

Chattanooga Forward // Sports & Outdoors

Recommendation	Staff	Status
<p>Outdoor Chattanooga (OC) should be the coordinator and facilitator of all things outdoors. They should be the promoters, organizers, and connectors, but not the programmers. Currently, 40% of their labor is dedicated to running programs (OC, 2014). It is our belief that their resources should be directed more towards advocacy, infrastructure, planning, promotion, and organizing the array of outdoor initiatives in the community. In this way, they would support private organizations, which are better suited to offer programming, along with staffing and equipment required to do so effectively.</p>	David Carmody	<p>IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.</p>
<p>Outsource programming and focus on connecting, marketing, collaborating. Programming should empower local guiding services, retailers, experts, and colleges to leverage a best in class approach. This incentivizes entrepreneurship and enhances public private partnerships.</p>	David Carmody	<p>IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.</p>
<p>Programming for special populations (i.e. Therapeutic Recreation, At risk youth) should be subsidized by the City or facilitated by a branch of City government. Care should be taken to ensure that these populations have adequate opportunities, as the "market" often overlooks them.</p>		
<p>Events should be designed with a combination of free and paid programs to ensure inclusivity for all residents. A "grant" program should be developed and managed by OC to provide opportunities for residents to participate in city-planned and private-run outdoor events.</p>	David Carmody	<p>IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.</p>
<p>An advisory group consisting of city officials, outdoor users, and the CVB should be considered.</p>		
<p>As the "central outdoor mechanism", OC should be charged with maximizing collaboration of activities and equipment across all 12 programs and venues. An inventory of faith-based organizations, educational institutions, and community organizations should be maintained by OC. In addition, OC should promote the sharing of resources across programs, in order to enhance access for all residents.</p>	David Carmody	<p>IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.</p>
<p>a) The Facility is in a great location but signs and marketing are needed to ensure that people who are less familiar with the area can locate OC.</p>	David Carmody	<p>IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.</p>
<p>b) To maximize use of the facility, the City should explore expanding the hours of operation, especially during peak outdoor activity seasons.</p>		

c) To ensure a visitor-centric experience, the front area of the facility should be staffed at all times.		
d) CARTA shuttles should include the facility so residents can access it easily.	Lisa Maragnano	UNDER REVIEW.
e) Remodel the interior to update audio-visual equipment and enhance the aspirational impact (e.g. posters of local heroes).	David Carmody	IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.
f) Create space at the Enterprise South visitor center for an OC presence. This location would better serve residents external to downtown.		
g) OC cannot function at the desired capacity without significant support. We recommend a budget of \$1 million dollars, to be gradually decreased as the operations become more self-sustaining.	David Carmody	IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.
h) We suggest the City assess the organizational capacity of OC as to whether the requisite leadership and skill sets needed to implement the expanded mission and responsibilities of the organization are in place.	David Carmody	IN PROGRESS. Outdoor Chattanooga is currently being restructured to accomplish many of the goals set forward in the Sports & Outdoors report. The organization is being elevated to a division rather than being embedded within an operating department. In addition, the operations leadership team is reviewing all staffing, budget, and functions of Outdoor Chattanooga with the Sports & Outdoors report recommendations in mind.
To enhance the prominence of OC, the City should consider having it become a stand-alone department.	David Carmody	Rather than elevate the organization to a Department, the operations team decided to make Outdoor Chattanooga a stand alone division, reporting into the Deputy Chief Operating Officer.
Friends of Outdoor Chattanooga has been a valued support organization to OC. Should the capacity of OC be enhanced and expanded, care should be taken to ensure FOC's continued alignment in supporting the focus, goals and strategic direction of OC.	David Carmody	COMPLETE
Mayor's Wellness Campaign Highlighting community leaders, the stories of what they love to do to remain active, their struggles to stay active, and motivations. Other residents willing to share their stories could be included, as well. This could be a local news project or a joint initiative of Outdoor Chattanooga and community organizations (e.g. YMCA).	Lacie Stone	ONGOING. The Chattanooga Get Fit Challenge was launched in October of 2015 and will continue with consistent experiences and activities for Mayor Berke to highlight fitness and health.
