



City of Huber Heights, Ohio

Parks and Recreation Needs Assessment

January 2018



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TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	1
CHAPTER ONE – INTRODUCTION.....	1
1.1 BACKGROUND.....	1
1.2 PLANNING PROCESS.....	2
1.3 PARK AND RECREATION NEEDS ASSESSMENT KEY FINDINGS.....	3
CHAPTER TWO – COMMUNITY PROFILE.....	4
2.1 PARKS & RECREATION.....	4
2.2 DEMOGRAPHIC ANALYSIS	7
2.3 RECREATION TRENDS ANALYSIS	16
2.4 DEMOGRAPHIC AND TRENDS IMPLICATIONS	29
CHAPTER THREE – COMMUNITY ENGAGEMENT	30
3.1 PROCESS.....	30
3.2 STAKEHOLDER INTERVIEW AND FOCUS GROUP SUMMARY.....	30
3.3 PUBLIC FORUM.....	31
3.4 STATISTICALLY-VALID COMMUNITY SURVEY	36
3.5 IMPLICATIONS.....	45
CHAPTER FOUR – INVENTORY AND ANALYSIS	46
4.1 PARKS AND FACILITIES INVENTORY AND ASSESSMENT	46
4.2 RECREATION PROGRAM INVENTORY AND ASSESSMENT	46
4.3 CORE PROGRAM AREAS.....	47
4.4 ALIGNMENT WITH DEMOGRAPHICS AND TRENDS.....	49
4.5 PROGRAM STRATEGY ANALYSIS.....	51
4.6 PROGRAM STRATEGY RECOMMENDATIONS	59
CHAPTER FIVE – LEVEL OF SERVICE AND EQUITY MAPPING	61
5.1 OVERVIEW.....	61
5.2 PER CAPITA “GAPS”	61
5.3 SERVICE AREA ANALYSIS/EQUITY MAPPING	63
5.4 IMPLICATIONS.....	63
CHAPTER SIX – COMMUNITY NEEDS ANALYSIS	81
6.1 FOCUS AREAS.....	81
6.2 CONCLUSION.....	83

CHAPTER ONE – INTRODUCTION

1.1 BACKGROUND

Located in Montgomery County, Huber Heights is the third largest suburb (by population) in the Dayton Metropolitan Statistical Area. Formerly known as Wayne Township, the City of Huber Heights incorporated on January 23, 1981. The City's motto is "America's largest community of brick homes." Over the years, the City has annexed parcels in neighboring Miami and Greene counties but the majority of the City still resides in Montgomery County.

The City's existing park system offers a variety of parks and amenities. The success of the park system is highlighted by the Rose Music Center, a signature park that serves as a regional destination. The City also provides recreation opportunities via its various neighborhood parks. Located throughout the City, the neighborhood parks provide residents with playgrounds, fields, and much needed greenspace close to home.

Currently, the park system is not managed by a Parks and Recreation Department. Instead, the Y at the Heights is contracted to serve as the Parks and Recreation Director. The Y at the Heights provides recreational programming and manages all park shelter reservations. The City of Huber Heights Public Works is responsible for the park system's maintenance.

PARKS AND RECREATION NEEDS ASSESSMENT

This Needs Assessment provides a comprehensive analysis of the extent the City is currently meeting citizen needs while discussing system-wide areas of future need focus. This Needs Assessment strives to strengthen the existing inventory of parkland, pathways, and amenities:

- 330.4 acres of parkland
- 5.3 miles of paved trails
- 25 multi-purpose fields
- 22 diamond ball fields
- 13 picnic shelters
- 10 playgrounds
- 8 tennis courts
- 7.5 basketball courts
- 2 splash pads
- 1 outdoor pool



1.2 PLANNING PROCESS

The City of Huber Heights Parks and Recreation Needs Assessment followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders, as illustrated by the following:

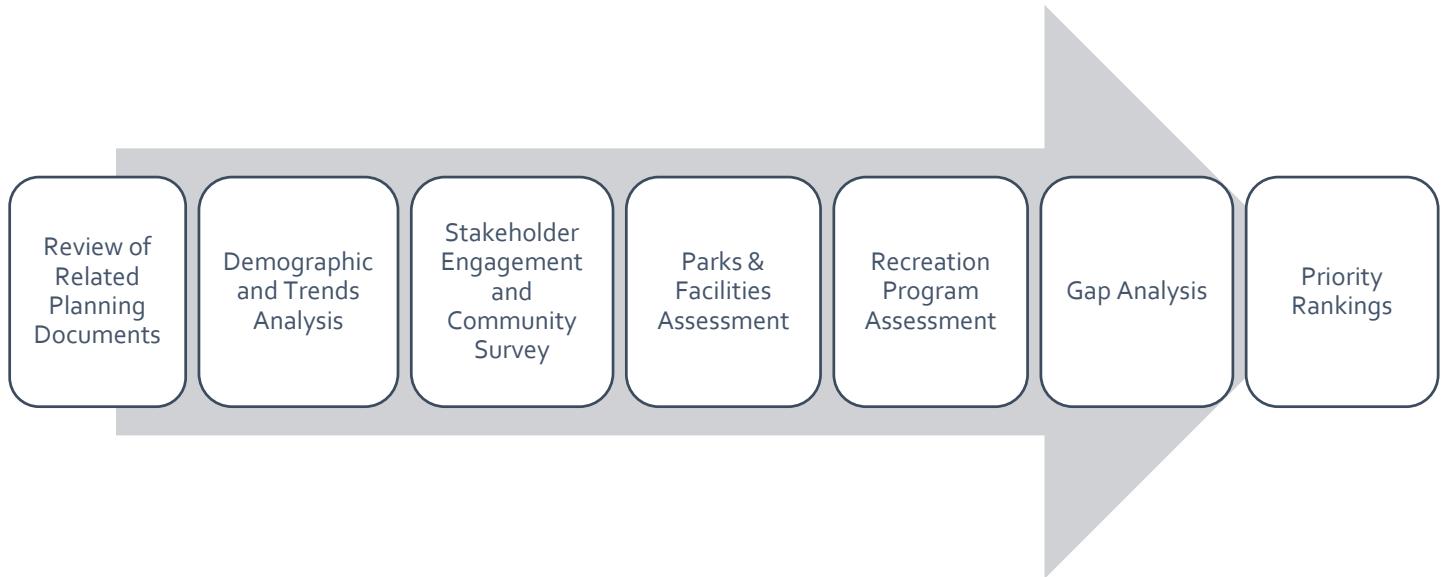


Figure 1-Needs Assessment Process

The community was involved throughout the development of the Needs Assessment, and the planning process sought public input to identify their visions and expectations for the future of the City of Huber Heights parks system. Stakeholder interviews and focus group meetings were held early in the process and were combined with a public forum and public park board meetings. A statistically-valid community needs survey was distributed to a random sample of City residents, and an online survey was offered to help prioritize and identify the issues that need to be addressed in this assessment. The information gleaned from the community engagement process was combined with technical research to produce the final Needs Assessment.

The Needs Assessment is not an end product in itself. The assessment is rather a means to guide the provision of parks and recreation and advance the overall mission and vision of the City of Huber Heights. The goal is to a guide in the delivery of excellent parks, trails, public facilities, activities, programs, and services that will contribute to community prosperity and improve the quality of life for residents and visitors to Huber Heights.

The purpose of the Assessment is three fold:

- **First**, it puts into place a systematic and ongoing inventory, analysis, and assessment process that help the City now and in the future.
- **Second**, this effort will determine the context of recreation facilities and programs system-wide.
- **Third**, it will provide guidance in determining the effectiveness of programs and services, marketing strategies, and land management.

This, ultimately, will guide the City of Huber Heights in an appropriate direction for current and future programs and services.

1.2.1 NEEDS ASSESSMENT GOALS

The goals of this Needs Assessment include:

- Engage the community, leadership, and stakeholders through public input means to build a shared vision for parks, recreation programs, and facilities in Huber Heights for the next five years.
- Utilize a wide variety of data sources and best practices, including a statistically-valid survey to predict trends and patterns of use and how to address unmet needs in the City of Huber Heights.
- Determine unique Level of Service Standards to develop appropriate actions regarding parks, recreation programs, and facilities that reflects the City's strong commitment in providing high quality recreational activities for the community.
- Document community needs in a final Needs Assessment report that allows the City to receive a full understanding of current supply and future demand for parks, recreation programs, and facilities.

1.3 PARK AND RECREATION NEEDS ASSESSMENT KEY FINDINGS

After conducting a comprehensive research process, the following key focus areas are recommended to the City of Huber Heights. More detail for each focus area can be found in **Chapter Six**.

- Accessibility
- System standards and design
- Formalizing Huber Heights sports
- Formalizing Huber Heights parks and recreation
- Activating the system through recreational programming
- Planning for the future park system



CHAPTER TWO – COMMUNITY PROFILE

2.1 PARKS & RECREATION

There are currently 13 parks in the City of Huber Heights system, including the Rose Music Center and the Recreation Complex at the Heights. Additionally, the City of Huber Heights has identified approximately 216.4 acres of currently undeveloped acres. Public Works maintains the system and the park system has required more labor hours each year since 2015. Public Works reports contributing 4,429 hours in 2015, 6,431 hours in 2016, and 7,656 hours in 2017. These hours include both full-time employees and seasonals.

The park system is also overseen by a Parks and Recreation Board that convenes on the 3rd Thursday each month. The Parks and Recreation Board is established by the Huber Heights City Charter and the Board makes recommendations to the City Council for the operation of public parks, recreation facilities and the acquisition, improvement, construction, and maintenance of the parks, parkways, bikeways, and other areas. The Parks and Recreation Board is advisory in nature and works to promote interest in recreation, parks, fitness, and other related activities.

2.1.1 PARKS AND PARK FACILITIES

BELLE PLAIN PARK

Size: 3 acres

Classification: Neighborhood Park

Features/Amenities: Fitness trail, grill, playground, walking trail, small shelter with picnic tables

CANAL LOCK PARK

Size: 5 acres

Classification: Linear/Riparian Park

Features/Amenities: Historic lock, tow path, trailhead, interpretive signage

COMMUNITY PARK

Size: 20 acres

Classification: Community Park

Features/Amenities: Shelter with grill, gazebo, basketball courts, Pickleball courts, football field, playground, disc golf

COTTONWOOD PARK

Size: 7 acres

Classification: Community Park

Features/Amenities: Shelter with grills, restrooms, playground equipment, ball fields, basketball courts

GARY SHERMAN PARK

Size: 8 acres

Classification: Community Park

Features/Amenities: Playground, walking trail, picnic shelter

MENLO PARK

Size: 9 acres

Classification: Community/School Park

Features/Amenities: Walking trail

MIAMI VILLA PARK

Size: 0.5 acres

Classification: Neighborhood Park

Features/Amenities: Old fire station building, basketball court, playground, swing set

MONITA FIELD

Size: 13.5 acres

Classification: Community Park

Features/Amenities: Ball fields, bleacher seating, former public pool site

RECREATION COMPLEX AT THE HEIGHTS

Size: 28 acres

Classification: Regional Park

Features/Amenities: Lazy river, waterslides, zero-depth entry pools, sprayground, lap pool, community amphitheater, restrooms, community recreation center

ROSE MUSIC CENTER

Size: 22 acres

Classification: Special Use Facility

Features/Amenities: Covered outdoor amphitheater (seating up to 4,200 people), concessions, outdoor seating

SHULLGATE PARK

Size: 11 acres

Classification: Community Park

Features/Amenities: Large shelter with grill, baseball fields, rectangular multi-purpose fields, walking trail, restrooms, playground equipment, maintenance shed/storage

THOMAS A. CLOUD PARK

Size: 124 acres

Classification: Regional Park

Features/Amenities: Tennis courts, ball diamonds, sand volleyball court, soccer fields, basketball courts, shelters, splash pad, walking trails, fitness trail with equipment, restrooms, playgrounds

TWIN CREEKS PARK

Size: 3 acres

Classification: Neighborhood Park

Features/Amenities: Playground, swing set, open lawn, shelter

2.1.2 OTHER PROVIDERS

The City of Huber Heights is also served by Five Rivers MetroParks. Specifically, two MetroParks are within the City of Huber Heights city limits: Carriage Hill MetroPark Farm and Taylorsville MetroPark. Additionally, citizens can take advantage of the Great Miami River Recreation Trail. Since these parks serve Huber Heights residents, the City Council has recognized the MetroParks as being an integral part of the community because they enhance everyone's quality of life.

2.1.3 PARK LOCATION MAP

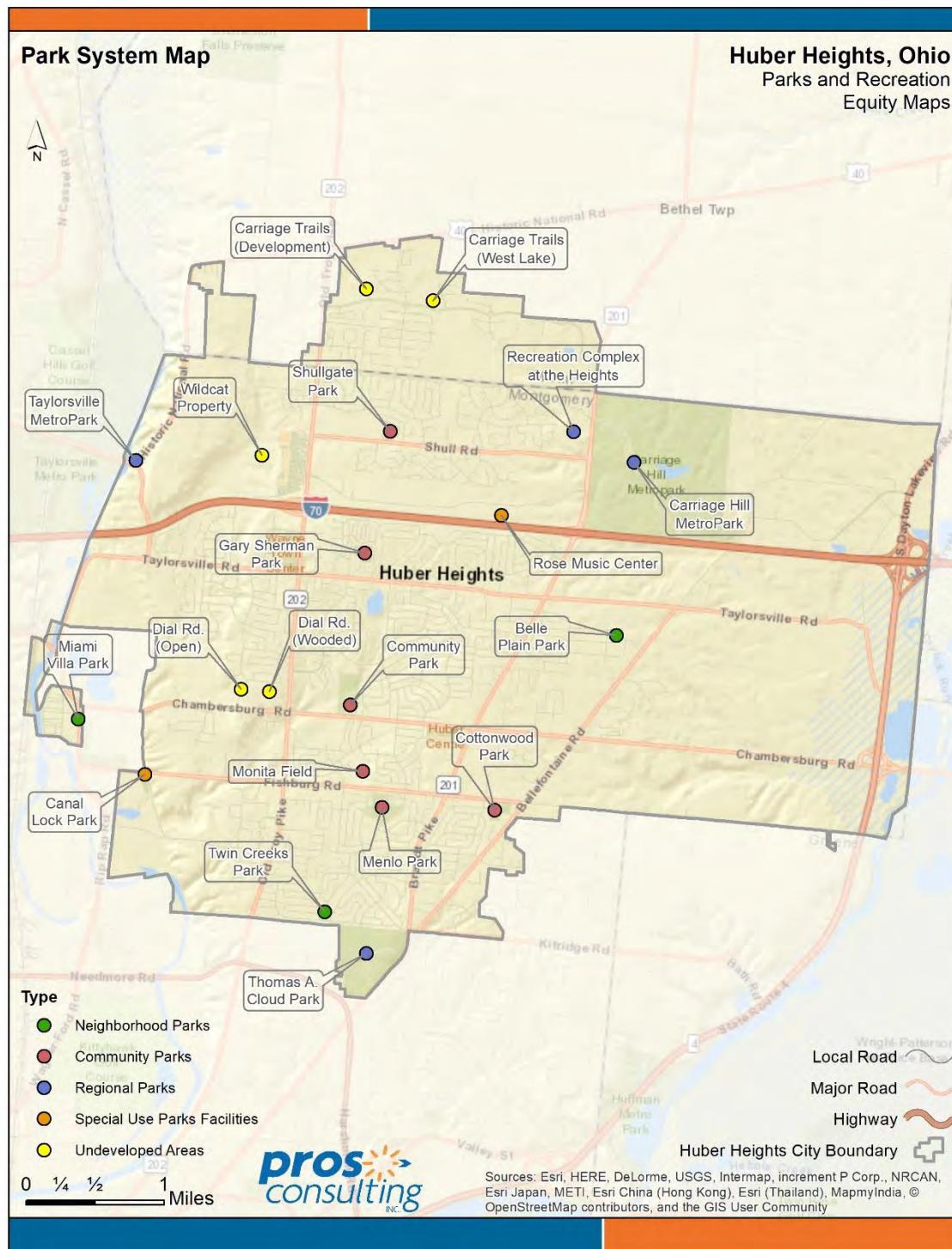


Figure 2-Park System Map

2.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within Huber Heights, Ohio. This analysis is reflective of the City's total population, and its key characteristics such as age segments, income levels, race, and ethnicity. It is important to note that future projections are all based on historical patterns, and unforeseen circumstances, during or after the time of the projections, could have a significant bearing on the validity of the final projections.

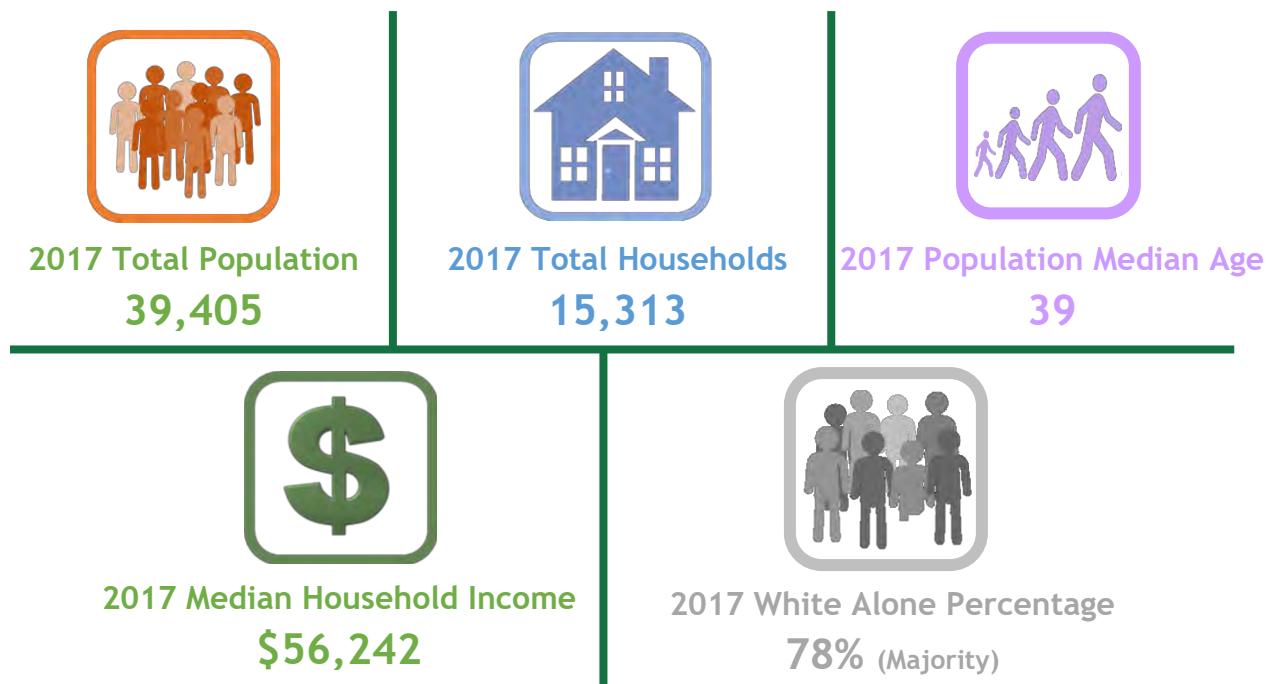


Figure 3-Demographic Overview



2.2.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2017 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for projected 2027 and 2032 demographics. The boundaries that were utilized for the demographic analysis are shown below in **Figure 4**.

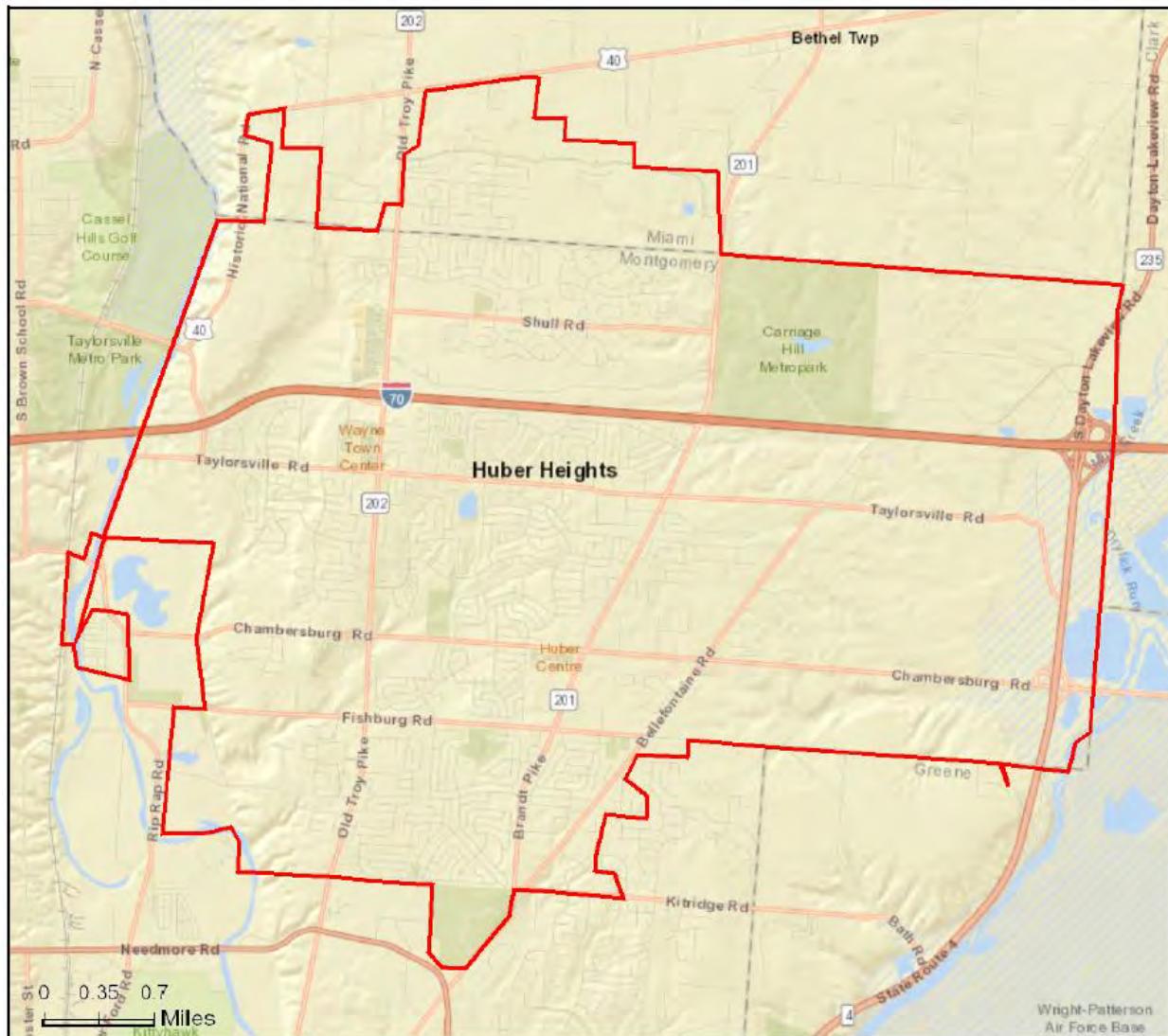


Figure 4: Huber Heights Boundaries

RACE AND ETHNICITY DEFINITIONS

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

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

2.2.2 HUBER HEIGHTS POPULACE

POPULATION

Huber Heights' population has experienced a growing trend in recent years (0.49% per year), with the total population increasing roughly 3.42% since 2010. Similarly, the total number of households has also increased in recent years (4.03% since 2010).

