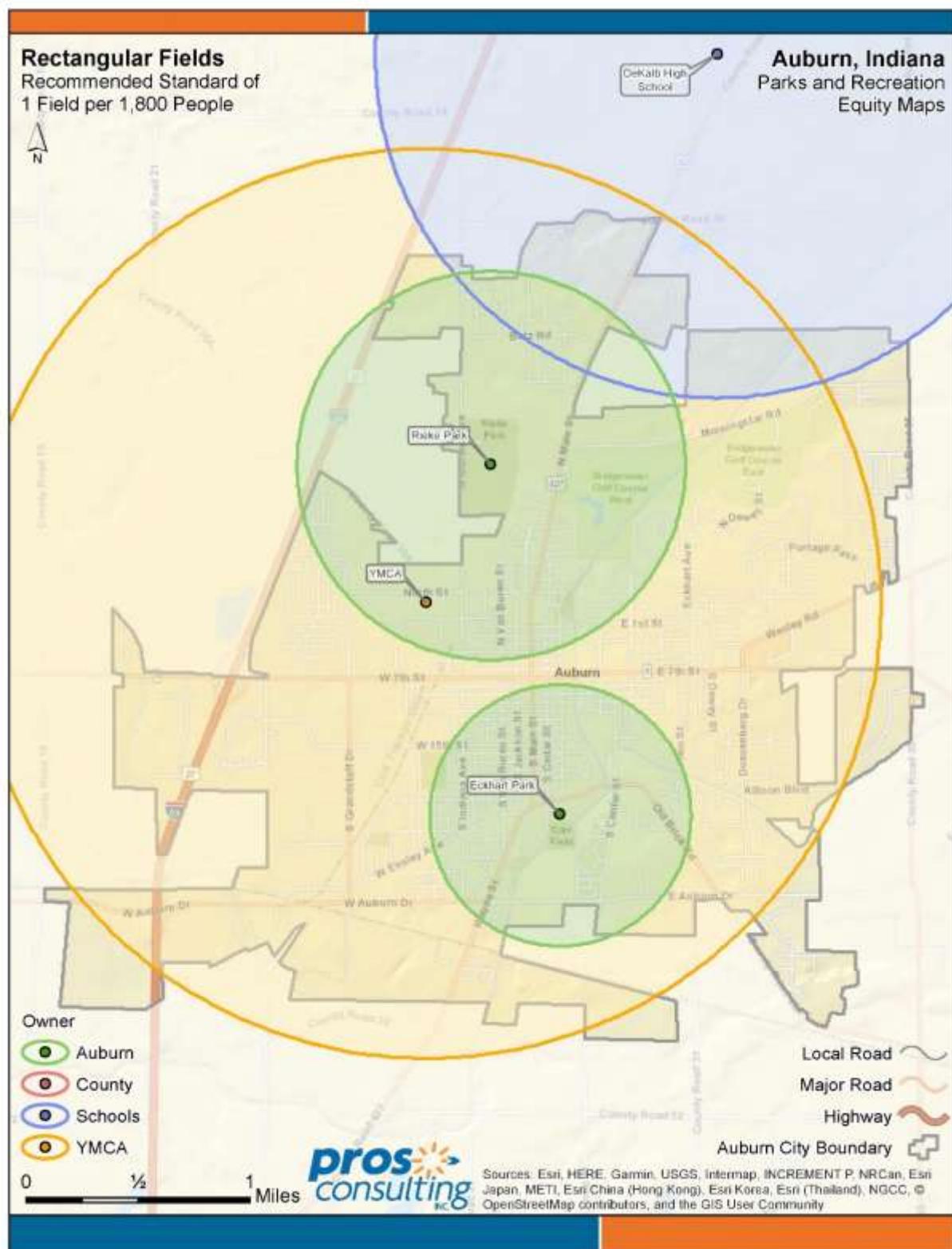
DISC GOLF

TENNIS COURTS

PICKLEBALL COURTS

Pickleball Courts
Recommended Standard of
1 Court per 8,000 People

N

Auburn, Indiana
Parks and Recreation
Equity Maps

Thomas Park

Smith Acres Park

Auburn

Owner
- Auburn
- County
- Schools
- YMCA

Local Road
Major Road
Highway
Auburn City Boundary

0   ½   1 Miles

pros consulting
INC.

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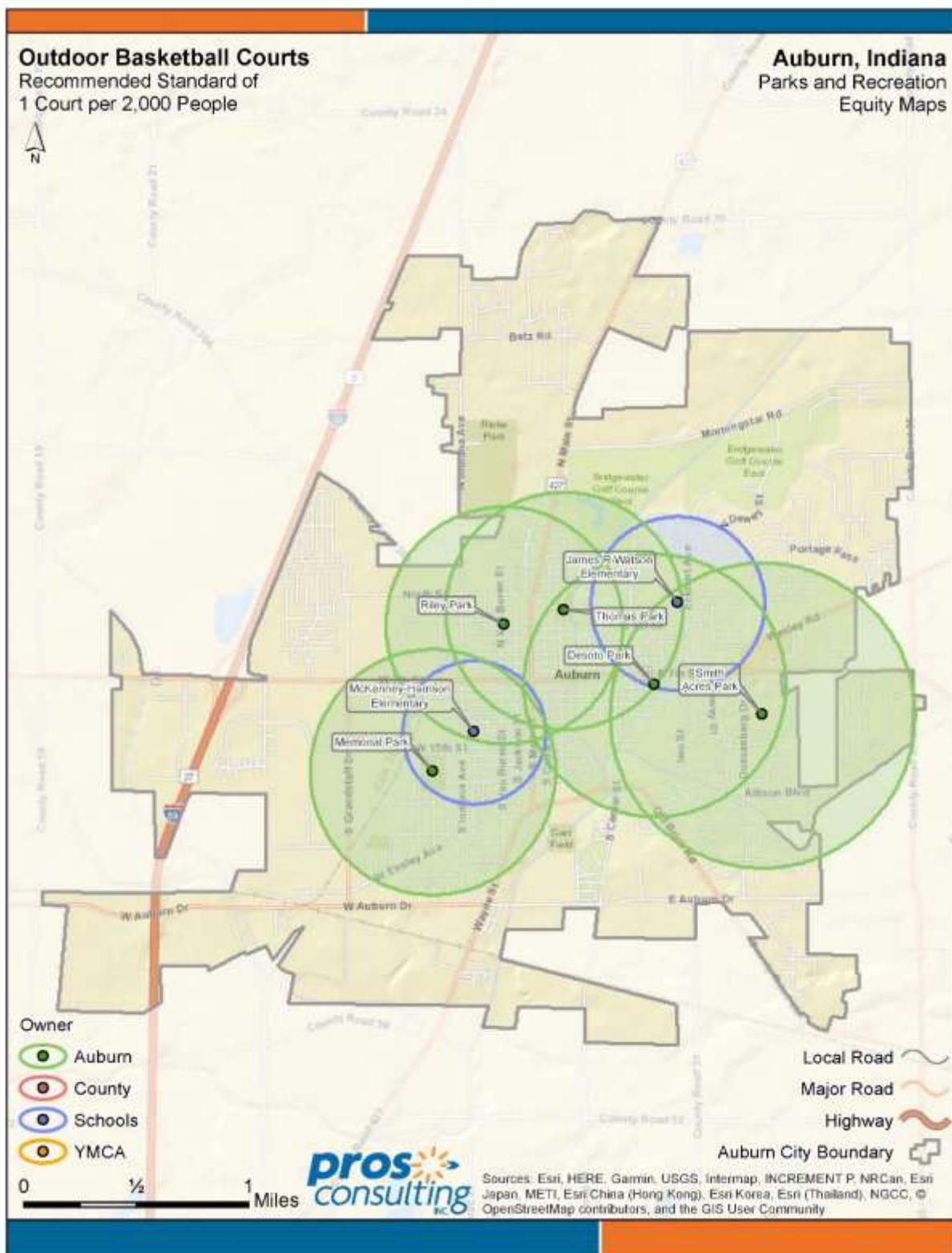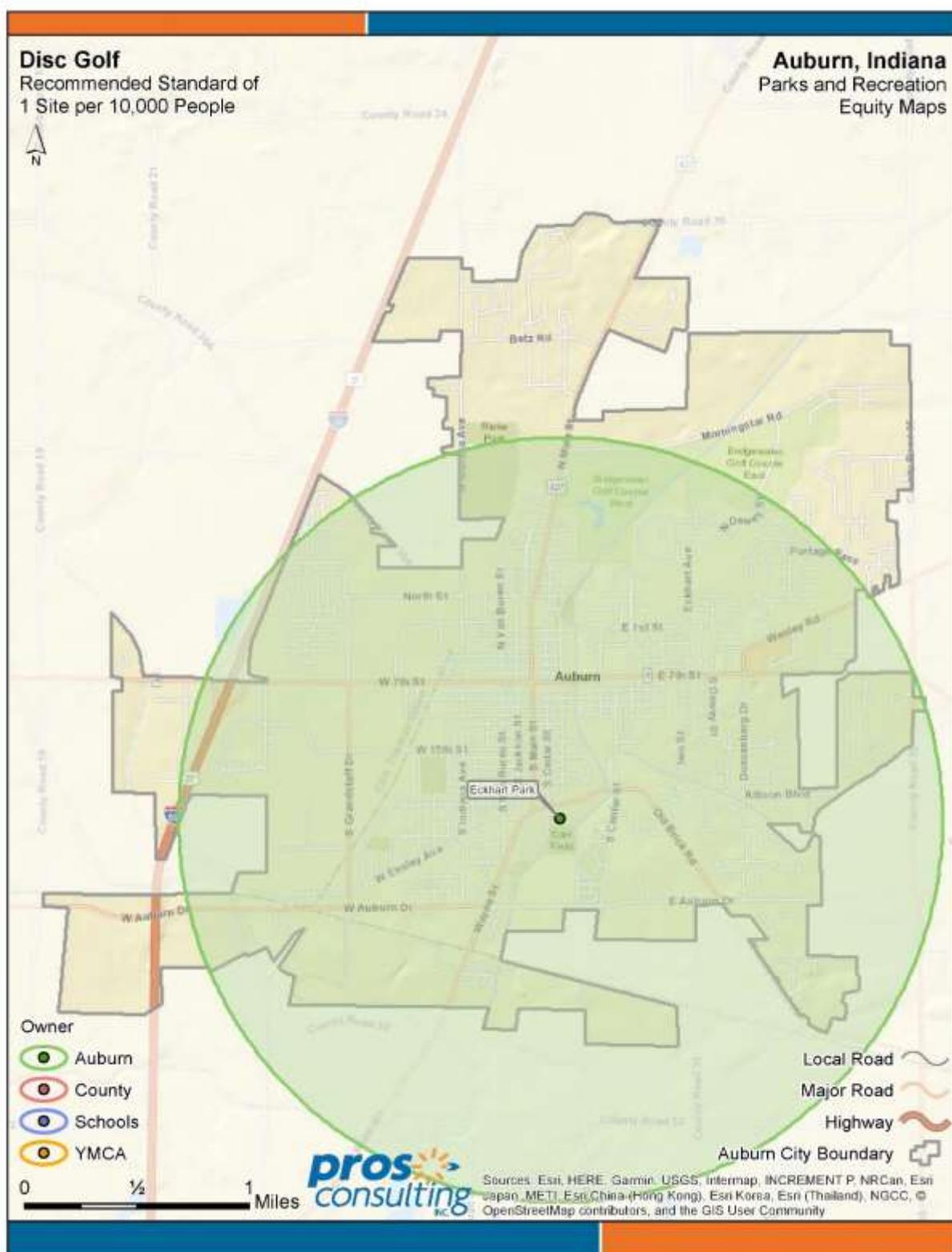
PLAYGROUND (YOUTH & TOT)

DOG PARK

SAND VOLLEYBALL

SKATE PARK

Skate Park
Recommended Standard of
1 Site per 25,000 People

Auburn, Indiana
Parks and Recreation
Equity Maps

Owner
- Auburn
- County
- Schools
- YMCA

Local Road
Major Road
Highway
Auburn City Boundary

0   ½   1 Miles

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

SPLASHPAD

WATERWAY ACCESS
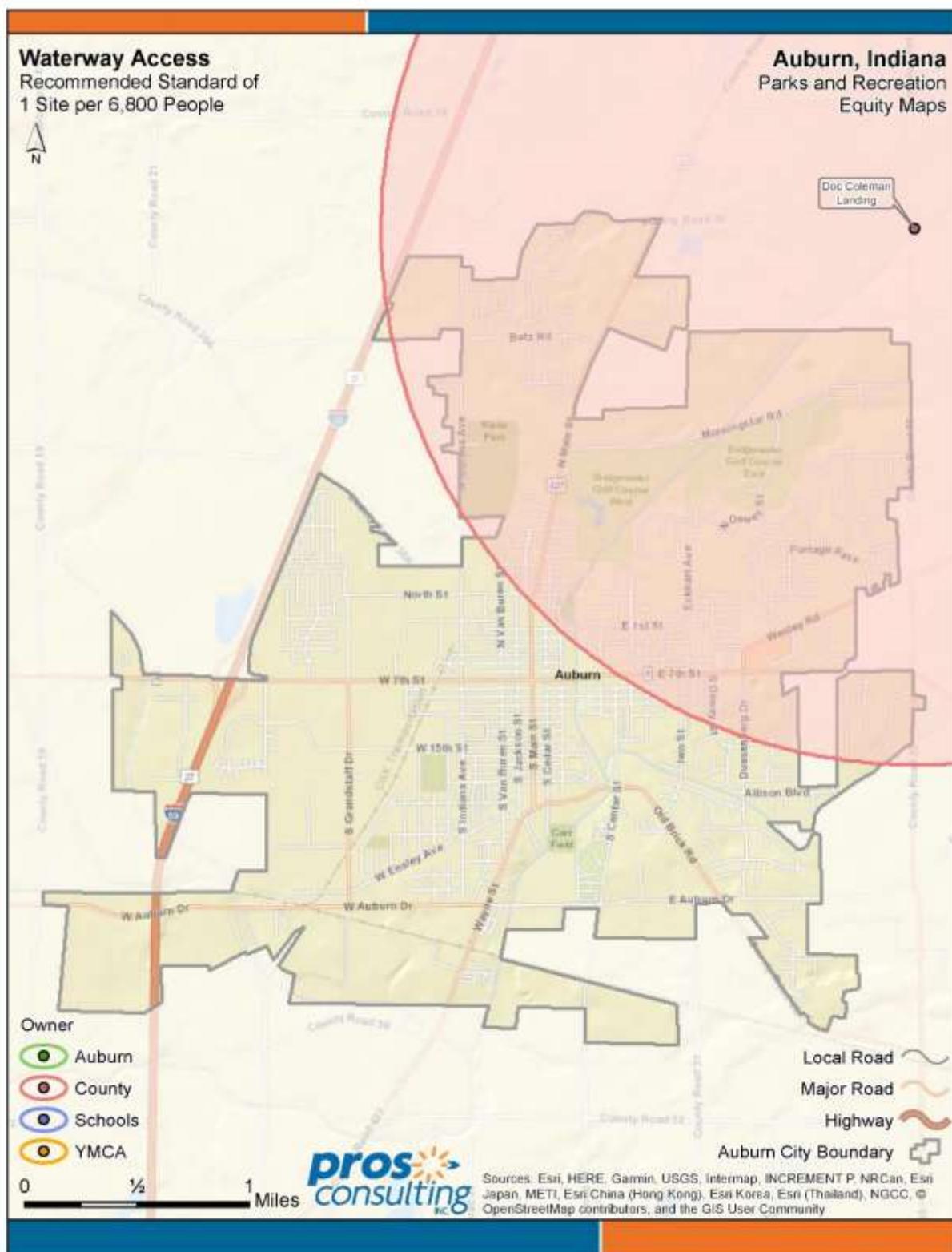
INDOOR RECREATION SPACE

INDOOR RECREATION SPACE
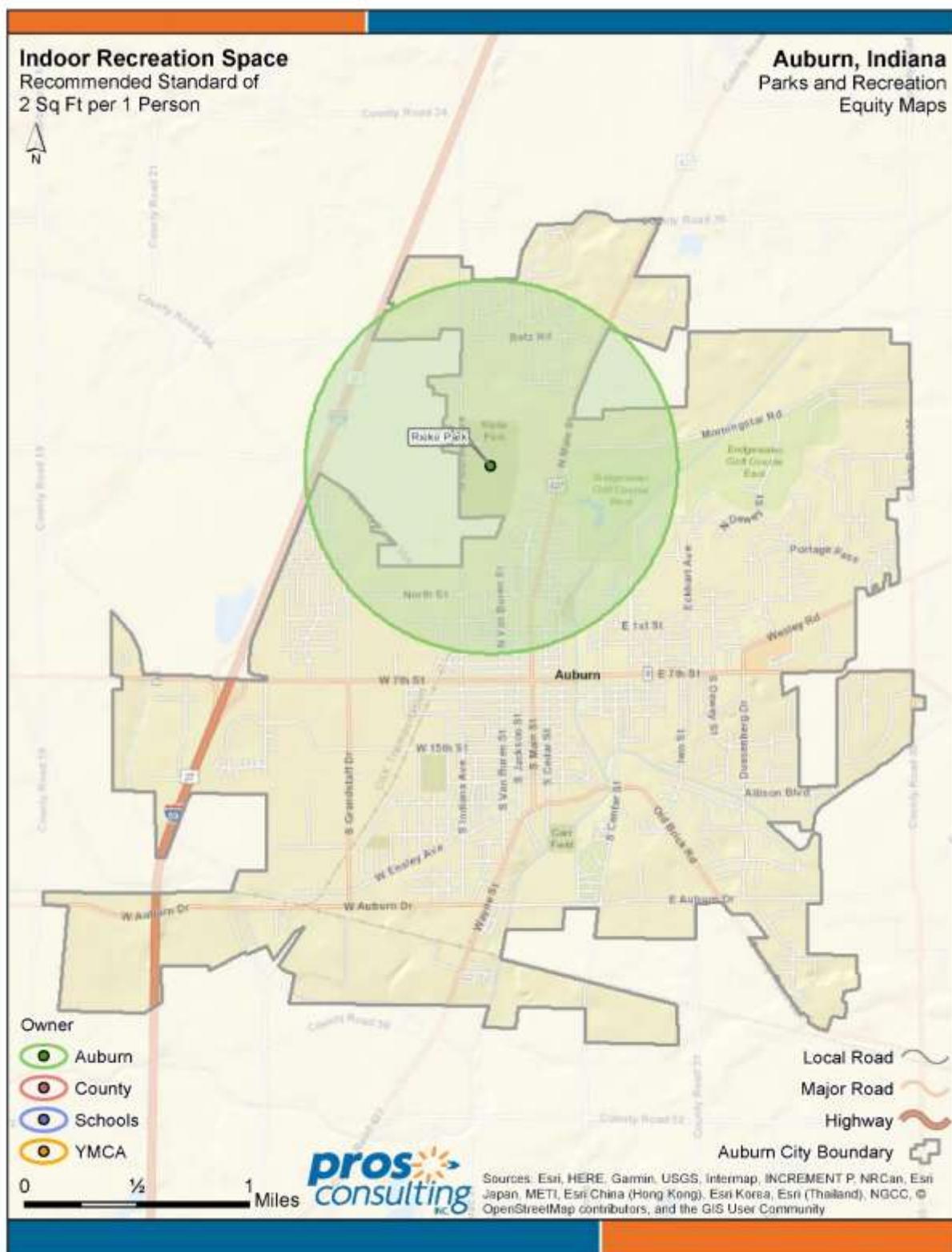
INDOOR AQUATIC SPACE
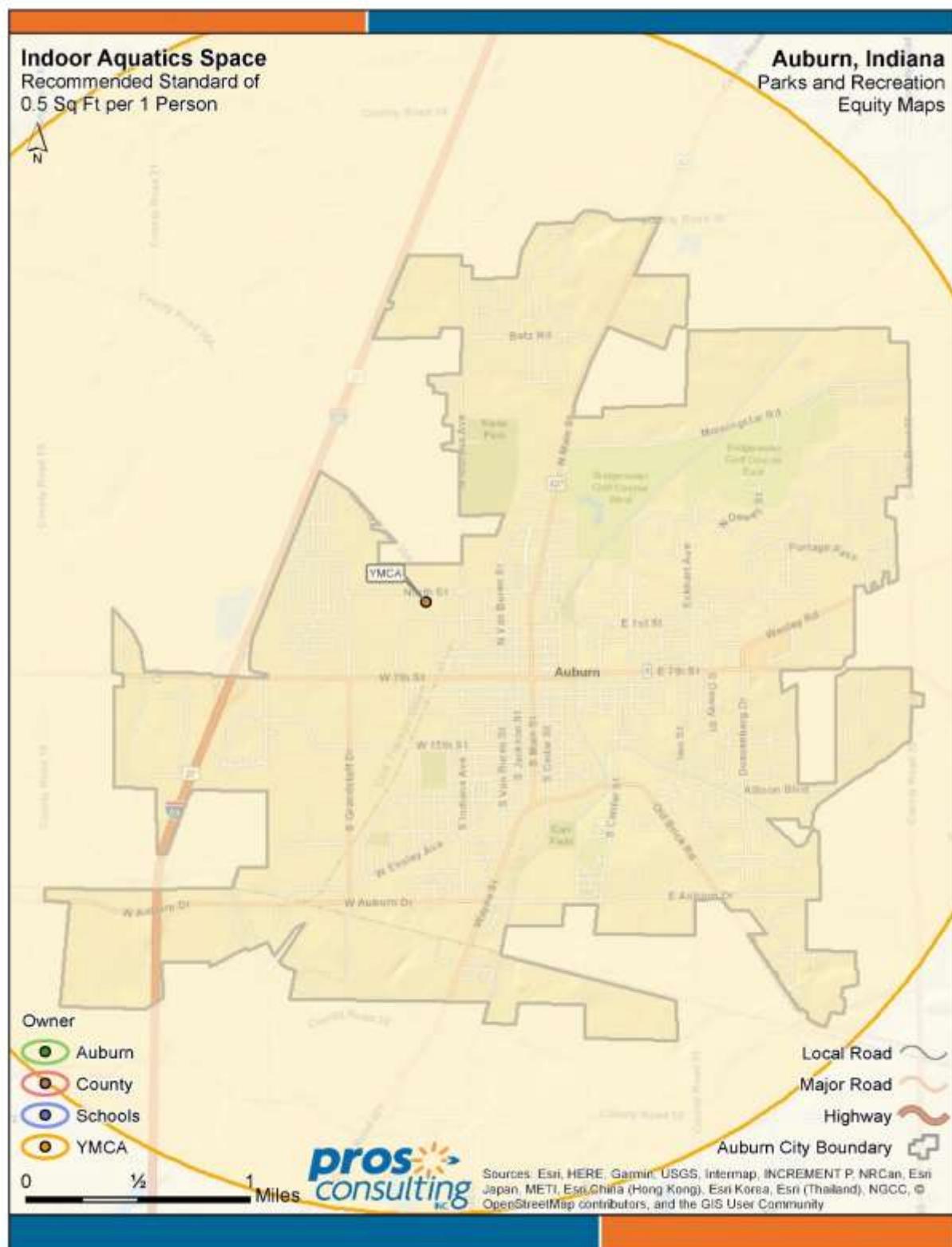
4.5 PARK CONCEPTUAL DESIGNS

Conceptual Designs have been created for all community parks, neighborhood parks and one undeveloped park property (Gear Park). These concepts incorporate findings from the stakeholders, community-wide needs assessment survey, site and facility observations, and discussion with Department staff. The purpose of the conceptual designs is to provide a visual aid for better understanding of improvements. These designs are not to be considered the final design. As with most concepts, the design will change as the city creates construction documents for parks. The city will revisit the designs as implementation of the master plan progresses to ensure needs and trends have not changed.

There are overarching themes from the park site assessments in section 4.2 are incorporated into each park's conceptual designs in addition to stakeholder input. The overarching themes are:

- To increase pedestrian access to amenities within each park property
- Playground lifecycle replacements are needed and should be themed and universally accessible.
- Building community through gathering spaces in the park system
- Connectivity – trails to connect parks, public facilities/spaces and retail districts.

4.5.1 ECKHART (COMMUNITY) PARK CONCEPTUAL DESIGN

The conceptual design for Eckhart is creating new larger public gathering spaces and updating the entrance to the park. The conceptual design is a high-level concept for the purpose of discussion with leaders and staff. This concept is expected to be amended with the input of local businesses, organizations and the public.

Auburn Parks Comprehensive Plan
Eckhart Park Improvements | February, 2022

The concept is meant to celebrate the area connecting business, park and functional buildings for operations. There is an opportunity to expand upon the strengths of the city and oldest park to build community and enrich the lives of the residents. This bird's eye view demonstrates the initial concept to improve the flow of traffic and functionality of the site for pedestrians.