Incentivize participation in programmed activities through a "merit badge" campaign. Locals could receive discounts to events, retail stores, etc. by participating in "accredited" programs run either by the city or private organizations.		

<p>Establish a grant program through which all residents can apply for spaces in programs/ activities that they can't afford. They could choose programs by activity (e.g. paddleboarding) or location. The city (or Outdoor Chattanooga) would manage the applications and work with local organizations (e.g. L2 boards, High Point Gym) to provide services.</p>	<p>David Carmody</p>	<p>UNDER REVIEW. This must be considered carefully to ensure the City is not endorsing any private entity over another without executing the proper contracts and competitive bidding processes.</p>
<p>Chattanooga should be at the forefront of innovative strategies for promoting active living. One such example is a successful project implemented by the Appalachian Mountain Club that involves medical prescriptions for outdoor activities. Health insurance providers and medical services work together to establish a protocol enabling the funding of outdoor activities as preventative. Current partnerships between Erlanger, UTC and private medical companies already promote exercise as prescription. Adding outdoor and recreational activities as a viable option and bringing insurance companies on board should be explored.</p>	<p>Stacy Richardson</p>	<p>UNDER REVIEW. The City is open to exploring this recommendation within it's own health plan. This recommendation is also extremely relevant to outside employers and insurance companies.</p>
<p>The city should work with public (Hamilton County schools, UTC) and private organizations (Erlanger, Trust for Public Land) to coordinate research measuring consistent health indicators over time, resident access to resources, park and recreation assets, environmental issues, etc. Many studies have been initiated independently, but a lack of coordination results in duplicate efforts, lack of consistent measures over time, and loss of connected information. One-off research projects provide a snapshot of information, but coordinated projects over a significant time-span would provide better information for long-term decision-making.</p>	<p>Stacy Richardson</p>	<p>ONGOING. The City is committed to any partnership that provides data regarding the health of region. There are several ongoing efforts to collect data and make it publicly available. The Hamilton County Health Department has ongoing efforts to research the health of our area. The City is open to any partnership to further these efforts. In addition, the Trust for Public Land already has a database that cross references access to outdoor recreation with various health indicators. The City regularly uses this database to make strategic investments in neighborhoods.</p>
<p>The city should enhance corporate wellness initiatives, reaching out to large employers such as Hamilton County Dept. of Education, VW, BCBS, and UNUM. Outdoor Chattanooga could dedicate resources toward corporate outreach to provide guidance, information, and referrals for services. This would enhance visibility of OC, awareness of access to equipment and services, and promote active living in the community.</p>	<p>Stacy Richardson</p>	<p>The various private entities listed in this recommendation have funds available for their private health initiatives and we will be glad to support them in any way possible while being responsible to taxpayers.</p>
<p>Youth and adults need to be taught the skills of active living. While many activities (e.g. walking) require minimal training and equipment, many fun and novel activities (e.g. paddleboarding) are much less accessible. While Chattanooga is a premier outdoor destination, many residents have no experience with outdoor recreation. We also recommend taking the gear and activities to the neighborhoods. This would be a city-driven program that encourages others to "Give It a Try". Taking the gear and programming to the residents would ensure that they have the same access to educational and recreational activities across the board. This program would be coordinated by Outdoor Chattanooga and implemented on a regular schedule. Other programs, such as Chattanooga's RBI youth baseball program can serve as an example of successful inclusion. Additional programming could be introduced to specifically address the lack of diversity in outdoor activities. However, inclusion should be a priority in all programming. Concerted efforts should be made to gain a true understanding of why diverse participation is lacking in outdoor programming. Once that issue has been explored, targeted efforts can be made to remove barriers and constraints to participation.</p>	<p>Office of Multicultural Affairs + Lacie Stone</p>	<p>ONGOING. The Office of Multicultural Affairs has developed a new initiative to provide diverse residents the opportunity to explore the outdoors. In addition, the Chattanooga Get Fit Challenge will look for ways to include underserved communities in the various activities of the initiative.</p>

<p>Special Events: The city should establish a centralized Special Events system to coordinate all city events, streamline permitting, and vet applications. All event permitting should be centralized through this system, to include: Alcohol board, special events committee, noise ordinance, special gathering, and any other permit associated with events.</p>	David Carmody	IN PROGRESS. The City is currently developing this system. This will likely be deployed in the first quarter of 2016.
