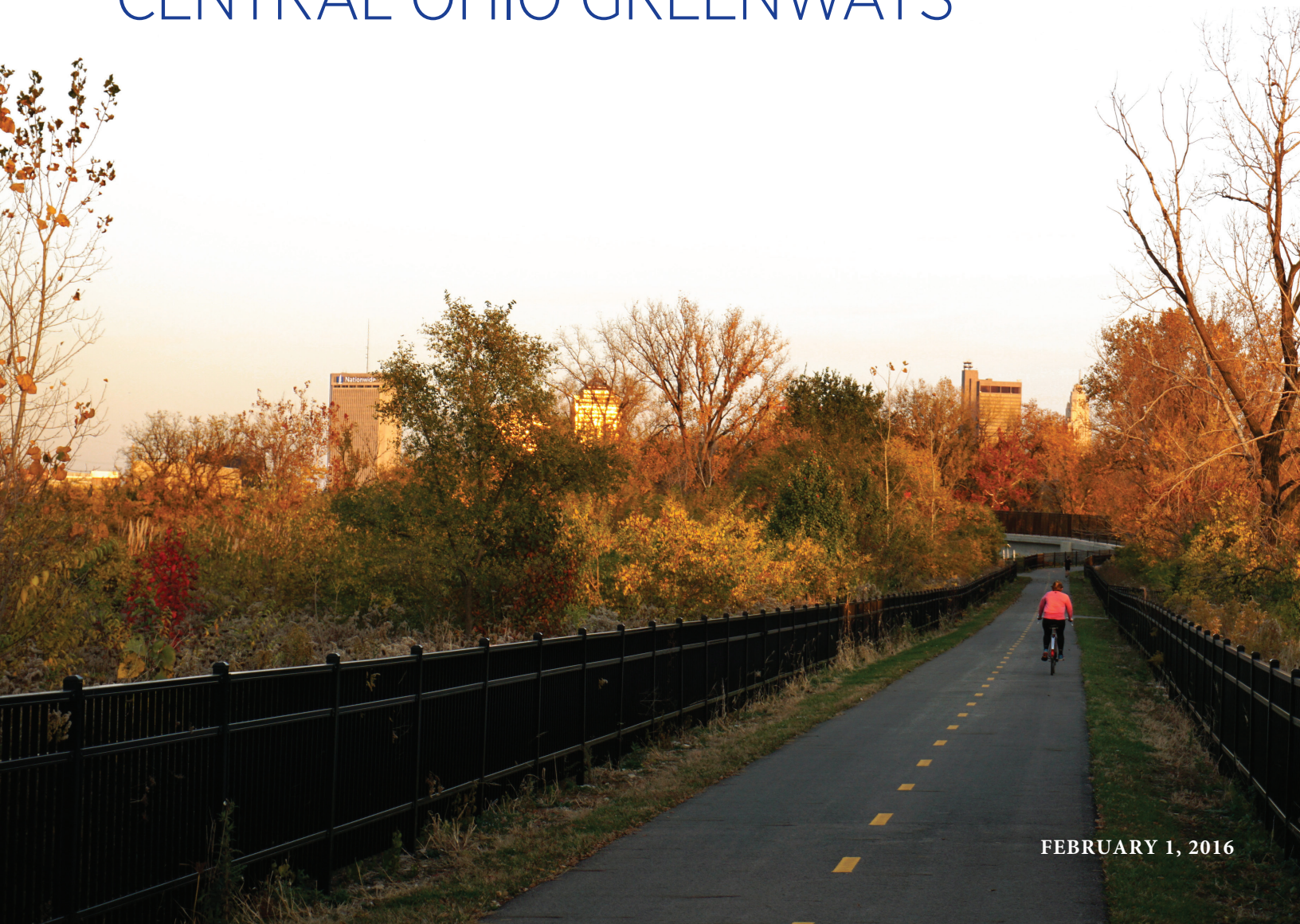
STRATEGIC ACTION PLAN

CENTRAL OHIO GREENWAYS



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ACKNOWLEDGMENTS

Central Ohio Greenways (COG) Board serves as a formal committee of the Mid-Ohio Regional Planning Commission (MORPC) Sustainability Advisory Committee (SAC). Board members represent the public, private and non-profit sectors. The Board is supported by working teams that address key regional issues including: trail development; programming; partnership; and marketing.

Prepared for

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INTRODUCTION

COG BOARD FORMED

2015

With staff support and other resources of MORPC and its Sustainability Advisory Committee

MILES OF EXISTING GREENWAYS

126

Multi-use trails following the natural features of Central Ohio including the Scioto River, Olentangy River, Alum Creek and others

ESTIMATED CENTRAL OHIO GROWTH

500k

MORPC's study, Insight2050 predicts large population growth in the region over the next 30+ years

This report outlines the Central Ohio Greenways Board's strategic approach for the next five years. The Strategic Action Plan is intended to be used on a daily basis as decisions are made concerning trail development, marketing, maintenance strategies and other matters affecting COG. Implementation is dependent on collaboration of many partners, volunteers and public agencies. The strategic action plan aims to provide a world-class network of trails easily accessible to every central Ohioan.

BACKGROUND

Central Ohio is nationally known for its beautiful, ecologically diverse rivers and streams. Central Ohio Greenways was formed in 2005 with the mission to develop a world-class trail system focused on three main objectives: advocating for a connected network of trails among local jurisdictions; promoting and coordinating trail development in the region; and creating a cohesive branding system for the region.

There are 126 miles of greenways in Central Ohio. Greenways are defined as corridors set aside for recreational use or environmental protection. Trails (bike paths, multi-purpose or leisure paths) within greenways provide access to nature and recreational opportunities, as well as commuter corridors throughout the region.

The importance of these trails to a community's quality of life is innumerable, but starts with four aspects:

- Provides space for health and wellness activities to users of all types.
- Promote conservation values with expanding greenways and benefiting water quality and wildlife habitat.
- Increased economic impacts and development on or near trail corridors.
- Stand as a viable transportation option, connecting residential communities with employment, recreation, cultural and shopping destinations.

The COG Board seeks to increase the number of people using the regional trail system through trail network expansion, increased programming, improved branding and marketing and new partnerships.

With Central Ohio expected to grow by more than 500,000 people over the next 30+ years, bringing an increased demand for more walkable neighborhoods and transportation options, trails have become a critical element of a diverse transportation system.

CENTRAL OHIO GREENWAYS BOARD MEMBERS

22

This represents the maximum number of members, serving two year terms

HIGH GREENWAY TRAFFIC VOLUME

12m

More than 12 million miles biked, walked, ran and skated on the Central Ohio trails in 2014

CENTRAL OHIO GREENWAYS

INTRODUCTION CONTINUED

NUMBER OF WORKING TEAMS

4

Trail Development
Programming
Partnership
Marketing

STRATEGIC PLAN HIERARCHY

VISION
MISSION
GOALS
ACTIONS

Understanding the plan hierarchy will help guide readers through the document

COG BOARD

In 2015, MORPC's Commission approved the creation of the COG Board. The Board serves as a subcommittee to the Sustainability Advisory Committee and focuses on increasing the use and built miles of the regional trail system.

Its 22 members represent the public, private and non-profit sectors. The Board is guided by four working teams. Each board member also serves on one of these teams. The working teams are: Trail Development; Programming; Partnership and Marketing.

This document serves as the board's strategic plan and contains specific action items for each team.

STRATEGIC PLANNING PROCESS

In Fall of 2015, the COG Board hired planningNEXT to assist with the development of the strategic plan and to confirm the board's vision, mission and goals. As part of this effort, planningNEXT researched eight regions with similar trail networks to provide insight into innovative ideas, possible partnerships and organizing structures. Through this educational process a Best Practices Report was created (see appendix for full Best Practices Report).

BEST PRACTICES REPORT

This document presents best practices throughout the nation. An understanding of current best management and design practices for regional trail networks will guide the Board's strategic plan.

A few examples of the lessons learned include:

Trail Development

- Adding permanent staff
- Capitalizing on existing utility spaces
- Converting low traffic streets into greenways
- Coordinating trail development with public work projects

Programming

- Providing bicycle education
- Closing public streets for events
- Offering bicycle tours

Partnership

- Collaborating to fund projects
- Planning for maintenance
- Conducting capital campaigns

Marketing

- Engaging online audiences
- Producing annual reports
- Promoting programs through city channels

Using these findings from the Best Practices Report and input from each of the working teams, short-term and long-term action items were developed.

REGIONS RESEARCHED

7

Houston
Indianapolis
Louisville
Milwaukee
Minneapolis
St. Louis
Tucson

INTRODUCTION CONTINUED

VISION

The vision is meant to be aspirational.

A WORLD-CLASS NETWORK OF TRAILS EASILY ACCESSIBLE TO EVERY CENTRAL OHIOAN.

MISSION

In order to realize this vision, the COG Board's mission is:

TO INCREASE GREENWAY TRAIL MILEAGES AND USE OF TRAILS FOR RECREATIONAL AND TRANSPORTATIONAL NEEDS.

The mission serves as the core purpose of the organization. This Strategic Action Plan builds upon these two fundamental statements in the creation of five goals and 53 actions.

The time frames are defined as:

- Short Term: 1 year (2016)
- Long Term: 2-5 years (2017-2020)

GOALS

To meet its mission, the COG Board identified five goals. They serve as the foundation for more specific recommendations. These are statements from the overall desired outcomes that are relevant to the particular topic. The actions outlined in the Working Team Actions chapter will create measurable and obtainable actions around the following five goals:

- Overarching: Foster trail use by a wider variety of users.
- Trail Development: Create a central Ohio map of existing and proposed trails of regional significance with a focusing on connectivity and destination points.
- Programming: Improve education and programming opportunities along trails that encourages trail use.
- Partnership: Develop and sustain extensive multi-disciplinary partnerships for the long-term viability of our greenways.
- Marketing: Increase awareness (region, state and country) of the Central Ohio Greenways.

In advancing these goals, the Central Ohio Greenways Board will strive for broad inclusion, a diversity of users, social equity, fiscal sustainability, economic benefits, conservation, health and wellness. The remainder of this chapter outlines the recommendations of the four working teams. In addition, there are several action items related to the Overall Implementation of the COG Board which will require input from all members.

COG GOALS

5

These goals are the basis for the working team actions

NUMBER OF ACTIONS

53

Divided into short term and long term actions based on expected implementation

INTRODUCTION CONTINUED

PRIORITIES

Of the 53 actions, the following have been identified by the COG Board as priority actions to initially be completed.

- » PA1 Assess value of existing system
- » T4 Develop COG corridor plan
- » I1 Determine current resources
- » M1 Update brand guidelines
- » M2 Create and maintain marketing material templates

EXISTING GREENWAYS

Map on opposite page indicates the jurisdiction that the COG Board has adopted to focus on trail development.

Darby Creek Trail

Olentangy Trail

Alum Creek Trail

Heritage Trail

Ohio to Erie Trail

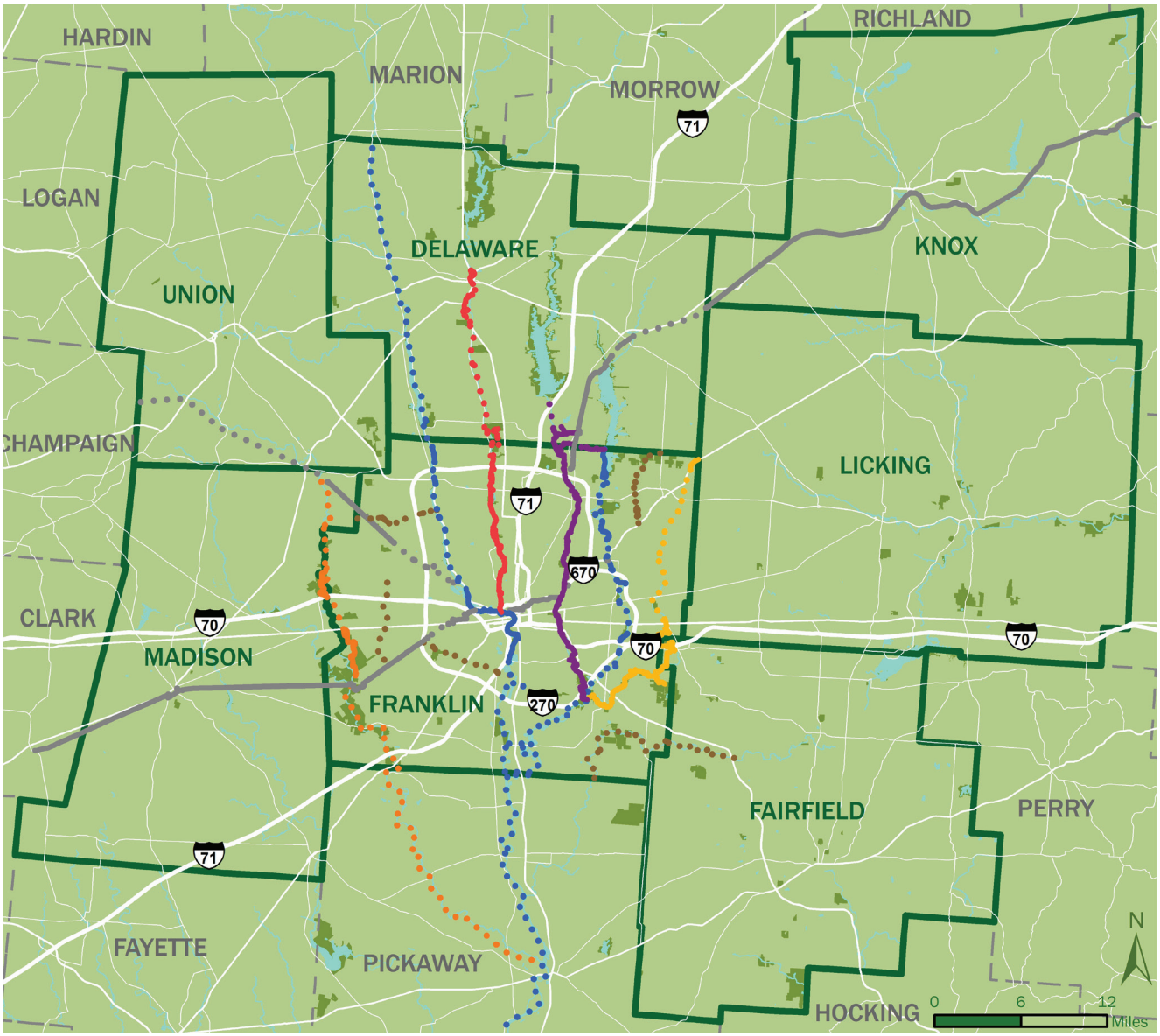
Blacklick Trail

Scioto Trail

Big Walnut Trail

I-670 Trail

Existing | Planned


HARDIN
MARION
MORROW
RICHLAND
LOGAN
DELAWARE
KNOX
UNION
CHAMPAIGN
LICKING
CLARK
MADISON
FRANKLIN
FAIRFIELD
PERRY
FAYETTE
PICKAWAY
HOCKING
71
70
670
270
N
0
6
12
Miles

WORKING TEAMACTIONS

This plan establishes the vision and road map for a growing and connected regional trail network. This is a network that should be attractive for anyone who lives or works in central Ohio.