Currently, the population is estimated at 39,405 individuals living within 15,313 households. Projecting ahead, the total population and total number households are both expected to continue to grow over the next 15 years. Based on predictions through 2032, the City is expected to have 41,225 residents living within 16,163 households. (See Figures 5 & 6)

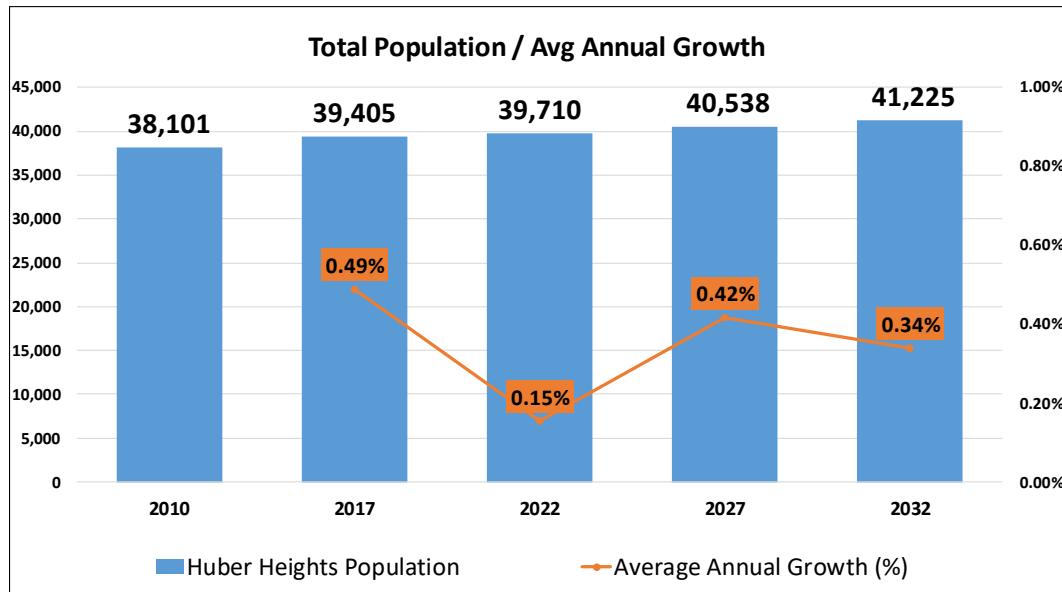


Figure 5: Huber Heights Total Population

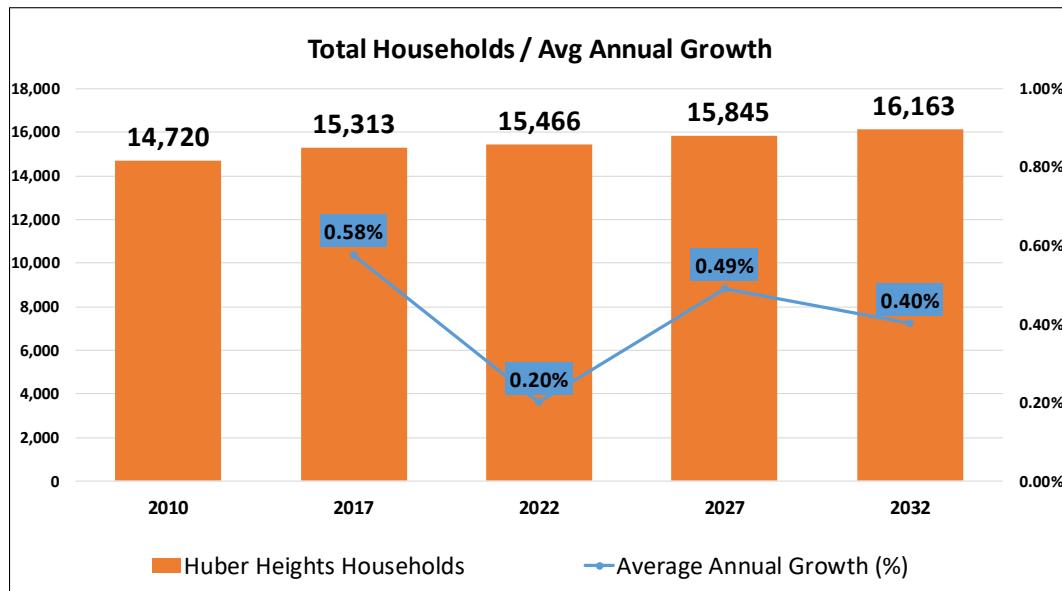


Figure 6: Huber Heights Total Number of Households

AGE SEGMENT

Evaluating the City by age segments, Huber Heights has approximately 71% of the population under the age of 55; however, the City's median age (39) is slightly older than the US (38.2).

When looking at Huber Heights's population as a whole, the City is projected to undergo an aging trend. While the 54 and under age segments are expected to experience decreases in population percentage; the 55+ age segments are projected to continue increasing over the next 15 years. The City is projected to continue aging at a moderate rate; resulting in approximately 35% of its total population being over the age of 55 by 2032. This is partially assumed to be an outcome of the latter of the Baby Boomer generation shifting into the senior age groups (Figure 7).

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the "Senior" population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different ways to partition this age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into "Active," "Low-Impact," and/or "Social" Seniors.

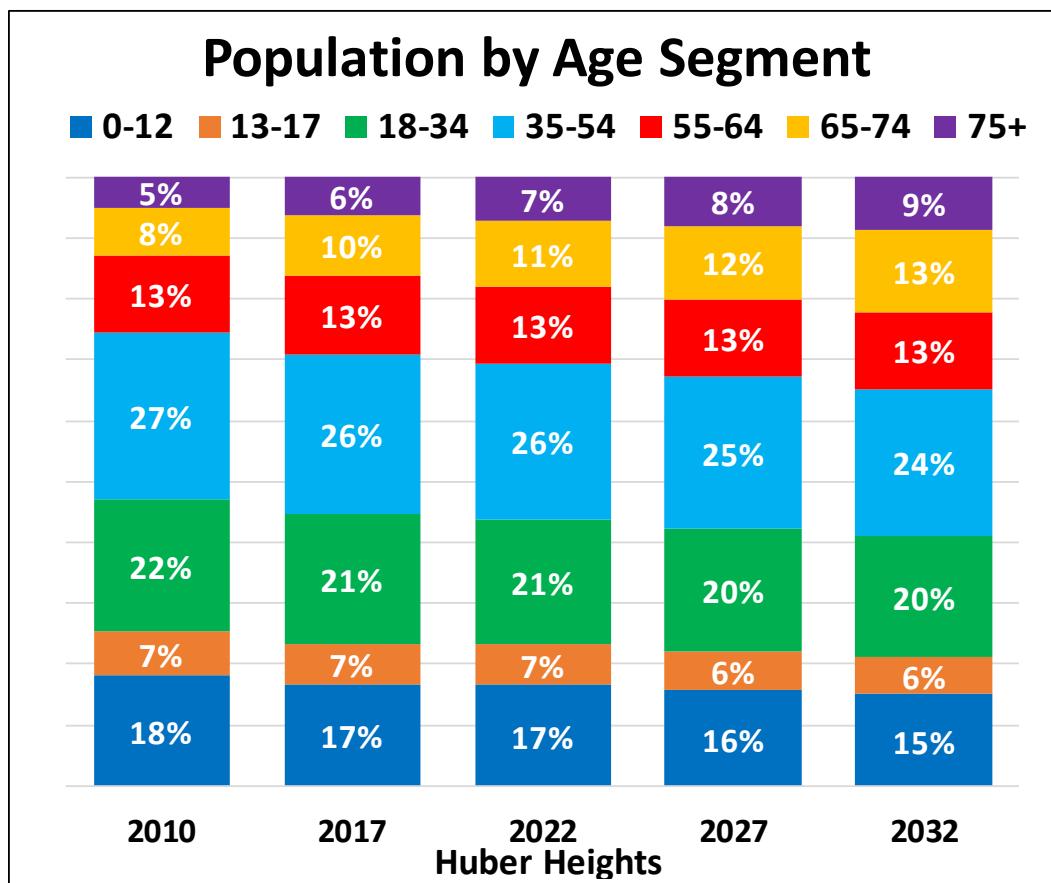


Figure 7: Huber Heights Population by Age Segments

RACE AND ETHNICITY

In analyzing race, the service area's current population is predominately White Alone. The 2017 estimate shows that 78% of the population falls into the White Alone category, while the Black Alone category (13%) represents the largest minority. The predictions for 2032 expect the population by race to become more diverse. There is expected to be a significant decrease in the White Alone population; accompanied by increases amongst all other race categories (Figure 8). Based on the 2010 Census, those of Hispanic/Latino origin currently represent 4% of the service area's total population. The Hispanic/Latino population is expected to increase slightly over the next 15 years, representing 5% of the City's total population by 2032 (Figure 9).

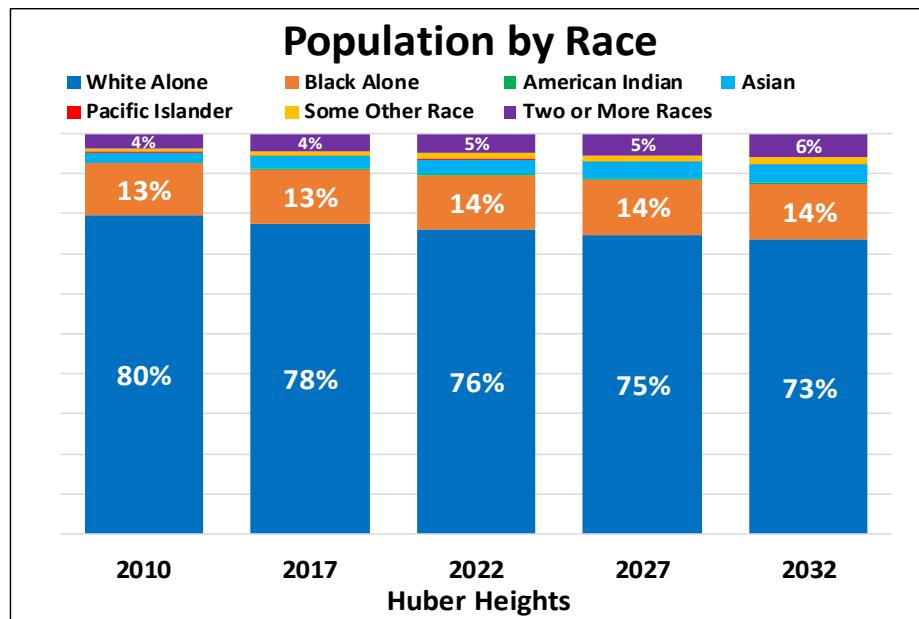


Figure 8: Huber Heights Population by Race

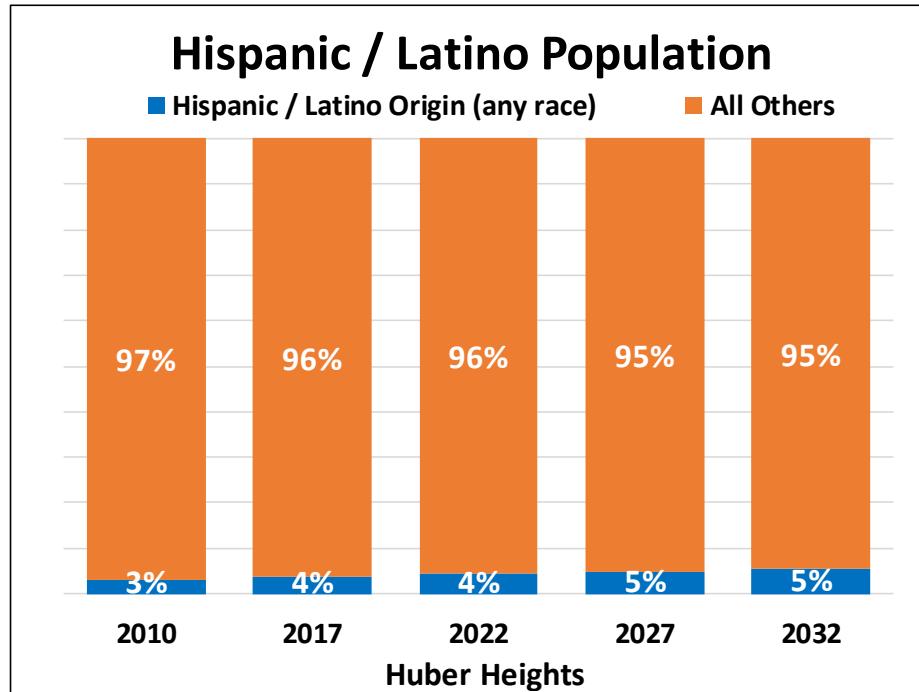


Figure 9: Huber Heights Population by Ethnicity

HOUSEHOLD INCOME

As seen in Figure 10, the City's current median household income (\$56,242) and per capita income (\$27,383) are both expected to continue growing over the next 15 years, increasing 35.8% and 44.2% respectively.

Huber Heights' median household income is higher than both state and national averages, but its per capita income is below both state and national norms. Relatively high median household indicates that Huber Heights households are likely to have moderate to low expected disposable income.

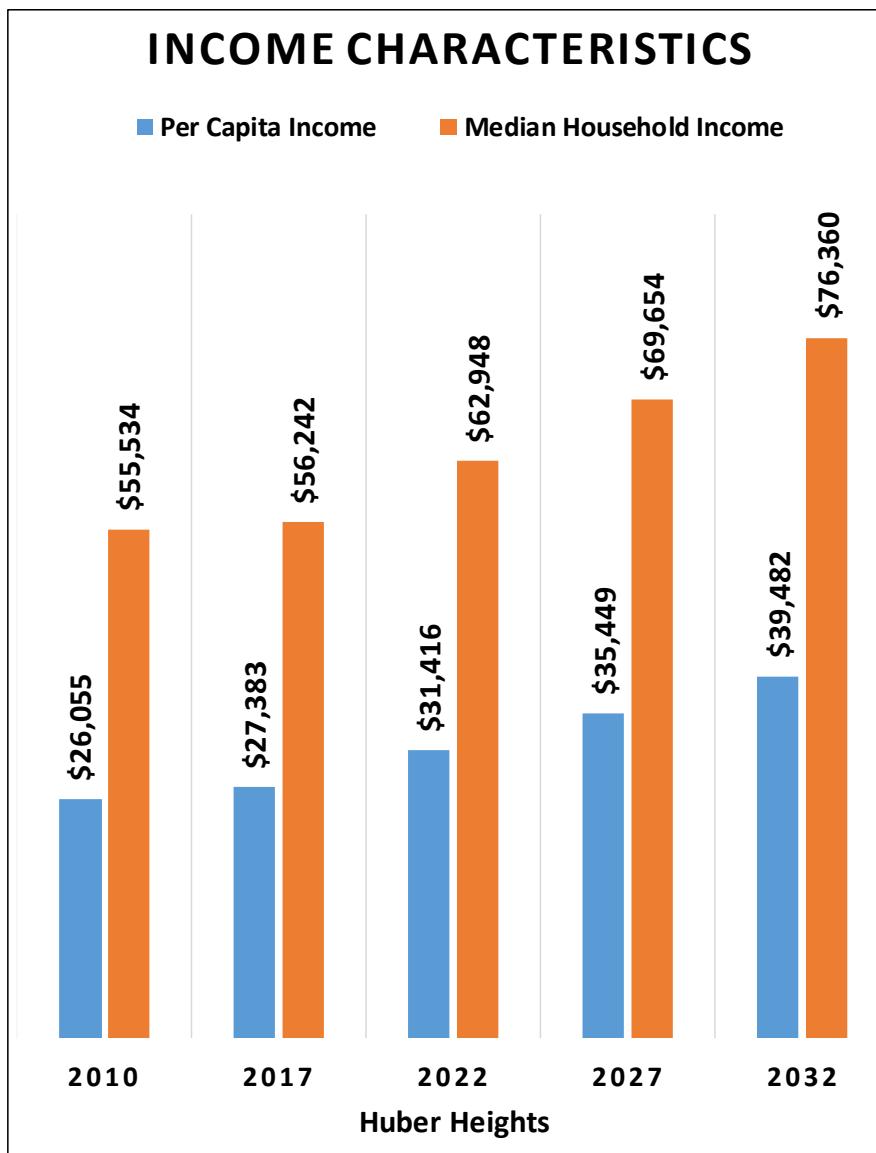


Figure 10: Huber Heights Income Characteristics

2.2.3 DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of Huber Heights' demographic figures. These figures are then compared to the state and US populations. This type of analysis allows Huber Heights to see how their population compares on a local and national scale (Figure 11).

2017 Demographic Comparison		Huber Heights	Ohio	U.S.A.
Population	Annual Growth Rate (2010-2017)	0.49%	0.27%	0.87%
	Projected Annual Growth Rate (2017-2032)	0.31%	0.25%	0.83%
Households	Annual Growth Rate (2010-2017)	0.58%	0.30%	0.79%
	Average Household Size	2.56	2.43	2.59
Age Segment Distribution	Ages 0-12	17%	16%	16%
	Ages 13-17	7%	6%	6%
	Ages 18-34	21%	22%	24%
	Ages 35-54	26%	25%	26%
	Ages 55-64	13%	14%	13%
	Ages 65-74	10%	10%	9%
	Ages 75+	6%	7%	6%
Race Distribution	White Alone	77.6%	81.0%	70.2%
	Black Alone	13.4%	12.6%	12.8%
	American Indian	0.2%	0.2%	1.0%
	Asian	3.2%	2.2%	5.6%
	Pacific Islander	0.1%	0.0%	0.2%
	Some other Race	1.1%	1.4%	6.8%
	Two or More Races	4.3%	2.5%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	3.8%	3.8%	18.1%
	All Others	96.2%	96.2%	81.9%
Income Characteristics	Per Capita Income	\$27,383	\$28,541	\$30,820
	Median Household Income	\$56,242	\$52,128	\$56,124

Figure 11: Demographic Comparative Summary

KEY DEMOGRAPHIC FINDINGS

- Huber Heights's population annual growth rate (0.49%) is above state level (0.27%) but below national (0.87%) growth rates
- Huber Heights's average household size (2.56) is slightly higher than Ohio's (2.43) but slightly lower than the U.S.'s (2.59) average household sizes
- When looking at age segment distribution, Huber Heights's percentages virtually mirror both state and national age segment distributions, except Huber Heights has a lower percentage of Millennials (ages 18-34) than both state and national levels
- Huber Heights's race breakdown is more diverse than Ohio's population and less diverse than the U.S.'s population; with minority races making up 22.4% of the City's total population
- The City's Hispanic/Latino population (3.8%) is similar to state (3.8%) percentage but much lower than national (18.15%) percentages
- Huber Heights's per capita (\$27,383) income is below both Ohio (\$28,541) and national (\$30,820) incomes. The median household (\$56,242) income is slightly above those of Ohio (\$52,128) and those of the U.S. (\$56,124).

2.3 RECREATION TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association's (SFIA) 2017 Sports, Fitness and Leisure Activities Topline Participation Report, as well as the local market potential index data, which compares the demand for recreational activities and spending of residents for the targeted area to the national averages.

Summary of National Participatory Trends Analysis	
1.	Number of “inactives” decreased slightly, those ‘active to a healthy level’ on the rise <ul style="list-style-type: none"> a. “Inactives” down 0.2% in 2016, from 81.6 million to 81.4 million b. Approximately one-third of Americans (ages 6+) are active to a healthy level
2.	Most popular sport and recreational activities <ul style="list-style-type: none"> a. Fitness Walking (107.9 million) b. Treadmill (52 million) c. Hand Weights (51.5 million)
3.	Most participated in team sports <ul style="list-style-type: none"> a. Golf (24.1 million in 2015) b. Basketball (22.3 million) c. Tennis (18.1 million)
4.	Activities most rapidly growing over last five years <ul style="list-style-type: none"> a. Stand-Up Paddling - up 180% b. Adventure Racing - up 149.5% c. Non-traditional/Off-road Triathlon - up 108.2% d. Rugby - up 82.4% e. Boxing for competition - up 62%
5.	Activities most rapidly declining over last five years <ul style="list-style-type: none"> a. In-line Roller Skating - down 27.8% b. Touch Football - down 26% c. Ultimate Frisbee - down 24.5% d. Jet Skiing - down 23.6% e. Water Skiing - down 20%

Summary of Local Market Potential Index Analysis	
1.	The City exhibits above average market potential for fitness, outdoor and commercial recreational activities
2.	Top recreational activities in Huber Heights compared to the national averages <ul style="list-style-type: none"> a. Visited indoor water park in last 12 months (MPI-126) b. Baseball (MPI-119) c. Went to art gallery in last 12 months (MPI-115)

2.3.1 METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2017* was utilized to evaluate national sport and fitness participatory trends. The study is based on survey findings carried out in 2016 and the beginning of 2017 by the Physical Activity Council, which conducted a total of 24,134 online interviews - 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points under 95 percent confidence interval. Using a weighting technique, the total population figure used in this study is 296,251,344 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency. Core participants have higher participatory frequency thresholds than casual participants. The thresholds vary among different categories of activities. For instance, core participants engage in most fitness and recreational activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year. Core participants are more committed and less likely to switch to other fitness or sport activities or become inactive (engage in no physical activity) than causal participants. For instance, the most popular activity in 2016, fitness walking, has twice the core participants than causal participants. This may also explain why activities with more core participants tend to experience less pattern shifts than those with larger groups of casual participants.

INTENSITY OF ACTIVITY

SFIA also categorizes participation rates by the intensity of activity levels, dividing into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. This entails participation rates classified as 'super active' or 'active to a healthy level' (high cal burning, 151+ times), 'active' (high cal burning, 50-150 times), 'casual' (high cal burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

2.3.2 OVERVIEW

Information available through SFIA reveals that overall activity participation increased 0.3% from 2015 to 2016. General fitness sports had the most gain in participation, increasing 2% over the past year. The most popular fitness activities in 2016 include: fitness walking, treadmill, free weights, running/jogging, and stationary cycling. Most of these activities appeal to both young and old alike, can be done in various environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

FITNESS WALKING REMAINS MOST PARTICIPATED IN ACTIVITY

Fitness walking has remained the past decade's most popular activity by a large margin, in terms of total participants. Fitness walking participation last year was reported to be 107.9 million Americans. Although fitness walking has the highest level of participation, it did report a 1.8% decrease in 2016 from the previous year. This recent decline in fitness walking participation paired with upward trends in a

wide variety of other activities, especially in fitness and sports, may suggest that active individuals are finding new ways to exercise and diversifying their recreational interests.

OUTDOOR AND ADVENTURE RECREATION ON THE RISE

In addition, the popularity of many outdoor and adventure activities have experienced strong positive growth based on the most recent findings. In 2016, outdoor activities that experienced the most growth in overall participation were BMX bicycling, day hiking, traditional climbing, and recreational vehicle camping. BMX bicycling, traditional climbing, as well as adventure racing also underwent rapid growth over the past five years. The sharp incline in participation rates for outdoor and adventure recreation is of particular interest to park planners due to the volatility of activities in the 'take-off' stage with relatively low user bases. It will be important to closely monitor these activities as they continue to mature in their lifecycles to recognize trends of sustained growth, plateauing, or eventual decline.