<p>The special events system should develop a list of criteria to determine those events which receive priority to encourage a best-in-class approach. These criteria should be fair and inclusive. a) Standards should also be developed to determine the amount of time any public space (e.g. Riverfront) can be "reserved". Public spaces, paid for and managed for the community, should be available for routine resident use. b) Require recycling at all events. This was a top priority for residents polled at the Chattanooga Forward public meetings.</p>	David Carmody	a) IN PROGRESS. The City is currently developing an events reservation system. Once the system is deployed, we will be able to better standardize how long roads are closed and encourage a "best-in-class" approach. b) COMPLETE. The Recycling recommendation has already been deployed.
<p>Much of the logistics for event permitting can be standardized and outsourced through foresight and good website design. The Special Events Committee would develop this process, but suggestions include: a) Online forms to schedule all activities & events. b) This should include a clear checklist of steps to run an event. All checklist items must be complete by 90 days before the event, or ideal timeline established by the advisory board. c) Use of online applications (e.g. Scribble maps) to plan and inform the community about street closures.</p>	David Carmody	IN PROGRESS. The City is currently developing this system. This will likely be deployed in the first quarter of 2016.
<p>All events should be posted online in one comprehensive calendar with alternative travel routes for each event. There should be automatic weekly distribution of information regarding any events that require road closures. Access to all forms should be available through the city website. Significant attention should be directed to the development and maintenance of apps and online resources to enhance information access.</p>	David Carmody	IN PROGRESS. The City is currently developing this system. This will likely be deployed in the first quarter of 2016.
<p>Event planners should be conscious of the impact events have on residents. All residents and businesses should be made aware of events that will occur near them. Regular post-event meetings should be held to capitalize on "lessons learned". Residents should have an easy method of providing feedback about event management (online form) to improve the process in the future.</p>	Molly Cooper	ONGOING. The City currently uses "post event" debrief meetings to determine lessons learned. The City is considering implementing an online form for resident feedback. Currently, any constituent feedback is logged and discussed during "post event" meetings.
<p>Both city and county residents listed safety concerns as one of the main reasons they don't visit parks and trails. The perception of safety can go a long way to encourage active living. Promoting Chattanooga as an outdoor city should include the protection of park users and their property. A comprehensive solution would need to involve city law enforcement officials and patrol officers. Increasing the presence of law enforcement officers and vehicles would provide a deterrent to illegal activities. The presence of "Outdoor Ambassadors" at parks may prove just as effective. Parks and open spaces can effectively police themselves if there are enough eyes in the area to remain vigilant. This should also involve the cooperation of neighborhoods and neighborhood organizations. For areas that are difficult to police, we recommend installing trail cameras to deter vehicle break-ins and delinquent activity.</p>	Fred Fletcher	ONGOING. The Chattanooga Police Department has instituted a data driven approach to property crimes and is more easily able to identify hot spots of crimes. If any public spaces/parks are identified to have higher amounts of property crime, increased patrol is deployed. In addition, the CPD works with ECD and other City departments to target codes enforcement and infrastructure investments into areas where parks are accessed by City residents.

Review a list of currently owned space to determine how additional investment could improve the space to increase the quality of life for City residents while also strengthening the community for economic development opportunities through sport. Evaluate additional opportunities that could enhance current infrastructure originally built on public/private partnerships.	Outdoor Chattanooga	ONGOING. Outdoor Chattanooga actively reviews City-owned facilities and green spaces to determine if a sporting activity could contribute to the highest and best use of the facility.
