

# Lakewood Active Living Task Force

**Recommendations Report**  
December 2015





**City of Lakewood**  
12650 Detroit Ave.  
Lakewood, OH 44107

(216) 521-7580

<http://www.onelakewood.com/>

<https://www.facebook.com/pages/City-of-Lakewood-Ohio-Municipal-Government/176605282230>

<https://twitter.com/LakewoodOhio>



## County Planning

### **Cuyahoga County Planning Commission**

2079 East 9<sup>th</sup> Street  
Suite 5-300  
Cleveland, OH 44115

216.443.3700

[www.CountyPlanning.us](http://www.CountyPlanning.us)

[www.facebook.com/CountyPlanning](https://www.facebook.com/CountyPlanning)

[www.twitter.com/CountyPlanning](https://www.twitter.com/CountyPlanning)

### **About County Planning**

The Cuyahoga County Planning Commission's mission is to inform and provide services in support of the short and long term comprehensive planning, quality of life, environment, and economic development of Cuyahoga County and its cities, villages, and townships.

## Recommendations Report 2015

Very special thanks to all providers, businesses, and citizens in the Lakewood community who contributed to this report.

### **Elected Officials**

Michael Summers, *Mayor*  
Mary Louise Madigan, *President of Council*  
Ryan Nowlin, *Vice President of Council*  
David Anderson, *Councilperson*  
Sam O'Leary, *Councilperson*  
Shawn Juris, *Councilperson*  
Tom Bullock, *Councilperson*  
Cindy Marx, *Councilperson*

### **Prepared by the Lakewood Active Living Task Force**

Jay Foran, *Chair*  
Mike Callahan  
Mary Louise Madigan, *Councilperson*  
Maureen Powers  
Chris Sinagra  
Monique Smith  
Joe Stolitza  
Stephanie Toole  
Ben Van Lear  
Tom Zigman

### **Additional input from:**

Betsy Shaughnessy, *Lakewood Board of Education*  
Gary Rick, *Lakewood YMCA*  
Vince Frantz, *Public Square Group*  
Radu Simion, *Intern, City of Lakewood*

### **With assistance from the Cuyahoga County Planning Commission**

Glenn Coyne, *FAICP, Executive Director*  
Meghan Chaney, *AICP, Senior Planner*  
Andrew Boughn, *Intern*  
Greg Sanders, *Intern*  
Robin Watkins, *Geographic Information Systems Specialist*

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## **Mission:**

**To ensure that all individuals who live, work, and play in Lakewood can take part in an active lifestyle with appropriate access to high quality recreational services and experiences.**



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## Table of Contents

Executive Summary.....	1
Introduction and Methodology.....	3
Task Force Background Research.....	11
Goal Statements.....	17
Recommendations and Action Items.....	19
Implementation Table.....	49
Appendices.....	63

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## Executive Summary

The City of Lakewood appointed the Lakewood Active Living Task Force (Task Force) in June of 2014. The charge for the Task Force was to conduct a comprehensive study and to create actionable recommendations meant to ensure Lakewood remains a community that is oriented towards active living, featuring cutting edge programming and opportunities that will continue to make Lakewood an attractive option for all age groups.

Task Force members met diligently over the course of twelve months, gathering knowledge and expertise from local professionals in the planning, health, and research fields and conducting independent background research and benchmarking against other communities throughout the United States.

Primary research was performed through a targeted survey of recreation and active living providers in and around Lakewood. This Providers' Survey, explained in greater detail in the *Task Force Background Research* portion of this report, yielded insight to the provider's experience in Lakewood, and illuminated needs and opportunities that ultimately informed the recommendations in this report. Trends revealed by the providers' survey include that many providers face program limitations due to barriers associated with physical space, funding, social perceptions, and other resource barriers. Furthermore, the survey highlighted that many providers felt that they would benefit from coordinated assistance in addressing various organizational and administrative needs, obtaining and synthesizing user data, and in advertising. Better communication and coordination among providers and between providers and municipal institutions was also a trend.

The Task Force also performed a Benchmarking Study, explained in greater detail in the *Task Force Background Research* portion of this report, in which select U.S. cities were studied that exhibited various similarities to the City of Lakewood and had been recognized as being national leaders in active living programming and opportunities. Planning and goals documents regarding active living and recreation from each of these cities were studied, while Task Force members also interviewed appropriate staff to gain better understanding of how each of the places approached active living and innovative programming. Trends uncovered in this benchmarking effort include the growing popularity of shared use agreements, multi-functional parks and spaces, and increasing access.

Equipped with this wealth of background knowledge, Task Force members began the work of drafting a series of goals, recommendations, and action items meant to ensure that *all individuals who live, work, and play in Lakewood can take part in an active lifestyle with appropriate access to high quality recreational services and experiences.*

This Report defines the resulting five goals, or basic statements of what active living *should be* in Lakewood. The following goal statements provide the framework for recommendations and action items contained in this Report and the means to accomplish the mission of the Task Force.

The first goal—*effective communication and comprehensive educational outreach occurs frequently among all agencies, businesses, and individuals involved in active living and recreation*—includes recommendations pertaining to increased communication between providers and participants; among active living and recreation providers, and increased educational efforts to both alert potential



participants to active living and recreational opportunities and to educate people about the importance of a health and active lifestyle.

The second goal states that *collaboration should be the practiced standard between public entities and the private sector in order to foster efficiency, creativity, and excellence in the delivery of active living and recreational opportunities*. Recommendations involve fostering greater collaboration among all players within the City: among active living and recreation providers, and between these providers and community institutions, organizations and the general public.

Recommendations in the third goal—that *all major investments, purchases, and operations consider active living and recreation, are properly vetted by partnering agencies, and reflect the context of the neighborhood and the broader community*—involve ensuring that active living considerations become woven into the fabric of everyday decision making in Lakewood—decisions regarding investments, purchases, and operations, including the recommendation that an Active Living Coordinator staff position be created to address and advocate for active living and recreation needs.

Goal four relates to more physical recommendations involving infrastructure, facilities, and programming: that *infrastructure, facilities, and programs are expanded or renovated in a manner that compels people to participate more fully in active living and recreational activities*. Recommendations in this goal section include complete streets implementations, adaptive reuse of underutilized buildings, and ensuring a safe environment for active living participants.

The final goal states that *sufficient capacity and access exists so that all providers and users can be fully engaged in an active lifestyle*. Recommendations include assessing and addressing gaps in service and implementing solutions to physical, financial and social barriers.

The body of this report—the Recommendations and Action Items portion—explains in greater detail each of these goals and their associated recommendations and action items, while providing the needs being addressed, research and examples. The goals, recommendations, and action items contained within this report are meant to serve as a suggested guideline for everyone involved in active living in Lakewood—from city government and agencies, to community institutions, to individuals businesses and residents. In order to make this effort as accessible and actionable as possible, an *Implementation Table* was created that outlines the priority of each recommendation and action item, its likely timeline for implementation, potential lead organization and potential partners, possible funding sources, and the target population that the action item is designed for.

Finally, several appendices are included in this report, further detailing efforts, findings, and research used by the Task Force.

## Introduction and Methodology

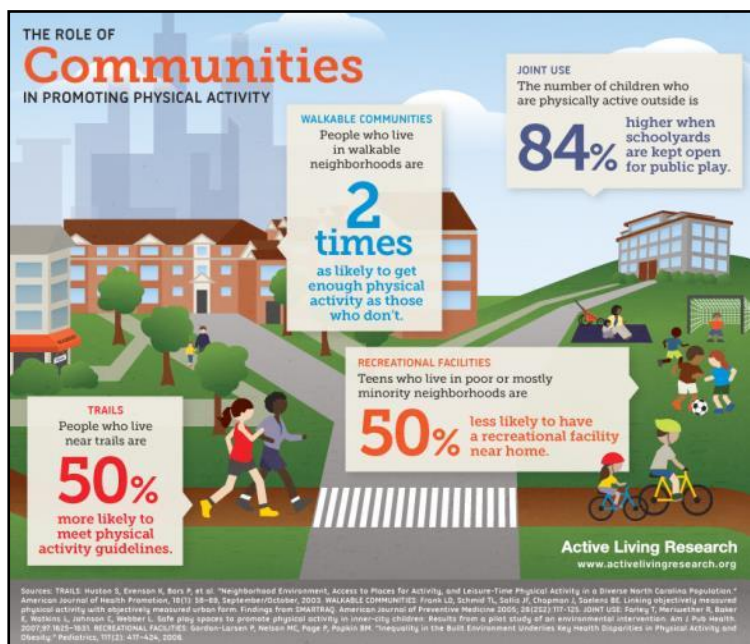
### Active Living and Lakewood

Even among the vast diversity of Cuyahoga County's various communities, the City of Lakewood stands out: with its nostalgic front porches, dense network of sidewalks, engaging destinations, diverse populations, and strong sense of community, Lakewood has gained national recognition as one of America's best suburbs. It is a community with deep roots, uniquely typifying America's historic inner ring suburbs, yet Lakewood is also a place that embraces innovation and reinvention. This is also true in how Lakewood as a whole—institutions and community organizations, residents, and businesses—approaches opportunities for active living and ensuring the health of its current and future populations. With inclusive and diverse community programming, services, infrastructure, and design, Lakewood has a host of opportunities to become a beacon in healthy and active living.

Communities across the country are reexamining their active living opportunities in a more comprehensive fashion in order to become healthier, more vibrant and attractive places for residents, businesses, and community institutions. This is especially salient considering our nation's epidemic of obesity and related chronic diseases.

Although health campaigns have been fighting the ills of sedentary lifestyle and poor diet for decades, national rates of obesity and related chronic diseases have continued to rise. As of 2014, 60% of adults and 17% of children are overweight or obese. Local health data reveals equally concerning health trends. The 2014 County Health Rankings ranked Cuyahoga County 65 out of 88 Ohio counties for health outcomes,<sup>1</sup> with 64.6% of adults in Cuyahoga County being overweight or obese.<sup>2</sup> In Lakewood, the mortality rate for heart disease was 251.7 per 100,000 persons, the highest in Cuyahoga County.<sup>3</sup> It has become apparent that traditionally individual-focused health interventions designed to combat chronic disease have not been fully effective.

As an alternative, professionals in medical and social health fields have increasingly focused on the physical and social elements *in communities* as the best—and perhaps the only—way to engender a healthy population.



Activelivingresearch.com

Indeed, societies have used environmental design measures to solve the public health problems for centuries. In the late 19th century, architects and urban reformers helped defeat diseases like cholera and tuberculosis by improving building, street, and neighborhood design. In the 21st century, neighborhood design can



again play a critical role in combating the biggest public health epidemics of our time: obesity and related chronic diseases such as diabetes, heart disease, and certain cancers. Research suggests that neighborhood design can have a significant impact on physical activity and health, especially through features such as land use mix, walkability, bicycling infrastructure, and parks and open space.<sup>4</sup>

Not only have professionals in the planning and health care fields come to understand that individual health is largely a function of where one lives—the opportunities one has in their neighborhood to engage in a healthy and active lifestyle—but communities have found that fostering a physical, social, and policy environment oriented towards active living has essential economic and social benefits that help to attract and retain residents, business, and institutions. This includes enhanced economic resilience, increased civic engagement, and a reduction in many municipal costs associated with an inactive and unhealthy constituency.

Being an older “streetcar” suburb, Lakewood has the advantage of density and mixed-used development patterns that are conducive to an active and healthy lifestyle. Featuring sidewalks throughout the community, destinations within walking and biking distance (including robust commercial corridors), a number of large and small parks, and a multitude of public and private recreation providers, Lakewood offers many opportunities to individuals who live, work, and play in Lakewood to engage in a healthy and active lifestyle.

Lakewood’s unique attributes also create unique opportunities. As a vibrant and exciting area, Lakewood has attracted a wide range of age groups. “Millennials”—those born between the early 1980’s to the late 1990’s—comprise close to 35% of Lakewood’s population. Millennials have been shown to base residence and work choice on authentic experiential opportunities—opportunities that shape their quality of life. Baby Boomers and Empty Nesters are another large segment of Lakewood’s population. As a whole, this group tends to seek a more connected, active healthy life style as well. According to a survey *Investing in Place* performed by the American Planning Association, both millennials and baby boomers want better transportation options, walkable communities, technology-enabled cities, and housing that would allow “aging in place.”<sup>5</sup> Furthermore, as of the 2010 Census, Lakewood had 5,684 households (22% of all households), with children under the age of 18<sup>6</sup>. These family households tend to put a strong emphasis on opportunities for active and healthy living when making decisions of where settle permanently and invest in communities.

Lakewood’s density and large population base have also attracted a number of different recreational providers. While these various players have augmented the recreational and active living opportunities within Lakewood, there is a need for coordination among these programs and providers to increase the efficiency among and access to these various opportunities. Lakewood’s density, although contributing to its walkability and connectivity, also means that opportunities to devote additional land and space to recreation purposes are more limited than in less-dense communities. Very few open spaces remain in Lakewood to either expand the current parks system or create new recreational opportunities.

In order to remain an attractive city for all segments of the population, Lakewood must anticipate how to best facilitate an active and healthy lifestyle that connects people to their broader community in a coordinated and comprehensive manner. Indeed, the City of Lakewood has undertaken several planning and outreach processes in the past several years, all of which identify the expansion of active living investments as a priority.



## Existing Plans and Related Efforts

A number of studies and planning processes have been completed in recent years that pertain to active living in Lakewood. These plans and efforts were *not* performed by the Task Force, but were consulted to help inform the recommendations in this Report. Below is a brief summary of these studies. For a more in-depth summary of each endeavor and the goals, recommendations, and findings that relate to the Lakewood Active Living Taskforce, please see Appendix A.

### Lakewood Community Vision (2014)

The 2014 Lakewood Community Vision enumerates goals and recommendations within various topic areas, which include commercial development, community wellness, education and culture, housing, mobility, and safety. Contained within all six of these topic areas are goals and recommendations that impact active living in Lakewood.

Recommendations include designing and developing commercial districts to provide for a safe and inviting pedestrian experience; creating a safe and inviting environment for all forms of active transportation through infrastructure enhancement; and ensuring that streets, parks and public spaces are designed to be safe, beautiful, and encourage community interaction. The community wellness portion of the Vision document includes recommendations regarding the enhancement or expansion of infrastructure, programming, and other resources to support active lifestyles. This section also touches on educational outreach and policy development to both empower and educate people about active and healthy living.

### Park System Strategic Plan (2010)

The Park System Strategic Plan made recommendations for the management of all parks and was created to provide a decision making tool that set priorities and outlined implementation. The Plan drew from analysis of existing conditions and community input to establish goals for parks and public spaces. The plan states that parks should be safe; have quality facilities; be accessible to all residents; help protect natural, social, and cultural resources; and should be designed for year-round use.



Source: Lakewood Park System Strategic Plan.

### Lakewood Bicycling Priorities Report (2014) and the Bike Lakewood Master Plan (2012)

Safe and effective bicycle infrastructure plays an important role in overall community health, impacting access, mobility, and opportunities for physical activity and recreation. As such, two important Plans were consulted.

The City of Lakewood's 2012 Bike Master Plan involved the clarification and promotion of the Lakewood's bike system and increasing the safety and mobility of cyclists. Recommendations included the expansion of the bikeway system through the installation of shared use lanes, bicycle signage, and a designated network with appropriate signage and bike racks, as well as education for both cyclists and motorists. In 2014, Bike Lakewood, a resident-led advocacy





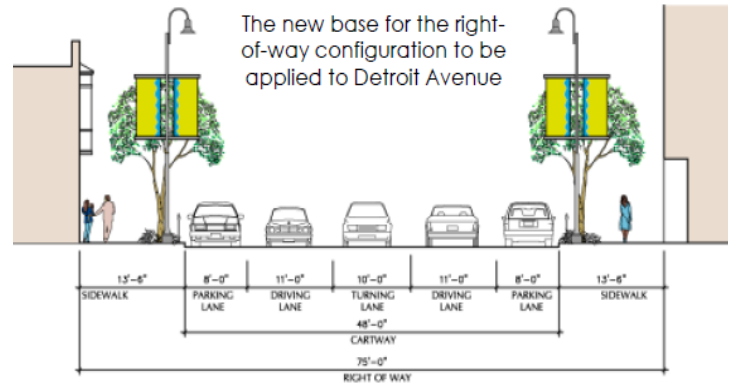


group, published the Bicycling Priorities Report, which put forth several measurable goals, including a 5% shift in overall trips to bicycle trips within 10 years; completing a yearly infrastructure report card would help Lakewood gather input on road and biking conditions; and adopting a “Vision Zero” policy with the goal to achieve no fatalities or serious injuries.

### **Detroit Avenue Streetscape Plan (2008)**

As the main commercial thoroughfare in Lakewood and a major east-west commuting corridor, Detroit Avenue plays an important role in engendering an environment conducive to active living in Lakewood. In 2008, the Detroit Avenue Streetscape Plan was published outlining goals related to the simplification of street configuration; redefining the development patterns; accommodating different modes of travel; and investing in physical improvements to revitalize key locations along Detroit Avenue.

Recommendations that are especially pertinent to this Recommendations Report include those improving the flow of traffic on Detroit Avenue and improving the pedestrian environment and experience.



Source: Detroit Streetscape Plan

### **Birdtown Action Plan (2009)**

The Lakewood Active Living Task Force recognizes that many important strides towards active living will occur at the neighborhood level. The task force endorses neighborhood planning efforts as they will almost always touch on quality of life issues of residents—largely having to do with being able to live an active and healthy lifestyle with access to quality recreational facilities and infrastructure. The Birdtown Action plan does precisely this. Located in the southeastern portion of Lakewood, the Action Plan made several recommendations for the neighborhood regarding streetscape enhancements; neighborhood cohesiveness and safety; access to parks and alternative transportation infrastructure; and improving the pedestrian and bicycle network.

### **Triad Research Group: Community Survey Regarding Lakewood Recreation and Education Programs (2014)**

The Lakewood City Schools Community Recreation & Education Department hired Triad Research to conduct a telephone survey to measure overall satisfaction with the Recreation and Education programs, services, and facilities and to understand if there other kinds of programs or activities residents would be interested in that the Department could offer.

Overall, the survey found that the majority of Lakewood residents (79%) were very satisfied or satisfied with the recreational programs and facilities available. Several key findings that are pertinent to the Task Force’s recommendations include:

- Newer residents are less likely to participate in a Lakewood City Schools Community Recreation and Education Department sponsored program or activity.
- Satisfaction with youth programs is very high
- The majority of respondents (78%) indicate that the most important use of schools are providing activity rooms for school age children for after school programs
- 80% of respondents felt the Department should offer wellness programs



- Interest was expressed for more swimming, basketball, and fitness opportunities

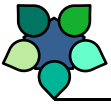
### **Lakewood Active Living Task Force**

In order to address these important issues and efforts in a meaningful way, the City of Lakewood appointed the Lakewood Active Living Task Force (Task Force) in June of 2014. The Task Force was charged with defining the current climate and scope of active living opportunities in Lakewood; identifying methods to improve awareness and connectivity to providers and programs; performing background research on benchmark communities; and forming recommendations that address Lakewood active living needs and opportunities.

Over the course of 12 months, the Task Force met to complete the above charge: the Task Force gathered materials and input from preexisting studies and planning efforts, and engaged professionals from the planning, health, and research fields. Perhaps most importantly, the Task Force engaged current recreation providers in Lakewood to conduct a providers' survey, to be discussed in the "Task Force Background Research" section.

Equipped with the knowledge gathered from these efforts and the familiarity gained from living in Lakewood, Task Force members drafted a series of recommendations meant to ensure that all individuals who live, work, and play in Lakewood can take part in an active lifestyle with appropriate access to high quality recreational services and experiences. It should be noted that in many instances, recreational opportunities, programming, and infrastructure are discussed as an importance component to active living. When used, the term 'recreation' is meant to capture all recreational opportunities in Lakewood in a general sense, and is not specific to any one entity. In some instances, however, specific recreation providers or groups are the focus of a particular recommendation, such as Bike Lakewood, or the Lakewood City Schools Community Recreation and Education Department. In those cases, the specific recreation provider will be named.

The following section touches on some previous studies that have been concerned, at least in part, with active living and recreational opportunities in Lakewood.



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## Task Force Background Research

Prior to the formulation of recommendations, the Lakewood Active Living Task Force also conducted two key pieces of research in order to better understand the current conditions, opportunities and needs of active living and recreation in the City of Lakewood. These included a providers' survey and a benchmarking study.

### Providers' Survey

In order to gauge the current state of recreation in Lakewood, as well as to gain feedback and ideas from the providers' themselves, the Task Force conducted a "Providers' Survey". The providers' survey had several objectives: 1) engage both private and public providers in order to determine a baseline of what is currently being offered in terms of active living and recreation in Lakewood, 2) alert providers to the Task Force's work and understand what the provider experience has been in Lakewood 3) understand where gaps in service exist and where redundancies could be reduced, and 4) understand where possible partnerships or coordination among providers could occur. Twenty-six entities involved in the provision of recreation or active living in Lakewood were interviewed using a questionnaire that was developed by the Task Force. Questions involved data regarding programming, organizational structure, participation, customer feedback, barriers, neighborhood setting and perception, program and maintenance funding, participation in community events, advertising methods, and partnerships within the community. The survey also asked providers about acquired business knowledge and particular challenges faced as well as ideas they might have as to how to increase the overall activity levels of those living or working in Lakewood.

The full questionnaire and summary of results can be found in Appendix B. Below are the findings that are most relevant to the Task Force:

#### Programming

- Half of the providers conduct at least some of their activities or programming outside, utilizing fields, parks, private or municipal infrastructure.
- None of the respondents identified Lake Erie or the Rocky River as a resource.
- The majority—15/26 organizations—indicated that there are programs or amenities that they would like to offer but cannot due various constraints, mostly due to facility or staffing needs or program option limitations.
- Several (5) indicated that they have programs or amenities that are underutilized, most commonly having to do with time of day. Those include some of the largest providers in Lakewood, including the YMCA and the Beck Center.

#### Organizational structure

- 6 are managed mainly by 1 person.
- 6 organizations are 100% volunteers.
- Almost half of those interviewed have at least one person in charge of coordinating activities with other groups, agencies, or facilities.
- Many respondents (9) have performed surveys to gain customer feedback or anticipate changes in customer needs or wants.



### **Participation**

- 80% of respondents track participation, most through registration or enrollment. Only 6 use a software program to do this.
- 73% indicate peak periods with summer being the peak season, and early morning and evening begin the peak hours for most organizations.
- Of all respondents, Lakewood Skatepark and Iceland/Serpentini Arena had the largest regional draw, with 65% and 90%, respectively of participants coming from outside of Lakewood.
- Nine of 26 respondents indicated most participants came from households with middle- to upper-income levels.
- 16 of the 26 survey respondents said that most participants arrive by car.
- Although the majority of respondents indicated that parking was either not or only sometimes an issue, two of the largest active living and recreation providers—the YMCA and the Lakewood City School Athletic Department—indicated that parking was an ongoing issue.
- Only 6 survey respondents had conducted some type of customer survey, varying from a comprehensive survey to short surveys distributed post-season.

### **Barriers**

- 9 organizations indicated that some barriers had to do with perception: either lack of understanding, lack of communication, or associated biases or stigmas.
- 9 organizations identified physical barriers included location or lack of transportation to that location; issues with the physical layout of the structure or building or the surrounding neighborhood; or conflicting schedules with other programs.
- Safety: of the 20 organizations that answered this question, all 20 indicated that the neighborhood was safe, with 14 of these respondents indicating that their neighborhood was 'very safe'.
- 11 survey respondents felt that the street where it is located or conducts its activity is either busy or very busy.

### **Funding**

- Sports organizations are more dependent on the City (and therefore municipal funds) for the upkeep and maintenance of fields than they are for programming.

### **Partnerships with other organizations**

- 22 of the 26 respondents indicated that they do partner with other organizations, and of these, over half have partnered with the City of Lakewood or the Lakewood City Schools.

### **Community advertising:**

- The most heavily used types of advertising were through social media and websites, the use of signage, and through newspapers, newsletters and mailings.
- Surprisingly, only one named the Lakewood Chamber of Commerce as a resource for advertising.