SPORTS PARTICIPATION

Assessing participation in traditional team sports, basketball ranks highest among all sports, with approximately 22.3 million participants in 2016. Sports that have experienced significant growth in participation are rugby, boxing, roller hockey, squash, lacrosse, cheerleading, and field hockey - all of which have experienced growth in excess of 30% over the last five years. More recently, gymnastics, rugby, sand volleyball, Pickleball, and cheerleading were the general sports activities with the most rapid growth.

In general, team sports are on the rise, increasing by 2% from 2015 and averaging a 5% over the past three years. The growth is mostly ascribed to niche sports that are gaining popularity, such as rugby and gymnastics. From 2011 to 2016, racquet sports also steadily increased by 3% on average. On the other hand, individual sports experienced consistent decline over the past five years. Most recently, the decline in individual sports is due to decreasing participation in boxing for fitness, boxing for competition, ice skating, in line roller skating, and triathlons.

INACTIVITY RATES AND INTENSITY OF ACTIVITY

According to the Physical Activity Council, "inactivity" is defined to include those participants who reported no physical activity in 2016. Over the last five years, the number of inactive individuals has increased from 78.8 million in 2011 to 81.4 million in 2016. However, assessing the most recent year, from 2015 to 2016, the US saw a slight decrease of 0.2% from 81.6 to 81.4 million inactive individuals. Although this recent shift is very promising, inactivity remains a dominant force in society; evidenced by the fact that 27.5% of the US population is considered inactive.

On the contrary, in 2016, 31.7% of the total population (ages 6+) reported being active to a healthy level and beyond (151+ times annually) in high-calorie burning activities, considered as 'super active'. One out of ten (10.3%) claim to be 'active' (50-150 times) and; similarly, 10.4% were active to a 'casual' level (1-50 times) in high-calorie burning activities. The rest either engaged in low/med-calorie burning activities (20.1%) or reported no activity (27.5%).

ACTIVITY BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

Generation Z (born 2000+) were the most active, with only 17.6% as inactive, but most people in this age range were moderate participants; about 35% only engaged casually in high calorie burning activities

or in low /med calorie burning activities and around 20% participated actively in high calorie burning activities.

A total of 36.4% of **millennials (born 1980-1999)** were active to a healthy level, while 24.4% claimed they were inactive. Although the inactivity rate was below the national level (27.5%), it increased over last year.

Generation X (born 1965-1979) has the highest super active rate (36.8%) among all age groups, but they also have the second highest inactive rate, 27.2% of this age group remained inactive.

The Boomers (born 1945-1964) were the least active generation, with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. 27.8% liked to engage in low/med calorie burning activities, while 27.6% are active to a healthy level.

Participation Rates Segmented by Generations US population, Ages 6+

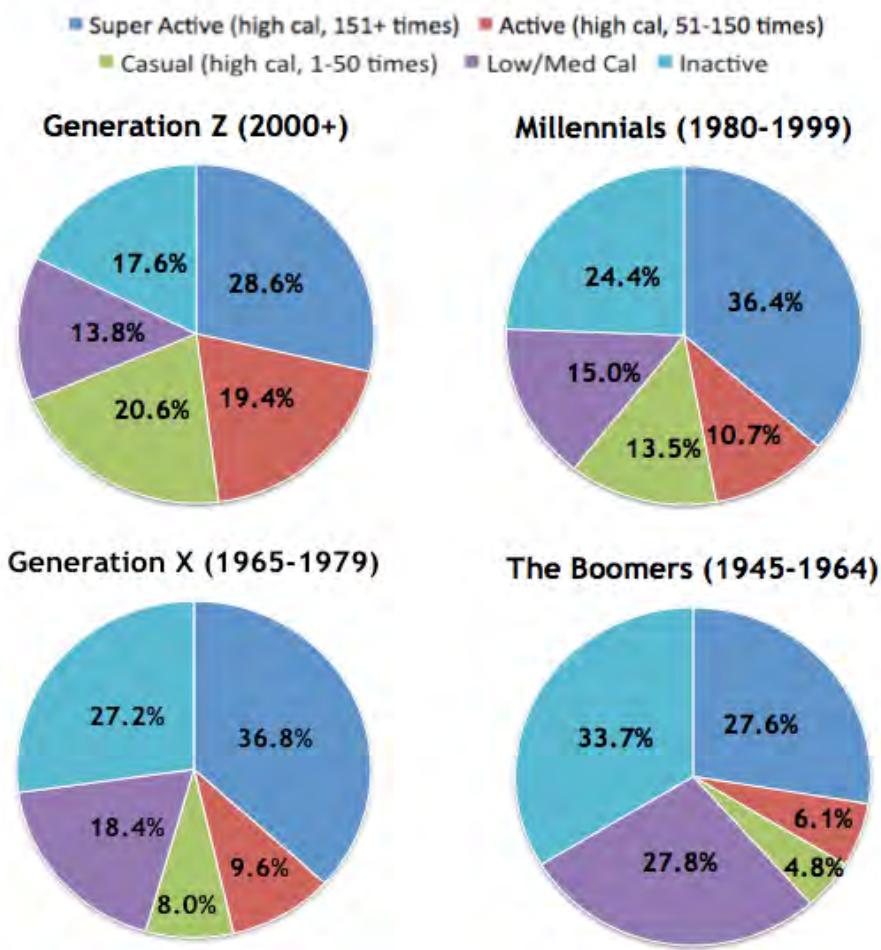


Figure 12: Participation Rates by Generation

2.3.3 NATIONAL TRENDS IN GENERAL SPORTS

The sports most heavily participated in for 2016 were golf (24.1 million in 2015) and basketball (22.3 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2011, rugby and other niche sports, like boxing, roller hockey, and squash, have seen strong growth. Rugby has emerged as the overall fastest growing sport, as it has seen participation levels rise by 82.4% over the last five years. Based on the five-year trend, boxing (62%), roller hockey (55.9%), squash (39.3%), lacrosse (39.2%), cheerleading (32.1%) and field hockey (31.8%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15%), rugby (14.9%), sand volleyball (14.7%), Pickleball (12.3%), and cheerleading (11.7%).

During the last five years, the sports that are most rapidly declining include touch football (-26%), ultimate Frisbee (-24.5%), racquetball (-17.9%), and tackle football (-15%). Ultimate Frisbee and racquetball are losing their core participants while touch football and tackle football are experiencing attrition of its casual participant base. For the most recent year, ultimate Frisbee (-16.7%), touch football (-12.3%), tackle football (-11.9%), and boxing have undergone the largest decline.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing rates for participation in certain activities have not yet reached their peaks in sports like rugby, sand volleyball, and ice hockey. However, four sports that increased rapidly over the past five years have undergone decline in 2016, including lacrosse, field hockey, squash, and boxing for competition. The reversal of the five-year trends in these sports may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly causal participants that may switch to a variety of other sports or fitness activities.

The most popular sports such as basketball and baseball have a larger core participant base (engaged in this activity more than 13 times annually) than casual participant base (engaged at least 1 time annually). Less mainstream sports such as ultimate Frisbee, roller hockey, squash and boxing for competition have more casual participants who engaged in these sports in a low frequency. Although, for the five-year trends, these sports have increasing in participation, people joining were mostly casual participants who engaged less frequently than the more dedicated, core participant base and may switch to other sports or fitness activities, explaining the declining one-year trends.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Golf (2015 data*)	26,122	24,700	24,120	-7.7%	-2.3%
Basketball	24,790	23,410	22,343	-9.9%	-4.6%
Tennis	17,772	17,963	18,079	1.7%	0.6%
Baseball	13,561	13,711	14,760	8.8%	7.7%
Soccer (Outdoor)	13,667	12,646	11,932	-12.7%	-5.6%
Softball (Slow Pitch)	7,809	7,114	7,690	-1.5%	8.1%
Badminton	7,135	7,198	7,354	3.1%	2.2%
Volleyball (Court)	6,662	6,423	6,216	-6.7%	-3.2%
Football, Flag	6,325	5,829	6,173	-2.4%	5.9%
Football, Touch	7,684	6,487	5,686	-26.0%	-12.3%
Volleyball (Sand/Beach)	4,451	4,785	5,489	23.3%	14.7%
Football, Tackle	6,448	6,222	5,481	-15.0%	-11.9%
Gymnastics	4,824	4,679	5,381	11.5%	15.0%
Soccer (Indoor)	4,631	4,813	5,117	10.5%	6.3%
Track and Field	4,341	4,222	4,116	-5.2%	-2.5%
Cheerleading	3,049	3,608	4,029	32.1%	11.7%
Ultimate Frisbee	4,868	4,409	3,673	-24.5%	-16.7%
Racquetball	4,357	3,883	3,579	-17.9%	-7.8%
Pickleball	N/A	2,506	2,815	N/A	12.3%
Ice Hockey	2,131	2,546	2,697	26.6%	5.9%
Softball (Fast Pitch)	2,400	2,460	2,467	2.8%	0.3%
Lacrosse	1,501	2,094	2,090	39.2%	-0.2%
Roller Hockey	1,237	1,907	1,929	55.9%	1.2%
Wrestling	1,971	1,978	1,922	-2.5%	-2.8%
Rugby	850	1,349	1,550	82.4%	14.9%
Squash	1,112	1,710	1,549	39.3%	-9.4%
Field Hockey	1,147	1,565	1,512	31.8%	-3.4%
Boxing for Competition	747	1,355	1,210	62.0%	-10.7%

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

*Golf participation is based on 2015 data, as current figures were unavailable at the time of study.

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
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Figure 13: SFIA National Participatory Trends - General Sports

2.3.4 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population. In 2016, fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).

Aquatic exercise also has a strong participation base, and has experienced steady growth since 2011. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar

benefits as land-based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

While all activities have undergone increases over the last five years and most recently, casual participation (1-49 times) is increasing much more rapidly than core participation (50+ times). For the five-year timeframe, casual participants of competition swimming increased by 123.9%, aquatic exercise by 27.5% and fitness swimming by 26.4%. However, core participants of fitness swimming decreased by 4.8% in 2016. From 2011 to 2016, core participation of competition swimming declined by 2.3% and aquatic exercise declined by 0.1%.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Swimming (Fitness)	21,517	26,319	26,601	23.6%	1.1%
Aquatic Exercise	9,042	9,226	10,575	17.0%	14.6%
Swimming (Competition)	2,363	2,892	3,369	42.6%	16.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 14: SFIA National Participatory Trends - Aquatics

2.3.5 NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle - 0.4% more people were reported being active to a healthy level and inactivity rate decreased by 0.2% in 2016. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (108.2%), trail running (59.7%), traditional road triathlons (40.8%), high impact aerobics (35.8%), and tai chi (24.6%). For the same time frame, the activities that have undergone the most decline include boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/joggings (-5.3%), and fitness walking (-4.3%).

In the last year, activities with the largest gains in participation included stair climbing machine (13.9%), bodyweight exercise (13.4%), and cross training style workout (10.3%). From 2015 to 2016, the activities that had the most decline in participation were Barre (-7.1%), hand weights (-5.9%), stretching (-5.6%), and boxing for fitness (-4.5%).

It should be noted that many of the activities growing most rapidly have a relatively low user base, which allows for more drastic shifts in terms of percentage, especially for five-year trends. Increasing casual participants may also explain the rapid growth in some activities. For instance, core/casual participation trends showed that over the last five years, casual participants increased drastically in high impact aerobics (62%) and tai chi (36.8%), while core participant base of both activities experienced more steady growth.

Recent declines in extremely popular activities, such as fitness walking and running / jogging, paired with widespread growth in activities with lower participation levels, may suggest that those engaging in fitness activities are actively looking for new forms of exercise. However, popular activities like traditional and non-traditional Triathlons had larger core than casual participant base.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fitness Walking	112,715	109,829	107,895	-4.3%	-1.8%
Treadmill	53,260	50,398	51,972	-2.4%	3.1%
Free Weights (Dumbbells/Hand Weights)	N/A	54,716	51,513	N/A	-5.9%
Running/Jogging	50,061	48,496	47,384	-5.3%	-2.3%
Stationary Cycling (Recumbent/Upright)	36,341	35,553	36,118	-0.6%	1.6%
Weight/Resistant Machines	39,548	35,310	35,768	-9.6%	1.3%
Stretching	34,687	35,776	33,771	-2.6%	-5.6%
Elliptical Motion Trainer	29,734	32,321	32,218	8.4%	-0.3%
Free Weights (Barbells)	27,056	25,381	26,473	-2.2%	4.3%
Yoga	22,107	25,289	26,268	18.8%	3.9%
Calisthenics/Bodyweight Exercise	N/A	22,146	25,110	N/A	13.4%
Choreographed Exercise	N/A	21,487	21,839	N/A	1.6%
Aerobics (High Impact)	15,755	20,464	21,390	35.8%	4.5%
Stair Climbing Machine	13,409	13,234	15,079	12.5%	13.9%
Cross-Training Style Workout	N/A	11,710	12,914	N/A	10.3%
Stationary Cycling (Group)	8,738	8,677	8,937	2.3%	3.0%
Pilates Training	8,507	8,594	8,893	4.5%	3.5%
Trail Running	5,373	8,139	8,582	59.7%	5.4%
Cardio Kickboxing	6,488	6,708	6,899	6.3%	2.8%
Boot Camp Style Cross-Training	7,706	6,722	6,583	-14.6%	-2.1%
Martial Arts	5,037	5,507	5,745	14.1%	4.3%
Boxing for Fitness	4,631	5,419	5,175	11.7%	-4.5%
Tai Chi	2,975	3,651	3,706	24.6%	1.5%
Barre	N/A	3,583	3,329	N/A	-7.1%
Triathlon (Traditional/Road)	1,686	2,498	2,374	40.8%	-5.0%
Triathlon (Non-Traditional/Off Road)	819	1,744	1,705	108.2%	-2.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 15: SFIA National Participatory Trends - General Fitness

2.3.6 NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate a dichotomy of growth and attrition among outdoor / adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or within a group, and are not limited by time restraints.

In 2016, the most popular activities, in terms of total participants, from the outdoor / adventure recreation category include day hiking (42.1 million), road bicycling (38.4 million), freshwater fishing (38.1 million), and camping within ¼ mile of vehicle/home (26.5 million).

From 2011-2016, adventure racing (149.5%), BMX bicycling (58.5%), traditional climbing (46.5%), and backpacking overnight (31.5%) have undergone the largest increases. More recently, activities growing most rapidly in the last year were BMX bicycling (15.4%), day hiking (13.1%), traditional climbing (8.5%), and recreational vehicle camping (7.9%).

The five-year trend shows activities declining most rapidly were in-line roller skating (-27.8%), camping within ¼ mile of home/vehicle (-17.2%), and bird watching (-11.3%). The recent year trend experiences a relatively smaller decline but includes similar activities as the five-year trend. The activities experiencing declines were bird watching (-11.5%), in-line roller skating (-10.7%), fly fishing (-5.7%), and camping within ¼ mile of home/vehicle (-4.6%).

Regarding the national trend of outdoor activities participation on the rise, all casual participation except for in-line roller skating had increased over the last five years. The decline in participation over the last five years was mainly ascribed to decreases in core participants for activities such as skateboarding (-14.2%), RV camping (-11.2%), freshwater fishing (-8.7%), road bicycling (-7.7%) and fly fishing (-7.5%). Most recently, both core and casual participation were on the decline for archery and in-line roller skating.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Hiking (Day)	33,494	37,232	42,128	25.8%	13.1%
Bicycling (Road)	39,834	38,280	38,365	-3.7%	0.2%
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Camping (< 1/4 Mile of Vehicle/Home)	31,961	27,742	26,467	-17.2%	-4.6%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	21,495	20,718	20,746	-3.5%	0.1%
Camping (Recreational Vehicle)	16,282	14,699	15,855	-2.6%	7.9%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Birdwatching (>1/4 mile of Vehicle/Home)	13,067	13,093	11,589	-11.3%	-11.5%
Backpacking Overnight	7,722	10,100	10,151	31.5%	0.5%
Bicycling (Mountain)	6,989	8,316	8,615	23.3%	3.6%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Skateboarding	6,318	6,436	6,442	2.0%	0.1%
Roller Skating, In-Line	7,451	6,024	5,381	-27.8%	-10.7%
Climbing (Sport/Indoor/Boulder)	4,445	4,684	4,905	10.3%	4.7%
Bicycling (BMX)	1,958	2,690	3,104	58.5%	15.4%
Adventure Racing	1,202	2,864	2,999	149.5%	4.7%
Climbing (Traditional/Ice/Mountaineering)	1,904	2,571	2,790	46.5%	8.5%

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
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Figure 16: SFIA National Participatory Trends - Outdoor Recreation

2.3.7 NATIONAL TRENDS IN HUNTING / FISHING ACTIVITIES

Overall, activities related to hunting and fishing have seen strong participation growth in recent years. In 2016, the most popular of these activities in terms of total participants were freshwater fishing (38.1 million), target shooting with a handgun (16.2 million), and target shooting with a rifle (14 million).

Examining growth trends over the last five years, activities with the highest rate of growth were trap / skeet shooting (33.2%), hunting with handgun (30.6%), and shooting with sports clays (27.4%). Activities experiencing the most rapid growth over the most recent year are fly fishing (6%), trap / skeet shooting (5.3%), and hunting with a handgun (3.3%).

Since 2011, only two activities underwent a decrease in participation - hunting with shotgun (-1.9%) and freshwater fishing (-1.2%). Most recently, only three activities experienced declines, including archery (-5.7%), bow hunting (-3.0%), and shotgun hunting (-2.0%).

National Participatory Trends - Hunting / Fishing Activities					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Fishing (Freshwater)	38,864	37,682	38,121	-1.9%	1.2%
Target Shooting (Handgun)	13,638	15,744	16,199	18.8%	2.9%
Target Shooting (Rifle)	13,032	13,720	14,039	7.7%	2.3%
Fishing (Saltwater)	11,896	11,975	12,266	3.1%	2.4%
Hunting (Rifle)	10,479	10,778	10,797	3.0%	0.2%
Hunting (Shotgun)	8,370	8,438	8,271	-1.2%	-2.0%
Archery	6,471	8,378	7,903	22.1%	-5.7%
Fishing (Fly)	5,581	6,089	6,456	15.7%	6.0%
Shooting (Sport Clays)	4,296	5,362	5,471	27.4%	2.0%
Shooting (Trap/Skeet)	3,453	4,368	4,600	33.2%	5.3%
Hunting (Bow)	4,271	4,564	4,427	3.7%	-3.0%
Hunting (Handgun)	2,690	3,400	3,512	30.6%	3.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:		Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)

Figure 17: SFIA National Participatory Trends - Hunting/Fishing Activities

2.3.8 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2016 were canoeing (10 million), recreational kayaking (10 million), and snorkeling (8.7 million). It should be noted that water activity participation tends to vary based on regional, seasonal and environmental factors. A region with more water access and a warmer climate could potentially have a higher participation rate in water activities than a region that has long winter seasons or experiences drought. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of weather patterns and that regional accessibility can greatly improve, or diminish, participation in water activities.

Over the last five years, stand-up paddling (up 181%) was by far the fastest growing water activity, followed by white water kayaking (50.6%), sea / touring kayaking (49.7%), recreational kayaking (36.3%), and boardsailing / windsurfing (25.5%). Although the five-year trends show water sports / activities are getting more popular, the most recent year reflects a much slower increase in general -- stand-up paddling by 6.6%, recreational kayaking by 5.5%, and surfing by 4.4%.

From 2011-2016, activities declining most rapidly were jet skiing (-23.6%), water skiing (-20%), and rafting (-17.2%). In the most recent year, activities experiencing the greatest declines in participation included rafting (-11.7%), wakeboarding (-9.7%), jet skiing (-7.7%), and water skiing (-6.3%).

As mentioned previously, regional, seasonal and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why in almost all water-based activities there are more casual participants than core participants, since frequencies of activities may be heavily constrained by external factors.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2011	2015	2016	11-16	15-16
Canoeing	10,170	10,236	10,046	-1.2%	-1.9%
Kayaking (Recreational)	7,347	9,499	10,017	36.3%	5.5%
Snorkeling	9,312	8,874	8,717	-6.4%	-1.8%
Jet Skiing	7,574	6,263	5,783	-23.6%	-7.7%
Sailing	3,797	4,099	4,095	7.8%	-0.1%
Water Skiing	4,626	3,948	3,700	-20.0%	-6.3%
Rafting	4,141	3,883	3,428	-17.2%	-11.7%
Stand-Up Paddling	1,146	3,020	3,220	181.0%	6.6%
Kayaking (Sea/Touring)	2,087	3,079	3,124	49.7%	1.5%
Scuba Diving	2,866	3,274	3,111	8.5%	-5.0%
Wakeboarding	3,517	3,226	2,912	-17.2%	-9.7%
Surfing	2,481	2,701	2,793	12.6%	3.4%
Kayaking (White Water)	1,694	2,518	2,552	50.6%	1.4%
Boardsailing/Windsurfing	1,384	1,766	1,737	25.5%	-1.6%

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

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
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Figure 18: SFIA National Participatory Trends - Water Sports

2.3.9 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the City of Huber Heights. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the City of Huber Heights demonstrates MPI numbers close to national averages. In general sports, every activity is above national level except for soccer and tennis, which are below national averages. Huber Heights has relatively high market potential in golf, baseball, and softball. For commercial recreation, Huber Heights has great market potential for indoor water park facility and also with a big participant base for overnight camping.

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population.

High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by Huber Heights.