We should initiate a Community Partnership Project to create an indoor and/or outdoor multipurpose complex(es). Feasibility and market research have already been conducted by the Chattanooga Sports Committee and City of Chattanooga. One report is forthcoming, but will include recommendations to construct new multipurpose complexes to fulfill current sports needs amongst City residents. These facilities would address Chattanooga's deficit of sport and recreation assets, while hosting an array of sports, like but not limited to soccer, lacrosse, rugby, track & field, cross-country, ultimate Frisbee, basketball, badminton, volleyball, etc. This project would enhance access to physical activity in areas of low activity participation, utilize vacant space that currently attracts delinquents, and improve neighborhood assets that enhance quality of life and property values.	Jenny Park	IN REVIEW. The City is open to reviewing any opportunity to expand access to recreation for City residents. Last year, the City reviewed all recreation centers to determine what improvements and deferred maintenance needed to be completed. As a result of that process, the City invested over \$2 million in repairing and repurposing facilities throughout the City.
Residents with access to parks are 20% more likely to engage in outdoor recreation. Access to trails increases that likelihood to 25%. To address key areas of unique opportunity and enhance access and community health, we recommend: a) Install a water access point under the new Cummings Highway Bridge.		
b) Convert a city-owned parcel at Shallowford and Airport Roads into launch pad and access point to the South Chickamauga Creek greenway. The current building could house boats and gear to enhance access to these activities for residents.	David Carmody	The parcel in reference is privately owned, making it challenging for the City to execute the recommendation.
c) Utilize the new Riverwalk extension as an opportunity to provide TN River access along the Blue Goose Landing and old Vulcan area.	Outdoor Chattanooga	There will be river access in this area.
d) Residents at the Chattanooga Forward public meetings expressed interest in establishing a whitewater center. A more feasible option would be to modify the section of South Chickamauga Creek at Lightfoot Mill Road. In lieu of building a huge whitewater center, this stretch of creek could be adapted to provide rapids to suit all levels of paddling.	Stacy Richardson	The South Chickamauga Creek is a state waterway and any modification would require state approval. This, along with budgetary constraints, would make it challenging for the City to execute the recommendation.
e) Reevaluate currently owned passive green space to integrate low-cost recreational opportunities (i.e. disc golf) and connect existing trails and isolated pockets of green space. The Trust for Public Land has done great work to highlight projects that could provide immediate significant impact.	Rick Wood	IN PROGRESS. The Trust for Public Land has a contract with the City to execute this recommendation.
f) Finally, further discussion should take place with each user group (skate parks, water access, social groups, etc.) to prioritize specific activity type access.	Jenny Park	IN PROGRESS. Last year, the City reviewed all recreation centers to determine what improvements and deferred maintenance needed to be completed. As a result of that process, the City invested over \$2 million in repairing and repurposing facilities throughout the City.

<p>On any given weekend, there are half a dozen sports, arts, and outdoor events happening in Chattanooga. Currently, there is no good resource (online or otherwise) to provide a comprehensive list of events. The Chattanooga Sports Committee maintains an updated calendar of sporting events, while ChattanoogaNow offers a calendar of general events. There is no updated calendar for outdoor events and many other events go unpublished on any calendar. We discussed various ways to address this problem and decided that it would be best for the City to maintain the control of the Master Calendar (and not a for-profit private company). The city could identify key partners in various genres (Arts coalition, Outdoor Chattanooga, Sports Committee, etc.) and coordinate the development of an updated master calendar. This could be managed by a dedicated staff or each collaborative partner could simply update their own calendars to the master calendar on a regular basis. Technology is certainly available that would allow sharing of calendar information, given the necessary interest.</p>		<p>IN PROGRESS. The City is currently developing this system. This will likely be deployed in the first quarter of 2016.</p>