### **Community Participation and Awareness**

- Most (16) respondents have participated in a community-wide event, with the Lakewood Community Festival, and the 4th of July Parade being the most frequently mentioned.



- 13 respondents indicated they were not or only somewhat aware of benefits offered by the City for businesses and organizations.

### **Acquired knowledge**

- 13 responded to this question, most respondents indicated that knowledge that they possess now that would have been most helpful at the beginning of the organization or program involved understanding the details of organizational set-up, management and funding.

### **Other ideas and feedback:**

- Need to reach a broader base of participants.
- Improve the coordination, communication, and relationship between independent providers and the City, Schools, and Lakewood City Schools Community Recreation and Education Department.
- Creation of a universal website or public relations campaign for active and healthy living would be beneficial.
- Better organization of available field space. Work with Cleveland to utilize their underused parks on the west side.
- Create more greenspace.
- Encourage complete streets with better and safer bicycle and pedestrian amenities that are better maintained.
- Utilize knowledge and expertise found at Lakewood Hospital—i.e., nutritionists, therapists, trainers, chefs.
- Advocate for a “no TV day” to get people outside more.

## **Benchmarking Research**

In addition to the providers’ survey the Task Force engaged in a “benchmarking study” to determine innovations in promoting active living that could be applied in Lakewood. The Task Force investigated other cities of comparable sizes, densities, climates, or similarly organized recreation departments that have been recognized nationally as healthy and active places. Task Force members studied endorsed municipal or recreation plans and interviewed recreation staff via telephone or email.

Below is a description of some of the most relevant initiatives among some of the cities included in the benchmarking study. A complete outline of this benchmarking effort can be found in Appendix D.

**Burlington, VT:** Burlington has attempted to ensure all activities and events are family oriented, especially in the parks, with the goal of getting people out of their houses. In terms of creating internal goals and designing programs, the City considered “recreation” to be anything that got people outside. In terms of park management and administration, Burlington is able to cover 70% of the parks and recreation budget from revenues recreation activities and events. Although the Burlington Recreation Department is not housed within the School System, the schools run some of the programs in the facilities. The Recreation Department features staggered hours to allow for better customer service and improved access. The representative from the Recreation Department that was interviewed stressed the importance of having parks and recreation in the same department, and recommended using a software program designed for recreation providers to track participation in order to best serve the community.<sup>7</sup>



**Ann Arbor, MI:** Ann Arbor has an innovative program in that the City works with private businesses to sponsor additional features at facilities, such as concession stands. Also of interest is that the Recreation Department in Ann Arbor focuses on making a concerted effort to get people out of their homes during the winter to be active.<sup>8</sup>

**Medford, OR:** In Medford, the City and Schools have a reciprocal relationship in which the City relies on the schools for indoor facilities, and the City leases other recreation areas to the schools. In recent years, the Recreation Department has focused on increasing service for seniors and teens while the City has focused on expanding its trail system.<sup>9</sup>

**Boulder, CO:** According to the Master Plan developed by the Boulder Parks and Recreation Department, the Recreation Department has set the goal that all facilities be safe for children, are ADA compliant, and senior citizen accessible. The City has also set a policy to use the Parks as a driver for tourism and had established a Permanent Parks and Recreation Fund from property and development tax.<sup>10</sup>

**Nashville, TN:** The City of Nashville has invested greatly in connectivity through the creation of greenways that connect recreation facilities, schools, and homes. The City has developed an interactive “Park Finder” app that shows locations and amenities of nearby parks.

**San Antonio, TX:** The San Antonio Recreation Department created the “Fit Pass 2.0” program, in which a passport-like document is given to residents. The more fitness or physical activity programs one participates in, the more stamps one gets on the Fit Pass. Stamps allow eligibility for prize giveaways. San Antonio has invested in a “Mobile fit” van, which provides temporary recreation facilities in underserved areas of the city.<sup>11</sup>

**Madison, WI:** Like Lakewood, the Recreation Department in the City of Madison is run through the City Schools and is the primary provider for Madison residents. The Department is heavily focused on access for all ages and areas of the City. Like San Antonio, the Department has a “Fit2Go” van, which features equipment that can be easily erected and dismantled in underserved areas and is designed for community outreach for physical activity and healthy lifestyle education. The schools have implemented a “Healthy Self” program in all elementary after school programs to educate kids about the importance of a healthy and active lifestyle with positive self-image. Recognizing that not all kids are sports-inclined, the Recreation Department also offers innovative programming such as Super Hero Training Camp to promote a healthy lifestyle in new ways and to diverse interests. Both the City of Madison and the Recreation Department encourages local companies to get involved in the maintenance of facilities.<sup>12</sup>

**Royal Oak, MI:** In their 2013-2018 Parks and Recreation Master Plan, the City of Royal Oak defines access for all ages, income, and abilities as a priority goal. The Plan also promotes the use of parks for multiple purposes and recommends activities that promote intergenerational interaction between seniors and youth.

Overall, the benchmarking study revealed several trends across the cities researched. Activities that are generally gaining in popularity and demand include outdoor, nature-oriented, and trail activities such as hiking and mountain biking as well as passive recreation, as are activities that are included in fitness regimens, such as running, cycling, yoga and Pilates, as are alternative sports and venues such as ultimate Frisbee, Cyclocross, and skate parks. Activities that are generally declining in participation include organized adult team sports.



Most cities studied have been focusing on accessibility of parks, open areas and recreation or active living opportunities across all ages, abilities, cultural affiliation, and income. Likewise, many cities are also focusing on increasing connectivity, both within the established parks system and between parks and other community destinations, such as schools, libraries, as well as commercial and business concentrations. Communities are also increasingly establishing shared use agreements between cities, schools, churches, senior centers, and other community institutions to increase participation in and access to physical activity opportunities while reducing overhead costs.






Trends noted in benchmark cities were reinforced by findings in the *Sporting Goods Manufacturers Association 2012 Report*. The Report found that participation in “fitness sports” and “outdoor sports” had the highest participation and stable levels over the three year study period within the general population, while individual sports showed declining participation. The study further showed that Millennials (those born between 1980-1999) are engaged more overall in all areas of physical activity. Particularly pertinent to the Task Force is Report’s finding that those activities that youth *wish* to become more engaged in most were swimming, bicycling, and camping.



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## Goal Statements

Needs and opportunities for active living in Lakewood emerged from the research and outreach activities outlined in the previous sections of this Report. From these needs and opportunities, the Lakewood Active Living Task Force defined goals, or basic statements of what active living *should be* in Lakewood. The following goal statements provide the framework to define and prioritize recommendations and action items contained in this Report and to accomplish the mission of the Task Force.

-  Goal I. Effective communication and comprehensive educational outreach occurs frequently among all agencies, businesses, and individuals involved in active living and recreation.
-  Goal II. Collaboration is the practiced standard between public entities and the private sector to foster efficiency, creativity, and excellence in the delivery of active living and recreational opportunities.
-  Goal III. All major investments, purchases, and operations consider active living and recreation, are property vetted by partnering agencies, and reflect the context of the neighborhood and the broader community.
-  Goal IV. Infrastructure, facilities, and programs are expanded or renovated in a manner that compels people to participate more fully in active living and recreational activities.
-  Goal V. Sufficient capacity and access exists so that all providers and users can be fully engaged in an active lifestyle.



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## Recommendations and Action Items

The following recommendations and action items are intended to spark discussion and new ideas among all sectors of the Lakewood community. These recommendations are not prescriptive: rather they are meant to serve as a resource guide for all entities and individuals interested in advancing the active living environment in Lakewood.



### Goal I. Communication and Education

*Effective communication and comprehensive educational outreach occurs frequently among all agencies, businesses, and individuals involved in active living and recreation.*

Effective communication is critical to the successful management of all aspects of society—from a household to a municipality. The proper flow of information must occur within an organization to ensure efficiency; between organizational sectors to increase local or regional competitiveness and innovation; and from an organization to its intended consumers and back again.

Communication is especially important in terms of promoting a healthy and active lifestyle—both at the individual provider level and in the provision of services at the municipal level. Indeed, in its *Healthy People 2010*, the United States Health and Human Services reported that health communication is vital for every aspect of health promotion and quality of life, especially given the increasing realization that environmental and social factors play a large role in overall health and the promotion of healthy behaviors. The report goes on to indicate that communication must not only transmit information to be effective, but must also be transformative, that is, impact behaviors through education.<sup>13</sup> Communication is of particular importance, as task force discussion revealed several opportunities that could have been implemented to increase efficiency or user experience if a better communication system was in place.

With this in mind, the Lakewood Active Living Task Force set forth the following recommendations and action items meant to increase the flow of information both within and among organizations involved in active living and recreation in Lakewood, between those organizations and their patron base, and to help transform behaviors impacting health through educational outreach.

**A. Encourage active living and recreation providers to seek, use, and incorporate user feedback on a regular basis.** Acquiring user feedback is critical to any organization in order to respond to consumer needs, remain competitive, and get the greatest return on investment. Furthermore, the collection of feedback can provide useful information that can be collected and analyzed across the active living and recreation sector to better anticipate trends, address needs, and increase efficiency in a systematic manner. However, according to the Providers' Survey that was conducted by Task Force members, only six respondents actively sought customer feedback on a regular basis or conducted some type of customer survey.



1. ***Create a universal survey template form for the use of all active living and recreation providers*** in order to reduce overhead costs and create consistency across all providers and sectors involved in active living and recreation. A survey template for providers to use would reduce the overhead costs and staff resources associated with performing surveys that many smaller providers would have difficulty expending. Consistency in questions asked and choice of answers would allow findings to be more easily and accurately synthesized.
  - a) *Surveys should be performed on an annual or semi-annual basis* in order to capture emerging trends in user preferences.
  - b) Ensure that *surveys are inclusive of all people and demographic sectors* in Lakewood in order to capture how user experience and preferences differ from one group to another. Ensuring inclusive feedback has important implications for access for all ages, abilities, and racial and cultural affiliation.
  - c) *Ensure that the survey is designed and conducted to yield valid and credible results* by engaging a professional or firm with experience in primary research and surveying to help both create the template and coach active living and recreation providers in proper survey administration. Surveys should be designed and administered to avoid leading questions or surveyor bias. Those being surveyed must feel that they can honestly and confidentially share their opinions and experiences.
  - d) *Conduct “in-situ” surveys*, documenting user experiences *at* active living and recreation sites throughout the city in order to understand what Lakewood residents want. Often, user experience is best gained at the site where the activity is taking place. Users have their experience fresh in mind and are able to better visualize the factors that either enhance or detract from it. Furthermore, people are more likely to participate in surveys taken at the place of activity.
2. ***Investigate the creation an online forum for user feedback***, such that active living and recreation participants can leave comments, questions, and inquiries that can be documented and addressed on an ongoing basis. (See also Goal I.B.1.)
  - a) Encourage providers to *upload and share feedback results* (including survey results discussed under Recommendation A) so data can be synthesized and compared across the active living and recreation sector.
  - b) *Create a plan for the maintenance of the website* that describes management and funding resources.
3. ***Use data from provider feedback, information gained from the Triad Survey, the Lakewood Planning Department, and other efforts to reach demographics that exhibit lower participation rates***, including lower income families, minorities, residents new to the community, and younger segments of the population. Such information may reveal real and perceived barriers facing these populations that are preventing the fullest level of participation. For example, lower income families might feel that a particular activity is too expensive. Better advertising about actual prices may dispel that perception, or a targeted scholarship program may be appropriate.
4. ***Encourage the City of Lakewood to purchase—and offer to providers at a nominal cost—software that tracks participation*** and has the ability to analyze data gathered. The majority of respondents in the Providers’ Survey indicated that they track participation, suggesting there is a wealth of data being collected but not being synthesized at a city-wide level. Software



purchased by the city could be shared with all providers so consistent data is being collected and could therefore be analyzed and shared throughout the active living and recreation sector in Lakewood. Such data would allow the City, the Lakewood City Schools Community Recreation and Education Department, and all providers to better understand participation trends, meet needs, and reduce overhead costs of seeking feedback or conducting surveys independently. One of the cities studied in the benchmarking research effort, Burlington, Vermont, extolled the benefits of such software, indicating that keeping track of participation in a comprehensive fashion has allowed the City to better respond to changing customer preferences and needs.<sup>14</sup>

5. **Encourage the City of Lakewood to seek user feedback from pedestrians, cyclists, and transit users** (see also Goal V.E.2). Easy and safe access to alternative forms of transportation is an important component of active and healthy communities. Pedestrians, cyclists, and transit riders have first-hand knowledge of where infrastructure needs improvements, where dangers and opportunities exist, and can help prioritize investments.
- B. Communication is a two way street. In addition to soliciting more information from active living and recreation users, there is also a need for providers to **increase transparency, access to information, and visibility of programs and offerings for all active living and recreation users and providers**. A number of factors have altered the effectiveness of traditional forms of advertising and disseminating information. Advances in technology have altered traditional messaging media, and newer and younger people moving into Lakewood don't know to look in the traditional places to become involved in active living and recreation opportunities.
1. **Create a universal active living "providers' website"** such that all providers in Lakewood and surrounding areas can post information about their organization and programs offered. The website should be "community facing", or organized for the convenience of the consumer rather than dictated by the providers. Ensure information contained in the website can be easily disseminated and downloaded for printing or sharing purposes.
    - a) *Design the providers' website to be a "one stop shop" for users:* users could search programs and offerings across different providers and could sign up through the website.
    - b) *Ensure the providers' website also serves to increase communication and collaboration among providers.* To be discussed more in Goal II, many providers indicated in the providers' survey conducted by the Active Living Task Force that they felt partnering with other providers yielded significant benefits, and although most surveyed already partnered with other active living and recreation providers, several cited increased partnering and collaboration as a goal.
    - c) *Include providers' website material in the Lakewood City Schools Community Recreation and Education Booklet or other independent magazine* that lists private recreation providers and their programs to be mailed out on an annual/semiannual basis.
    - d) *Encourage website reciprocity* so that the City and the Lakewood City Schools Community Recreation and Education Department include the link to the providers' website, and vice versa.



Arlington, TX Parks and Recreation Logo



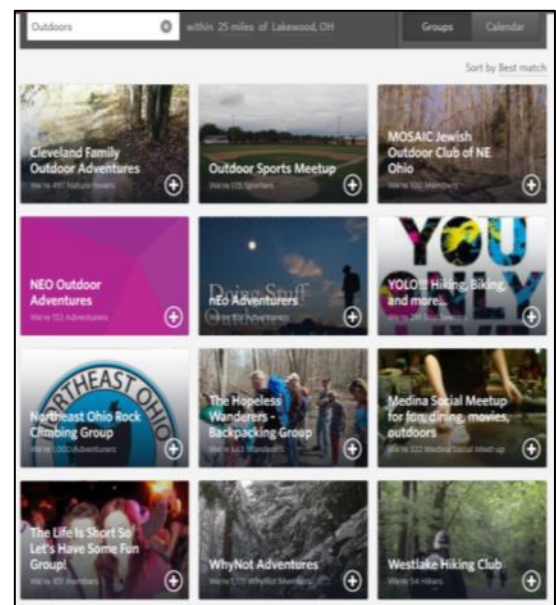
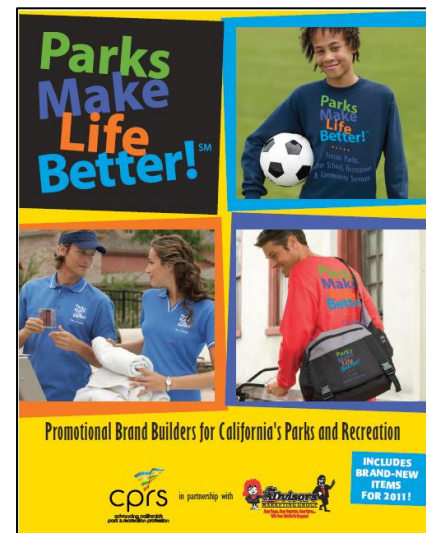
2. **Encourage the creation of a unified marketing plan for active living in Lakewood.** A unified marketing plan is meant to both brand of Lakewood active living to increase visibility and consistency and also coordinate marketing in all media channels, including print, web, and social media, to communicate a consistent image to customers. The aim of a unified marketing plan is to ensure that customers get consistent messages about active living and recreational opportunities in every medium. For example, Arlington, Texas, adopted the “Naturally Fun” brand in 2007, after a study conducted by National Service Research which involved focus groups with citizens and staff. In 2013, the City hired a new marketing team to grow the Naturally Fun brand through consistency across business units. One objective to aid in accomplishing this is the development of formalized brand guidelines, including templates, tools and training. In 2014, Arlington launched the naturally fun website that includes social media integration, a park amenity finder and maps, an interactive blog, digital calendar of events, and a responsive design that re-formats to iPhone, Android, and tablet layouts.<sup>15</sup>

a) *Work with the City of Lakewood, the Chamber of Commerce, Lakewood City Schools Community Recreation and Education Department, and individual providers—both public and private—to develop a marketing strategy.*

b) *Leverage the marketing plan to brand Lakewood as an active living and recreational hub in Northeastern Ohio, possibly building off of the “Live Well Lakewood” brand and efforts. Ex: the California Park & Recreation Society launched its Parks Make Life Better! statewide branding campaign in 2010. The campaign created and collected a variety of tools and resources to help agencies continue promoting the key benefits of recreation. Over 100 agencies are using the logo and messages in their marketing promotions to their communities.<sup>16</sup>*

c) *Create a sponsorship program such that private businesses can advertise on equipment, infrastructure, fences or buildings in return for providing funding or other resources towards investments in active living and recreation (see also Goal II. C.3).*

d) *Utilize communications and marketing resources from the Creating Healthy Communities (CHC) Program, administered by the Cuyahoga County Board of Health and County Planning Commission. The CHC program works to prevent and reduce chronic disease statewide by improving access to and affordability of healthy food,*



Source: <http://outdoors.meetup.com/cities/us/oh/lakewood/>



increasing opportunities for physical activity, and assure tobacco-free living. Lakewood is one of the target communities for the CHC program implementation in Cuyahoga County from 2015-2020. CHC staff can help fund print materials for mailing, banners, and other signage while CHC staff can assist with surveys, data gathering, and promotional events.

**3. *Encourage groups, businesses, and organizations to conduct programs in non-traditional ways or places*** to increase visibility for the active living and recreation programs and providers, and various destinations, venues, or amenities in Lakewood.

a) *Support or establish events and “meet-ups” based on specific themes or destinations in and around Lakewood.* Destinations could include a tour of Adopt-A-Spots, Lake Erie vistas, the parks system, historically significant sites, and the schools (both public and private). Groups and organizations to engage could include walking groups, running clubs, birders, Bike Lakewood, Lakewood Alive, and Lakewood Kiwanis. Groups could both hold events and provide local expertise and guidance.

- Consider posting established recreation or outdoor enthusiast meet-up groups on the City’s webpage, and encouraging active living providers to do the same.
- Investigate how mobile apps for tree walks, nature trails, historic areas, and other outdoor activities could encourage this. Seattle has a free app for download that provided a guided walking tour that describes the trees and their ecological and historical significance trees in each neighborhood.<sup>17</sup>



Source: [http://www.cleveland.com/lakewood/index.ssf/2013/06/concert\\_ohio\\_chautauqua\\_highli.html](http://www.cleveland.com/lakewood/index.ssf/2013/06/concert_ohio_chautauqua_highli.html)

b) *Hold appropriate activities and instruction outdoors.* Activities such as group rides/runs, bike rodeos, and instruction classes like yoga, fencing, tai-chi, and dance could be held in Lakewood’s parks, on business or community institutions lawns or campuses (with permission).

c) *Work with the City, the Schools, and large private land owners to host these events* and allow temporary signage that advertises the business or organization.

**C. Facilitate communication among active living and recreation providers, including the City and the Lakewood City Schools Community Recreation and Education Department.** To be discussed more in Goal II, increased communication can yield increased efficiencies, opportunities, and innovations across the active living and recreation sector in Lakewood. Many providers indicated that they would like to collaborate with other active living and recreation providers in Lakewood in the Providers’ Survey.

- 1. *Utilize recommendations A.1 and B.1 (the universal survey and website, above) to improve communication throughout the active living and recreation providers sector.***
- 2. *Provide active living and recreation providers with a list of similar and complementary businesses/organizations.*** Encourage open communication to aid with problem solving, pooling of resources, management and administrative support, and identification of redundancies.





3. ***Enlist schools in Lakewood, both public and private, to share active living and recreation information*** they have collected and use the City's communication capabilities to disseminate it to the broader public and other active living and recreation providers.
    - a) ***Share findings in the Triad Research Study***, commissioned by Lakewood City Schools, with other active living and recreation providers. Results will be beneficial in understanding how gaps in service identified in the survey might best be addressed.
    - b) ***Widely disseminate data collected by Lakewood City Schools' Athletic Director*** regarding the correlation between kids' involvement with sports and school performance. This data is already shared at public meetings, but a wider audience could induce more parents to get their children involved with organized sports.
  4. ***Ensure that businesses and organizations involved in active living are aware of all the programs and services that the City of Lakewood offers.*** According to the Providers' Survey, only about half of those interviewed felt they were aware of all the services available to them through the City.
    - a) *Include information about city services specifically for businesses in a "Welcome to Lakewood" packet designed for businesses.*
    - b) *Create a page on the City's website to build upon the "StartUp Lakewood" webpage devoted to doing business in Lakewood and the services that Lakewood has to offer to business and private organizations.*
  5. ***Make sure communication operates from the top down and from the bottom up*** within active living and recreation provider organizations. Top-down communication is essential for employees to understand the direction of management if policies are to be successful. Alternatively, bottom-up communication is important for understanding the best implementation strategy if policies are to be embraced by employee. Bottom-up communication also provides essential feedback for innovation and ideas. Within the City, ensure that inter-department communication occurs to take advantage of all communication opportunities.
    - a) *Establish internal protocols for communication, vetting, and project budgeting.* (See Goal III).
  6. ***Encourage the creation of metrics to facilitate data gathering and provide a benchmark with which to measure progress.*** Overall, metrics should reflect and support defined goals and strategies and help determine current state, future projections, if something is wrong, and when a goal is attained. It is important that metrics be clearly defined, get the buy-in from relevant constituents, describe the data needed and how to collect it, and be measurable.
- D. **Encourage active living and recreation providers to focus outreach efforts on the newer and younger residents of the community.** The Triad Research survey illustrated that these segments of the population exhibit the lowest awareness and participation rate for active living and recreation activities. Many studies show the importance of involving youth in an active lifestyle, both because youth obesity rates are increasing and because





healthy behavior patterns are established while young.<sup>18</sup> Furthermore, recreational opportunities provide an important opportunity to newer residents to become part of their neighborhood and help not only to create a sense of belonging for those newer residents, but also to preserve Lakewood's strong sense of community.

1. ***Encourage the use of social media, including Facebook, twitter, etc. to promote active living.*** Younger generations rely less and less upon printed materials to gain information about their community. Social media has become the predominant form of information sharing among younger cohorts. In order to reach younger populations of potential active living users, providers must also have an online presence. Furthermore, social media is a fast, easy, and cost effective way to advertise and distribute information. According to Rackspace Digital, a marketing strategy firm that showcases information around digital marketing and technology trends, millennials are looking for genuine service and engagement through social media. A few strategies to make the most of social media with this younger generation include:
  - Including reviews and discussion by other users weigh more heavily on their purchasing or participation decisions than an ad campaign.
  - Go to them: create a presence on the social networks and websites where millennials spend their time rather than vice versa.<sup>19</sup>
2. ***Engage the Community Relations Advisory Board and their annual "Welcome to Lakewood" event to teach new residents about active living and recreation opportunities.*** Welcome to Lakewood draws significant numbers of people every year. Although reliance on social media has grown, it is important to recognize that events that provide the opportunity for face-to-face contact are still essential. With over 50 local organizations that regularly participate, Welcome to Lakewood is designed to provide opportunities for new residents to learn about Lakewood and make connections within the community, as well as to meet the Mayor and members of City Council. A packet of information about Lakewood is given to each attendee. Ensuring that active living and recreation providers have a presence at Welcome to Lakewood, and a list of active living and recreation providers is included in the packet, would likely help improve participation numbers among newer residents.
3. ***Incorporate Lakewood active living and recreation information into landlord training and create an active living and recreation insert for the 'new tenant' packet that is given to renters*** which describes various active living and recreation opportunities throughout Lakewood and surrounding areas and how to get there.
4. ***Ensure active living and recreation provider marketing materials, contact information, and websites are included in welcome packets the City sends to new residents, on income tax statements, and water bills.*** Perhaps the City could dedicate one month every year to healthy and active living when such information could be highlighted.
5. ***Work with all Lakewood schools, including public and private, to send home materials and information regarding all active living and recreation opportunities with students.*** Providers indicated in the Providers' Survey that being able to send information through the schools would be helpful in increasing participation in their business, program, or event. Many indicated that the schools used to distribute such material. Working with the schools, providers could understand why the schools discontinued this practice and work to uncover new solutions and opportunities to work together.