4.5.2 MEMORIAL (COMMUNITY) PARK CONCEPTUAL DESIGN

4.5.3 RIEKE (COMMUNITY) PARK CONCEPTUAL DESIGN
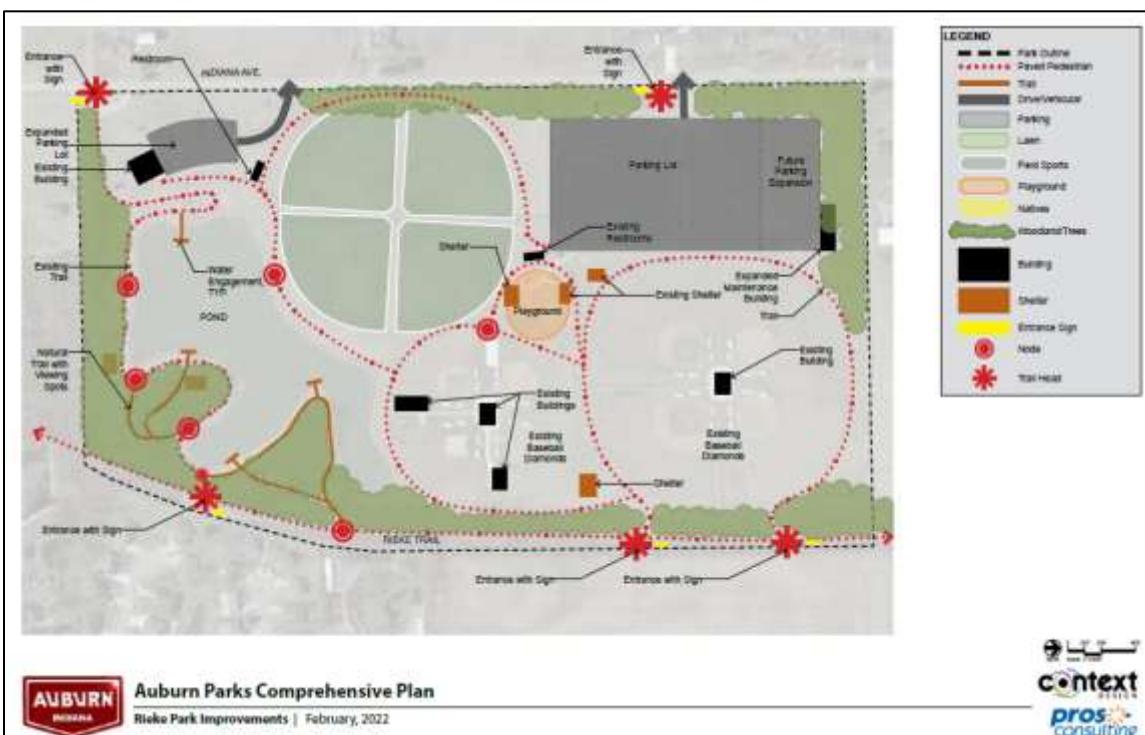
4.5.4 SMITH ACRES (COMMUNITY) PARK CONCEPTUAL DESIGN

4.5.5 THOMAS (COMMUNITY) PARK CONCEPTUAL DESIGN
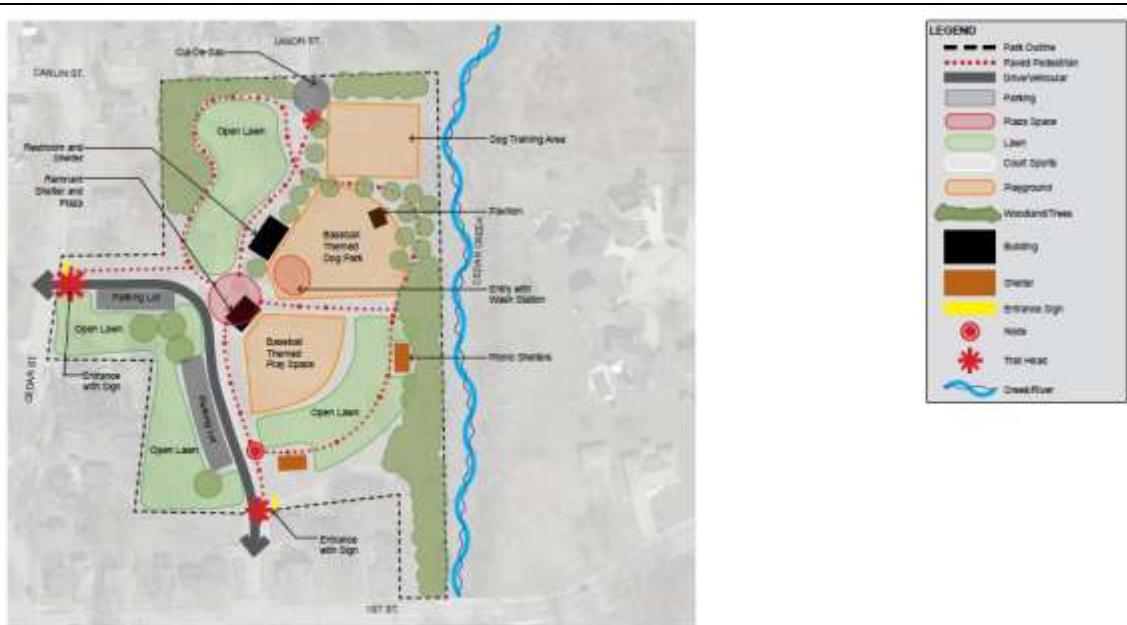
4.5.6 DESOTO (NEIGHBORHOOD) PARK CONCEPTUAL DESIGN

Auburn Parks Comprehensive Plan
Desoto Park Improvements | February, 2022
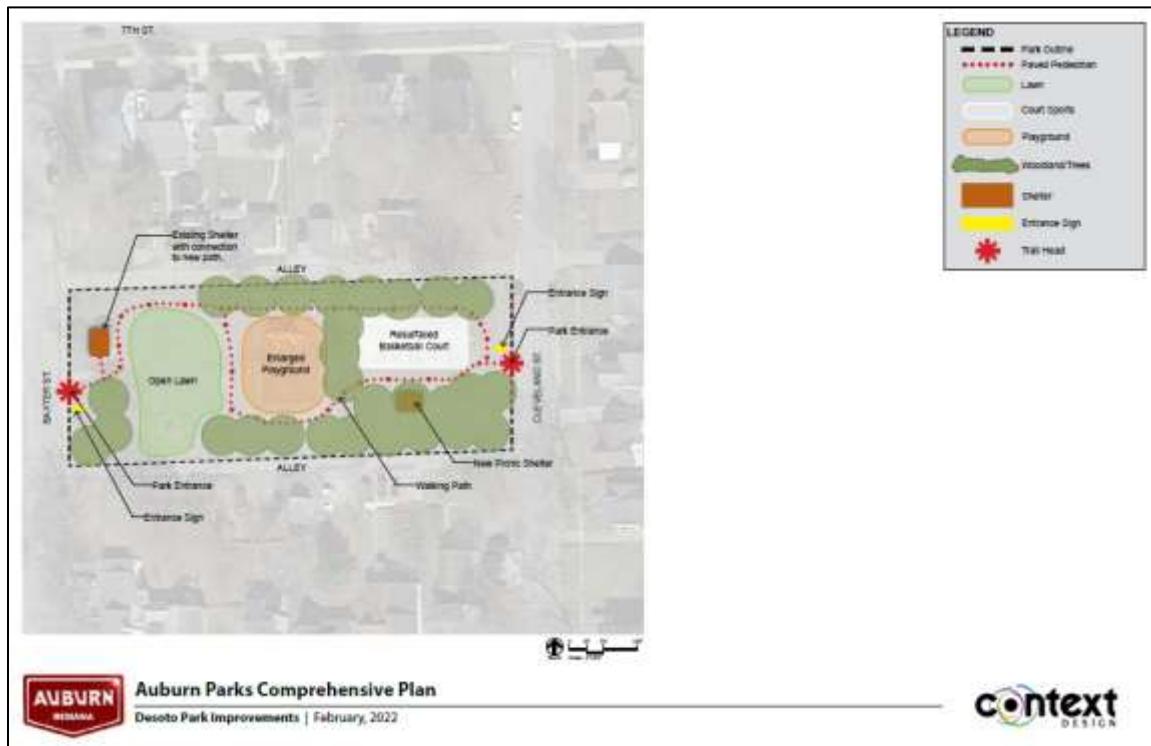
4.5.7 DON LASH (NEIGHBORHOOD) PARK CONCEPTUAL DESIGN

Auburn Parks Comprehensive Plan
Don Lash Park Improvements | February, 2022
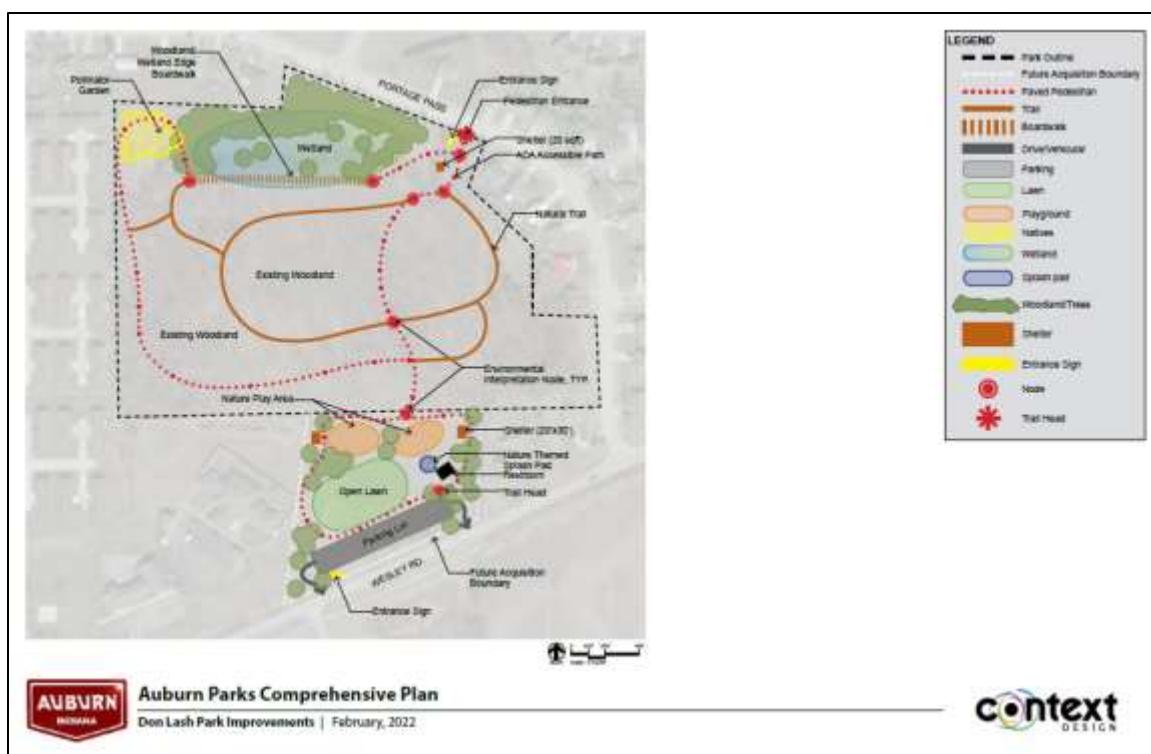
4.5.8 FORREST (NEIGHBORHOOD) PARK CONCEPTUAL DESIGN
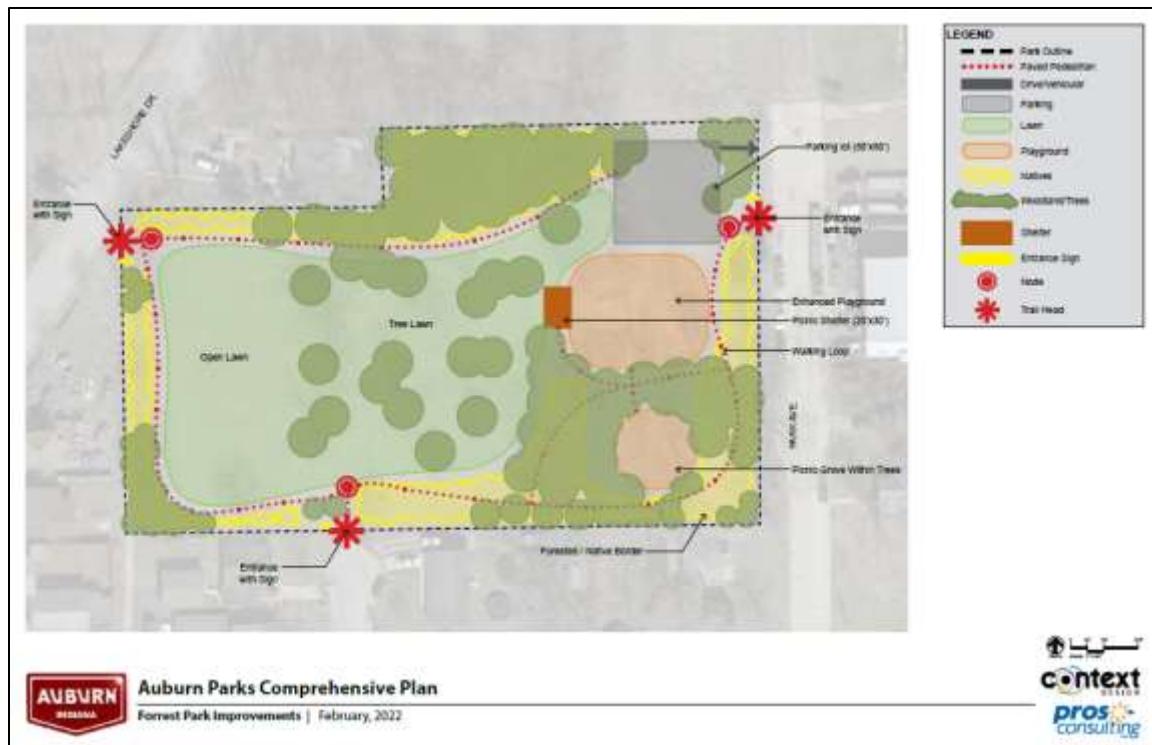
4.5.9 GEAR PARK (CURRENTLY UNDEVELOPED) CONCEPTUAL DESIGN
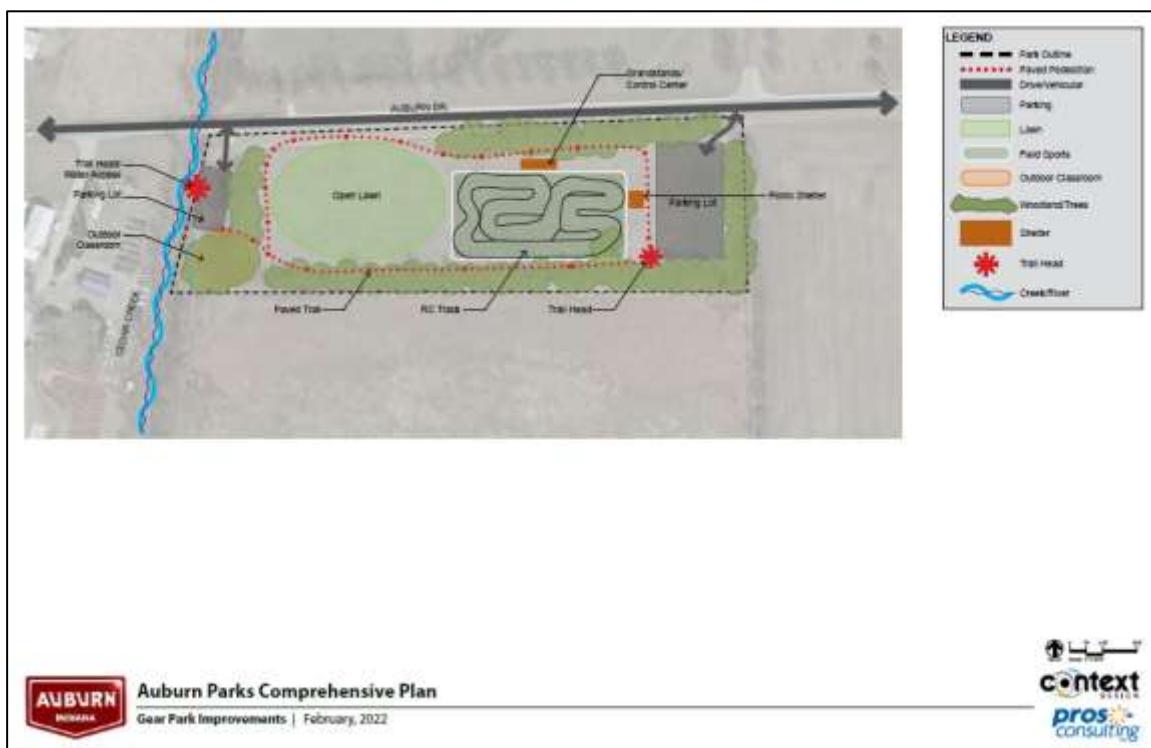
4.5.10 RILEY (NEIGHBORHOOD) PARK CONCEPTUAL DESIGN
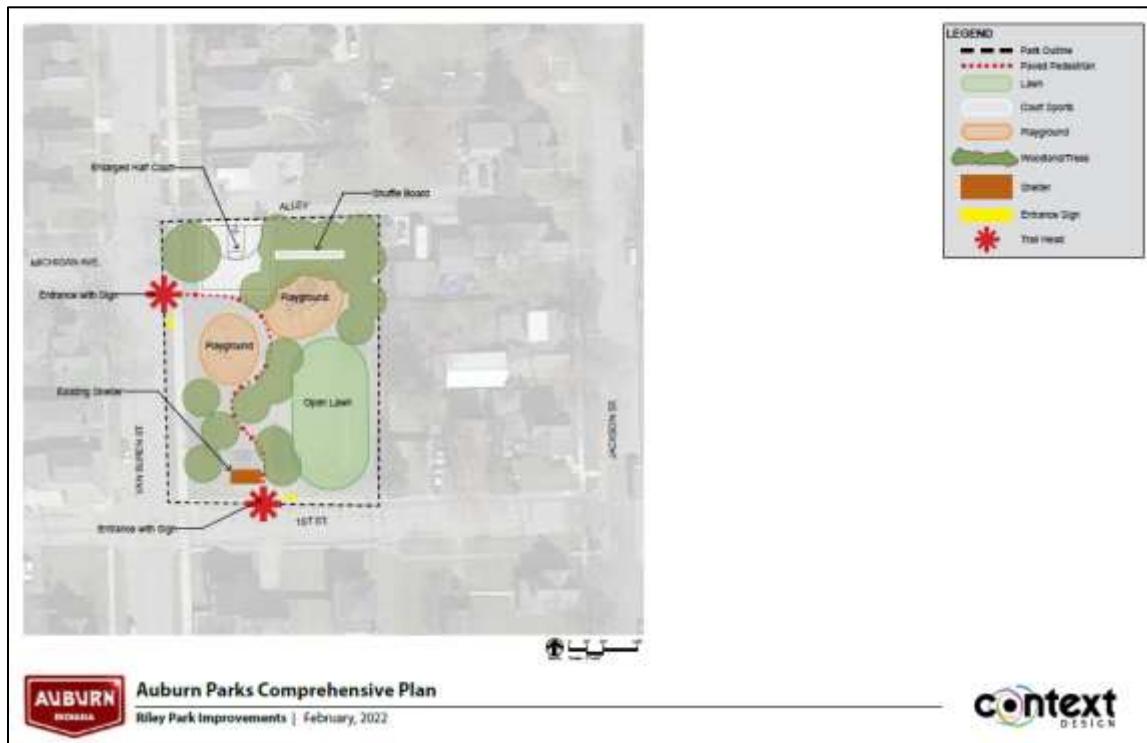
4.5.11 WILLENNAR (NEIGHBORHOOD) PARK CONCEPTUAL DESIGN
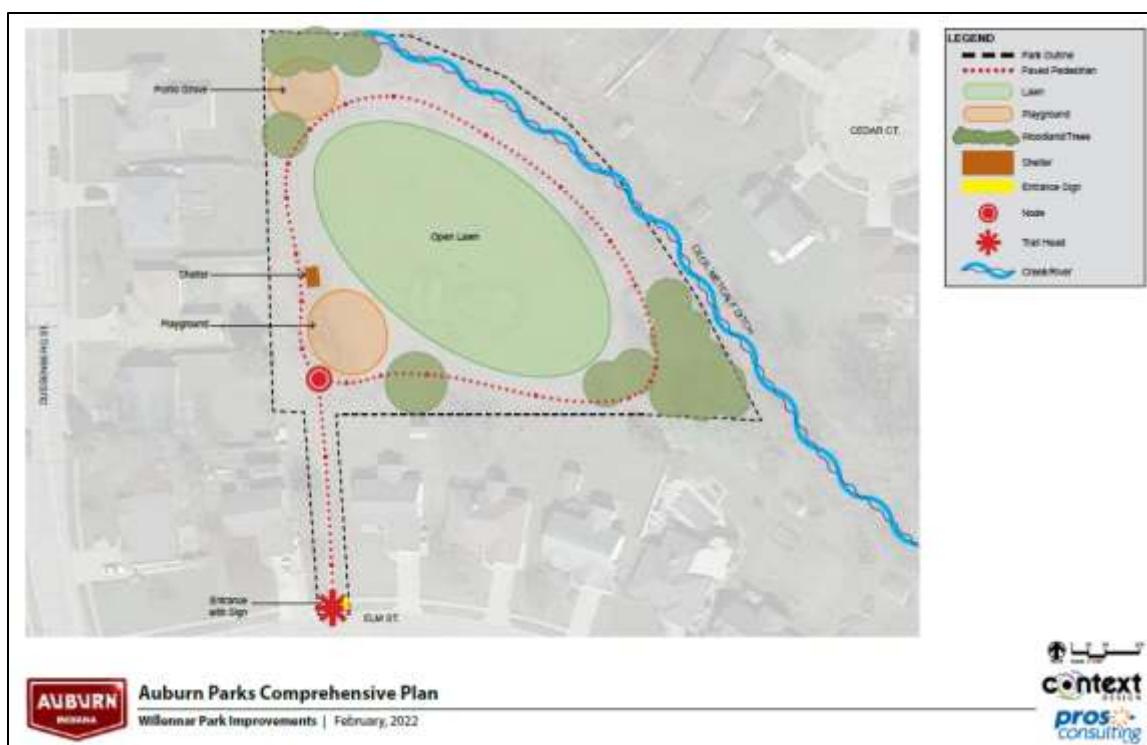
CHAPTER FIVE - FINANCIAL ANALYSIS

5.1 FUNDING AND REVENUE STRATEGIES

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

A growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services. In addition, the City is aware of the trend using parks and recreation facilities, amenities, programs and events to create economic development as it applies to keeping property values high around parks and along trails. They have learned to recognize that people will drive into their community for good recreation events and updated assets such as the skate park.

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 funding source. The Department has currently created funding, however can still be re-evaluated or explored further as the Department grows.

The following sources are financial options that the City 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**
Foundation/Gifts	Currently not using any for Parks and Recreation Purposes	Fees and Charges	Land & Water Conservation Fund	Property Tax	Pouring Rights
Partnerships		Reservations	Recreational Trails Program		Inter-Local Agreements
Volunteerism					Naming Rights

Figure 36: Funding Sources Used or Currently Using

5.1.1 EXTERNAL FUNDING SOURCES

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

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

CROWDFUNDING

This is a web-based source which aggregates funds from a group of people who are willing to support a specific project, be it program related or facility related. Some sites that successfully do that are www.kickstarter.org, www.indiegogo.com, patronicity.com and www.mightycause.com etc. This funding strategy is an opportunity for the city to explore and is best used for individual projects that serve a special interest group. IOBY, which stands for In Our Backyard (www.ioby.org), is a regional Crowdfunding platform operating in New York, Detroit, Pittsburgh etc. that crowdfunds for community based programmatic or capital needs.
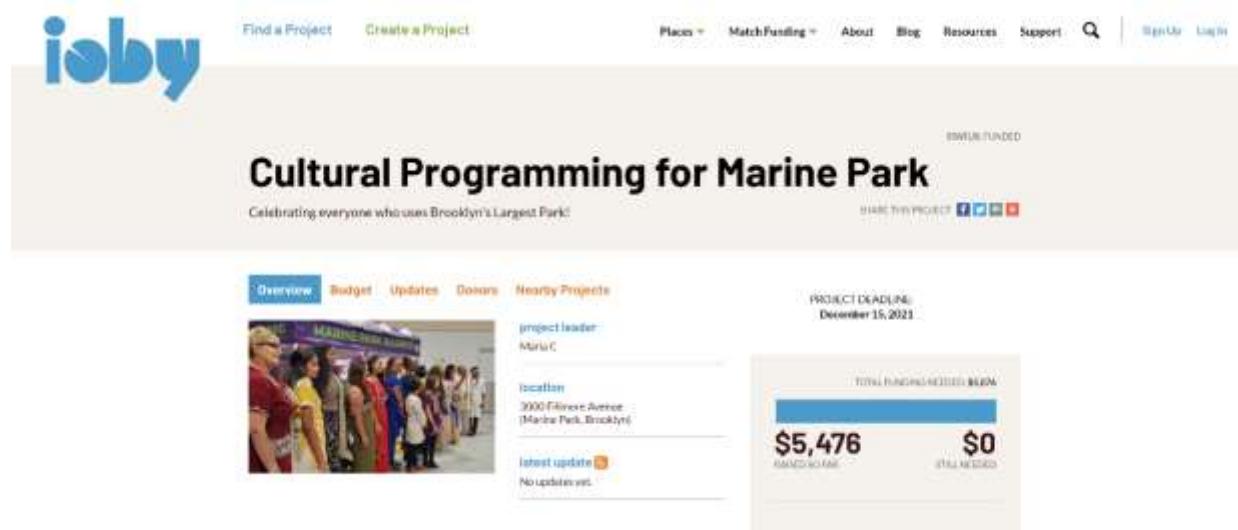
Implication for Auburn: It would need to be run through a non-profit partner or through a newly created Parks Foundation that can support the Department's needs. The estimated revenues are most likely under $100,000 though this could encourage matching donations from corporate partners too. The implementation feasibility for this funding source is high but so is the risk. Raising funds short of the goals could also impact resident's perception of government. This funding source can be used for operations or capital.

PARTNERSHIPS

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

Implication for Auburn: Continue to build upon partnerships and develop specific policies to manage public, private and non-profit partnerships differently. The implementation feasibility for this funding source is high, with the implementation risk being low. This funding source can be used for operations or capital.

CONSERVANCIES

These are organized fundraising and operational groups who raise money for individual signature parks and or attractions such as zoo's, regional parks. There are over two thousand conservancies in the United States now.

Implication for Auburn: Currently, the city does not have a need for a conservancy, making the implementation feasibility for this funding source is low, with the implementation risk being medium. Should the city begin conversations about a regional or destination park with revenue goals, this could be a viable option. This funding source can be used for operations or capital.

FOUNDATIONS/GIFTS

The city currently implements this funding strategy, when opportunities are available. It is not a consistent or reliable source of funding. These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc. This funding source can be used for capital costs.

Implication for Auburn: The City should establish a standalone Parks Foundation dedicated to helping the Department accomplish its mission through fundraising and financing capital projects and services. The Department should also consider becoming a member of the National Association of Park Foundations (https://www.the-napf.org/) to identify best practices from other city/foundations relationships nationwide and in Indiana. The implementation feasibility for this funding source is high, with the implementation risk being low.

PRIVATE DONATIONS

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

Implication for Auburn: Actively seeking donations can become time consuming and would eventually require an employee to oversee. The implementation feasibility for this funding source is low, with the implementation risk being medium. This funding source can be used for capital.

FRIENDS GROUPS

These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest. The value is in the form of time, labor, funding and/or capital. These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being low for the city. These groups require a person with availability in time for the commitment. In many instances these are initiated by the public and a desire to preserve a park, specific amenity or the cultural heritage of place. The city should remain open to evaluating these opportunities on a case-by-case basis. This funding source can be used for operations or capital.