WORKING DOCUMENT

The Strategic Action Plan is meant to be a working document that provides direction with short and long-term action items to meet the Board's vision and mission. Implementation will involve a host of stakeholders - from governmental entities to non-profits, businesses and residents. This section includes guidance on managing and using the Plan. It also includes a summary of goals and actions for each element.

HOW TO USE THE DOCUMENT

The Strategic Action Plan is intended to be used on a daily basis by its Central Ohio Greenways Board and its working teams. When necessary, it should be revised or updated. A major update of the Strategic Action Plan should be scheduled by the COG Board. The update should be considered at least every five years. In the interim, key milestones may be reached which necessitate an update sooner than a five-year cycle. Such milestones should be considered by the COG Board leadership on a case-by-case basis.

Working Team Expectations. Each of the four working teams should work both independently and collaboratively to complete the actions as outlined in the following pages. MORPC staff will be available to assist, as resources allow.

Recommendations to COG Board. Regular reports to the entire COG Board will ensure consistency in branding, message and quality of trails within the region. Significant actions taken by working teams should be considered recommendations to COG Board. At regularly scheduled meetings, the entirety of the COG Board would then discuss and approve/disapprove proposed actions.

Annual Work Programs and Budgets. Administrators, boards and commissions of the Central Ohio communities should be cognizant of the recommendations of the Plan when preparing annual work programs and budgets. These individuals should look for leverage in funding and partnership opportunities.

Consistent Interpretation. The COG Board should collaborate with MORPC, the Metro Parks, Columbus Recreation and Parks and all other regional partners to ensure clear and consistent interpretation of major items in the Plan.

PLAN SUCCESS

The following are necessary components of ensuring a successful execution of this strategic plan:

- Board and working team members are actively engaged
- Each goal has clearly identified targets that can be measured
- The Board has high-level regional champions supporting its work

TRAIL DEVELOPMENTACTIONS

TOTAL ACTIONS

14

Short Term: 6
Long Term: 8

The working team is responsible for generating recommendations towards the physical improvements of the COG network. The team is primarily guided by the following goal: Create a central Ohio map of existing and proposed trails of regional significance with a focusing on connectivity and destination points.

WHO:

TRAIL DEVELOPMENT WORKING TEAM

SHORT TERM

T1 **Establish quadrant boundaries.** In order to evaluate trails and trail connectivity in the region, Franklin and southern Delaware counties will be divided into four quadrants. Key stakeholders will be identified in each quadrant to make contact.

TRAIL DEVELOPMENT WORKING TEAM, MORPC

T2 **Gather existing trail data from surrounding communities.** In order to manage the greenways development, it is essential to have data for existing trails in the system. To gather this data, the Trail Development Working Team will connect with quadrant stakeholders and community leaders to obtain plans and data of existing trail networks. This information should be simplified in map form and be used as a tool for COG Board members. The existing trail data will allow the Trail Development Working Team to analyze opportunities of connection with other organizations and communities.

WHO:

T3 **Meet with quadrant stakeholders.** Understanding the components and relationships within each quadrant will help establish future planning of the greenways. Contact should be made with the previously identified quadrant stakeholders in Franklin and southern Delaware counties to meet in groups to discuss growth. Invitations to potential stakeholders should be made with meetings centered around existing trail information in an effort to make connections with surrounding community trail networks. There will also be discussion to confirm trails of regional significance. Examples of potential stakeholders may include but are not limited to:

- Municipalities within Franklin and southern Delaware counties
- Franklin County Department of Engineering
- Townships within Franklin and southern Delaware counties
- Rails-to-Trails Conservancy
- Metro Parks

TRAIL DEVELOPMENT WORKING TEAM, COG BOARD LEADERSHIP

T4 **Develop COG Corridor Plan.** Creation of a thoroughfare or corridor plan will provide the Trail Development Working Team with a general plan for Franklin and southern Delaware counties. The plan should include probable opinion of costs for trail segments and outline poverty areas. These proposed trails may follow existing river and rail corridors, or expand beyond the format which has historically been followed by COG. The plan will display potential trails in a broad sense; Scioto River south of SR104, for example.

TRAIL DEVELOPMENT WORKING TEAM, MORPC

T5 **Meet with quadrant stakeholders in surrounding counties.** With the idea of exploring potential network growth, contact should be made with the identified quadrant stakeholders in surrounding communities and counties. Invitations to potential stakeholders should be made. Meetings will center around existing trail information in an effort to make connections with surrounding community trail networks. There will also be discussion to confirm trails of regional significance. Examples of potential stakeholders may include but are not limited to:

- Licking County Engineers
- Delaware County Planning
- City of Powell Planning Office

TRAIL DEVELOPMENT WORKING TEAM, COG BOARD LEADERSHIP, MORPC

T6 **Review existing trail design guidelines.** To determine the longevity and consistency within the greenways network, existing standards in trail construction and design methods will be reviewed and critiqued. Guidelines will also include standard practices to increasing community and neighborhood level connection points.

TRAIL DEVELOPMENT WORKING TEAM

WHO:

LONG TERM

TRAIL DEVELOPMENT WORKING TEAM, MORPC

T7 **Expand COG Corridor Plan to region.** To connect the greenways network with the surrounding counties, the Trail Development Working Team will expand the corridor plan to the MORPC study area. These proposed trails may follow existing river and rail corridors, or extend beyond the format which has historically been followed by COG. The plan will display potential trails in a broad sense, Scioto River south of SR104, for example.

TRAIL DEVELOPMENT WORKING TEAM

T8 **Prioritize trail projects.** In order to give a hierarchy to the list of potential trail construction projects, a prioritization should be completed. This will strengthen partner grant applications and allow agencies to work within their professional network to build longer or critical trail projects. The COG Board will lend support to projects following the prioritized list.

TRAIL DEVELOPMENT WORKING TEAM, MORPC

T9 **Maintain COG Corridor Plan.** The Trail Development Working Team will regularly update and maintain the corridor plan which will ensure the work being done matches the goals of the COG Board, expanding the network in a strategic fashion. These proposed trails may follow existing river and rail corridors, or expand beyond the format which has historically been followed by COG. The plan will display potential trails in a broad sense; Scioto River south of SR104, for example.

MORPC STAFF, INTERN

T10 **Maintain trails database.** Existing trail information, trail counts and maps should be updated regularly. This data will need to be collected from surrounding communities and quadrant stakeholders to ensure COG Board members have the most up-to-date information annually.

TRAIL DEVELOPMENT WORKING TEAM

T11 **Establish recommended trail design guidelines.** Based on review of existing trail design guidelines, updates will be made to the current design guidelines consistent with contemporary methodologies in trail construction and planning.

MORPC STAFF, COG BOARD LEADERSHIP, TRAIL DEVELOPMENT WORKING TEAM

T12 **Connect trails with all adjacent counties.** Expanding the existing greenways network to reach beyond Franklin and southern Delaware counties in the surrounding communities and counties within the jurisdictional boundaries the COG Board adopted (see map for details). This will be informed by meetings with quadrant stakeholders and the expanded COG Corridor Plan, while following updated trail design guidelines.

WHO:

T13 **Complete gaps in existing trail network.** To complete broken segments within Franklin and southern Delaware counties by infill of the existing greenways network. This will be informed by meetings with quadrant stakeholders and the COG Corridor Plan, while following updated trail design guidelines.

MORPC STAFF, COG BOARD LEADERSHIP, TRAIL DEVELOPMENT WORKING TEAM

T14 **Regularly review trail design guidelines.** As the greenways move forward and trail designs update, the Trail Development Working Team will annually visit the existing trail design construction methods and design guidelines. This will ensure strategies and methods used by COG are consistent with contemporary trails.

TRAIL DEVELOPMENT WORKING TEAM

PROGRAMMINGACTIONS

TOTAL ACTIONS

15

Short Term: 3
Long Term: 12

The working team is responsible for encouraging trail use. The team is primarily guided by the following goal: Improve education and programming opportunities along trails that encourages trail use. Many actions will require co-development from partners (existing and future) to ensure program success. All populations should be included in program and message targeting, especially those with economic and health disparities.

SHORT TERM

WHO:

PROGRAMMING WORKING TEAM

PR1 **Explore current programming protocols.** As a way of determining if additional protocols are necessary to mitigate negative effects on trail programming, an exploration of current protocols should take place. Examples of current protocols may include but are not limited to:

- Limit the number of participants in a program or the time of year a program takes place, based on current trail use;
- Look at impact of programs off trail (in parks, on adjacent streets) and create protocols that don't interfere with trail use.

PROGRAMMING WORKING TEAM, METRO PARKS, AREA PARK ORGANIZATIONS

PR2 **Identify existing snow removal standards.** Understanding protocol for snow removal through the winter seasons will impact programming as well as updates to trail status. Identifying areas of coverage and verification of snow removal standards will be important for both Partnership and Marketing Working Teams.

WHO:

PR3 **Identify locations of programming.** To determine where trail programming is beneficial and where it should be avoided, the greenways should be studied. To plan for future programming it will be critical to know where events would be beneficial (low use areas, priority populations, etc) and locations where programmatic activity should be avoided.

PROGRAMMING WORKING TEAM, METRO PARKS, MORPC STAFF

LONG TERM

PR4 **Coordinate with Marketing Working Team.** To ensure proper channels are followed by current program providers, the Programming Working Team should coordinate advertisement and publicity efforts with Marketing Working Team.

PROGRAMMING WORKING TEAM, MARKETING WORKING TEAM

PR5 **Investigate trail business program.** To determine if business programs such as adopt-a-trail or bike friendly businesses could be successful along the greenways research should be done on each. Testing programs with area businesses to determine interest and establish what would be included in terms of incentives for all parties involved.

PROGRAMMING WORKING TEAM, MORPC STAFF

PR6 **Inventory existing programs.** To learn from and understand the current programs underway, an inventory of existing programs should be taken. Through this process, a person of contact should be identified with each organization. Examples of organizations or jurisdictions may include but are not limited to:

- Yay Bikes!
- Metro Parks
- Columbus Rec and Parks

PROGRAMMING WORKING TEAM, MORPC STAFF

PR7 **Implement business program.** In order to establish a local business connection to the greenways, several options for business programs could be implemented. Based on the investigation of the types of programs, at least one should be implemented to connect and promote opportunities along the greenways.

PROGRAMMING WORKING TEAM

PR8 **Expand trail forum.** Learning from current trail programs and agencies around Ohio and the region, MORPC's current trail forums should be expanded. Currently MORPC organizes the triennial event. COG Board Leadership and the Programming Working Team should capitalize on relationships for speaking and educational sessions.

PROGRAMMING WORKING TEAM, COG BOARD LEADERSHIP, MORPC STAFF

WHO:

LONG TERMCONTINUED

METRO PARKS

PR9 Identify and highlight cultural destination spots. For programs, messaging and promotional potential, a matrix of cultural and natural destination locations should be created. This list may include but is not limited to:

- Underground Railroad
- Scenic spots
- Environmental education
- Museums

PROGRAMMING WORKING TEAM

PR10 Advocate for bicycle tourism. To increase greenway ridership from outside of Central Ohio, bicycle tourism should be promoted. This could be achieved by highlighting the connection with the Ohio-to-Erie Trail as well as many regional Metro Parks in the area. Downtown's greenways and bicycle paths also offer a plethora of entertainment options within a short ride.

PROGRAMMING WORKING TEAM

PR11 Develop wildlife / natural programs. To foster conservation and educational resources along the greenways, wildlife and natural programs and messaging should be developed. The identification of potential programs will come from the highlight of existing cultural resources and other assets. These locations may include but are not limited to:

- Audubon center
- Wetlands
- Ohio State University
- Scioto River

PROGRAMMING WORKING TEAM, MORPC, COG BOARD LEADERSHIP

PR12 Advocate the greenways for transportation. As a way to increase use along the trails for transportation use, programs and messages should be created to raise awareness. Advising potential users of safe routes, riding techniques, proper equipment and so forth. Large employment centers along the greenways should be contacted first.

PROGRAMMING WORKING TEAM

PR13 Advocate for non-vehicular access to trail heads. To increase connectivity between communities and the greenways, programs will be developed to encourage non motorized travel to trail heads. This network of wayfinding will focus on those which do not rely on car parking such as bike, bus and pedestrian routes.

WHO:

PR14 **Develop personal safety training.** To help people feel safe on trails, a series of classes or training lessons should be created and offered. Classes could be offered on the greenways or at local public facilities such as the Scioto Audubon Center.

PROGRAMMING WORKING TEAM

PR15 **Develop a review protocol for trail programming.** When organizations are attempting to use the greenways for programmatic elements, a standard procedure will occur. This process will ask organizations and jurisdictions to consider the impacts of trail traffic when planning for programs on the trails.

PROGRAMMING WORKING TEAM

PARTNERSHIP ACTIONS

TOTAL ACTIONS

8

Short Term: 5
Long Term: 3

The working team is responsible for building relationships. The team is primarily guided by the following goal: Develop and sustain extensive multi-disciplinary partnerships for the long-term viability of our greenways. This working team will work closely with the marketing team to find effective ways to reach out and expand the outreach of COG.