**E. Encourage the City to build on current wayfinding investments to better communicate active living points of interest.**

Points of Interest should include Lakewood's large, medium, and pocket parks; nearby parks in adjacent communities; various amenities (such as tennis courts, swings, pools); and access points to the Cleveland Metroparks, Lake Erie, and the Rocky River.



*An Ohio Main Street Program*

**1. Ensure wayfinding efforts consider the safest walking and cycling routes** (see also Goal IV. F.).

- a) *Advocate that an inventory of major intersections be performed to determine which routes are most heavily used by pedestrians, cyclists, and children. Utilize results to understand where and how to prioritize investment.*
- b) *Investigate how to use technology and social media to communicate the safest and easiest route; such as mobile apps and GPS guidance.*
- c) *Include communication and wayfinding efforts when investing in street infrastructure to encourage pedestrians and cyclists to seek out these places.*
- d) *Encourage both the City and private businesses to post wayfinding materials. Consider using walkyourcity.org for materials and guidance.*
- e) *Utilize the signage and main street subcommittee of Lakewood Alive to assist in wayfinding efforts.*

**2. Use parks and recreational facilities as a catalyst for tourism.**

Lakewood's parks and recreational amenities draw people from all over the region, especially for sports competitions. Iceland Serpentine Arena has a large regional draw, as does the Beck Center. The stadium at Lakewood High School accommodates large competitions for surrounding communities, while Forster Pool is built to national competition standards. There is an opportunity to induce people patronizing these facilities to linger and patronize other active living, commercial, and dining opportunities in Lakewood. This would not only brand Lakewood as an active living hub in Northeast Ohio, but also bolster the local economy and sustain the vibrant social landscape that Lakewood is known for. Other cities in the Benchmarking Study has used this effectively, including Boulder, CO, Burlington, VT, and Royal Oaks, MI.

- a) *Establish informational kiosks throughout the City that not only promote the active living and recreation assets in Lakewood, but other attractions in Lakewood as well (see also Goal IV.F.).*

- Kiosks positioned on main thoroughfares (Detroit and Madison Avenues), parks, schools, and in business districts could provide information and directions to parks space.



Kiosk in Bellview, WA  
Source: [bellevuewa.gov/](http://bellevuewa.gov/)



Informational Kiosk in Boston's Lower Roxbury Neighborhood. Source: <http://www.hoklife.com/2011/01/13/hok>





- Kiosks positioned in parks could provide information about restaurants and shopping attractions.

b) *Work with the Cleveland Metroparks and surrounding Cities to advertise Lakewood Parks as part of a broader system of regional parks, and vice versa.*

**F. Bolster educational outreach to residents, business owners, employees in Lakewood about the benefits of an active and healthy lifestyle.** As discussed in the introduction, active living has many benefits to the individual and the community, and messages promoting this must be pervasive enough to counteract the messages individuals receive that promote unhealthy lifestyles.<sup>20</sup>

1. ***Provide information about the health benefits*** of various activities at the place of that activity: include health and environmental benefits of walking, jogging, and cycling along streets, sidewalks, and park pathways; of swimming at Lakewood pools; etc.
2. ***Ensure healthy eating and active living practices are being taught*** along the entire age spectrum (see also Goal IV. A.).

a) *Youth: Consider Madison, Wisconsin's Healthy Self Program, a program that teaches school age kids the importance of and how to achieve healthy eating, active living, and positive self-image.*

b) *Youth: Consider working with area schools and daycare centers to ensure healthy eating habits are being introduced in fun ways: i.e., trips to local farms, simple food preparation demonstrations, etc. (see also Goal V).*

c) *Seniors: Ensure the benefits of physical activity, including memory-loss prevention, depression, hypertension, are being reinforced at senior centers through presentations, seminar and health fairs at the senior centers. The community of Lake Oswego, Oregon, has been recognized by the National Council on Aging for their "National Senior Health and Fitness Day" organized through the parks and Lakewood City Schools Community Recreation and Education Department, a free event which educated seniors about the importance of a healthy lifestyle and healthy diet, and features various foods and workouts that attendees could taste or participate in.*<sup>21</sup>

3. ***Work to expand the understanding of potential active living and recreation opportunities among parents, teachers, day care centers, and residents.*** Often times, people have a fairly narrow concept of active living or recreation—that it must be in the form of a work-out class or organized sport, and should take place in only ideal weather conditions. Rather, active living opportunities are wide-ranging and can occur across most abilities, interests, and environs.

a) *Promote the fact that outdoor active living and recreational activities can and should occur in most weather as long as appropriate protective outerwear is worn among parents, educators, and child care professionals that (see also Goal V). Utilize the "The For Forecast Calls for Play" publication by the National Wildlife Federation as a guideline for outdoor play in all weather:*

[www.nwf.org/pdf/Be%20Out%20There/BOT\\_WeatherReport\\_3d\\_forWeb2.pdf](http://www.nwf.org/pdf/Be%20Out%20There/BOT_WeatherReport_3d_forWeb2.pdf)

b) *Investigate adaptive, seasonal, and temporary uses of large indoor spaces throughout the community for active living and recreational activities (see also Goal IV). The Lyndhurst Recreation Center serves the community of Lyndhurst Township, New Jersey. The building was an adaptive reuse of an old bus garage. The total project cost was \$2.2*



million and was completed in 2006. The Recreation center houses a multi-functional athletic court, a preschool, and social facilities.<sup>22</sup>

- c) *Encourage more residents to become involved in gardening and community gardening.* Although not immediately associated with active living, gardening provides a reason to get outdoors, a way to build community connections, and increases access to fresh and healthy food—all of which contribute to individual health. Furthermore, it is estimated that gardening burns 200-350 calories/hour.<sup>23</sup> There are several community gardens throughout Lakewood, five of which are run by the Lakewood Earth And Food Community (see also Goal V).



Lakewood's Kauffman Park Community Garden.  
Source: LEAF Community Facebook

- d) *Promote walking and biking on safe routes instead of traditional transportation* (see also Goal III).
4. ***Encourage employers throughout the City to adopt employee wellness plans***, where employees are rewarded when they adopt or maintain an active lifestyle (see also Goal IV).
5. ***Advocate for the adoption of a City-wide wellness plan***, in which residents are incentivized to participate in one or more physical activity. Incentives could include being entered in a prize raffle (prizes could be wellness-related, such as a fit bit, swim pass, a session with a personal trainer, gift card to a health food store or farmers' market), a rebate on their City tax bill, free lawn care for a month, etc.



## Goal II. Collaboration

*Collaboration is the practiced standard between public entities and the private sector to foster efficiency, creativity, and excellence in the delivery of active living and recreational opportunities.*

According to the Sport and Recreation Alliance, an umbrella sports organization United Kingdom that represents 320 members, "It is fairly self-evident that working together can yield significant benefits for those involved: whether it be increased efficiency, further innovation, greater access to resources or shared risk."<sup>24</sup>

RecCenters of Lancaster County, Pennsylvania, illustrates the potential benefits from collaboration within the active living and recreation sector. RecCenters is a formal collaboration of four recreation facilities in four different communities designed to capitalize on shared resources and to enhance the marketability of each center. The idea was generated during discussions regarding the challenge that many firms have with corporate recreation center memberships: a single facility is often not easily accessible to every corporate location or employee. The solution was the creation of RecCenters of Lancaster County, which standardized products and services across four independent facilities, making



each facility more attractive to corporations and individuals. All four centers experienced growth in memberships, and collaboration on an advertising campaign has also raised the profile of each facility.<sup>25</sup>

The following recommendations and action items are designed to increase collaboration not only *among* active living and recreation providers, but *between* active living providers and various other community constituents as well.

**A. Foster greater collaboration among active living and recreation providers** including the City of Lakewood and the Lakewood City Schools Community Recreation and Education Department.

1. ***Consider the formation of a “Chamber of Active Living”*** for active living and recreation business providers that would meet regularly with established operational meetings and protocols. This idea was generated from feedback collected in the Providers’ Survey. The Chamber of Active Living would help organize and coordinate collaboration as well as help implement collaborative pilot ideas.
2. ***Utilize the user feedback portion of the universal website to improve collaboration throughout the active living and recreation providers sector*** as recommended in Goal I, A.2 and B.1.
3. ***Encourage private and public recreation providers to pool resources to expand informational materials in printed and online forms, as well as other advertising efforts*** (see also Goal I. B.). Options include:
  - a) *Encourage the Lakewood City Schools Community Recreation and Education Department to devote several pages in their current quarterly recreation magazine to private active living and recreation providers and the programs that they offer, or*
  - b) *Pool resources among public and private providers to create a more comprehensive or a supplementary active living magazine that encompasses all active living and recreation opportunities in Lakewood and surrounding areas.*
  - c) *Buy advertisement space or sponsor printed materials being distributed to Lakewood residents, such as Beck Center or YMCA mailings, newspapers, etc., that directs people to the universal website, event, or other informational resource.*
4. ***Investigate the possibility of clustering or co-locating complementary active living and recreation providers into one area***, such that several ‘hubs’ are created throughout the City. According to the Utah Governor’s Office of Economic Development, “clusters are groups of related businesses and organizations within industry sectors whose collective excellence and collaboration provide a sustainable competitive advantage.”<sup>26</sup> Proximity aids a number of aspects: not only would the creation of an active living and recreation hub increase convenience for users, but massing helps with collaborative efforts, such as advertising, research, innovation, and events.
  - a) *Investigate opportunities where co-location of resources might advance opportunities and increase collaboration, while remaining two autonomous entities.* The City of Burlington, Vermont stressed the importance of putting its Recreation Department and its Parks Department side-by-side. Those interviewed for the Benchmarking Study felt that co-location aided in collaboration, efficiency, and innovation.

**B. Encourage greater collaboration between active living and recreation providers and the community and community institutions**, including health, education, and social service sectors.



Active living and recreation providers and community institutions both provide essential services in terms of community health. Collaboration between the two is intrinsic in Lakewood: the Lakewood City Schools Community Recreation and Education Department is run through one of the largest community institutions—Lakewood City Schools. The more of these collaborations there are, however, the more users and providers will benefit.

1. ***Encourage the continued high participation levels that many active living and recreation providers take in community events.*** The majority of active living and recreation providers indicated that they took part in at least one larger community event. The most popular events included the 4<sup>th</sup> of July Parade, the Community Festival, Light Up Lakewood and the Lakewood Arts Festival.



4<sup>th</sup> of July Parade. Source: <http://blog.onelakewood.com>

2. ***Use the knowledge of health professional to promote active living opportunities to improve health and recovery.***
  - a) *Involve local and recognizable health and wellness celebrities (such as Dr. Roizen) as consultants to help guide Lakewood towards becoming a Health and Wellness City.*
  - b) *Active living and recreation providers could work with nutritionists to distribute recommended diets based on age and activity level.*
3. ***Institute referral programs*** such that community institutions can recommend appropriate providers to the people they serve, and vice versa. Community institutions that serve the public, such as senior centers, youth and family services, even libraries, often field inquiries relating to physical and mental health of their patrons. Likewise, medical professionals often face the question of where to refer patients when prescribing increased activity or social interaction. Instituting a referral program that operates on both end of this spectrum would increase effectiveness of preventative care and rehabilitation programs, reach potential active living participants, such as those recovering from or trying to cope with health issues, children, and the underserved, and would also put those needing medical assistance in touch with the proper professionals or organizations.
  - a) *Include specific questions on surveys administered by both active living and recreation providers and community service institutions to connect people to the right service/provider.*
    - Surveys administered by providers could inquire what kind of services their clients might need to make a better user experience, such as physical therapy, counseling, financial aid, equipment or educational services.
    - Likewise, surveys administered by community institutions could inquire as to what active living and recreation activities they would most like to participate in and what, if anything, prohibits them from participating to their fullest extent.
  - b) *Use Lakewood Catholic Academy's initiative as a template.* LCA hired a marketing firm to investigate what businesses in Lakewood and surrounding areas could directly engage



students and share technical knowledge. A similar program could be used in other Lakewood schools or at a municipal level that is geared towards active living.

4. ***Encourage active living and recreation providers to engage higher learning institutions in and around Lakewood.*** The University of Akron recently opened a satellite campus on Detroit Avenue, bringing many professionals and young adults into the area. Furthermore, many students that attend Cleveland State University are renters in Lakewood. Possible areas of collaboration include:

- a) Working together for advertising purposes
- b) Offering group discounts
- c) Offering remote instruction and shared use agreements. Oftentimes campuses have extra meeting rooms available that work well for dance, yoga, meditation or other wellness or fitness programs.

- C. **Encourage greater collaboration between active living and recreation providers and other businesses and organizations** not typically involved in active living and recreation. Expanding the pool of potential collaborators could reach more potential users and provide for more innovative opportunities in advancing active living and recreation throughout Lakewood. Active living and recreation providers may furthermore benefit from the business acumen of more established and profit-oriented ventures.

1. ***Encourage businesses and active living and recreation providers to create group deals*** such that special rates, classes, or opportunities are offered for membership or classes. There could also be a reciprocal relationship in which non-active living and recreation business offer instruction to active living and recreation business on management, investment, and other aspects of business planning.



2. ***Work with restaurants and other stores that offer food or snacks to provide healthier options*** or offer to provide cooking demonstrations to fitness classes or other places concerned with active living.
3. ***Work with businesses—retailers, restaurants, service providers—especially those that target youth, to provide incentives for people who walk or bike to their stores.*** Incentives might be a discount for every 'x' amount of walk or bike trips made, a prize raffle, or other offers.
4. ***Encourage business and organizations of all types to sponsor or advertise events and programs related to active living,*** with active living and recreation businesses and organizations returning the effort.
  - a) *Seek private sector participation/sponsorship for support for events, facility construction and maintenance, and equipment.*
  - b) *Seek philanthropic and foundation for support for events, facility construction and maintenance, and equipment.*
  - c) *Maintain and increase participation levels of active living and recreation providers in community events, including the 4<sup>th</sup> of July Parade, Welcome to Lakewood, Meet the Trucks, etc.*





**D. Investigate and promote shared use agreements between active living and recreation providers** especially between those that are overcapacity and those that have times in which facilities are underutilized (see also Goal IV). Several providers indicated in the Providers' Survey that they would like to offer more programs, but could not due to space limitations. Others indicated that there were times during the day, week, or year, when facilities went underutilized. Shared use agreements between providers or institutions could help solve some of these dilemmas and create more opportunities for individuals to participate in active living and recreation, while also protecting businesses or organizations from potential liability.

**E. Encourage active living by fostering a greater sense of community and community engagement among residents.** There are many social aspects to active living. Studies show that the more socially engaged a place is, the healthier it tends to be. According to the Centers for Disease Control, supporting the empowerment of the community and promoting social cohesion is a critical element in health promotion, health protection, and disease prevention.<sup>27</sup>

**1. Ensure neighbors and community groups are fully engaged in the design, planning or renovations** of parks, public spaces, or recreational venues. In parks and open space planning and management, community engagement, or the direct involvement of constituencies, result in better informed residents that feel more connected to their communities.<sup>28</sup>

**2. Promote active living opportunities through increased neighborhood interaction, using the active living website to establish block or neighborhood groups.**

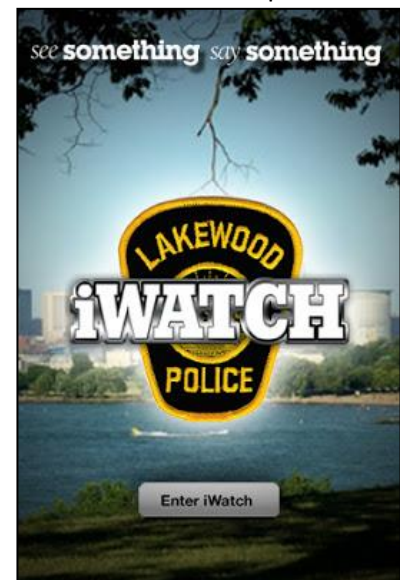
a) *Encourage the formation of bike trains and walking trains.* These walk/bike-to-school groups for older kids provide safety in numbers. Parents could take turns leading groups of younger kids.

- Work with information gained from Safe Routes to School efforts to help kids and parents determine the best routes to take.
- Utilize safety officers at schools to help ensure kids arrive safely and to help promote safe walking and biking practices, such as wearing helmets, signaling, etc.

b) *Encourage the establishment of running/walking/cycling groups in the morning and evening.* This could help solved issues of safety or child care that some adults face when scheduling time for physical activity.

c) *Investigate how neighborhood watch groups could incorporate physical activity into patrolling or securing efforts, i.e., running or walking clubs in the morning and evening.*

**3. Encourage block parties to be geared towards active and healthy living.** Physical activities such as three-legged races and potato sack races could be featured more prominently. Parties could also feature healthy items to eat, rather than the typically unhealthy party items. Encourage the City or the Active Living Coordinator staff position recommended in *Goal III. B* to provide guidance and resource materials to accomplish this.



Source: <http://blog.onelakewood.com>



- F. Work with surrounding communities** to address the demand on Lakewood’s parks and open space as well as other active living and recreational assets. Several sports organizations interviewed during the providers’ survey also indicated that scheduling field time at Lakewood Parks was sometimes an issue and that many Lakewood parks are overcrowded. It had been noticed, however, that parks in surrounding communities often have space available.
1. ***City of Cleveland parks*** located south of I-90, including Impet Park, Tuland Park, and Halloran Park provide large amounts of openspace and varying facilities for use.
  2. ***Cleveland Metroparks*** facilities in Rocky River Reservation to the west and Edgewater Reservation to the east. Build off of the Cleveland Metroparks’ initiatives that get people into the parks, including Kayaking lessons, summer Party in the Park.
  3. ***Encourage Lakewood residents to take full advantage of county-wide programs***, including the Institute for the Great Outdoors through marketing materials and online. Utilize the staff position recommended in Goal III. B. to investigate other creative active living opportunities that exist outside of Lakewood.
  4. ***Encourage suburban facility reciprocity*** in Rocky River, Bay Village, Fairview and Westlake. Work with surrounding Cities to understand where agreements could be designed so Lakewood residents could partake in programs or facilities more fully in neighboring communities and encourage residents in surrounding communities to consider Lakewood’s active living options.
- G. Utilize staff from the Creating Healthy Communities Program, to help facilitate planning processes and shared use agreements** between various providers. Creating Healthy Communities Program in Cuyahoga County is a partnership between the Cuyahoga County Board of health and the Cuyahoga County Planning Commission that works to eliminate chronic disease and health disparities in several Cuyahoga Communities, including Lakewood, through environmental, policy, and systemns changes.



## Goal III. Investments, Purchasing, and Operations

*All major investments, purchases, and operations consider active living and recreation, are property vetted by partnering agencies, and reflect the context of the neighborhood and the broader community.*

Active living opportunities do not exist in a vacuum: rather, they are dependent on the broader landscape of the City. Day to day decisions at the municipal level have the opportunity to help or hinder the active living environment. It is the aim of the Active Living Task Force to have those in charge of making decisions regarding infrastructure, facilities, and programming—such as road resurfacing, street lighting, building renovations, or program scheduling—consider how the intricacies of these decisions will impact the ability of all individuals to partake in an active, healthy lifestyle to the fullest extent. Just as a cost-impact analyses are performed for large projects and investments, so too should an active living analysis be performed. This practice constitutes a paradigm shift such that active living becomes intertwined with the identity of Lakewood.

- A. Ensure the mission of the Active Living Task Force extends to all aspects of the City** and becomes part of the culture of Lakewood, its businesses, institutions, and residents. Aitkin, Minnesota is a small town of about 2,000 residents that has been designated a “Governor’s Fit City” by the state of



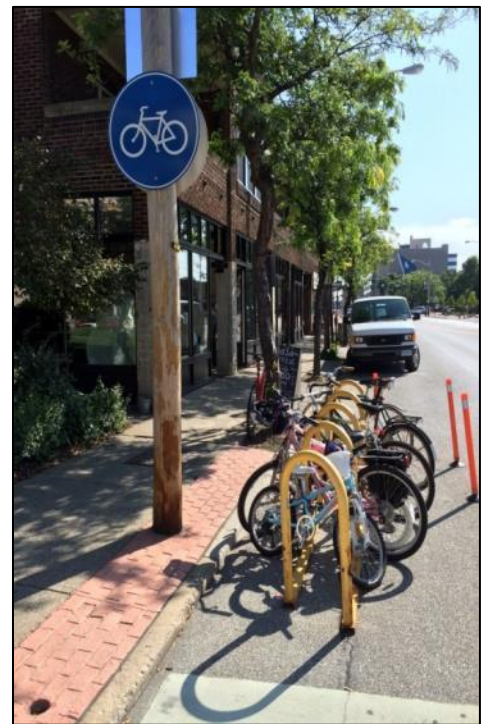
Minnesota. In 2010, the City adopted an Active Living Policy to support active living infrastructure, education efforts, complete streets, healthy employee lifestyles, integration of active living into future city contracts and agreements, and implementation of active living principles into all government operations.<sup>29</sup> Lakewood has already declared on its website that one of its goals is to become the “healthiest city in America.” In order to institute this goal, every aspect of a community’s landscape impacts the ability to take part in an active and healthy lifestyle. As such, the opportunities to create positive change to encourage active living in Lakewood abound. Every department, every policy, every decision made at the municipal level has the ability to impact active living for the better.

1. ***Encourage the City and its departments to establish a policy ensuring that active living will be a primary consideration*** in its internal protocol, decision making, and operations. Leading public health organizations have recently emphasized the adoption of new policies to create healthy communities. Much of this is due to mounting evidence about the influence of school, workplace and community environments on health and the knowledge that policy is the primary and most powerful way we influence the nature and performance of those places.<sup>30</sup>
  2. ***Encourage and incentivize employees to apply active living considerations to all aspects of their work.*** For example, an employee that advocates for the creation of a health or active living program, such as stair use, weight-loss challenges, at their workplace could receive a bonus, raise, or reduction in health care costs.
- B. Advocate for the creation of a city staff position such as an “Active Living Coordinator”** devoted specifically to addressing and advocating for active living needs in Lakewood. An Active Living Coordinator (AL Coordinator) could help usher in the cultural and systems-wide change discussed in the recommendation A. Responsibilities could include:
1. ***Ensuring investments consider active living and are properly vetted to appropriate people and departments.*** Too often, well intended projects either fall short of intended impact or have negative impacts, because important perspective were not consulted prior to making that decision. In order to prevent this, it is important that appropriate staff and departments are consulted prior to implementation.
  2. ***Working with the “Active Living Advisory Council” (see C.1 below) to secure funding and guide implementation of activating living and recreation projects.***
  3. ***Conduct regular outreach to users to gain feedback and ideas*** by conducting surveys and soliciting feedback on new programs or infrastructure. As mentioned in B.1, when the public and users are not engaged, important information is often left out. For instance, infrastructure upgrades to a park will often be ineffective if nearby residents feel unsafe about certain aspects of their park. Investments and programs will only be effective if community concerns are address prior or alongside other investments.
- 
- a) *Ensure neighborhood community meetings occur and are well publicized when any change, upgrade, etc., is made to active living infrastructure, programming or access.*
- Source: [www.play-scapes.com](http://www.play-scapes.com)





- b) *Encourage the Active Living Coordinator to solicit active living and recreation activity participation statistics from surrounding communities.*
4. ***Regularly monitor parks, playgrounds, pools and other important places of active living*** to ensure proper maintenance. It is essential that a continual and consistent monitoring program be instituted to maintain parks and playground infrastructure. Often, park users do not know who to contact or feel empowered to contact the City to report failing or unsafe equipment. A referral program with phone numbers posted at each active living or recreation location would be another important aspect in ensuring proper maintenance.
  5. ***Engage the community to encourage the creative application of health and wellness throughout the neighborhoods*** (see Goal II. D.2. and F.4 above).
- C. **Encourage the City and major community institutions to consider health impacts when planning land use, transportation, and infrastructure changes, maintenance or improvements.** Emphasis on policy and environmental change has been productive in communities as public health professionals have learned to collaborate with similarly interested stakeholders promoting walkable, livable communities for environmental, economic and social justice reasons. Policy and environmental change is now a key element of public health's response to major health challenges, such as obesity and asthma. Healthy community design to "make the healthy choice the easy choice" is a major trend affecting the planning and design of our communities.<sup>31</sup>
1. ***Create an "Active Living Advisory Council",*** which could review and advise the City on planning, products, and purchases to ensure such endeavors facilitate an active lifestyle for individuals of all ages and abilities. The Active Living Advisory Council (ALAC) would advise government, but not represent another layer to the governmental process. The ALAC, among other things, would advocate that the principals of the *Lakewood Active Living Task Force* be advanced.
  2. ***Establish a process by which all purchases and projects that impact active living are vetted with other departments*** and entities for their review, feedback, and recommendation.
    - a) *Create a policy that encourages any department planning to make an investment potentially impacting active living to vet their plans with other relevant staff, departments, and agencies, including the AL Coordinator, the ALAC, and outside professionals for review and feedback.*
    - b) *Task the ALAC to help develop this process.* Such a review would need to have an established protocol with a fast response rate to ensure purchases are completed in a timely manner.
  3. ***For all major land use and infrastructure decisions, advocate that a Health Impact Assessment (HIA) be performed.*** HIA is a process that helps evaluate the potential health effects of a plan, project, or policy before it is built or implemented. An HIA can provide recommendations to



Bike racks in Lakewood. Photo by Ben Van Lear



increase positive health outcomes and minimize adverse health outcomes. HIA brings potential public health impacts and considerations to the decision-making process for plans, projects, and policies that fall outside the traditional public health arenas, such as transportation and land use.