GENERAL SPORTS MARKET POTENTIAL

Local Participatory Trends - General Sports					
Activity	Estimated Participants	% of Population		MPI	
		Huber Heights	USA		
Golf	2,998	9.9%	8.7%	114	
Basketball	2,547	8.4%	8.4%	100	
Baseball	1,634	5.4%	4.5%	119	
Football	1,546	5.1%	5.0%	101	
Soccer	1,125	3.7%	4.3%	86	
Softball	1,122	3.7%	3.2%	114	
Volleyball	1,080	3.6%	3.4%	107	
Tennis	837	2.8%	3.8%	73	

Figure 19: City of Huber Heights General Sports MPI

FITNESS MARKET POTENTIAL

Local Participatory Trends - Fitness					
Activity	Estimated Participants	% of Population		MPI	
		Huber Heights	USA		
Walking for exercise	8,525	28.2%	26.9%	105	
Swimming	5,009	16.6%	15.7%	106	
Jogging/running	3,762	12.5%	13.4%	93	
Weight lifting	3,154	10.4%	10.1%	103	
Aerobics	2,510	8.3%	8.2%	101	
Yoga	1,967	6.5%	7.6%	85	
Zumba	1,169	3.9%	4.3%	90	
Pilates	709	2.3%	2.6%	88	

Figure 20: City of Huber Heights Fitness MPI

OUTDOOR ACTIVITY MARKET POTENTIAL

Local Participatory Trends - Outdoor Activity					
Activity	Estimated Participants	% of Population		MPI	
		Huber Heights	USA		
Fishing (fresh water)	4,333	14.3%	14.0%	102	
Bicycling (road)	3,020	10.0%	10.3%	97	
Hiking	2,943	9.7%	10.3%	94	
Canoeing/kayaking	1,859	6.2%	5.8%	106	
Boating (power)	1,600	5.3%	5.0%	105	
Bicycling (mountain)	1,304	4.3%	4.1%	105	
Fishing (salt water)	1,148	3.8%	4.1%	92	
Backpacking	863	2.9%	3.3%	89	
Horseback riding	644	2.1%	2.3%	92	

Figure 21: City of Huber Heights Outdoor MPI

COMMERCIAL RECREATION MARKET POTENTIAL

Local Participatory Trends - Commercial Recreation				
Activity	Estimated Participants	% of Population		MPI
		Huber Heights	USA	
Attended a movie in last 6 months	17,588	58.2%	59.4%	98
Attended sports event	6,432	21.3%	19.9%	107
Visited a theme park in last 12 months	5,403	17.9%	17.9%	100
Went overnight camping in last 12 months	4,222	14.0%	12.2%	115
Played board game in last 12 months	4,203	13.9%	13.5%	103
Visited a zoo in last 12 months	3,763	12.5%	11.5%	109
Went to museum in last 12 months	3,344	11.1%	12.3%	90
Did photography in last 12 months	3,270	10.8%	10.4%	104
Spent \$250+ on sports/rec equip	2,316	7.7%	7.8%	99
Went to art gallery in last 12 months	2,049	6.8%	7.5%	91
Did painting/drawing in last 12 months	1,960	6.5%	6.3%	103
Spent \$1-99 on sports/rec equip	1,891	6.3%	6.4%	99
Danced/went dancing in last 12 months	1,878	6.2%	7.7%	81
Spent \$100-249 on sports/rec equip	1,852	6.1%	6.2%	98
Visited indoor water park in last 12 months	1,094	3.6%	2.9%	126
Visited a theme park 5+ times in last 12 months	1,089	3.6%	4.0%	89

Figure 22: City of Huber Heights Commercial Recreation MPI

2.4 DEMOGRAPHIC AND TRENDS IMPLICATIONS

Based on the demographic and trends analysis, the key takeaways pertaining to Huber Heights include:

- Household income characteristics within the City are relatively in line with state and national averages, which could indicate moderate to low amounts of disposable income.
- The City is projected to be more diverse and to experience an aging trend over the next 15 years; therefore, close attention must be paid to future demographic shifts.
- Market potential (MPI) for Huber Heights' residents is around the national averages. Recreational spending potential (SPI) are mostly below the national averages. These index numbers further indicate that residents in the City are less likely to spend excessive amounts of money on recreational products and services, due to the lack of disposable income.
- Research from the SFIA shows that approximately 30% of Americans remain inactive. The NRPA also suggests that around 30% of Americans lack walkable access to parks and/or recreation facilities, and 20% claim they lack quality parks and/or facilities near their homes. These statistics emphasize the importance of the Huber Heights Parks & Recreation Department in providing recreational opportunities that serve as a catalyst for reducing inactivity rates and improving the quality of life for residents served.



CHAPTER THREE – COMMUNITY ENGAGEMENT

3.1 PROCESS

A comprehensive public engagement process yielded community direction for the City of Huber Heights parks system. Specific engagement opportunities consisted of:

- Stakeholder focus groups and interviews
- Public meetings
- Statistically-valid community survey

3.2 STAKEHOLDER INTERVIEW AND FOCUS GROUP SUMMARY

In September of 2016, the consultant team conducted interviews in person and by phone that included more than 30 individuals. These interviews included key City staff, City Council, the Parks and Recreation Board, the YMCA, and user groups.

Based on feedback from these stakeholder interviews, the following key themes regarding Huber Heights Parks and Recreation emerged. It should be noted, this summary reflects responses provided by interview participants and comments do not necessarily constitute consultant recommendations or a statement of fact.

3.2.1 THE CITY'S PARK ACREAGE IS LARGELY A BLANK CANVAS

While Huber Heights has ample acreage and good distribution of park sites, much of the parkland is undeveloped and/or in need of significant capital improvements. Cloud Park and the YMCA are the focal points of the community for recreation, but many stakeholders suggested further development and the addition of amenities at other parks in the City could lead to greater dispersion of usage, more equitable access to recreational opportunities, and expanded programming capabilities. There seems to be a general consensus that the future of the parks system should focus on improving existing parkland versus acquiring more acreage. Amenities identified as most needed in Huber Heights by interviewees include: skate park, dog park, trails, outdoor exercise equipment, field lighting and fencing, river access, indoor/outdoor sports complex, bike park / pump track, as well as supporting features like park benches, shade structures, and water fountains.

3.2.2 HUBER HEIGHTS IS A 'SPORTS TOWN'

Many of those interviewed expressed the importance of sports in the City and the vital role that the parks system plays in supporting youth sports leagues and the development of young athletes. Regionally, the sentiment towards sport is equally strong and sports tourism in the area is booming. Huber Heights is limited in its ability to compete with surrounding communities for large tournaments due to the lack of quality fields and facilities or a dedicated sports complex. From another perspective, while youth sports are highly valued and prominent within the City, some individuals acknowledge that other user groups and older age segments are often ignored as a byproduct.

3.2.3 LOCAL YOUTH SPORTS ORGANIZATIONS ARE IN FIERCE COMPETITION

The City's lack of sufficient sports fields and facilities, especially of ones of competition quality, to have led to an inability to support the demand. This deficiency in supply has created a cutthroat environment between the various sports organizations operating within Huber Heights, which creates unwarranted pressure on the City to satisfy all parties. Without some intervention, such as the addition of facilities

/ amenities, reorganization of existing leagues, or some form of mediation, this issue will continue to challenge the City.

3.2.4 THE COMMUNITY NEEDS MORE COMPREHENSIVE RECREATIONAL PROGRAMMING

Although youth sports play a dominant role, there is a large void of other recreational programs and services offered through the City. Furthermore, the existing offerings are also limited in the variety of locations in which they occur and the majority of the City's parks do not host a single recreation program. Some residents also feel there isn't a clear delineation between the YMCA and the City in providing recreational programs. Also, the existing program offerings widely cater to youth and there is a large unmet need for programs intended for millennials and active adults, such as fitness, outdoor adventure, and adult sports.

3.2.5 THERE IS A LACK OF ADA COMPLIANCE THROUGHOUT THE SYSTEM

Interviewees pointed to the lack of amenities and recreation programs that are accessible for people with disabilities. The addition of adaptive recreational opportunities must play an integral role in the future growth of the parks system and the community as a whole.

3.2.6 OPPORTUNITIES EXIST FOR PARTNERSHIPS, SPONSORSHIPS, AND ALTERNATIVE FUNDING

Although the general perception is that the Parks and Rec Department is highly susceptible to budgetary constraints, most suggest there are a variety of options for the City to explore that could lessen the reliance on tax dollars from the general fund. Many suggested the need to increase and enhance partnerships with Five Rivers Metro Parks, which operate two major, regional parks within City limits, as well as with local hospitals and health & wellness organizations in the greater Dayton area. Others indicated potential naming rights and sponsorship dollars that could be achieved by installing permanent fencing for athletic fields or the addition of a dedicated sports complex. Another significant income opportunity exists in the form of untapped grants available to the Parks and Recreation Department. Regardless of the method, all those interviewed suggested the need for increased funding for parks through a focused effort by staff in seeking additional funding opportunities and enhanced revenue generation.

3.2.7 GREAT CITIES HAVE GREAT PARKS AND RECREATION SYSTEMS

This needs assessment marks the first significant planning effort dedicated to the parks system, which was reverberated in stakeholder interviewees' excitement and anticipation for how this plan will shape the future of Huber Heights Parks and Recreation. Many believe the Department is at a crux and the success of the parks system will greatly impact the livelihood of the City moving forward. Some suggest the need for a more formal, dedicated Parks and Recreation Department and that the City should assess the current structure and governance of the system to ensure it is the optimal business model for Huber Heights.

3.3 PUBLIC FORUM

In August of 2017, the consultant team returned to Huber Heights to host a public forum designed to further engage residents of the community. The intent of the public forum was to provide a status update and share initial findings of the project for those in attendance, followed by an opportunity for

residents to offer feedback on the current system and provide opinions on its future development. Approximately 50 participants, representing a variety of interests, were present at the public forum. Feedback was captured through open-response comment cards, 'dot voting' on communication boards, and interaction with City staff and the planning team.

3.3.1 COMMUNICATION BOARDS

One key approach for soliciting feedback from attendees of the public forum was the use of communication boards for 'dot voting'. A set of five dot stickers were provided at each of three stations, which allowed participants to vote on facilities, programs, and communication methods that are most important to their households. Each station featured a board for voting that offered a variety of suggestions with sample images for context, as well as the opportunity for write-in responses to be included in the voting. The following reveals the results for each of the three areas of interest, including images of the actual voting boards used in the public forums, superimposed with results from the dot-voting exercise.

FACILITIES

Public forum participants indicated the facilities most important to their households were: Diamond Fields (21), Sports / Athletic Fields (18), Dog Park (16), Ice Arena (15), Walking & Biking Trails (12), and Indoor Sports Fields (12). Facilities receiving no votes from attendees included Outdoor Basketball Courts and Indoor Fitness & Exercise.



Figure 23: "Facilities Board" Dot Exercise Results

PROGRAMS

Program areas receiving the most votes by attendees were: Youth Sports (28), Special Events (12), Outdoor Challenge / Adventure (9), Youth Camps (8), and Teens (8). Programs that received the lowest amount of votes were Fitness & Wellness (0) and Martial Arts (1).



Figure 24: "Programs Board" Dot Exercise Results

COMMUNICATION METHODS

Based on participant votes, the most effective means of communicating information for the City's Parks and Recreation activities are: the City of Huber Heights Website (25), Facebook (23), Activity Guide (13), School Fliers & Newsletters (12), and Fliers / Signs at Parks & Recreation Facilities (10). The least popular mediums for communication, as identified by participants, were Twitter (1), Newspaper (1), and Conversations with Staff (1).



Figure 25: "Communication Board" Dot Exercise Results

3.3.2 OPEN COMMENT

In addition to the communication board dot-voting exercise, public forum attendees were also able to provide general feedback through comment cards and an additional flip chart station designed to capture open comments.

The following bullets represent all written comments received from attendees of the public forum, in no particular order:

- Carriage Trails needs a park - young neighborhood, especially woods and meadows, with many children and active adults
- Ask Russian and Georgian Turk recent immigrants for activities that are desired - particularly in Carriage Trails
- Indoor or outdoor drone racing / RC Park
- More softball diamonds / complex
- City soccer complex at, or near, Carriage Trails

- Golf course / partnerships
- Indoor basketball - lower costs to access - numbers are decreasing for winter league
- Pickleball - double capacity to 12 courts and fix existing courts by moving nets to center of fenced area
- Enclosed dog park
- Skate park
- Shull Park's parking lot needs enlarged
- I would love to see more toddler-sized activities in the playground areas
- Movie in the park nights one or two times a month
- The splashpad upgraded with more shade and benches especially
- Carriage Trails is in dire need of a park. We are a growing community with many children and active adults who need a safe place to play and recreate away from construction hazards. Playgrounds geared toward young children and toddlers (not so many places to fall for a toddler area), soccer / baseball / basketball, areas for older kids and walking area for owners and moms with strollers. We also have a large population of Russian / Georgian Turks looking into recreation popular in that part of the world would be appreciated.
- I am a Huber Heights Girl Scout and we would like to earn our gold award by helping build a park on the Longford and Dial location. We would like some biking and hiking trails and possibly a garden or a playground and some picnic shelters.
- I am not anti-parks - however, I am concerned that a park in Carriage Hills would mean higher HOA fees, bring vandalism, and increase maintenance and upkeep. I am worried about safety as it has been mentioned that such a playground would be put in near a retention pond.
- On another note, I would like to see an indoor pool that is big enough to house swim meets.
- I think there should be ice rinks to ice skate so we don't have to travel as far to not waste gas. Also to learn how to skate.
- More public swimming areas like Vandalia Rec or the Kroger Aquatic Center for more variety swimming areas other than the same thing.
- More nature areas to learn about nature and preserving our community.
- I think we should use a program for teens and children of all ages.
- I think there should be an office for requests and a counselor for certain situations.
- A playground and diamond field for kids to play on and a clear field that is used for soccer and such.
- A pool should be put down as well.
- I think popular activities should be commented on TV.
- I think there should be a park at Langford and Dial. To get to a park from my friend's house we have to cross major roads.
- Remote control park - indoor or outdoor drone racing.
- More softball / baseball fields or even an indoor complex, but for community use openly, as well as HHGSA & baseball.
- Park / playground at Dial and Langford. On behalf of Huber Heights Girl Scouts, we would love to help better our community for service projects. Please contact us if we can help!!!
- All parks should have a walking path and playground equipment sizeable to each location.
- Suggested needs / activities by park:
 - Tom Cloud - ADA compliance, cycle service station, softball, soccer, volleyball, football
 - Community - ADA compliance, cycle service station, volleyball, football

- Shullgate - ADA compliance, cycle service station, bark park, fitness park, family game park, softball, soccer, basketball
- Monita - ADA compliance, cycle service station, skate park, fitness park
- Miami Villa - ADA compliance, cycle service station, skate park?
- Cottonwood - ADA compliance, cycle service station, bark park, skate park, fitness park
- Twin Creek - ADA compliance, fitness park
- Dial - ADA compliance, basketball
- Belle Plain - ADA compliance, fitness park, family game park
- Sherman - ADA compliance, veteran park
- Clean slate approach to re-layout parks.
- Stop the YMCA and rec sports struggle.
- Incorporate all parks in neighborhoods with events.



3.4 STATISTICALLY-VALID COMMUNITY SURVEY

3.4.1 OVERVIEW

The ETC Institute administered a needs assessment survey for the City of Huber Heights during the fall of 2017. The survey was administered as part of the City's Parks and Recreation Master Plan for residents. They survey and its results will guide the City in taking a resident-driven approach to making decisions that will enrich the future of the City and positive affect the lives of residents.

3.4.2 METHODOLOGY

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

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City of Huber Heights from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 375 residents. The goal was exceeded with a total of 385 residents completing the survey. The overall results for the sample of 385 households have a precision of at least +/- 4.9% at the 95% level of confidence.

The major findings of the survey are summarized below and on the following pages.

3.4.3 OVERALL FACILITY USE

Thomas A. Cloud Park, Rose Music Center at The Heights, Shullgate Park, and The Kroger Aquatic Center at The Heights were the most used facilities during the past 12 months. Based on the sum of “excellent” and “good” ratings Rose Music Center at The Heights (99%), Eichelberger Amphitheater (95%), Thomas A. Cloud Park (91%), and The Kroger Aquatic Center at the Heights were the highest rated parks and facilities that respondents have used during the past 12 months.

3.4.4 ORGANIZATIONS AND FACILITIES USED FOR PARKS AND RECREATION PROGRAMS AND CULTURAL FACILITIES

Twenty-three percent (23%) of respondents indicated that someone in their household has participated in recreation programs offered by the YMCA at the Heights during the past 12 months. Forty percent (40%) of households who have participated in recreation programs at the YMCA only participated in one program, 43% of households participated in two to three programs, and 17% of households have participated in four or more programs. The main reason households participate in programs at the YMCA is because of the location of the program facility. Eighty-five percent (85%) of respondents rated the overall quality of programs they have participated in as either “excellent” (42%) or “good” (43%).

Respondents were asked to indicate all the parks or facilities their household has used for indoor and outdoor recreation activities during the past 12 months. The most used parks or facilities were the Five Rivers Metro Parks (52%) followed by the City of Huber Heights (39%) and the YMCA at the Heights (38%). The least used organization was the City of Dayton Recreation and Youth Services (2%).

Respondents were then asked to indicate, based on two age groups, which two organizations and facilities their household uses the most often. Five Rivers Metro Parks and the City of Huber Heights were the most used organizations for household members ages 17 and younger. Five Rivers Metro Parks and the YMCA at the Heights were the most used organizations for household members ages 18 and older.

3.4.5 BARRIERS TO PARK, FACILITY, AND PROGRAM USAGE

Respondents were asked from a list of 19 potential reasons to identify what prevents them from using recreation facilities or programs of the City of Huber Heights, or the YMCA at the Heights more often. The top four reasons selected were: not knowing what is offered (39%), fees are too high (34%), no time to participate (23%), and program times are not convenient (14%).

3.4.6 FACILITY NEEDS AND PRIORITIES

FACILITY NEEDS

Respondents were asked to identify if their household had a need for 28 recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities.

The three recreation facilities with the highest percentage of households that indicated a need for the facility were: walking and biking trails (70%), nature centers and trails (54%), and park shelters and picnic areas (47%). When ETC Institute analyzed the needs in the community, only one facility, walking and biking trails, had a need that affected more than 10,000 households. ETC Institute estimates a total of 3,895 of the 15,921 households in the City of Huber Heights have unmet needs for nature centers and trails.

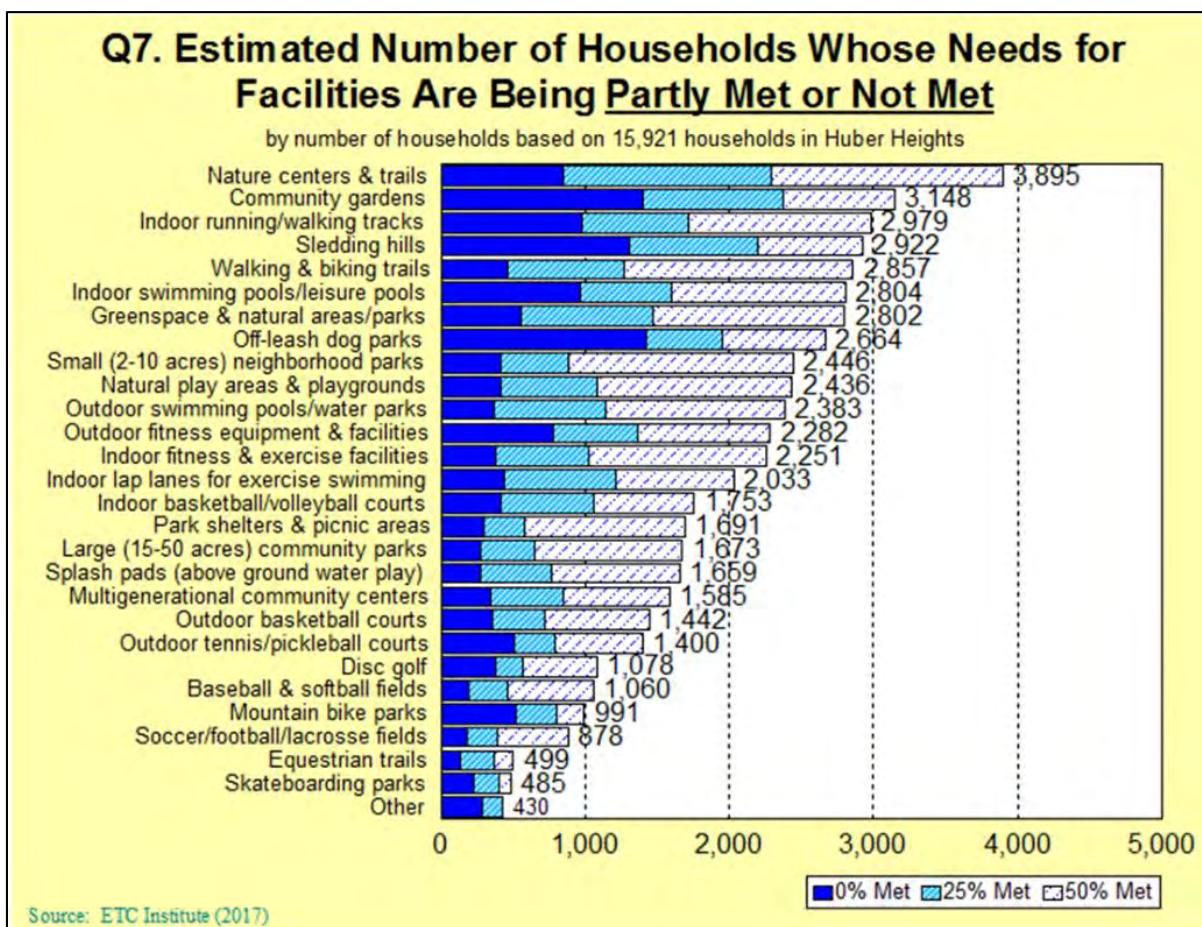


Figure 26: Estimated Number of Households Whose Needs for Facilities Are Being Partly Met or Not Met

FACILITY IMPORTANCE

In addition to assessing the needs for each facility, ETC Institute also assessed the importance that residents placed on each facility. Based on the sum of respondents' top four choices, the three most important facilities to residents were: walking and biking trails (51%), nature centers and trails (27%), and park shelters and picnic areas (21%). The percentage of residents who selected each facility as one of their top four choices.

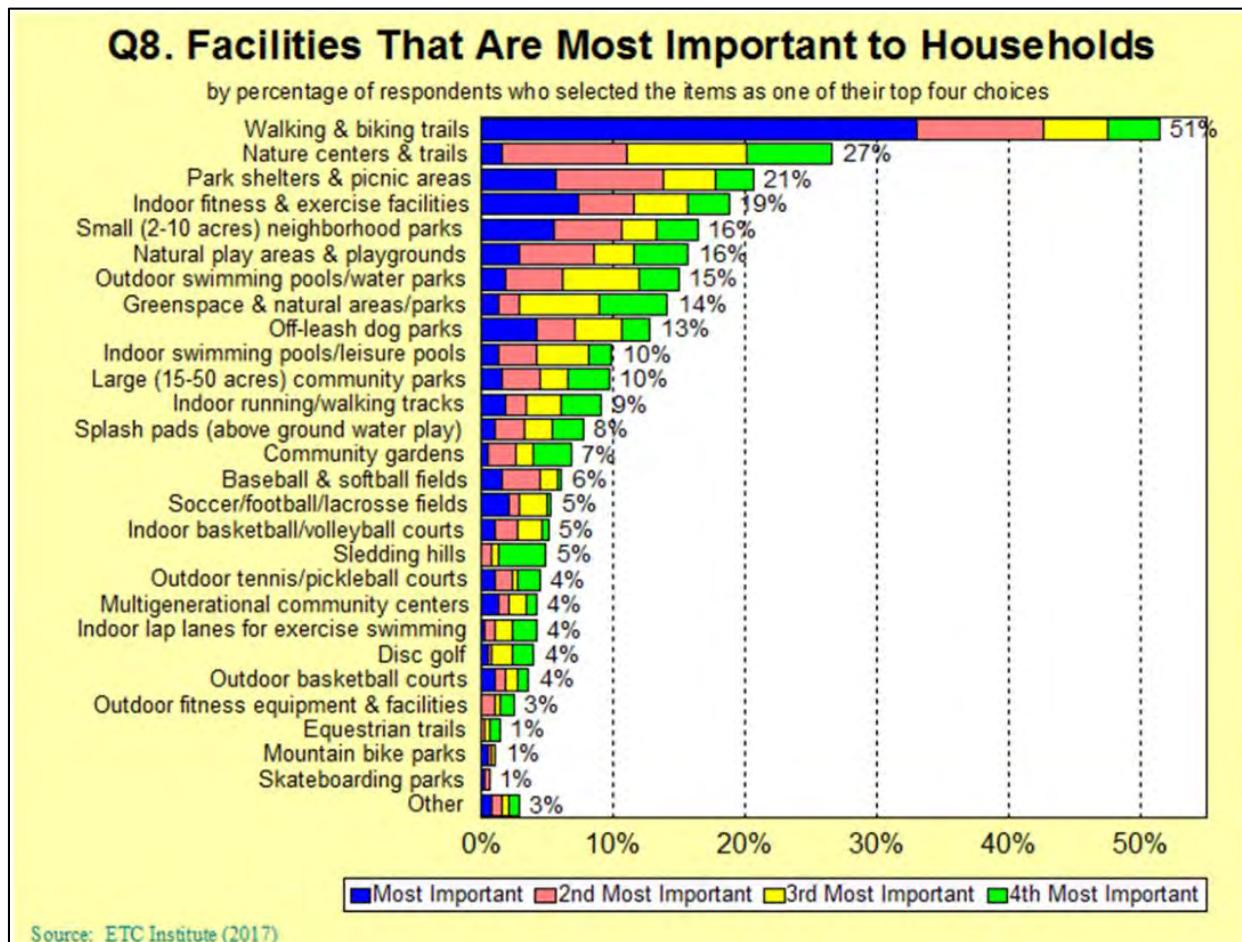


Figure 27: Facilities That Are Most Important to Households

PRIORITIES FOR FACILITY INVESTMENTS

The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on Parks, Recreation and Forestry investments. The Priority Investment Rating (PIR) equally weights (1) the importance that residents place on facilities and (2) how many residents have unmet needs for the facility.