<p>Communications plan: We need to decide on a branding and communication strategy and be consistent across all media. Consistent language should be used for all locations, initiatives, programs, etc. in every form of promotion and communication. For example, signs throughout the city should have the same language, font, and color for showcasing attractions as is represented on websites, apps, and kiosks.</p>	<p>Lacie Stone</p>	<p>IN PROGRESS. A communications effort is being headed by various partner organizations and members of the S & O task force, with a campaign expected to launch in first quarter of 2016.</p>
<p>Signage: Finding outdoor areas in the Chattanooga vicinity is notoriously difficult. Signs should be visible at key locations to point visitors and residents in the direction of outdoor amenities. These should be consistent with the communication plan. These 22 signs would highlight our outdoor identity and enhance access to local areas. Signage at the trailheads and activity locations should also be visible and maintained. Lack of directions should not be an excuse for lack of participation in outdoor pursuits. Whimsical signs could also be placed throughout the city (i.e. downtown, in front of OC) indicating the distance to key outdoor attractions from that location.</p>	<p>Outdoor Chattanooga</p>	<p>IN REVIEW.</p>
<p>Kiosks Along with improving the information desk at Outdoor Chattanooga and potentially adding an OC desk at Enterprise South, we recommend the placement of kiosks throughout the city to provide information about events, outdoor activities and locations, and general city info. Kiosks are commonplace in cities with high levels of tourism. Information should be printable at each kiosk and/or able to email or text the info to a phone. Kiosks should be conspicuous, but also aesthetic and consistent with the communications plan described above.</p>	<p>Outdoor Chattanooga</p>	<p>IN PROGRESS. Currently, Outdoor Chattanooga is deploying one kiosk at the location in North Chattanooga. Pending the success of initial kiosks, the City is open to considering more widespread use.</p>
<p>Outdoor Chattanooga Website: While we recognize the OC website was recently renovated, it is still subpar when compared to that of other cities. We recommend a small team of qualified members work with a private firm to identify key areas for improvement. OutdoorKnoxville.com has an informative, navigable site and there is a possibility we could purchase the coding for that site. Other sites should be explored, as well, to ensure that our online communication is fitting of our amazing resources.</p>	<p>Outdoor Chattanooga</p>	<p>IN REVIEW. The City will review the Outdoor Chattanooga website and determine any fixes that need to be made but given that a significant effort was just made to revamp the site, it is unlikely that significant funds will be spent</p>

<p>Apps: Apps for smartphones are the new information frontier, allowing for immediate access to relevant material. With so many apps already available, it would first be beneficial to utilize and integrate software that already exists. Instead of creating a new trails app specific to Chattanooga, for example, we should consider using existing apps such as MapMyRide and MapMyRun. Then, the City and Outdoor Chattanooga can produce a unique app that provides information not already available. A list of potential apps to utilize includes: MapMyRide, MapMyRun, Mountain Project, EveryTrail, RootsRated, MTB Project, ClimbApps TWallRight, ClimbApps SunsetLight, etc.</p>	<p>David Carmody</p>	<p>IN PROGRESS. The City is launching an application that will have some of the functionality described in this recommendation. It is currently in development and will launch in the first quarter of 2016.</p>
<p>Permitting: All event permit forms should be available and able to be submitted online. Links to access these forms would be on the city website, OC website, Chattanooga Sports Committee website, and the smartphone app.</p>	<p>David Carmody</p>	<p>IN PROGRESS. The City is currently developing this system. This will likely be deployed in the first quarter of 2016.</p>
<p>Recreation Enterprise Fund: There is much to be said for incentivizing good performance and re-evaluating subpar programs. One effective method of providing incentives is through performance-based budgeting. This can only be achieved if recreation funds are kept separate from the general budget of government funding. Enterprise funds have been used for decades by other municipalities to avoid the comingling of recreation funding with other government monies. This type of budget aids in long-term planning, helps to establish accountability of sub-programs, and aids in the identification of underserved programs and populations.</p>	<p>Daisy Madison</p>	<p>Currently, the city's recreation activities are subsidized by the City so that people of all incomes and abilities can participate in the various programs. It is unlikely that we would change this funding stream. However, we have moved to a performance budgeting system to ensure the programs are as effective as possible.</p>