- a) *Encourage City departments to adopt the HIA process as part of internal protocol, especially those entities dealing with land use, such as Economic Development, the Planning Commission, and the Board of Zoning Appeals.*
  - b) *In the near term, large projects such as a proposed new Family Health Center should undergo an HIA process.*
4. ***For all major land use and infrastructure decisions, consider the transportation alternatives*** to single occupancy vehicles such as walking, bicycles, transit, shuttle buses and other modes of travel (see also Goal IV.)

D. **Investigate ways to aid active living and recreation providers in organizational knowledge and technical support** in order to reduce overhead costs, save time, and improve performance and communication among providers. In the Providers' Survey, several respondents indicated that one of the largest hurdles they faced was lack of knowledge regarding the various aspects of business start-up. Oftentimes, independent active living and recreation business owners are fitness or sports enthusiasts, not businesspeople. Assistance with the business-side of running an active living and recreation outfit could yield more and more stable active living and recreational opportunities in Lakewood.

1. For non-profits, assist with the ***provision of boiler-plate language and templates for setting up a board, writing by-laws***, and other standard organizational text or documents.
2. Create a ***universal application form and human resources guide*** to alleviate this need from individual and smaller active living and recreation providers. Providers could pool resources to hire one legal expert to draft this and other documents, saving time and money. As new businesses are created, those businesses could pay a small one-time fee for the use of the application form and HR guide.
3. Encourage active living and recreation providers to ***pool resources for various aspects of the business:***
  - a) *Employ one or several full time financial/HR person to be shared across many active living and recreation businesses with appropriate expertise.*
  - b) *Assist with technical support, such as participation tracking software.*
  - c) *Consider the development of an umbrella insurance policy that smaller active living and recreation providers can buy into so they do not have to shoulder a comprehensive insurance policy on their own.*
  - d) *Share training resources to guarantee coaches, referees, and instructors are being trained sufficiently to ensure a high quality of instructors and instruction.*
  - e) *Create a unified marketing campaign (see Goal I).*
4. Utilize ***community resources to aid and facilitate this effort.***
  - a) *Startup Lakewood helps provide access and connections for those interested in starting a business. <http://startupalakewood.com/>*



- b) *Foundation support*, including the Lakewood Foundation, the Cleveland Foundation and the Gund Foundation which have traditionally aided in the development of resources for small business owners in the Greater Cleveland Area.
  - c) *Engage the “Chamber of Active Living” recommended in Goal II.A. as well as and the Active Living Coordinator and Active Living Advisory Council* proposed in Sections B and C of this Goal.
- E. Explore ways the City could utilize its communication network and purchasing power to encourage residents to lead more active lifestyles.** Municipalities and other large organizations can often take advantage of bulk buying or other discounts due to no-profit status. Utilizing this lower per item purchase price to offer fitness items at cost could encourage people that may have been deterred by price to participate in active living and recreation.
1. ***Offer wellness devices and equipment at a better cost to its residents***, including exercise monitoring devices, home fitness equipment such as weights, exercise bands, etc.
  2. ***Ensure that cold weather and rain gear available at low cost*** or through a co-op sharing arrangement to encourage people to enjoy the outdoors in most types of weather. Gear and equipment include snow pants, snow boots, warm coats, waterproof mittens, hats, raincoats, and rain boots (see also Goals II and V).
  3. ***Advocate for the establishment of a Park Activity Supervisor at each major park in Lakewood during the summers.*** A program similar to this existed in Lakewood some years ago. The Park Activity Supervisor could help mentor, referee, and organize play activities or games for kids, and be safety aware. This position could encourage and facilitate programs with physical activity and also serve as an informational conduit to the City to better understand the active living and recreation needs and wants of children. The position could serve as a summer position for high school and college students.



## Goal IV. Infrastructure, Facilities, and Programming

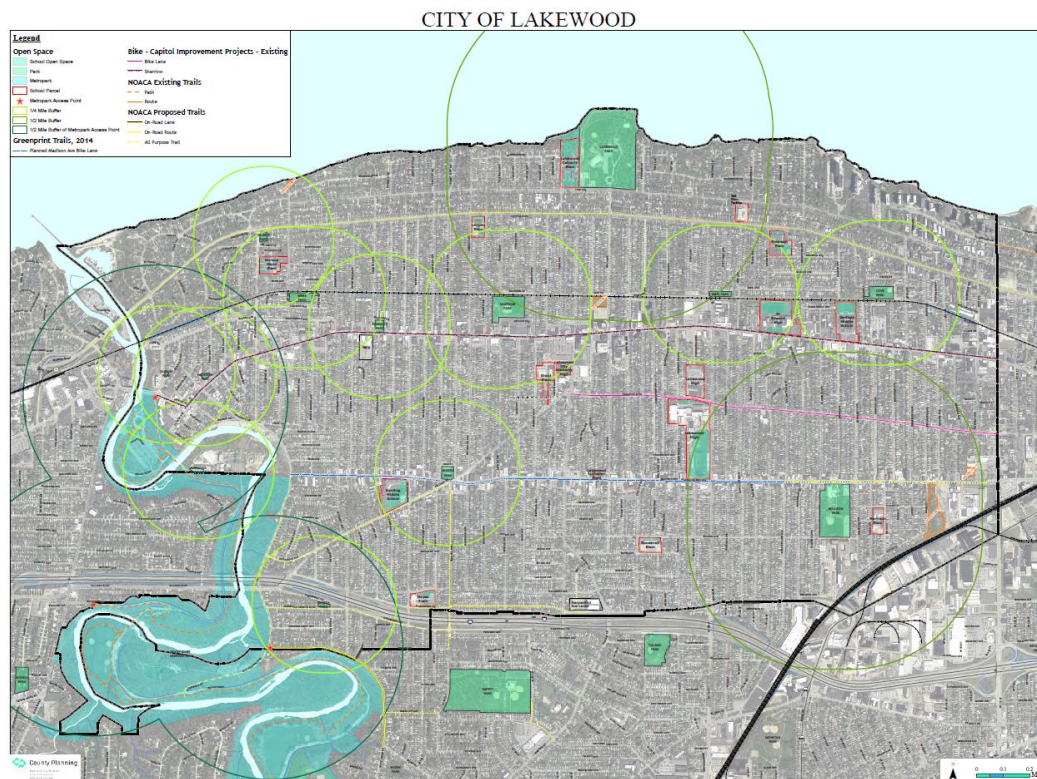
*Infrastructure, facilities, and programs are expanded or renovated in a manner that compels people to participate more fully in active living and recreational activities.*

The ability to partake in an active lifestyle to its fullest extent depends greatly on the quality and type of a community’s infrastructure, facilities, and programs. All three must work in conjunction with one another as they provide the how, the where, and the what of active living and recreation.

How a community’s infrastructure—the system of its roads, sidewalks, and all supporting structures—is designed dictates not only how individuals are able to get from place to place, but also how safe they are while traveling. Numerous studies have linked proximity of active living and recreational facilities to higher levels of physical activity among both youth and adults, while increased number of physical activity facilities has been associated with lower obesity and greater physical activity in youth.<sup>32</sup> Finally, programming must be sufficient in terms of amount, type, and accessibility.



Infrastructure, facilities, and programming should not only be high quality, but appropriate for the population it serves. For Lakewood, that means suitable for a diverse population in terms of age, ability, and cultures that have specific needs and concerns.



**A. Perform and maintain an inventory of non-municipal active living and recreation amenities** that would be complimentary to the inventory and assessment efforts performed in the City's Master Parks Plan. The map above illustrates the population in Lakewood that is within a reasonable walking distance to a municipal park or recreation facility. Those areas that fall outside of a green circle are considered to have inadequate access. However, private recreation facilities have not been included in their analysis.

1. **Include any active living site existing in Lakewood.** Include both formal and informal areas of active living and recreation in order to correctly understand where the greatest needs exist in terms of access.
2. **Use this inventory and the City's inventory to understand where possible cooperative agreements could exist** to satisfy various programing and facility needs (see B and C below).
3. **Ensure the inventory documents infrastructure for pedestrians, cyclists, and transit riders as well.** Proximity to an active living or recreational venue without safe access from alternative forms of transit limits the potential users. I order to attain full utilization of a resource, infrastructure for pedestrians, cyclists, and transit users must be accounted for.

**B. Increase and optimize public and private active living space in Lakewood.** Lakewood is the densest city in Ohio, and is almost completely built out. With a precious 75 acres of open space remaining, every bit of existing and potential active living and recreation space counts. According to the National





Recreation and Parks Association standards, there should be between 6.25-10.5 acres per 1,000 people.<sup>33</sup> With 75 acres of parks and openspace and a population of 51,000, Lakewood falls well below that recommended standard. Furthermore, the map above illustrates all Lakewood municipal parks with a ¼ mile to ½ mile buffer around each. This buffer represents an appropriate walking distance for youth based on the relative size of the park. As the map above illustrates, many residents, especially in the south central portion of the City, fall outside of a reasonable walking distance from parks. When walkability is an issue, access becomes a concern. The strategic creation of more active living and recreation acreage in Lakewood may help achieve a better active living and recreation ratio and access for Lakewood residents.

1. ***Investigate how to create more park space.*** Unlike many cities that were included in the benchmarking research, Lakewood is very limited in the amount of land that it can devote to new active living and recreation opportunities. Therefore, the City must not only be strategic in how it uses the remaining 75 acres of open space, but must employ creative means to create more active living and recreation opportunities.
  - a) *Utilize marginal lands effectively*, such as the lawn at Lakewood City Hall or areas along the train track or highways if and only if these spaces could be safely separated for public use.
  - b) *Use parkland to its fullest potential.*
    - Consider recommendations in the Park System Strategic Plan (2010) regarding conversion of space for more in-demand activities.
    - Investigate temporary or modifiable court space and infrastructure that could be easily shifted to accommodate multiple activities.
  - c) *When strategically and financially possible, consider the purchase of property* as it becomes available for the eventual use as greenspace or parkspace.
  - d) *Investigate the possibility of converting formerly industrial land into passive park use.* For example, the former Graftech Industrial Building.
  - e) *Create more green space and a more park-like setting along Lakewood's main corridors* to foster the sense that Lakewood is a green and healthy city.
2. ***Investigate how vacant or underutilized buildings can be used for active living and recreational purposes*** and other associated enterprises (see C. below). For example, the Fairlington Community Center is a 36,000 square foot recreation center serving Arlington County, VA. The building was originally built in 1944 as an elementary school. The historic building, designated on the National Register of Historic Places, was renovated in 2007 to improve energy-efficiency and better incorporate the needs of the community. The community center includes art studios, a gymnasium, a fitness room, public Wi-Fi, and healthy vending machines. Outdoor amenities include a playground, amphitheater, basketball courts, a fitness trail, a multi-sport field, and a picnic gazebo.<sup>34</sup>
  - a) *Explore the possibility of converting storage buildings on Madison Avenue into indoor courts, gym space, etc.*
  - b) *Advocate for better utilization of city buildings such as the old Lakewood Skate House.* Many times, these areas house some active living and recreation opportunities, but reconsideration of the space could enhance the active living and recreation experience,



like providing for a more family-friendly experience with the addition of concessions or a *Park Activity Supervisor* (see also Goal III. E).

- c) *Investigate how Churches and institutional buildings could serve as indoor active living and recreation space.*

**3. Investigate and promote shared use agreements by various active living and recreation providers and the owners of large buildings**—such as Schools, Churches, Lakewood Masonic Temple, Library, etc., to increase the maximum potential of all active living and recreation space in Lakewood.

- a) *Investigate adaptive, seasonal and temporary uses of large indoor spaces* throughout the community for active living and recreation activities. Ex: Lake Erie Screw Factory, originally built to manufacture the Templar Motor Cars, it is now the home of smaller factories, warehouses, offices, a winery, event space, and studios for art, craft, fitness, and dance.
- b) *Use the Creating Healthy Communities Program*, administered by the Cuyahoga County Board of Health and County Planning Commission, as a resource for the development of shared use agreements.
- c) *Use the Inventory recommended in A. above to include all possible places for cooperative agreements to satisfy various programing and facility needs.* Investigate the possibility of using private property such as church spaces that were used during school construction as active living and recreation areas once the schools are finished.

**C. Lakewood pools are a valuable community asset. Implement thoughtful and creative renovations to Lakewood Pools.**

- 1. Utilize momentum of other City park investments**, such as Solstice Steps, to assess needs for Foster and Becks Pools.
- 2. Advocate that at least one outdoor pool has dimensions that are compliant with competition standards.**



Rendering of Solstice Steps.  
Source: [www.facebook.com/pages/City-of-Lakewood-Ohio-](https://www.facebook.com/pages/City-of-Lakewood-Ohio/)

- 3. Ensure that pool programming and pool environs accommodate many activities that serve all ages and abilities.**
  - a) *Investigate the possibility of constructing a creative and family-friendly feature that will draw people into the community*—such as a slide, lazy river, splash pad, etc.
  - b) *Consider how the features, structures, and surroundings of pools impacts access* for different ages as abilities—such as pool temperature, railings, poolside surfaces, and locker rooms (see also Goal V).





- c) *Address needs for additional or enhanced infrastructure or amenities.* Examples include the need for more chairs and umbrellas around the pools. Create program for business to sponsor improvements in return for advertising (see Goal I. B.2).
4. ***Investigate the possibility to make Foster partially enclosed*** in order to extend its usefulness into the off-season and allow for flexible programming.
  5. ***Ensure that proposed plans take the recommendations and findings of the City's Master Parks Plan into consideration.***
- D. **Encourage cyclist and pedestrian travel and ensure that it is safe, convenient, and inviting across the City of Lakewood**, especially on the most heavily traveled routes. Safety measures, such as traffic calming or clear street crossings, encourage exercise: 43% of people who live within 10 minutes of a safe place to walk meet physical activity recommendations. Narrow streets and slower speeds provide safety — drivers move faster on wider roads. Slowing traffic from 30 to 20 mph reduces injuries to pedestrians by more than 70%. Slowing traffic from 40 to 20 mph improves a person's chances of surviving being hit by a car from 5% to 85%.<sup>35</sup>
1. ***Encourage the City to continue to implement complete streets, which are streets designed and built for all users and modes of transportation.***
    - a) *Adopt a city-wide complete streets policy.* Use the County Planning Commission's Complete Streets Toolkit and resources from the Northeast Areawide Coordinating Agency (NOACA) for assistance and information.
    - b) *Encourage the systematic use of various complete streets tools that alert drivers to pedestrian and cyclist presence, such as bike lanes, sharrows, etc.*
    - c) *Encourage the use of traffic calming devices, such as chicanes and narrower lanes (restriping), where feasible.*
    - d) *Increase visibility and safety at intersections by increasing street lighting, cross times, and ensuring good sight lines for motorized and non-motorized traffic.*
  2. ***Understand the most traveled routes, the busiest intersections, as well as where and why cyclists and pedestrians feel unsafe.***
    - a) *Poll cyclist and pedestrians on the street, kids at school, senior centers, school athletes and coaches to gather the information listed above.*
    - b) *Use smart phone apps to capture and analyze travel data.*
    - c) *Engage health care professionals, outreach specialists, City and school staff to travel with children on their way to and from school and other destinations to gain a better understanding of the routes and intersections kids like and dislike and why.*
    - d) *Implement a communication strategy or structure where feedback, insights, and notifications can be communicated upwards—to people within appropriate agencies.*
  3. ***Increase funding and investments in pedestrian, cyclist, and transit amenities.***
    - a) *Gather user feedback on existing infrastructure*



Temporary chicanes installed as a traffic calming measure on Woodward Ave. .  
Source: Lakewood Facebook



- b) *Address broken and crumbling infrastructure*—sidewalks, trees, streetlights, curbs.
- c) *Apply for funding to implement infrastructure improvements.* Funding sources include: NOACA's Transportation for Livable Communities, NOACA Technical Support, private partnerships, Safe Routes to School Funding and philanthropic foundations.
4. ***Create a plan to implement a comprehensive bike network that will create a stress-free environment for all ages.***
  - a) *Promote some streets as bike/pedestrian dominant streets,* where vehicle traffic is discouraged through various means to reduce the amount of exposure kids had with vehicles.
  - b) *Consider destinations in this network—such as schools, parks, the library, and adjoining neighborhoods and communities.*
  - c) *Connect coaches and team players with pedestrian and bike coordinators to devise the best and safest routes from various neighborhoods to schools, fields and gyms.*
  - d) *Establish more “join-up spots” for biking, walking, and running so that companionship is encouraged.*
    - Riders and walkers often feel there is safety in numbers.
    - Allows for the efficient provision of amenities, such as pump stations, tools, drinking fountains, wayfinding materials.
  - e) *Consider active living transportation infrastructure from a business perspective. Understand where and how sidewalks and crosswalks impact businesses.*
5. ***Ensure that the promotion of walkability, bikeability and connectivity is a significant part of the Active Living Coordinator job description.***
6. ***Investigate the possibility of a bikeshare or bike rental program.*** In a bicycle sharing system, bicycles are made available for shared use to individuals on a very short term basis. Bike share schemes allow people to borrow a bike from point "A" and return it at point "B". However, bike rental serves many cities more effectively than bike-share programs.
7. ***Utilize the resources and research from Bike Lakewood's efforts and encourage the City to continue to implement recommendations made in the Lakewood Bicycling Priorities Report and the Bike Lakewood Master Plan.*** See reports online at [www.onelakewood.com/development](http://www.onelakewood.com/development) .



2014 Kidical Mass ride. Photo by Ben Van Lear



**E. Understand how green infrastructure encourages people to walk and bike** by creating a healthier and more inviting street environment, more visual interest, and cleaner the ambient air. Green infrastructure includes street trees, landscaping with native species, bioswales, etc.

1. ***Ensure signage is complementary to current wayfinding signage.***
2. ***Utilize greenspace to serve as a tangible reminder of other greenspace and parkland in Lakewood and surrounding areas.***



Construction finished, parking returns, Madison Park "Green Street" Project is complete

Source: [www.facebook.com/pages/City-of-Lakewood-Ohio-Municipal-Governmen](https://www.facebook.com/pages/City-of-Lakewood-Ohio-Municipal-Governmen)

**F. Ensure appropriate and visible signage and wayfinding for parks, playgrounds, recreation facilities, and other active living places of interest** (see also Goal I.F.).

1. ***Use signage along Lakewood's main corridors to both advertise active living and recreation points of interest.***
2. ***Use informational kiosks to advertise other active living and recreation areas in the city as well as business districts, restaurants, etc.***

**G. Ensure active living and recreation providers utilize Lake Erie and the Rocky River as a resource.** Promote Lakewood's proximity to these regional amenities. According to one testimonial in Lakewood's Parks Strategic Plan, Lakewood's proximity to Lake Erie was one of the factors in a young family's decision to move to Lakewood from out of state. Lake Erie and the Cuyahoga River in particular have traditionally not been celebrated to the extent that other regions celebrate their waterfront. There is a shift occurring, however: many cities celebrating and enhancing its lakefront property rather than ignoring it. Lakewood's Solstice Steps project is a prime example of making Lake Erie an important component of the community.

1. ***Use vistas as destinations for community bike rides/ yoga classes, etc.***
2. ***Promote this idea to complementary active living and recreation providers, such as kayaking and rowing clubs.***



Source: [www.facebook.com/pages/City-of-Lakewood-Ohio-Municipal-Governmen](https://www.facebook.com/pages/City-of-Lakewood-Ohio-Municipal-Governmen)

**H. Anticipate future trends in active living and recreation, both to remain cutting edge, and also to anticipate what various age cohorts will need** (see also Goal V). According to the trends noted in benchmark cities were reinforced by findings in the *Sporting Goods Manufacturers Association 2012 Report*, sports with gaining popularity include newer sports, such as Basketball, Pickleball, Futsbal, foot soccer, Lacrosse; fitness



oriented programs and competitions, such as triathlons, marathons, and other races; and outdoor, nature-oriented activities, such as hiking.

- 1. Advocate that parks are multi-purpose and encourage intergenerational programming.**
  - 2. Connect senior centers with day care centers.**
- I. Ensure active living and recreation venues can also serve as community gathering spaces.** According to Healthy Active By Design, a planning and design forum created by the Western Australia Heart Foundation, parks and public open space not only provide the opportunity for people to walk and cycle to and be active in, but should also be places for social interaction. Social interaction in parks and open spaces is crucial for the overall success of the park and for creating and maintaining community cohesion and building social capital. It is therefore important that places of active living also provide community gathering spaces as well.<sup>36</sup>
- 1. Explore how established areas of active living or recreation, or areas close by, can serve to both promote physical activity and build community.** Ex: Lakewood Skate house could be also used as a coffee house for teens and parents. It could feature healthy items to eat, a library system for active living and recreation interest books, magazines, etc.
  - 2. Advocate for the future establishment of Community Gardens in Lakewood.** Gardening promotes healthy living in that it provides affordable access to healthy and fresh foods, is a physical activity, and promotes a sense of community. Furthermore, there is unmet demand in Lakewood: waiting lists for community gardening plots have grown to 80 people in 2015.



## Goal V. Capacity and Access

*Sufficient capacity and access exists so that all providers and users can be fully engaged in an active lifestyle.*

Parks, recreation facilities, and other areas associated with active living should provide opportunities for physical activity, however, the success of a park and its impact on a population is determined by its level of access. Indeed, making active living and recreation facilities accessible in all communities is a critical strategy for increasing physical activity and healthy lifestyles.<sup>37</sup>

Access depends more on just the physical presence of facilities, however: access also includes the relative ease with which one is able to partake in an active lifestyle from a multi-modal perspective as well as the suitability of facilities and programming for all ages, abilities, and cultural affiliations. In many ways, determining and promoting access hinges upon local capacity: it is critical to build local capacity to effectively advocate for change, understand implementation strategies, and ensure long-term sustainability of infrastructure, facilities, and their programming.<sup>38</sup>

Providing workplace exercise programs and access to healthy foods can also contribute to improved public health. Workplace physical activity programs in the United States have been shown to reduce short-term sick leave and health care costs and to increase productivity. Research also clearly indicates that proximity to full service supermarkets is associated with lower obesity, yet access to fruits, vegetables and other healthy foods is limited in many urban neighborhoods, particularly low-income communities.<sup>39</sup>





**A. Ensure the fundamental aspects of a safe, active, and healthy lifestyle are being taught to Lakewood youth, including diet and exercise.**

**1. *Encourage the provision of after school programs geared towards healthy and active lifestyles***

in partnership with the Lakewood City Schools Community Recreation and Education Department, other community institutions, and local businesses. The Madison School and Community Recreation Department in Wisconsin started the Healthy Self program in 2003. The program teaches elementary school children the benefits of good nutrition and physical activity as part of a healthy lifestyle. The Healthy Self Program is incorporated into



<http://www.parksandrecreation.org/2012/July/Before--and-Afterschool-Programming/>

after school programs at 14 after school sites. Children in the program engage in nutrition education activities, cooking and fun fitness activities. MSCR staff organizes Healthy Self family nights to share this critical information with parents and other family members.<sup>40</sup>

**a) *Active Living***

- Encourage the schools to set up exercise and sports clubs that are non-competitive in nature, including jogging, basketball, dance, etc.
- Engage personal trainers from the YMCA and other organizations to provide simple exercise lessons at a low cost.
- Establish or support low-cost apparel, shoe, and equipment sale for those that cannot pay retail prices.
- Encourage people to learn aspects of active living that also concern personal safety, including swimming lessons and basic self-defense.