Based the Priority Investment Rating (PIR), the following two facilities were rated as high priorities for investment:

- Walking and biking trails (PIR=173)
- Paved walking and biking trails within parks (PIR=152)

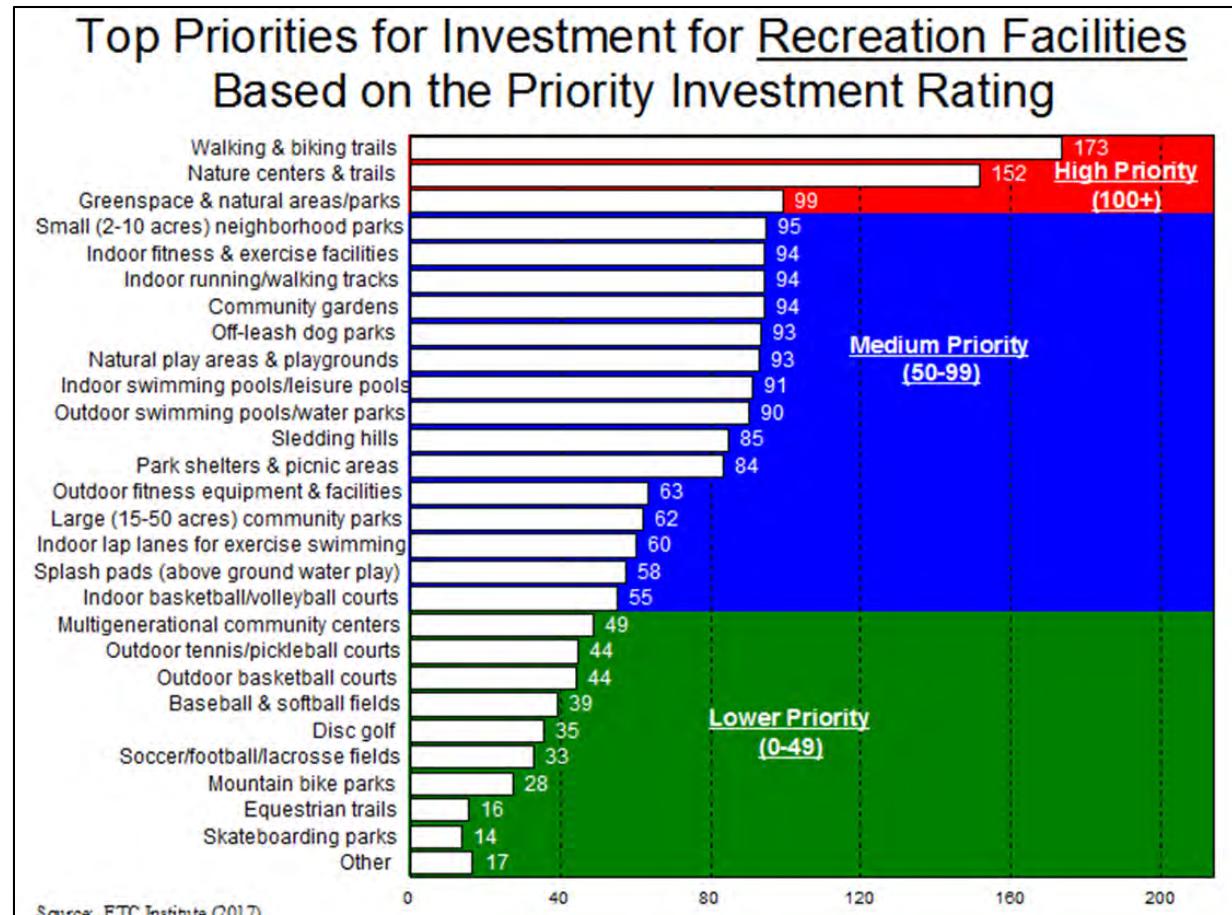


Figure 28: Recreation Facilities PIR Rankings

3.4.7 PROGRAMMING NEEDS AND PRIORITIES

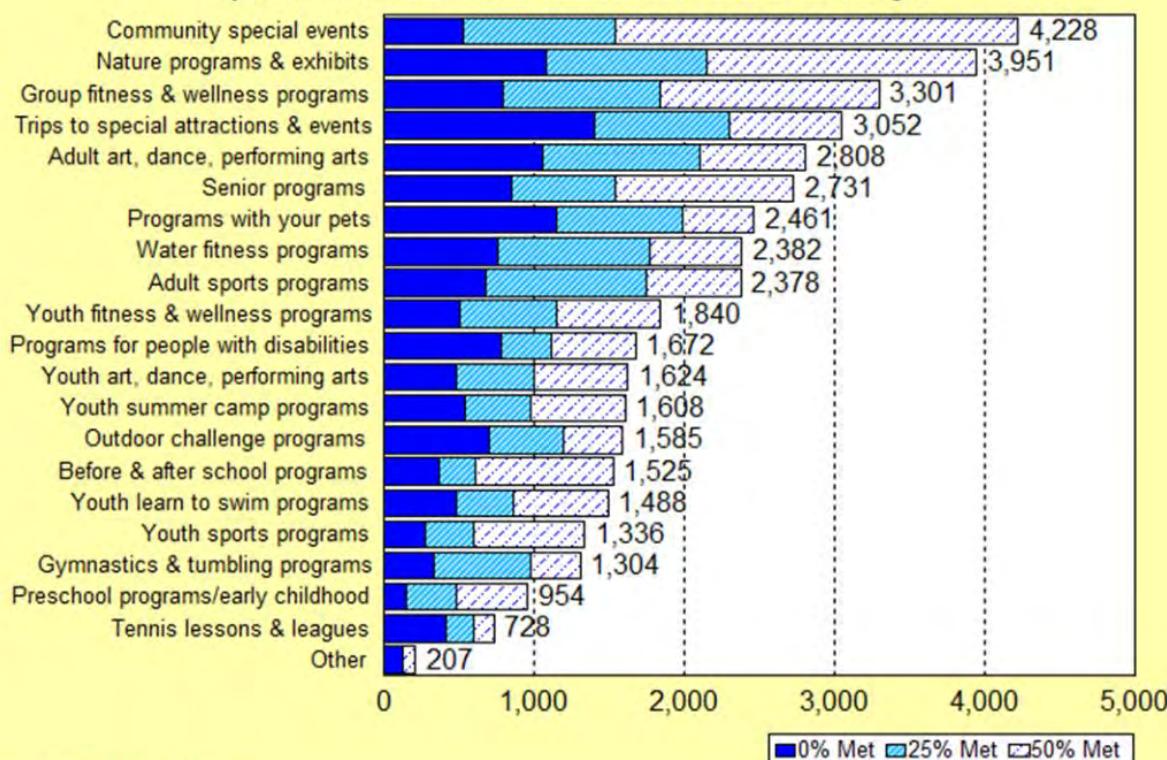
PROGRAMMING NEEDS

Respondents were also asked to identify if their household had a need for 21 recreational programs and rate how well their needs for each program were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had “unmet” needs for each program.

The three programs with the highest percentage of households that had needs were: community special events (43%), nature programs and exhibits (32%), and group fitness and wellness programs (31%). In addition to having the highest total need, the top three programs also have the highest unmet need among the 21 programming-related areas that were assessed. ETC Institute estimates a total of 4,228 households have unmet needs for community special events, 3,951 households have unmet needs for nature programs and exhibits, and 3,301 households have unmet needs for group fitness and wellness programs.

Q9. Estimated Number of Households Whose Needs for Programs Are Being Partly Met or Not Met

by number of households based on 15,921 households in Huber Heights



Source: ETC Institute (2017)

Figure 29: Estimated Number of Households Whose Needs for Programs Are Being Partly Met or Not Met

PROGRAM IMPORTANCE

In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents place on each program. Based on the sum of respondents' top four choices, the three most important programs to residents were: community special events (30%), senior programs (20%), and nature programs and exhibits (20%).

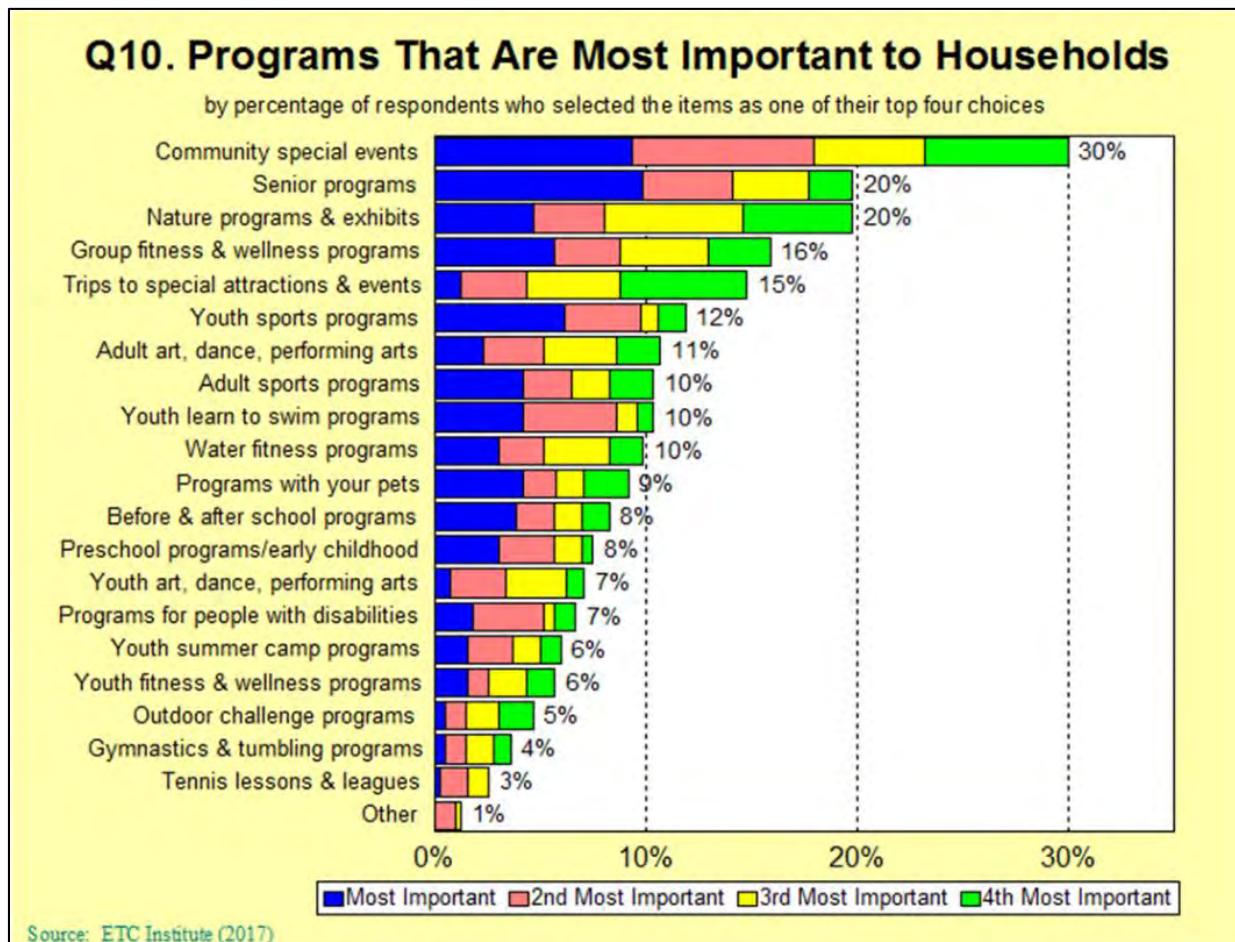


Figure 30: Programs That Are Most Important to Households

PRIORITIES FOR PROGRAMMING INVESTMENTS

Based the priority investment rating (PIR), the following six programs were rated as “high priorities” for investment:

- Community special events (PIR=200)
- Nature programs and exhibits (PIR=159)
- Group fitness and wellness programs (PIR=131)
- Senior programs (PIR=131)
- Trips to special attractions and events (PIR=122)
- Adult art, dance, performing arts (PIR=102)

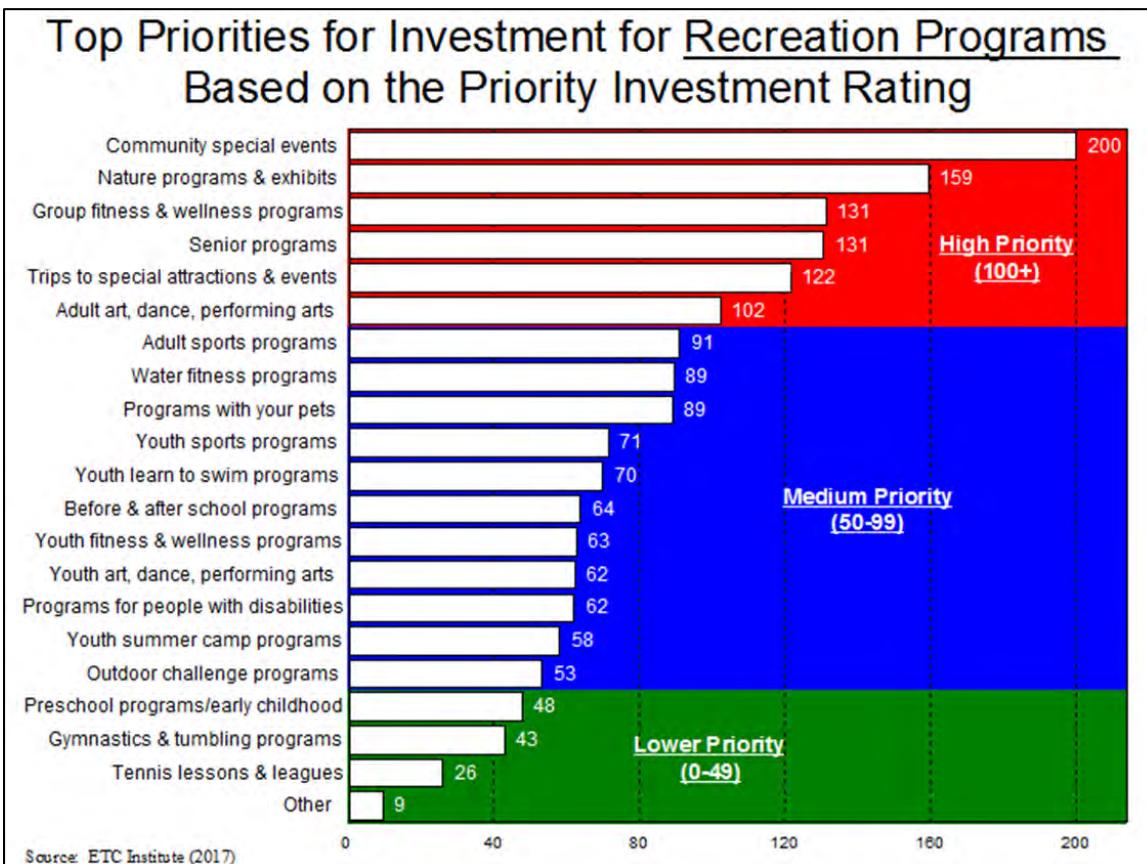


Figure 31: Recreation Programs PIR Rankings

3.4.8 ADDITIONAL FINDINGS

Most (52%) of respondents indicated they learn about parks and recreation programs and activities by word of mouth, 32% use the parks and recreation guide, and 31% use the City’s newsletters and Facebook.

The City of Huber Heights is studying the possibility of developing new programmable spaces. Knowing this, respondents were asked to indicate which potential programming spaces their household would use that are not currently being fulfilled by the City of Huber Heights. Nature trails (47%), an indoor family water park (31%), arts and culture areas (28%), canoe/kayak access (28%), outdoor adventure courses (27%), community gardens (26%), and rock climbing/bouldering wall (25%) are the potential programming spaces respondents were most interested in. Based on the sum of respondents’ top three choices nature

trails (30%), an indoor water park (17%), and an arts and culture area (17%) are the three most important items to their household for the City to develop.

Respondents were also asked how they would prioritize \$100 for City of Huber Heights parks, trails, sports, and recreation facilities. Improvements/maintenance of existing parks and recreation facilities (\$22.11) and the development of new facilities (indoor/outdoor pool, multi-generation center, gyms, etc.) (\$18.18) were the two most supported items provided on the survey.

3.4.9 INVESTMENT PRIORITIES

RECOMMENDED PRIORITIES FOR THE NEXT TWO YEARS

In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each Parks and Recreation service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with services over the next two years. If the City wants to improve its overall satisfaction rating, they should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings.

OVERALL PRIORITIES FOR THE CITY BY MAJOR CATEGORY

This analysis reviewed the importance of and satisfaction with Parks and Recreation services. This analysis was conducted to help set additional priorities for the City. Based on the results of this analysis, the three services that are recommended as the top priorities for investment are listed below:

- Availability of information about programs and facilities (IS Rating=0. 1451)
- Maintenance Programs (IS Rating=0. 1124)
- Adult Programs (IS Rating=0. 1031)

2017 Importance-Satisfaction Rating

City of Huber Heights

Parks and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-20)						
Availability of information about programs & facilities	20%	3	27%	11	0.1451	1
Maintenance of parks	35%	1	68%	1	0.1124	2
Adult programs	14%	4	27%	8	0.1031	3
Medium Priority (IS <10)						
Number of walking/biking trails	21%	2	54%	3	0.0950	4
Community special events	14%	5	36%	10	0.0880	5
Youth programs	13%	6	32%	7	0.0866	6
Quality of programs & facilities for adults age 55 & older	10%	7	24%	13	0.0788	7
Fees charged for recreation programs	8%	11	27%	16	0.0569	8
Number of natural areas	9%	8	48%	9	0.0467	9
Amount of open spaces	9%	10	56%	5	0.0378	10
Quality of outdoor basketball courts	5%	13	29%	4	0.0356	11
User friendliness of website	5%	12	38%	15	0.0317	12
Number of parks	9%	9	67%	2	0.0286	13
Number of tennis courts/pickleball courts	3%	14	34%	6	0.0190	14
Rental of shelters, gyms, or meeting rooms	3%	16	33%	14	0.0175	15
Ease of registering for programs	3%	15	35%	12	0.0168	16
Park accessibility (ADA compliant access)	3%	17	41%	17	0.0154	17
Customer assistance by staff over the phone	2%	18	38%	18	0.0131	18
Customer assistance by staff via email	1%	19	28%	19	0.0043	19
Customer assistance by staff via Facebook	0%	20	23%	20	0.0000	20

Figure 32: Importance-Satisfaction Ratings for Parks and Recreation Services

3.4.10 CONCLUSIONS AND RECOMMENDATIONS

Forty-nine percent (49%) of respondents indicated they are “very satisfied” (19%) or “somewhat satisfied” (30%) with the overall value their household receives from Huber Heights regarding parks and recreation services. In order to ensure that the City of Huber Heights continues to meet the needs and expectations of the community, ETC Institute recommends that the Parks and Recreation Department sustain and/or improve the performance in areas that were identified as “high priorities” by the Priority Investment Rating (PIR). The facilities and programs with the highest PIR ratings are listed below.

FACILITY PRIORITIES

- Walking and biking trails (PIR=173)
- Paved walking and biking trails within parks (PIR=152)

PROGRAMMING PRIORITIES

- Community special events (PIR=200)
- Nature programs and exhibits (PIR=159)
- Group fitness and wellness programs (PIR=131)
- Senior programs (PIR=131)
- Trips to special attractions and events (PIR=122)
- Adult art, dance, performing arts (PIR=102)

3.5 IMPLICATIONS

After analyzing the data collected from the public engagement process, there are several public priorities that rose to the surface:

- Residents desire an increased focus on sport field layout and condition within the existing system
- More comprehensive recreational programming is needed (both in terms of activity types and locations)
- A more formalized park and recreation department is desired
- New recreation facilities such as dog parks, ice arenas, walking & biking trails, and indoor sports fields are public priorities
- More community special events, nature programs and exhibits, group fitness and wellness, senior programs, trips to special attractions and events, and adult art, dance, and performing arts programs are public priorities
- The public see increased awareness of recreation programs and facility information along with general park maintenance as overall system priorities

CHAPTER FOUR – INVENTORY AND ANALYSIS

4.1 PARKS AND FACILITIES INVENTORY AND ASSESSMENT

In early August 2017, the consultant team conducted a comprehensive site tour of the Huber Heights parks system. The consultant team utilized an assessment form as a guide for completing the analysis. This assessment establishes a base-line understanding and “snapshot” of the system’s existing conditions and amenities. The full report can be found in the **Appendix**.

4.1.1 OBSERVATIONS

- Most parks are in “good” condition
- Those parks that are considered to be in “fair” condition are largely the result of poor ADA accessibility, lack of lighting, lack of park amenities, and/or no strong sense of security and safety
- Those parks that are considered to be in “excellent” condition are largely the result of amenity diversity and quality, on-site parking, and maintenance standards

4.1.2 KEY TAKEAWAYS

After reviewing the Huber Heights parks system, it is clear that there is a need to address ADA accessibility, lighting, security, and maintenance concerns. Additionally, commensurate with information gleaned from the public engagement process, there is a need to better identify ball field layouts and allocation across the system. There is a lot of pressure on Cloud Park for its sports fields and the tight quarters has led to congestion among user groups. With increased field use, there is little to no rest time for turf to rejuvenate.

4.2 RECREATION PROGRAM INVENTORY AND ASSESSMENT

As part of the planning process, the consulting team worked with the YMCA staff to perform a Recreation Program Assessment of the programs and services. The Parks and Recreation Program is offered by the City of Huber Heights through an approved services agreement with the YMCA of Greater Dayton. The assessment offers an in-depth perspective of program and services identifying strengths, weaknesses, and opportunities regarding programming. The assessment also assists in classifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and possible future programs and services for residents.

The consulting team based these program findings and comments from a review of information provided by the City and YMCA including program descriptions, financial data, website content, community survey feedback, demographic information, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

4.2.1 FRAMEWORK

The mission of the City is to create the best managed City in Ohio, providing outstanding service and an unsurpassed quality of life for our residential and business citizens.