TRUSTS

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

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

VOLUNTEERISM

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

Implication for Auburn: The city currently implements this funding strategy. Volunteer programs are available through the Department and City. The goal should be to increase volunteer hours to reach 3-5% of total staff hours needed to operate the system. The value of volunteer hours is currently at $28.54 in Indiana. This is a form of cost containment, to stretch budget dollars farther. This funding source can be used for operations. The implementation feasibility for this funding source is high, with the implementation risk being low for the city.

SPECIAL FUNDRAISERS

Many parks and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Implication for Auburn: Currently, no special fundraisers exist for Recreation or Parks. It requires a cost/benefit analysis on the staff time required versus the return on investment (ROI). Ideally, the Parks Foundation would conduct an annual fundraiser to help generate the maximum revenue in one large event e.g., the Parks Alliance of Indianapolis organizes an annual Mayor's Lunch for Parks supported by the entire community. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city.

5.1.2 CAPITAL FUNDING SOURCES

BUILD OPERATE TRANSFER

Indiana Code 5-23, or the Build-Operate-Transfer statute, makes it easier for municipalities and local government entities to enter into public-private-partnerships to develop projects in their communities. In the BOT framework, a third-party delegate to a private sector entity to design and build infrastructure and to operate and maintain these facilities for a certain period. During this period, the private party has the responsibility to procure the financing for the project. The facility will then be transferred to the public administration at the end of the agreement.

Implications for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city. This funding source can only be used for capital.

CAPITAL FEES

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

Implication for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being medium for the city. The city should monitor for changing circumstances that could make this funding source more favorable. This could be part of an overall funding strategy for large asset development within the park system.

DEDICATION/DEVELOPMENT/ REDEVELOPMENT FEES

These fees are assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes, such as open space acquisitions, community park site development, neighborhood park development, regional park acquisition and development, etc. Additionally, redevelopment fees are attained from the property tax increase that comes from the development of trails, signature parks and destination facilities. (e.g., Atlanta / Charlotte). Any use of redevelopment fees will need to be approved by the Redevelopment Commission.

Implications for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being medium for the city. The city should monitor for changing circumstances that could make this funding source more favorable.

DEVELOPMENT FEES/IMPACT FEES

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.

Implication for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being medium for the city. The city should monitor for changing circumstances that could make this funding source more favorable. An example of favorable conditions would be identifying the beginnings of a greater growth period for the city in population and new home permits. There is a planning process and six-month waiting period before being able to collect these fees, so early identification can have a greater impact on the quality of life.

CAPITAL PROJECTS FUND

The Coronavirus Capital Projects Fund (CCPF) takes critical steps to addressing many challenges laid bare by the pandemic, especially in rural America and low- and moderate-income communities, helping to ensure that all communities have access to the high-quality, modern infrastructure needed to thrive, including internet access.

Implications for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city. The city should move quickly to identify projects and apply for funding.

CORONAVIRUS STATE AND LOCAL FISCAL RECOVERY FUNDS

The American Rescue Plan provides $350 billion in emergency funding for eligible state, local, territorial, and Tribal governments to respond to the COVID-19 emergency and bring back jobs.

Implications for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city. The city should move quickly to identify projects and apply for funding.

5.1.3 USER FEES

RECREATION SERVICE FEES

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

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

FEES AND CHARGES

The Department must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures. This could include daily fees for access to public owned facilities and parks.

Implication for Auburn: The Department already has this source in place. The implementation feasibility for this funding source is high, with the implementation risk being low for the city. Annually review fees against expenditures to identify necessary increase to meet established cost recovery goal.

TICKET SALES / ADMISSIONS

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

Implication for Auburn: The city has implemented this funding source before. The implementation feasibility for this funding source is high, with the implementation risk being low for the city.

PERMITS (SPECIAL USE PERMITS)

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

Implication for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city. The city should monitor use of the parks and where challenges arise, this could be a component to the solution.

RESERVATIONS

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

Implication for Auburn: Reservations are already in place at park shelters, sports facilities and for reservable Rieke Lodge. There are free shelters within the system to for equity in access. There is an opportunity to reevaluate rental pricing based on the market, the quality of the experience and differential pricing using prime time / non-prime time, weekday / weekend rates etc. The implementation feasibility for this funding source is high, with the implementation risk being low for the city since currently in use.

EQUIPMENT RENTAL

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

Implication for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city. If a temporary ice rink is determined feasible in the winter months the rental of skates would be an example of this funding source.

5.1.4 GRANTS

NEXT LEVEL TRAILS

Next Level Trails (NLT) is designed to incentivize collaborative efforts to accelerate trail connections. The DNR Division of Outdoor Recreation will administer the program in conjunction with the Indiana Department of Transportation.

Implication for Auburn: Trails in Auburn are greatly appreciated and more have been identified for connectivity. This grant is an appropriate funding source as part of an overall strategy for trails with additional funding sources. This grant does come with required documentation and reporting. The
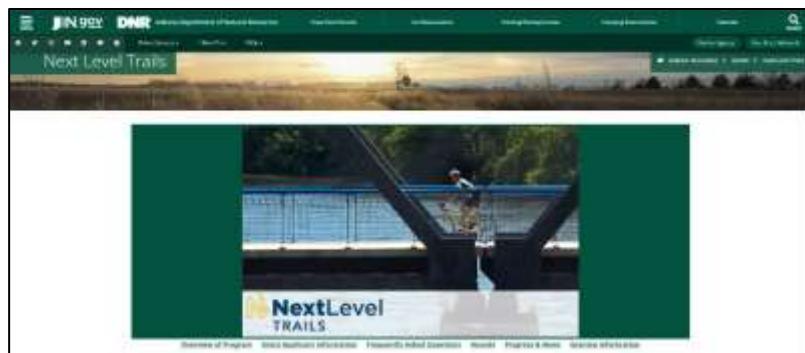
implementation feasibility for this funding source is medium, with the implementation risk being low for the city.

COMMUNITY AND URBAN FORESTRY ASSISTANCE (CUF-A) GRANT

The objective of this funding opportunity is to inventory, plan, evaluate, educate, and plant trees. The only allowable costs for this grant program include the cost of (1) tree inventories, (2) management plans and ordinance updates, (3) purchase of trees, (4) planting trees, and (5) urban forestry educational programing, publications, signage, etc. to encourage comprehensive urban forest management and better public understanding of urban forestry topics.

Implication for Auburn: The city has recognized the need and taken steps to plant "next generation" trees within the city and parks. These efforts are being completed with the understanding that diversifying the species will provide longer lasting tree canopy in case disease or pests befall another tree species like the emerald ash borer has to the ash trees in the Country. This grant can help add to the trees already planted by the city. The implementation feasibility for this funding source is medium, with the implementation risk being low for the city.

HISTORIC PRESERVATION FUND

DHPA receives funding under the Historic Preservation Fund (HPF) Program, which is administered by the U.S. Department of the Interior, National Park Service. The HPF Program helps to promote historic preservation and archaeology in Indiana.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being low for the city.

NRPA GRANT & FUNDING RESOURCES

The National Recreation and Park Association (NRPA) periodically posts information about grant and fundraising opportunities that are available for park and recreation agencies. Grant opportunities are posted in areas of conservation, environmental/habitat, programming, social issue initiatives, Art and facility/amenity development.

Implication for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city. The city is keeping a pulse on community needs and as needs arise, a part of developing solutions would be to check the NRPA website for funded initiatives and apply for those that align with the Auburn community needs.

CDBG FUNDING

Funding is received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being low for the city. As with all grants there is a documentation and reporting requirement for this funding source.

LAND TRUST

Many systems have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

Implication for Auburn: The implementation feasibility for this funding source is low, with the implementation risk being low for the city. The city should periodically monitor conditions and if viable in the future, implement this funding source.

IPRA FOUNDATION SCHOLARSHIPS

Professional Development Scholarships, Leisure Studies Grants, and Scholarships. Up to $500 for registration to conferences, schools and workshops. Predominantly for small Towns that typically do not have funds for professional development.

Implication for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city. This funding source can help to increase capacity within the department from professional development in staff skill sets. These grants are intended to help increase the knowledge, capabilities and professionalism towards the parks and recreation industry.

5.1.5 TAX FUNDING SOURCES

PROPERTY TAXES

Ad valorem taxes on real property currently implemented by the city.

LEASE OF DEVELOPMENT RIGHTS BELOW THE GROUND ALONG TRAILS

Lease land for fiber optics, utilities alongside of trails to support operations trails

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city. As the city adds trails to the system including connectivity trails, opportunities may develop. The city should look at these on a case-by-case basis. Should this funding source materialize, the city should develop a policy to direct city officials and staff.

HOTEL/MOTEL (TRANSIENT) TAX

Tax based on gross receipts from charges and meal services, which may be used to build and operate sports fields, regional parks, golf courses, tennis complexes, and other special park and recreation facilities.

Implication for Auburn: The implementation feasibility for this funding source is low, with the implementation risk being medium for the city. With the announcement of the development of a sports park at the action facility off Interstate 69, there will be many visitors to the area that could help to develop more parks and recreation infrastructure to connect this to downtown.

SPECIAL IMPROVEMENT DISTRICT/BENEFIT DISTRICT

Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Tax Incremental Financing (TIF) District Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements. TIF Districts can also expanded and include adjacent properties for overall improvements.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city. This should be monitored for changing circumstances to implement if needed or of community benefit.

SALES TAX

This existing revenue source has been very successful in funding the park system in Chesterfield, MO. This tax is very popular in high traffic tourism type cities and with county and state parks.

Implication for Auburn: The implementation feasibility for this funding source is low, with the implementation risk being high for the city. It may be worth exploring the level of support for an increase to fund the park system residents asked the City to build from the survey results. This would require voter approval and would be an opportunity to be citizen led, if desired.

FOOD AND BEVERAGE TAX

The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city. This has been the most widely accepted tax in the state of Indiana, especially when funds are to be used for quality of life. It is minimal impact to each individual, since it is only prepared foods and beverages at one percent (1%) of the gross purchase. In addition, communities have benefited significantly when restaurants are adjacent to interstates with travelers from out of town stopping to eat, thus contributing to the parks and recreation system. on average sixteen cents ($0.16) per purchase. With the new sports complex development, the city should consider this as an option to fund capital and minimally operations. Currently Dekalb County does not have any food & beverage tax by the county or any of the municipalities. The city should consider doing some projections from the development of the sports complex and the anticipated visitation to demonstrate the out-of-town revenue potential and what it could fund for quality of life. As an example, after the first year of identified revenue, the city could bond out using food & beverage revenues to pay the debt service. This would not impact homeowner's property taxes.

PUBLIC IMPROVEMENT DISTRICT (PID)

New developments can establish a Public Improvement District (PID) when authorized by the City Council and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city. As the city begins to experience significant growth in the future, this funding source may be more beneficial and worth exploring.

CUMULATIVE BUILDING FUND (IC 6-1.1-41)

A Cumulative Building Fund may be established by the Board to provide money for building, remodeling, and repair of park and recreation facilities; or for the purchase of land for park and recreation purposes. This requires approval from the fiscal unit of the city (City Council).

Implication for Auburn: Since this is an increase in the tax assessment on homes, the implementation feasibility for this funding source is low, with the implementation risk being high for the city.

5.1.6 FRANCHISES AND LICENSES

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

Implication for Auburn: Food Trucks and non-profits are often used for events. The implementation feasibility for this funding source is medium, with the implementation risk being low for the city.

POURING RIGHTS
Some private soft drink companies execute agreements with organizations for exclusive pouring rights within their facilities. A portion of the gross sales goes back to the organization.

Implication for Auburn: The City has implemented this funding strategy in the past. The city should explore beverage company agreements, as public facilities and gathering spaces are developed.

CONCESSION MANAGEMENT
This funding source is from retail sales or rentals of soft goods, hard goods, or consumable items. There may be opportunities where the City could either contract for the service and receive a set amount of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city. May be worth considering when indoor recreation spaces are created.

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

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city.

GREENWAY UTILITY

Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city. As the city develops trails, this may be an opportunity to create revenue.

NAMING RIGHTS

Many municipalities have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

Implication for Auburn: This funding strategy is an opportunity for the city to explore implementation feasibility and expansion. Possibilities for naming rights exist with a new parks and recreation office/indoor recreation space, new playgrounds, new/improved gathering spaces, shelters, splashpad, etc.

LAND LEASES

This includes options where developers / agencies lease space from City-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, recreation centers and ice arenas.

Implication for Auburn: The implementation feasibility for this funding source is medium, with the implementation risk being low for the city. City should continue to monitor changing circumstances that could make this funding source and option.

LEASEBACKS

Leasebacks are instances whereby a private individual or company builds a community center or sports complex and the revenue earned comes back to pay the development costs

Implication for Auburn: City should continue to monitor changing circumstances that could make this funding source and option. The implementation feasibility for this funding source is medium, with the implementation risk being medium for the city.

EASEMENTS

This revenue source is available when the City allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the City on an annual basis.

Implication for Auburn: The City has historical easements that have been provided for utilities. The city can be open to these as any new requests for easements are made with the city. City should continue to monitor changing circumstances that could make this funding source and option.

ADVERTISING SALES

Advertising is implemented in sports score boards and being considered for expanding to the Recreation Guide and other areas of operations. This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as print materials, on scoreboards, dasher boards and other visible products or services that are consumable or permanent and exposes the product or service to many people.

Implication for Auburn: The implementation feasibility for this funding source is high, with the implementation risk being low for the city.

INTERLOCAL AGREEMENTS
Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

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

5.1.7 CONCLUSIONS

FUNDING SOURCES
The city should give careful consideration to establishing the food & beverage tax and recreation impact fees as the city becomes a destination for visitors. These two dedicated funding sources can have a big impact on the quality of life without a big hit to residents. Visitors and new home construction will be mostly supported by non-residents and soon to be residents that are helping the parks and recreation system grow commensurate with the population. Additional consideration should be given to the following:

- Conduct a cost benefit analysis of grants before applications are submitted to determine the amount of reporting compared to the overall value.
- Develop a capital improvement strategy to enhance existing park areas and set a standard of care
- Secure funding and develop parks from site master plans (construction documents) identified in the CIP
- Annually review fee structure and actual expenditures making incremental adjustments as needed
- Develop policies to support earned income through the Department's ability to establish additional fees and charges (identified in section 5.1.3 and 5.1.6 franchises and licenses, where the individual benefit is significant.

REVENUE POLICIES
The Department performs an annual budget review of programs and operations. The annual review provides an assessment of the revenue recovery and operating costs for each program area. This should be part of an overall pricing policy and cost recovery goals.

A pricing policy is designed to provide the park systems consistent guidelines in pricing admissions, facilities, and program services. This allows the users to better understand the philosophy behind pricing a service. Furthermore, the level of service and benefits users receive is translated into a price that is based on a set subsidy level, or on the level of individual consumption or exclusivity that is involved outside of what a general taxpayer receives. The subsidy levels should be in line with the Department's annual program offerings.

Pricing policies provide a basis for clear understanding of the level of benefit and exclusivity the user receives above what a general taxpayer receives and the costs to provide services, programs, or facilities.

The pricing policy is expressed in terms of the percentage of cost recovery the agency is trying to recover against the agency's overall budget and the activity goal within a specific core business.

DONATION POLICIES

The Department may be able to receive donation revenues through the implementation of a Donation Policy. A Donation Policy provides the Department with a framework for accepting donations to the Department. The policy provides guidelines for the promotion of the facilities. General guidelines include framework for gifts and bequests, passes and certificates, and exchange for services or goods to the Department. This would be a short-term goal, with the establishment of a park foundation to be the long-term goal for receiving donations.

ESTABLISH THE AUBURN PARKS FOUNDATION

A Parks Foundation is a tax-exempt, non-profit entity established to promote and raise funds for the park system. The contributions to the foundation are deductible from the donor's income taxes. As an independent entity, the foundation may seek donations from local businesses, philanthropists, and other community foundations. Foundations seek to raise dollars to fund capital projects by organizing fundraisers, through gifts catalogs that showcase the different options for people to donate, through endowments, sales of items, etc.

SPONSORSHIP POLICIES

The city utilizes sponsorships which allow corporations and individuals to invest in the development or enhancement of new or existing programs and facilities. Sponsorships are often used for events.

A Sponsorship is the financial or in-kind support from a for-profit (or non-profit) entity for a specific program, event, project, display, exhibit, or site in exchange for tangible and intangible benefits. For most sponsors, those benefits are primarily marketing opportunities, such as visibility for a brand, product, sampling, and name association with a cause. The Department would display a specific corporation through its company logo or other form of corporate recognition on Department property in the exchange for financial support and or goods or services.

Corporate Sponsorships generally include Title Sponsors, Presenting Sponsors, Associate Sponsors, and Product Sponsors. Non-monetary sponsorships may involve trade-outs of time, materials, space, volunteers, in-kind goods or services, food, sports type drinks, and marketing exposure.

PARTNERSHIP POLICIES / INTER-LOCAL AGREEMENTS

The city currently utilizes partnerships and agreements. These relationships, entered into between two or more local units of government and/or between a local unit of government and a non-profit organization jointly develop revenue producing park and recreation facilities and share risk, operational costs, management responsibilities and asset management, based on the strengths and weaknesses of each partner.

It is best practice to review partnerships and terms annually. Revisiting the terms of partnerships is important to ensure the agreement's terms are still valid and the need for partnering has not changed. Updating existing partnership terms to accurately reflect what is being provided and the purpose of the partnership.

New partnerships should be forged as the city continues to evolve the parks and recreation system to align with community needs. Ensure that partnerships are fair and equitable to the City and Department with the best interests of the community identified.

5.2 CAPITAL IMPROVEMENT PLAN

5.2.1 INTRODUCTION

The Auburn community has been extremely supportive of the Department over the years including with new programming developed for the residents. However, there are many aging amenities that have reached their lifecycle and will need to be replaced. The projects identified in the CIP are beyond the scope of the Department's <u>normal</u> maintenance and operating budget, covering non-routine <u>major</u> maintenance such as replacement, refurbishing, renovations, etc. While the period of focus is five years, an extended look out 10 years was used to identify projects in order to ensure the Department continues to keep pace by anticipating future needed improvements and development.

5.2.2 APPROACH TO THE CAPITAL IMPROVEMENT PROJECTS (CIP)

The approach to developing the CIP is a three-tier plan that acknowledges the current fiscal realities, potential changes to current funding, acquiring alternative funding sources, and the importance of continued philanthropic community support. Each tier is defined below and also reflects different assumptions about available resources.

- **Critical Projects** prioritizes spending within existing needs that impact the safety, enjoyment and increased access. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being for the department to maintain the level of service. The actions associated with this fiscally responsible approach addresses current maintenance needs and anticipated maintenance at existing parks and facilities and will be funded through existing funding sources and alternative funding when available.

- **Sustainable Projects** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing capital assets that would require additional operational or capital funding. In coordination with the City Mayor's Office and Council, the Parks, Recreation and Department should evaluate and analyze potential sources of additional revenue, including but not limited to partnerships, naming rights, recreation and program revenues, grants, and capital bond funding if appropriate, when existing debt service is retired in the future.

- **Visionary Projects** represents the complete set of services and facilities identified by the community. It is a long-range look at the level of service and lifecycle replacement to address future needs and deficiencies. In this Master Plan, the Visionary Projects address aging facilities to make improvements in operational effectiveness and the overall sustainability of the park and recreation system. Funding for visionary projects would be derived from partnerships, private investments and capital bond funding if appropriate, when existing debt service is retired in the future.

This **fiscally responsible approach** to the Capital Improvement Projects comes from the City's monitoring of existing financial and capital asset conditions. The Auburn's Parks and Recreation system has matured and the city has begun to replace older playgrounds within neighborhood parks. In addition, the City's population is expected to increase marginally in the near future, placing a little more demand on the existing parks and recreation system and level of service. These factors have important budgetary implications. Over the past several years, the Department has experienced an increase in maintenance and operation demands. Once parks age, they will be more labor intensive by design and condition, and liability issues will become a significant maintenance and operation concern. Furthermore, as parks age,

they may not meet the public's expectations for recreational use or aesthetics. This will have a causal effect on the heavy use of new parks and facilities, requiring them to experience increased maintenance needs.

The city has seen great success in the skate park with heavy use. This use is not just from residents, but also from visitors to the community. The city would like to build upon this success and is looking at several visionary projects that will transform the city parks and recreation system with improved quality assets, gathering spaces and connectivity. With increased quality comes increased costs, but also increased benefits. The investment will yield a greater sense of community, increased property values and increased economic impact from visitors.

5.3 CAPITAL IMPROVEMENT PROJECTS

The following section provides a sense of the scale of repair, renovation and/or replacement needs within the parks system. However, it **should not be interpreted as an identifier of <u>projects to be scheduled</u>** by the Department during that time frame because the department will address only projects that have identified funding. However, it is important to understand that the CIP must be flexible in order to shift projects to meet changing needs.

Along with each tier is an explanation of the proposed repair, renovation, and/or replacement needs, as well as which assets apply to the project. Please note that as costs are projected into upcoming years, specific projects become more ambiguous and difficult to accurately identify. The Department's continued commitment to preventative maintenance will be necessary to continue the level of service the community has identified in the survey results. Past data demonstrates that community needs can change, resulting in the modification of projects. Furthermore, park development continues throughout the park system annually. These factors result in increased repair, renovation and/or replacement needs and **reinforce the need for flexibility in the identified projects**.

5.3.1 CRITICAL PROJECTS

CRITICAL PROJECTS (Priority to Address)					5-Year Allocation				
Location	Facility / Amenity / Infrastructure	Project	Estimated Total Project Cost	Source of Need	2022	2023	2024	2025	2026
Smith Acres Park	Playground	Replace Slide	$3,800.00	Site Assessments	$3,800.00				
Desoto Park	Paved access	Construct pathways through park and to amenities	$28,800.00	Stakeholders/Site Assessments	$28,800.00				
Riley Park	Paved Access	Construct pathways through park and to amenities	$10,848.00	Stakeholders/Site Assessments	$10,848.00				
Don Lash Park	Paved Access	Construct pathways through park and wooded area	$122,688.00	Stakeholders/Site Assessments		$122,688.00			
Sub Total			$162,336		$39,648	$122,688	$0	$0	$0

5.3.2 SUSTAINABLE PROJECTS

SUSTAINABLE PROJECTS (Improving What We Have)					5-Year Allocation				
Location	Facility / Amenity / Infrastructure	Project	Estimated Total Project Cost	Source of Need	2022	2023	2024	2025	2026
Rieke Park	Paved Access	Construct pathways to key focal points and amenities	$439,872	Stakeholders, Site Assessment, Parks Workshop					$439,872
Desoto Park	Playground/Shelter	Replace existing with themed playground, additional shelter, Naturally contain mulch with lg. rocks, new fence	$148,071	Stakeholders, Site Assessment, Parks Workshop			$148,071		
Thomas Park	Restroom	Prefabricated Restroom,	$37,860	Stakeholders, Site Assessment, Statistically Valid Survey, Parks Workshop		$37,860			
Forrest Park	Improvements	Playground, pathways, shelter, parking, fencing	$328,999	Stakeholders, Site Assessment, Parks Workshop			$328,999		
Riley Park	Improvements	Play feature/swing, enlarge basketball to 1/2 court	$52,860	Stakeholders, Site Assessment, Parks Workshop				$52,860	
Willennar Park	Improvements	pathway, play feature, small shelter, picnic area	$91,289	Stakeholders, Site Assessment, Parks Workshop				$91,289	
Total			**$1,098,950**		**$0**	**$37,860**	**$477,070**	**$144,148**	**$439,872**

5.3.3 VISIONARY PROJECTS

VISIONARY PROJECTS (Developing New Opportunities)					5-Year	6-10-Year Allocation				
Location	Facility / Amenity / Infrastructure	Project	Estimated Total Project Cost	Source of Need	2022	2027	2028	2029	2030	2031
TBD	Land	Additional land - highlight nature	TBD	Stakeholders, Site Assessment, Park Workshop						
TBD	Aquatic Center	Feasibility Study	$60,000	Stakeholders, Statistically Valid Survey, Visioning Session	$60,000					
Eckhart Park	Improvements / expansion	Basketball, building repurpose, event law, fountain, road improvements, parking, water access, park office, indoor recreation space, pathways, earthwork	$5,464,162	Stakeholders, Site assessment, Statistically Valid Survey, Park Workshop				$5,464,162		
Memorial Park	Improvements	Shelters (2), Splashpad, Playground, Basketball Courts, Parking, Pathways, Fitness Nodes	$2,289,797	Stakeholders, Site assessment, Statistically Valid Survey, Park Workshop					$2,289,797	
Rieke Park	Improvements	New shelters (4), New Quad, Parking Expanded, Maint. Building, Restroom	$3,433,572	Stakeholders, Site assessment, Statistically Valid Survey, Park Workshop					$3,433,572	
Smith Acres Park	Improvements	Playground, Community building, maintenance building, tennis/pickleball, parking, restrooms, shelters (4), restroom	$3,094,165	Stakeholders, Site assessment, Park Workshop						$3,094,165
Thomas Park	Improvements	Realign road, Parking, Playground, Dog Park, Training area, Shelters (3), Restroom Pavilion, Earthwork, Pathway	$2,946,212	Stakeholders, Site assessment, Park Workshop						$2,946,212
Don Lash Park	Improvements	Nature Play, Splashpad, Parking, Garden, Shelter	$1,537,526	Stakeholders, Site assessment, Park Workshop			$1,537,526			
Gear Park	Improvements	RC Track, Parking, Shelter, Pathway, Waterway Access	$601,980	Stakeholders, Site assessment, Statistically Valid Survey, Park Workshop			$601,980			
Total			**$19,427,414**		**$60,000**	**$0**	**$2,139,506**	**$5,464,162**	**$5,723,369**	**$6,040,377**

CHAPTER SIX – STRATEGIC RECOMMENDATIONS

The Department strives to provide entertainment, build community

6.1 VISION

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

"To serve the community with quality parks, programs and events that build community and contribute to the city's economic vitality."

6.2 MISSION

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

"To build community through quality services."

6.3 GUIDING PILLERS TO BUILD ON

- **Sustainability** of the park system and services through standards of care and well-managed resources to ensure consistency in delivery now and into the future.
- **Placemaking** of public spaces through planning, design, and management that promotes community health, happiness and well-being.
- **Community Health and Wellness** achieved through design, operation, asset preservation, and use of public spaces for residents.
- **Conservation of Natural Areas** within the City of Auburn through policies that drive design and development emphasizing preservation and use.
- **Outstanding Customer Service** through efficient and friendly interactions treating customers with respect and providing the best experience possible.
- **Creativity and Innovation** in our work to maximize the resources we have and provide enjoyable experiences that drive demand for parks and recreation services.
- **Outcome Focused** ensuring highest standard of outcomes and integrity in everything we do.