**b) *Healthy eating***

- Lessons in healthy eating and cooking, gardening, food budgeting. Engage local restaurant chefs to provide healthy cooking lessons.
- Consider coordinating a CSA drop-off or Farmer's market at the high school.
- Encourage summer gardening programs so students could garden on school property.

**c) *Encourage the use of mentoring programs outside of school* for middle and high school aged children specifically geared towards the promotion of a healthy self.**

**2. *Advocate that the swim test be reinstated as a requirement for graduation from High School.***

Learning how to swim is an important component in a healthy and active lifestyle. The obvious and most important reason for learning how to swim is personal safety, especially in a lakeside community like Lakewood. According to the Centers for Disease Control and Prevention, more than 3,400 people drown in the United States every year. Swimming is furthermore a good form of exercise, and can provide an opportunity for active living and recreation to many that cannot engage in other forms of exercise due to various physical limitations.

**3. *Use the CHC program team to continue efforts to promote healthier food options at schools and at convenient stores.*** The National Farm to School program strengthens the connection



communities have with fresh, healthy food and local food producers by changing food purchasing and education practices at schools and preschools. The CHC program is working throughout Cuyahoga County to promote innovative purchasing and incentive options to promote the sale of healthy items in convenient stores.

**B. Ensure people of all incomes, ages, and abilities have access** to an appropriate amount and range of active living opportunities. “If you build a city that’s great for an eight year old, and an 80 year old, you build a city that’s great for everyone”.<sup>41</sup>

**1. Understand where gaps in service are and the barriers to participation that exist across all sectors of the population:** i.e., where particular needs have gone unmet, or why some groups do not participate as fully in active living opportunities. Gaps in service may have to do with programming, while barriers may have to do with transportation, costs, or safety.

- a) *Ensure the active living and recreation needs and desires of significant sectors of the population are being addressed.* For example, address noted deficiencies in basketball courts.
- b) *Consult the Triad Survey and the Providers Survey (Appendix A).*
- c) *Utilize data gathered in from surveys and user feedback as recommended in Goal I. A.*
- d) *Consult the information gathered and goals created from the 2012 Human Services Summit, facilitated by the Human Service Department of Lakewood (See Appendix E).*

**2. Address issues of cost and resources.** Some low to moderate income residents may be deterred by the cost of participation or by the perceived cost.

- a) *Investigate how scholarships can be made for all types of activities.* Help institutions that offer scholarship to advertise, such as the Beck Center.
- b) *Promote a targeted scholarship or internship program based on local active living and recreation businesses and individual interests.* Some Lakewood Schools have instituted a program between local businesses and the schools, such that students are paired with businesses associated with their particular interests. This program could focus on active living in Lakewood or the region.
- c) *Promote the establishment of a “lending library” of equipment* to ensure everyone can participate in activities or sports of their interest.

**3. Address issues of physical access, comfort level, and suitability.**

- a) *Transportation.* Ensure that all active living and recreation hubs are accessible by alternative forms of transportation. See Goal IV.
- b) *Encourage active living and recreation providers to adopt staggered hours to increase access* for those that work long or irregular hours.
- c) *Ensure family-friendly programming in parks and active living and recreation*



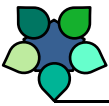
Kaboom.org





*facilities* so that adults and their children have more opportunities for active living and recreation. Understanding the epidemic of childhood obesity, and that family programming reached the broadest span of individuals (from grandparents to grandchildren), Burlington, Vermont and Royal Oaks, MI made family programming a priority in their recreation plans.

- d) *Incorporate elements of universal design when designing and building infrastructure, buildings, and programs to ensure all ages and abilities can partake in an active lifestyle.* Universal design involves designing products and spaces so that they can be used by the widest range of people possible. Universal design recognizes that there is a wide spectrum of human abilities: “everyone, even the most able-bodied person, passes through childhood, periods of temporary illness, injury and old age.” By designing for this kind of human diversity, spaces become easier for all people to use.<sup>42</sup>
- 4. Ensure that park space is safe, perceived as safe, and is aesthetically pleasing.** According to a report published by the Vermont Department of Health, studies show a 35% increase in physical activity among people who live in communities that have inviting, safe environments for walking, exercise, and play.
- a) *Install proper lighting and sight lines into and out of parks.*
  - b) *Install benches, pathways into and out of parks to encourage greater presence of people throughout the park.*
  - c) *Ensure all graffiti is removed in a timely manner.*
  - d) *Equipment and infrastructure is properly maintained.*
  - e) *Ensure proper policing of all parks.* Work with the Police Department and community groups to define what proper policing would be. Encourage policing to be engaged, so that kids and people in the neighborhood get to know the officers and vice versa. Advocate that patrols of active living areas take place on bike or on foot because that allows for more interaction between officers and those engaged in the sport or activity.
- C. Encourage the City to assist active living and recreation organizations and business where limitations impede business or patron participation.**
- 1. *Increase awareness of services offered by the City to private businesses and organizations.***
  - 2. *Advocate for the establishment of shared parking agreements among businesses and institutions*** in which parking is sometimes an issue.
    - a) *Develop a template for a shared use agreement.*
    - b) *Encourage alternative transportation and carpooling among participants,* possibly using incentives.
  - 3. *Connect interior design professionals or students with businesses*** that have capacity issues because of internal space limitations.
- D. Encourage greater levels of active living and recreation programming and participation during the winter months.**
- 1. *Encourage participation in outdoor winter activities,*** such as cross country ski clubs, snowshoeing clubs, and sledding. Equipment and outerwear lending clubs could provide access



to those that are new to the activity or do not have the resources to invest in it (see also Goals I and IV).

2. **Foster the development of indoor places for active living and recreation that are appropriate for all ages.** For those days that are either too cold, too rainy, or too hot, indoor play is a needed element to maintaining a healthy activity level, especially for children and seniors. Indoor play spaces such as “Little Gyms” and Bounce houses fit easily into preexisting buildings. There is also an opportunity, however, to design these places for people all along the age spectrum.

## Summary

The above goals, recommendations, and action items are meant to serve as a suggested guideline for all players in Lakewood—from city government and agencies, to community institutions, to individuals businesses and residents. The *Implementation Table* that follows in the next section outlines the priority of each actionable recommendation and action item, its likely timeline for implementation, potential lead organization and potential partners, as well as possible funding sources and who the target population is.

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- <sup>2</sup> Cuyahoga County Cancer Profile. Available online: <http://www.odh.ohio.gov/>
- <sup>3</sup> Ohio Department of Health, Vital Statistics.
- <sup>4</sup> <http://centerforactivedesign.org/dl/guidelines.pdf>
- <sup>5</sup> American Planning Association. *Investing in Place. 2014.* Available online: <https://www.planning.org/policy/polls/investing/pdf/pollinvestingreport.pdf>
- <sup>6</sup> 2010 Decennial Census. [www.factfinder.census.gov](http://www.factfinder.census.gov)
- <sup>7</sup> Interview with the Burlington Parks Department, November 2014 and the [Burlington VT Parks and Recreation Report, 2014](#)
- <sup>8</sup> City of Ann Arbor Parks & Recreation Open Space Plan, 2011-2015.
- <sup>9</sup> City of Medford Leisure Services Plan, 2004.
- <sup>10</sup> Boulder Parks and Lakewood City Schools Community Recreation and Education Department Master Plan, 2014.
- <sup>11</sup> <http://www.sanantonio.gov/parksandrec>
- <sup>12</sup> Interview with Lucy Chaffin, CPRP, Executive Director of the Madison School & Community Recreation. November 2014.
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- <sup>15</sup> Arlington Parks and Recreation Department Marketing Plan. Version 14.3.2. Available online at: <https://www.dropbox.com/s/nbo2gz3fhrt2u50/APRD-Marketing-Plan-14.3.2.pdf>
- <sup>16</sup> [www.cpra.org](http://www.cpra.org)
- <sup>17</sup> <http://www.seattle.gov/trees/treewalks.htm>
- <sup>18</sup> <http://health.clevelandclinic.org/2015/02/how-you-can-encourage-heart-healthy-habits-in-your-kids/>
- <sup>19</sup> <http://www.rackspace.com/content/2015/01/20/marketing-to-millennials-youre-doing-it-wrong-infographic/>
- <sup>20</sup> American Planning Association. Planning Advisory Services Report Number 543/544. December 2006
- <sup>21</sup> <https://www.ci.oswego.or.us/parksrec/national-senior-health-and-fitness-day>
- <sup>22</sup> <http://www.tstead.com/Pages/TSR-PF-LRC.html>
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- <sup>24</sup> <http://www.sportandrecreation.org.uk/blog/guest-blog/13-10-2014/cross-sport-collaboration-its-more-how-why#sthash.aoumxvsl.dpuf>
- <sup>25</sup> <https://lancaster.score.org/success-stories/community-recreation-centers-find-success-through-collaboration>)
- <sup>26</sup> <http://business.utah.gov/industries/clusters/>
- <sup>27</sup> <http://www.cdc.gov/phpo/pce/part1.htm>
- <sup>28</sup> <https://www.planning.org/cityparks/briefingpapers/communityengagement.htm>
- <sup>29</sup> <http://www.health.state.mn.us/divs/hpcd/chp/cdrp/physicalactivity/docs/AitkinALPolicy.pdf>
- <sup>30</sup> <http://activelivingbydesign.org/lessons-for-leaders/advancing-policiecosystems-change/introduction/>
- <sup>31</sup> <http://activelivingbydesign.org/lessons-for-leaders/advancing-policiecosystems-change/introduction/>
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- <sup>33</sup> National Recreation and Park Standards as interpreted by the City of Madison, WI.  
<https://www.cityofmadison.com/parks/about/documents/2012-2017AdoptedPOSPSmallFileSize.pdf>
- <sup>34</sup> <http://cgsarchitects.com/project/fairlington-community-center/>
- <sup>35</sup> Vermont Department of Health. *Vermont Healthy Community Design Resource Active Living & Healthy Eating*. 2013. Available online at [www.healthvermont.gov](http://www.healthvermont.gov)
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- <sup>38</sup> <http://activelivingbydesign.org/wp-content/uploads/2014/08/Investing-in-Healthy-Community-Change.pdf>
- <sup>39</sup> <http://centerforactivedesign.org/dl/guidelines.pdf>
- <sup>40</sup> <http://www.msccr.org>
- <sup>41</sup> [http://activelivingresearch.org/sites/default/files/2015\\_Workshop\\_OpenStreets.pdf](http://activelivingresearch.org/sites/default/files/2015_Workshop_OpenStreets.pdf)
- <sup>42</sup> <http://www.universaldesign.com/about-universal-design.html>



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# Implementation Table

## Abbreviations Key

### Source abbreviations:

**MGI** = Member Generated Idea from meetings  
**TB** = Taskforce Brainstorm  
**PS** = Providers Survey  
**BR** = Benchmarking Research  
**TR** = Triad Research Presentation  
**BL** = Bike Lakewood Presentation  
**DS** = Dru Siley presentation

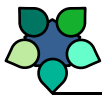
### Organization/Collaborators/Population abbreviations:

**COAL** = proposed “Chamber of Active Living”  
**COC** = Chamber of Commerce  
**City** = City Planning Department, proposed AL Coordinator  
**ALAC** = proposed Active Living Advisory Committee  
**AL or ALR** = Active Living or Active Living and Recreation  
**CCPC** = Cuyahoga County Planning Commission  
**CCBH** = Cuyahoga County Board of Health  
**CHC** = Creating Healthy Communities  
**NOACA** = Northeast Areawide Coordinating Agency  
**LCSCRED** = Lakewood City Schools Community Recreation and Education Department

### Funding abbreviations:

**CF** = Cleveland Foundation  
**St. Luke’s** = St. Luke’s Foundation  
**RWJF** = Robert Wood Johnson Foundation  
**CDBG** = Community Development Block Grant  
**TLCI** = Transportation for Livable Communities Initiative (NOACA)  
**SRTS** = Safe Routes To School  
**HFFI** = Healthy Food Financing Initiative (USDA)  
**ODNR** = Ohio Dept. of Natural Resources  
**TPL** = Trust for Public Land  
**Keen** = Keen Effect  
**WW** = Weight Watchers Karen-Miller-Kovach Research Grant

Recommendations and Action Items	Source	Timeframe	Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population		
		Immediate 1-2 years 3-4 years Ongoing	1 - 5, 1 is highest			H=High M=Moderate N=Nominal				
Goal I. Communication and Education										
Effective communication and comprehensive educational outreach occurs frequently among all agencies, businesses, and individuals involved in active living and recreation.										
A. Encourage recreation providers to seek, use, and incorporate user feedback on a regular basis.	PS, MGI	X		X	2	LCSCRED, City, YMCA, ALAC	ALR Providers	M	Kresge, CF, St Luke’s, RWJF	ALR users
1. Create a universal survey template form for the use of all ALR providers.	PS, MGI		X		2	LCSCRED, City, YMCA, ALAC	LALT, ALR providers	M	N/A	ALR users
a) Perform on an annual or semi-annual basis.	MGI									
b) Inclusive of all people and demographics.	MGI									
c) Ensure survey will yield valid and credible results.	MGI		X		2	LCSCRED, ALAC, consultant	LALT, City, YMCA, Beck Center	M	Kresge, CF, St Luke’s, RWJF	ALR providers and users
d) Conduct “in-situ” surveys at ALR site.	MGI	X		X	2	ALR providers	ALR providers	N	“	“
2. Investigate the creation an online forum for user feedback.	MGI		X	X	3	City, LCSCRED, ALAC	LALT, YMCA, Beck Center	M	“	“
a) Encourage providers upload and share feedback results.	MGI, BR			X	3	LCSCRED, ALAC consultant,	ALR providers	M	“	“
b) Create a plan for the website that describes maintenance & funding.	MGI		X		3	City, LCSCRED, ALAC	ALR providers	M	“	“
3. Use data from provider feedback and other sources to reach demographics that exhibit lower participation rates.	MGI	X		X	2	City, ALAC	ALR providers	N	“	“
4. Encourage the City of Lakewood to purchase—and offer to providers at a nominal cost— software that tracks participation.	MGI, BR, PS		X		3	City	ALAC	M	“	“

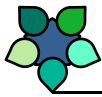


Recommendations and Action Items	Source	Timeframe				Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
5. Encourage the City to seek user feedback from pedestrians, cyclists, and transit users (Goal V.E.2).	MGI	X			X	2	City	ALAC, NOACA	M	“	pedestrians, cyclists, & transit users
<b>B. Increase the transparency, access to information, and visibility of programs and offerings for all ALR users and providers.</b>											
1. Create a universal ALR “providers’ website”.	PS, MGI				X	2	City, LCSCRED	YMCA, Beck, All ALR providers	M	Kresge, CF, St Luke’s, RWJF	ALR users & providers
a) Design the website to be a “one stop shop” for users.	MGI										
b) Ensure the website facilitates communication & collaboration among providers.	MGI, PS										
c) Include website material in the LCSCRED or independent magazine.	PS				X	2	LCSCRED, COAL ALAC	ALR Providers	H	Kresge, CF, St Luke’s, RWJF	ALR users
d) Encourage website reciprocity.	MGI				X	2	ALR Providers	ALR Providers	N	N/A	ALR users & providers
2. Encourage the creation of a unified marketing plan for AL in Lakewood.	MGI				X	2	City, LCSCRED, COAL ALAC	ALR Providers	H	Kresge, CF	Regional Population
a) Work with public & private ALR providers to develop marketing strategy.	MGI										
b) Leverage the marketing plan to brand Lakewood as an ALR hub in Northeastern Ohio; build on “Live Well Lakewood” efforts.	MGI										
c) Create a sponsorship program so private businesses are able to advertise on infrastructure.	MGI			X		2	COC, City, LCSCRED, COAL	All appropriate businesses	N	CDBG	ALR providers
d) Utilize resources from the Creating Healthy Communities (CHC) Program.	CCPC	X			X	2	CCPC, BOH,	City, ALAC	N	CHC	ALR users & providers
3. Encourage groups, businesses, and organizations to conduct programs in non-traditional ways or places.	MGI	X			X	3	City, ALR providers	Property owners, Schools	N	CDBG	Lakewood population
a) Support or establish events and “meet-ups” based on specific themes or destinations in and around Lakewood.	BR, MGI	X			X	3	City, LCSCRED, COC, COAL, ALAC, ALR providers	Property owners, Schools, Comm Organizations, ALR providers	N	“	“
b) Hold appropriate activities and instruction outdoors, such as group rides/runs, bike rodeos, yoga.	BR, MGI	X			X	3	City, ALR providers	Property owners, Schools, Comm Organizations	N	Lakewood population	“
c) Work with the City, the Schools, and large private land owners to host events.	BR, MGI	X			X	3	COC, City, LCSCRED, COAL	ALR providers	N	“	“
<b>C. Facilitate communication <i>among</i> ALR providers, including the City and LCSCRED.</b>											
1. Utilize recommendations A.1. and B.1 (above) to improve communication throughout the ALR providers sector.	PS	X			X	1	LALT, ALAC, COAL	ALR providers, City, Schools	M	Lakewood population	ALR Providers
2. Provide ALR providers with a list of similar and complementary businesses/organizations.	MGI										
3. Enlist Lakewood Schools (public & private), to share collected ALR information & use the City’s communication capabilities to disseminate.	MGI, PS			X		2	LALT, ALAC, COAL	ALR providers, City, Schools	N	Kresge, CF	ALR Providers
a) Share findings in the Triad research Study.	PS	X				3	Schools, City	“	N	N/A	Lakewood population
b) Share data collected by Lakewood City Schools’ Athletic Director.	MGI	X				3	“	“	N	N/A	“
4. Ensure that businesses and organizations involved in ALR are aware of all the programs and services that the City of Lakewood offers.	MGI, PS	X			X	2	City, ALAC, COAL	ALR providers	N	N/A	“

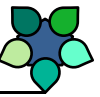




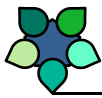
Recommendations and Action Items	Source	Timeframe			Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population	
a) Include information about city services specifically for businesses in a “Welcome to Lakewood” packet for businesses.	MGI		X		3	City, ALAC, COAL	ALR providers	M	N/A	Lakewood population	
b) Create a page on the City’s website to build upon the “StartUp Lakewood” webpage.					3	“	“	N	N/A	“	
5. Make sure communication operates from the top down and the bottom up within ALR provider organizations.	MGI	X			1	City, LCSCRED, ALAC, COAL	ALR providers	N	N/A	“	
a) Establish internal protocols for communication, vetting, and project budgeting, (See Goal III).	TB		X	X	1	City, LCSCRED,	ALAC, COAL	N	N/A	“	
6. Encourage the creation of metrics to facilitate data gathering and provide a benchmark with which to measure progress.	MGI		X		2	City, LCSCRED, ALR providers	“	N	N/A	ALR providers	
<b>D. Encourage ALR providers to focus outreach efforts on the newer and younger residents of the community.</b>											
	TR										
1. Encourage the use of social media, including facebook, twitter, etc. to promote AL.	MGI	X			1	COC, City, LCSCRED, COAL	ALR providers	N	Kresge, CF	New residents, youth	
2. Engage the Community Relations Advisory Board and their “Welcome to Lakewood” event to teach new residents about ALR opportunities.	MGI		X	X	1	“	“	N	“	“	
3. Incorporate Lakewood ALR information into landlord training and create an ALR insert for the ‘new tenant’ packet given to renters.	CCPC			X	2	City	ALR providers, LCSCRED, COAL	M	“	“	
4. Ensure ALR provider marketing materials, contact information, and websites are included in welcome packets, tax statements, water bills.	CCPC		X		2	“	“	M	“	“	
5. Work with all Lakewood schools (public and private) to send home materials and information regarding ALR opportunities with students.	PS			X	2	Schools	ALR providers	N	“	“	
<b>E. Encourage the City to build on current wayfinding investments to better communicate AL points of interest.</b>											
	MGI		X		2	City	COC, LCSCRED, Mainstreet Lakewood	M	TLCI, SRTS	Lakewood population	
1. Ensure wayfinding efforts consider the safest walking and cycling routes (see also Goal IV.F).	MGI			X	1	City, Bike Lakewood, Walkers and Cyclists	BOH, NOACA	M	“	“	
a) Advocate that an inventory of major intersections be performed.	MGI, BL			X	1	“	“	H	“	“	
b) Investigate how to use technology and social media to communicate the safest and easiest route, such as mobile aps and GPS guidance.	MGI		X		3	“	“	M	SRTS	“	
c) Include communication and wayfinding efforts when investing in street infrastructure.	MGI		X		2	City Public Works	City Planning, County Planning	M	TLCI	Lakewood population	
d) Encourage the City and private businesses to post wayfinding materials.	MGI		X		2	City, Businesses	LALT, COAL and COC	M	“	“	
e) Utilize the signage and main street subcommittee of Lakewood Alive to assist in wayfinding efforts.	MGI	X			2	Mainstreet Lakewood, City, Businesses	“	N	“	“	
2. Use parks and recreational facilities as a catalyst for tourism.	MGI, BR										
a) Establish informational kiosks throughout the City (see also Goal IV.F).	MGI		X		2	City, LCSCRED	ALR providers, businesses	H	TLCI, Kresge, CF	Lakewood population	
b) Work with the Cleveland Metroparks and surrounding Cities to advertise Lakewood Parks as part of a broader parks system.	MGI, BR		X		4	City	Metroparks, Surrounding Cities	M	Kresge,CF	Regional population	
<b>F. Bolster educational outreach to residents, business owners, employees in Lakewood about the benefits of an active and healthy lifestyle.</b>											
	MGI				X	1	City, Schools, Health Professionals	Youth and Senior Centers, Lakewood Library	M	Kresge, CF	Lakewood population