The City is fortunate to have three providers (Five Rivers Metro Parks, YMCA and the City) offering a broad range of parks, facilities, and recreation programming. The City has a Senior Center where programs are offered to the residents that enrich their quality of life. For the purpose of this plan,

the programs at the Senior Center are not part of this assessment. Programs provide an opportunity for participants to have fun, learn new skills, develop friendships, fitness, and life-long leisure interests. Recreation programs are provided by the YMCA of Greater Dayton. The "Y" at the Heights is the Parks and Recreation Department for the City of Huber Heights. The YMCA and the City communicate the Parks and Recreation Program with the residents through the YMCA website, as well as through flyers, signage, printed program guide, online guide, email blasts, newsletter, roadside marquee, in-facility signage, and various social media accounts. While the YMCA and other providers utilize city parkland for outdoor recreation, the City of Huber Heights maintains the City's parks.

It should be noted that the City of Huber Heights is unique in establishing the YMCA as the Parks and Recreation Department for the community's recreation needs. Since the City does not provide programs for the core program areas identified by the YMCA, this approach keeps duplication of services to a minimum.

4.2.2 METHODOLOGY

This Program Assessment looks at programming offerings in two ways. First, an inventory of programs is collected, and each program is categorized into a core program area. Each is analyzed based on several key metrics, including:

- Age segment(s) served
- Lifecycle stage
- Classification of service
- Similar providers in market
- Pricing strategy
- Cost recovery goals

Second, the full program mix is considered as a whole. This includes both how the program offerings complement one another and the marketplace, as well as the overall program development process, including:

- Customer satisfaction
- Overall cost recovery goals
- Market position and marketing analysis
- Connections to key market forces: demographics, community trends and desires, peer benchmarks, and facilities

4.3 CORE PROGRAM AREAS

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.

- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

4.3.1 EXISTING CORE PROGRAM AREAS

In consultation with City and YMCA staff, the planning team identified the following Core Program Areas currently being offered:

SPORTS

The Sports core program area includes traditional sport offerings for individual skill development and league/team play in baseball, soccer, basketball, and volleyball, but also non-traditional sports such as fencing. While the sports offerings are for both youth and adults, the goal of the sports core program area is to create a healthy outlet for children to gain new skills, develop sense of team and connect with positive role models. Examples of Sports programs include:

- Basketball
- Baseball
- Volleyball
- Fencing
- Tumbling & Gymnastics

HEALTH AND WELLNESS

The Health and Wellness core program area includes creative adaptations of popular offerings for individual and group fitness. The goal is to provide a sense of well-being, self-confidence and improved mental abilities, along with the health benefits of healthy heart, lungs, bones, and muscles. Examples of health and wellness programs include:

- Seasonal Move 2 Lose classes
- Women on Weights
- Teens on Weights
- Senior Showcase
- Mixed Doubles Pickleball
- Alex J. Ritchie 5K
- Color Run

AQUATICS

The Aquatics core program area includes public swimming opportunities, group swims, and lessons. The goal is to help all ages learn to swim so they can stay safe around water and learn the skills needed to make swimming a lifelong pursuit of healthy living. Examples of Aquatics programs include:

- Swim Lessons
- Lap Swim
- Public Swim

YOUTH AND FAMILY

The Youth and Family core program area includes camps, family programs and special events. The goal of youth and family programming is to enhance social emotional, cognitive and physical process, along with relational skill building to help youth learn values and positive behaviors in a fun safe environment. Examples of Youth and Family Programs include:

- Summer Camps
- Parents Night Out
- Huber Movie Night

4.4 ALIGNMENT WITH DEMOGRAPHICS AND TRENDS

4.4.1 DEMOGRAPHIC SUMMARY

Based on population data from the Environmental Systems Research Institute (ESRI) and PROS' analysis of the data, the City's population has experienced a growing trend in recent years (0.49% per year), with the total population increasing roughly 3.42% since 2010, and is currently estimated at 39,405 individuals. Based on predictions through 2032, the City is expected to have 41,225 residents living within 16,163 households.

The population of Huber Heights is fairly diverse. The 2017 estimates show that 78% of the City's population falls into the White Alone category, while the Black Alone category (13%) represents the largest minority and 4% are of Hispanic/Latino ethnicity. Future projections show that by 2032 the overall composition of population will become more diverse. Forecasts of the target area through 2032 project a decrease in the White Alone population (to 73%), coinciding with increases in all other race segments.

The City's median household income (\$56,242) is above the state and national averages. However, the per capita income (\$27,383) for the City of Huber Heights is below the state and national averages. When looking at Huber Heights's population as a whole, the City is projected to undergo an aging trend. While the 54 and under age segments are expected to experience decreases in population percentage; the 55+ age segments are projected to continue increasing over the next 15 years. The City is projected to continue aging at a moderate rate; resulting in approximately 35% of its total population being over the age of 55 by 2032.

The existing core program areas are currently well-suited to address the programmatic needs of the current population demographic. The City and other service providers should continue to be mindful of the income levels when pricing out program offerings and special events, while taking into account lower income residents who fall outside the averages. As the population continues to age, program mix should continue to be regularly assessed to ensure both active and inactive adults at 55+ have program opportunities. As these demographics change, the relative importance of each program area may evolve as well.

4.4.2 NATIONAL RECREATION TRENDS

Information released by Sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreational activities include:

- Fitness walking
- Treadmill
- Free weights
- Running/jogging
- Hiking (Day)
- Road Bicycling

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 22.3 million people reportedly participating in 2016. Golf and Tennis round out the top three. Sports that have experienced significant growth in participation over the past five years are:

- Squash
- Boxing
- Lacrosse
- Rugby
- Roller hockey
- Field hockey

4.4.3 LOCAL MARKET DEMAND

In order to identify local trends in park and recreation activities, the PROS team examined Environmental Systems Research Institute (ESRI) data for Market Potential. The Market Potential Index (MPI) measures the probable demand for a product or service in the City of Huber Heights. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. In general, adult residents in the City of Huber Heights had much higher than average potential to participate in many sports and fitness activities, indicating a very active community.

Residents in the City of Huber Heights demonstrate a high potential to participate in the following activities:

- General Sports: Baseball, Golf, Softball, Volleyball
- Fitness Activities: Swimming, Walking for exercise, weight lifting, Aerobics
- Outdoor Activities: Canoeing/Kayaking, Boating (power), Bicycling (mountain), Fishing
- Commercial Recreation: Visit an indoor water park, overnight camping, visit a zoo, attend a sports event

In addition to the identified market demand, the statistically-valid survey demonstrates the highest priority need for programs and services in the areas of community special events, nature programs, group fitness, senior programs, and adult art/dance/performing arts. Rounding out the top ten are adult sports, water fitness, programs with pets, and youth sports programs with these four as top medium priority needs.

4.4.4 CORE PROGRAM AREA RECOMMENDATIONS

These existing core program areas are typical of the YMCA and are generally high-quality programs. Based on observations, demographics, trends, survey results, and the data provided by the City and YMCA point to an opportunity to increase and improve the diversity of programming offered. This could be a part of a discussion about expanding the offerings within the core program areas. The core program area of Youth & Family could have a more robust set of program offerings to balance this core program area with others. Implementing a tracking system for the cancellation rate on an annual basis would help bring context to success in meeting the community needs.

4.5 PROGRAM STRATEGY ANALYSIS

4.5.1 AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Active Adult (55-69)	All Ages Programs
Aquatics	P	P	S	S	S	
Sports	P	P	S	S	S	
Health and Wellness	S	S	P	P	P	
Youth and Family	P	P	P	S	S	

Figure 33: Age Segment Analysis

An Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an age segment analysis by individual program, in order to gain a more nuanced view of the data.

Based on the age demographics noted previously, current programs seem to be fairly well-aligned with the community's age profile. With a slight demographic shift to an older population forecasted within the City of Huber Heights, City and contracted providers should continue to monitor the shift and trends in programming for older populations to ensure the needs of residents are still being met.

Program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be a valuable tool when looking at participant ages, target market, and which marketing avenues to use for greater reach of services.

4.5.2 PROGRAM LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing each program offered by the City of to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members' knowledge of their program areas. The following table shows the percentage distribution of the various life cycle categories of the City's programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution	Best Practice Distribution
Introduction	New program; modest participation	9%	50-60%
Take-off	Rapid participation growth	6%	
Growth	Moderate, but consistent population growth	34%	
Mature	Slow participation growth	48%	40%
Saturated	Minimal to no participation growth; extreme competition	8%	
Decline	Declining participation	3%	0-10%

Figure 34: Program Lifecycle Analysis

The total number of programs falling into the Introduction, Take-off, and Growth lifecycle stages is 49%, almost right in line with the recommended distribution of 50-60%. It is useful to have a strong percentage in these early stages to make sure there is innovation in programming and that the agency is responding to changes in community need.

Eventually, programs move into the Mature stage, so having the appropriate distribution of programs in the first three stages helps to ensure there is a pipeline for fresh programs. Currently, 48% of programs are in the Mature stage. This is higher than the recommended level. Over time these programs will continue the lifecycle and transition into the Saturated and Declining stages. Monitoring these programs to inject a new component (revive) or to create spinoff programs with the same target audience can help with customer retention.

With 3% of all programs being in the Decline and Saturation stage, this is right in line with recommendations. Staff should monitor these programs to determine the appropriate time for them to fade into the sunset and new programs targeting trends in local participation to replace them. If a program is in Saturation stage, it may not necessarily need to be retired - it could be that it is a legacy program that is beloved by the community. Legacy programs should be identified and defined as part of an internal review of the recreation program plan and participation.

A Program Lifecycle Analysis should be done on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the City and/or service provider could include annual performance measures for each core program area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

4.5.3 PROGRAM CLASSIFICATION ANALYSIS

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

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

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

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
<i>Public interest; Legal Mandate; Mission Alignment</i>	<ul style="list-style-type: none"> <i>High public expectation</i> 	<ul style="list-style-type: none"> <i>High public expectation</i> 	<ul style="list-style-type: none"> <i>High individual and interest group expectation</i>
<i>Financial Sustainability</i>	<ul style="list-style-type: none"> <i>Free, nominal or fee tailored to public needs</i> <i>Requires public funding</i> 	<ul style="list-style-type: none"> <i>Fees cover some direct costs</i> <i>Requires a balance of public funding and a cost recovery target</i> 	<ul style="list-style-type: none"> <i>Fees cover most direct and indirect costs</i> <i>Some public funding as appropriate</i>
<i>Benefits (i.e., health, safety, protection of assets).</i>	<ul style="list-style-type: none"> <i>Substantial public benefit (negative consequence if not provided)</i> 	<ul style="list-style-type: none"> <i>Public and individual benefit</i> 	<ul style="list-style-type: none"> <i>Primarily individual benefit</i>
<i>Competition in the Market</i>	<ul style="list-style-type: none"> <i>Limited or no alternative providers</i> 	<ul style="list-style-type: none"> <i>Alternative providers unable to meet demand or need</i> 	<ul style="list-style-type: none"> <i>Alternative providers readily available</i>
<i>Access</i>	<ul style="list-style-type: none"> <i>Open access by all</i> 	<ul style="list-style-type: none"> <i>Open access</i> <i>Limited access to specific users</i> 	<ul style="list-style-type: none"> <i>Limited access to specific users</i>

Figure 35: Program Classification Definitions

With assistance, a classification of programs and services was conducted for all of the recreation programs offered by the City and/or service provider. The results are presented in the table on the following page.

ESSENTIAL	IMPORTANT	VALUE-ADDED
Mostly PUBLIC good / Part of the Mission / Serves majority of the Community / Highest Level of Subsidy offered / "This program MUST be offered"	Mix of PUBLIC and PRIVATE good /Important to the community / Serves the broad community / Some level of subsidy offered / "This program SHOULD USUALLY be offered"	Mostly PRIVATE good /Enhanced Community Offering / Serves niche groups / Limited to no subsidy / "This program is NICE to offer"
<ul style="list-style-type: none"> • Swim Team • Swim Team Conditioning • Lifeguard Certification • Youth Basketball • Fall Youth Soccer • Spring Youth Soccer • Fall Youth Volleyball • Winter Youth Volleyball • Spring Youth Volleyball • Tumbling • Gymnastics • Holiday Mini Move 2 Lose • Fall Move 2 Lose • Winter Move 2 Lose • Women on Weights • Teens on Weights • Group Personal Training • Personal Training • Alex J Ritchie 5K • Color Run 	<ul style="list-style-type: none"> • Preschool Swim • Teen/Adult Swim • Private Swim • Safety Around Water • Baseball • Fall Fencing • Winter Fencing • Spring Fencing • Fall Adult Volleyball • Winter Adult Volleyball • Spring Adult Volleyball • Tae Kwon Do • Indoor Tri • Senior Showcase • Mixed Doubles Pickleball • Parents Night Out • Huber Movie Night 	

Figure 36: Program Classification Analysis

4.5.4 COST OF SERVICE & COST RECOVERY

Cost recovery targets should be identified for each Core Program Area, at least, and for specific programs or events where realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly.

The following provides more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department program staff should be trained on this process.

If determined beneficial to the partnership between the City and the YMCA of Greater Dayton, a Cost of Service Analysis could be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. The figure below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.

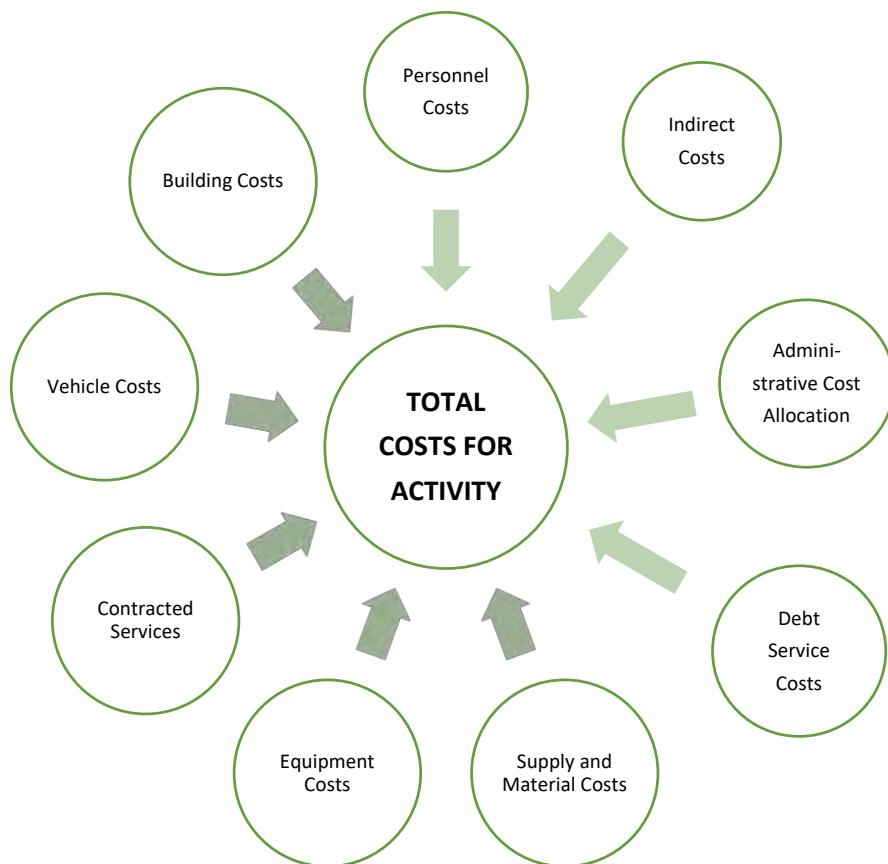


Figure 37: Cost of Service Model

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

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

Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the City Parks between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis.

CURRENT COST RECOVERY

There have not been established goals for the core program areas, as cost recovery has not historically been seen as critical. Rather, program offerings are viewed as a service to the community. As such, there are no cost recovery goals currently in place. In the below table, cost recovery best-practice goals are presented that are in-line with where agencies would begin if transitioning into a focus on cost recovery.

Cost Recovery Goals by Core Program Area	
Core Program Area	Recommended Cost Recovery (%)
Sports	50% or greater
Health and Wellness	50% or greater
Aquatic	50% or greater
Youth and Family	25-75%

Figure 38: Cost Recovery Model

As shown in the table above, cost recovery targets can vary based on the core program area, and even at the program level within a core program area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification.

Cost recovery targets should reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. Essential programs) should be subsidized more; programs providing private benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Description	<ul style="list-style-type: none"> <i>Part of the organizational mission</i> <i>Serves a majority of the community</i> <i>“We must offer this program”</i> 	<ul style="list-style-type: none"> <i>Important to the community</i> <i>Serves large portions of the community</i> <i>“We should offer this program”</i> 	<ul style="list-style-type: none"> <i>Enhanced community offerings</i> <i>Serves niche groups</i> <i>“It is nice to offer this program”</i>
Desired Cost Recovery	• <i>None to Moderate</i>	• <i>Moderate</i>	• <i>High to Complete</i>
Desired Subsidy	• <i>High to Complete</i>	• <i>Moderate</i>	• <i>Little to None</i>

Figure 39: Program Classification and Cost Recovery Nexus

Programs in the Essential category are critical to achieving the departmental mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization. Programs falling into the Important or Value-Added classifications generally represent programs that receive lower priority for subsidization. Important programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). Value Added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

4.5.5 PRICING

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto program areas or specific events, and strategically adjusted according to market factors and/or policy goals.

Overall, the degree to which pricing strategies are used currently is minimal, and could be stronger with the exploration of additional pricing strategies to help meet cost recovery goals. Current pricing tactics include membership/non-member rates and by the customer's ability to pay. These pricing tactics are consistent with the YMCA business model.

With only two pricing strategies being utilized, that leaves these pricing strategies not currently in use; age segments, family household status, weekday/weekend, prime time/ non-prime time, group discounts, by location, by competition, and by cost recovery goals. These strategies are typically useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

The table below details pricing methods currently in place by core program area.

Core Program Area	Different prices offered for different ages	Different prices offered for family / household groups	Different prices for Member vs non-Member	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations	Competitors' prices influence your price	Agency cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income
Health and Wellness		X								X
Sports		X								X
Aquatic		X								X
Youth and Family		X								X

Figure 40: Pricing Strategies Used

4.5.6 MARKET POSITION AND MARKETING

The market position of the partnership between the City and Huber Heights is strong considering the geographic location to similar providers within close proximity to the community. The figure below shows the other similar providers respondents have used for programs and facilities during the past year. Metro parks has a presence within the community and explains why Five Rivers Metro Parks ranks so high with other parks/facilities used by respondents for indoor and outdoor recreation activities.

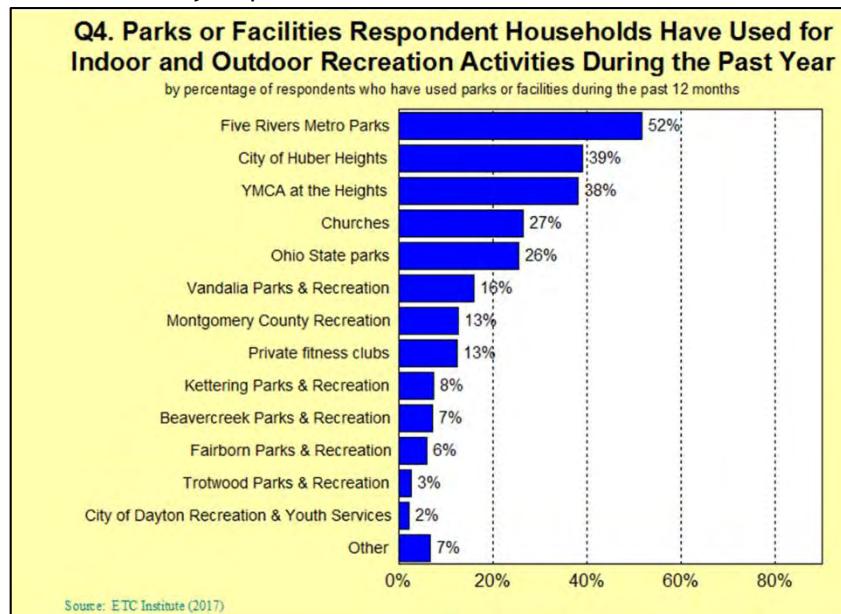


Figure 41: Facilities Used by Huber Heights Residents in Last Year

CURRENT RECREATION PROGRAM MARKETING

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The partnership has multiple areas of focus in communications. There is an effort to use multiple types of media to deliver those messages. However, there are some that are not being used like paid advertisement, direct mail, and various social media avenues. Similarly, the community must perceive the interconnectedness of the whole messaging process. It is worth considering the development of a strategic marketing plan as part of the partnership.

A strategic marketing plan should address the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule or content calendar
- Marketing roles and responsibilities for a team approach
- Identify staffing levels to achieve the outcome in full.

The strategic marketing plan should integrate with and complement the City's marketing plan. An effective marketing plan must build upon and integrate with supporting plans, such as the master plan, and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the identity and brand of the partners needs to be consistently portrayed across the multiple methods and deliverables used for communication.

MARKETING & PROMOTION RECOMMENDATIONS

- Develop a strategic marketing plan specifically for the City Parks and YMCA programs within the partnership.
- Assign one staff person as point person to coordinate marketing efforts from each partner; incorporate this into the job description or consider hiring a part-time marketing coordinator.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing; performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.

4.6 PROGRAM STRATEGY RECOMMENDATIONS

The strategy the City has to providing parks and recreation type services is unique and not a common practice. That is not to say that it is wrong, it appears to work well in the metro area with similar service providers in the neighboring communities and the private sector. The following recommendations are based on the importance of staying with or ahead of the trends to avoid a gap developing between the community's need and the services being provided.

- Discussion with the partner on metrics for the City to receive and use to demonstrate the level of success within the partnership. The metrics that could be most useful to the City are participation numbers, cancelation rate, summary of evaluations from participants, new programs offered, and customer retention rates.
- Establish a presence on social media for telling the story of recreation and successes within the partnership and system of Huber Heights.
- Consider an advisory committee made up of City appointees and YMCA appointees representing community values to guide overall program services as part of the partnership.
- Develop a program plan with a goal to increase youth, adult, senior, and family programming within the City Parks including individual programs and special events.
- An annual Evaluation of the overall program mix as part of the partnership may be needed with a collaborative discussion on which unmet program needs identified in the public opinion survey can be added to the offerings in addition to what key performance indicators (KPIs) will be tracked and evaluated on a yearly basis.

In general, there should be a cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process.

4.6.1 PROGRAM EVALUATION CYCLE

Using the Age Segment and Lifecycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Mini Business Plan process. A diagram of the program evaluation cycle can be found below:

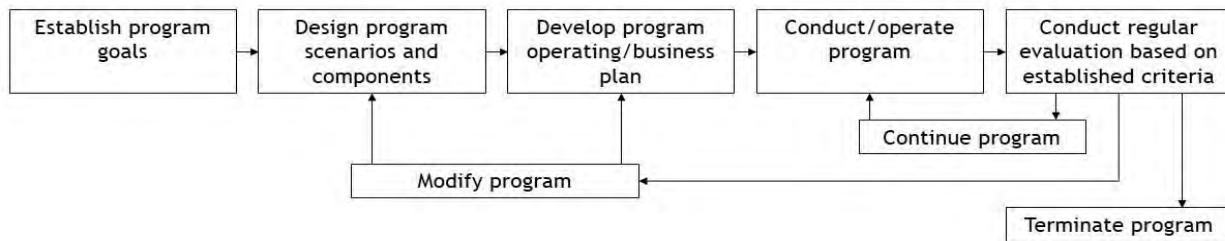


Figure 42: Program Evaluation Cycle

4.6.2 PROGRAM DECISION-MAKING MATRIX

When developing new program plans and strategies, it is useful to consider all of the Core Program Area and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. A simple, easy-to-use tool similar to the table below will help compare programs and prioritize resources using multiple data points, rather than relying on one or two points solely. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

Program	Core Program Area	Age Segment	Lifecycle	Classification	Cost Recovery	Other Factors

Figure 43: Program Decision-Making Matrix

CHAPTER FIVE – LEVEL OF SERVICE AND EQUITY MAPPING

5.1 OVERVIEW

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

The consulting team evaluated park facility standards using a combination of resources. These resources included market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA PRORAGIS data, the statistically-valid community survey, and general observations. This information allowed standards to be customized to the City of Huber Heights.