<p>Initial Capital: a) Initial and recurring capital contributions will need to be provided by the city to ensure continued access for all citizens. In regards to a renewed push to organize this sports and outdoors vision, we recommend robust initial support to be gradually reduced as the initiative becomes sustainable (e.g. from 100% to 70% over 5 years).</p>		
<p>b) Additional capital funding should be solicited from supportive partners such as local foundations and interested stakeholders.</p>		
<p>Ongoing Revenue: a) Concession permits: Pushcart food vendors generate \$4.5 million annually in permitting fees for NYC. Vendors bid for a limited number of permits at specific park locations. These permit fees go directly to the recreation enterprise fund or to that specific park.</p>		
<p>b) Commercial Use Permits: Yoga on the Riverfront? Cross-training at Renaissance Park? Other cities limit commercial use of public spaces by requiring a permit to run programs in public spaces. Permits could be limited to high-profile areas only, or there could be one permit for all public spaces. If Outdoor Chattanooga outsources programming to competent guides and private companies, this would be a win-win situation.</p>		

<p>c) Parks Improvement Districts: Since parks clearly enhance property values of nearby residents and businesses, development near these valued assets should contribute to the park's operational budget. A one-time development fee (up to \$15,000 per residence) is commonly charged in other municipalities for new construction near or adjacent to public open-space while existing residents contribute a percentage of property taxes to park funding.</p>		
<p>d) Special Event Fees: Correctly account for and collect special events cost-recovery charges; encourage and reward park improvements created by special events that will reduce long-term maintenance and operations needs</p>		
<p>e) Property Tax Levy: The word "tax" automatically raises red flags, but many cities have successfully passed measures that provide regular funding for park programs. In Hamilton County, 80% of residents view outdoor spaces as central to our regional identity, 72% agree that parks improve their quality of life, and 54% agree that outdoor spaces are a major reason they reside here. It is not beyond reason to assume they would vote to financially support these resources.</p>		
<p>f) Environmental Incentives: Partnering with social movements is becoming increasingly popular. One opportunity Chattanooga could embrace is the potential to earn rewards for recycling. Through these programs, citizens earn points for recycling that are then redeemable through local vendors or can be donated to chosen causes.</p>		
<p>g) Tourism taxes: Revise hotel tax laws to dedicate to a portion of additional tourism income that is generated by flagship parks (i.e. riverfront). Alternatively, a tax on bar and restaurant proceeds would capitalize on tourism expenditures and luxuries for locals.</p>		
<p>h) User Fees: While no one wants to see park space become a for-profit commodity, some fee-based revenue generators have proven successful in other cities. Certain activities that require regular maintenance (i.e. mountain bike trails) or developed access (i.e. blueways, climbing areas) can have that cost offset through user fees. In this way, users aren't charged for access to green space but are charged if they engage in certain high-maintenance activities. This could be combined with educational sessions and even "certifications" (through Outdoor Chattanooga) that enhance our regional outdoor brand. In this way, residents could have their user fee waived by attending an educational session on park management issues and/or demonstrating a minimum competence in the activity. Tourists would still pay the minimal activity fee.</p>		

<p>Research: All funding, marketing, and planning-related decision-making is contingent on reliable information. The City of Chattanooga should promote and support a sustained, coordinated research plan that documents the benefits, impacts, and sustainability of all sports and outdoor activities. This should be connected to other metrics gathered by the city, to enhance our understanding of the long-term effects of government initiatives. Good research is being conducted, but a lack of coordination prevents us from implementing a coherent plan. The city should partner with organizations who are imbedded in the community for long-term data-based inquiry, rather than conducting expensive, one-shot research plans. Organizations who could be involved in this process would include, but not be limited to: The Trust for Public Land; Erlanger; UTC; Blue Cross Blue Shield; Hamilton County Health Department; TDOT; Thrive 2055; Natural Treasures Initiative</p>		
<p>Future projects should include a minor stipend for evaluation and assessment.</p>		
<p>We should request access to all reports conducted on events and programs using our facilities and resources. This could be a line added to special events contracts.</p>		