Recommendations and Action Items	Source	Timeframe			Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
1. Provide information about the health benefits of various activities <u>at</u> the place of that activity.	MGI		X		2	“	“	M	“	“
2. Ensure healthy eating and active living practices are being taught across age spectrum.	MGI, BR		X		1	Schools and Senior Centers	ECPTA, City, Schools, Health Professionals	M	“	“
a) Youth: <ul style="list-style-type: none"><li>Consider Madison, Wisconsin’s Healthy Self Program</li><li>Work with area schools and daycare centers to ensure healthy eating habits are being introduced in fun ways (see Goal V).</li></ul>	BR		X		1	City, Schools	ECPTA, Youth resources, Health Professionals	M	Michael & Susan Dell Foundation, Kresge, CF	Youth
b) Seniors: Ensure the benefits of ALR are being reinforced at senior centers.	MGI, PS		X		2	Senior Centers, Health Professionals	City, Senior Services, Health Professionals	M	Kresge, CF	Seniors
3. Work to expand the understanding of potential ALR opportunities among parents, teachers, day care centers, and residents.	MGI									
a) Promote the fact that outdoor active living and recreational activities can and should occur in most weather as long as appropriate protective outerwear is worn (see Goal V).	TB	X			3	Schools, Parents	ECPTA, City	N	Kresge, CF	Lakewood population
b) Investigate adaptive, seasonal, and temporary uses of large indoor spaces for ALR activities (see also Goal IV).	MGI		X		1	Schools, City, Property owners	CHC (BoH and CCPC)	M	“	ALR users
c) Encourage more residents to become involved in gardening and community gardening (see also Goal V).	TB	X			3	LEAF Community	City, Schools	N	“	Lakewood population
d) Promote walking and biking instead of traditional transportation (see Goal II).	MGI		X			City	NOACA, Bike Lakewood, Schools	M-H	SRTS, Kresge, CF	“
4. Encourage employers throughout the City to adopt employee wellness plans.	MGI, BR		X		3	Businesses, Community Institutions	City, LALT, ALAC, COC	M	“	“
5. Advocate for the adoption of a City-wide wellness plan, featuring various incentives.	MGI		X		3	City	Health Professionals	M	“	“
Goal II. Collaboration										
Collaboration is the practiced standard between public entities and the private sector to foster efficiency, creativity, and excellence in the delivery of active living and recreation opportunities.										
A. Foster greater collaboration <i>among</i> ALR providers, including the City of Lakewood and the Recreation Department.	PS									
1. Consider the formation of a “Chamber of Active Living” (COAL) for all ALR business providers.	MGI		X	X	1	COC, LCSCRED., YMCA	ALR providers	N	Kresge, CF, St. Luke’s	ALR providers
2. Utilize the user feedback portion of the universal website to improve collaboration throughout the ALR providers sector (see Goal 1. A & B).	MGI,PS		X	X	2	City, LCSCRED, ALAC	LALT, YMCA, Beck Center	N	“	“
3. Encourage private and public recreation providers to pool resources for advertising efforts (see Goal I. B.).										
a) Encourage the LCSCRED to devote several pages in their quarterly recreation magazine to private rec providers and their programs.	PS	X			1	LCSCRED	ALR providers	N	Kresge, CF, St. Luke’s	ALR users
b) Pool resources among public and private providers to create a bigger recreation magazine that encompasses all ALR opportunities.	MGI		X		2	COAL, ALAC	“	M	“	“
c) Advertise the universal website & events by buying space on materials already being distributed, such as Beck or YMCA mailings.	MGI		X		2	“	“	M	“	“
4. Investigate the possibility of clustering or co-locating complementary ALR providers into one area, creating ‘hubs’ throughout the City.	BR, MGI		X		4	COAL, ALAC Health care institutions	ALR providers, preventative health & rehab services	H	Kresge, CF, St. Luke’s	ALR users & providers, youth, elderly



Recommendations and Action Items	Source	Timeframe			Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
a) Investigate opportunities were co-location of resources might advance opportunities.	BR			X	3	City, LCSCRED	City, LCSCRED	H	“	City, LCSCRED, ALR users
<b>B. Encourage greater collaboration between ALR providers and community institutions, including health, education, &amp; social service.</b>										
1. Encourage the continued high participation levels that many ALR providers take in Community Events.										
2. Use the knowledge of health professionals to promote active living opportunities to improve health and recovery.	MGI, PS		X	X	1	Health care institutions, Schools, LCSCRED, City	Senior Centers, youth services, ALR providers	N	Kresge, CF	ALR users & providers, youth, elderly
a) Involve local health and wellness celebrities as consultants to help guide Lakewood towards becoming a Health and Wellness City.	MGI	X		X	3	“	“	M	“	Lakewood population
b) ALR providers could work with nutritionists to distribute recommended diets based on age and activity level.	MGI		X		3	“	“	N	Kresge, CF	ALR users & providers, youth, elderly
3. Institute referral programs so community institutions can recommend appropriate providers to the people they serve, & vice versa.	MGI		X	X	1	Health care institutions, ALR providers	Outreach programs for youth, seniors,	N	“	Lakewood population
a) Include questions on surveys administered to connect people to the right service/provider.										
b) Use Lakewood Catholic Academy’s initiative as a template.	MGI	X		X	1	COAL, ALAC, Schools	LCSCRED., City	M	Kresge, CF	Students, ALR users
4. Encourage ALR providers to engage higher learning institutions in and around Lakewood.	MGI			X	5	ALR Providers, COAL, ALAC	University of Akron, Virginia Marti, CSU	N	N/A	Students
<b>C. Encourage collaboration between ALR providers and other businesses and organizations not typically involved in ALR.</b>	MGI		X	X	3	COAL, COC, ALAC	ALR providers, businesses, Lakewood Alive	M	HFFI, Champions for Healthy Kids	Lakewood population
1. Encourage businesses and active living and recreation providers to create group deals (could work both ways).	MGI			X	5	“	“	N	N/A	“
2. Work with restaurants/food retailers to provide healthier options.	TB		X	X	3	“	“	N	HFFI, Champions for Healthy Kids	“
3. Work with businesses—retailers, restaurants, service providers, to provide incentives for people who walk or bike to their stores.	TB		X	X	3	“	“	M	“	“
4. Encourage business and organizations of all types to sponsor/advertise events & programs related to AL.	PS, MGI		X	X	3	“	“	M	CDBG	“
a) Seek private sector participation/sponsorship for support for events, facility construction and maintenance, and equipment.	PS, MGI		X	X	2	“	“	M	Private Sector	“
b) Seek philanthropic and foundation for support for events, facility construction and maintenance, and equipment.	TB		X	X	2	“	“	M	Gund, CF, Lakewood Hospital Foundation	“
c) Maintain and increase participation levels of ALR providers in community events, including July 4 <sup>th</sup> Parade, Meet the Trucks, etc.	PS	X		X	1	City	COAL, ALAC	N	Kresge, CF, St. Luke’s	“
<b>D. Investigate and promote shared use agreements between ALR providers (see also Goal IV).</b>	PS	X		X	2	ALR providers, property owners	City, CHC staff	M	Kresge, CF	ALR users & providers
<b>E. Encourage AL by fostering a greater sense of community and community engagement among residents.</b>	MGI									



Recommendations and Action Items	Source	Timeframe				Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
1. Ensure neighbors and community groups are fully engaged in the design, planning or renovations of parks, rec areas, or public spaces.	TB				X	1	City	Block Groups, Councilpersons	M	N/A	Lakewood residents
2. Promote AL opportunities through increased neighborhood interaction, using ALR website to establish block/neighborhood groups.	TB	X			X	2	City-Police Block Club Program	residents	N	SRTS	“
a) Encourage the formation of bike trains and walking trains. • Work with information gained from SRTS efforts to help kids and parents determine the best routes. • Utilize safety officers at schools to help ensure kids arrive safely and to help promote safe walking and biking practices.	TB	X			X	2	“	Residents, Schools, NOACA	N	“	“
b) Encourage the establishment of running/walking/cycling groups in the morning and evening	TB	X			X	2	“	Residents, Schools, NOACA	N	“	“
c) Investigate how neighborhood watch groups could incorporate physical activity into patrolling or securing efforts.	TB	X			X	2	Block Club Program	Residents	N	Kresge, CF, St. Luke’s	“
3. Encourage block parties to be geared towards active and healthy living.	TB	X			X	2	City, Streets & Forestry Dept, ALAC	AL &Healthy Food Providers	N	“	“
F. Work with surrounding communities to address the demand on Lakewood’s parks and open space as well as other ALR assets.	PS, MGI	X			X	2	City	Cleveland, Rocky River, Fairview Park	N	“	ALR users & providers
1. City of Cleveland parks located south of I-90: Impet and Tuland Park.											
2. Rocky River, Edgewater Reservations. Compliment Metroparks’ efforts increase park use: Kayaking lessons, Party in the Park.											
3. Encourage Lakewood residents to take full advantage of county-wide programs through marketing materials and online.	MGI	X			X	2	City, LCSCRED, Schools	County-wide Rec providers	N	“	Lakewood population
4. Encourage suburban facility reciprocity in Rocky River, Bay Village, Fairview and Westlake.	TB	X			X	2	City	Cleveland, Rocky River, Fairview Park	N	“	ALR users & providers
G. Utilize staff from the Creating Healthy Communities Program to help facilitate planning processes and agreements between various providers.	CCPC	X			X	2	CHC staff, City	ALR providers, property owners, LCSCRED	N	CHC	ALR users & providers
Goal III. Investments, Purchases and Operations											
All major investments, purchases, and operations consider active living and recreation, are property vetted by partnering agencies, and reflect the context of the neighborhood and the broader community.											
A. Ensure the mission of the Active Living Taskforce extends to all aspects of the City and becomes part of the culture of Lakewood.	MGI	X			X	1	City, Lakewood City Schools/Recreation	Businesses, Residents, Institutions	M	Kresge, CF, St. Luke’s, RWJF	Lakewood population
1. Encourage the City and its departments to establish a policy ensuring that active living will be a primary consideration.	MGI	X	X		X	2	City	ALAC	N	“	City Depts. & employees
2. Encourage and incentivize employees to apply AL considerations to all aspects of their work.	MGI		X		X	2	City, Lakewood City Schools & Recreation	ALAC, ALR providers, health care institutions	M	CF, Kresge	City Depts., City, School, and Rec employees
B. Advocate for the creation of a city staff position such as an “AL Coordinator” devoted to addressing and advocating for ALR needs.	MGI		X			1	City	ALAC, LCSCRED	H	Keen, Finish Line, CF, Kresge, RWJF, WW	Govt., Agencies, Lakewood population
1. Ensure investments consider AL and are properly vetted to appropriate people and departments.	MGI				X	2	“	LCSCRED, ALR providers	N	“	ALR users



Recommendations and Action Items	Source	Timeframe			Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population		
2. Work with the <i>Active Living Advisory Council (ALAC)</i> to secure funding and guide implementation of activating living and recreation projects.	MGI				X	2	"	City Depts., LCSCRED	N	"	Govt., Agencies	
3. Conduct regular outreach to users to gain feedback and ideas by conducting surveys and soliciting feedback on programs/infrastructure.	MGI				X	1	"	ALAC, Lakewood population, Local Universities/schools	N	"	Lakewood population	
a) Ensure neighborhood community meetings occur when any change is made to AL infrastructure, programming, or access.	TB				X	1	"	, Block groups, Councilpersons	N	N/A	"	
b) Encourage AL Coordinator to solicit ALR activity participation statistics from surrounding communities.	TB		X			2	City	Strongsville, Rocky River, Avon, Avon Lake, Cleveland, Fairview Park	N	N/A		
4. Regularly monitor parks, playgrounds, pools and other important places of AL to ensure proper maintenance.	MGI				X	2	"	City/Parks Dept	M	Keen, Finish Line, CF, Kresge	Lakewood population	
5. Engage the community to encourage the creative application of health and wellness throughout the neighborhoods (see Goal II. D. and F).	MGI				X	3	"	Lakewood Alive, Block Clubs, residents	N	"	"	
<b>C. Encourage the City &amp; major institutions to consider health impacts when planning land use, transportation, and infrastructure modifications.</b>												
1. Advocate for the creation of an " <i>Active Living Advisory Council</i> " (ALAC), to facilitate an active lifestyle for individuals of all ages and abilities.	MGI	X				1	City	City, Lakewood Alive, COAL	N	Kresge, CF, St. Luke's	Govt., Agencies, ALR providers	
2. Establish a process by which all purchases that impact AL are vetted with other depts. and entities for their review and feedback.	MGI				X	3	ALAC, AL Coordinator	LCSCRED, Planning Dept., Parks Dept	N	Kresge, CF, St. Luke's	Govt., Agencies	
a) Create a policy so departmental investments impacting AL should vet their plans with other relevant depts. and agencies.	MGI				X	3	City	ALAC, AL Coordinator	N	"	Govt., Agencies	
b) Task the ALAC to help develop this process.												
3. For all major land use and infrastructure decisions, consider performing a Health Impact Assessment (HIA) with the aid of the Board of Health.	CCPC				X	3	City	CCBOH	M-H	Pew Trust (Health Impact Project)	Govt., Lakewood population	
a) Encourage City depts. to adopt the HIA process as part of internal protocol, especially those entities dealing with land use.	TB		X			3	"	CCBH	M	"	Govt.	
b) Advocate that, in the near term, large projects such as the proposed new Family Health Center undergoes a HIA process.	TB		X			1	City, Health Care Institutions	CCBH	H	"	Govt., Lakewood population	
4. For all major land use and infrastructure decisions, consider transportation alternatives (ped., bike, transit) (see Goal IV).	MGI, BL	X				X	1	City	CCPC, NOACA, Bike Lakewood	M	Kresge, CF, St. Luke's	Lakewood population
<b>D. Investigate ways to aid ALR providers in organizational knowledge and technical support to reduce overhead costs and improve efficiency.</b>												
1. For non-profits, assist with the provision of boiler-plate language and templates for setting up a board, writing by-laws.	MGI				X	5	AL Coordinator, ALAC, COAL	ALR providers, Beck Center, YMCA, LCSCRED	N	Kresge, CF, St. Luke's, WW	ALR providers	
2. Create a universal application form and human resources guide.	PS	X				5	ALAC, COAL	YMCA, Beck Center	N-M	"	ALR users & providers	
3. Encourage ALR providers to pool resources to share one financial/HR person.	PS		X			4	"	"	N-M	"	ALR users & providers	
a) Employ one or several full time financial/HR person to be shared across many ALR businesses with appropriate expertise.	MGI				X	4	AL Coordinator, ALAC, COC, COAL	AL/L providers	M	Kresge, CF, St. Luke's, WW	ALR providers	
b) Assist with technical support, such as participation tracking software.	MGI, BR, PS		X			4	"	ALR providers, Beck Center, YMCA, LCSCRED	M	"	"	



Recommendations and Action Items	Source	Timeframe	Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
c) Consider the development of an umbrella insurance policy for use of small ALR providers.	PS, MGI	X	4	"	"	M	"	"
d) Share training resources to guarantee coaches, referees, & instructors are trained sufficiently to ensure high quality instruction.	TR	X	3	LCSCRED	ALAC, COAL, ALR providers, past coaches & instructors	N-M	"	ALR users & providers
e) Create a unified marketing campaign (see Goal I).								
4. Utilize community resources to aid and facilitate this effort.	PS, MGI	X	3	AL Coordinator, ALAC, COAL	Lakewood, StartUp Lakewood, COAL	N	CF, Gund,	ALR users & providers
<b>E. Explore ways the City could utilize its communication network and purchasing power to encourage residents to lead more active lifestyles.</b>								
	MGI, PS	X	3	City	ALAC, AL Coordinator	N-M	KEEN Footwear, Kresge, CF, St. Luke's	ALR users & providers
1. Offer wellness devices and equipment at a better cost to residents.	BR	X	3	"	ALAC, AL Coordinator, COAL	N-M	Kresge, CF, St. Luke's	ALR users & providers
2. Ensure that cold weather and rain gear available at low cost or through a co-op sharing arrangement (see also Goals II and V).	BR	X	3	"	"	N-M	"	"
3. Advocate for the establishment of a Park Activity supervisor at each major park in Lakewood during the summers.	MGI	X	2	"	"	N-M	Keen, Finish Line	ALR users
<b>Goal IV. Infrastructure, Facilities, and Programs</b>								
<i>Infrastructure, facilities, and programs are expanded or renovated in a manner that compels people to participate more fully in active living and recreational activities.</i>								
<b>A. Perform and maintain an inventory of private or non-municipal ALR amenities.</b>								
	MGI	X	3	COAL	ALAC, ALR providers, City	M	Kresge, CF, St. Luke's	ALR users & providers
1. Include any AL site. Include both formal and informal areas of ALR.								
2. Use inventory to understand where cooperative agreements could exist								
3. Ensure the inventory documents infrastructure for pedestrians, cyclists, and transit riders as well.								
<b>B. Increase the square footage of ALR space in Lakewood.</b>								
1. Investigate how to create more park space.	MGI							
a) Utilize marginal lands effectively <u>only</u> if safe.	MGI	X	3	City	Property owners	M	ODNR, TPL	Lakewood population
b) Use parkland to its fullest potential. <ul style="list-style-type: none"> <li>Conversion of space for more in-demand activities.</li> <li>Modifiable court space/infrastructure to accommodate multiple activities.</li> </ul>	DS, MGI	X	2	City	ALR users and providers	M-H	Keen, ODNR	Lakewood population
c) Consider the purchase of property as it becomes available for the eventual use as greenspace or parkspace.	MGI/DS	X	3	City	Property owners	H	Clean Ohio, ODNR	"
d) Investigate the possibility of converting formerly industrial land into passive park use.	MGI	X	3	"	Property owners	H	EPA Brownfield, Ohio EPA, ODNR, TPL	"
e) Create more green space along Lakewood's main corridors to foster the sense that Lakewood is a green and healthy city.	MGI	X	3	"	Property owners	M	ODNR, TPL	"
2. Investigate how vacant or underutilized buildings can be used for ALR purposes and other associated enterprises (see C. below).	MGI	X	2	City, Schools, LCSCRED	Property owners, ALR providers, ALAC	M	CDBG	ALR users & providers
a) Storage buildings on Madison Avenue for indoor courts/gym space.	MGI	X	3	"	"	M-H	"	"
b) Better utilization of city buildings like Lakewood Skate House.	MGI	X	2	City, LCSCRED	Parents, Skaters	M-H	"	"
c) Churches and institutional buildings indoor ALR space.	MGI	X	2	LCSCRED, Churches	City, ALR providers, ALAC		"	"

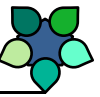




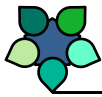
Recommendations and Action Items	Source	Timeframe			Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population	
3. Investigate and promote shared use agreements by various ALR providers and the owners of large buildings.	CCPC/ MGI		X		2	City, LCSCRED, community institutions, Property owners	ALR providers, ALAC	M	CDBG	“	
a) Investigate adaptive, seasonal, and temporary uses of large indoor spaces for ALR activities. Ex: Lake Erie Screw Factory	MGI/ CCPC		X		2	“	ALR providers, ALAC	M	“	“	
b) Use the Creating Healthy Communities Program, as a resource for the development of shared use agreements.	CCPC		X		2	CHC, City, LCSCRED	Property owners	N	“	“	
c) Use the Inventory recommended in Recommendation A. above to include all possible places for cooperative agreements.	MGI		X		2	“	“	N	“	“	
C. Implement thoughtful and creative renovations to Lakewood Pools.	MGI		X		3	City, LCSCRED	Residents, swim instructors, swimmers	H	ODNR, NSPF, CDBG	ALR users & providers	
1. Utilize momentum of other City park investments, such as Solstice Steps, to assess needs for Foster and Becks Pools.	MGI		X		3	“	“	H	NSPF, CDBG	“	
2. Advocate that an outdoor pool have competition standard dimensions.	MGI			X	3	“	“	H	“	“	
3. Ensure that pool programming and pool environs accommodate many activities that serve all ages and abilities.	MGI			X	3	“	“	H	“	“	
a) Investigate the possibility of constructing a family-friendly feature to draw people into the community, i.e. a slide, lazy river, etc.	MGI				4	“	“	H	“	“	
b) Consider how the features, structures, and surroundings of pools impacts access for different ages as abilities.	MGI		X		3	City, LCSCRED	Senior groups, youth groups, parents, residents, swim instructors	H	“	ALR users & providers	
c) Address needs for additional or enhanced infrastructure or amenities. See also Goal I.B.2.	MGI		X		3	“	Residents, swim instructors, swimmers, businesses	N	“	“	
4. Investigate the possibility to make Foster partially enclosed.	MGI			X	3	“	Residents, swim instructors, swimmers	H	AAD Shade Structure Grant, NSPF, CDBG	“	
5. Ensure that proposed plans take the recommendations and findings of the City’s Master Parks Plan into consideration.	MGI			X	2	“	ALR providers	N	NSPF, CDBG	“	
D. Encourage cyclist and pedestrian travel and ensure that it is safe, convenient, and inviting across the City of Lakewood, especially on the most heavily traveled routes.	BL	X			X	1	City	Bike Lakewood, ALAC, cyclists, youths and seniors	N-H	ODNR, SRTS, TLCI, CDBG	Lakewood population, Cyclists and pedestrians
1. Encourage the City to continue to implement complete streets, which are streets designed and built for all users and modes of transportation.	BL		X		X	1	“	“	N-H	TLCI, CDBG	“
a) Adopt a city-wide complete streets policy.	BL,CCPC		X			1	“	NOACA, CCPC, Bike Lakewood	N	“	“
b) Encourage the use of complete streets tools that alert drivers to pedestrian and cyclist presence, such as bike lanes, sharrows, etc.	BL			X		1	“	Bike Lakewood	M-H	“	“
c) Encourage the use of traffic calming devices, such as chicanes and narrower lanes (restriping), where feasible.	CCPC			X		1	City	Bike Lakewood	M-H	TLCI, SRTS, CDBG	Lakewood population, Cyclists and pedestrians
d) Increase visibility and safety at intersections by increasing street lighting, cross times, and ensuring good sight lines.	BL, CCPC			X		1	“	Bike Lakewood, Property owners	M-H	“	“



Recommendations and Action Items	Source	Timeframe			Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
2. Understand the most traveled routes, the busiest intersections, as well as where and why cyclists and pedestrians feel unsafe.	BL		X		1	“	Bike Lakewood, ALAC, cyclists, youth & seniors	N-H	“	“
a) Poll cyclist and pedestrians on the street, kids at school, senior centers, school athletes and coaches.	MGI		X		1	“	“	N-H	“	“
b) Use smart phone apps to capture and analyze travel data.	MGI		X		2	“	“	N-H	“	“
c) Engage health care professionals, outreach specialists, City and school staff to travel with children.	MGI, CCPC			X	2	“	“	N-H	“	“
d) Implement a communication strategy or structure where feedback, insights, and notifications can be communicated to agencies.	MGI		X		X	1	City, Bike Lakewood	Pedestrians and cyclists	M	“
3. Increase funding and investments in pedestrian, cyclist, and transit amenities.	BL		X			2	“	NOACA, ODOT, GCRTA	H	“
a) Gather user feedback on existing infrastructure (see 2.d).			X			2	ALAC, City	Bike Lakewood, COAL	M	TLCI, CDBG
b) Address broken and crumbling infrastructure—sidewalks, trees, streetlights, curbs.	BL					1	City	NOACA, ODOT	H	TLCI, CDBG , SRTS
c) Apply for funding to implement infrastructure improvements.	BL/CCPC			X		1	“	Bike Lakewood, NOACA, SRTS	H	“
4. Create a plan to implement a comprehensive bike network that will create a stress-free environment for all ages.	BL			X		2	“	Bike Lakewood, NOACA	H	TLCI
a) Promote some streets as bike/pedestrian dominant streets, where vehicle traffic is discouraged.	BL			X		3	“	“	M	“
b) Consider destinations—such as schools, parks, library.	BL, MGI			X		3	“	“	M	“
c) Connect coaches and team players with pedestrian and bike coordinators to devise the best and safest routes.	MGI			X		2	“	“	M-H	TLCI, SRTS
d) Establish more “join-up spots” for biking, walking, and running so that companionship is encouraged.	BL, MGI					3	“	“	N-M	“
e) Consider AL transportation infrastructure from a business perspective.	PS, MGI				X	5	“	COAL, COC	N	TLCI
5. Ensure that the promotion of walkability, bikeability and connectivity is a significant part of the AL Coordinator job description.	TB				X	1	“	ALAC	N	N/A
6. Investigate the possibility of a bikeshare or bike rental program.	TB			X		4	City, Bike Lakewood	COAL, ALAC	M	
7. Utilize the resources and research from Bike Lakewood’s efforts and encourage the City to continue to implement recommendations made in the Lakewood Bicycling Priorities Report and the Bike Lakewood Master Plan.	TB			X		2	“	“	N	“
E. Understand how green infrastructure encourages people to walk and bike by creating a healthier and more inviting street environment.	TB			X		3	City, NEORS	NOACA	M	Lakewood population
1. Ensure signage is complementary to current wayfinding signage.	TB									
2. Utilize greenspace to serve as a reminder of other greenspace and parkland in Lakewood and surrounding areas.	TB									
F. Ensure appropriate and visible signage and wayfinding for parks, playgrounds, recreation facilities and other AL places of interest.	TB				X	3	City	Mainstreet Lakewood	N	Lakewood population