SHORT TERM

WHO:

PARTNERSHIP WORKING TEAM, CONSULTANT, MORPC

PA1 **Assess value of existing system.** To help tell a "story" and use in development program, an inventory of current partners will be evaluated. Existing infrastructure and associated data should be included such as cost per mile, number of trail heads, and an estimate for return on investment. This information can be gleaned from existing research, calls made to connections derived in Best Practices Report, and COG Board Leadership expertise.

PARTNERSHIP WORKING TEAM, MORPC STAFF

PA2 **Identify type of support and develop sponsorship levels.** Create sponsorship levels to allow public and private companies to become general support and/or funding partners of the COG. General support could include providing volunteers, donating equipment, etc.

PARTNERSHIP WORKING TEAM, MARKETING WORKING TEAM

PA3 **Coordinate with Marketing Working Team.** To ensure proper channels are followed to develop marketing materials with personal stories and 'benefits packages', the Working Team should coordinate efforts with Marketing Working Team. This will help create a consistent style and message being sent out from all members of the COG Board.

WHO:

PA4 Identify potential partners, future resources and COG Board regional champions. To secure funding and future partnerships the Partnership Working Team will identify potential sources. This will be informed by the assessment of the current system of partners as well as the existing resources being used. As part of this effort, regional leaders will be identified who could serve as COG's champions and spokespeople. Potential sources of resources and partners may include but are not limited to:

PARTNERSHIP WORKING TEAM, COG BOARD LEADERSHIP

- » Transportation
- » Recreation
- » Healthcare

PA5 Schedule meetings with potential partners. To foster a relationship and educate about the greenways, COG Board leadership and MORPC staff should schedule and meet with potential partners. Working in concert with the Marketing Working Team's templates, a customizable but standard meeting presentation should be used that can be adapted to match the attendees.

PARTNERSHIP WORKING TEAM, COG BOARD LEADERSHIP, MORPC STAFF

LONG TERM

PA6 Identify long-term operations and capital budget. In order to achieve sustainability for COG and the COG Board, a long-term operations plan should be undertaken. This plan would include capital budgets and projects beyond the five year scope of the actions listed within the Strategic Action Plan.

PARTNERSHIP WORKING TEAM, MORPC

PA7 Secure funding. For the growth and development of COG, funding should be secured through the partnerships developed and sponsorships collected.

PARTNERSHIP WORKING TEAM, MORPC, COG BOARD LEADERSHIP

PA8 Develop endowment strategy. To establish a future economic backing of the COG Board, a robust endowment strategy should be created. A certain percentage of each donation would be directed here for future consideration. This strategy will include input from previously identified COG partners or other long-term financial planning professionals.

PARTNERSHIP WORKING TEAM

MARKETINGACTIONS

TOTAL ACTIONS

9

Short Term: 3
Long Term: 6

The marketing working team is responsible for promoting COG, such that COG is seen as a tourist attraction, transportation corridor and recreational asset. 'Selling' the many benefits of trails to gain additional buy-in from decision-makers and creating and updating marketing materials. The team is primarily guided by the following goal: Increase awareness (region, state and country) of the Central Ohio Greenways.

WHO:

MARKETING WORKING TEAM

SHORT TERM

M1 **Update brand guidelines.** To present a consistent branding identity and message, standard formatting, terminology and imagery will be created for use by COG partners. The COG Signage Guidelines provide a starting point for this work, but require updates and additions to meet marketing needs. Submit a recommendation for board adoption to guide COG partners in logo use, terminology, website development and more. Ongoing work will be required to ensure the brand guidelines are being followed on documents including, but not limited to the MORPC Bike User Map.

WHO:

M2 **Create and maintain marketing material templates.** Offering all working teams with a pallet of marketing material templates will allow team tasks to be created with consistent and recognizable branding. The types of templates created may include but are not limited to:

MARKETING WORKING TEAM, PARTNERSHIP WORKING TEAM, MORPC STAFF

- Social media outlets
- Brochures
- Fliers
- Advertisements
- Website
- Promotional materials
- PowerPoint
- Video

M3 **Improve the COG website.** The digital presence of the greenways is a gateway for Central Ohioans to learn about their community greenway connection as well as a tourist opportunity. The improved website should be regularly updated and include a user-friendly online map. Live feeds with hazards/closures and programming activities to inform users with the goal to become the go-to source for relevant, timely information regarding the trails. The site will be designed to be easily found by search engines and scalable for use on mobile devices.

MORPC STAFF

LONG TERM

M4 **Develop a social media calendar.** Plan social media posts for the year that are relevant to the season. These posts will ensure there is activity on social media year-round and will be supplemented with real-time posts from users, trail development updates, warnings and events that cannot be scheduled in advance.

MORPC STAFF, MARKETING WORKING TEAM

M5 **Campaign annually at targeted audiences.** Strategic marketing campaigns will be developed to target specific audiences. For example, a campaign may be created to target college students to use trails as transportation to internships in area job centers. A summer campaign might focus on getting residents to ride their bikes to area festivals.

MARKETING WORKING TEAM

WHO:

LONG TERMCONTINUED

MARKETING WORKING TEAM, TRAIL DEVELOPMENT WORKING TEAM, MORPC

M6 Tell the story of the trails with data. Work with Trail Development Working Team to receive a full dataset of accurate trail mileage including trails of regional significance, community connector trails, routes, loops and any other trails in central Ohio. Use this data to illustrate the significance of the region's trail resources.

COG PARTNERS, COG BOARD LEADERSHIP

M7 Create a booth and coordinate attendance at events to promote COG. In order to foster partnership opportunities and greenway users, COG Board members and partners will coordinate promotional efforts with events in which they are attending. These events may coincide with marketing campaigns. Standard booth design will be created including table cloth, marketing materials, etc to be loaned out to volunteers. Events to attend may include but are not limited to:

- Miami Valley Cycling Summit
- Ohio Bicycling Summit
- ODOT BikePed Summit
- Bicycle Tour & Travel Expo
- MORPC Summit on Sustainability
- Ohio Planning and Zoning Workshop
- Greater Cleveland Trails & Greenways Conference
- Arnold's Sports Festival

MARKETING WORKING TEAM, GREENWAYS TRAIL VOLUNTEERS, COMMUNITY GREENWAY PARTNER ORGANIZATIONS, MORPC

M8 Host a trail tour for media. To gain national exposure, tours will be given to bloggers, travel columnists, trail and bicycling magazine writers from around the country. Tours would consist of group rides to view the network's most notable points as well as shopping, dining and entertainments venues accessible by trail.

MARKETING WORKING TEAM, MORPC, COG BOARD LEADERSHIP

M9 Capitalize on local media opportunities. In order to expand user audiences, marketing materials should be shared with different media types around central Ohio. Example media types may include local magazines, television channels, radio stations, etc. Attention will be paid to relevant stories in the media and responses will be created as needed. Partners within these media sources may include but are not limited to:

- Commit to be fit
- Good Day Columbus
- 614 Magazine
- CD102.5
- CTV

IMPLEMENTATION ACTIONS

TOTAL ACTIONS

7

Short Term: 4
Long Term: 3

The following actions are broad and encompass needs of the entire initiative. They do not fall within the focus of any one particular working team.

SHORT TERM

WHO:

MORPC STAFF, INTERN, PARTNERSHIP WORKING TEAM

I1 **Determine current resources.** As the COG Board aims to manage the greenways initiative it will be imperative to understand the availability of existing resources. An inventory of existing resources and data (Impact of Trails Study, costs per mile, etc.) will be gathered. Current budget items will be catalogued, as well as the source of all funds used by COG. This should identify and map the source and flow of resources.

MORPC STAFF, COG BOARD LEADERSHIP

I2 **Create management plan.** Building the greenway initiative is a complex undertaking. A management plan defines long-range planning and a management strategy and includes specifics about staff, assets, locations and beyond. Having a clear method and outline for management protocols and tasks is needed as the greenways continue to increase in the number of trails and users.

MORPC STAFF, COG BOARD LEADERSHIP

I3 **Create budget for proposed actions.** The determination of required funds will support execution of the actions in several working teams as they move towards implementation. It is for COG Board leadership to have an understanding of amounts required when seeking funding through potential partnerships.

WHO:

I4 **Conduct biannual economic impact study.** Building upon the information gathered in the 2014 Impacts of Central Ohio Trails Study, updates should be conducted every other year. This essential function of the COG Board provides a strong marketing tool to establish partners and gain funding. This is accomplished by presenting the successes of the greenways through data. Examination of past impact studies will aid in the success of future economic impact studies.

MORPC STAFF, COG BOARD LEADERSHIP

LONG TERM

I5 **Monitor progress of action plan.** To ensure the COG Board's actions follow the agreed upon direction, the Board should continually monitor actions being taken. Documentation should be updated to annotate actions which have been completed and which ones are in progress. This document can be used to evaluate progress and will help prioritize future actions for the COG Board.

MORPC STAFF, COG BOARD LEADERSHIP

I6 **Prepare annual report.** This serves as a marketing and benchmark tool for the COG Board as well as the public. It can be utilized as a handout to celebrate accomplishments made each year. The report can also be used with potential partners for marketing materials. Information may include up-to-date trail maps and current programs which highlight work completed each year.

COG BOARD LEADERSHIP, MORPC

I7 **Conduct regular trail counts.** As a way of understanding user base and traffic patterns, trail counts should be conducted. These may be done on a rotating basis throughout the COG network or as a system-wide study to gain an overall perspective.

MORPC STAFF, CONSULTANT

MANAGEMENT

The following table summarizes the goals, objectives and action items for all of the plan sections. The table is organized by goal and indicates the party responsible for each action.

ID	Action	Time Frame	Trail Development	Programming	Partnership	Marketing	COG Board Leadership	MORPC Staff
	Trail Development – Create a central Ohio map of existing and proposed trails of regional significance with a focusing on connectivity and destination points							
T1	Establish quadrant boundaries	Short Term	●					
T2	Gather existing trail data from surrounding communities	Short Term	●					●
T3	Meet with quadrant stakeholders	Short Term	●				●	●
T4	Develop COG Corridor Plan	Short Term	●					●
T5	Meet with quadrant stakeholders in surrounding counties	Short Term	●				●	●
T6	Review existing trail design guidelines	Short Term	●					●

ID	Action	Time Frame	Trail Development	Programming	Partnership	Marketing	COG Board Leadership	MORPC Staff
T7	Expand COG Corridor Plan to region	Long Term	●					●
T8	Prioritize trail projects	Long Term	●					
T9	Maintain COG Corridor Plan	Long Term	●					●
T10	Maintain trails database	Long Term						●
T11	Establish recommended trail design guidelines	Long Term	●					
T12	Connect trails with all adjacent counties	Long Term	●				●	●
T13	Complete gaps in existing trail network	Long Term	●				●	●
T14	Regularly review trail design guidelines	Long Term	●					

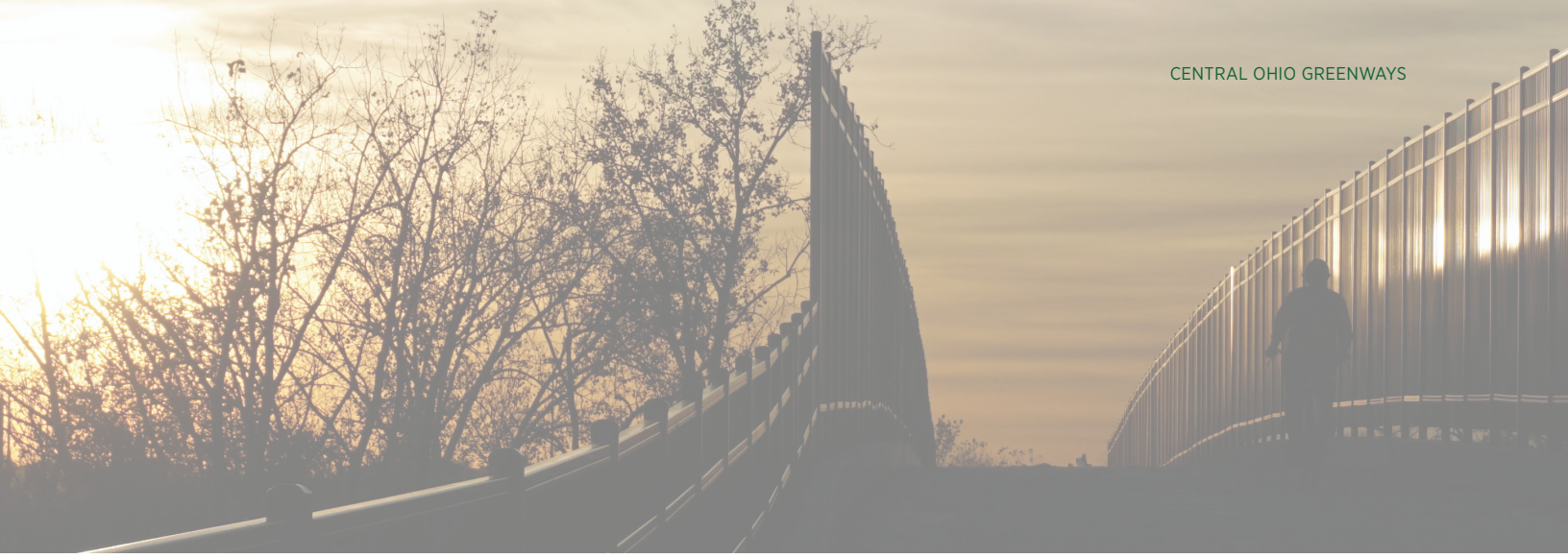
MANAGEMENT CONTINUED

ID	Action	Time Frame	Trail Development	Programming	Partnership	Marketing	COG Board Leadership	MORPC Staff
	Programming - Improve education and programming opportunities along trails that encourages trail use							
PR1	Explore current programming protocols	Short Term		●				
PR2	Identify existing snow removal standards	Short Term		●				
PR3	Identify locations of programming	Short Term		●				●
PR4	Coordinate with Marketing Working Team	Long Term		●		●		
PR5	Investigate trail business program	Long Term		●				●
PR6	Inventory existing program	Long Term		●				●
PR7	Implement business program	Long Term		●				
PR8	Expand trail forum	Long Term		●			●	●
PR9	Identify and highlight cultural destination spots	Long Term						
PR10	Advocate for bicycle tourism	Long Term		●				
PR11	Develop wildlife / natural programs	Long Term		●				

