

# Leading Your Community Through Transformative Changes and Challenging Conversations

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January 31, 2023



# Introduction

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- Agency role and responsibility to lead through complex issues
- Know your community
- Process development
  - Community leadership
  - Community engagement
  - Thorough and transparent
- Identify best practice
  - Communicate



# Community Center Feasibility Study

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# Community Center Feasibility Study

## Background

Long standing issue in the community

- First levy voted down in 1981
- Most recent levy voted down in 2002

Issue revisited with 2018 Comprehensive Plan

- 81% supported a feasibility study on a multi-generational indoor recreation facility



# Community Center Feasibility Study Task Force

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## Community Center Feasibility Task Force

- Formed by Council in July of 2019
- 16 resident members
- Resident led; Staff supported
- Does the community want/need a community center?
- How to pay for it?



### THE CHARGE

Council charged the CCFTF with presenting a complete and comprehensive report of their study process, findings and recommendations to include, but not be limited to:

1. A review of the history of previous efforts to develop a community center in Upper Arlington.
2. A review of the findings of the Parks & Recreation Comprehensive Plan.
3. A review of existing facilities and programs, including options for replacement of the existing Senior Center.
4. A review of possible locations for a community center.
5. A review of indoor recreation/community gathering centers in other communities.
6. An examination of prospective cost scenarios, including possible amenities and associated costs, as well as funding strategies for both capital and operating costs, including an examination of options for public/private partnerships.
7. An extensive community engagement and participation process.
8. Based on the findings of the feasibility study, to provide a recommendation to City Council on whether and how the City might proceed in its consideration of a community center for Upper Arlington.

# Community Center Feasibility Study Process

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Process focused on community engagement, transparency and rigorous analysis led by three Sub-Committees

1. Community Engagement
2. Facilities
3. Finance



# Community Center Feasibility Study

## Community Engagement

- 12 pop-up events
- 11 focus groups
- 41 individual stakeholders interviewed, representing 15 organizations
- 3 surveys – 2 professionally fielded, statistically valid, 1 Internet survey – with a total of 2,541 responses
- 3 community meetings
- Dedicated Website, Newsletter Updates, Social Media

*70.5% of respondents were familiar with the study*



*3,242 points of input from residents BEYOND public comments at 20 public meetings of the Task Force and its subcommittees*



# Community Center Feasibility Study

## Facilities and Finance

- Site Selection
- Conceptual Program
- Capital Funding
- Financial Pro Forma  
(Base Case & Stress Test)



		PREFERRED SITES EVALUATION																					
CITY	CITY NAME	SITE SIZE (Acres) Area A	SITE SIZE (Acres) Potential Building Footprint	SITE ACQUISITION COST	Weighted Factor (1-5) / Score	SITE UTILIZATION DEVELOPMENT COST	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score	Weighted Factor (1-5) / Score
Kingsdale	Kingsdale	6.2	6.2	3	4.5	3	3.6	5	6	3	3	5	5	5	6	5	5.5	5	6	5	3	3	3.3
MSC	MSC	7.4	7.4	5	7.5	4	4.8	4	4.8	3	3	3	4	4	4	4.8	4	4.4	4	4.8	3	3	3.3
																							50.4





# Community Center Feasibility Study

## Key Points

- Resident led approach with Staff in a Supporting Role
- Consistent and Extensive Community Engagement
- Transparent Process
- Supported by Data
- Advisory Election
  - 79% voter approval



# Creating a Welcoming & Inclusive Environment

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# Commitment to Creating a Welcoming and Inclusive Environment

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Recent changes to operations and policies in efforts to be more inclusive and welcoming

Changes implemented by creating a culture of Inclusion

- Policies
- Training
- Implementation



# Policies

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- Policy Review
- Reactive vs. Proactive
- Communication



# Training

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What?

- Provide foundational training
- Supplement with training from industry experts on important and relevant topics each year

Who?

- Full Time Staff
- Seasonal Management Staff
- Seasonal Front Line Staff



# Training

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- Topics covered in recent years
  - Best Practices working with LGBTQ+
  - Creating an LGBTQ+ Inclusive Environment
  - Recognizing Mental Health Concerns
  - Signs of Substance Abuse
  - Communicating with Caregivers
  - Stress Management and Self-Care for Counselors





# Our Experience

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# Swim Attire Conversation

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Comments from Pool Manager to Customer

"I want this to be an empathetic conversation with you, I know this is a sensitive topic and in no way is this situation your fault. We have had complaints from parents"

"Would you be able to put on a shirt or other covering? Again, I'm really truly sorry this is how you're spending part of your time at the pool, having this discussion I mean."