Recommendations and Action Items	Source	Timeframe			Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
1. Use signage along Lakewood’s main corridors to both advertise ALR points of interest.	TB			X	3	“	“	N		
2. Use informational kiosks to advertise other ALR area in city as well as business districts, restaurants, etc.	TB			X	3	“	“	N		
<b>G. Ensure ALR providers utilize Lake Erie and the Rocky River as a resource. Promote Lakewood’s proximity to these regional amenities.</b>	MGI			X	3	ALAC, COAL	AL providers	N	N/A	Lakewood population
1. Use vistas as destinations for community bike rides/ yoga classes, etc.										
2. Promote this to complementary ALR providers, such as kayaking & rowing.										
<b>H. Anticipate future trends in ALR, both to remain cutting edge, and also to anticipate needs of various age cohorts (see Goal V).</b>	TB		X		2					
1. Advocate that parks are multi-purpose and encourage intergenerational programming.										
2. Connect senior centers with day care centers.			X		3	City, LCSCRED	Senior Centers, Day Care Centers, youth groups, parents, residents	N	N/A	Youth and seniors
<b>I. Ensure ALR venues can also serve as community gathering spaces.</b>	TB		X		2	City, LCSCRED	ALAC, COAL	N	N/A	Lakewood population
1. Explore how established areas of active living or recreation, or areas close by, can serve to both promote physical activity and build community.										
2. Advocate for the future establishment of Community Gardens in Lakewood.										
<b>Goal V. Capacity and Access</b> <i>Sufficient capacity and access exists so that all providers and users can be fully engaged in an active lifestyle</i>										
<b>A. Ensure the fundamental aspects of a safe, active, and healthy lifestyle are being taught to Lakewood youth, including diet and exercise.</b>	MGI		X	X	1	Schools	Parents, City, LCSCRED, Health Care organizations, ALR providers	M-H	Aetna , CDC Community Transformation Grants, RWJF	Youth
1. Encourage the provision of after school programs geared towards health and activity.			X		2	“	“	M		“
a) Active Living: <ul style="list-style-type: none"><li>Encourage the schools to set up exercise and sports clubs.</li><li>Engage personal trainers from the YMCA and other organizations to provide simple exercise lessons at a low cost.</li><li>Establish/support low-cost apparel, shoe, and equipment sales</li><li>Encourage ALR skills that also concern personal safety, including swimming lessons and basic self-defense.</li></ul>	MGI		X		2	“	“	N-M	Fuel Up to Play 60, Every Kid Healthy Grants, Easton , Finish Line Youth , YMCA My Fresh Page Project, YMCA Grants, Baseball Tomorrow Fund, Good Sports, NSPF grants, USA Swimming, Petit Family	“



Recommendations and Action Items	Source	Timeframe	Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
a) Healthy eating: <ul style="list-style-type: none"> <li>Lessons in healthy eating, cooking, gardening, food budgeting.</li> <li>Engage local restaurant chefs to provide cooking lessons.</li> <li>Consider coordinating a CSA drop-off or Farmer's market at the high school.</li> <li>Encourage summer gardening programs on school property.</li> </ul>	MGI	X	2	Schools	Parents, City, LCSCRED, Health Care organizations, ALR providers	N-M	Champion for Healthy Kids Grants, Farmer's Market SNAP Support Grants, The Farmers Market and Local Food Promotion Program, Seed Fund Grants	Youth
2. Advocate that the swim test be reinstated as a requirement for graduation from High School.	MGI	X	2	"	Parents	N	NSPF grants	"
3. Use the CHC program team to continue efforts to promote healthier food options at schools and convenience stores.	MGI	X	1	Schools, CHC	Food retailers	M-H	The Farmers Market and Local Food Promotion Program, School Breakfast Grants	"
<b>B. Ensure people of all incomes, ages, and abilities have access to an appropriate amount and range of AL opportunities.</b>								
1. Understand where gaps in service are and where particular needs have gone unmet for certain sectors.	MGI	X	1	City, ALAC	ALR providers and users, Lakewood population, ad hoc groups	N		Lakewood population
a) Ensure the ALR needs and desires of significant sectors of the population are being addressed, i.e., basketball courts.	MGI	X	1	City, ALAC, LCSCRED	ALR users, Lakewood population	M-H	Finish Line Youth	"
b) Consult the Triad Survey and the Providers Survey (Appendix A).		X	2	City, ALAC, LCSCRED	COC, COAL	N		"
c) Utilize data gathered in from surveys and user feedback as recommended in Goal I. A.		X	2	City, ALAC	COAL	N		"
d) Consult the 2012 Human Services Summit, facilitated by the Human Service Department of Lakewood.	MGI	X	2	"	"	N		"
2. Address issues of cost or by the perceived cost.	PS	X	1	ALAC, ALR providers	COC, COAL	N-H		"
a) Investigate how scholarships can be made for all types of activities, and help institutions that offer scholarship to advertise that fact.	MGI, PS	X	2	"	Health Care and Community Institutions, COC, COAL, Local media	N-M		"
b) Promote a targeted scholarship or internship program based on local ALR businesses and individual interests.	MGI	X	3	Schools	Lakewood businesses, ALR providers, COC, COAL	N		"
c) Promote the establishment of a "lending library" of equipment.		X						"
3. Address issues of physical access, comfort level, and suitability.	MGI, PS	X	2	LCSCRED, City, ALAC	COAL	M	Good Sports	"
a) Transportation. Ensure that all ALR hubs are accessible by alternative forms of transportation. See Goal IV.		X						"
b) Encourage ALR providers to adopt staggered hours to increase access for those that work long or irregular hours.	BR	X	4	ALR providers, ALAC	Community institutions, City	N-M		ALR users
c) Ensure family-friendly programming in parks and ALR facilities.	BR	X	3	City, LCSCRED	LECPTA	N-H		"
d) Incorporate elements of universal design to ensure all ages and abilities can partake in active living and recreation.		X		"				Lakewood population
4. Ensure that park space is safe, perceived as safe, and is aesthetically pleasing.		X	2	City	ALAC, LCSCRED	N-H	ODNR outdoor recreation facility grants	"
a) Install proper lighting and sight lines into and out of parks.	MGI, BR	X	2	"	"	M	ODNR	"



Recommendations and Action Items	Source	Timeframe				Priority	Principal Organization(s)	Potential Partners/ Collaborators	Estimate Cost	Potential Funding Source(s)	Target Population
b) Install benches, pathways into and out of parks to encourage a greater presence of people.				X		3	City	ALAC, LCSCRED	M	ODNR	Lakewood population
c) Ensure all graffiti is removed in a timely manner.	MGI		X			2	"	"	M	"	"
d) Equipment and infrastructure is properly maintained.		X			X	1	City	LCSCRED, ALR Providers	M		Lakewood population
e) Ensure proper policing of all parks. Work with the Police Department and community groups to establish this.		X			X	1	"	Neighborhood Block Groups, ALC, ALR providers	M		"
<b>C. Encourage the City to help ALR businesses where limitations impede business or patron participation.</b>											
1. Increase awareness of services offered by the City to private businesses and organizations.	PS	X				2	City	ALAC, COAL, COC	N		ALR providers
2. Advocate for the establishment of shared parking agreements among businesses and institutions.	PS			X		4	City, Private land or property owners	ALR providers, COAL	N-M		ALR users, providers, & businesses
a) Develop a template for a shared use agreement.	TB		X			2	City, CCBH, CCPC	ALR providers and all businesses	N		"
b) Encourage alternative transportation and carpooling among ALR users	MGI		X			3	City, ALR	"	N		"
3. Connect interior design professionals or students with businesses to address internal space limitations.	MGI					5	ALR providers, ALAC	Virginia Marti School of Design, Cleveland State, Kent State	M		"
<b>D. Encourage greater levels of ALR programming and participation during winter (see also Goals 1 and 3).</b>											
1. Encourage participation in outdoor winter activities, such as cross country ski clubs, snowshoeing clubs, or sledding (see also Goals I and IV).	BR			X		3	LCSCRED, ALR providers	City, LECPTA	N-M	Good Sports	Lakewood population
2. Foster the establishment of indoor places for ALR that are appropriate for all ages.	BR			X		3	LCSCRED, ALR providers	City, LECPTA	N-M	Good Sports	Lakewood population
	MGI				X	4	LCSCRED, ALR providers	City, LECPTA, Senior Centers	N-M		Lakewood population



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## Appendices

### Appendix A. Existing Plans and Related Efforts

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#### Lakewood Community Vision (2014)

The 2014 Lakewood Community Vision enumerates many goals and recommendations in six broad topic areas, including commercial development, community wellness, education and culture, housing, mobility, and safety. Although all goals and recommendations indirectly influence the active living and recreation climate in Lakewood, those that are most relevant to the Task Force are listed below:



1. **Commercial Development:** Achieve sustainable development practices to ensure long term viability of our commercial corridors
  - Promote sharing of resources and information amongst local businesses
  - Provide business plan mentoring and support to all business owners
  - Repurpose obsolete first floor retail space
  - Provide architectural design recommendations to small business owners
  - Add more public art in commercial districts
  - Advocate for building design which fits within the scale of our commercial district
  - Design and develop commercial districts to provide for a safe and inviting pedestrian experience
2. **Community Wellness:** Support healthy living and create a more ecologically sustainable city
  - Goal: *Provide great facilities and programs for active living*
  - Provide opportunities for residents to become more health literate
  - Enhance infrastructure to support active lifestyles including sidewalks, bikeways, open space, and parks
  - Build on recreational programming to address community needs
  - Ensure that all residents have convenient access to healthy, affordable food
  - Expand available greenspace
  - Improve usefulness of parks as year-round assets
  - Provide policy support, such as inclusion in the zoning code, for urban agriculture
  - Understand and proactively address the effects of changing healthcare delivery on community health
  - Encourage employers to offer health promotion programs to their employees
  - Reduce obesity rates by promoting active lifestyles and ensuring access to nutritious foods
  - Develop a culture which promotes a sense of personal responsibility for community health and wellness

- 3. Education & Culture:** Provide lifelong educational opportunities for our residents and promote a community identity rooted in our cultural heritage
- Continue to offer a broad range of community events and festivals
  - Leverage existing resources in schools to meet community needs
  - Leverage local and regional cultural assets to direct programming in Lakewood
- 4. Housing:** Protect and enhance the quality and character of our residential neighborhoods
- Improve lighting in neighborhoods through the use of porch lights
  - Enhance the role of block clubs as social and informational resources
  - Maintain existing trees on residential streets and manage our urban forest
  - Manage vacant and abandoned properties using the property maintenance code to ensure that properties are safe, secured and weatherized
- 5. Mobility:** Provide safe, convenient, and integrated transportation options throughout the community
- Goal: Continue to invest in infrastructure improvements to achieve a balanced multimodal transportation network*
- Goal: Promote transportation safety through education, enforcement, and design*
- Goal: Increase the number of miles travelled using means other than a car*
- Safe roads:
    - Ensure all streets are well lit
    - Educate motorists and cyclists on rules of the road
    - Explore traffic calming to achieve speeds appropriate to family neighborhoods
    - Focus traffic enforcement around schools and destinations
  - Inviting pedestrian and cyclist environment
    - Minimize impact of cars and parking in commercial districts
    - Control litter and snow on sidewalks
    - Offer downtown pedi-cab service
    - Develop a systematic sidewalk replacement program
    - Expand ADA compliance in public spaces including sidewalks, parks and facilities
    - Control litter and snow on sidewalks
    - Establish a consistent and functional approach to providing pedestrian amenities
  - Encourage alternative modes of transportation
    - Encourage employers to develop incentives for employees to use alternative transportation
    - Enhance and expand bike routes citywide
    - Consider multi-use path along train tracks
    - Increase availability of bicycle parking in commercial districts to meet demand
    - Improve access to public transit facilities
    - Work with RTA to improve timing of bus routes
    - Explore new options to fill the service gap left by discontinuance of RTA Circulator
  - Pursue creative solutions to meet parking demands
- 6. Safety:** Maintain the highest degree of community safety by providing excellent safety services, promoting resident participation, and expanding effective communication
- Goal: Work with neighborhoods and business owners to improve our physical environment*
- Develop opportunities for neighbors to connect

- Promote and enhance bicycle safety through Bike Lakewood, improved signage and infrastructure, and community outreach events such as the Bike Rodeo
- Improve the application of the Safe Routes to School program
- Improve lighting in the neighborhoods, parks and business districts
- Design public spaces that are beautiful, functional and safe
- Have more frequent community beautification events

## Park System Strategic Plan (2010)

The Park System Strategic Plan made recommendations for the management of all parks and was created to provide a decision making tool that set priorities and outlined implementation. The plan performed extensive research, analysis of existing conditions and community input that are the basis for recommended goals, strategies and action steps. The Plan outlines 6 goals. They are:

1. **Safety of Parks.** Parks should be well designed, well-maintained, and well-used to improve the real and perceived safety and cleanliness of the parks.
2. **Quality of Facilities.** Existing facilities must be maintained and new amenities must be durable, cost-effective, and help improve the park overall.
3. **Access.** Parks should be accessible to residents of all ages to combat diseases related to physical inactivity, both passive and active recreation opportunities should be provided.
4. **Natural Resources.** Parks should protect and increase access to natural resources since natural resources contribute to the beauty, recreational value, and ecological habitat of parks.
5. **Cultural and Social Resources.** Ensure parks provide a venue for special events and public art considering the importance of these activities in regards to community identity.
6. **Year Round Use** – Winter events such as Winterfests, cross country skiing, holiday gatherings, and sledding can be implemented to increase use during the slower months.



Source: Lakewood Recreation Plan

Within these goals, the Plan makes recommendations that are distinguished between on-going, short-term, mid-term, and long-term improvements. Ongoing improvements include planning activities and reports to detail project updates, improvements, maintenance programs, as well as a tree planting program, community work days, and working with other community groups to coordinate use of parks and open space in Lakewood.

Short term improvements include the creation of various groups to oversee the accomplishment of other recommendations, including implementation and management efforts. Such groups include a "Park Advisory Committee", and park foundation. Other short term improvements included a signage and wayfinding program, a community partner network, and the creation of resource materials to aid in

future improvement efforts, such as a park standard handbook, a set of safety initiatives, and an urban forest inventory.

Mid-term improvements recommended in the plan include improvements having to do with access, sustainability and rehabilitation of parks and recreation facilities, while long term improvements consider expanding land acquisition and more assertive access solution to the lakefront.

## **Lakewood Bicycling Priorities Report (2014) and the Bike Lakewood Master Plan (2012)**



Safe and effective bicycle infrastructure plays an important role in overall community health, impacting access, mobility, and opportunities for physical activity and recreation. As such, two important Plans were consulted. In 2014, Bike Lakewood, a resident-led advocacy group of people who bike in Lakewood, published the Bicycling Priorities Report, a follow-up to the League of American Cyclists Bronze-designee recommendations and the City of Lakewood's own 2012 Bike Master Plan. Bike Lakewood's mission is to *make Lakewood a place where all people can safely and comfortably ride a bike to a park, library, store, restaurant or anywhere else.*

Within this mission, the goals included in 2012 Bike Lakewood Master Plan involved the clarification and promotion of the Lakewood's bike system and increasing the safety and mobility of cyclists. Recommendations included the expansion of the bikeway system through the installation of shared use lanes, bicycle signage, and a designated network with appropriate signage and bike racks.

Another large component of the 2012 Plan involved education for both cyclists and motorists. Efforts included educating people about registration requirements for cyclists, the promotion of a "share the road" campaign and the rules of the road, and increasing consistency of enforcement for both cyclists and motorized travelers.

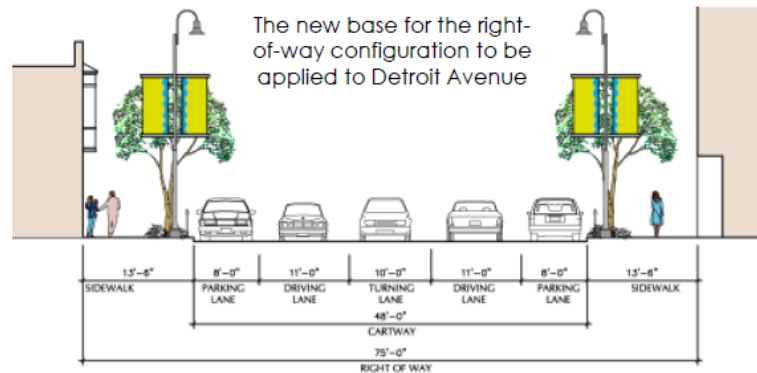
In the 2014 Priorities Report, several measurable goals are put forth, including a 5% shift in overall trips to bicycle trips within 10 years; completing a yearly infrastructure report card would help Lakewood gather input on road and biking conditions; and adopting a "Vision Zero" policy with the goal to achieve no fatalities or serious injuries.

To accomplish these measurable goals, the Priorities Report identifies streets within Lakewood that are *Priority Infrastructure Projects*, where bicycle facilities—primarily protected bike lanes—could be added with relative ease and would have the biggest impact, as evidenced by a survey conducted during the completion of the Report. The Report also recommends the creation of an "ambitious" bike network, one that is connected and could be expanded in a systematic fashion.

The creation of a *Bicycle Infrastructure Design Guide* to establish consistent and safe infrastructure design, implementation, and signage for all projects was also recommended, as were the continuation of educational, outreach, and enforcement measures throughout the City, such as increasing the number of police on bikes, the creation of an employee bike share program, and the establishment of an ordinance to require bicycle parking for new businesses. May of the above action items resonant with

the mission of the Active Living Task Force and will be referenced in the Recommendations portion of this Report.

## **Detroit Avenue Streetscape Plan (2008)**



Source: Detroit Streetscape Plan

As the main commercial thoroughfare in Lakewood and a major east-west commuting corridor, Detroit Avenue plays and will continue to play an important role in engendering an environment conducive to active living in Lakewood. In 2008, the Detroit Avenue Streetscape Plan was published outlining goals related to the simplification of street configuration; redefining the development patterns; accommodating different modes of travel; and investing in physical improvements to revitalize key locations along Detroit Avenue.

Recommendations that are especially pertinent to this Recommendations Report include those improving the flow of traffic on Detroit Avenue and improving the pedestrian environment and experience:

- Narrow and realign the roadway to provide greater consistency
- Coordinate a corridor wide signalization plan along Detroit Avenue
- Removal of barriers on sidewalk and in right of ways, i.e., bury or move utilities and utility boxes
- Promote mixed uses with ground floor retail that is open to the street and sidewalk
- Purchase items such as benches, trash receptacles or other pedestrian amenities that can be reused in the eventual complete reconstruction of the street
- Incorporate design enhancements to the public spaces along the street that promote an active, walkable district and the healthy lifestyles initiative
- Incorporate green/environmentally conscious construction techniques into the streetscape
- Incorporate banners and hanging baskets to enliven the streetscape
- Provide additional signage, streetscape and aesthetic improvements at municipal parking lots to better link them to the business district
- Work with the RTA to incorporate Transit Waiting Environments at key intersections

## **Birdtown Action Plan (2009)**

The Lakewood Active Living Task Force recognizes that many important strides made in the overall active living and recreation environment will occur at the neighborhood level. The task force endorses

neighborhood planning efforts as they will almost always touch on quality of life issues of residents—largely having to do with being able to live an active and healthy lifestyle with access to quality recreational facilities or infrastructure. The Birdtown Action plan does precisely this. Located in the southeastern portion of Lakewood, the Action Plan made several recommendations consistent with the mission of the Task Force:

- Streetscape:
  - Establish lighting that is to scale with both pedestrian and automobile use
  - Increase the number of street trees, hedges, and flower pots
  - Create walkable and vibrant communities using transit oriented development
- Neighborhood Cohesiveness and Safety
  - Encourage the use of porch lights after dark to promote safety and discourage crime
  - Encourage the establishment of or participation in neighborhood groups to provide residents with a greater sense of security and ownership of the neighborhood
  - Encourage the establishment of and involvement in community gardens to increase neighborhood access to fresh and healthy food and build neighborhood connections
- Access
  - Better linkage to Madison Park with the establishment of an identifiable gateway or feature
  - Develop a bike trail and safer pedestrian access to connect Birdtown to GCRTA transit station
- Pedestrian and Bicycle network
  - Enhance the pedestrian and bicycle network using sharrows on Madison, signage and education, new bikeway establishment
  - Install bike racks at key spots within the neighborhood.
  - Traffic calming through construction of raised sidewalks

## **Triad Research Group: Community Survey Regarding Lakewood Recreation and Education Programs (2014)**

The Lakewood Recreation and Education Department hired Triad Research to conduct a telephone survey to measure overall satisfaction with the Recreation and Education programs, services, and facilities and to understand if there other kinds of programs or activities residents would be interested in that the Department could offer.

Overall, the survey found that the majority of Lakewood residents (79%) were very satisfied or satisfied with the recreational programs and facilities available. Several key findings that are pertinent to the Task Force's recommendations are listed below:

- Residents newer to Lakewood are less likely to participate in a Recreation Department sponsored program or activity: nearly a third of Lakewood residents have never enrolled, and the majority of these residents are those that have lived in Lakewood for less than five years.
- Two thirds of Lakewood residents enrolled in 1-2 programs in recent years, while only 25% enrolled in 3-5 programs
- Satisfaction with youth programs is also very high, although the a large percentage of youth (44%) have enrolled in just 1-2 programs in recent years
- Many residents felt that the remaining high school and elementary school renovation projects incorporate more community recreational use, with the majority of respondents (78%)



indicating that the most important use of schools are providing activity rooms for school age children for after school programs

- 80% of respondents felt the Department should offer wellness programs
- There was also interest in additional opportunities for swimming, basketball, and fitness

## Appendix B. Providers Survey Results

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### Summary of Responses – November 18, 2014

**26 survey respondents:** Emerald Necklace Girls Fastpitch Association: Lakewood Rangers Gold 14-Under (14U-C) Travel Softball Team, Baseball, Lakewood Soccer Association, Lakewood hospital, Lakewood Catholic Academy, LCA Saints Lacrosse, Iceland/Serpentini Arena, Cyrano's Place, Beat Cycles, 41° North Coastal Adventures, Office of Aging, the Barton Center, Lakewood Skatepark, Livewell Lakewood, Lakewood City Schools Athletic Department, Lakewood Outdoor Basketball Committee, Cross Fit, Movement Factory, Ride and Workout, Puma Yoga, Lakewood Speedskating, St. Edward High School, Lakewood Recreation Department, The Beck Center, Bike Lakewood

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#### 1. Programming

- a. Resources/Amenities/Facilities Inventory
    - Many different identified. See individual results.
    - 13 of the 26 respondents conduct at least some of their activities or programming outside, utilizing fields, parks, private or municipal infrastructure.
    - 2 identified the Metroparks as a resource
    - None of the respondents identified Lake Erie, the Rocky River as a resource
  - b. Activities offered
    - 8 offer 1 activity
    - 4 offer between 2 to 5 activities
    - 12 offer 6 or more activities
  - c. 15 out of the 26 organizations indicated that there are programs or amenities that they would like to offer but cannot due various constraints
    - 8 seek enhanced facilities or staffing
    - 7 seek more program options
    - 4 seek increased involvement from participants or community
    - 2 seek more funding
  - d. Five organizations indicated that they have programs or amenities that are underutilized, most commonly having to do with time of day: certain times of the day that are not as busy. These include the YMCA, Beck Center, Puma Yoga, Ride and Workout. Livewell Lakewood offers different types of programming and indicated that their programs are underutilized overall.
- 

#### 2. Organizational structure

- a. Management: of the 12 that answered the question:
    - 6 are managed mainly by 1 person
    - 4 have an executive staff of more than one person
    - 4 have boards
    - 1 operates entirely from volunteers
  - b. Personnel:
    - 6 organizations are 100% volunteers
    - Roughly 6 organizations have a mixture of paid vs. volunteer staff
  - c. 11 organizations have over 25 full/part time employees
-

- d. 12 out of the 26 respondents indicated that at least one person is in charge of coordinating activities with other groups, agencies, or facilities
- e. Of the 26 survey respondents, 9 indicated that they have performed surveys to gain customer feedback or anticipate changes in customer needs or wants.