6.4 BIG MOVES

Key areas of focus that have the greatest positive impact to the residents, visitors, City and Department.

- Increase trail connectivity in the city.
- Update outdated park amenities and improve park entrances, accessible pathways and the amenities.
- Diversify funding sources for long-term financial sustainability.
- Build organizational capacity to meet current and future level of service and quality.
- Conduct studies to determine the feasibility of a new facilities within the community.

6.5 ACTION STRATEGIES

In addition, the consulting team developed Action Strategies 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), Long-term (Beyond 5 years) and On-going. The categories and strategies are shown below.

6.5.1 SHORT-TERM STRATEGIES

Short-term goals are established to help reposition the Department to align with community needs. Some will have visible outcomes in the short-term, where others will contribute to mid-term strategies, long-term strategies and ongoing strategies where greater outcomes will be achieved.

Short-Term (0-3 Years)
Build capacity in the Department through professional development, design standards, operational policies and standards, and additional resources
Develop a capital improvement strategy to enhance existing park areas and set a standard of care
Explore establishing two dedicated funding sources for the long-term Department capital improvements
Develop additional special events focused on cultural heritage and the arts
Develop a Marketing and Communication Plan to help tell the Department's story
Conduct a study to determine the feasibility of a new aquatic center in the community
Initiate a schedule to begin construction documents for all major improvements to the park system as identified in the CIP
Begin working to increase connectivity in the city as identified in the Trails and Sidewalk Plan
Work with the City Clerk Treasurer and Mayor to develop a lifecycle replacement schedule and funding
Begin developing long-term strategy for new park office and indoor recreation space combined

6.5.2 MID-TERM STRATEGIES

Mid-term strategies are continuing on actions taken in the short-term strategies and preparing for long-term strategies.

Mid-Term (4-5 Years)
Continue to implement the (developed) lifecycle replacement schedule and fund the mid-term and long-term capital projects
Educate the community on the developed park maintenance and program quality standards through social media and demonstrating the staff living the mission
Develop site master plans for the undeveloped property and community parks that will have major improvements
Expand Programming through trending leisure activities and align with community needs identified in the community needs assessment
Replace, renovate or add restrooms where possible
Conduct a succession plan for the Department identifying core competencies needed for each key position

6.5.3 LONG-TERM STRATEGIES

Long-term strategies are specifically focusing on the long-term CIP and park improvements that will take time to prepare for development.

Long-Term (Beyond 5 Years)
Secure funding and develop parks from site master plans (construction documents) identified in the CIP
Maximize access and trail connectivity to parks and destinations citywide
Conduct an updated parks and recreation needs assessment through a statistically-valid survey (gauge progress from previous survey results and identified community needs) and update the Master Plan

6.5.4 ONGOING STRATEGIES

Ongoing strategies are design to sustain all of the efforts from the short-term, mid-term and eventually the long-term strategies.

On-going
Annually conduct a program assessment using the developed KPIs from the Master Plan process
Annually review fee structure and actual expenditures making incremental adjustments as needed
Annually review policies and procedures and update according to needs and changes in operation
Continue to consider contracts for services that improve operations, require expertise and contains costs
Continue to remove invasive plant species and add native plants and landscapes with new projects and as funding becomes available.
Increase shade in parks with a diverse population of next generation trees and shade structures, where appropriate
Update Marketing Plan annually capturing change in markets and innovative approaches
Track Department operations using key performance indicators, such as cost per acre, revenue per capita, miles of trail per 1,000 residents, program cost recovery, user satisfaction surveys, and program participation
Incorporate environmental analysis into site master plans increasing long-term sustainability for properties and facilities
Develop a park maintenance plan incorporating standards for new assets replacing aged amenities and for all new assets added to the system
Conduct feasibility studies for all new facilities and parks incorporating revenue generating opportunities for financial sustainability

6.5.5 CONCLUSION

This Plan is meant to be a strategic roadmap that can adapt as times and circumstances change. This is even more timely as the city continues to plan its future in a post Covid-19 world. The emphasis placed on parks and recreation during restrictions require a higher level of service for indoor and outdoor offerings. How the City delivers the service will evolve over the implementation of this plan to align with the community's needs.

In addition, the financial realities of governments and public agencies nationwide have changed with increased costs and the Department will need to have an even greater emphasis on revenue opportunities to ensure long-term financial sustainability.

Amidst these uncertain times, it is comforting to know that the Department's staff is a group of experienced professionals dedicated to the community's well-being and the organizational culture centers on teamwork and forward-looking focus. The Consulting Team has no doubt that the Department staff in conjunction with City leadership will leave no stone unturned to ensure this plan continues to meet and exceed the parks, recreation, trails, and needs of the Auburn community now and in the years to come.

APPENDIX A – ADA SELF ASSESSMENT & ORDINANCE

Parks Department Office
Quality Ranking – C

Site Accessible Routes, Parking and Elements. The nearest handicap parking is the parking lot at the community pool. See community pool evaluation. A portion of the sidewalk from the adjacent parking lot to the front entrance shall be replaced because it has a vertical change in floor level that exceeds 1/4 inch high (see photos 1, 4 and 5). Detectable warning surfaces shall be provided in the sidewalk before the drive (see photo 5).

Accessible approach and entrance. Currently, the facility has one (1) main entrance and one (1) secondary exit. Neither of which are accessible. Both have thresholds that measure 2-1/4 inches (see photos 12 and 18). The secondary exit opening force is 10 lbs of pressure which exceeds the permitted pressure of 5 lbs. Floor mats shall be secured to the floor (see photo 7).

Access to goods and services. The front counter measures 33-7/8 inches above finish floor so it is within the permitted 36 inches maximum above finished floor height (see photo 11).

Access to public restrooms. One (1) unisex restroom. Pipes are not insulated. The required knee clearance at the lavatory is not met. The faucet shall be replaced with a faucet that doesn't require twisting of the wrist to operate (see photo 24). The mirror is at a height of 40-1/4" which is beyond the permitted mounting height. The water closet has grab bars but they aren't the correct length and don't comply. The water closet is located 20 inches to the centerline from the side wall; this exceeds the allowable 16-18 inches (see photo 23). Signage is being provided but doesn't comply (see photo 19). The restroom is not handicap accessible.

Access to misc. items. No drinking fountain. A wheelchair accessible drinking fountain and a drinking fountain for a standing person shall be provided.

Rieke Park Restrooms
Quality Ranking – B

Site Accessible Routes, Parking and Elements.
585 Parking Stalls are provided.
16 are designated as handicap accessible.
2% of the parking stalls provided shall be handicap accessible. Therefore, 12 handicap parking stalls shall be provided and at least two (2) of the 12 spaces shall be van accessible spaces, with an access aisle and signage designating them as "Van Accessible." These requirements are being met however, an accessible route from the accessible parking stalls to the park is not provided. An accessible route with curb ramps and detectable warning surfaces shall be provided from the parking lot access aisles. Where possible, it is preferable that the accessible route not pass behind parked vehicles.

Accessible approach and entrance. A detectable warning surface shall be provided where the sidewalk transitions into the parking lot.

Restrooms 1 and 2
Access to goods and services. Concession Stand. Windows to concessions is at 43 inches above the finish floor; a lower window shall be provided the same width as the higher window (see photo 10, 11 and 14).

Access to public restrooms. Men's Restroom. An 18 inch vertical grab bar shall be provided in the accessible water closet compartment. Signage is provided but doesn't comply. Women's Restroom. An 18 inch vertical grab bar shall be provided in the accessible water closet compartment. Flush control is not located on the open side of the water closet (see photo 13). Signage is provided but doesn't comply.

Access to misc. items. Accessible drinking fountains provided.

Restroom 3
Access to public restrooms. The approach to both Men's and Women's restrooms is a front approach from the push side. The required 12 inch minimum clearance on the latch side is not provided for maneuvering clearance at the door. The handicap accessible stall in both the Men's and Women's restrooms shall have an 18 inch vertical grab bar installed. The water supply and drain pipes under lavatories shall be insulated or otherwise configured to protect against contact. The doors to both restrooms have knob type hardware and shall be replaced with lever type hardware.

Access to misc. items. An accessible drinking fountain is provided. Signage is provided but doesn't comply. Both Men's and Women's signage shall be replaced.

an 18 inch vertical grab installed. The water supply and drain pipes under lavatories shall be insulated or otherwise configured to protect against contact. The doors to both restrooms have knob type hardware and shall be replaced with lever type hardware.

  Access to misc. items. Signage is provided but doesn't comply (see photo 7). Both Men's and Women's signage shall be replaced. A drinking fountain is provided but doesn't comply (see photo 3). A wheelchair accessible drinking fountain and a drinking fountain for a standing person shall be provided.

Eckhart Park Pavilion
Quality Ranking – C

  Accessible approach and entrance. The sidewalk from the asphalt path to the pavilion has approximately 20 lineal feet of sidewalk that needs replaced to provide a level surface (see photos 1 and 6). The entrance to the pavilion is elevated and a both a ramp and stairs are provided. The ramp doesn't comply (see photos 2 and 5). A new ramp shall be provided. The stair handrails don't comply. Floor mats on both sides of the entry doors must not present a trip hazard and shall be maintained so that they remain safe, firm and slip resistant (see photo 4). The door closing speed and the door opening force both need adjusted. There is not an accessible route from the handicap parking to the pavilion. There is a sidewalk from the parking lot to the pavilion however; a portion of the sidewalk is interrupted by the bridge over the creek (see photo 6). At least one accessible route shall be provided within the site from the accessible parking space to the entrance of the pavilion.

  Access to public restrooms. No public restrooms.

Smith Acres Park
Quality Ranking – C

One (1) Accessible stall is provided with signage. The existing signage is mounted to low; signs shall be 60 inches minimum above the finish floor or ground surface measured to the bottom of the sign (see photo 6). Provide parking lot stripping to define parking spaces and discourage parking in access aisles. If only one (1) accessible parking space is required then the one (1) accessible space shall be a van accessible stall with an access aisle. Provide signage that designates the space as "Van Accessible". Provide detectable warning surfaces in the sidewalk that fronts Duesenberg Drive on both sides of the drive. Provide a detectable warning surface in the sidewalk just before entering the parking lot.

Access to public restrooms. The approach to both men's and women's restrooms is a front approach from the push side. The required 12 inch minimum clearance on the latch side is not provided for maneuvering clearance at the door. The handicap accessible stall in both the men's and women's restrooms shall have an 18 inch vertical grab bar installed. The water supply and drain pipes under lavatories shall be insulated or otherwise configured to protect against contact. The doors to both restrooms have knob type hardware and shall be replaced with lever type hardware (see photo 23).

Access to misc. items. Signage is provided but doesn't comply. Both Men's and Women's signage shall be replaced. A drinking fountain is provided but doesn't comply. A wheelchair accessible drinking fountain and a drinking fountain for a standing person shall be provided (see photo 1).

Our review was based on the 2010 ADA Standards for Accessible Design, by the Department of Justice, dated September 15, 2010. We reviewed only the areas open to the public. The document is a civil law, not the building code. The building code does not provide many of the exceptions, which may result in requesting a variance and/or having to fully comply with the requirements set forth in the building code. The building code and the 2010 ADA Standards for Accessible Design by the Department of Justice are very similar however, there are differences, approximately 10% different.

The 2010 ADA Standards for Accessible Design, by the Department of Justice, sets minimum requirements, both scoping and technical, for newly designed and constructed or altered State and local government facilities, public accommodations, and commercial facilities to be readily accessible to and usable by individuals with disabilities.

For More Information
For information about the ADA, including the revised 2010 ADA regulations, please visit the Department's website, or, for answers to specific questions, call the toll-free ADA information Line at 800.514.0301.

1ˢᵀ READING __12.18.2012
2ᴺᴰ READING_ 01.02.2013

Received 12.10.2012
Clerk-Treasurer email
Auburn, IN

ORDINANCE NO. 2012-24

AN ORDINANCE ESTABLISHING A
TRANSITION PLAN AND PROCEDURE
UNDER THE AMERICANS WITH DISABILITIES ACT

SUMMARY

This ordinance establishes a Transition Plan and Procedure under the Americans with Disabilities Act of 1990 (ADA).

_____ Recorder's Office   ____x____ Publish Public Hearing

_____ Auditor's Office   01.02.2013 @ 6:00pm

_____ Clerk's Office   ____x____ Publish O/R after adoption

_____ Other:

            _____

            _____

            _____

BE IT ORDAINED BY THE COMMON COUNCIL OF THE CITY OF AUBURN, INDIANA:

Section 1.

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the City of Auburn will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: Auburn does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under Title I of the ADA.

Effective Communication: The City of Auburn will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in City programs, facilities, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: Auburn will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, facilities, services, and activities. For example, individuals with service animals are welcome in City offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of

1ST READING ___12.18.2012
2ND READING_ ___01.02.2013

item for a City Council meeting, to ensure the public and City officials may be updated, and learn more about City progress at making the community accessible under the Americans with Disabilities Act.

Section 3.

The City of Auburn Americans with Disabilities Act Transition Plan shall be maintained by the City of Auburn, Indiana and be available for public inspection. Copies of the Plan shall be available at the Office of the Clerk-Treasurer, the Office of the ADA Coordinator, and the Office of the City Engineer. In addition, said plan shall be made available on the City of Auburn web-based internet site and any other electronic location available to the general public.

Section 4.

BE IT FURTHER ORDAINED that this Ordinance shall be in full force and effect from and after its passage and approval by the Mayor and the Common Council of the City of Auburn, Indiana, and appropriate publication with a statutorily accepted newspaper with circulation in DeKalb County, Indiana. The Ordinance shall be codified under a new Chapter 100, in the Auburn City Code. The original ordinance shall be maintained by the Office of the Clerk-Treasurer and the codified version shall be placed on the City of Auburn's Web-Based Code. See Exhibit "A" attached hereto and made a part hereof.

1ST READING ___12.18.2012___
2ND READING_ ___01.02.2013___

VOTING: **AYE**   **NAY**

Dick Stahly

David Painter

Marilyn Gearhart

James Finchum

Dennny Ketzenberger

Kevin Webb

Michael Walter

example, individuals with service animals are welcome in City offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Auburn should contact the ADA Coordinator as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the City to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of the City is not accessible to persons with disabilities should be directed to the ADA Coordinator.

The City of Auburn will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

100.002 ADA COORDINATOR

The general public is encouraged to participate in identifying needs or barriers to accessibility. This may be done by contacting the ADA Coordinator.

ADA Coordinator
PO Box 506
101 Ensley Avenue
Auburn, IN 46706

ORDINANCE NO. 2012-12

AN ORDINANCE ESTABLISHING A
GRIEVANCE PROCEDURE UNDER
THE AMERICANS WITH DISABILITIES ACT

WHEREAS, it is the intent of the City of Auburn, Indiana to expediently and equitably

resolve issues concerning barriers to persons with disability or alleged discrimination

towards persons with disability, in employment practice or in the provision of infrastructure

or services provided by the City of Auburn; AND

WHEREAS, equitable resolution is strived for through the review process,

BE IT ORDAINED BY THE COMMON COUNCIL OF THE CITY OF AUBURN,

INDIANA:

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 provisions of infrastructure, services,

activities, programs, or benefits by the City of Auburn, Indiana (the "City"). NOTE: The

City's Personnel Policy in the EMPLOYEE HANDBOOK governs employment-related

complaints of disability discrimination.

Section 1.

There is hereby established an ADA Coordinator and an ADA Coordination Committee

comprised of three persons. The Coordinator and the committee members may be Auburn

City Department Heads or employees. The Mayor shall appoint the ADA Coordinator and

each ADA Coordination Committee member. The Coordinator and the Committee members

shall serve at the pleasure of the Mayor and shall receive no compensation for their service.

1ST READING ___8.21.2012___
2ND READING ___9.04.2012___

his/her designee will respond on behalf of the Committee 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 ADA Coordination Committee on behalf of the City and offer substantive resolution of the complaint.

Section 5.

If the response of the ADA Coordination Committee still does not resolve the complaint, the complainant and/or his/her designee may appeal the Committee decision to the Auburn Board of Public Works and Safety within thirty (30) calendar days after receipt of the ADA Coordination Committee's response. Within thirty-one (31) days after receipt of the appeal, the Board of Public Works and Safety will meet with the complainant to discuss the complaint and possible resolutions. Within fifteen (15) days after the meeting, the Board of Public Works and Safety will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

Section 6.

All written complaints received by the ADA Coordinator, the ADA Coordination Committee, and appeals to the Board of Public Works and Safety and the responses from these persons or groups will be retained by the City of Auburn for at least three (3) years.

Section 7.

BE IT FURTHER ORDAINED that this Ordinance shall be in full force and effect from and after its passage and approval by the Mayor and the Common Council of the City of Auburn, Indiana, and appropriate publication with a statutorily accepted newspaper with circulation in DeKalb County, Indiana. The Ordinance shall be codified under a new Chapter 99, in the Auburn City Code. The original ordinance shall be maintained by the Office of the Clerk-

1ST READING __8.21.2012__
2ND READING __9.04.2012__

VOTING: **AYE**   **NAY**

Dick Stahly

David Painter

Marilyn Gearhart

James Finchum

Dennny Ketzenberger

Keith Schrimshaw

Michael Walter

1ST READING   8.21.2012
2ND READING   9.04.2012

99.03 ADA Grievance Forms

If the response by the ADA Coordinator or his/her designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may file a written complaint on the City of Auburn, Indiana ADA Grievance Form available in the City of Auburn's Clerk/Treasurer's Office located in City Hall at 210 East Ninth Street, Auburn, IN 46706 or at the City of Auburn's Street Department office located at 101 Ensley Avenue, Auburn, IN 46706. The written complaint should be filed with the ADA Coordinator as soon as possible but no later than sixty (60) calendar days after the alleged ADA violation. Alternate means of filing the complaint, such as person interviews or a tape recording of the complaint, will be made available for persons with disabilities upon request.

99.04 Grievance Resolution

Within fifteen (15) days after receipt of the written complaint, the ADA Coordinator and the ADA Coordination Committee will meet with the complainant to discuss the complaint and possible solutions. Within fifteen (15) calendar days of the meeting, the ADA Coordinator or his/her designee will respond on behalf of the Committee 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 ADA Coordination Committee on behalf of the City and offer substantive resolution of the complaint.

99.05 Grievance Appeal

If the response of the ADA Coordination Committee still does not resolve the complaint, the complainant and/or his/her designee may appeal the Committee decision to the Auburn Board of Public Works and Safety within thirty (30) calendar days after receipt of the ADA Coordination Committee's response. Within thirty-one (31) days after receipt of the appeal,

ASSURANCE OF ACCESSIBILITY COMPLIANCE

ASSURANCE OF ACCESSIBILITY COMPLIANCE WITH:
ARCHITECTURAL BARRIERS ACT of 1968 (As Amended);
SECTION 504 OF THE REHABILITATION ACT OF 1973 (As Amended);
AND TITLE II OF THE AMERICANS WITH DISABILITIES ACT OF 1990
(As Amended)

The City of Auburn Parks and Recreation Board (Applicant) has read the guidelines for compliance with the Architectural Barriers Act of 1968 (As Amended); Section 504 of the Rehabilitation Act of 1973 (As Amended); and Title II of the Americans with Disabilities Act of 1990 (As Amended) and will comply with the applicable requirements of these Acts.

Signature _____
Board President
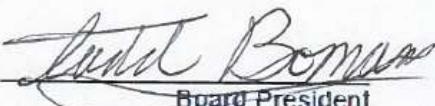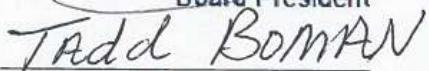
TAdd BOMAN
President's Printed Name

Signature _____
Board Secretary
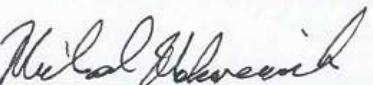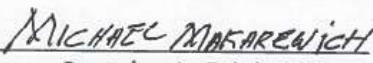
MICHAEL MAKAREWICH
Secretary's Printed Name

DATE _____3/29/22_____

APPENDIX B – RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, and local recreational trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's ("SFIA"), National Recreation and Park Association ("NRPA"), and ESRI. All trends' data is based on current and/or historical participation rates or statistically-valid survey results.

NATIONAL TRENDS IN RECREATION

METHODOLOGY

The SFIA's *Sports, Fitness & Recreational Activities Topline Participation Report 2020* was utilized in evaluating the following trends:

- National Recreation Participatory Trends

- Core vs. Casual Participation Trends

The study is based on findings from surveys carried out in 2019 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 302,756,603 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 122 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

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

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

NATIONAL TRENDS IN GENERAL SPORTS

The sport's most heavily participated in the United States were Basketball (24.9 million) and Golf (24.3 million), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.7 million), Baseball (15.8 million), and Outdoor Soccer (11.9 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Basketball's 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. Even though Golf has experienced a recent decrease in participation in the last 5-years, it still 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 (e.g., Top Golf) have increased drastically (84.7%) as a 5-year trend. The emergence of Golf Entertainment, such as Top Golf, has helped increase participation for golf as an activity outside of traditional golf course environments.

Basketball	Golf	Tennis	Baseball	Soccer
24.9 Million	24.3 Million	17.7 Million	15.8 Million	11.9 Million
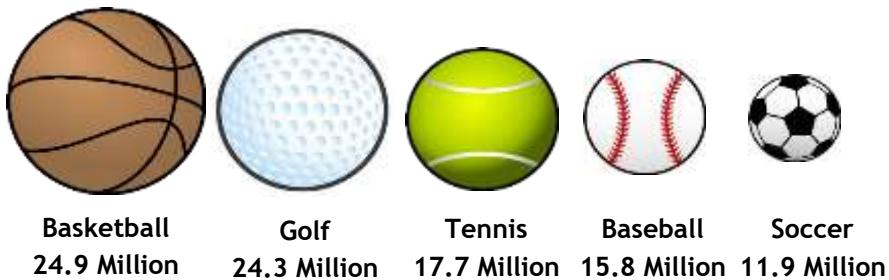
FIVE-YEAR TREND

Since 2014, Golf Entertainment Venues (84.7%), Pickleball (40.5%), and Flag Football (23.1%) have emerged as the overall fastest growing sports. During the last five-years. Similarly, Baseball (20.2%) and Indoor Soccer (17.8%) have also experienced significant growth. Based on the trend from 2014-2019, the sports that are most rapidly declining include Ultimate Frisbee (-49.4%), Squash (-23.4%), Touch Football (-21.5%), Badminton (-15.1%), and Tackle Football (-14.6%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Boxing for Competition (8.2%), Golf- Entertainment Venues (6.7%), and Pickleball (4.8%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Rugby (-10.8%) and Gymnastics (-1.5%). Other sports including Ultimate Frisbee (-15.5%), Sand Volleyball (-7.8%), Roller Hockey (-6.8%), and Touch Football (-6.3) have also seen a significant decrease in participate over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). In the past year, Ice Hockey and Softball -Fast Pitch have increased core participation. While less mainstream sports, such as Boxing for Competition, Roller Hockey, Badminton, and Racquetball have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities. *Please see the **Appendix** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports				
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Basketball	23,067	24,225	24,917	8.0%	2.9%
Golf (9 or 18-Hole Course)	24,700	24,240	24,271	-1.7%	0.1%
Tennis	17,904	17,841	17,684	-1.2%	-0.9%
Baseball	13,152	15,877	15,804	20.2%	-0.5%
Soccer (Outdoor)	12,592	11,405	11,913	-5.4%	4.5%
Golf (Entertainment Venue)	5,362	9,279	9,905	84.7%	6.7%
Softball (Slow Pitch)	7,077	7,386	7,071	-0.1%	-4.3%
Football, (Flag)	5,508	6,572	6,783	23.1%	3.2%
Volleyball (Court)	6,304	6,317	6,487	2.9%	2.7%
Badminton	7,176	6,337	6,095	-15.1%	-3.8%
Soccer (Indoor)	4,530	5,233	5,336	17.8%	2.0%
Football, (Touch)	6,586	5,517	5,171	-21.5%	-6.3%
Football, (Tackle)	5,978	5,157	5,107	-14.6%	-1.0%
Gymnastics	4,621	4,770	4,699	1.7%	-1.5%
Volleyball (Sand/Beach)	4,651	4,770	4,400	-5.4%	-7.8%
Track and Field	4,105	4,143	4,139	0.8%	-0.1%
Cheerleading	3,456	3,841	3,752	8.6%	-2.3%
Pickleball	2,462	3,301	3,460	40.5%	4.8%
Racquetball	3,594	3,480	3,453	-3.9%	-0.8%
Ice Hockey	2,421	2,447	2,357	-2.6%	-3.7%
Ultimate Frisbee	4,530	2,710	2,290	-49.4%	-15.5%
Softball (Fast Pitch)	2,424	2,303	2,242	-7.5%	-2.6%
Lacrosse	2,011	2,098	2,115	5.2%	0.8%
Wrestling	1,891	1,908	1,944	2.8%	1.9%
Roller Hockey	1,736	1,734	1,616	-6.9%	-6.8%
Boxing for Competition	1,278	1,310	1,417	10.9%	8.2%
Rugby	1,276	1,560	1,392	9.1%	-10.8%
Squash	1,596	1,285	1,222	-23.4%	-4.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

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NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to increased access and interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.4 million), Treadmill (56.8 million), Free Weights (51.4 million), Running/Jogging (49.5 million), and Stationary Cycling (37.1 million).

| Fitness Walking 111.4 Million | Treadmill 56.8 Million | Dumbbell Free Weights 51.4 Million | Running/ Jogging 49.5 Million | Stationary Cycling 37.1 Million |

FIVE-YEAR TREND

Over the last five years (2014-2019), the activities growing most rapidly are Trail Running (46.0%), Yoga (20.6%), Cross Training Style Workout (20.2%), and Stationary Group Cycling (17.5%). Over the same time frame, the activities that have undergone the biggest decline include: Traditional Triathlon (-9.2%), Running/Jogging (-8.7%), Free Weights (-8.3%), and Fitness Walking (-1.0%)

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.9%), Dance, Step, & Choreographed Exercise (7.0%), and Yoga (6.0%). From 2018-2019, the activities that had the largest decline in participation were Traditional Triathlons (-7.7%), Non-Traditional Triathlon (-7.4%), Bodyweight Exercise (-2.8%), and Running/Jogging (-2.6%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all have a strong core users base (participating 50+ times per year). These fitness activities include: Fitness Walking, Treadmill, Free Weights, Running/Jogging, Stationary Cycling, Weight/Resistant Machines, and Elliptical Motion/Cross Training, all having 48% or greater core users. *Please see the **Appendix** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness				
Activity	**Participation Levels**		**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Fitness Walking	112,583	111,001	111,439	-1.0%	0.4%
Treadmill	50,241	53,737	56,823	13.1%	5.7%
Free Weights (Dumbbells/Hand Weights)	56,124	51,291	51,450	-8.3%	0.3%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,693	36,668	37,085	3.9%	1.1%
Weight/Resistant Machines	35,841	36,372	36,181	0.9%	-0.5%
Elliptical Motion Trainer	31,826	33,238	33,056	3.9%	-0.5%
Yoga	25,262	28,745	30,456	20.6%	6.0%
Free Weights (Barbells)	25,623	27,834	28,379	10.8%	2.0%
Dance, Step, & Choreographed Exercise	21,455	22,391	23,957	11.7%	7.0%
Bodyweight Exercise	22,390	24,183	23,504	5.0%	-2.8%
Aerobics (High Impact/Intensity Training HIIT)	19,746	21,611	22,044	11.6%	2.0%
Stair Climbing Machine	13,216	15,025	15,359	16.2%	2.2%
Cross-Training Style Workout	11,265	13,338	13,542	20.2%	1.5%
Trail Running	7,531	10,010	10,997	46.0%	9.9%
Stationary Cycling (Group)	8,449	9,434	9,930	17.5%	5.3%
Pilates Training	8,504	9,084	9,243	8.7%	1.8%
Cardio Kickboxing	6,747	6,838	7,026	4.1%	2.7%
Boot Camp Style Cross-Training	6,774	6,695	6,830	0.8%	2.0%
Martial Arts	5,364	5,821	6,068	13.1%	4.2%
Boxing for Fitness	5,113	5,166	5,198	1.7%	0.6%
Tai Chi	3,446	3,761	3,793	10.1%	0.9%
Barre	3,200	3,532	3,665	14.5%	3.8%
Triathlon (Traditional/Road)	2,203	2,168	2,001	-9.2%	-7.7%
Triathlon (Non-Traditional/Off Road)	1,411	1,589	1,472	4.3%	-7.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

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NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not as limited by time constraints. In 2019, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (49.7 million), Road Bicycling (39.4 million), Freshwater Fishing (39.2 million), and camping within ¼ mile of Vehicle/Home (28.2 million), and Recreational Vehicle Camping (15.4 million).