ID	Action	Time Frame	Trail Development	Programming	Partnership	Marketing	COG Board Leadership	MORPC Staff
PR12	Advocate the greenways for transportation	Long Term		●			●	●
PR13	Advocate for non-vehicular access to trail heads	Long Term		●				
PR14	Develop personal safety training	Long Term		●				
PR15	Develop a review protocol for trail programming	Long Term		●				
	Partnership - Develop and sustain extensive multi-disciplinary partnerships for the long-term viability of our greenways							
PA1	Assess value of existing system	Short Term			●			●
PA2	Identify type of support and develop sponsorship levels	Short Term			●			●
PA3	Coordinate with Marketing Working Team	Short Term			●	●		
PA4	Identify potential partners, future resources and COG Board regional champions	Short Term			●		●	●
PA5	Schedule meetings with potential partners	Short Term			●		●	●
PA6	Identify long-term operations and capital budget	Long Term			●			●
PA7	Secure funding	Long Term			●		●	●
PA8	Develop endowment strategy	Long Term			●			

ID	Action	Time Frame	Trail Development	Programming	Partnership	Marketing	COG Board Leadership	MORPC Staff
	Marketing - Increase awareness (region, state and country) of the Central Ohio Greenways							
M1	Update brand guidelines	Short Term				●		●
M2	Create and maintain marketing material templates	Short Term			●	●		●
M3	Improve the COG website	Short Term				●		●
M4	Develop a social media calendar	Long Term				●		●
M5	Campaign annually at targeted audiences	Long Term				●		
M6	Tell the story of the trails with data	Long Term	●			●		●
M7	Create a booth and coordinate attendance at events to promote COG	Long Term				●		
M8	Host a trail tour for media	Long Term				●		
M9	Capitalize on local media opportunities	Long Term				●	●	●

ID	Action	Time Frame	Trail Development	Programming	Partnership	Marketing	COG Board Leadership	MORPC Staff
	Implementation - Foster trail use by a wider variety of users							
I1	Determine current resources	Short Term			●			●
I2	Create management plan	Short Term					●	●
I3	Create budget for proposed actions	Short Term					●	●
I4	Conduct biannual economic impact study	Short Term					●	●
I5	Monitor progress of action plan	Long Term					●	●
I6	Prepare annual report	Long Term					●	●
I7	Conduct regular trail counts	Long Term						●



APPENDIX

The following documents are attached for additional information.

1. Best Practices Report
2. 11x17 Detailed Trail Map
3. COG Board Talking Points

BEST PRACTICES REPORT

CENTRAL OHIO GREENWAYS

DECEMBER 18, 2015

MORPC STAFF

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ALUM CREEK TRAIL

ACKNOWLEDGMENTS

Central Ohio Greenways (COG) Board serves as a formal committee of the Mid-Ohio Regional Planning Commission (MORPC) Sustainability Advisory Committee (SAC). Board members represent the public, private, and non-profit sectors. The Board is supported by working teams that address key regional issues including: trail development; programming; partnership; and marketing.

Prepared for

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Brief summary of the Central Ohio Greenways (COG) as well as a synopsis of the Best Practices Report.

Case Studies
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Seven trail organizations were selected to compare the COG. Organized by location, this section highlights how each region has achieved success.

1. Houston
2. Indianapolis
3. Louisville
4. Milwaukee
5. Minneapolis
6. St. Louis
7. Tucson

Best Practices
p.19

The best practices research has been organized by the COG Board working teams.

1. Trail Development
2. Partnership
3. Programming
4. Marketing

Resources
p.29

Links and document names provided for additional information.

SCIOTO TRAIL

OVERVIEW

Greenways Vision: Increased trails and trail usage for transportation and recreation.

BACKGROUND

COG consists of 126 miles of multi-use trails and continues to expand throughout greater Columbus. As the network grows and ridership increases, it is important for the COG Board to seek out national best practices as examples of how to plan for the growing demand. Many cities throughout the Midwest and across the country have been successful in the implementation and programming of greenway systems. These comparisons will provide insight into innovative ideas, possible partnerships and organizing structures.

The COG Board seeks to provide benefits to the residents of Ohio. Increasing the number of people using trails for transportation and recreation through efforts that increase connectivity via communication, education, partnerships and trail development. The insight2050 study revealed that Central Ohio is estimated to grow by more than 500,000 people over the next 30+ years. The majority of the growth will be in the age groups of 16 to 34 year olds and people 65 years or older. As these groups look for more walkable neighborhoods and increased transportation options, Central Ohio Greenways trails will become a critical element of a diverse transportation system.

The COG Board will utilize a collaborative approach. It will bring community leaders, corporate partners, advocates and trail development professionals together to accomplish the Board's vision. This approach will build on the foundation established by the Board and its regional partners. Members of the board and their collaborators have developed 126 miles of trails in Central Ohio which are traveled more than 12 million miles annually.

EXISTING CENTRAL OHIO GREENWAYS MILES OF TRAILS

126

Multi-use trail following the natural features of Central Ohio including the Scioto River, Olentangy River, Alum Creek and others

GREENWAY BOARD MEMBERS

22

This represents the maximum number of members, serving two year terms

LARGE ANNUAL NUMBER OF USERS

12m

More than 12 million miles by bike, walk, run and skating on the greenways every year

OVERVIEW CONTINUED

REGIONS RESEARCHED

7

Houston
Indianapolis
Louisville
Milwaukee
Minneapolis
St. Louis
Tucson

NUMBER OF WORKING TEAMS

4

Trail Development
Programming
Partnership
Marketing

DOCUMENT SUMMARY

This document presents best practices from regional trail networks throughout the nation with innovative partnerships, plans and/or organizational structures. The purpose of the report is to provide the COG Board with exemplary examples that can be referenced in a creative strategic action plan. Studying similarly sized and functioning trail organizations will instruct innovative ideas and potential structuring of working teams. An understanding of current best management and design practices for regional trail networks will guide the Board's strategic plan.

CASE STUDIES

Seven regions, each with an organization that can serve as an instructive model, have been included in this report. Each organization is similar in scale to the COG Board, including government agencies and not-for-profit groups. The seven regions are; Houston, Indianapolis, Louisville, Milwaukee, Minneapolis, St. Louis and Tucson. Each has proven themselves successful in multiple facets of their greenway system.

BEST PRACTICES

Organized by working teams, with exemplary actions are highlighted. The COG Board is supported by working teams chaired by a member of the Board. They address key regional issues such as trail development, funding, programming and marketing. In this report the working teams are defined and are provided corresponding example actions. As working teams progress toward their mission, actions can be drawn from these best practices examples.

METHODOLOGY

Each region was researched and contacted to gain perspective. Three of the seven regions participated in phone interviews. For the locations we were able to talk with, conversations were carried out to learn from where the leaders found success. Outside reference information such as the League of American Bicyclists was collected to compare the regions with similar metrics.

BLACKLICK CREEK TRAIL

CASE STUDIES

Information has been gathered on seven relevant trail organizations for comparison to Central Ohio Greenways. Each of the seven locations are summarized to highlight key features of their success. Data has been collected to specifically compare trail networks, funding strategies and organizational structures.

BY LOCATION

The table provides base information for each location and is organized by the working team structure. The ratings are based on a subjective review of past planning efforts, web presence, amount/type of funding secured, programmed events and in some cases conversations with the city's team. The scale ratings are relative, as each region has proven themselves nationally with award winning planning and designs.

The League of American Bicyclists (LAB) rating provides a comparison standard. This rating takes into account five metrics: design, trail network and safety measures; education, providing learning resources for a wide age range; programming, improving the cycling culture within a community and welcoming new riders; enforcement, ensuring the safety of roads and trails for riders; and planning, developing a cycling network affording the opportunity for cycling as a viable transportation option.

	Columbus	Houston	Indianapolis	Louisville	Milwaukee	Minneapolis	St. Louis	Tucson
Trail Development								
Programming								
Partnership								
Marketing								
Context Statistics								
» Miles of Trails	126	75	65	60	115	120	110	110
» Metro Population	1,994,500	6,313,100	1,756,200	1,269,700	1,572,200	3,495,100	2,810,000	996,500
» Metro Square Miles	3,984	10,062	6,029	4,134	1,454	6,063	9,391	9,186
» SqMi / Miles of Trails	31.6	67.1	92.8	68.9	12.6	50.5	85.4	83.5
» % of Trips by Bike	>1%	>1%	1%	2%	1%	4%	>1%	3%
» LAB Rating	Bronze	Bronze	Bronze	Silver	Bronze	Gold	Bronze	Gold

Scale Rating — Best

COLUMBUSOHIO

METRO POPULATION

1,994,500

Central Ohio Greenways is traveled on 12 million miles per year by Ohioans.

NUMBER OF MILES OF TRAILS

126

Of a planned 150 miles of trails following the cities 10 natural bayou water features which run East and West throughout the city

Central Ohio is nationally known for its beautiful, ecologically diverse rivers and streams. Central Ohio Greenways (COG) was formed in 2005 with the mission to develop a world-class trail system focused on three main objectives: advocating for a connected network of trails among local jurisdictions; promoting and coordinating trail development in the region; and creating a cohesive branding system for the region.

PARTNERSHIP

COG's mission was established with the following partners: City of Columbus, Franklin County Metro Parks, MORPC and Rails-to-Trails Conservancy. These agencies worked together to develop the COG Network. The partners developed lines on a map that made up the network, a logo, and signage standards. Additional jurisdictions became part of COG and started to build trails along the waterways that run through their communities in Central Ohio. The majority of the partners are all public entities, but with the establishment of the newly COG Board, private partnerships are being established.

TRAIL DEVELOPMENT

The COG network consists of 126 miles of multi-use trails that run along waterways throughout Central Ohio. These trails are built and maintained by local jurisdictions, Friends of Trails Advocacy Groups, and local park districts such as Columbus and Franklin County Metro Parks and the Delaware Preservation & Parks District. The COG network is mainly built along waterways in Central Ohio as an effort to help protect water quality.

In January 2014, MORPC and partners of COG contracted with the University of Minnesota to conduct an Impact of Trails Study. This study analyzed property values along 10 greenway trails, conducted intercept and online surveys along several major trails, interviewed key informants in Central Ohio about the value of trails, and analyzed the costs of building and maintaining trails. The goal of the study is to provide clear, credible evidence of the values of multiuse trails in Central Ohio to encourage more trail development.

BRONZE MEDAL RATING

A Bronze medal from the League of American Cyclists awarded to the city in 2009

PROGRAMMING

As a partner of COG, MORPC facilitates and coordinates COG & Trails Forums. The forums are held three times a year and take place in local communities along one of the trails. The forums are a time to bring together local jurisdictions, park districts, and advocacy groups to discuss successes and barriers to trail building. The forums are very successful with over forty people in attendance at most forums.

Local parks districts and jurisdictions as well as advocacy groups are responsible for coordinating specific programs such as bike rides, runs, or clean-ups along the trails. Rails-to-Trails Conservancy has been strong partner in this area.

MARKETING

COG has several marketing tools that are maintained by MORPC. MORPC maintains and updates the COG website. The website includes an interactive map, trail information, trail construction alerts and resources. In addition to the website a COG brochure is available. The brochure includes an image of the COG map and information on each greenway trail including mileage and pavement type. Also, COG has a Facebook page that is used to keep followers up-to-date on trail activity on Central Ohio.

In terms of branding, the COG team has designed standard signage that is used along all of the greenway trails. The design standards include a logo, color palate for each greenway trail, and images of trail identification signs. The signage package includes dimensions for trail signage and images for mile markers which have also been installed along several trails.

FUNDING

MORPC receives funding from City of Columbus Public Utilities, Franklin County Engineer's Office and Franklin County Metro Parks to support its Greenways Program. Part of this funding is designated for staff to help support COG. The newly created COG board is currently identifying additional funding sources.

Local jurisdictions and park districts build trails using their dollars or through grants they receive. Rails-to-trails have received small grants from The Columbus Foundation to help with the design and printing of the COG brochure.

Image Sources
Central Ohio Greenways

HOUSTONTEXAS

METRO POPULATION

6,313,100

The Bayou Greenways aims to provide trails within 1.5 miles to 6 of 10 Houstonians

DOLLARS ACQUIRED PRIVATELY

$120m

$120 million of the $220 million budget to be sourced from private funding through capital campaigning

Bayou Greenways 2020 is a plan to significantly expand the City of Houston's park network through a system of parks and trails along Houston's bayous. The network will connect nearly all of the parks in the city and will thread together many of the major employment centers, institutions and neighborhoods. The goal is that six out of 10 Houstonians will live within 1.5 miles of one of the bayou trails by 2020.

PARTNERSHIP

Multiple organizations within the city work collaboratively towards completion of the Bayou Greenways 2020 plan. The city's recreation and parks department works closely with the Houston Parks Board (HPB). Funding and the implementation of the regional trail network occur through this relationship. HPB's in-house staff is responsible for design and construction of the trails before giving ownership to the city. Maintenance contracts are then awarded to HPB through 30 year agreements.

The HPB works voluntarily through a 26 member board serving on committees. The HPB is a 501(c)(3) not-for-profit organization created in 1976. HPB staff has grown significantly over the last few years and now includes over 25 full-time staff. The HPB has three core principles: acquisition and improvement of park space; community and neighborhood assistance; and public advocacy and collaboration with sister organizations and non-profits. To this end, an estimated $70 million will be gained annually in city-wide benefits through economic, recreational and environmental health benefits.

The city has been very successful in the attainment of funds through public-private partnerships. Overwhelming (68%) voter support was given in 2012 to a $100 million bond backing Bayou Greenways 2020. Strong mayoral support and a political campaign by the park board called, 'Parks By You' were critical in the success of the bond being passed. In order to accomplish their 2020 goal of bringing trails to most Houstonians, a total of $220 million is needed. A dollar for dollar public matching of private donations has the total figure drawing near.