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### 3. Participation

- a. 21 out of the 26 respondents indicated that they track participation. Of these 21:
  - 15 do this by keeping track of registration or enrollment, 6 of which use a software program for this purpose
  - 3 by tracking member swipes
  - 2 by counting
  - 1 did not specify how
- b. Participation numbers varied widely among respondents.
  - Larger Recreation Facilities counted total attendance (member swipes or ticket sales) on a yearly basis:
    - Iceland/Serpentini Arena: 500,000 per year
    - YMCA: 35,000 per year
    - Beck Center: 60,000 in all with attendance to performances, and over 2,000 actively involved (classes and the arts)
  - Program-based facilities counted registration or enrollment for the year or season
    - Lakewood Recreation: 65,000 enrollments (may count a participant more than once)
    - Lakewood Athletic Department: approx. 1,000 team members (may count a participant more than once)
    - LCA: 600 kids enrolled
    - St. Edward: 875 kids enrolled
    - Independent sports teams averaged 240 players per season, with the largest being the Lakewood Soccer Association's recreational soccer league at 750 participants per season.
    - Lakewood Recreation
    - Barton Center: 150 participants per year
    - Beck Center: 750 people enrolled in classes
  - Private fitness businesses reported attendance on a daily, weekly and monthly basis
- c. 19 out of 26 respondents indicated they experience peak periods:
  - 17 indicated peak seasons or months with 8 respondents having the highest participation in the spring and summer, 4 having the highest participation in fall and winter, and the other 5 during the school year.
  - 8 respondents indicated peak hours: 7 indicated that both early morning and evening hours saw the heaviest traffic, while the Office of Aging's most attended programs occur midday, from 10AM to 2PM.
- d. 21 of the 26 survey respondents had knowledge of where their participants come from:
  - 15 indicated that participants either come from "mostly Lakewood" or estimated that over 50% of participants were from Lakewood, with the Beck Center reporting that most of their class enrollment being from Lakewood, while theater performances and attendance draws people from a wider base mostly outside of Lakewood.
  - Roughly half of fencers at Cyrano's Place were Lakewood residents

- Lakewood Skatepark and Iceland/Serpentini Arena had the largest regional draw, with 65% and 90%, respectively of participants coming from outside of Lakewood.
  - Most respondents either did not know which particular neighborhood(s) in Lakewood participants live in, or felt that there was representation from all neighborhoods.
    - Girls Travel Softball has good participation from the Harding neighborhood.
    - The YMCA felt that participation was lowest in the southeast portion of the City.
    - Ride & Workout indicated that Clifton Park and Riverside Drive areas in Lakewood saw the largest participation
  - Other than Lakewood, most respondents said participants came from other west side communities, including Rocky River (14), Cleveland's west side neighborhoods (11), Bay Village (4), Westlake(3), and Fairview (2).
  - Lakewood Skatepark, Iceland/Serpentini Arena, the Beck Center Theater program, and St. Edward have participants that come from farther distances.
- e. Demographics
- i. 21 of 26 respondents provided information on age ranges of their participants.
    - 10 indicated that they serve primarily youth under 18, with the Beck Center's instructional classes being one of these 10
    - 5 indicated that the largest participation comes from Older Adults, aged 45+, including the YMCA, Office of Aging, the Barton Center, Livewell Lakewood and the Beck Center's Theater program
    - 2 indicated that all age groups are represented in enrollment, including Lakewood Recreation Department and Bike Lakewood
    - The Lakewood Outdoor Basketball Committee and Cross Fit see mostly older youth and young adults.
  - ii. 18 survey respondents provided information on gender
    - 8 reported that the majority of participants are male
    - 6 reported that the majority of participants are female, including mostly private workout facilities as well as the Beck Center class enrollment and Livewell Lakewood
    - 4 reported that gender representation is roughly equal, including Lakewood Soccer Association, Lakewood City School Athletic Department, Cross Fit, and the Lakewood Recreation Department
  - iii. 17 survey respondents provided input regarding Race/Ethnicity
    - 11 indicated that the majority of participants are white
    - 1 indicated participants represented the demographics of Lakewood
    - 5 indicated that many groups are represented
  - iv. 14 survey respondents provided input regarding income. Responses spanned all income levels:
    - 9 indicated most participants came from households with middle- to upper-income levels
    - 3 indicated participants came from all income levels, including Lakewood City Schools Athletic Department, Lakewood Recreation Department, and Saints Lacrosse.
    - The Office on Aging and Lakewood Skatepark indicated that the majority of participants came from households with low to moderate incomes
- f. Mobility
- i. 16 of the 26 survey respondents said that most participants arrive by car
    - Although of those 16, 8 indicated that some arrive by bike or other means. These include Girls Travel Softball, the YMCA, Lakewood Skatepark, and 41° North, The Movement factory, PUMA Yoga, St. Edward, and the Beck Center

- 6 respondents indicated that many or most participants arrive by alternative means, including walking, biking or transit. These include Beat Cycles, Office of Aging, Lakewood City Schools Athletic Department, Lakewood Outdoor Basketball Committee, Cross Fit, and Bike Lakewood
- ii. 16 respondents indicated that bike racks were nearby with most being owned by the City or School District. 4 respondents indicated a need for bike racks or more bike racks.
- iii. 18 respondents indicated that there is a bus stop within an easy walking distance (no more than 500 ft) of their organization or activity. Baseball indicated that it varies because their location changes, and LSA indicated that none were nearby because buses do not travel in the Metroparks.
- iv. Parking:
  - 11 survey respondents indicated that parking was *NOT* an issue, that there was either plenty of on- or off-street parking.
  - 10 respondents indicated that parking was *sometimes* an issue, usually during larger events or when multiple events are going on at the same time.
  - The YMCA and the Lakewood City School Athletic Department indicated that parking was an ongoing issue.
- v. Carpooling: 9 respondents indicated that patrons carpool often or sometimes, while 5 indicated rarely or never.

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**4. Customer survey:** 6 survey respondents had conducted some type of customer survey, varying from a comprehensive survey to short surveys distributed post-season. Those that have include Lakewood Soccer Association, the YMCA, St. Edward, Lakewood Recreation Department, the Beck Center, and Bike Lakewood.

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## **5. Barriers**

- 9 organizations indicated that some barriers had to do with perception: either lack of understanding, lack of communication, or associated biases or stigmas
- 9 organizations identified physical barriers included location or lack of transportation to that location; issues with the physical layout of the structure or building or the surrounding neighborhood; or conflicting schedules with other programs.
- 4 organizations identified cost as a barrier

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## **6. Neighborhood**

- a. Safety: of the 20 organizations that answered this question, all 20 indicated that the neighborhood was safe, with 14 of these respondents indicating that their neighborhood was 'very safe'.
- b. Traffic
  - 11 survey respondents felt that the street where it is located or conducts its activity is either busy or very busy
  - 5 indicated that their location was either not busy or somewhat busy

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## **7. Program funding**

- 16 of the 20 respondents that provided information on program funding indicated that most if not all program funding came from participation fees including tuition fees.
- The Office of Aging, The Beck Center, Lakewood Recreation Department, and the Lakewood City Schools Athletic Department receive governmental or school funds for programing, which ranges from 60% to 100% of all programing dollars.

- 5 respondents indicated that some programing funds came from grant dollars— the Beck Center (15%), Office of Aging (40%), the Lakewood Outdoor Basketball Committee (small grant), LCA (small amount), and Saints Lacrosse (from LCA)
- 10 respondents indicated that some percent of programing budget come from donations- ranging from 5% to 90%.
- Private Recreation Providers do not charge a higher fee for participants that live outside of Lakewood.

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## **8. Maintenance funding**

- Sports organizations are more dependent on the City (and therefore municipal funds) for the upkeep and maintenance of fields than they are for programming. The City provides maintenance and upkeep for Girls Travel Softball, LSA, and Lakewood Skatepark, and Lakewood Recreation Department facilities, and a very small percent of Iceland/Serpentini Arena.
- Office of Aging is a municipally-run program, so it received 100% of its maintenance and upkeep from the City.
- Participation fees fund the majority of maintenance and upkeep costs for private or independent recreation providers, with donations and grants contributing to a far less extent, if at all, excepting the Barton Center, where almost 100% of its maintenance and upkeep expenses are donated by the Westerly Building in which the Center is housed.

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## **9. Partnerships with other organizations**

- 22 of the 26 respondents indicated that they do partner with other organizations
- Of these 22:
  - 13 have partnered with the City or the Schools
  - 4 have partnered with the Cleveland Clinic/Lakewood hospital
  - 4 have partnered with local businesses
  - 2 have partnered with the Metroparks
  - 2 have partnered with the Beck Center
- Others indicated partnerships with organizations with like-oriented activities, missions, or scales across the region

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## **10. Community advertising:** 12 respondents indicated they use the following to advertise:

- Social media and website: 15
- Signage (on building, around town, on apparel): 10
- Newspaper, newsletter, mailing: 10
- Word of Mouth: 8
- Email: 5
- Community Events: 4
- Rec Department and Rec Book: 2
- Chamber of Commerce: 1

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## **11. Participation in community events**

- 16 of the 26 respondents indicated that they participated in a community-wide event.
- The Lakewood Community Festival, and the 4rth of July Parade were the most frequently mentioned
- Other events mentioned include Light Up Lakewood, Summer Meltdown, Meet the Trucks, Fitness Fits Everyone, and the Lakewood Arts Festival



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**12. Level of awareness of benefits offered by the City**

- Yes=5
  - Somewhat=7
  - No=5
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**13. Acquired knowledge that has been especially helpful**

- 13 responded. Most answers had to do with understanding the details of organizational set-up, management and funding.
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**14. and 15. Ways that Lakewood and the community could help/other ideas:**

- Several respondents indicated the need to reach a broader base of participants.
- 7 respondents (including the Recreation Department) mentioned better coordination/communication/relationship between independent providers and the City/Schools/Rec Department:
  - Avoid duplication while complimenting efforts
  - Better scheduling to maximize participation so different venues don't compete for attendance
  - Allow advertising of non-rec department activities in the schools (traveling sports teams, Iceland/Serpentini Arena)
- 3 respondents felt that a universal website or public relations campaign for active and healthy living would be beneficial.
  - Business brochure to residents
  - Create a clearinghouse for all activities/endeavors related to healthy lifestyles
  - City of Lakewood could feature a small business on social media
- 3 respondents felt that Lakewood Park amenities are overcrowded
  - Better organization of available field space. Work with Cleveland to utilize their underused parks on the west side.
  - Utilize vacant tennis courts for soccer or other activities
  - Create more greenspace
- 4 respondents felt that complete streets with better and safer bicycle and pedestrian amenities that are better maintained were important.
- Other ideas include:
  - Advocate for the return of RTA circulator.
  - Redefine Marc's Plaza to become more of a city center/public square. Put emphasis on greenspace and less on cars.
  - Utilize knowledge and expertise found at Lakewood Hospital—i.e., nutritionists, therapists, trainers, chefs.
  - Help to pay coaches that are currently volunteer—would help with quality
  - Consider past plans to use Barton Center as the City's main senior center.
  - Advocate for a "no TV day" to get people outside more
  - Small businesses could create program with the City of Lakewood to offer classes to police and fire
  - Create a west-end alliance

## Appendix C. Lakewood Providers List: Active Living, Recreation, and Associated Entities

Business	Contact*	Address**	Type	Website***
41° North Kayak Adventures	(866) 529-2541	1500 Cleveland Metro Park Dr	Sports	kayak41north.com
Acenda Yoga	633-1575	17305 Madison Ave.	Yoga	acendayoga.com
Beat Cycles	(440) 799-8788	15608 Detroit Ave.	Bike Shop	beatcycles.com
Beck Center for the Arts	521-2540	17801 Detroit Ave.	Fitness/ Community Resource	beckcenter.org
Bike Lakewood	245-3101	PO Box 609718 Cleveland, OH 44109	Cycling	bikecleveland.org/bikelakewood
Birdtown CrossFit	338-1156	13000 Athens Ave., #300A	Fitness	birdtowncrossfit.com
Burning River Lacrosse	373-5684	2154 Arthur Ave., Ste. 926	Sports	brlax.net
Cerny Shoes	226-4361	15002 Detroit Ave.	Walking/ Running	cernyshoes.com/store/home.php
Cyrano's Place	227-835	15639 Madison Ave	fencing	cyranosplace.info
Emerald Necklace Girls Fastpitch Association:	789-4100	Lakewood Rangers Gold 14-Under (14U-C) Travel Softball Team	Softball	emeraldfastpitch.com/team.asp#14U%20C
Fitness Edge	678-9291	15641 Madison Ave.	Fitness	fitnessedgecleveland.com
Fuzion Martial Arts Center	712-7200	13616 Detroit Ave.	Martial Arts	fuzionmartialarts.com
Genbukan Makoto Dojo	501-1667	15208 Madison Ave.	Martial Arts	dojos.info/Genbukan-Makoto-Dojo
Gieger's	521-1771	14710 Detroit Ave.	Apparel	shopgeigers.com
Ice Land USA Lakewood	529-1200	14740 Lakewood Heights Blvd.	Ice Skating	serpentiniarena.com
Jazzercise	(440) 356-0337	16601 Madison Ave.	Fitness	jcls.jazzercise.com/search
Kaba-San's Institute of Karate	226-0055	12710 Madison Ave.	Martial Arts	dojos.info/Kaba-Sans-Institute-of-Karate
KICK Martial Arts	373-6984	18522 Detroit Ave.	Martial Arts	yelp.com/biz/kick-martial-arts-lakewood
Kiwanis Club of Lakewood	(440) 260-0091	P.O. Box 770788	Community Resource	lakewoodkiwanis.com
Korean Karate Center	521-9067	15205 Detroit Ave.	Martial Arts	koreankaratecenter.com
Lakewood Catholic Academy	521-0559	14808 Lake Ave	School	lakewoodcatholicacademy.com
Lakewood City Schools Athletic Department	216.529.4034	1470 Warren Road	School	lakewoodcityschools.org/Athletics/Director
Lakewood Community Recreation & Education Department	529-4081	1456 Warren Road	Fitness	lakewoodrecreation.com
Lakewood Community Services Center	226-6466	14230 Madison Ave.	Community Resource	lcsclakewood.org
Lakewood Earth and Food Community	367-2834	PO Box 770374	Gardening	leafcommunity.org
Lakewood Garden Center	221-0200	13230 Detroit Ave.	Gardening	lakewoodgardencenter.net
Lakewood Historical Society	221-7343	14710 Lake Ave.	Community Resource	lakewoodhistory.org
Lakewood Outdoor Basketball Committee		committee@lobc.org	Basketball	lobc.org

<b>Business</b>	<b>Contact*</b>	<b>Address**</b>	<b>Type</b>	<b>Website***</b>
Lakewood Skatepark	272-8603		Skateshop	lkwdskaters.org/skatepark
Lakewood Soccer Association		lakewoodsoccerpresident@gmail.com	Soccer	lakewood-soccer.com
Lakewood Speedskating Club			Skating	lakewoodspeedskatingclub.org
Lakewood YMCA	521-8400	16915 Detroit Ave.	Fitness	clevelandymca.org/lakewood.html
Lakewood/Rocky River Sunrise Rotary		P.O. Box 16684, Rocky River, OH 44116	Fitness	lrrsunriserotary.org
LakewoodAlive	521-0655	14701 Detroit Ave. LL10	Community Resource	lakewoodalive.com
LiveWell Lakewood			Community Resource	livewelllakewood.org/directory
Matthew's Lending Library	226-3669	15528 Madison Ave.	Community Resource	matthewslendinglibrary.org
Prana Bodhi	647-9199	13605 Detroit Ave.	Yoga	pranabodhi.com
Puma Yoga LLC	221-6265	15602 Detroit Ave.	Yoga	pumayoga.net
RAW Fitness	(440) 527-0527	17140 Madison Ave.	Gym	crossfitcleveland.com
Rhythm and Grace Ballroom Dance Studio	(440) 665-5407	15027 Madison Ave.	Dancing	angelcriado.com/dance
Ride and Workout	926-5182	18524 Detroit Ave.	Fitness	rideandworkout.com
Silhouette School of Dance	228-3871	12501 Madison Ave.	Dancing	www2.silhouettedance.net
Spin Inc.	521-7746	14515 Madison Ave.	Bike Shop	spinbikeshop.com
St. Edward High School	221-3777	13500 Detroit Ave	School	sehs.net
The Movement Factory	712-4622	13000 Athens Ave., #203	Fitness	themovementfactory.com
Transform HQ	536-5089	13535 Detroit Ave., Ste 8	Fitness	integralwaves.com
University of Akron Lakewood	221-1141	14725 Detroit Ave. Ste 108	Community Resource	lakewood.uakron.edu
Westside Skates	226-2470	14047 Madison Ave.	Skateshop	westsideskates.net
White Cloud Pilates Studios	221-9998	1414 Riverside Dr.	Pilates	whitecloudstudios.com
* Unless otherwise listed, the area code is 216				
** Unless otherwise listed, the City is Lakewood, OH 44107				
*** Unless otherwise listed, the website address includes http://www. Prefix				

## Appendix D. Benchmarking Study Summary

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### Hudson, OH (Tom)

- Expand Park system
- Doesn't look like a school-city partnership
- Expand and create new facilities within existing parks

### Burlington VT, (Mary Louise)

- Burlington is very proud of their plan
- Almost all the activities and events are family oriented/ anything to get people out of their houses
- Family oriented activities in the parks
- Considered recreation to be anything that got people outside
- Revenues from the activities and events cover 70% of the budget
- They have camp space, ice rinks, manage events, take care of infrastructure
- Schools run some of the programs in the facilities
- The Parks and Rec department have staggered hours to allow for better customer service
- Stressed the importance of having parks and recreation in the same department\*
- 90% of program participation is a Burlington resident
- They use Rec Track to track participation
- They used Heller and Heller Consulting for master plan

### Ann Arbor, MI (Maureen)

- They have 4 times the amount of space as Lakewood
- Work together with private businesses to sponsor concessions and extras at the different facilities
- Weather is similar to Cleveland
- Focuses on getting people out of their homes during the winter to be active

### Medford, OR (Joe).

- Weather is similar
- Rely on schools for indoor facilities
- City leases recreation areas to the schools
- 85% of population uses parks
- Increasing service for seniors and teens
- Significantly expanding trail system

White Bear Lake, MN (Mike): : Has a partnership with schools where they run the rec department. Shared use. Focused on trails connecting greenspace.

### Boulder, Colorado (Andrew)

- All facilities are safe for children, ADA and senior citizen accessible
- PPRF Permanent Parks and Recreation Fund-property and development exercise tax
- .25 sale tax with 85% approval
- Using parks as a catalyst for tourism

### Nashville, Tennessee (Andrew)

- Creating Greenways connecting recreation facilities, schools, and homes
- Interactive Park Finder app that shows locations and amenities of nearby parks

#### San Antonio, Texas (Andrew)

- Fit Pass 2.0 which incentivizes participating in rec programs by offering prizes by getting stamps in a passport type document
- Money from HUD
- Mobile fit San Antonio turns traditional rec facilities into a mobile version by going to the underserved areas of the city

#### Madison, Wisconsin (Meghan)

- Access for all ages
- Fit2Go van for community outreach
- Healthy Self program in all elementary after school programs
- Encourages local companies to get involved in the maintenance of facilities
- Super Hero Training Camp
- Significant survey presence for user

#### Royal Oaks, Michigan (Meghan)

- Access for all ages, income, and abilities
- Uses parks for multiple purposes
- Intergenerational interaction between senior and youth
- Superintendent sits on Parks and Rec advisory board
- City leases facilities to private entities to run and maintain

### **Summary of Benchmarking Reports (mentioned in more than one report)**

#### **Activities/sports that are *increasing* in participation**

- Outdoor, nature-oriented and trail activities: hiking, mountain biking
- Fitness programs: running, cycling, yoga, and pilates
- Ultimate Frisbee
- Skate Parks and Cyclocross

#### **Activities/sports that are *declining* in participation**

- Participation sports: adult sports leagues

#### **Trends in facility, open space, and play area design**


- Accessibility: ensuring that facilities are both physically accessible for sectors of the population but also are accommodating and welcoming of all cultures, genders, ages, and abilities
- Increasing connectivity between parks and from parks to other community nodes (recreation, schools, libraries, etc.)

#### **Innovative policies or implementation strategies**

- Using the parks as catalyst for tourism
- Shared use: Arrangements between cities, schools, churches, senior centers, etc., to increase participation, access, and reduce costs

### **From the Sporting Goods Manufacturers Association 2012 Report:**

From 2008-2011

- Participation in *Fitness Sports* had the highest participation levels in 2011, at 60% of the general population, with Outdoor Sports having the second-highest participation rates (over 40%). Both have remained relatively steady during the time period. Individual sports declined from over 40% to roughly 36% during this time.
- Millennials (1980-1999) are engaged more overall in all areas of activity
  - Fitness, outdoor, individual and team sports had highest participation at approx 51%, 49%, 48% and 30%, respectively.
- Among Inactive individuals ages 13 to 44, the most popular “aspirational sports” were working out with weights and working out with machines.
- Among inactive youth aged 6-12, swimming, bicycling and camping were the most common aspirational sports reported.
- **See tables on opposite side** 



Activities with largest participation growth 2007-2011				
	2007	2009	2011	4 year change
Triathlon (traditional/on road)	798,000	1,148,000	1,686,000	111.3%
Squash	612,000	796,000	1,112,000	81.7%
Adventure racing	698,000	1,005,000	1,202,000	72.2%
Triathlon (nontraditional/off road)	483,000	634,000	819,000	69.6%
Telemarking	1,173,000	1,459,000	1,960,000	67.1%
Snowshoeing	2,400,000	3,177,000	3,967,000	65.3%
Kayaking*	7,762,000	9,308,000	11,128,000	43.4%
Lacrosse	1,058,000	1,162,000	1,501,000	41.9%
High impact aerobics	11,287,000	12,771,000	15,755,000	39.6%
Stationary cycling-group	6,314,000	6,762,000	8,738,000	38.4%
Cardio boxing	4,812,000	5,500,000	6,488,000	34.8%
Skiing (freesyle)	2,817,000	2,831,000	3,644,000	29.4%
Trail running	4,216,000	4,845,000	5,373,000	27.4%
Skiing (cross country)	3,530,000	4,003,000	4,424,000	25.3%
Yoga**	17,758,000	18,934,000	22,107,000	24.5%
Running/jogging	41,064,000	42,511,000	50,061,000	21.9%
Gymnastics	4,066,000	3,952,000	4,824,000	18.6%
* includes sea/touring, recreational, and white water				
** 2007 is actually 2008, 2007 data unavailable				

Activities with largest participation base 2011	
	2011
Walking	112,715,000
Bowling	53,906,000
Treadmill	53,260,000
Running/jogging	50,061,000
Free weights (hand weights)	46,944,000
Bicycling	39,834,000
Weight resistance machine	39,548,000
Fishing (fresh water)	38,864,000
Free weights (dumbbells)	36,470,000
Stretching	34,687,000
Hiking	33,494,000
Elliptical	29,734,000
Free weights (barbells)	27,056,000
Aerobics (low impact)	25,950,000
Golf	25,682,000
Home gym	25,083,000
Basketball	24,790,000
Stationary cycling (upright)	24,409,000
Other exercise to music	23,610,000
Yoga	22,107,000

Activities with largest participation decline 2007-2011				
	2007	2009	2011	4 year change
Wrestling	3,313,000	3,170,000	1,971,000	-40.5%
Paintball	5,476,000	4,705,000	3,606,000	-34.1%
Inline Skating	10,814,000	8,942,000	7,451,000	-31.1%
Scooter riding (non motorized)	6,782,000	5,729,000	4,829,000	-28.8%
Football (touch)*	10,493,000	9,726,000	7,684,000	-26.8%
Martial Arts**	6,865,000	6,643,000	5,037,000	-26.6%
Roller hockey	1,681,000	1,427,000	1,237,000	-26.4%
Skateboarding	8,429,000	7,580,000	6,318,000	-25.0%
Cross country ski-machine	3,696,000	3,294,000	2,913,000	-21.2%
Football (tackle)	7,939,000	7,243,000	6,448,000	-18.8%
Softball (slow pitch)	9,485,000	9,180,000	7,809,000	-17.7%
Volleyball (grass)	4,940,000	4,970,000	4,211,000	-14.8%
Tai-Chi*	3,424,000	3,315,000	2,975,000	-13.1%
* 2007 is actually 2008, 2007 data unavailable				
**Martial Arts has been split into additional categories, which accounts for some of				