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

5.2 PER CAPITA “GAPS”

According to the LOS, there are multiple needs to be met in Huber Heights to properly serve the community today and in the future. The existing level of service meets and exceeds best practices and recommended service levels for many items; however, there are several areas that do not meet recommended standards. Although the City of Huber Heights meets the standards for total park acres, there is a deficit for neighborhood, community, and special use park acreage.

For outdoor amenities, the City of Huber Heights shows a shortage of paved trail mileage, adult baseball fields, softball fields, basketball courts, dog parks, skate parks, and sand volleyball. In terms of indoor space, the City of Huber Heights has a shortage of approximately 23,000 ft.² of indoor recreation space.

It should be noted, however, that Five Rivers MetroParks and the local school system adds to the community inventory measured in the Level of Service. It is important for the City of Huber Heights to understand its role in the LOS in relation to the other providers in order to position itself by maintaining its niche within the local market.

The standards that follow are based upon population figures for 2017 and 2022, the latest estimates available at the time of analysis.

Huber Heights Level of Service Standards

2017 Inventory - Developed Facilities						2017 Facility Standards			2022 Facility Standards		
Item	Huber Heights	Metro Parks	Schools	Total Inventory	Current Service Level based upon population	Recommended Service Level, Revised for Local Service Area	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARKLAND											
Neighborhood Parks	6.40			6.40	0.16 acres per 1,000	2.00 acres per 1,000	Need Exists	72 Acres(s)	Need Exists	73 Acres(s)	
Community Parks	66.80			66.80	1.70 acres per 1,000	3.00 acres per 1,000	Need Exists	51 Acres(s)	Need Exists	52 Acres(s)	
Regional Parks	147.00	2,277.56		2,424.56	61.53 acres per 1,000	4.00 acres per 1,000	Mets Standard	- Acres(s)	Mets Standard	- Acres(s)	
Special Use Parks/Facilities	26.80			26.80	0.68 acres per 1,000	2.00 acres per 1,000	Need Exists	52 Acres(s)	Need Exists	53 Acres(s)	
Undeveloped Areas	83.40	133.00		216.40	5.49 acres per 1,000	1.000 acres per 1,000	Mets Standard	- Acres(s)	Mets Standard	- Acres(s)	
Total Park Acres	330.40	2,410.56		2,740.96	69.56 acres per 1,000	15.00 acres per 1,000	Mets Standard	- Acres(s)	Mets Standard	- Acres(s)	
TRAILS											
Paved Trails	5.30			5.30	0.13 miles per 1,000	0.40 miles per 1,000	Need Exists	10 Miles(s)	Need Exists	11 Miles(s)	
Unpaved Trails	-	18.00		18.00	0.46 miles per 1,000	0.10 miles per 1,000	Mets Standard	1 Miles(s)	Mets Standard	1 Miles(s)	
Total Trail Miles	-	18.00		18.00	0.46 miles per 1,000	0.40 miles per 1,000	Mets Standard	- Miles(s)	Mets Standard	- Miles(s)	
OUTDOOR FACILITIES											
Picnic Shelters	130.00	10.00		23.00	1.00 site per 1,000	171.73 site per 1,000	Mets Standard	- Sites(s)	Mets Standard	- Sites(s)	
Adult Baseball Field	1.00			0.25	1.25 field per 1,000	315.24 field per 1,000	Need Exists	3 Field(s)	Need Exists	3 Field(s)	
Youth Baseball Field	17.00			0.50	17.50 field per 1,000	2,252 field per 1,000	Mets Standard	- Field(s)	Mets Standard	- Field(s)	
Sofball Field	4.00			0.25	4.25 field per 1,000	9,227 field per 1,000	Need Exists	2 Field(s)	Need Exists	2 Field(s)	
Multi-Purpose Field (Soccer, Lacrosse, Rugby, Football)	250.00	150		26.50	1.00 field per 1,000	1,487 field per 1,000	Mets Standard	- Field(s)	Mets Standard	- Field(s)	
Basketball Courts	7.50			1.25	8.75 court per 1,000	4,503 court per 1,000	Need Exists	0 Courts(s)	Need Exists	0 Courts(s)	
Tennis Courts	8.00			1.50	9.50 court per 1,000	4,148 court per 1,000	Mets Standard	- Courts(s)	Mets Standard	- Courts(s)	
Playgrounds	10.00			3.50	13.50 site per 1,000	2,919 site per 1,000	Mets Standard	- Sites(s)	Mets Standard	- Sites(s)	
Dog Parks	-			-	1.00 site per 1,000	50,000 site per 1,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)	
Stage Park	1.00			-	1.00 site per 1,000	50,000 site per 1,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)	
Sand Volleyball	1.00			-	1.00 site per 1,000	39,405 site per 1,000	Need Exists	2 Site(s)	Need Exists	2 Site(s)	
Splash Pad	2.00			-	2.00 site per 1,000	19,703 site per 1,000	Mets Standard	- Site(s)	Mets Standard	- Site(s)	
Outdoor Pool	1.00			-	1.00 site per 1,000	39,405 site per 1,000	Mets Standard	- Site(s)	Mets Standard	- Site(s)	
INDOOR FACILITIES											
Indoor Recreation/Gymnasium (Square Feet)	40,450.00			15,376.50	55,826.50 SF per person	200 SF per person	Need Exists	22,984 Square Feet	Need Exists	23,594 Square Feet	Need Exists

2017 Estimated Population 39,405
2022 Estimated Population 39,710

Notes:
The School inventory was reduced by 25% to reflect community use/availability.

Figure 44- City of Huber Heights Level of Service

5.3 SERVICE AREA ANALYSIS/EQUITY MAPPING

Service area maps and standards assist management staff and key leadership in assessing where services are offered, how equitable the service distribution and delivery is across the Huber Heights service area and how effective the service is as it compares to the demographic densities. In addition, looking at guidelines with reference to population enables the City to assess gaps in services, where facilities are needed, or where an area is over saturated. This allows the City management to make appropriate capital improvement decisions based upon need for a system as a whole and the ramifications that may have on a specific area.

The maps contain several circles. The circles represent the recommended per capita LOS found on the previous page. The circles' size varies dependent upon the quantity of a given amenity (or acre type) located at one site *and the* surrounding population density. The bigger the circle, the more people a given amenity or park acre serves and vice versa. Additionally, some circles are shaded a different color which represents the "owner" of that particular amenity or acre type. There is a legend in the bottom left-hand corner of each map depicting the various owners included in the equity mapping process. The areas of overlapping circles represents adequate service, or duplicated service, and the areas with no shading represents the areas not served by a given amenity or park acre type.

Figures 45-61 show the service area maps that were developed for each of the following major categories:

5.3.1 PARK ACRES

- Neighborhood parks
- Community parks
- Regional parks
- Special use facilities
- Paved trails

5.3.2 FACILITIES/AMENITIES

<ul style="list-style-type: none"> • Adult Baseball Fields • Basketball Courts • Indoor Recreation Space/Gymnasiums • Multi-Purpose Fields • Outdoor Pools • Picnic Shelters 	<ul style="list-style-type: none"> • Sand Volleyball • Softball Fields • Splash Pads • Tennis Courts • Youth Baseball Fields
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5.4 IMPLICATIONS

The City of Huber Heights parks system is not equally distributed within the City limits. Since Cloud Park is located in the south part of the City and contains many of the active sports field and diamonds, it may be necessary to expand partnerships with the school system to make other fields available for public use, or look to re-distribute the fields across the existing parks. In terms of park land, the neighborhood parks have a gap in the central part of the City limits and community parks have a gap in the western and eastern parts. And as exhibited by the paved trails map, there are many trails within the system; however, connectivity throughout the system that connects the entire system is lacking