Hiking	Bicycling	Fishing	Camping	Camping
(Day)	(Road)	(Freshwater)	(<¼mi. of Car/Home)	(Recreational Vehicle)
49.7 Million	39.4 Million	39.2 Million	28.2 Million	15.4 Million
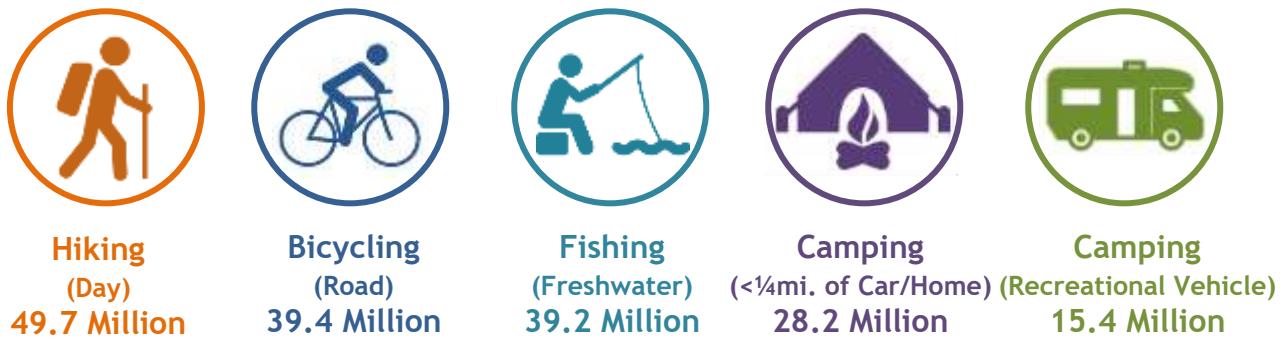
FIVE-YEAR TREND

From 2014-2019, BMX Bicycling (55.2%), Day Hiking (37.2%), Fly Fishing (20.1%), Salt Water Fishing (11.6%), and Mountain Bicycling (7.2%) have undergone the largest increases in participation. The five-year trend also shows activities such as In-Line Roller Skating (-20.5%), Archery (-11.7%), and Adventure Racing (-9.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being BMX Bicycling (6.1%), Day Hiking (3.8%), and Birdwatching (3.8%). Over the last year, activities that underwent the largest decreases in participation include: Climbing (-5.5%), In-Line Roller Skating (-4.4%), and Camping with a Recreation Vehicle (-3.5%).

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. This is likely why we see a lot of fluctuation in participation numbers, as the casual users likely found alternative activities to participate in. *Please see the **Appendix** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Hiking (Day)	36,222	47,860	49,697	37.2%	3.8%
Bicycling (Road)	39,725	39,041	39,388	-0.8%	0.9%
Fishing (Freshwater)	37,821	38,998	39,185	3.6%	0.5%
Camping (< 1/4 Mile of Vehicle/Home)	28,660	27,416	28,183	-1.7%	2.8%
Camping (Recreational Vehicle)	14,633	15,980	15,426	5.4%	-3.5%
Fishing (Saltwater)	11,817	12,830	13,193	11.6%	2.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,179	12,344	12,817	-2.7%	3.8%
Backpacking Overnight	10,101	10,540	10,660	5.5%	1.1%
Bicycling (Mountain)	8,044	8,690	8,622	7.2%	-0.8%
Archery	8,435	7,654	7,449	-11.7%	-2.7%
Fishing (Fly)	5,842	6,939	7,014	20.1%	1.1%
Skateboarding	6,582	6,500	6,610	0.4%	1.7%
Roller Skating, In-Line	6,061	5,040	4,816	-20.5%	-4.4%
Bicycling (BMX)	2,350	3,439	3,648	55.2%	6.1%
Climbing (Traditional/Ice/Mountaineering)	2,457	2,541	2,400	-2.3%	-5.5%
Adventure Racing	2,368	2,215	2,143	-9.5%	-3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

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NATIONAL TRENDS IN AQUATICS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In addition, it is also critical as a life-saving skill particularly for those from primarily African American and Hispanic / Latino communities that have shown to have a higher-than-average incidence of drowning. In 2019, Fitness Swimming was the absolute leader in overall participation (28.2 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.

| Swimming (Fitness) 28.2 Million | Aquatic Exercise 11.2 Million | Swimming (Competition) 2.8 Million |

FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased (22.7%) from 2014-2019, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Fitness Swimming (11.5%) and Competition Swimming (4.1%).

ONE-YEAR TREND

From 2018-2019, Competitive Swimming (-7.3%) was the only aquatic activity that declined in participation. While both Aquatic Exercise (6.4%) and Fitness swimming (2.3%) experienced increases when assessing their one-year trend.

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2014 to 2019, casual participants for Aquatic Exercise (35.7%), Competition Swimming (22.7%), and Fitness Swimming (18.4%) have all grown significantly. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. *Please see the **Appendix** for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Aquatics				
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Swimming (Fitness)	25,304	27,575	28,219	11.5%	2.3%
Aquatic Exercise	9,122	10,518	11,189	22.7%	6.4%
Swimming (Competition)	2,710	3,045	2,822	4.1%	-7.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2019 were Recreational Kayaking (11.4 million), Canoeing (8.9 million), and Snorkeling (7.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. The northeast region of Indiana, with many bodies of water and significant access is more likely to have a higher participation rate in water activities than a region that has 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	**Canoeing**	**Snorkeling**	**Jet Skiing**	**Sailing**
11.4 Million	**9.0 Million**	**7.7 Million**	**5.1 Million**	**3.6 Million**

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (29.5%) and Recreational Kayaking (28.5%) were the fastest growing water activity, followed by White Water Kayaking (9.9%) and Surfing (8.9%). From 2014-2019, activities declining in participation most rapidly were Water Skiing (-20.1%), Jet Skiing (-19.6%), Scuba Diving (-13.7%), Wakeboarding (-12.7%), and Snorkeling (-12.5%).

ONE-YEAR TREND

Similarly, to the five-year trend, Recreational Kayaking (3.3%) and Stand-Up Paddling (3.2%) also had the greatest one-year growth in participation, from 2018-2019. Activities which experienced the largest decreases in participation in the most recent year include: Boardsailing/Windsurfing (-9.7%), Sea Kayaking (-5.5), 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 casual user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see the Appendix for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Water Sports / Activities				
Activity	**Participation Levels**			**% Change**	
	2014	**2018**	**2019**	**5-Year Trend**	**1-Year Trend**
Kayaking (Recreational)	8,855	11,017	11,382	28.5%	3.3%
Canoeing	10,044	9,129	8,995	-10.4%	-1.5%
Snorkeling	8,752	7,815	7,659	-12.5%	-2.0%
Jet Skiing	6,355	5,324	5,108	-19.6%	-4.1%
Sailing	3,924	3,754	3,618	-7.8%	-3.6%
Stand-Up Paddling	2,751	3,453	3,562	29.5%	3.2%
Rafting	3,781	3,404	3,438	-9.1%	1.0%
Water Skiing	4,007	3,363	3,203	-20.1%	-4.8%
Surfing	2,721	2,874	2,964	8.9%	3.1%
Wakeboarding	3,125	2,796	2,729	-12.7%	-2.4%
Scuba Diving	3,145	2,849	2,715	-13.7%	-4.7%
Kayaking (Sea/Touring)	2,912	2,805	2,652	-8.9%	-5.5%
Kayaking (White Water)	2,351	2,562	2,583	9.9%	0.8%
Boardsailing/Windsurfing	1,562	1,556	1,405	-10.1%	-9.7%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

APPENDIX C - CORE VS. CASUAL PARTICIPATION TRENDS

General Sports

National Core vs Casual Participatory Trends - General Sports								
Activity	**Participation Levels**						**% Change**	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Basketball	**23,067**	**100%**	**24,225**	**100%**	**24,917**	**100%**	**8.0%**	**2.9%**
Casual (1-12 times)	7,321	32%	9,335	39%	9,669	39%	32.1%	3.6%
Core(13+ times)	15,746	68%	14,890	61%	15,248	61%	-3.2%	2.4%
Golf (9 or 18-Hole Course)	**24,700**	**100%**	**24,240**	**100%**	**24,271**	**100%**	**-1.7%**	**0.1%**
Tennis	**17,904**	**100%**	**17,841**	**100%**	**17,684**	**100%**	**-1.2%**	**-0.9%**
Baseball	**13,152**	**100%**	**15,877**	**100%**	**15,804**	**100%**	**20.2%**	**-0.5%**
Casual (1-12 times)	4,295	33%	6,563	41%	6,655	42%	54.9%	1.4%
Core (13+ times)	8,857	67%	9,314	59%	9,149	58%	3.3%	-1.8%
Soccer (Outdoor)	**12,592**	**100%**	**11,405**	**100%**	**11,913**	**100%**	**-5.4%**	**4.5%**
Casual (1-25 times)	6,622	53%	6,430	56%	6,864	58%	3.7%	6.7%
Core (26+ times)	5,971	47%	4,975	44%	5,050	42%	-15.4%	1.5%
Softball (Slow Pitch)	**7,077**	**100%**	**7,386**	**100%**	**7,071**	**100%**	**-0.1%**	**-4.3%**
Casual (1-12 times)	2,825	40%	3,281	44%	3,023	43%	7.0%	-7.9%
Core(13+ times)	4,252	60%	4,105	56%	4,048	57%	-4.8%	-1.4%
Football, Flag	**5,508**	**100%**	**6,572**	**100%**	**6,783**	**100%**	**23.1%**	**3.2%**
Casual (1-12 times)	2,838	52%	3,573	54%	3,794	56%	33.7%	6.2%
Core(13+ times)	2,669	48%	2,999	46%	2,989	44%	12.0%	-0.3%
Core Age 6 to 17 (13+ times)	1,178	52%	1,578	54%	1,590	56%	35.0%	0.8%
Volleyball (Court)	**6,304**	**100%**	**6,317**	**100%**	**6,487**	**100%**	**2.9%**	**2.7%**
Casual (1-12 times)	2,759	44%	2,867	45%	2,962	46%	7.4%	3.3%
Core(13+ times)	3,545	56%	3,450	55%	3,525	54%	-0.6%	2.2%
Badminton	**7,176**	**100%**	**6,337**	**100%**	**6,095**	**100%**	**-15.1%**	**-3.8%**
Casual (1-12 times)	5,049	70%	4,555	72%	4,338	71%	-14.1%	-4.8%
Core(13+ times)	2,127	30%	1,782	28%	1,756	29%	-17.4%	-1.5%
Football, Touch	**6,586**	**100%**	**5,517**	**100%**	**5,171**	**100%**	**-21.5%**	**-6.3%**
Casual (1-12 times)	3,727	57%	3,313	60%	3,065	59%	-17.8%	-7.5%
Core(13+ times)	2,859	43%	2,204	40%	2,105	41%	-26.4%	-4.5%
Soccer (Indoor)	**4,530**	**100%**	**5,233**	**100%**	**5,336**	**100%**	**17.8%**	**2.0%**
Casual (1-12 times)	1,917	42%	2,452	47%	2,581	48%	34.6%	5.3%
Core(13+ times)	2,614	58%	2,782	53%	2,755	52%	5.4%	-1.0%
Football, Tackle	**5,978**	**100%**	**5,157**	**100%**	**5,107**	**100%**	**-14.6%**	**-1.0%**
Casual (1-25 times)	2,588	43%	2,258	44%	2,413	47%	-6.8%	6.9%
Core(26+ times)	3,390	57%	2,898	56%	2,694	53%	-20.5%	-7.0%
Core Age 6 to 17 (26+ times)	2,590	43%	2,353	44%	2,311	47%	-10.8%	-1.8%
Gymnastics	**4,621**	**100%**	**4,770**	**100%**	**4,699**	**100%**	**1.7%**	**-1.5%**
Casual (1-49 times)	2,932	63%	3,047	64%	3,004	64%	2.5%	-1.4%
Core(50+ times)	1,689	37%	1,723	36%	1,695	36%	0.4%	-1.6%
Volleyball (Sand/Beach)	**4,651**	**100%**	**4,770**	**100%**	**4,400**	**100%**	**-5.4%**	**-7.8%**
Casual (1-12 times)	3,174	68%	3,261	68%	2,907	66%	-8.4%	-10.9%
Core(13+ times)	1,477	32%	1,509	32%	1,493	34%	1.1%	-1.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

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GENERAL SPORTS (Continued)

Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
Track and Field	**4,105**	**100%**	**4,143**	**100%**	**4,139**	**100%**	**0.8%**	**-0.1%**
Casual (1-25 times)	1,797	44%	2,071	50%	2,069	50%	15.1%	-0.1%
Core(26+ times)	2,308	56%	2,072	50%	2,070	50%	-10.3%	-0.1%
Cheerleading	**3,456**	**100%**	**3,841**	**100%**	**3,752**	**100%**	**8.6%**	**-2.3%**
Casual (1-25 times)	1,841	53%	2,039	53%	1,934	52%	5.1%	-5.1%
Core(26+ times)	1,615	47%	1,802	47%	1,817	48%	12.5%	0.8%
Pickleball	**2,462**	**100%**	**3,301**	**100%**	**3,460**	**100%**	**40.5%**	**4.8%**
Casual (1-12 times)	1,459	59%	2,011	61%	2,185	63%	49.8%	8.7%
Core(13+ times)	1,003	41%	1,290	39%	1,275	37%	27.1%	-1.2%
Racquetball	**3,594**	**100%**	**3,480**	**100%**	**3,453**	**100%**	**-3.9%**	**-0.8%**
Casual (1-12 times)	2,435	68%	2,407	69%	2,398	69%	-1.5%	-0.4%
Core(13+ times)	1,159	32%	1,073	31%	1,055	31%	-9.0%	-1.7%
Ice Hockey	**2,421**	**100%**	**2,447**	**100%**	**2,357**	**100%**	**-2.6%**	**-3.7%**
Casual (1-12 times)	1,129	47%	1,105	45%	1,040	44%	-7.9%	-5.9%
Core(13+ times)	1,292	53%	1,342	55%	1,317	56%	1.9%	-1.9%
Ultimate Frisbee	**4,530**	**100%**	**2,710**	**100%**	**2,290**	**100%**	**-49.4%**	**-15.5%**
Casual (1-12 times)	3,448	76%	1,852	68%	1,491	65%	-56.8%	-19.5%
Core(13+ times)	1,082	24%	858	32%	799	35%	-26.2%	-6.9%
Softball (Fast Pitch)	**2,424**	**100%**	**2,303**	**100%**	**2,242**	**100%**	**-7.5%**	**-2.6%**
Casual (1-25 times)	1,158	48%	1,084	47%	993	44%	-14.2%	-8.4%
Core(26+ times)	1,266	52%	1,219	53%	1,250	56%	-1.3%	2.5%
Lacrosse	**2,011**	**100%**	**2,098**	**100%**	**2,115**	**100%**	**5.2%**	**0.8%**
Casual (1-12 times)	978	49%	1,036	49%	1,021	48%	4.4%	-1.4%
Core(13+ times)	1,032	51%	1,061	51%	1,094	52%	6.0%	3.1%
Wrestling	**1,891**	**100%**	**1,908**	**100%**	**1,944**	**100%**	**2.8%**	**1.9%**
Casual (1-25 times)	941	50%	1,160	61%	1,189	61%	26.4%	2.5%
Core(26+ times)	950	50%	748	39%	755	39%	-20.5%	0.9%
Roller Hockey	**1,736**	**100%**	**1,734**	**100%**	**1,616**	**100%**	**-6.9%**	**-6.8%**
Casual (1-12 times)	1,181	68%	1,296	75%	1,179	73%	-0.2%	-9.0%
Core(13+ times)	555	32%	437	25%	436	27%	-21.4%	-0.2%
Boxing for Competition	**1,278**	**100%**	**1,310**	**100%**	**1,417**	**100%**	**10.9%**	**8.2%**
Casual (1-12 times)	1,074	84%	1,118	85%	1,204	85%	12.1%	7.7%
Core(13+ times)	204	16%	192	15%	212	15%	3.9%	10.4%
Rugby	**1,276**	**100%**	**1,560**	**100%**	**1,392**	**100%**	**9.1%**	**-10.8%**
Casual (1-7 times)	836	66%	998	64%	835	60%	-0.1%	-16.3%
Core(8+ times)	440	34%	562	36%	557	40%	26.6%	-0.9%
Squash	**1,596**	**100%**	**1,285**	**100%**	**1,222**	**100%**	**-23.4%**	**-4.9%**
Casual (1-7 times)	1,209	76%	796	62%	747	61%	-38.2%	-6.2%
Core(8+ times)	388	24%	489	38%	476	39%	22.7%	-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%)

General Fitness

National Core vs Casual Participatory Trends - General Fitness								
	Participation Levels						% Change	
Activity	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	**112,583**	**100%**	**111,001**	**100%**	**111,439**	**100%**	**-1.0%**	**0.4%**
Casual (1-49 times)	35,694	32%	36,139	33%	36,254	33%	1.6%	0.3%
Core(50+ times)	76,889	68%	74,862	67%	75,185	67%	-2.2%	0.4%
Treadmill	**50,241**	**100%**	**53,737**	**100%**	**56,823**	**100%**	**13.1%**	**5.7%**
Casual (1-49 times)	22,525	45%	25,826	48%	28,473	50%	26.4%	10.2%
Core(50+ times)	27,716	55%	27,911	52%	28,349	50%	2.3%	1.6%
Free Weights (Dumbbells/Hand Weights)	**56,124**	**100%**	**51,291**	**100%**	**51,450**	**100%**	**-8.3%**	**0.3%**
Casual (1-49 times)	18,195	32%	18,702	36%	19,762	38%	8.6%	5.7%
Core(50+ times)	37,929	68%	32,589	64%	31,688	62%	-16.5%	-2.8%
Running/Jogging	**51,127**	**100%**	**49,459**	**100%**	**50,052**	**100%**	**-2.1%**	**1.2%**
Casual (1-49 times)	23,083	45%	24,399	49%	24,972	50%	8.2%	2.3%
Core(50+ times)	28,044	55%	25,061	51%	25,081	50%	-10.6%	0.1%
Stationary Cycling (Recumbent/Upright)	**35,693**	**100%**	**36,668**	**100%**	**37,085**	**100%**	**3.9%**	**1.1%**
Casual (1-49 times)	18,255	51%	19,282	53%	19,451	52%	6.6%	0.9%
Core(50+ times)	17,439	49%	17,387	47%	17,634	48%	1.1%	1.4%
Weight/Resistant Machines	**35,841**	**100%**	**36,372**	**100%**	**36,181**	**100%**	**0.9%**	**-0.5%**
Casual (1-49 times)	14,590	41%	14,893	41%	14,668	41%	0.5%	-1.5%
Core(50+ times)	21,250	59%	21,479	59%	21,513	59%	1.2%	0.2%
Elliptical Motion/Cross Trainer	**31,826**	**100%**	**33,238**	**100%**	**33,056**	**100%**	**3.9%**	**-0.5%**
Casual (1-49 times)	15,379	48%	16,889	51%	17,175	52%	11.7%	1.7%
Core(50+ times)	16,448	52%	16,349	49%	15,880	48%	-3.5%	-2.9%
Yoga	**25,262**	**100%**	**28,745**	**100%**	**30,456**	**100%**	**20.6%**	**6.0%**
Casual (1-49 times)	14,802	59%	17,553	61%	18,953	62%	28.0%	8.0%
Core(50+ times)	10,460	41%	11,193	39%	11,503	38%	10.0%	2.8%
Free Weights (Barbells)	**25,623**	**100%**	**27,834**	**100%**	**28,379**	**100%**	**10.8%**	**2.0%**
Casual (1-49 times)	9,641	38%	11,355	41%	11,806	42%	22.5%	4.0%
Core(50+ times)	15,981	62%	16,479	59%	16,573	58%	3.7%	0.6%
Dance, Step, Choreographed Exercise	**21,455**	**100%**	**22,391**	**100%**	**23,957**	**100%**	**11.7%**	**7.0%**
Casual (1-49 times)	13,993	65%	14,503	65%	16,047	67%	14.7%	10.6%
Core(50+ times)	7,462	35%	7,888	35%	7,910	33%	6.0%	0.3%
Bodyweight Exercise	**22,390**	**100%**	**24,183**	**100%**	**23,504**	**100%**	**5.0%**	**-2.8%**
Casual (1-49 times)	8,970	40%	9,674	40%	9,492	40%	5.8%	-1.9%
Core(50+ times)	13,420	60%	14,509	60%	14,012	60%	4.4%	-3.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

General Fitness (Continued)

Activity	Participation Levels						% Change	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	%	#	%	#	%		
Aerobics (High Impact/ Intensity Training)	**19,746**	**100%**	**21,611**	**100%**	**22,044**	**100%**	**11.6%**	**2.0%**
Casual (1-49 times)	10,242	52%	11,828	55%	12,380	56%	20.9%	4.7%
Core(50+ times)	9,504	48%	9,783	45%	9,665	44%	1.7%	-1.2%
Stair Climbing Machine	**13,216**	**100%**	**15,025**	**100%**	**15,359**	**100%**	**16.2%**	**2.2%**
Casual (1-49 times)	7,679	58%	9,643	64%	10,059	65%	31.0%	4.3%
Core(50+ times)	5,537	42%	5,382	36%	5,301	35%	-4.3%	-1.5%
Cross-Training Style Workout	**11,265**	**100%**	**13,338**	**100%**	**13,542**	**100%**	**20.2%**	**1.5%**
Casual (1-49 times)	5,686	50%	6,594	49%	7,100	52%	24.9%	7.7%
Core(50+ times)	5,579	50%	6,744	51%	6,442	48%	15.5%	-4.5%
Trail Running	**7,531**	**100%**	**10,010**	**100%**	**10,997**	**100%**	**46.0%**	**9.9%**
Stationary Cycling (Group)	**8,449**	**100%**	**9,434**	**100%**	**9,930**	**100%**	**17.5%**	**5.3%**
Casual (1-49 times)	5,353	63%	6,097	65%	6,583	66%	23.0%	8.0%
Core(50+ times)	3,097	37%	3,337	35%	3,347	34%	8.1%	0.3%
Pilates Training	**8,504**	**100%**	**9,084**	**100%**	**9,243**	**100%**	**8.7%**	**1.8%**
Casual (1-49 times)	5,131	60%	5,845	64%	6,074	66%	18.4%	3.9%
Core(50+ times)	3,373	40%	3,238	36%	3,168	34%	-6.1%	-2.2%
Cardio Kickboxing	**6,747**	**100%**	**6,838**	**100%**	**7,026**	**100%**	**4.1%**	**2.7%**
Casual (1-49 times)	4,558	68%	4,712	69%	4,990	71%	9.5%	5.9%
Core(50+ times)	2,189	32%	2,126	31%	2,037	29%	-6.9%	-4.2%
Boot Camp Style Training	**6,774**	**100%**	**6,695**	**100%**	**6,830**	**100%**	**0.8%**	**2.0%**
Casual (1-49 times)	4,430	65%	4,780	71%	4,951	72%	11.8%	3.6%
Core(50+ times)	2,344	35%	1,915	29%	1,880	28%	-19.8%	-1.8%
Martial Arts	**5,364**	**100%**	**5,821**	**100%**	**6,068**	**100%**	**13.1%**	**4.2%**
Casual (1-12 times)	1,599	30%	1,991	34%	2,178	36%	36.2%	9.4%
Core(13+ times)	3,765	70%	3,830	66%	3,890	64%	3.3%	1.6%
Boxing for Fitness	**5,113**	**100%**	**5,166**	**100%**	**5,198**	**100%**	**1.7%**	**0.6%**
Casual (1-12 times)	2,438	48%	2,714	53%	2,738	53%	12.3%	0.9%
Core(13+ times)	2,675	52%	2,452	47%	2,460	47%	-8.0%	0.3%
Tai Chi	**3,446**	**100%**	**3,761**	**100%**	**3,793**	**100%**	**10.1%**	**0.9%**
Casual (1-49 times)	2,053	60%	2,360	63%	2,379	63%	15.9%	0.8%
Core(50+ times)	1,393	40%	1,400	37%	1,414	37%	1.5%	1.0%
Barre	**3,200**	**100%**	**3,532**	**100%**	**3,665**	**100%**	**14.5%**	**3.8%**
Casual (1-49 times)	**2,562**	80%	2,750	78%	2,868	78%	11.9%	4.3%
Core(50+ times)	638	20%	782	22%	797	22%	24.9%	1.9%
Triathlon (Traditional/Road)	**2,203**	**100%**	**2,168**	**100%**	**2,001**	**100%**	**-9.2%**	**-7.7%**
Triathlon (Non-Traditional/Off Road)	**1,411**	**100%**	**1,589**	**100%**	**1,472**	**100%**	**4.3%**	**-7.4%**
NOTE: Participation figures are in 000's for the US population ages 6 and over								