Private funding is generated through a capital campaign run through the HPB. Private funding is responsible for $120 of the total $220 million. HPB has already secured $93 million. The largest being a $50 million gift from a local family. The capital campaign committee has contracted a non-profit management consulting firm to aid in cultivating relationships with donors and foundations in the Houston area. As many of the large philanthropic entities in the city have become involved, HPB is now shifting campaign efforts toward corporations.

A proximity property tax was initiated by the City of Houston to help fund initial construction and maintenance of the Bayou Greenways. Properties within a mile of the greenways pay a fixed property tax. The total amount of this property tax collected by the city is capped. As the greenways expand, the city plans to revisit the cap amount to accommodate growing maintenance costs as the network expands.

TRAIL DEVELOPMENT

Future plans for trail network expansion include options for expanding outward into the county or making urban connections. The city bond structure currently constricts trail development to the city boundary. HPB has made state legislative changes to allow for the use of power line utility corridors for north-south trail connections. This effort is known as the 'Green Grid.'

PROGRAMMING

An annual fund-raiser event is held to help fund the Houston Parks Board. The annual luncheon promotes awareness while supporting the Board. Funding secured at the annual luncheon goes towards the growth and sustainability of the HPB. Additionally, HPB hosts a Bayou Greenway Day every year, inviting people to visit and learn more about the bayous and the work being done throughout the region.

BRONZE MEDAL RATING

A Bronze medal from the League of American Cyclists awarded to the city in 2013

ESTIMATED ECONOMIC BENEFITS

$70m

Annually city-wide through economic, recreational and environmental health benefits

NUMBER OF MILES OF TRAILS

75

Of a planned 150 miles of trails following the cities 10 natural bayou water features which run East and West throughout the city

Image Sources
Opposite: Houston Chronicle
Below: SWA Group

BUFFALO BAYOU PROMENADE

INDIANAPOLIS INDIANA

METRO POPULATION

1,756,200

Indy Greenways had over 2.8 million users on the trails in 2012

NUMBER OF MILES OF TRAILS

65

Of a planned 250 miles of greenways throughout the city

Indianapolis has developed a greenway network over the past several decades. The standards with which these trails have been created have promoted connection points to surrounding communities to develop their own systems. In recent years, studies of the area have shown an increasing percentage of commuter traffic on the trails in addition to increased total number of trail users.

TRAIL DEVELOPMENTS

The Indianapolis Greenways Plan was completed in 1994 and created a network of 14 trail corridors. Along with the physical planning of trails, a Greenways Steering Committee and Indianapolis Metropolitan Greenways Commission were also created to provide direction for the planning process. This plan received national and state award recognition for its comprehensive approach to urban rail-trail transformations, with the Monon Trail serving as the centerpiece. Many of the rail-trail pathways have extensive lengths which link together existing communities.

Planning documents have been critical to the growth of the network. Plan updates in 2002 and 2014 have included studies of the growth of the network and found that over 2.8 million riders annually use the Indy Greenways. With 65 miles of greenways currently, the network seeks to quadruple this distance and link the surrounding counties and communities. The number one issue raised by survey participants was the need to increase connectivity. The 2014 plan seeks to expand the network but to do so strategically by connecting neighborhoods and providing accessibility to the largest number of people possible. Through this initiative the plan aims to serve as a multi-modal transportation corridor for the residents of Indianapolis.

PARTNERSHIP

Partial funding for Indy Greenways is provided by the Greenways Foundation of Indiana. They are a statewide organization providing financial support for greenway development. It was initially formed to function within the Indianapolis area and played a major role in the formation of the Monon Trail, aiming to create a large network of trails to connect scenic, cultural, historic and recreational pathways throughout the region. Primary activities for the foundation include assisting in the formation of local trail organizations, building community support, providing grants, providing resource and consultation, and promoting best practices in trail planning and development. A strategic plan for the 501(c)(3) organization has been updated to set goals for the group and the region in creating a statewide greenway system.

Indianapolis recently changed legislation to improve the usability of trails at all hours. Previously, trails had only been legally open from dawn to dusk; now trails are open 24 hours a day to increase ridership. Advocacy groups requested this change to accommodate commuter's work schedules.

Working with surrounding communities has produced a safer environment for trail users. The City of Carmel's Police Department embraces its Monon trail and devotes many man hours per week to riding the trail while on call. Indianapolis Metropolitan Police Department also regularly patrol the trails to promote safety as well as enforce trail etiquette and rules.

The Indy Cultural Trail was developed through a public-private partnership. A generous private donation of $15 million kicked off the planning and design effort, with grants being awarded by the US Department of Transportation. Ample support was provided by the City of Indianapolis to enable to purchasing of right-of-ways.

BRONZE MEDAL RATING

A Bronze medal from the League of American Cyclists awarded to the city in 2009

COMMITTEE MEMBERS

11

Indianapolis Greenways Development Committee meets three times per year and was formed out of the 1994 plan

Image Sources
Opposite: Visit Indiana
Below: Indy Cultural Trail

LOUISVILLE KENTUCKY

METRO POPULATION

1,269,700

City of Parks is a citywide initiative to offer continuous trails around the city, highlighted by the Louisville Loop

NUMBER OF MILES OF TRAILS

60

Of a planned 140 miles of bicycle lanes and trails throughout the city

The Louisville Loop's goal is to provide 140 miles of shared use pathways throughout the City of Louisville. The main purpose of the Loop is to improve mobility for both pedestrians and cyclists while connecting neighborhoods with schools and work places. By encouraging a wide range of users, the Loop provides children, adults and people of all ages with the opportunity to improve their health and fitness.

TRAIL DEVELOPMENT

A comprehensive planning effort has included both a strategic plan (2011) and a master plan (2013). In addition there have been multiple in depth master plans for specific users and initiatives: a Bike Master Plan; a Pedestrian Master Plan; a Livability Master Plan; a Wayfinding Master Plan; and the Louisville Loop Design Guidelines. A plethora of studies have been conducted by multiple organizations leading to these plans including surveys, trail studies and research.

Approximately 45 percent of the Loop is complete with much of the rest in planning or engineering phases. The path also includes planned connections with southern Indiana and adjacent Kentucky county networks. The city was also given a Silver rating by the League of American Cyclists with high ratings in programming staff, planning and public outreach initiatives.

The network of trails aims to celebrate the cultural and natural history of the city through public art and education. Through these initiatives, the city sees the Loop serving as an economic catalyst that has the potential to increase property values, encourage tourism and provide neighborhood amenities. The Loop is divided into five sections based on natural physiologic features. Geology, topography, plant materials, animals and history are themes for different sections of the trail and aim to educate about Jefferson County's features. Interpretive signage along the trail explains the natural processes as well as explaining local cultural events.

PROGRAMMING

Interpretive hikes provide educational experiences for groups of all ages. The city's Metro Parks and Recreation Department has partnered with The Parklands at Floyds Fork to manage and maintain the greenways within their park. The Parklands also hosts programmatic events such as interpretive hikes. Nearly all hikes are free and happen a few times per month, year round. The themed walks vary from nighttime walks focusing on nocturnal creatures, to Civil War history tours. The hikes are listed on The Parklands website with links to register in advance. 'Wednesday Wonders' are weekly classes for children under the age of 5 to learn about specific topics. Each week is centered around a question, "I wonder why animals migrate?" The one hour sessions are meant to spark curiosity through stories and science experiments.

FUNDING

Successive mayoral support has been instrumental in the planning, implementation and growth of the Loop. Along the way, a steering committee was formed to set the strategic direction. Friends of the Loop was also created, but nearly all of the planning and funding was initiated publicly. Working with groups such as Louisville Metro Parks Foundation and the Greater Louisville Convention and Visitors Bureau, to secure public funding and obtain state and federal grants.

SILVER MEDAL RATING

A Silver medal from the League of American Cyclists highlighted by a 'very good' in public education outreach

NUMBER OF TRIPS BY BICYCLE

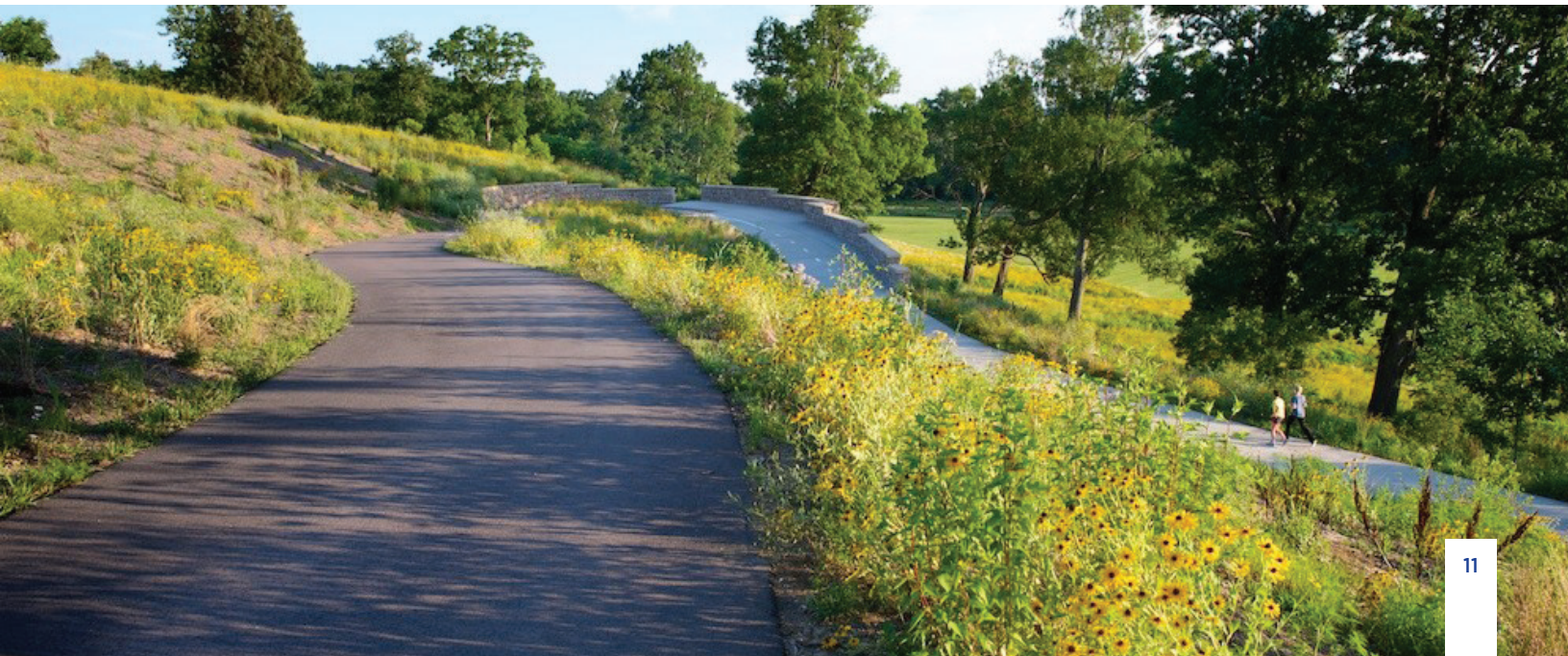
2%

PERCENT OF POPULATION IN FUTURE 'LOOPSHED'

66%

Louisville metropolitan population within 1 mile of the to be completed Loop

Image Sources
Opposite: The Parklands of Floyds Fork
Above: City of Louisville
Below: The Parklands of Floyds Fork



MILWAUKEE WISCONSIN

METRO POPULATION

1,572,200

Milwaukee By Bike aims to provide bike networks within 1/4 mile of all residents

NUMBER OF MILES OF TRAILS

115

Of a planned 356 miles of bicycle lanes and trails throughout the city

Milwaukee has made significant progress in cycling infrastructure throughout the city since the first bicycle master plan in 1993. The city currently has 115 miles of on-street bicycle lanes, bike routes and trails. Focus has been on utilitarian or commuter trips as opposed to recreational use.

TRAIL DEVELOPMENTS

The City of Milwaukee initially adopted a plan in 1993 and updated this with a 2010 Milwaukee by Bike Master Plan. The updated plan recommends expanding from 115 to 356 miles of bicycle lanes and trails throughout the city while also adding bicycle parking in strategic locations. The plan has led to the creation of a full-time staff position in the Department of Public Works. Overarching goals for the Bike Master Plan are to increase bike trips by five percent, to provide bicycle networks within one quarter mile of all residents, and to reduce bicycle crash rates by 50 percent.

Both the City of Milwaukee and the State of Wisconsin have given careful consideration to the adoption of bicycle ordinances. The enforcement of ordinances and laws by officers has been as important as the laws themselves with the education of officers for both vehicular and bicycle users. The League of American Bicyclists recognized the City of Milwaukee for their strong foundation of bicycle-friendly laws and education to protect riders and promote vehicular stewardship.

PROGRAMMING

The city has succeeded in providing a wide range of public outreach as well as bicycling education programs in the school system. An active bicycle advisory committee has been successful in working with the community. The committee was established to improve biking and walking throughout the city. Eleven members are appointed by the mayor and meet every other month. The committee advises policy makers on how to make Milwaukee bicycle and pedestrian friendly. Several issues include: commuter and recreational bicycle routes; trail connections; bicycle parking; pedestrian rights; etc. In 2006 Milwaukee was awarded the League of American Bicyclist's Bronze rating. The existence of this committee and the level of school outreach were instrumental in this achievement.

FUNDING

The city has been successful in securing grants to aid in city-wide improvements. A transportation alternatives program grant of 500,000 dollars was awarded to the city for the installation of high-quality bicycle parking at businesses. In addition to this grant, city funding was allocated to systematically replace aging parking structures and to revise city bicycle parking code requirements. A Congestion Mitigation and Air Quality Improvement grant was received from the Federal Highway Administration to expand the bicycle sharing program by adding over 30 stations over a two year period.