# Re-defining City's Swim Attire Policy

## Swim Attire-Old

Each swimmer must be wearing proper swim attire

## Swim Attire- NEW

The City of Upper Arlington welcomes participants of all ages, abilities, religions and cultures to our aquatic facilities. Safe swimming is important to us. All participants are required to wear swimming attire suitable for a public family aquatic environment and must meet Health and other regulatory requirements.

### **Appropriate swim attire includes:**

**Only clean appropriate attire designed for swimming is permitted in the water. Appropriate swimwear covers the buttocks, genitals, pubic region, and breasts of those who have them. Coverage of the breast is defined as covering the bottom of the breast to the top of the areola. Body Tape – if applied appropriately – is an acceptable form of coverage.**

Specifically, underwear/compression shorts, thongs, sports bras, and see-through swimwear are prohibited.

In order to maintain water quality all participants are required to have control of their bladder and/or bowels. Options include:

- Reusable or disposable swim diapers/pants such as “Gabby’s” or “Little Swimmers.”
- Plastic pants with tight fitting elastic around the waist and legs.



# Re-defining City's Swim Attire Policy

Approved Swim Attire for City of Upper Arlington Aquatics Facilities



2 piece  
Tankini



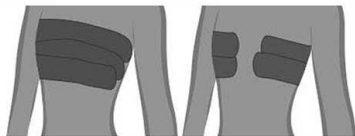
1 piece  
Bathing Suit



2 piece  
Bathing Suit



Swim Trunk



Body Tape



Swim/Surf  
Shirt\*



Plastic Pant  
or Rubber Diaper



Long Swim  
Briefs



Short Swim  
Briefs



Modesty Swimwear\*

No street clothes, underwear/compression shorts, thongs, sport bras and see-through swimwear.

\* When purchasing, please confirm that this item is specifically made for swimming or swimming pools



# Implementation

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- **Create a well thought out process or policy you can support**
  - Seek input on creation if needed
- **Ensure policy is clear to the community and the staff**
- **Communicate thoroughly to the community and your staff**
- **Provide your staff with tools to help them do their job**
- **Support your staff**



# **Athletic Field Management Program**

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# Athletic Field Management Program

## Past:

- Decades of very anemic management and very robust athletic programming
- Longstanding tradition of **not** using pesticides
- Longstanding issues with condition from sports user groups
- Multi use parks
  - No dedicated athletic park or fields
  - Not originally designed to be athletic fields
- Comprehensive Plan illustrated community expectations and priorities with data.
  - Recommendations



# Athletic Field Management Program

## 2020-2021 Turf Program

- Hired a dedicated Sports Turf Specialist
  - Priority, consistency and increased frequency to cultural practices
- Significant budget in supplies/product
- Significant investment in equipment

***Resulting Conditions?***  
Better...





# Athletic Field Management Program

## Department Review

- Maintenance/Programing/Infrastructure

## Research

- OSU & OTF
- Other universities

## Exploration

- Other agencies maintenance & programing
- Public and private sector experts

## Feedback from Residents and user groups

- Listen, listen, listen



# Athletic Field Management Program

Meetings: (meetings, and more meetings)

- Public:
  - Parks and Rec Advisory Board X3
  - Council X3
- Small groups or 1:1:
  - For residents, board, and council members X ?



***Safety and Playability***



# Athletic Field Management Program

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## Review results

- Conventional, Organic, and Integrated Turf Management
- What works or doesn't work for our unique circumstances

## Options pros/cons

- Highest result with lowest impact or risk

## Misconceptions

- Alleviate fears
- Focus on main objective



***Safety and Playability***

# Athletic Field Management Program

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New program:

## ***Integrated Turf Health Management***

- Refined approach unique for City of UA
- Detailed and objective field assessments
- Field condition rating
- Levels: Maintenance 1,2,3 or Rescue
  - Prescribed Levels and available Tools (applications and products)
    - Usage is subject to assessment and conditions, not automated





# Athletic Field Management Program

## Department Policy and Guidelines\*:

- Inspections
- Maintenance Levels
- Tools or Products (if necessary)
  - *City Imposed Usage Restrictions:*
    - Product review
    - ODA license
    - Extended re-entry period
    - Ongoing training and education for staff
- Communication
  - Signage on fields
  - Information on website
- Annual update presented to PRAB and City Council



**\*Council Supported**

# Summary

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- Focus – Do what is right for your community
- Leading and adjusting processes
- Preparing for push back, emotional appeals, distrust
- Working with City Leadership
- Transparency – show work
- Recognize staff efforts



# Thank You!

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