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

Outdoor/Adventure Recreation

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	**Participation Levels**						**% Change**	
	2014		**2018**		**2019**		**5-Year Trend**	**1-Year Trend**
	#	**%**	**#**	**%**	**#**	**%**		
Hiking (Day)	**36,222**	**100%**	**47,860**	**100%**	**49,697**	**100%**	**37.2%**	**3.8%**
Bicycling (Road)	**39,725**	**100%**	**39,041**	**100%**	**39,388**	**100%**	**-0.8%**	**0.9%**
Casual (1-25 times)	19,269	49%	20,777	53%	20,796	53%	7.9%	0.1%
Core(26+ times)	20,456	51%	18,264	47%	18,592	47%	-9.1%	1.8%
Fishing (Freshwater)	**37,821**	**100%**	**38,998**	**100%**	**39,185**	**100%**	**3.6%**	**0.5%**
Casual (1-7 times)	19,847	52%	21,099	54%	20,857	53%	5.1%	-1.1%
Core(8+ times)	17,973	48%	17,899	46%	18,328	47%	2.0%	2.4%
Camping (< 1/4 Mile of Vehicle/Home)	**28,660**	**100%**	**27,416**	**100%**	**28,183**	**100%**	**-1.7%**	**2.8%**
Camping (Recreational Vehicle)	**14,633**	**100%**	**15,980**	**100%**	**15,426**	**100%**	**5.4%**	**-3.5%**
Casual (1-7 times)	7,074	48%	9,103	57%	8,420	55%	19.0%	-7.5%
Core(8+ times)	7,559	52%	6,877	43%	7,006	45%	-7.3%	1.9%
Fishing (Saltwater)	**11,817**	**100%**	**12,830**	**100%**	**13,193**	**100%**	**11.6%**	**2.8%**
Casual (1-7 times)	6,999	59%	7,636	60%	7,947	60%	13.5%	4.1%
Core(8+ times)	4,819	41%	5,194	40%	5,246	40%	8.9%	1.0%
Birdwatching (>1/4 mile of Vehicle/Home)	**13,179**	**100%**	**12,344**	**100%**	**12,817**	**100%**	**-2.7%**	**3.8%**
Backpacking Overnight	**10,101**	**100%**	**10,540**	**100%**	**10,660**	**100%**	**5.5%**	**1.1%**
Bicycling (Mountain)	**8,044**	**100%**	**8,690**	**100%**	**8,622**	**100%**	**7.2%**	**-0.8%**
Casual (1-12 times)	3,707	46%	4,294	49%	4,319	50%	16.5%	0.6%
Core(13+ times)	4,336	54%	4,396	51%	4,302	50%	-0.8%	-2.1%
Archery	**8,435**	**100%**	**7,654**	**100%**	**7,449**	**100%**	**-11.7%**	**-2.7%**
Casual (1-25 times)	7,021	83%	6,514	85%	6,309	85%	-10.1%	-3.1%
Core(26+ times)	1,414	17%	1,140	15%	1,140	15%	-19.4%	0.0%
Fishing (Fly)	**5,842**	**100%**	**6,939**	**100%**	**7,014**	**100%**	**20.1%**	**1.1%**
Casual (1-7 times)	3,638	62%	4,460	64%	4,493	64%	23.5%	0.7%
Core(8+ times)	2,204	38%	2,479	36%	2,521	36%	14.4%	1.7%
Skateboarding	**6,582**	**100%**	**6,500**	**100%**	**6,610**	**100%**	**0.4%**	**1.7%**
Casual (1-25 times)	3,882	59%	3,989	61%	4,265	65%	9.9%	6.9%
Core(26+ times)	2,700	41%	2,511	39%	2,345	35%	-13.1%	-6.6%
Roller Skating (In-Line)	**6,061**	**100%**	**5,040**	**100%**	**4,816**	**100%**	**-20.5%**	**-4.4%**
Casual (1-12 times)	4,194	69%	3,680	73%	3,474	72%	-17.2%	-5.6%
Core(13+ times)	1,867	31%	1,359	27%	1,342	28%	-28.1%	-1.3%
Bicycling (BMX)	**2,350**	**100%**	**3,439**	**100%**	**3,648**	**100%**	**55.2%**	**6.1%**
Casual (1-12 times)	1,205	51%	2,052	60%	2,257	62%	87.3%	10.0%
Core(13+ times)	1,145	49%	1,387	40%	1,392	38%	21.6%	0.4%
Climbing (Traditional/Ice/Mountaineering)	**2,457**	**100%**	**2,541**	**100%**	**2,400**	**100%**	**-2.3%**	**-5.5%**
Adventure Racing	**2,368**	**100%**	**2,215**	**100%**	**2,143**	**100%**	**-9.5%**	**-3.3%**
Casual (1 times)	1,004	42%	581	26%	549	26%	-45.3%	-5.5%
Core(2+ times)	1,365	58%	1,634	74%	1,595	74%	16.8%	-2.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

Aquatics

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	**25,304**	**100%**	**27,575**	**100%**	**28,219**	**100%**	**11.5%**	**2.3%**
Casual (1-49 times)	16,459	65%	18,728	68%	19,480	69%	18.4%	4.0%
Core(50+ times)	8,845	35%	8,847	32%	8,739	31%	-1.2%	-1.2%
Aquatic Exercise	**9,122**	**100%**	**10,518**	**100%**	**11,189**	**100%**	**22.7%**	**6.4%**
Casual (1-49 times)	5,901	65%	7,391	70%	8,006	72%	35.7%	8.3%
Core(50+ times)	3,221	35%	3,127	30%	3,183	28%	-1.2%	1.8%
Swimming (Competition)	**2,710**	**100%**	**3,045**	**100%**	**2,822**	**100%**	**4.1%**	**-7.3%**
Casual (1-49 times)	1,246	46%	1,678	55%	1,529	54%	22.7%	-8.9%
Core(50+ times)	1,464	54%	1,367	45%	1,293	46%	-11.7%	-5.4%

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

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

Water Sports/Activities

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2014		2018		2019		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	**8,855**	**100%**	**11,017**	**100%**	**11,382**	**100%**	**28.5%**	**3.3%**
Canoeing	**10,044**	**100%**	**9,129**	**100%**	**8,995**	**100%**	**-10.4%**	**-1.5%**
Snorkeling	**8,752**	**100%**	**7,815**	**100%**	**7,659**	**100%**	**-12.5%**	**-2.0%**
Casual (1-7 times)	6,935	79%	6,321	81%	6,192	81%	-10.7%	-2.0%
Core(8+ times)	1,818	21%	1,493	19%	1,468	19%	-19.3%	-1.7%
Jet Skiing	**6,355**	**100%**	**5,324**	**100%**	**5,108**	**100%**	**-19.6%**	**-4.1%**
Casual (1-7 times)	4,545	72%	3,900	73%	3,684	72%	-18.9%	-5.5%
Core(8+ times)	1,810	28%	1,425	27%	1,423	28%	-21.4%	-0.1%
Sailing	**3,924**	**100%**	**3,754**	**100%**	**3,618**	**100%**	**-7.8%**	**-3.6%**
Casual (1-7 times)	2,699	69%	2,596	69%	2,477	68%	-8.2%	-4.6%
Core(8+ times)	1,225	31%	1,159	31%	1,141	32%	-6.9%	-1.6%
Stand-Up Paddling	**2,751**	**100%**	**3,453**	**100%**	**3,562**	**100%**	**29.5%**	**3.2%**
Rafting	**3,781**	**100%**	**3,404**	**100%**	**3,438**	**100%**	**-9.1%**	**1.0%**
Water Skiing	**4,007**	**100%**	**3,363**	**100%**	**3,203**	**100%**	**-20.1%**	**-4.8%**
Casual (1-7 times)	2,911	73%	2,499	74%	2,355	74%	-19.1%	-5.8%
Core(8+ times)	1,095	27%	863	26%	847	26%	-22.6%	-1.9%
Surfing	**2,721**	**100%**	**2,874**	**100%**	**2,964**	**100%**	**8.9%**	**3.1%**
Casual (1-7 times)	1,645	60%	1,971	69%	2,001	68%	21.6%	1.5%
Core(8+ times)	1,076	40%	904	31%	962	32%	-10.6%	6.4%
Wakeboarding	**3,125**	**100%**	**2,796**	**100%**	**2,729**	**100%**	**-12.7%**	**-2.4%**
Casual (1-7 times)	2,199	70%	1,900	68%	1,839	67%	-16.4%	-3.2%
Core(8+ times)	926	30%	896	32%	890	33%	-3.9%	-0.7%
Scuba Diving	**3,145**	**100%**	**2,849**	**100%**	**2,715**	**100%**	**-13.7%**	**-4.7%**
Casual (1-7 times)	2,252	72%	2,133	75%	2,016	74%	-10.5%	-5.5%
Core(8+ times)	893	28%	716	25%	699	26%	-21.7%	-2.4%
Kayaking (Sea/Touring)	**2,912**	**100%**	**2,805**	**100%**	**2,652**	**100%**	**-8.9%**	**-5.5%**
Kayaking (White Water)	**2,351**	**100%**	**2,562**	**100%**	**2,583**	**100%**	**9.9%**	**0.8%**
Boardsailing/Windsurfing	**1,562**	**100%**	**1,556**	**100%**	**1,405**	**100%**	**-10.1%**	**-9.7%**
Casual (1-7 times)	1,277	82%	1,245	80%	1,112	79%	-12.9%	-10.7%
Core(8+ times)	285	18%	310	20%	292	21%	2.5%	-5.8%

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

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

APPENDIX 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 <u>not</u> 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.

6-12 Year-Olds
Fishing
Camping
Soccer
Martial Arts
Basketball

13-17 Year-Olds
Fishing
Camping
Working out w/ Weights
Volleyball
Running/Jogging

18-24 Year-Olds
Camping
Fishing
Martial Arts
Volleyball
Kayaking

25-34 Year-Olds
Camping
Fitness Swimming
Bicycling
Fishing
Kayaking

35-44 Year-Olds
Fitness Swimming
Camping
Bicycling
Fishing
Hiking

45-54 Year-Olds
Bicycling
Fishing
Camping
Fitness Swimming
Hiking

55-64 Year-Olds
Bicycling
Fishing
Fitness Swimming
Camping
Hiking

65+ Year-Olds
Fishing
Fitness Swimming
Bicycling
Birdwatching/Wildlife viewing
Working out using machines

APPENDIX E - NATIONAL AND REGIONAL PROGRAMMING TRENDS

Programs offered by Park and Recreation Agencies (Great Lake 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.

Great Lakes Region

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)**
• Themed Special Events (89%)	• Themed Special Events (87%)
• Social Recreation Events (87%)	• Team Sports (87%)
• Team Sports (84%)	• Social Recreation Events (86%)
• Health & Wellness Education (81%)	• Health & Wellness Education (80%)
• Fitness Enhancement Classes (79%)	• Fitness Enhancement Classes (79%)

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.

Core Program Areas Offered by Parks and Recreation Agencies
(Percent of Agencies)

Legend: ■ Great Lakes ■ U.S.

Program Area	Great Lakes	U.S.
Themed Special Events	89%	87%
Team Sports	84%	87%
Social Recreation Events	87%	86%
Individual Sports	73%	72%
Health & Wellness Education	81%	80%
Safety Training	73%	71%
Fitness Enhancement Classes	79%	79%
Trips & Tours	63%	62%
Racquet Sports	62%	66%
Aquatics	72%	71%
Performing Arts	67%	61%
Martial Arts	58%	60%
Golf	53%	48%
Visual Arts	58%	57%
Cultural Crafts	64%	60%
Natural & Cultural History Activities	58%	55%
Running/Cycling Races	20%	20%

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)	
Southern (% of agencies offering)	**U.S. (% of agencies offering)**
• Summer Camp (81%)	• Summer Camp (82%)
• Senior Programs (76%)	• Senior Programs (78%)
• Specific Teen Programs (65%)	• After School Programs (77%)

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.
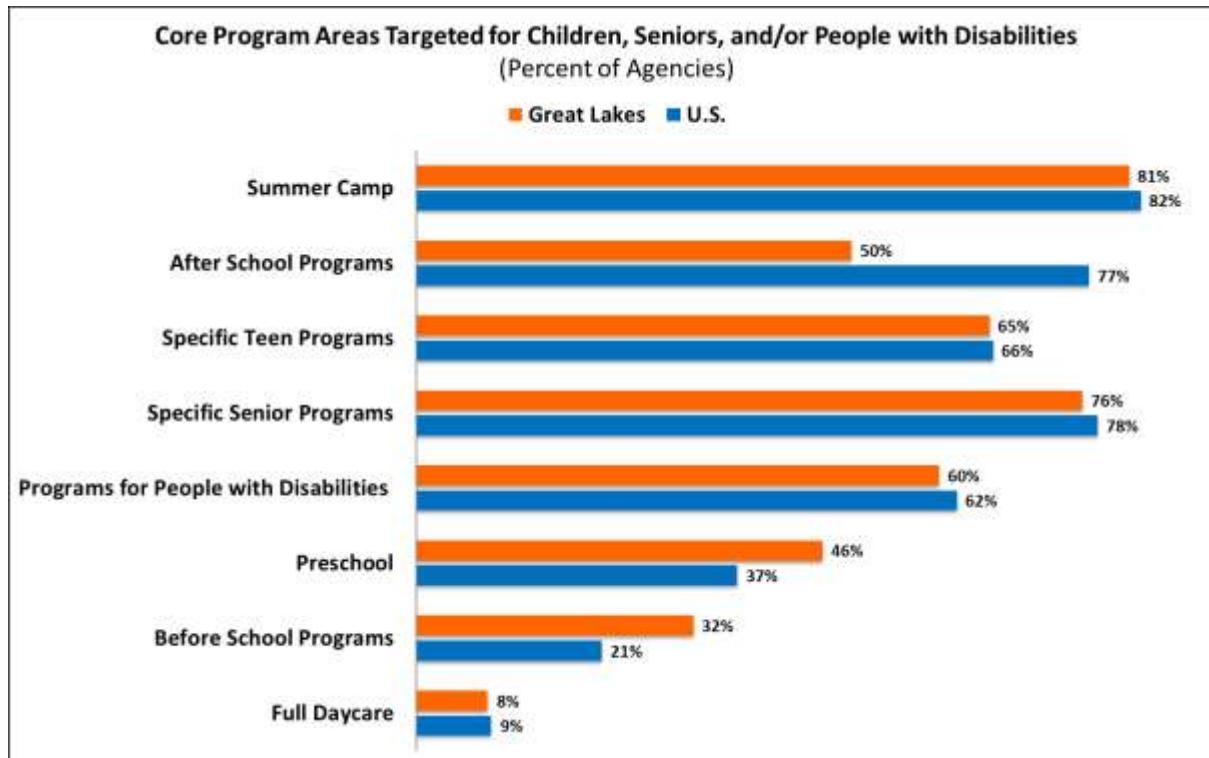
APPENDIX F – COMMUNITY ONLINE SURVEY

Do you use this park/facility?
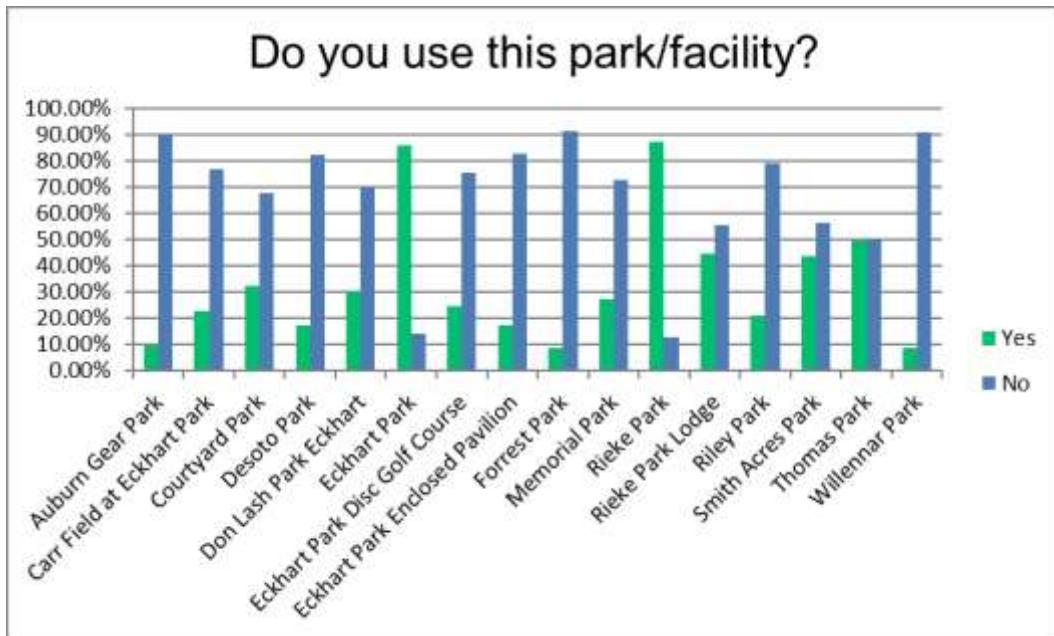
Have you or other members of your household participated in any recreation programs offered by the City of Auburn during the past 12 months?
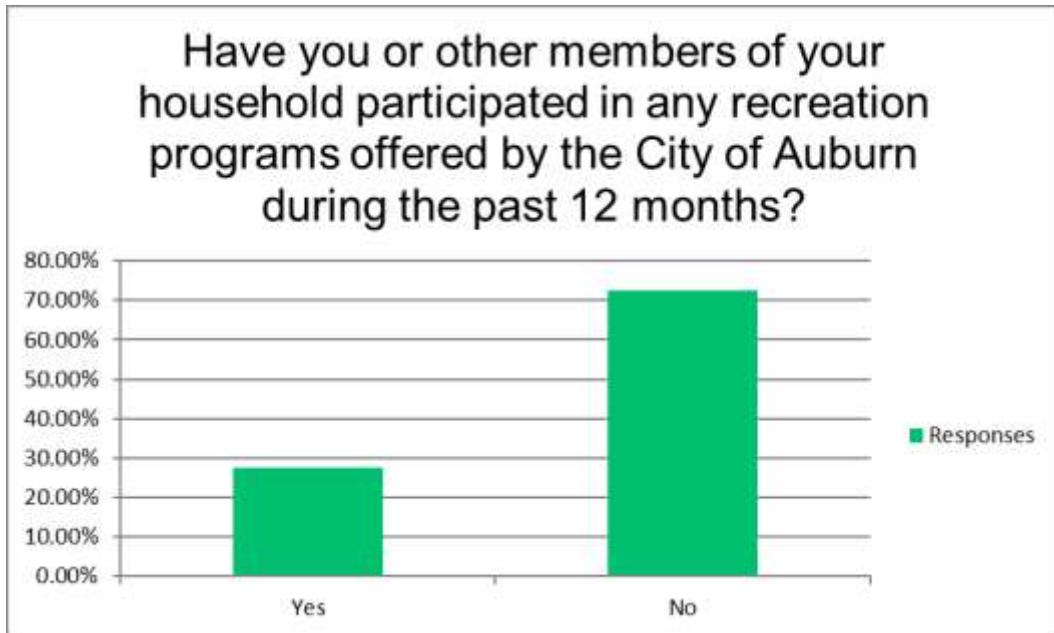
Approximately how many different recreation programs offered by the City of Auburn have you or members of your household participated in over the past 12 months?
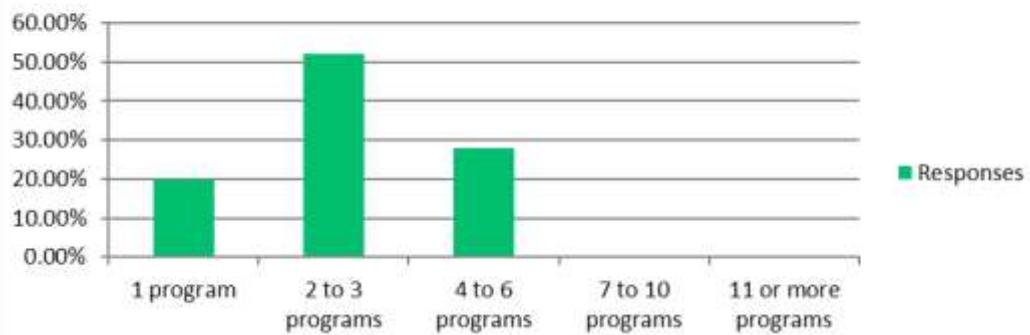
From the following list, please check the THREE primary reasons why your household has participated in City of Auburn programs.
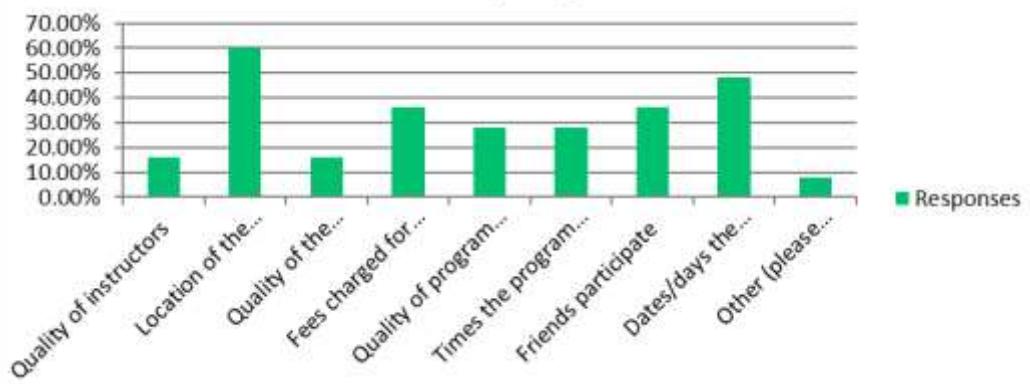
How would you rate the overall quality of the City of Auburn programs that you and members of your household have participated in?
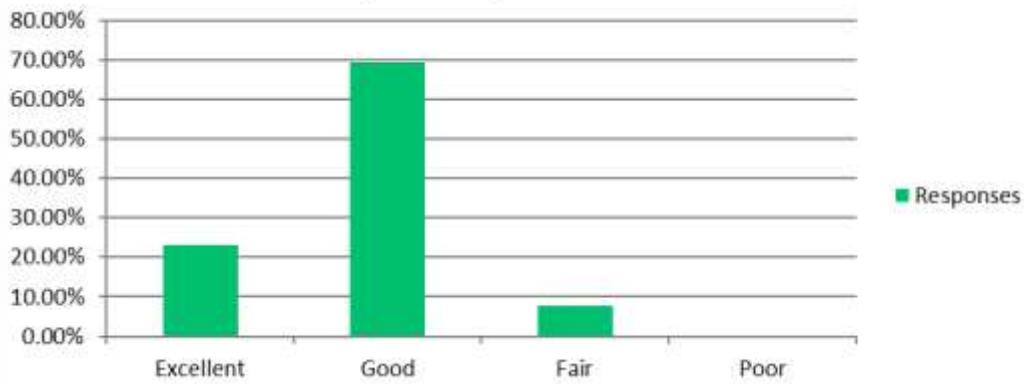
Please CHECK ALL of the ways you learn about City of Auburn programs and activities. [Check all that apply]
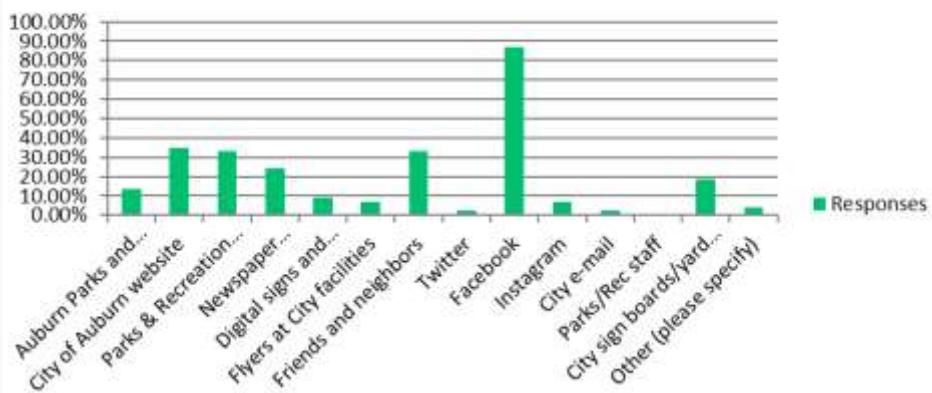
Which THREE of the information sources listed in Question 3 do you MOST PREFER to use to learn about City of Auburn recreation programs and activities?
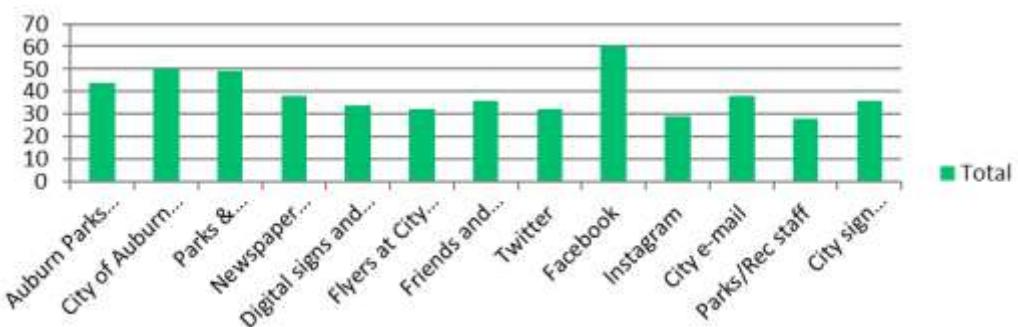
Please CHECK ALL of the following reasons that prevent you or other members of your household from using parks, recreation facilities, and programs of the City of Auburn MORE OFTEN.
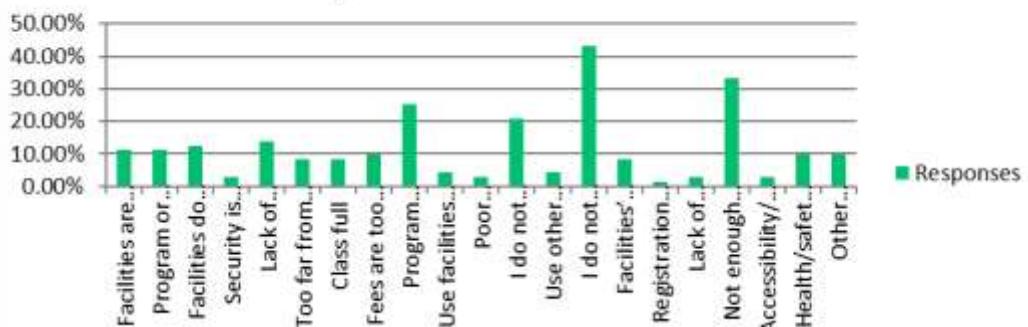
From the following list, please CHECK ALL of the organizations that you and members of your household use for parks and recreation programs, services, and facilities.
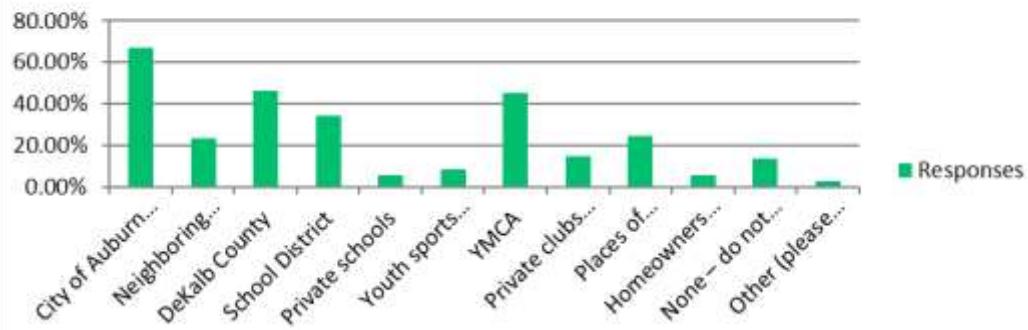
Please rate your level of agreement with the following statements about some potential benefits of the City of Auburn's parks, facilities, and recreation programs or services by circling the corresponding number.
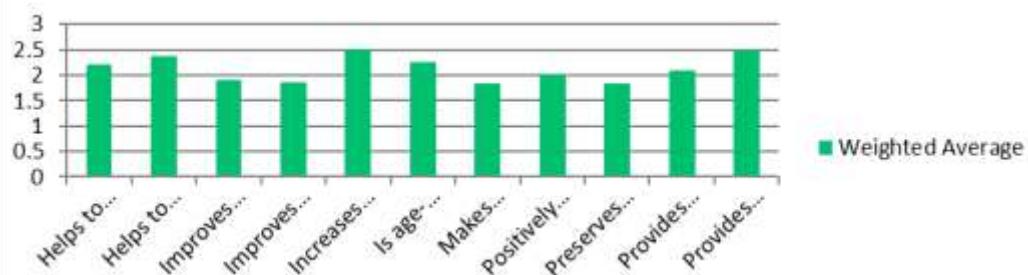
Please indicate if you or any member of your household has a need for each of the amenities/facilities listed below by selecting either "Yes" or "No". Please don't limit your responses to what is currently provided by the City of Auburn.If "Yes," please rate ALL of the amenities/facilities of this type in the City of Auburn using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met."