BRONZE MEDAL RATING

A Bronze medal from the League of American Cyclists highlighted by a 'very good' in bicycle friendly laws and ordinances

NUMBER OF TRIPS BY BICYCLE

1%

With a goal of 5% of trips by bicycle in 2020

Image Sources
Urban Milwaukee

MENOMONEE VALLEY PASSAGE

MINNEAPOLISMINNESOTA

METRO POPULATION

3,495,100

With many bicycle advocacy groups taking initiatives and planning from a grassroots level

NUMBER OF MILES OF TRAILS

120

Miles of trails of on and off-street facilities throughout the city

Minneapolis has long served as a standard in bicycle commuting. Residents brave the weather year round on over 120 miles of road routes and off-street trails. An expansive educational program (more than 90% of schools have programs) exists for not only students but also adults to work towards bicycle safety and commuter stewardship.

PARTNERSHIP

Twin Cities Greenways and the Midtown Greenway Coalition have worked in concert for several years to promote the greenway infrastructure. The Midtown Greenway has gained national attention as an award winning rail-trail conversion and serves as a commuter thoroughfare within the community. Both are 501(c)(3) not-for-profits and have shared board members with corresponding visions. The demand for high-quality trails in the Twin City area has empowered both groups to push elected officials and public agencies in advancing the greenway infrastructure.

Midtown Greenway Coalition serves as the business community's touchstone to the neighborhoods. The coalition's board consists of 22 members, one from each of the 17 communities the trail passes through, as well as four at-large appointments. The board seeks members who both live and work in the greenway neighborhoods and have a wide variety of skill sets.

A successful program connects with businesses along the Midtown Greenway. The greenway provides an audience to local businesses and in return local businesses support the greenway through donations and event sponsorships. There is also an adopt-a-greenway program in which businesses care for portions of the trail.

Minneapolis has a large network of advocacy groups for bicycling. Two of the most prolific groups include Transit for Livable Communities and Minneapolis Bicycle Coalition. These two groups have advocated for city ordinances and provided a variety of programs and events throughout the city. It is due in significant part to the work of advocacy groups that Minneapolis has one of the highest percentages in the United States of people commuting via bicycle. Safety measures have also been instrumental in providing potential riders with routes along which they feel comfortable. These factors and others have been major reasons why Minneapolis earned a Gold rating from the League of American Cyclists in 2008.

TRAIL DEVELOPMENT

The City of Minneapolis and their staff have led dozens of studies and plans. A permanent staff is devoted to the current Bicycle Master Plan (2015) as well as a Pedestrian Master Plan which aims to increase the number of trips taken by bicycle. Current explorations include the potential conversion of a low-traffic street to a greenway. This type of bold decision-making through the city's Public Works Department and Department of Transportation has created a strong network that has earned the city its national reputation as one of the most bicycle-friendly cities in the country.

Encircling the city is the Grand Rounds Scenic Byway. One section of the loop around the city is yet to be completed, but already features over 50 miles of bicycle paths with 20 access points from the area's major roadway networks. Part of the Minnesota State Scenic Byway project, federal grants and state funding were the basis for financial support. Historic and cultural information is abundant via signage and kiosks along the bicycling paths and 50 miles of walking trails.

GOLD MEDAL RATING

A Gold medal from the League of American Cyclists

NUMBER OF TRIPS BY BICYCLE

4%

One of the highest trips made by bicycle in the country, behind Portland

SCHOOLS WITH EDUCATION PROGRAMS

90%

Students of all ages are presented with bicycle education, a large part of the Gold rating

Image Sources
Opposite: The Greenway Guy
Below: Three Rivers Park

DAKOTA REGIONAL RAIL TRAIL

ST.LOUISMISSOURI

METRO POPULATION

2,810,000

Great Rivers Greenway had over 2 million users on the trails in 2014

NUMBER OF MILES OF TRAILS

110

Connecting 1,200 square miles of preservation and park space through the area

Great Rivers Greenway's long term goal is to establish the River Ring, a greenway network of more than 600 miles of trails connecting communities along the area's rivers and parks. The River Ring would offer recreation and transportation opportunities to two million residents and would conserve a vast amount of natural land within a 1,200 square mile region.

TRAIL DEVELOPMENT

Comprehensive plans have been vital to the Great Rivers Greenway region, including the River Ring. Initial plans for the River Ring were completed in 2004 with an update completed in 2011. In the process, 1,500 acres of land have been preserved and 90 miles of off-street trails have been constructed. These trails are combined with nearly 80 miles of on-street pathways. Great Rivers Greenway and its many projects have garnered awards including planning, design innovation and outreach.

FUNDING

Great Rivers Greenway obtains 95 percent of funding through Propositions C and P. The District was created in 2000 by the Clean Water, Safe Parks and Community Trails Initiative (Proposition C) in the City of St. Louis, St. Louis County and St. Charles County. This state organization is leading the development of the region-wide system and has worked collaboratively with over 100 partner organizations. 2013 saw additional funding through Proposition P which enables the funding of a full-time staff including more than 20 employees, ranging from greenway planners to community outreach directors. A 15 percent administrative cap is in place to ensure funding is directed towards trail development.

MARKETING

Each year Great Rivers Greenway provides an annual report portraying the year's budget and accomplishments. The report includes an easy to comprehend map with graphics about what has been accomplished and what is being planned. It also includes cost information for each section of newly constructed trails. The capital budget has a breakdown of net assets as well as revenues and expenses. Updates to Great Rivers Greenway's staff are listed as well as current Greenway Board of Directors. The report is handed out at events and given to the community to establish consistent nomenclature of the greenways and to communicate how each person's neighborhood will be connected. By consistently providing annual reports it provides a benchmark to compare progress and partnerships made. The last 15 years of annual reports are available for download on the greenway's website.

BRONZE MEDAL RATING

A Bronze medal from the League of American Cyclists awarded to the city in 2009

2014'S PROGRAM PARTICIPANTS

24,172

Event participants and volunteers attended nearly 50 events throughout the year to learn about the greenways and bicycle safety

CLEANUP VOLUNTEERS

730

Removed 8 tons of garbage and 225 tires from rivers and streams in 2 cleanup events in 2014

Image Sources
Great Rivers Greenway

THE LOOP

TUCSON ARIZONA

METRO POPULATION

996,500

The Loop has nearly 750,000 visitors per year, being one of the most used parks in Arizona

NUMBER OF MILES OF TRAILS

110

110 of the 130 planned miles of trails have been completed and encircle the City of Tucson

Pima County and the City of Tucson set out in 1986 to secure funding and plan for a comprehensive regional greenway network. The 2011 Pima Regional Trail System Master Plan includes a multitude of trail options including greenways through metro Tucson, arroyo (Spanish for 'creek') pathways, rural greenways and featuring The Loop.

TRAIL DEVELOPMENT

The Loop is a planned 130 mile system of shared use pathways connecting many area neighborhoods and parks. 110 of the 130 miles have already been completed and extend throughout the region connecting workplaces, schools and entertainment options with residents. As The Loop nears completion, residents are seeing the added benefits for recreation and transportation. The area has also seen up to a 10 percent increase in housing value in close proximity to the trails.

Urban greenways are becoming the most desirable way to reach the dense population within the city. The Loop encircles the region and with this pathway nearing completion, regional officials are seeking ways to reach the interior population. Existing arroyos (drainage ways) and street corridors are now being used for greenways. In this way a much larger population will have access within a short distance from their home to the trail network.

Designing for multiple user types. The design guidelines set forth in the original plan envisioned paved pathways parallel with gravel trails in certain locations. As seen opposite, bridle trails were able to be constructed in concert with the paved multi-use trail. Native landscape materials and public art exist along the greenways and add visual interest without obscuring the natural aesthetics.

PROGRAMMING

The programming effort including events and classes has led to the city receiving a Gold rating from the League of American Bicyclists. Much work has been done programmatically to increase ridership through educational and safety programs. Annual events and giveaways are consistent throughout the year, including demonstrations and classes for riders of all ages. The city is now aiming for 5 percent of trips to be completed by bicycle in 2020.

FUNDING

Plan creation and funding has been accomplished through the City of Tucson's Parks and Recreation Department. Funding was obtained through county bonds, federal transportation and park funds as well as federal and local grants. These substantial financial resources have allowed for forward thinking trail design.

GOLD MEDAL RATING

A Gold medal from the League of American Cyclists makes Tucson one of twenty-two nation wide cities to receive such an accolade

NUMBER OF TRIPS BY BICYCLE

3%

The region continues to progress and aims for 5% by the year 2020

Image Sources
City of Tucson Sports and Recreation

SCIOTO TRAIL

BEST PRACTICES

Organized by Central Ohio Greenway working teams, best practices were researched. They represent specific successful actions carried out by the seven national trail organizations. These potential actions are meant to be considered as recommendations for working teams as they develop their portion of the action plan recommendations.

BY WORKING TEAM

The table provides base information for each location and is organized by the working team structure. The ratings are based on a subjective review of past planning efforts, web presence, amount/type of funding secured, programmed events and in some cases conversations with the city's team. The scale ratings are relative, as each region has proven themselves nationally with award winning planning and design.

The League of American Bicyclists (LAB) rating provides a comparison standard. This rating takes into account five metrics: design, trail network and safety measures; education, providing learning resources for a wide age range; programming, improving the cycling culture within a community and welcoming new riders; enforcement, ensuring the safety of roads and trails for riders; and planning, developing a cycling network affording the opportunity for cycling as a viable transportation option.

	Columbus	Houston	Indianapolis	Louisville	Milwaukee	Minneapolis	St. Louis	Tucson
Trail Development								
Programming								
Partnership								
Marketing								
Context Statistics								
» Miles of Trails	126	75	65	60	115	120	110	110
» Metro Population	1,994,500	6,313,100	1,756,200	1,269,700	1,572,200	3,495,100	2,810,000	996,500
» Metro Square Miles	3,984	10,062	6,029	4,134	1,454	6,063	9,391	9,186
» SqMi / Miles of Trails	31.6	67.1	92.8	68.9	12.6	50.5	85.4	83.5
» % of Trips by Bike	>1%	>1%	1%	2%	1%	4%	>1%	3%
» LAB Rating	Bronze	Bronze	Bronze	Silver	Bronze	Gold	Bronze	Gold

Scale Rating — Best

TRAIL DEVELOPMENT

This working team is **responsible for generating recommendations for trail development**. Recommendations could include filling in gaps in the existing trail network and physically connecting the multi-county region through a comprehensive trail network.

Below are potential actions for the working team to consider as they develop their portion of the action plan recommendations.

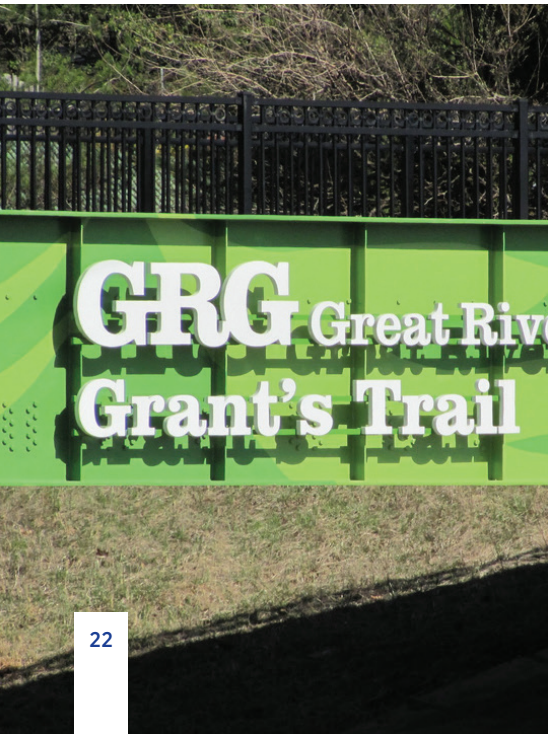
Convert rail line corridors.

» Indy Greenway's extensive trails link many of the surrounding communities via abandoned rail line corridors. The greenways received national and state award recognition for their comprehensive approach to urban rail-trail transformations, with the Monon Trail serving as the centerpiece. The design and planning standards with which these trails have been created have fostered surrounding communities to create their own systems.

» Minneapolis has transformed several historic rail corridors to greenways. Midtown Greenway is now one of the most highly used commuter bicycle corridors and connects seventeen different communities.

Create quality design experiences.

» The Indy Cultural Trail has won several design accolades for its cultural interaction and design components. Stormwater and planter designs enhance the streetscape and also provide protection for pedestrians and cyclists.



Connect key destinations.

» The eight-mile trail celebrates downtown Indianapolis connecting many civic and recreational uses. Several pieces of art along the trail provide cultural nodes, linking the trail with historical interests in the area. With access to the Monon Trail and others, users can ride up to 40 miles of trails directly connected to the Cultural Trail.

Capitalize on existing utility spaces.

» State legislation has been passed in Houston to allow for greenways to be placed under high-tension power lines which alleviate liability to the land-owners (power companies). The bayous run east to west with very little north to south connectivity. As the network reaches the bounds of the city, Houston Park Boards is looking to use these utility corridors as a way to create a "Green Grid" within the city through existing north-south utility corridors.

» Existing arroyos (drainage ways) and under-utilized street corridors are examples of how greenways are connecting with the denser population base. Tucson has re-envisioned existing infrastructure as greenway opportunities. As The Loop nears completion, the city and related organizations have shifted their focus to providing connections within the dense portions of the loop to connect with the largest population possible. Innovative designs and creative land uses aim to provide residents with trail access within a short distance of their home. Durable materials and smart drainage design are important for accommodating storm events.

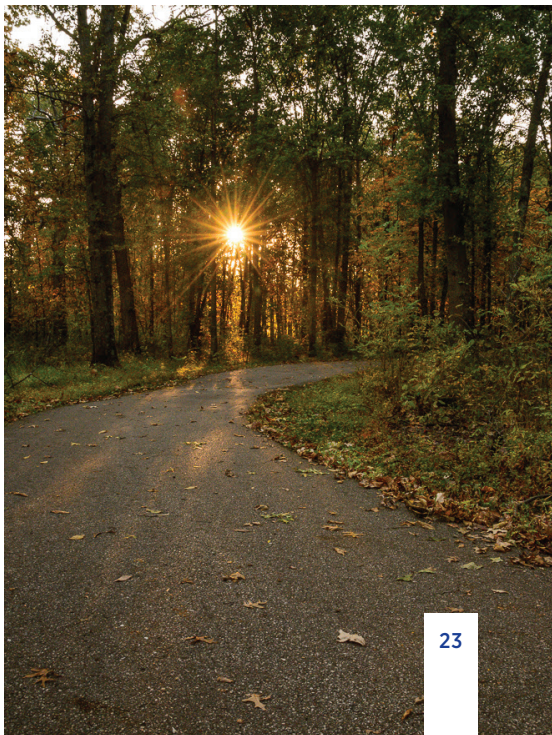
Convert low traffic streets into greenways.

» Minneapolis is exploring the potential conversion of low-traffic streets to greenways. These types of bold projects, which are managed by the City of Minneapolis' Public Works Department and Department of Transportation, have created a strong network of on-street bicycle pathways and are widely recognized around the country.

Coordinate trail development with public works.

» A section of The Loop in Tucson has gained national awards by designing a trail in combination with several area public work projects. The 16 feet wide path was designed and constructed-through an area thought undevelopable-by meeting with area engineers and public work designers early in the process. Existing utilities and several roadways combined with highly eroded areas were among the concerns, but trail planners worked together to stabilize a stream bank and provide a trail. This new trail provides a three mile connection of The Loop through an area which once forced riders into an on-road bike lane.

Image Sources
Opposite: Great Rivers Greenway
Below: Great Rivers Greenway



TRAIL DEVELOPMENT CONTINUED

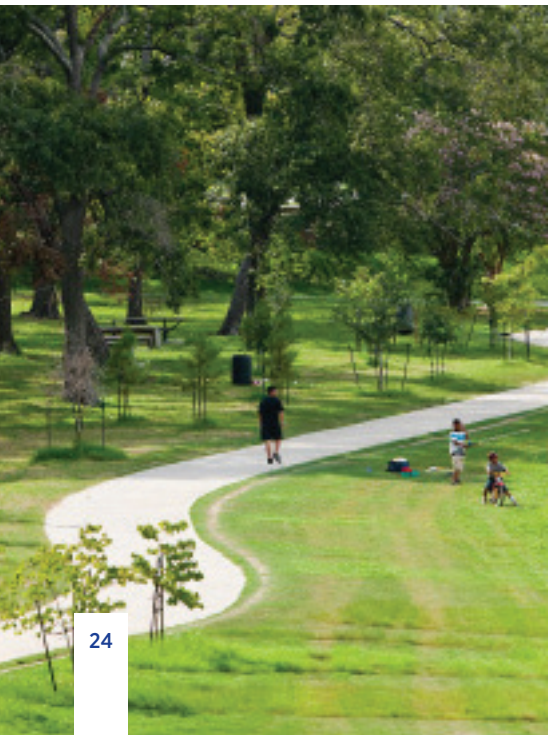
Add permanent staff.

- The addition of permanent staff with the City of Minneapolis enables constant cycling and pedestrian plan progress. The city has staff devoted to the current Bicycle Master Plan (2015) which aims to increase the number of trips taken by bicycle. The League of American Bicyclists promotes the addition of permanent staff members so planning and design initiatives are followed through when master plans are created.

- Houston Park Board and Great River Greenways now have staffs of over 20 devoted to trail development, marketing, etc. As trail networks expand, operations and maintenance will grow in importance. In order to maintain their character and brand, the Houston Park Board has added the majority of their staff positions in the last two years.

- Great Rivers Greenway District was created in 2000 and in 2013 was able to secure funding through Proposition P. A 15 percent administrative cap is in place to ensure funding is directed towards trail development. Proposition P funds full-time staff of more than 20 employees, ranging from greenway planners to community outreach directors. Doubling the staff in the last two years has enabled a shift to promoting the greenways and adding programs. In the past, the organization had developed trails with little fanfare or acknowledgement.

- Milwaukee By Bike's plan has successfully led to the creation of full time staff in the Department of Public Works. The overarching goals for the Bike Master Plan are to increase bike trips by five percent, to provide bicycle networks within one quarter mile of all residents and to reduce bike crash rates by fifty percent. In order to follow through with these initiatives, the city created several permanent staff positions. This staff is responsible for on-going studies, research, trail design and implementation of current plans.



Conduct plans and studies regularly.

» Louisville has undertaken many plans to gain insights into all aspects of their greenways. There have been multiple in-depth master plans for specific users and initiatives: a Bike Master Plan; a Pedestrian Master Plan; a Livability Master Plan; a Wayfinding Master Plan; and the Louisville Loop Design Guidelines. A plethora of studies have been conducted by multiple organizations leading to these plans and include surveys, trail studies and research.

» Minneapolis has sustained momentum for cycling in the community partially by updating or developing new bicycle and pedestrian plans regularly. As the network ages and becomes more established, reports have typically focused on user studies and management plans.

» St. Louis has performed initial plans and two plan updates since 2004. These efforts have seen 1,500 acres preserved and 90 miles of trails added to the network. This constant high-quality planning has produced several planning and design awards for the Great Rivers Greenways.

Adopt and enforce bicycle ordinances.

» The League of American Bicyclists recognized the City of Milwaukee for their strong foundation of bicycle-friendly laws and education to protect riders and promote vehicular stewardship. The enforcement of ordinances and laws by Milwaukee County sheriff officers has been as important as the laws themselves with the education of officers for both vehicular and bicycle users.

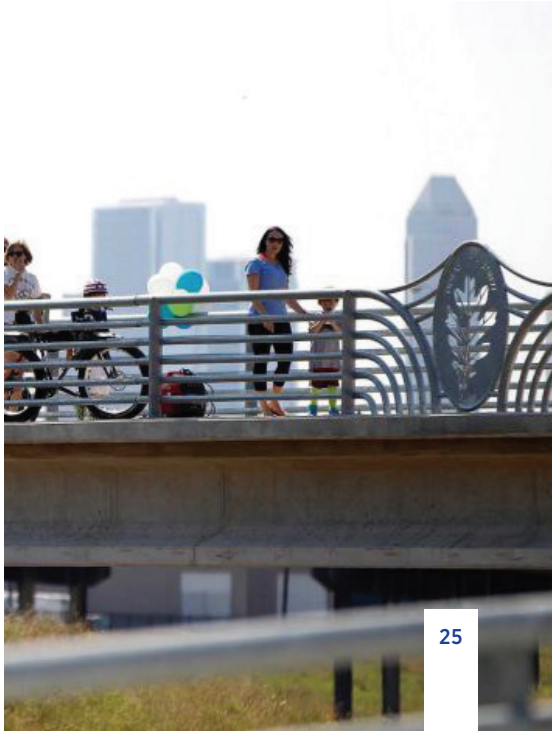
Monitor and inventory assets.

» Great Rivers Greenway has developed a monitoring system for trail resources. Ranging from bridges to park benches and trash receptacles, the organization now has an inventory of the status and condition of each item. From this practice, replacements can be scheduled and ordered to match the standards set forth by the master plan.

Complete the network.

» Pima County and the City of Tucson have very nearly completed The Loop. As completion nears, residents are seeing the added benefits for recreation and transportation. Areas in proximity to the trail have also seen up to a 10 percent increase in property value. The completeness of the trail provides connectivity to employment centers and recreation facilities without the need to force riders into uncomfortable situations.

Image Sources
Opposite: Houston Park Board
Below: Houston Chronicle



PROGRAMMING

This working team is **responsible for encouraging trail use.** This could be accomplished through the development of programmatic initiatives; the possibilities are endless, but will require significant buy-in from partners to ensure success.

Below are potential actions for the working team to consider as they develop their portion of the action plan recommendations.

Provide bicycle education.

- Minneapolis continues to expand an educational program for students and adults. The program's focus is on bicycle safety and commuter stewardship. Over 90 percent of schools in the region have bicycle education programs, instilling core principles at a young age. These educational initiatives are some of the many reasons why Minneapolis earned a Gold rating from the League of American Cyclists.

- Minneapolis has a large network of advocacy groups for bicycling. Two of the most prolific include Transit for Livable Communities and Minneapolis Bicycle Coalition, which offer a multitude of educational riding sessions and bicycle safety classes for all ages.

Lead educational walks and classes.

- The City of Louisville's Metro Parks and Recreation Department has partnered with The Parklands at Floyds Fork which hosts programmatic events such as interpretive hikes. Nearly all hikes are free and happen a few times per month, year round. The themed walks vary from nighttime walks focusing on

nocturnal creatures, to Civil War history tours. 'Wednesday Wonders' are weekly classes for children under the age of 5 to learn about specific topics. Each week is centered around a question, "I wonder why animals migrate?" The one hour sessions are meant to spark curiosity through stories and science experiments.

Host annual fund-raisers.

» The Houston Parks Board hosts an annual fund-raiser event to help fund the organization. The luncheon promotes awareness of the Bayou Greenways plans while financially supporting the Board. Funding secured at the annual luncheon goes toward the growth and sustainability of the Houston Park Board. This annual event is open to the public but prioritizes private donor opportunities.

Close public streets for events.

» The Minnesota Bicycle Coalition hosts Open Streets: an event which closes several city streets and provides ownership of the streets to pedestrians, cyclists and skaters. Open Streets serves as an opportunity to connect with local businesses, support transportation options and create civic pride. In 2015, Open Streets was held in eight different locations throughout the city over the course of the year. With one of the highest percentages in the United States of people commuting via bicycle, much of the success has come from the city's advocacy groups.

» The City of Louisville annually hosts CycLOUvia. Providing an opportunity for walkers, bicyclists and others to recreate on city streets. Past events have attracted several thousand people to various neighborhoods in an attempt to promote health, alternate transportation and bicycle safety. Tucson hosts a similar event.

Offer bicycling tours.

» Indy Cultural Trail offers bicycling tours to explore the city. The tours last two and a half hours and participants travel all eight miles of the trail. They not only provide a great opportunity for residents to learn more about their downtown and cultural amenities, but also provide tourists a chance to explore a new city through cycling.

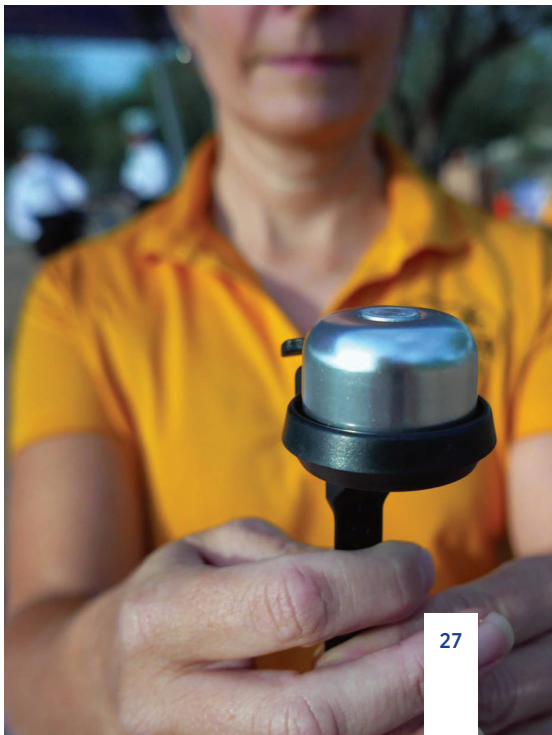
Connect with local artists.

» Louisville has served as a home to various art installations. Contacting artists about installations along and sometimes in the trail have created interest for daily riders as well as tourists.

Contribute items to users.

» Tucson sporadically hosts popular giveaway events - giving away items, bells for example - at local bike shops and stops along the trail. This provides an opportunity to engage the cycling community while also increasing safety and ease between riders. The giveaway is run through the Pima County Bicycle and Pedestrian Program.

Image Sources
Opposite: City of Tucson Sports and Recreation
Below: City of Tucson Sports and Recreation



PARTNERSHIP

This working team is **responsible for building partnerships.** These potential partnerships may include; transportation, recreation or health organizations on initiatives related to advancing economic, quality of life and health benefits to the residents of Central Ohio. Potential funders may be businesses, healthcare leaders, and elected officials in the advancement of the COG system.

Below are potential actions for the working team to consider as they develop their portion of the action plan recommendations.

Conduct capital campaigns.

» Houston Parks Board pursues private dollars through a capital campaign. Private funding is responsible for $120 of the total $220 million. HPB has already secured $93 million. The largest gift being a $50 million gift from a local family. The capital campaign committee has contracted a non-profit management consulting firm to aid in cultivating relationships with donors and foundations in the Houston area. As many of the large philanthropic entities in the city have become involved, Houston Park Board is now shifting campaign efforts toward corporations. Although some private donations are organic, the majority have been received as a result of collaboration with the consulting firm.

Collaborate to fund projects.

» The Indy Cultural Trail was initiated through a private donation. A generous family gift of $15 million kicked off the planning and design efforts. Subsequent grants were awarded by the US Department of Transportation. Ample support was provided by the City of Indianapolis to enable purchasing of right-of-ways.

» The relationship between Pima County and the City of Tucson's Parks and Recreation Department has been critical. Plan creation and funding acquisition has been accomplished through the Parks and Recreation Department. Funding has been obtained jointly through county bonds, federal transportation and park funds, as well as various grants. Partnering with the large local University of Arizona has proven to be a valuable relationship with an audience in need of alternative transportation options.

» Louisville has utilized public funding as a major source of revenue for the trail network. By working with groups such as the Greater Louisville Convention and Visitors Bureau as well as obtaining state and federal grant monies, they have been able to grow the trail network to over 100 miles. Public funding support was due in large part due to several successive mayors backing the Louisville Loop agenda.

Seek out and apply for grants.

» Louisville has obtained state and federal grant monies to grow the trail network to over 100 miles. Grants have come from several sources. Recently, the federal Centers for Disease Control and Prevention provided nearly $1 million to improve physical fitness through encouraged trail use. This amount covered 80 percent of a bridge project connecting two large sections of trails.

Establish proximity property taxes.

» A proximity property tax was initiated by the City of Houston to help fund initial construction and maintenance of the Bayou Greenways. Properties within a mile of the greenways pay an additional fixed property tax. The total amount of this property tax collected by the city is capped. Every five years the cap amount is revisited to ensure the amount is meeting the demands of the greenways.

Plan for maintenance.