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

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

Please indicate if you or any member of your household has a need for each of the recreation programs listed below by selecting either "Yes" or "No". Please don't limit your responses to what is currently provided by the City of Auburn. If "Yes," please rate the recreation programs of this type in the City of Auburn using a scale of 1 to 5, where 5 means the needs of your household are "100% Met" and 1 means "0% Met."

Do you have a need for this program?
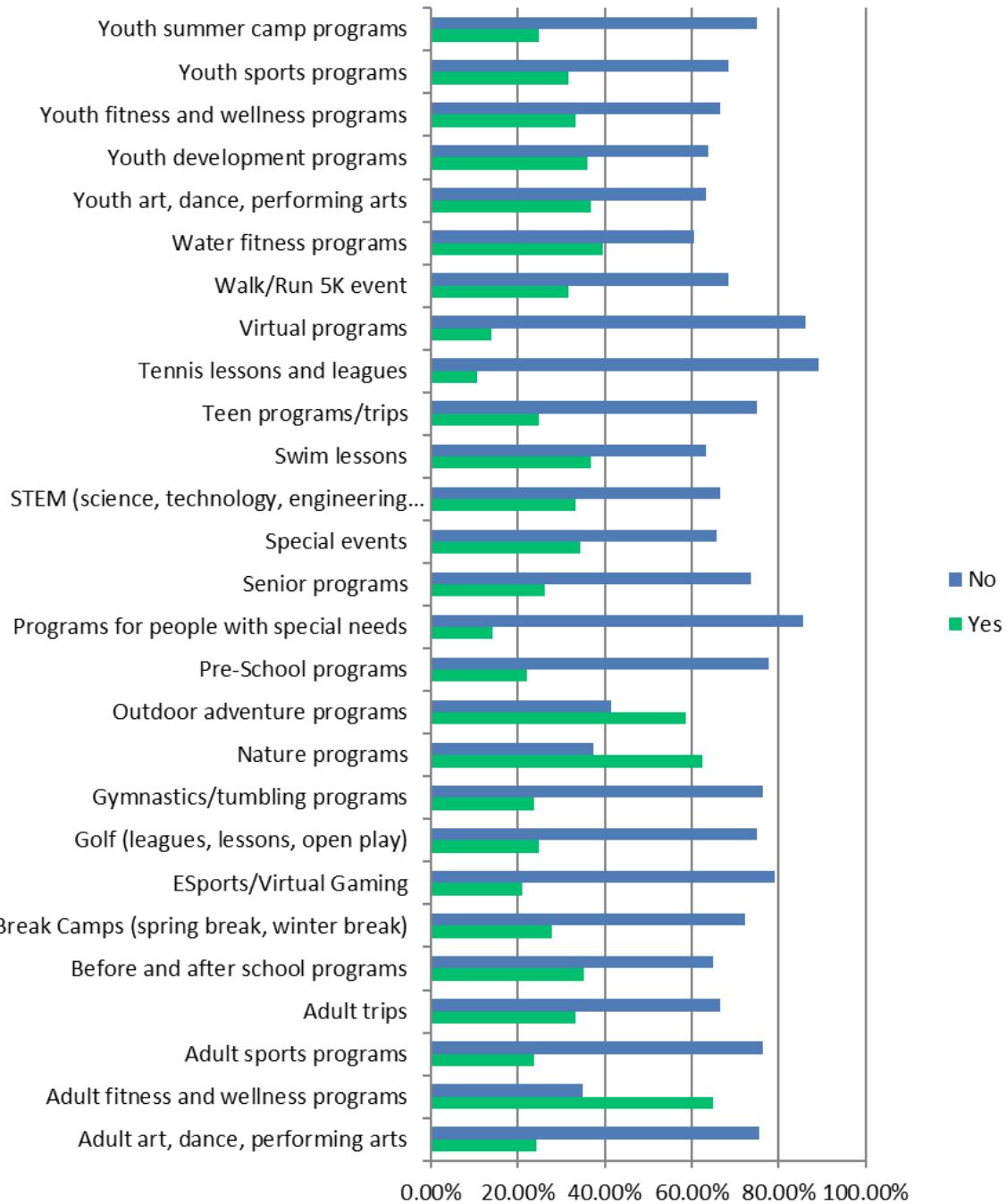
If "Yes," how well are your needs being met?
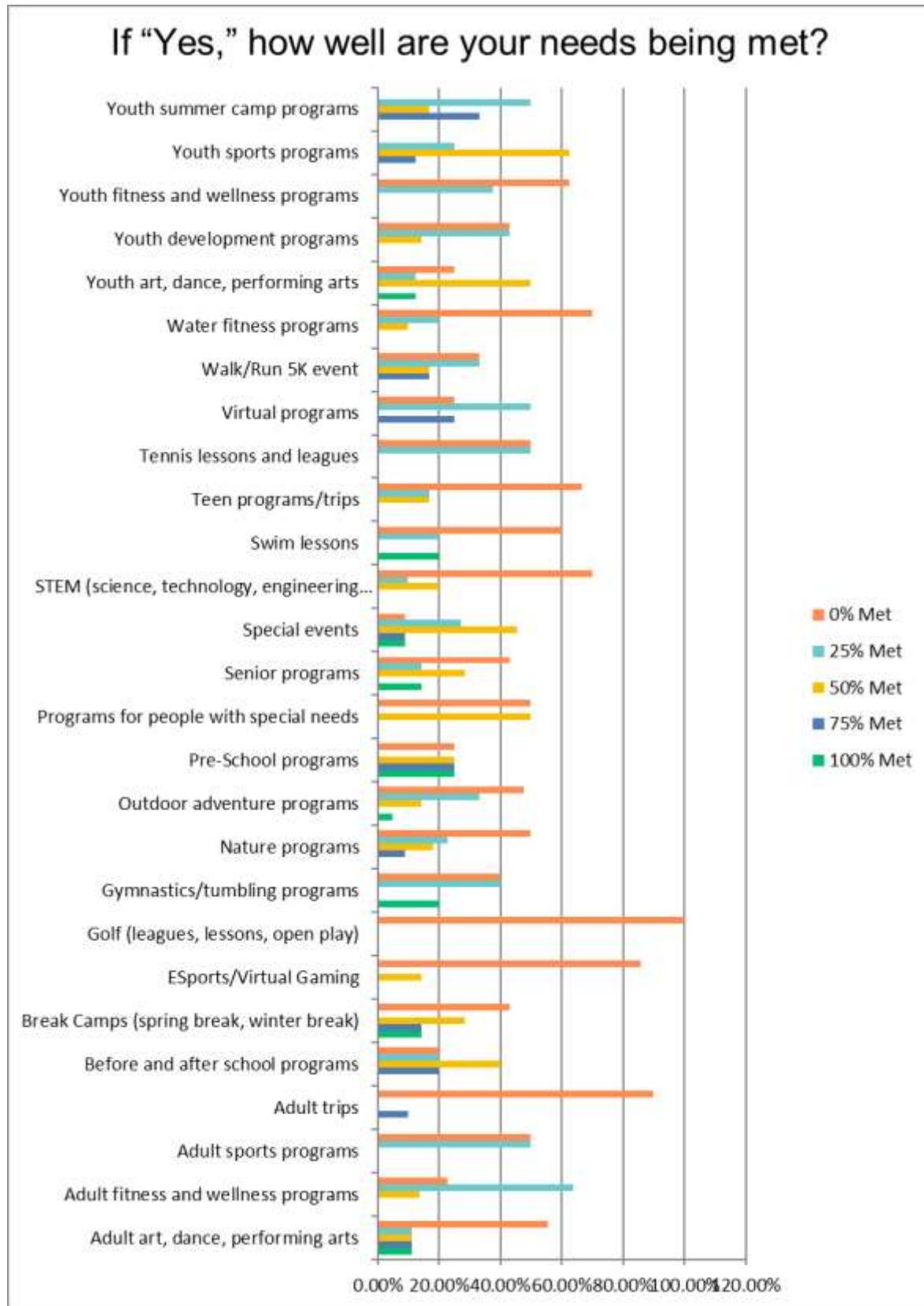
Please Select the days of the week that members of your household would most prefer to use recreation programs offered by City of Auburn Parks and Recreation Department.

Please Select the days of the week that members of your household would most prefer to use recreation programs offered by City of Auburn Parks and Recreation Department.
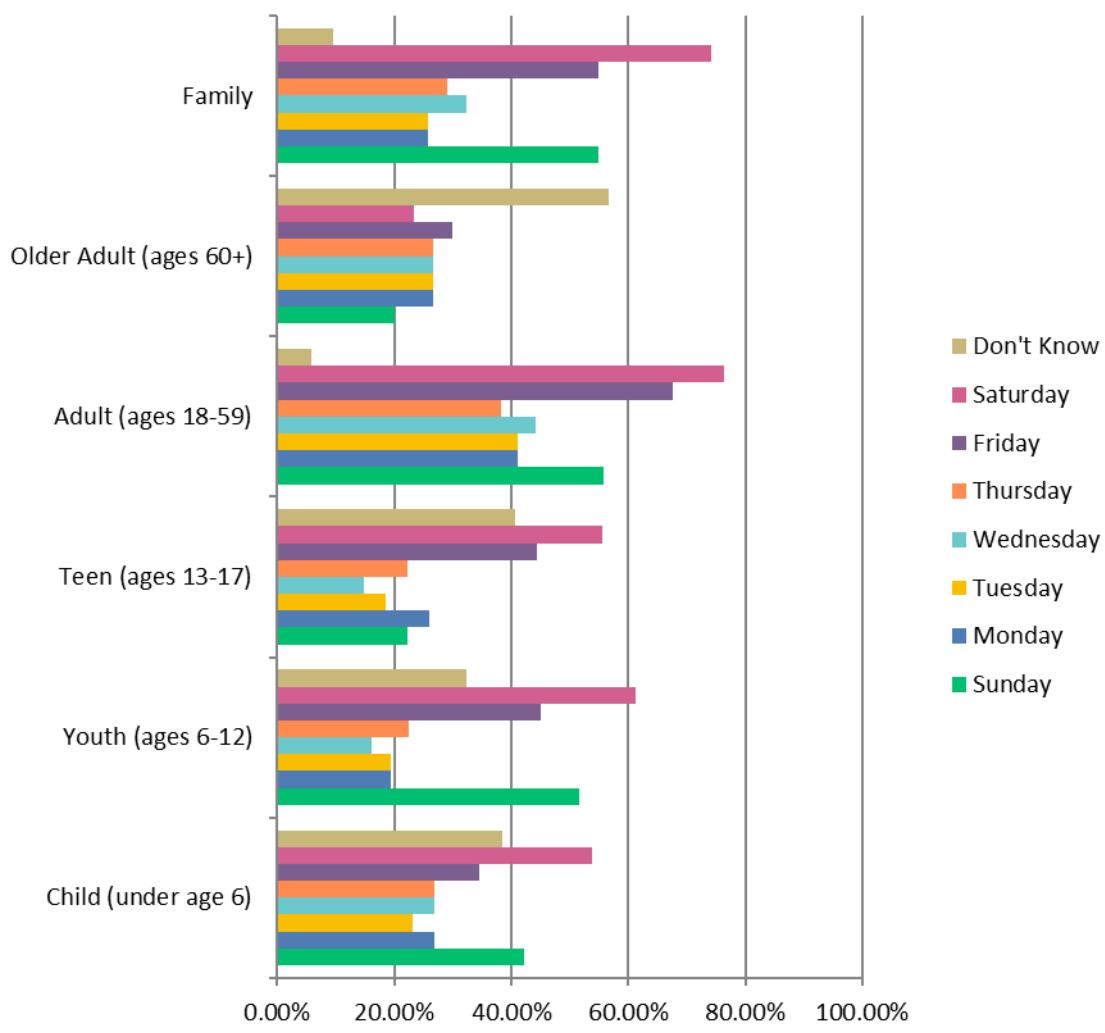
Please select the time of day that members of your household would most prefer to use recreation programs offered by City of Auburn Parks and Recreation Department.

Please select the time of day that members of your household would most prefer to use recreation programs offered by City of Auburn Parks and Recreation Department.

Which FOUR of the items listed in the previous question (also below) would you be MOST WILLING to fund?

Which FOUR of the items listed in the previous question (also below) would you be MOST WILLING to fund?

Categories (top to bottom):
- Repurpose aging and underutilized amenities/spaces
- Improve existing trail system (increasing connectivity/accessibility)
- Improve existing playgrounds
- Improve existing picnic shelters/pavilions
- Improve existing parks
- Improve existing park restrooms
- Improve existing outdoor basketball/tennis courts
- Improve existing athletic fields
- Develop space for performance arts/theater/cultural arts
- Develop new walking trails
- Develop new synthetic turf fields
- Develop new neighborhood parks
- Develop new areas for leisure games/activities (e.g. bocce,...
- Develop an ice rink
- Develop additional sports field quad at Rieke Park
- Develop access points to Cedar Creek
- Develop a new splash pad
- Develop a new outdoor exercise/fitness area
- Develop a new community recreation center
- Develop a new outdoor aquatic facility

Legend:
- None
- 4th Choice
- 3rd Choice
- 2nd Choice
- 1st Choice

X-axis: 0.00% 10.00% 20.00% 30.00% 40.00% 50.00% 60.00% 70.00% 80.00% 90.00%

If you had a budget of $100 for services provided by the City of Auburn Parks and Recreation Department, how would you allocate the funds among these categories? [Please be sure your total adds up to $100.]

If you had a budget of $100 for services provided by the City of Auburn Parks and Recreation Department, how would you allocate the funds among these categories? [Please be sure your total adds up to $100.]
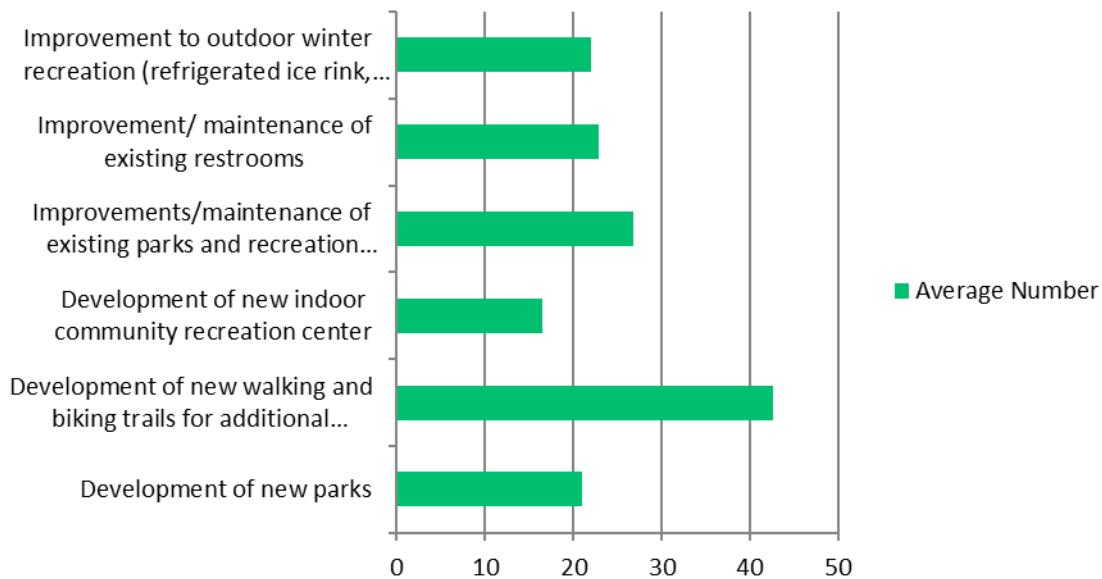
Given the recent COVID-19 Pandemic, how has you and your household's perception of the value of parks, trails, open spaces and recreation changed?
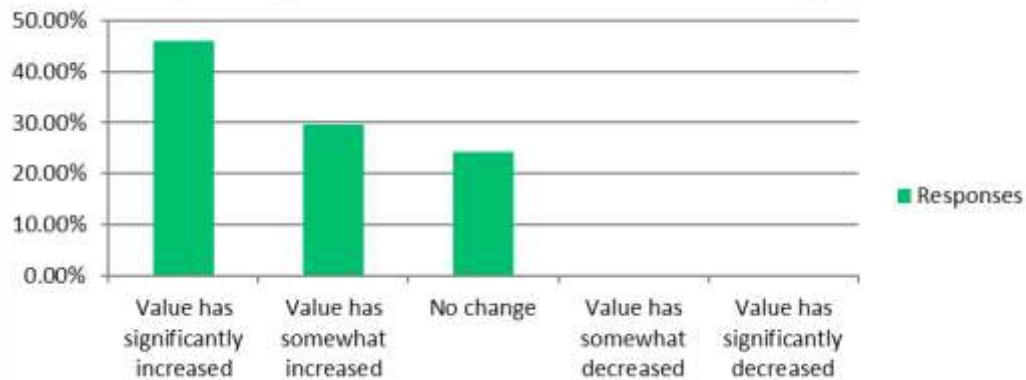
Based on your perception of value in the previous question, how would you want the City of Auburn to fund future parks, recreation, trails and open space needs?
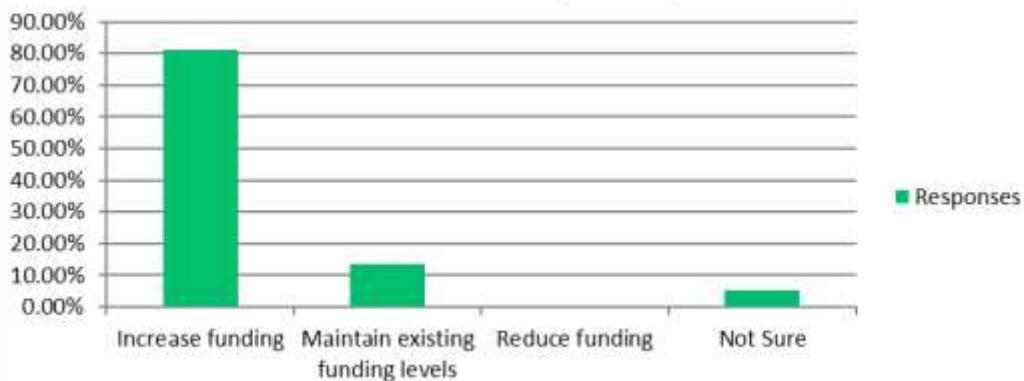
Please rate your level of satisfaction with the overall value your household receives from City of Auburn Parks and Recreation Department.
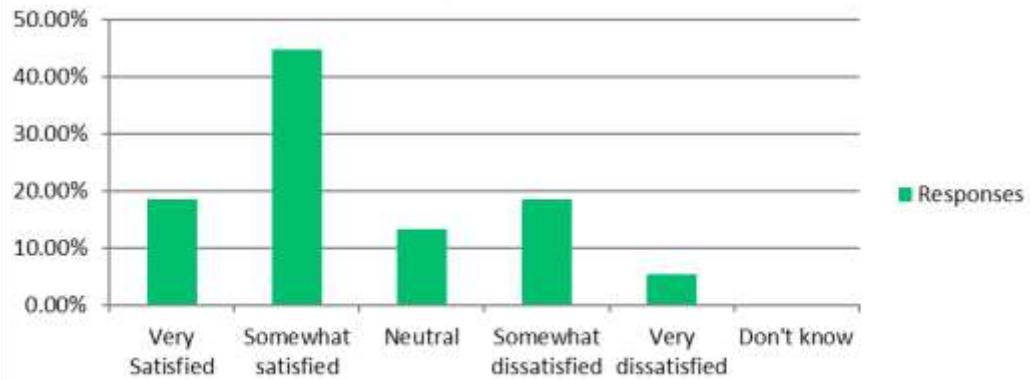
Counting yourself, how many people in your household are...
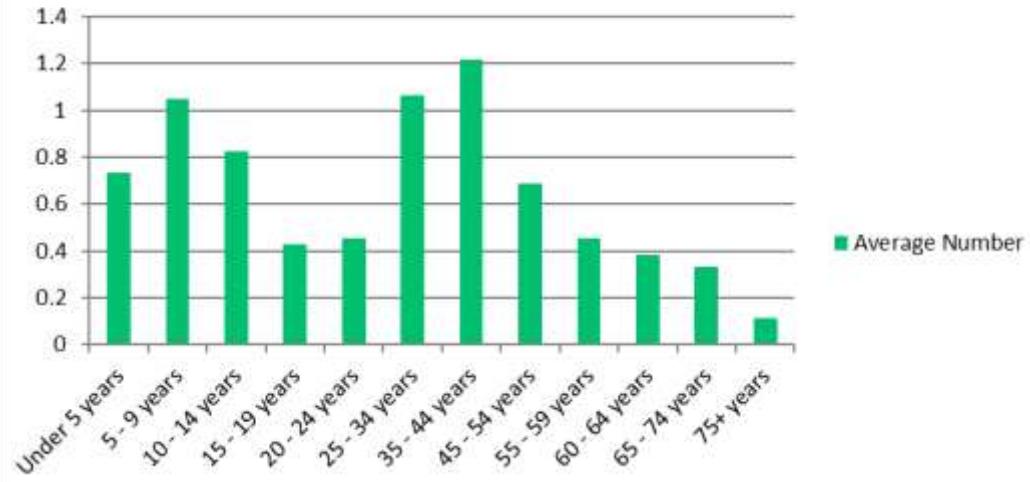
What is your gender?
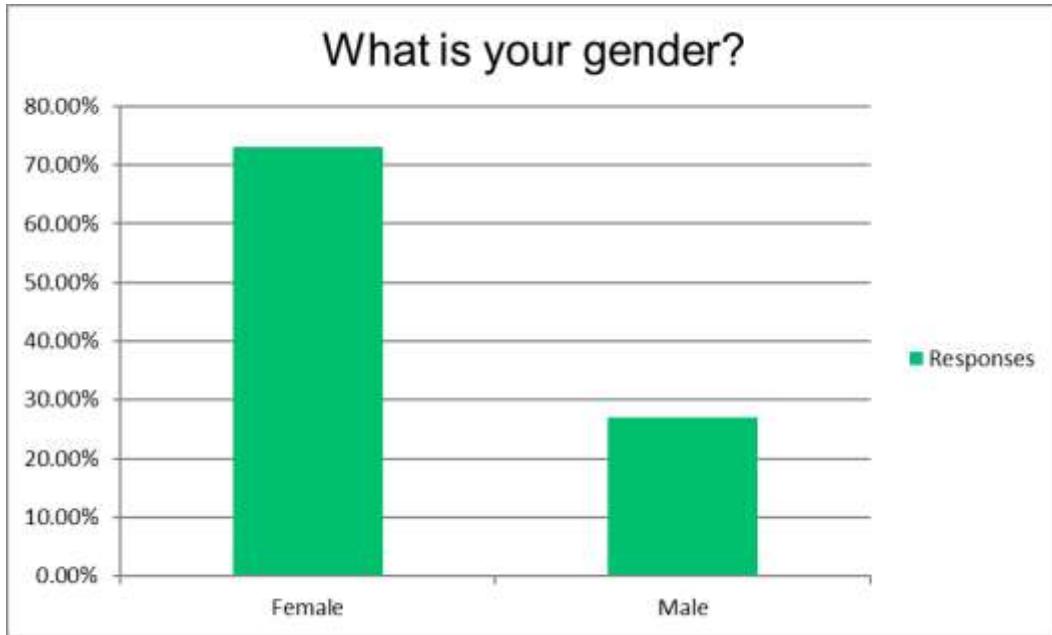
Do you have any other comments about the services provided or the job that the City of Auburn Parks and Recreation Department is doing?