» As the Houston Bayou Greenways expand, the city plans to revisit the proximity property tax cap amount to accommodate growing maintenance costs. The City of Houston delegates funds to the Houston Park Board in the form of 30 year maintenance contracts to service and maintain the trails.

» Great Rivers Greenway designs and builds the greenways but establishes agreements with the local municipalities to maintain the trails. This approach has found mixed results. In an effort to improve trail condition consistency, Great Rivers Greenway is conducting trail maintenance education sessions with agencies.

Connect with area businesses.

» Midtown Greenway Coalition offers a program which connects with businesses along the greenway through donations and event sponsorships. The Midtown Greenway provides an audience to local businesses and in return local businesses support the greenway. There is also an adopt-a-greenway program in which businesses care for portions of the trail.

Image Sources
Opposite: HK Group Incorporated
Below: Wikipedia

MARKETING

This working team is **responsible for promoting COG.** Such that COG is seen as a tourist attraction, transportation corridor and recreational asset. 'Selling' the many benefits of trails to gain additional buy-in from decision-makers and creating and updating marketing materials. This may include reaching audiences through social media outlets, brochures, advertisements, website or promotional items.

Below are potential actions for the working team to consider as they develop their portion of the action plan recommendations.

Promote programs with city channels.

» The City of Minneapolis promotes bicycle tours and bicycle share programs through their print and online media resources. Both tours and share programs can be found in abundance throughout the city with several private companies offering tours with different themes, ranging from brewery tours to historical preservation tours. Nice Ride MN is the Twin Cities public bike share program with over 1,500 bicycles available throughout the region. Operation extends from April to November and has seen ridership rise incrementally in each of its last six years. Nice Ride MN was funded partially by corporate sponsorship along with the City of Minneapolis and federal transportation and public health grants.

Engage online audiences.

» Great Rivers Greenways online presence reaches an engaged audience. The well-designed web page hosted by Great Rivers Greenways is easy to understand. It includes all events being hosted as well as provides a structure and background of the group. The organization uses several forms of social media with very active accounts on both Twitter and Facebook, consistently updating St. Louis riders on events and trail conditions.

» Tucson's Loop has an active social media presence. The Facebook page lets users know about trail conditions, construction projects and community events. This also provides a forum for residents and users to provide feedback, make plans to ride, report conditions and share experiences.

Produce annual reports.

» Pima County produces annual reports to summarize yearly accomplishments. These reports provide detailed mappings of completed and planned pathways. Consistently produced, the downloadable reports are available in an easy to understand and graphically pleasing format. Users are able to see what has been accomplished and what to look forward to. Maps within the reports are clearly labeled with new and existing path segments as well as where public art installations are located. These reports are available through the Pima County website.

» Great Rivers Greenway provides an annual report portraying the year's budget and accomplishments. Featured in the annual report are the trails which have been constructed and any additions made to the network. Maps are created which show the year's built trail connections with associated costs. The report is handed out at events and given to the community to establish consistent nomenclature of the greenways and to communicate how each person's neighborhood will be connected. By consistently providing annual reports, Great Rivers Greenway provides a benchmark to compare progress and partnerships made. The last 15 years of annual reports are available for download on the greenway's website.

Seek recognition through awards.

» Several of the different city and county departments and organizations studied have been successful in applying for and winning awards. Planning, engineering, landscape architecture, arts and cultural awards have all been obtained. This recognition brings awareness to the region and project. The attention also fosters potential funding opportunities, both privately and publicly.

Image Sources
Opposite: City of Tucson Sports and Recreation
Below: Urban Milwaukee

SCIOTO TRAIL

RESOURCES

Additional information for each region can be found using the links. Listed are only some of the most recent and/or relevant planning documents for each region. Many also have social media outlets (Facebook, Twitter, Instagram) with event and outreach examples.

HOUSTON

Bayou Greenways 2020 Master Plan. The plan seeks to significantly expand Houston's park system through a network of trails along the existing bayous. The plan aims to fulfill visions set in 1912 to organize the park network with the bayous.

Sterling & Associates. Local firm specializing in not-for-profit capital campaigns. Contracted to aid in cultivating relationships with potential donors and foundations for private funding.

bayougreenways.org

facebook.com/HoustonBayouGreenways

houstonparkboard.org/bgi/

Houston Parks Board.
Community Outreach Director
Catherine Butsch
catherine@houstonparksboard.org
Phone: 713-942-8500 (ext. 18)

RESOURCES CONTINUED

INDIANAPOLIS

indy Greenways - Full Circle. 2014-2024 Master Plan completed through Indy Parks and Recreation and Indianapolis Department of Public Works.

Greenways Foundation of Indiana Strategic Plan. Strategic plan completed in 2013 to provide direction for the foundation over the following three years. This plan is to be evaluated annually and evolve as the foundation changes.

indygreenwaysmasterplan.wordpress.com

indyculturaltrail.org

facebook.com/IndyCulturalTrail

greenwaysfoundation.com

Indy Parks and Rec.
317-327-PARK

LOUISVILLE

Louisville Loop Master Plan. Adopted in June 2013, the plan outlines benefits of the greenways, existing conditions, the planned trail system, design guidelines and implementation.

Louisville Loop Strategic Plan. Completed in 2011, the plan outlines the vision, mission, background of the Loop and recommendations moving forward.

louisvilleloop.org

facebook.com/LouisvilleLoop

Louisville Metro Parks and Recreation Department - Planning and Design.
Planner
Milana Boz
milana.boz@louisvilleky.gov
502-456-8141

RESOURCES CONTINUED

MILWAUKEE

Milwaukee By Bike. Created in 2010, the bicycle master plan includes Milwaukee's 2020 vision, existing conditions, overarching goals, recommendations, design options, costs and maps.

Bicycle Milwaukee. 1993

Milwaukee by Bike Publicity. 2003

Milwaukee Bicycle Survey. 2008

city.milwaukee.gov/MilwaukeebyBike

Department of Public Works.
414-286-2489

MINNEAPOLIS

Minneapolis Bicycle Master Plan. Created in 2011, the bicycle master plan includes history of cycling in Minneapolis, policies, existing conditions, goals and objectives.

Protected Bikeway Update to the Bicycle Master Plan. This 2015 plan specifically addresses protected bikeways which were not included in the Bicycle Master plan of 2011.

Bicycle Facility Manual. 2010

Bicycle Master Plan. In 2001 the city and the Park and Recreation board approved the master plan which served as a guide for new bikeway development in Minneapolis.

minneapolismn.gov/bicycles

midtowngreenway.org

facebook.com/Midtown-Greenway-Coalition-68914301188/

Bicycling in Minneapolis.
Bicycle and Pedestrian Coordinator
Matthew Dyrdahl
612-673-3642

Midtown Greenway Coalition.
612-879-0104

RESOURCES CONTINUED

ST. LOUIS

Gateway Bike Plan. The 2011 plan created by Great Rivers Greenways outlines community engagement in the planning, a 20 year vision for the greenways, existing conditions, how people are using the greenways, education, enforcement and actions for how each are being carried out.

Great Rivers Greenway Plan Update. In 2011, updates were made to the 2003 plan to revisit conditions, the vision and actions for the greenways throughout the St. Louis region.

Building the River Ring: A Citizen Driven Regional Plan. This 2003 plan established a long-term vision for the St. Louis greenway network.

greatriversgreenway.org

facebook.com/GreatRiversGreenway

Great Rivers Greenways.
Director of Communication and Outreach
Emma Klues
eklues@grgstl.org
314-932-4919

SCIOTO TRAIL

RESOURCES CONTINUED

TUCSON

PR 34 Trails and Urban Greenways. In 2011 design and construction guidelines were presented to Pima County and the City of Tucson. The plan outlines national references, joint collaborations, feasibility, planning and public outreach.

Pima Regional Trail System Master Plan. In 2010 master plan update covers background on the trails, system features, existing master plan and implementation strategies.

Eastern Pima County Trails System Master Plan. Plans were created and updated in 1989 and 1996. Each focused on facility opportunities within Tucson and potential connections to surrounding trail systems.

Grant Applications and Project Summaries. On the Pima County Bicycle and Pedestrian Program website there are dozens of project summary pdfs with specific details regarding funding applications and cost estimates.

pima.gov/theloop

bikeped.pima.gov

facebook.com/ridetheloop

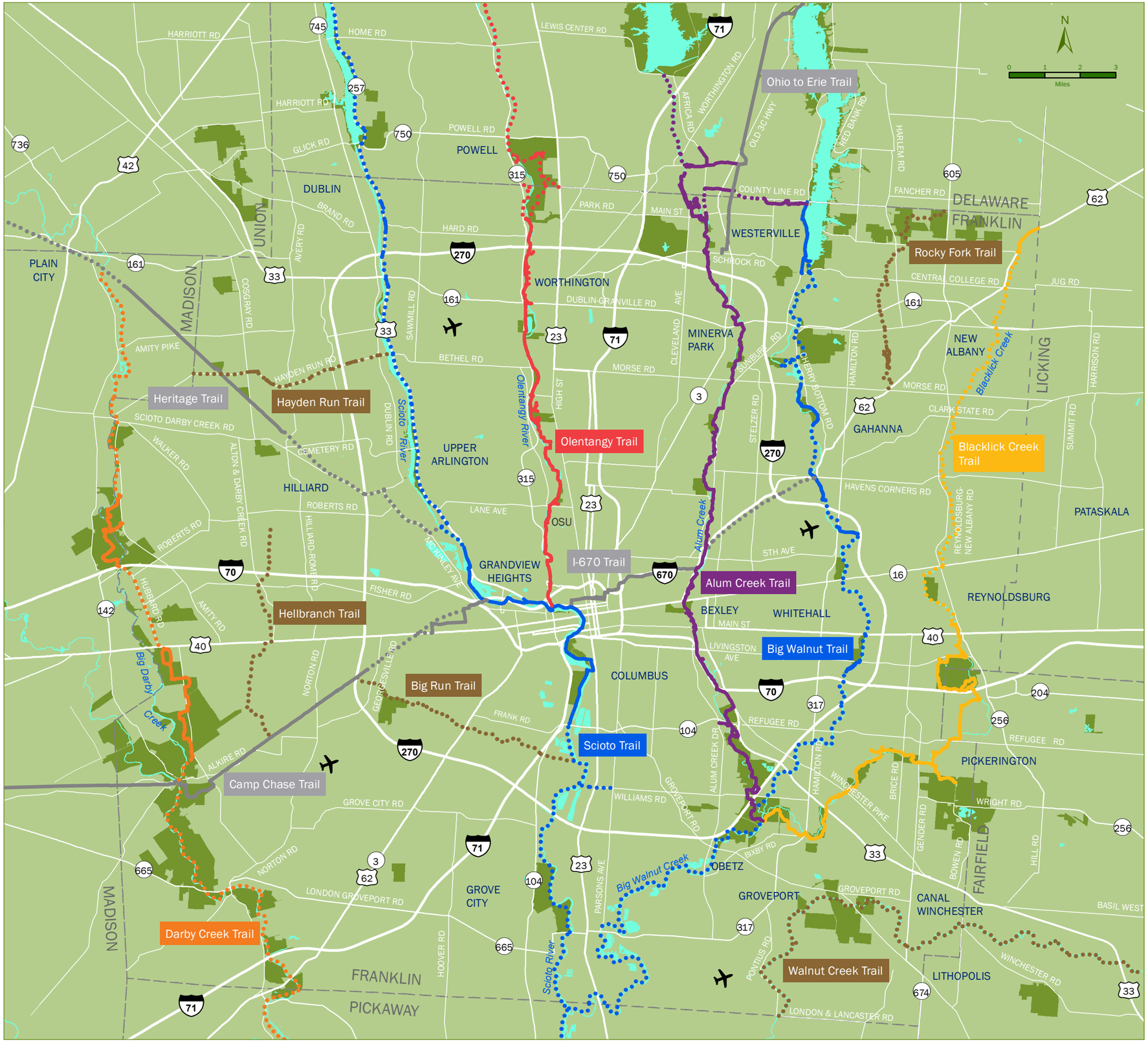
Pima County Natural Resources, Parks and Recreation.
520-724-5000

CENTRAL OHIO GREENWAYS

morpc

Central Ohio Greenway Trails

www.centralohiogreenways.com



LEGEND

- Existing Trail
- Future Trail
- Interstate
- Roadway
- Water
- Park
- County Boundary

The information shown on this map is compiled from various sources made available to us which we believe to be reliable.
T:/greenway/cog/central ohio greenway trails11x17.mxd
Jan 2016

COG Talking Points

Strategic Plan - Central Ohio Greenways

December 11, 2015 *Draft 1.2*

Below are draft talking points that are organized by key questions. They can be used as talking points and for publications. The Marketing Working Team will review, refine, expand, etc. before sharing with the full Board.

What is the vision for the Central Ohio Greenways?
The vision for our greenways is a world-class network of trails easily accessible to every central Ohioan.

What is the mission of the Board?
The mission of the Board of the Central Ohio Greenways is to increase the miles of trails and use of trails for recreation and transportation needs.

What are greenways?
Greenways are strips of land set aside for recreational use or environmental protection. Trails (bike paths, multi-purpose or leisure paths) within greenways provide access to nature and recreational opportunities, as well as commuter corridors throughout the region.

What is the current extent of greenways in central Ohio?
Today, the Central Ohio Greenways is a regional trail network of 128 miles. Ten greenways connect communities throughout the region and state.

How are the greenways being used today?
Over 12 million miles are traveled annually on our greenways. Recent studies show that over 90% of people are using the trails recreationally with average trips of more than ten miles. The amount of trips for transportation has also increased in recent years to 6%.

Why are greenways important?
Greenways are important contributors to a community's quality of life.

- Health and well-being can be improved for users.
- Water quality can be improved for waterways along trails (decreased erosion, run-off).
- Increased economic impacts and development on trail corridors.
- Viable transportation options can be provided, connecting residential communities with employment, recreation, cultural and shopping destinations

Where can I found out more about the Central Ohio Greenways?
You can find information at centralohiogreenways.org or by contacting Amanda McEldowney at MORPC (614-233-4112).

CENTRAL OHIO GREENWAYS

morpc