- Keep up the good work:)
- "This pertains to the City period. It is embarrassing driving into Auburn and AT&T Windys and CVS grass/ weeds are tall as I am. Why are we allowing this to happen. We are concerned with hiring a tire meter person to mark tires because someone has parked to long downtown to long but as you enter the City weeds are out of control...we need to clean the town up and take more pride with appearance. The 69 bypass exit needs something to attract people to want to get off...get off of 69 and see weeds at these businesses. Please address this!!
- Freda Donley"
- The expansion of bicycling trails will require both city funding and state grant money. The trail systems bring economic expansion and increase livability ratings as well. Plus, it's a healthy activity....provided one does not have to worry about drivers in vehicles.
- We love our parks! Would love to see splash pad, development of more playground equipment on existing parks, and more services/activities offered.
- "We think y'all do a great job! We use certain parks quite a bit, particularly Elkhart, Reike, and Don Lash. Going to these spaces is a large part of our family activities and we highly value them being maintained and developed.
- Thank you for all you do, and we hope this data helps! "
- Beautify the city. Court House area is a good example. Make all of Auburn a city park and maintain it.
- Outdoor pool or aquatic center would be wonderful. Closing the pool was a significant loss.
- The disc golf course has been a wonderful thing added, adding another one would be nice. Bike repair stations would be handy on the trails and in parks. Bocce ball and pickle ball courts would be fun.

- Erin is amazing loving programs get kids active! Summer camp was amazing. Hope auburn put more money into parks program stop giving to downtown!!!
- Usually helpful if the staff enjoys the activities they oversee
- Please build an outdoor ingrown pool facility. It will greatly increase Auburn community, and economy!!
- Beyond the lively parks and their we'll maintenance. The lack of modern up to date adult programs suck. Unless things change in the activity program I would close down the recreational portion of it.

APPENDIX G – YOUTH ONLINE SURVEY

Activities Youth Involved in (28%+)

Hockey

Swimming

Cross Country

Video Games

Lacrosse

Participation in Programs

No 57%

Yes 42%
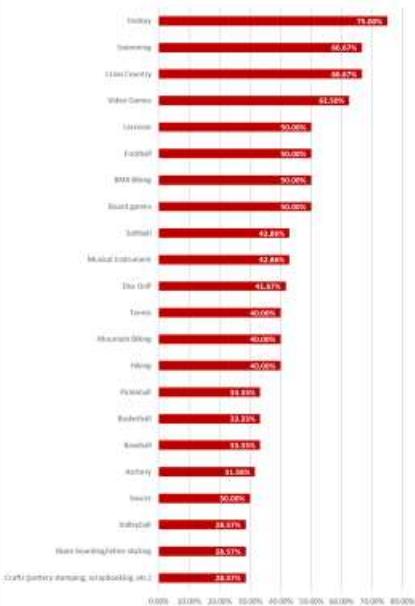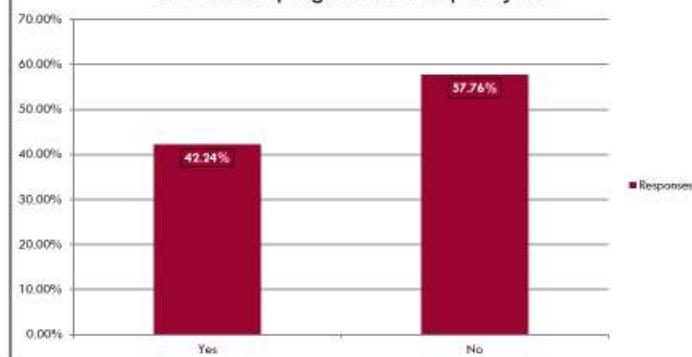
Youth Customer Retention

2-3 Programs 48%

1 Program 35%

4-6 Programs 12%

Do not participate 4%
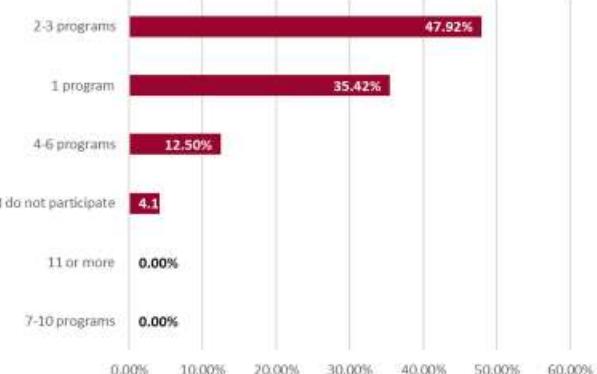
Programs Youth have Participated in

Halloween/Christmas Walk 70%

Back to School Bash 21%

Movie in the Park 17%

Youth Craft Programs 15%

Other 11%
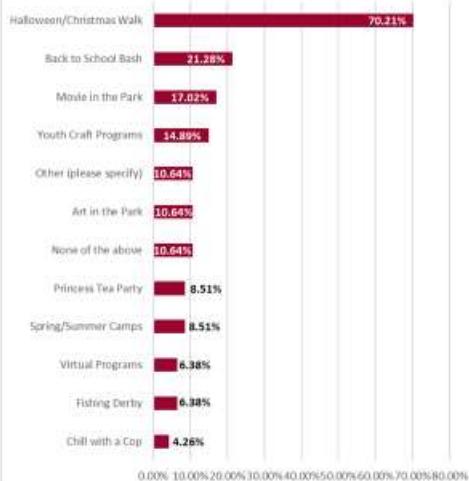
Barriers to Participation

Not Aware of Programs 51%

No Time 16%

Nothing of Interest 12%

Other 10%

Cost 3%

If you have not participated in programs, what is the main reason that you don't participate in recreation programs?

Category	Percentage
Not aware of programs	51.33%
Other responsibilities/no time	15.93%
Nothing I am interested in	12.39%
Other (please specify)	0.73%
Cost	2.65%
No experience/instruction to the activity	2.65%
Need adaptive recreation for disability	1.77%
Facilities and programs are too far away	1.77%
No place to do the activity	0.88%
Lack of family support	0.88%
Lack of transportation	0.00%
Facilities are not sufficient/appropriate	0.00%

Other:
- Time of activities interested in don't work for schedule
- covid
- Covid, ill/dying family members
- I go when I can
- Just moved to town
- No swimming options
- Covid
- We enjoyed the princess activities, but it was busy and it was crowded, so maybe do those in time slots next time.
- No place to do activity, Nothing I'm interested in, Not aware of programs.
- Canceled by parks
- I have participated

Transportation to Programs & Parks

Parents Provide 64%

I have a Car 42%

Walking 38%

Ride a Bike 35%

Carpool w/ Friends 11%

What mode of transportation is available to you to get to programs or parks? (please check all that apply)

Category	Percentage
Parents provide	64.22%
I have a car	42.20%
Walking	37.61%
Ride a bike	34.86%
Carpool with friends	11.01%
Skateboard/roller blade	2.75%
Other (please specify)	0.92%
Car service (uber, lift, taxi)	0.92%
Public transportation (bus)	0.00%
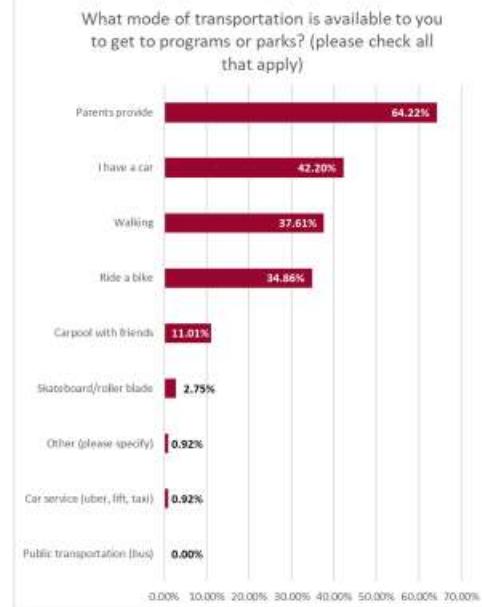
**Other:**
- Moped next yr.

Family & Friends Actively Involved in Youth Free Time

Yes 75%

No 25%

Do you have adult family members or adult friends who are actively involved in your recreation activities or free time?
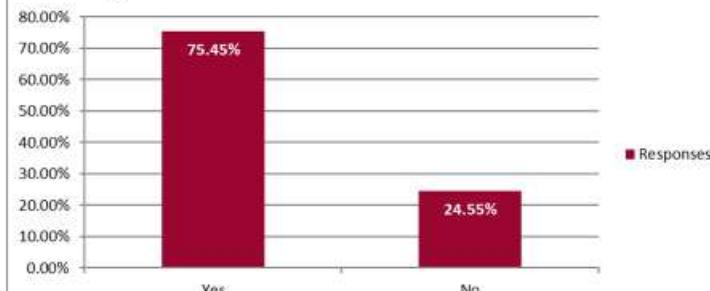
## How Youth Spend Their Time

At the Moves 100%

At home 69%

Skate Park 50%

At School 49%

Restaurants 33%

How do you spend most of your free time? (please check your top three choices)
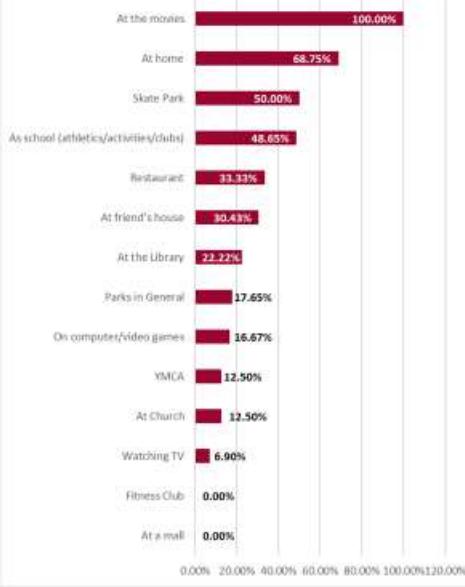

Other:
- Dance class
- At work
- Dance
- Where ever my boyfriend is.
- social media
- Club volleyball
- In the barn
- FFA/4-h
- Xbox
- Reading
- Bowling
- Hobbies
- Sports

Why Youth go to the Places they do

Enjoyment 78%

Friends are there 42%

Location 31%

Cost 29%

Available Transportation 15%

Why do you go to the places identified in the above question? (please check all that apply)

- Enjoyment: 77.67%
- Friends are there: 41.75%
- Location: 31.07%
- Cost (affordable): 29.13%
- Available transportation: 14.56%
- Supervised activities: 7.77%
- Other (please specify): 6.80%
- Unsupervised activities: 5.83%
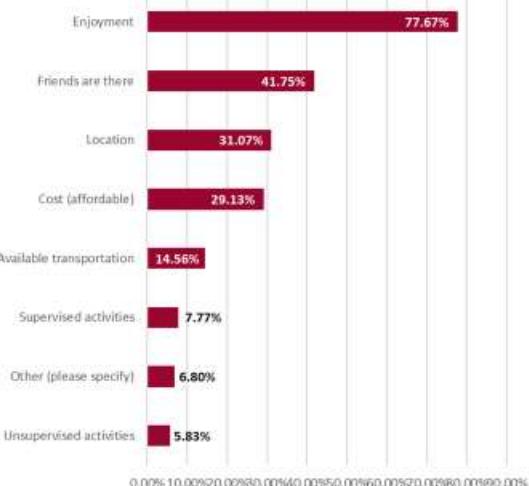
Other:
- Constructive
- It's my routine- plus don't have much free time
- I feel safe.
- I spend most free time at home
- Covid, pre existing lung/health issues
- homebody
- All the above

How Youth Visit Parks & Facilities

With an Adult 47%

With Friends 33%

Do Not Visit 14%

By Self 6%

Do you visit the parks and recreation facilities...

- With an adult: 47.06%
- With friends: 33.33%
- No - I do not visit parks and recreation facilities.: 13.73%
- By yourself: 5.88%

Most Important Recreation Facilities

Ball Diamonds 59%

Skate Park 54%

Rental Hall 40%

Neighborhood Parks 40%

Paved Trails 35%

Please check the top three (3) recreation facilities, other than those located at school, you feel are most important to you and your friends.

Facility	Percentage
Ball Diamonds	58.62%
Skate Park	53.85%
Rental Hall	40.00%
Neighborhood Parks (1-10+ acres)	40.00%
Paved Trails	35.19%
Fishing Pond	34.62%
Playgrounds	33.33%
Community Park (20+ acres)	31.11%
Tennis/Pickleball Courts	28.57%
Dog Park	16.00%
Picnic Shelter	0.00%
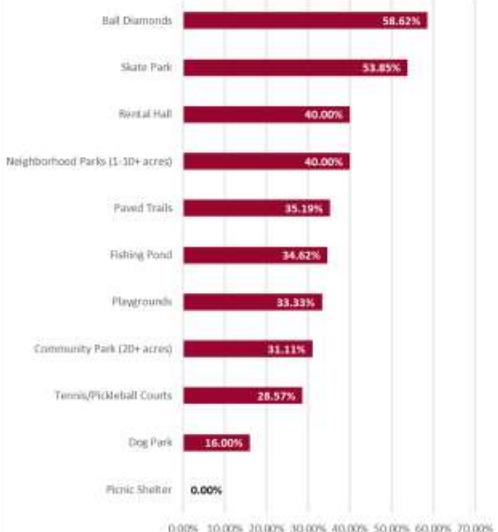
Other:
- Outdoor family pool with slides and diving board
- Swimming pool
- Public Pool
- Eckhart teen library
- The new park with soccer fields to walk with my mom
- Disc golf course
- Football Fields
- Swimming pool
- Pool
- Sledding hill(s), FUN playgrounds.

Locations Comparison

Statistically Valid Survey	Youth Survey
Trails 47%	Ball Diamonds 58%
Nature Parks/Preserves 25%	Skate Park 54%
Outdoor Swimming 24%	Rental Hall 40%%
Playgrounds 18%	Neighborhood Parks 40%
Restrooms 18%	Paved Trails 35%
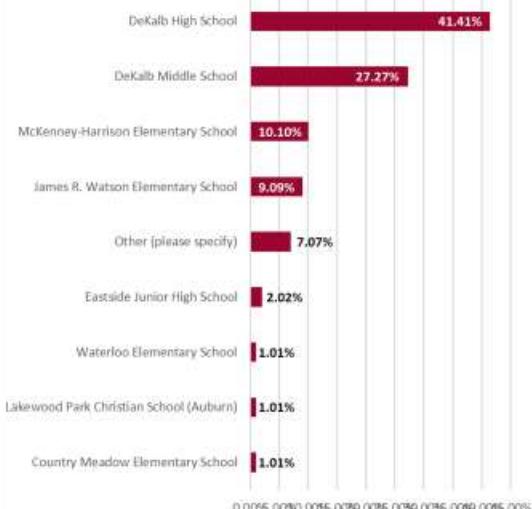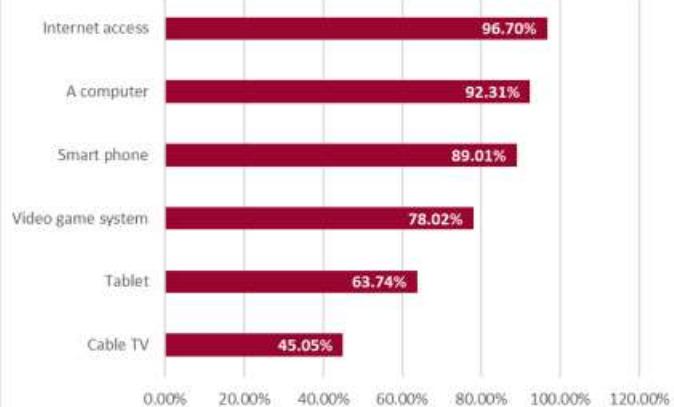
APPENDIX H – SURVEY RESPONSES TO "OTHER"

- Open up Eckhart Park.
- More walking trails would be amazing. We walked the trail from Auburn to Waterloo and it was nothing I'd want to do again. Uninteresting landscape and I can't imagine being out there in the summer in the sun you'd be baked. Eckhart Park. We live in the middle between Kendallville and Auburn and walk at the lake every weekend in Kendallville it would be nice to have another alternative.
- "I'm grateful for this survey. My family utilizes the parks ALOT and have been to a handful of their events. It's nice to be able to provide some feedback.
- Yes, to more interactive playgrounds! An entire experience. Not limited to singular or small play sets.
- Yes, to greater trail connectivity and cycling focused activities!!
- All for a community/rec center! THIS is how you bring a community together. Go big!
- I believe your turf and horticulture crews can hold their own- additional seasonal. enhancements preferably summer blooming as we miss whatever spring bulbs are established.
- Pease check the large conifers at Thomas Park that look as if their failing! Probably the needle blight.
- Thanks, good luck!
- More representation of women in city/park governance is needed!
- For a small community, I'm surprised how I often find out about an event *after* it took place. I'll see pictures of events that we would've loved to attend, but had no idea about. I think the Parks department needs to find ways to get the word out about special events. I also would like to see a Parks board that's more representative of the fabric of our community/park-goers, men AND WOMEN, of various ages.
- We moved to Auburn just before the pandemic, so we haven't explored much. Looking forward to finding shaded trails to walk in the summer.
- I feel like the parks offer a good number of activities. I follow on Twitter and I appreciate someone tweeting information.
- Let's get a pool back in our community! #1 thing needed!
- "You're asking the wrong questions. It's not about updating playgrounds and amenities, as much as the Parks Dept. Needs to enhance and improve what is already there. Learn what more progressive communities are doing (and often for less money). Find out mischievous that some cities are partnering with local health providers to create recreational areas that can double as physical therapy and occupation therapy opportunities, disguised as fitness and play equipment. Check out this video for an example (even a scaled-down version would work) https://www.youtube.com/watch?V=kxp49x_1vee.
- Improve the pickle ball courts that you do have. Better lighting for the courts would help. With the dog park, for instance, look to places like Shaggy Dog Park in MI, where they have a sand mountain to climb (put this in another playground and the human kids would love it, as well!) Https://shaggypines.com/the-park/.
- Install some quality agility equipment (Cleanrun.com). Offer some classes.
- With the kids' play areas, talk with child development experts (those might include parents, too!). Find out that a huge pile of rocks to climb on and tree stumps to hop over and on, along with hills to roll down in summer and to sled on in winter are the way to go. Provide branches

for kids to build a fort. Learn what an adventure or natural playgrounds are. You can do far more, for less. If only they would listen to people who actually spend time engaged in these activities. Go to Columbia Park in Lafayette and see the spinners. Know that they are often filled with kids. Add some spinner bowls to help with balance and proprioception and because they are fun. Https://www.kompan.us/play/freestanding/supernova-carousels-spinners/spinner-bowl.

- Talk to kids and parents and teachers.
- Need to install new pool and splashpads.
- The playgrounds at the parks are disappointing. Few kids actually go to the playgrounds because of how disappointing they are. I would strongly suggest looking at the types of playgrounds that are often visited in the surrounding communities (Leo for example) and try to learn from their success. I wish there were more outdoor programs for kids by the parks department. The princess parties and art activities are nice, but this is a parks department. Let's get outside! What about a community wide game of tag? A teach kids to play frisbee golf day? A scavenger hunt in the park or throughout all of the parks. Something like what the library did last summer when kids had to find "gems" around the city. How about an outdoor carnival like what Auburn United Methodist Church did at Smith Acers Park? A winter snowball fight? With families having fewer kids, it can be harder for kids to meet other kids. It would be nice to have an activity where parents would know that other kids would be in the park and their kids would have a good time.

- Please include introducing more nature-oriented activities. Along with the department thinking about nature watching. Habitat, food, and water for those animals. Numerous native tree plantings along trails and patches of unused ground would be great. Less mowing and more serenity while visiting our parks.
- There needs to be more trails connecting neighborhoods to each other and to an expanded trail system.
- I wish events and programs were advertised more. MANY people don't know about the website. Maybe announce programs and events on the radio community announcements.   (I don't know if this is free).   Perhaps do am interview on the radio promoting all types of programs available.

- We have some great parks in Auburn, but they all could use some more care. And while important, it seems like all the activities I've seen have been based around children. I don't have children so I don't participate. Maybe in the spring and/or fall you could have a park cleanup volunteer day. It might help people feel more connected to the parks.
- I believe it's the obligation for a city of our size to provide a city swimming pool. The Parks Department is to provide a service. Not make a profit. I believe the Parks Department is getting a little too top heavy in administrative positions in their office.
- We need walkways/sidewalks on 7th street from CR 35 to Parkview. 6-8 ft wide.
- Eric and his staff as done Wonders for the City's parks.
- We need a community pool. The YMCA lied about the price to get in and times. Who wants to swim inside when it's 90 plus degrees outside?
- Water recreation would be great. A wonderful safe pool was turned in to an unsafe seasonal skatepark. The pool was safe and family friendly for all ages. Me, my children, and my grandparents have no use for a skatepark. A recreation center with a pool would be even better. The Garrett pool is not the answer. That pool is unsafe and the staff are careless and rude.
- Great place to live.

- I would really like to see some of the old parks repurposed/renovated (Memorial Park comes to mind). All the old baseball diamonds, etc. Are going to waste and the tennis courts were taken out. I'd like more of what was done with the old pool and Thomas Park.
- More disc golf holes.
- It would be nice if there were more things to do for those of us who are mobility challenged. You have all kinds of things for people who have no issues moving. What about those of us who aren't? How about shuffle board courts, horseshoe pits, things like. It would be nice for those who are disabled to have actives as well. Because sadly we are left to find things to do ourselves instead of being able to be part of the community.
- The city needs a free public swimming pool.
- Much better playground equipment is needed, something like the large wooden structure at the park in Leo."
- Pay the $25 sanctioning fee for softball fields so you can charge for tournaments to be held in Auburn. Win, win for auburn.
- We need a public outdoor pool!!
- I'd like to see more diversity on the parks board. There needs to be representation of people who use the parks
- A community center would be an amazing way to offer a centralized space for a variety of events. I know that Kendallville's community center has really taken off!
- In addition to paved trails, I would like to see better lighting along trails. I live close to the Rieke trail, which has limited lighting. During the late fall - winter months it makes it hard to continue to use this specific trail as I continue to work full time (8 am - 5 pm). So, the lack of lighting during hours of which I and many residents are available limits use the trail.
- A splash pad would be awesome! We always travel to the one in Leo.
- I would caution expanding before maintaining and improving existing facilities. It should be a goal to have connectivity between amenities other than cars.
- Vegetable or fruit garden for community services. Adds to the phrenology of the tree program/incentive.
- In question #7 there was a paved trails option, but no unpaved trails option. I enjoy unpaved trails in other communities that we are involved in as well as paved. In some cases, the remain unpaved, in others it is simply the first step to a trail that later becomes paved. Either way, unpaved trails are a great option to be more forward in this area of activity.
- I am looking forward to seeing what the future holds for our parks and recreation. Has anyone ever considered a volunteer group that could help "maintain" the parks. Volunteers could pick up branches on a regular basis before the mowing crew does their job, pick up trash, other tasks
- Would love to see access to the creeks or rivers for kayakers. Also possibly maintain the creeks that way kayakers aren't running into down trees or other jams that stop them from continuing down the creek.

APPENDIX I - PROGRAM CLASSIFICATION

Essential	Important	Value-Added
Princess Tea Party	Painting with Sherian	DIY Wreath
Art in the Park	Senior Walking Club	Wooden Heart Painting
Fishing Derby	Senior Card Club	Marble Painting
Halloween Walk	Hiking Club	Wood Burning with Sherian
Christmas Walk	Yoga in the Park	Santa Paws in the Park
Back to School Bash	Zumba in the Park	String Art
Arbor Day Tree Sale	Wood and Vinyl	Mason Jar Candle Holders
Short Stack 5k	Dog Easter Bone Hunt	Santa on the Go
Spring Break Camps	Movie in the Park	Cupid's Crafts
Summer Camps	Men's Competitive Softball League	Shamrock Shake and Slime
	Summer/Fall Co-Ed Softball League	Build your own birdhouse
	Donuts with Dad	Super Soaker Art
	Muffins with Mom	Giant Jenga
	Tree Planting Basics	Crazy Kaleidoscope
	Master Garnder Series	Harry Potter Craft Hour
	Senior Socials	Christmas Walk Costume Contest
	Nature Scavenger Hunt	Solar Oven S'mores
	Halloween Walk Costume Contest	Star Spangled Crafts
	Family Photo Scavenger Hunt	Ring in the New Year
	Kids Free Flow Art	Turkey Treats
	Chill with a Cop	Story Time with the Grinch
	Hunt for the Great Pumpkin	Bird Watch Bingo
		Egg Decorating Contest
		Lego Creations
		Mud Painting
		Yoga with Libby
		Virtual Lava Lamp
		Franz Karate Training
		At Home Scavenger Hunt
		Creative Rocks
		At Home Planter
		Geometric Painting
		Tornado in a Bottle
		Walking Water
		Cupcakes with Mom Contest
		Jazzercise with Robin
		Pour Painting
		Family Trivia Night
		Art in the Park Camp
		Leaf Suncatchers
		Snow Globes
		Lego Build Off
		Groundhog Day Celebration
		Capture the Flag
		Parent's Night Out
		Snow Flake Creations
		Happy Birthday Dr. Seuss
		Happy Birthday Winnie the Pooh
		Constellation Creations
		Historic Auburn Jeopardy Night
		Arts and Crafts with Auburn Parks
		Wacky Wednesday Relay Day
		PJs & Games

Core Program Areas
Adult
Senior
Special/Community
Softball
Youth Camps
Youth
Virtual
No Go

APPENDIX J – 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.
- Identify a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and ensure they 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 flyer 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.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important. Below are some examples of how the categorize volunteers:

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

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

BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships 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.