5.4.1 NEIGHBORHOOD PARKS

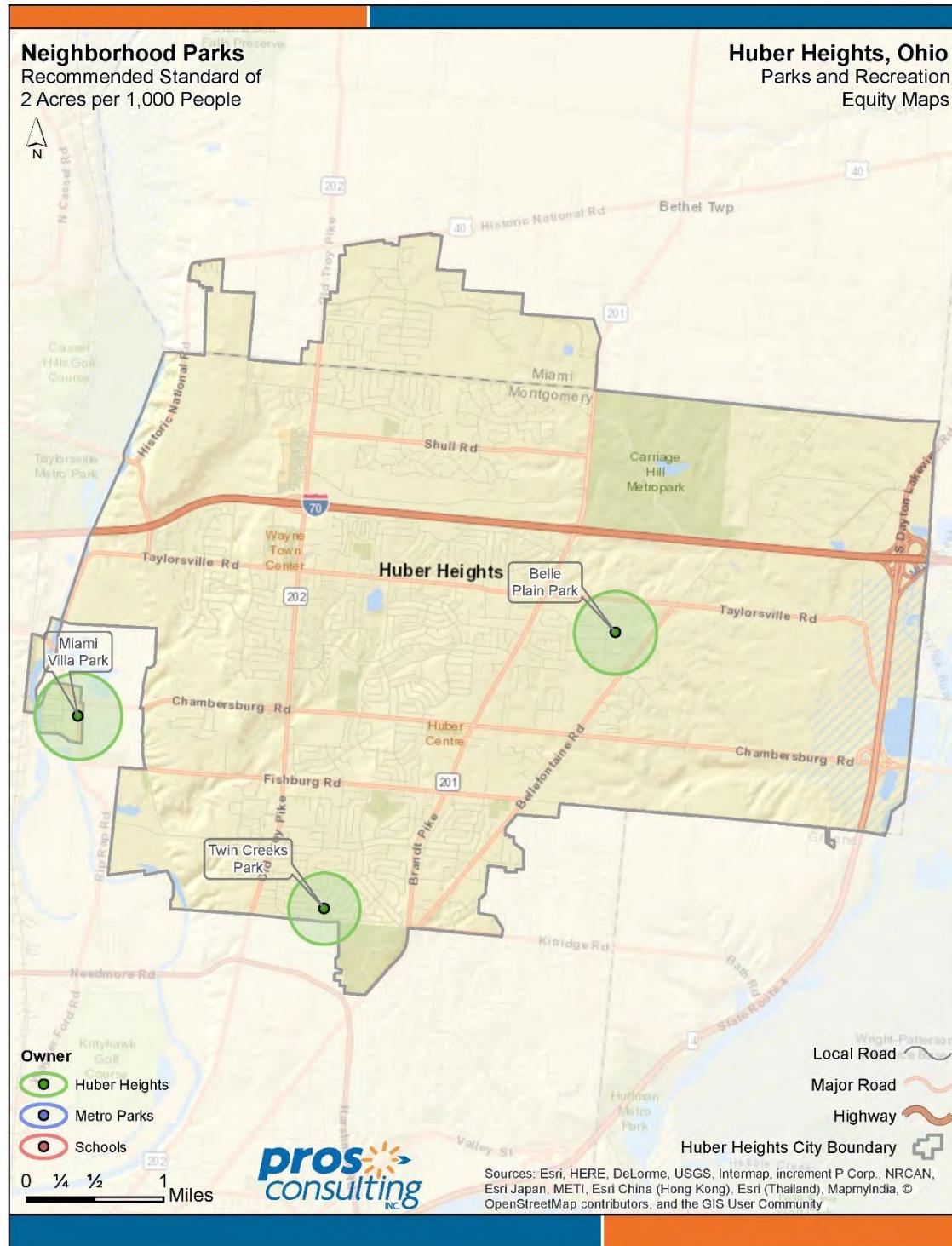


Figure 45- Neighborhood Parks Equity Map

5.4.2 COMMUNITY PARKS

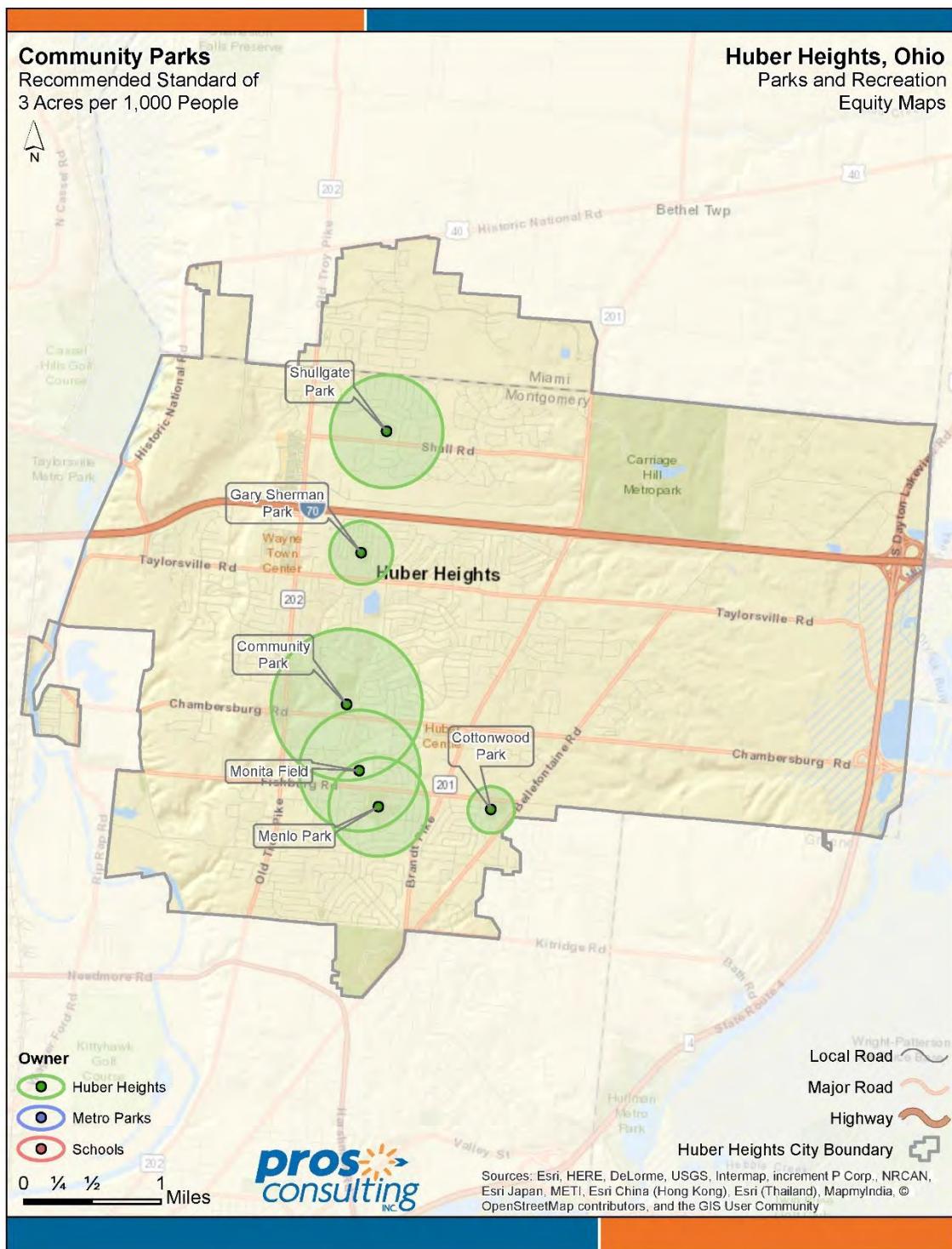


Figure 46- Community Parks Equity Map

5.4.3 REGIONAL PARKS

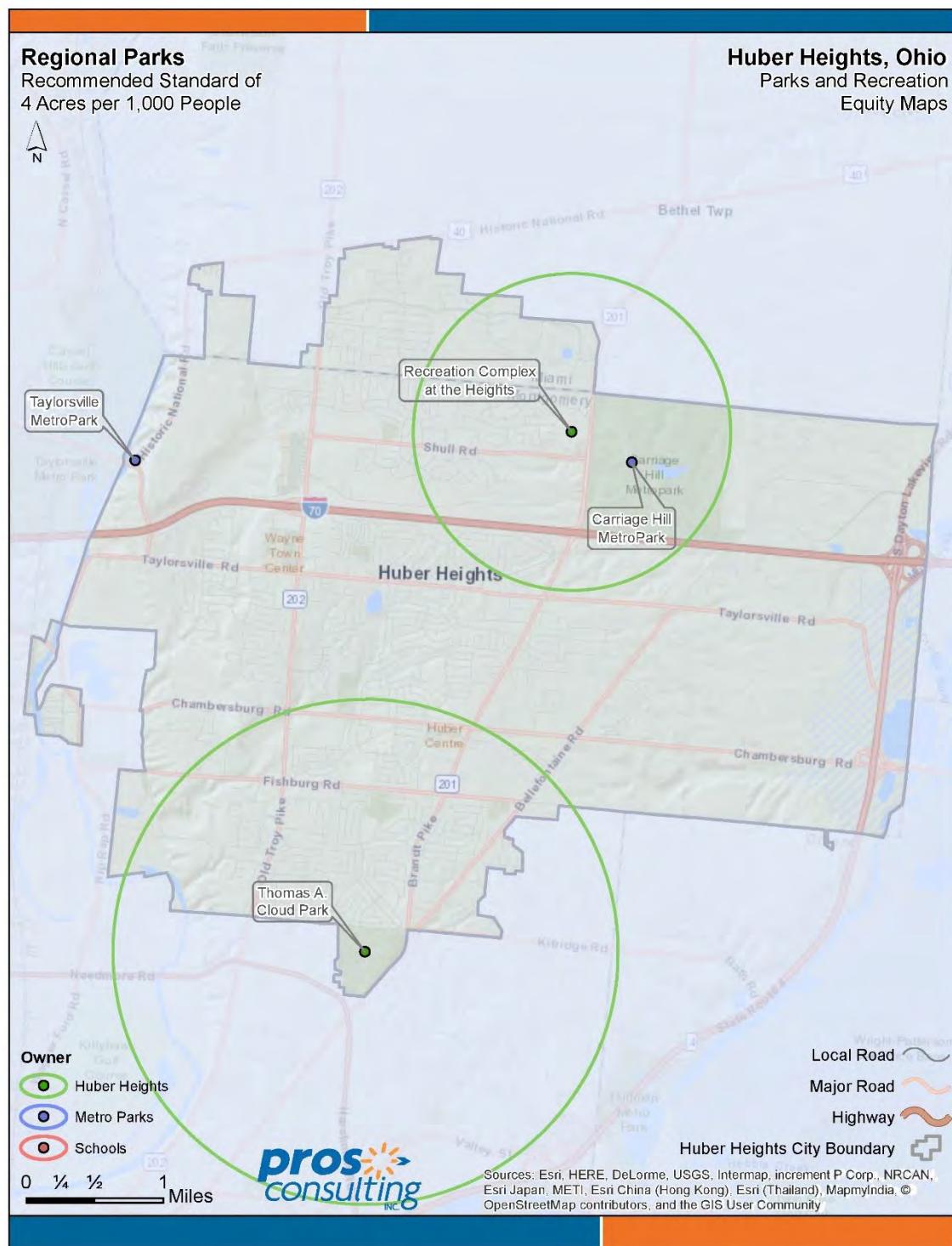


Figure 47- Regional Parks Equity Map

5.4.4 SPECIAL USE FACILITIES

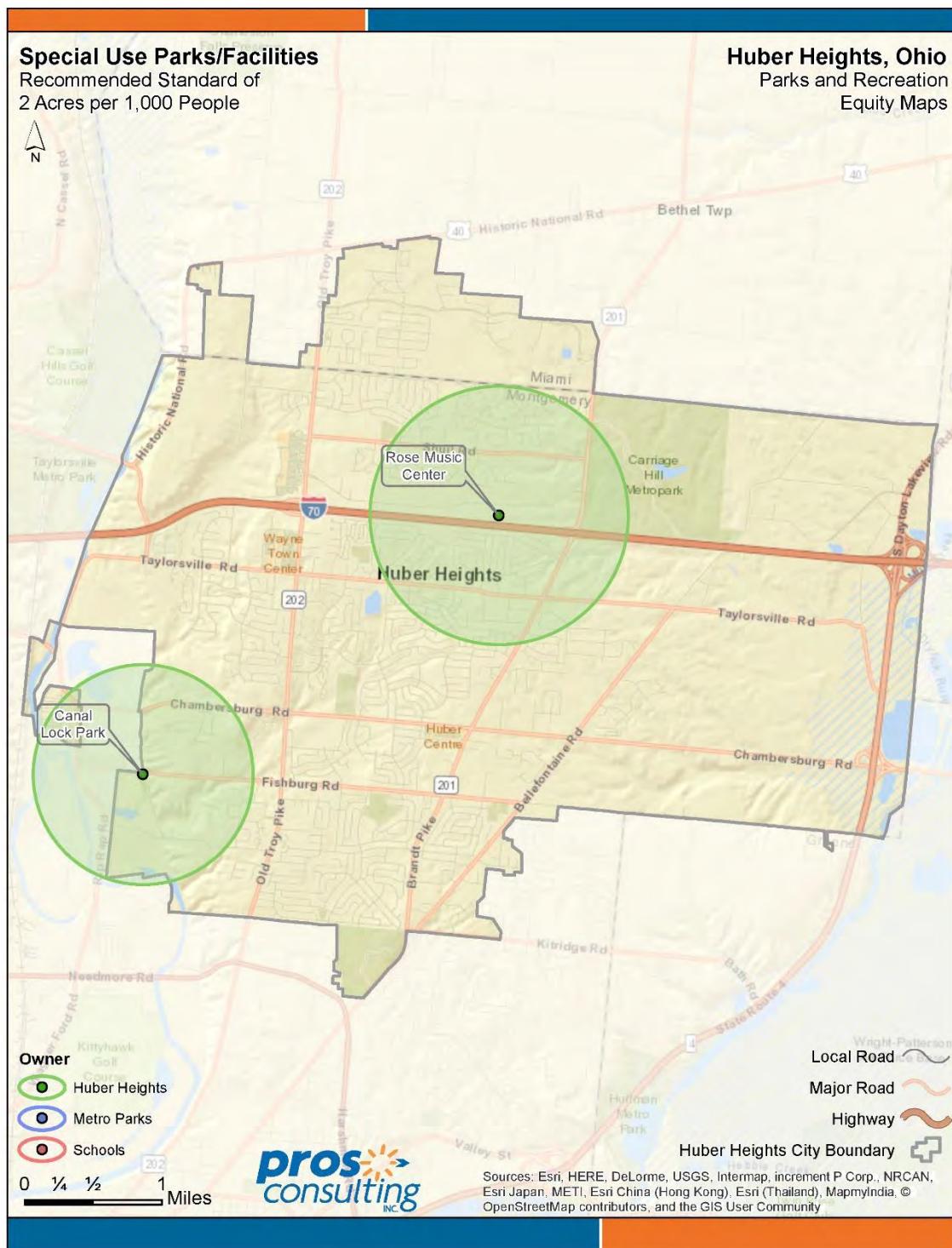


Figure 48- Special Use Facilities Equity Map

5.4.5 PAVED TRAILS

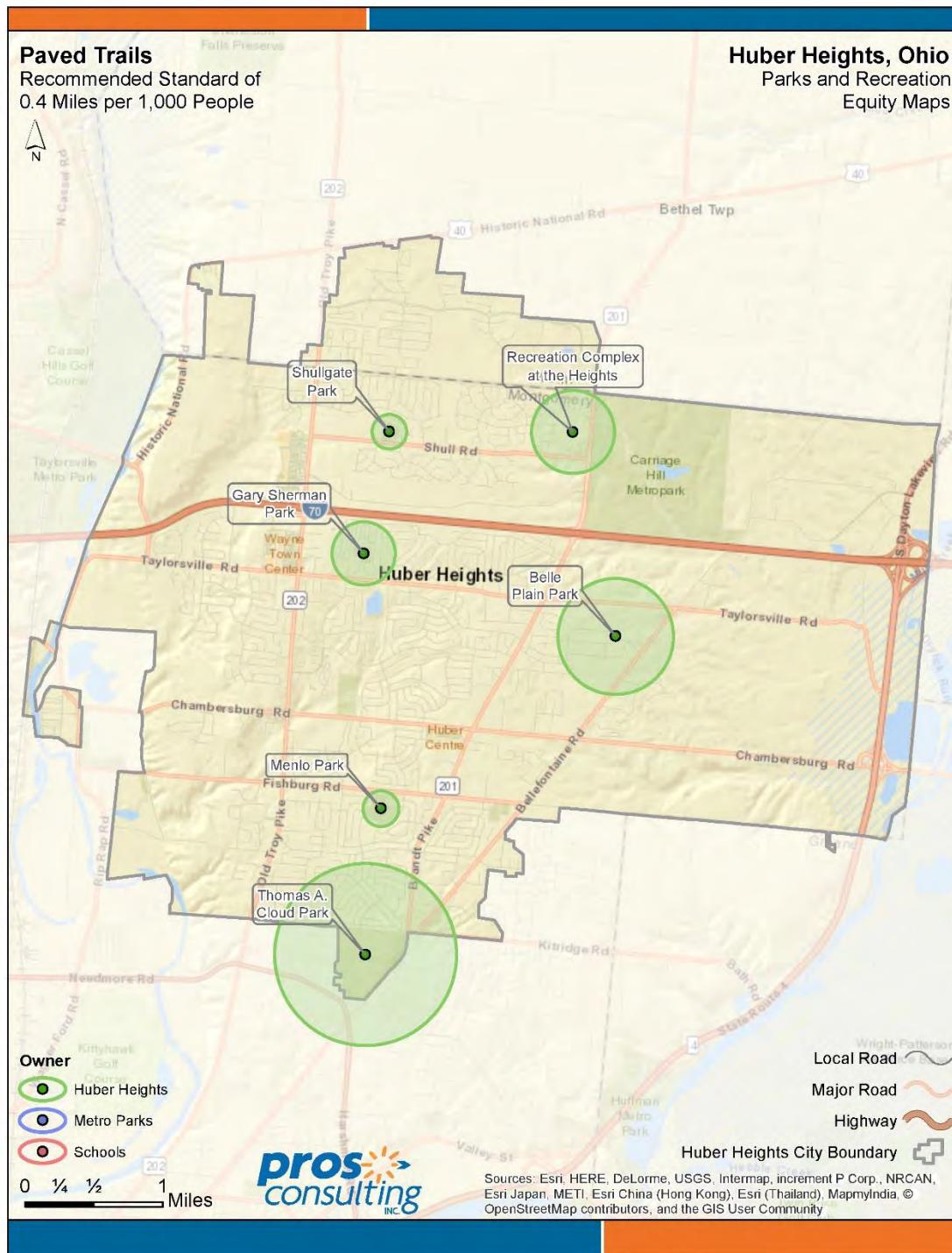


Figure 49- Paved Trails Equity Map

5.4.6 ADULT BASEBALL FIELDS

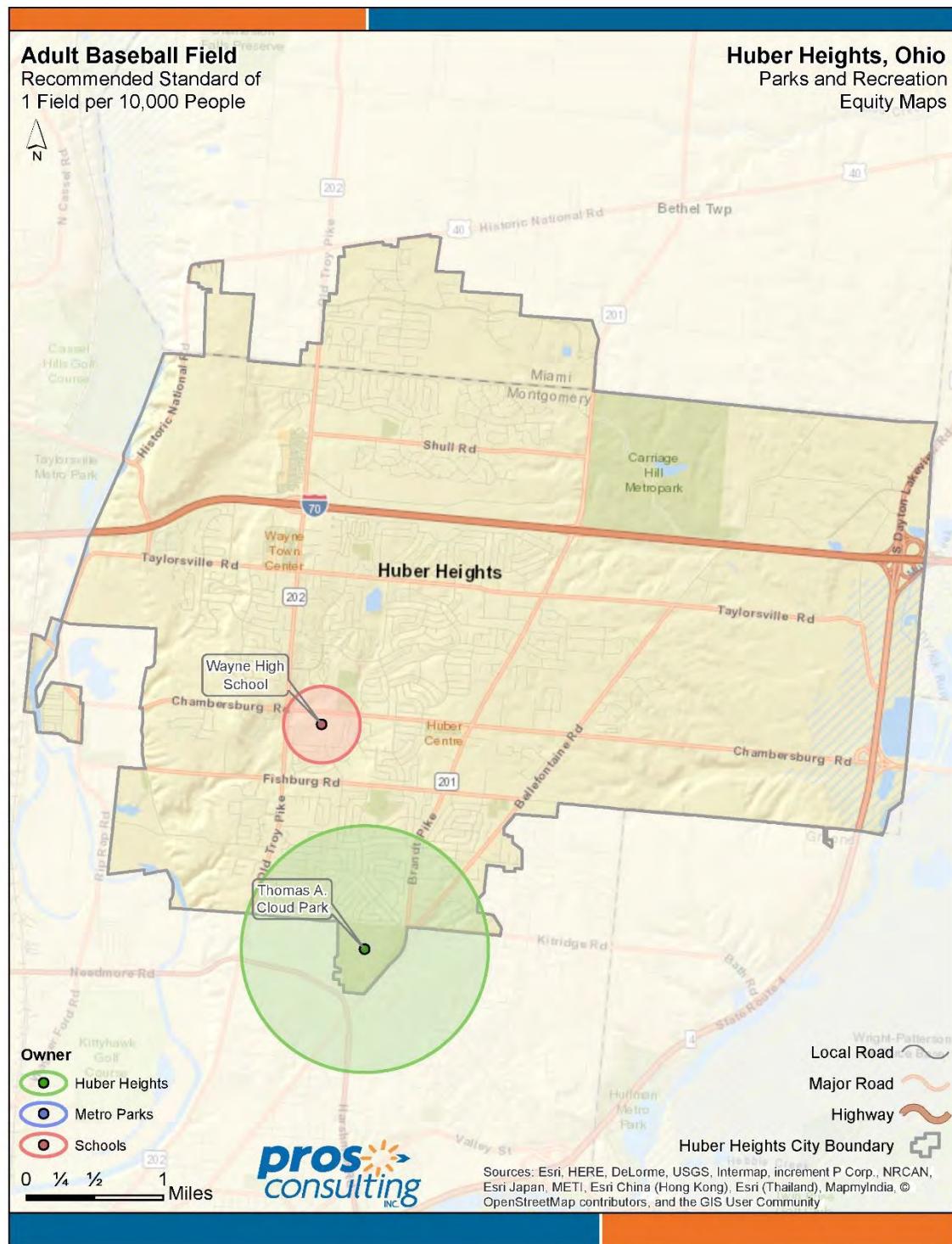


Figure 50- Adult Baseball Fields Equity Map

5.4.7 BASKETBALL COURTS

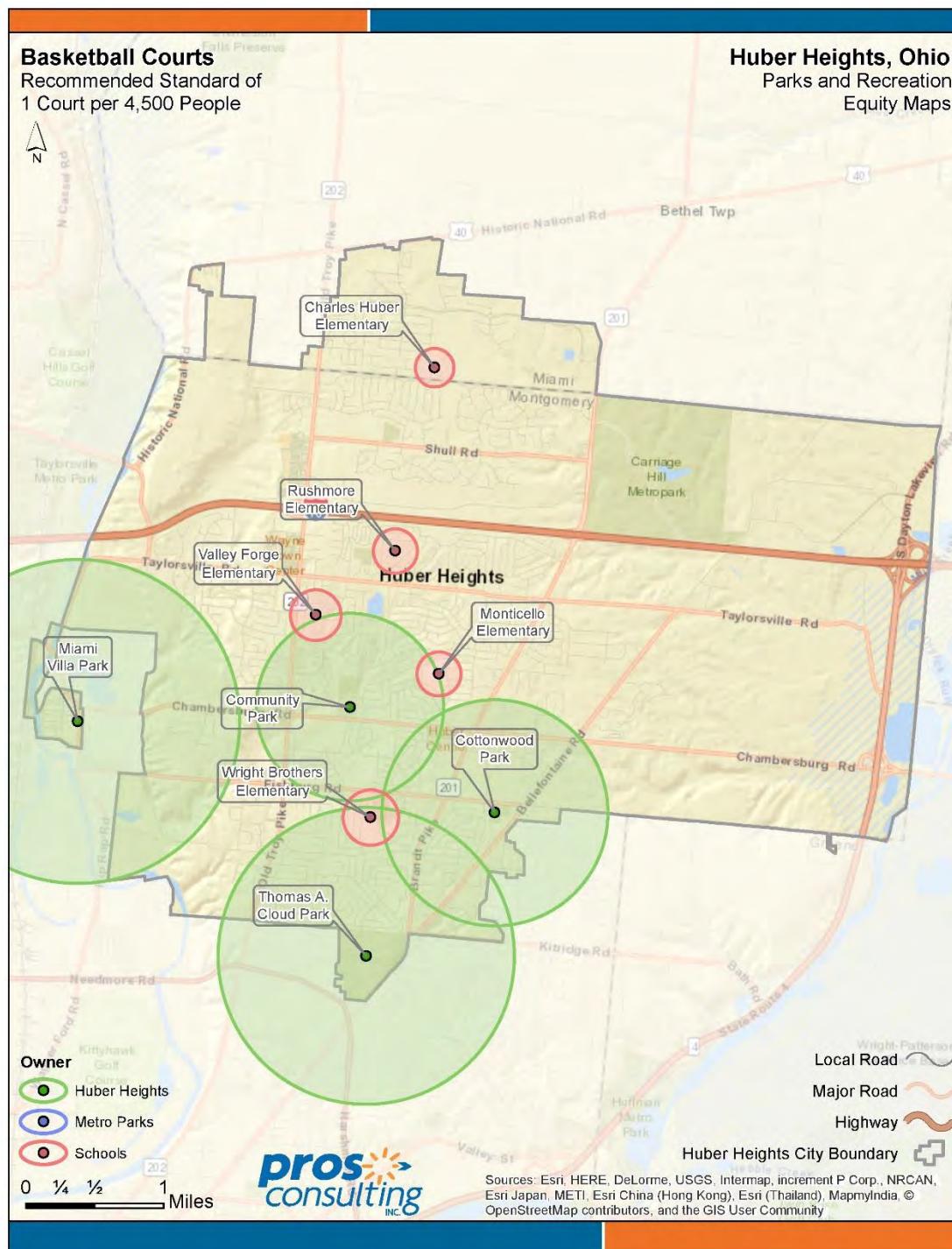


Figure 51- Basketball Courts Equity Map

5.4.8 INDOOR RECREATION SPACE

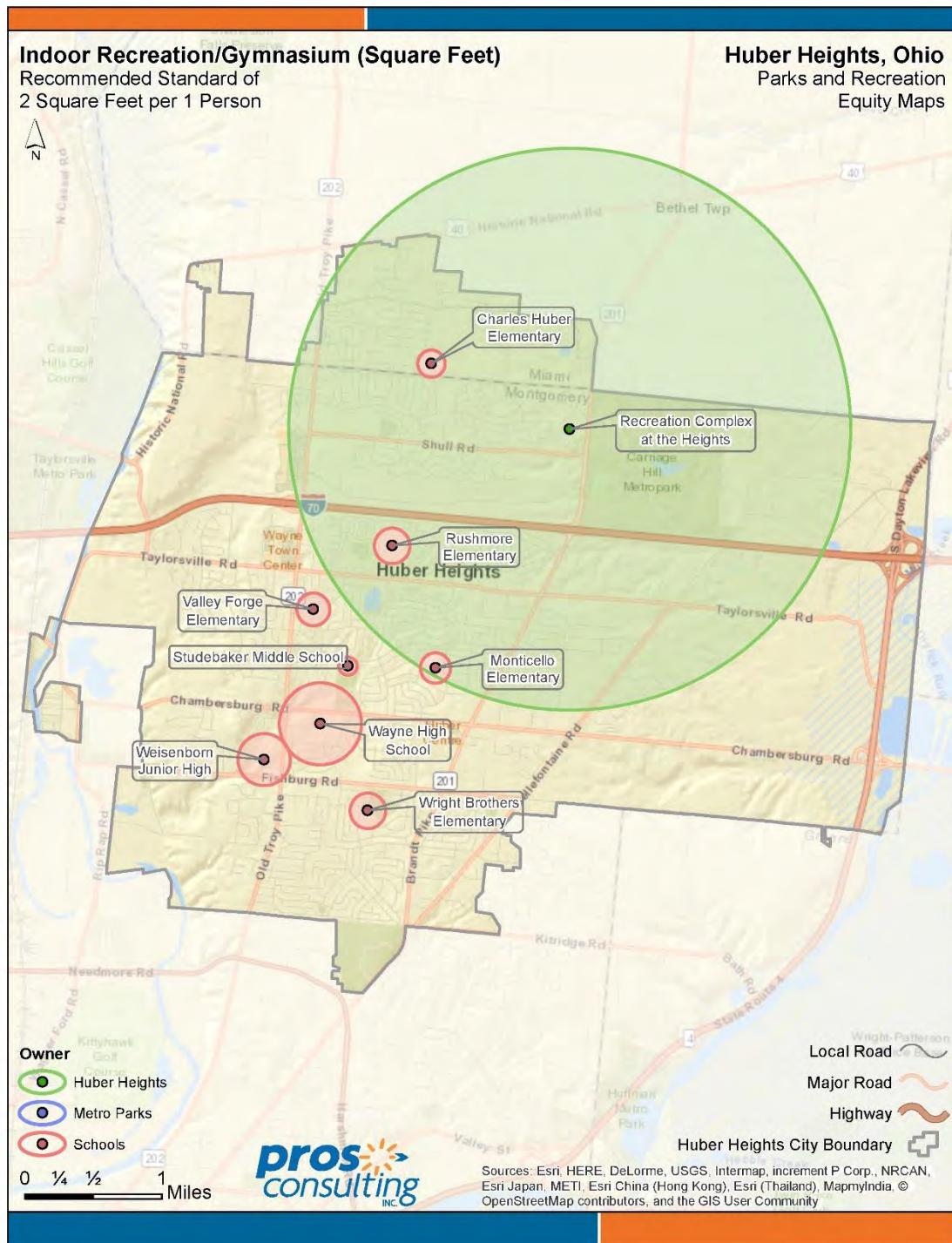


Figure 52- Indoor Recreation Space Equity Map

5.4.9 MULTI-PURPOSE FIELDS

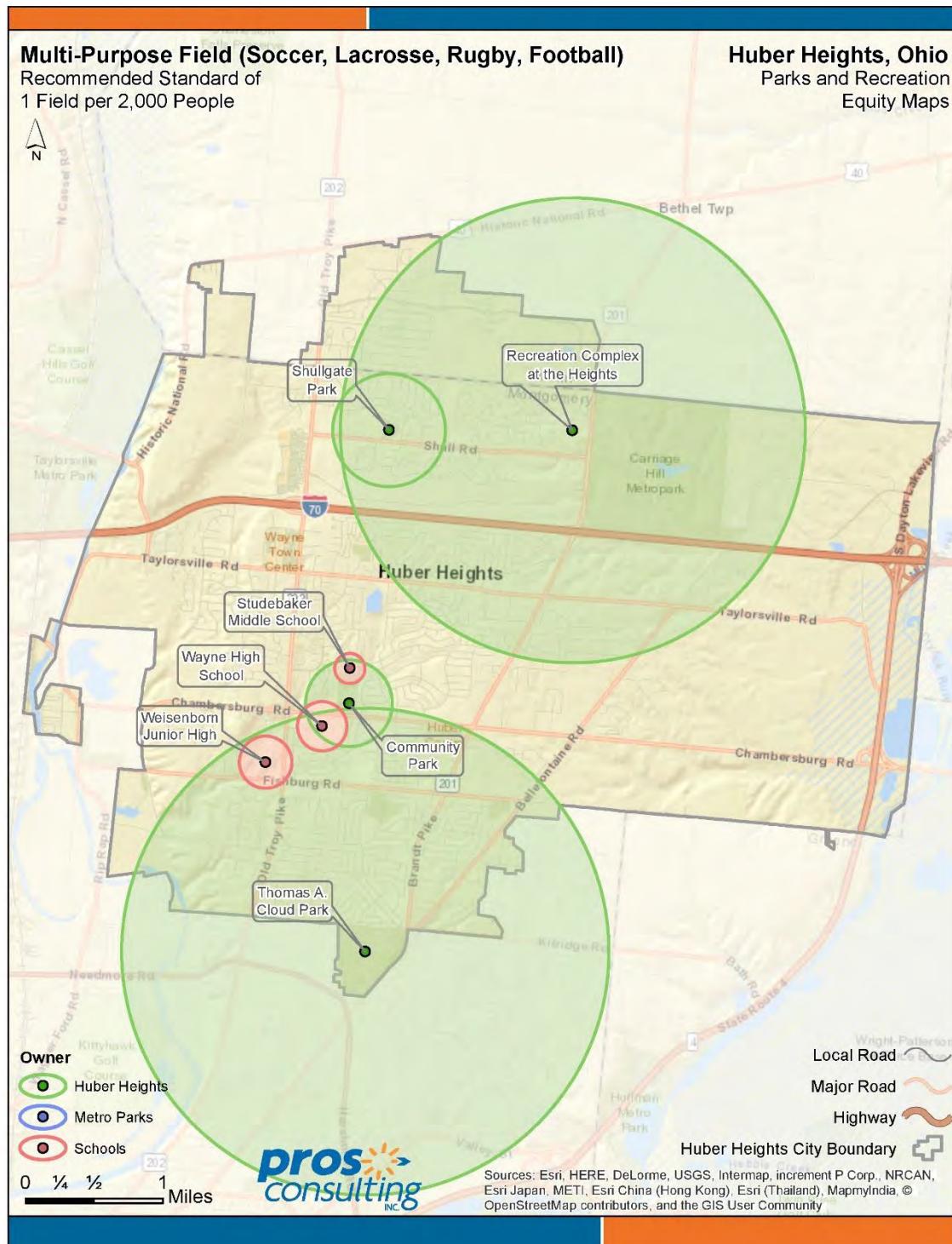


Figure 53- Multi-Purpose Fields Equity Map

5.4.10 OUTDOOR POOLS

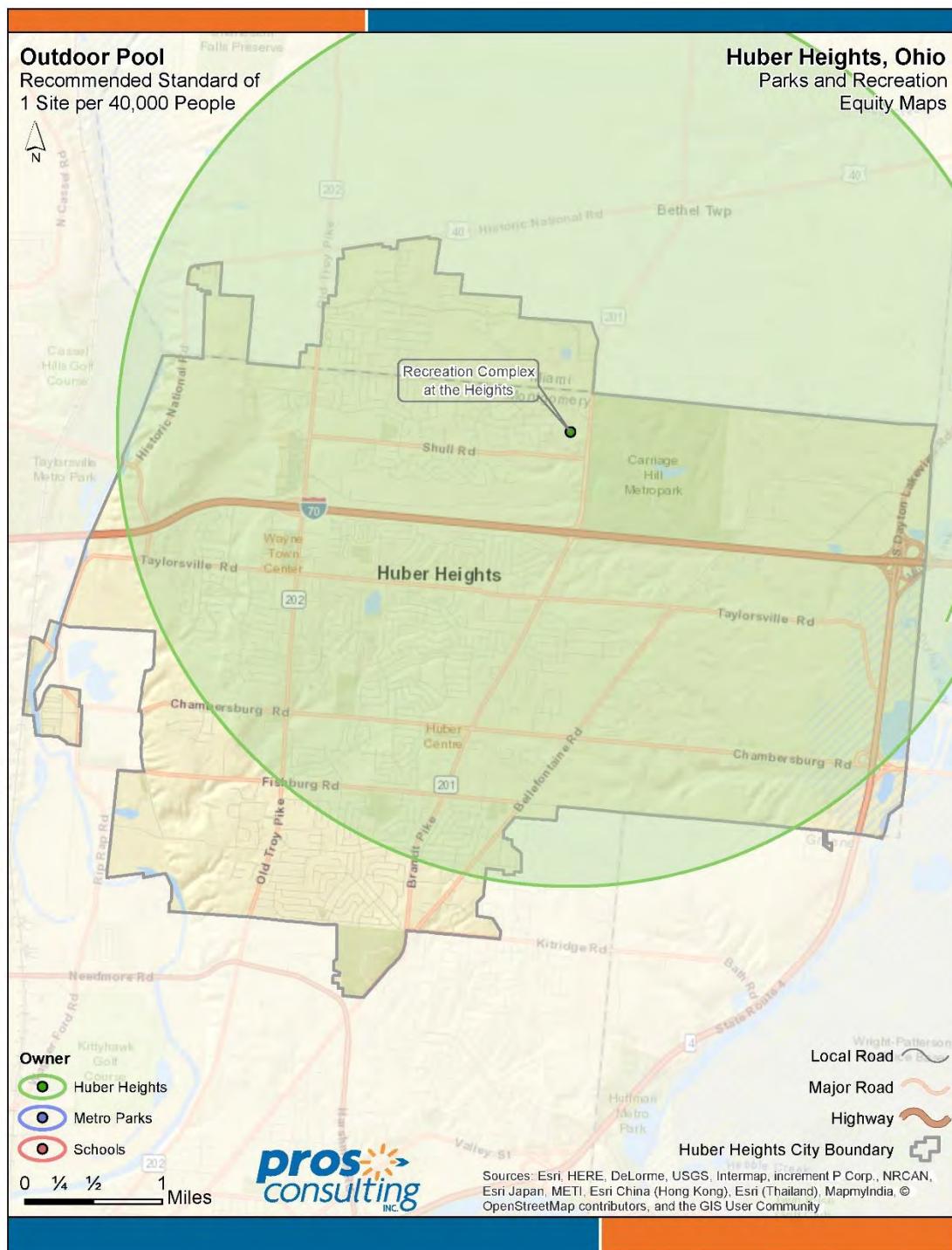


Figure 54- Outdoor Pools Equity Map

5.4.11 PICNIC SHELTERS

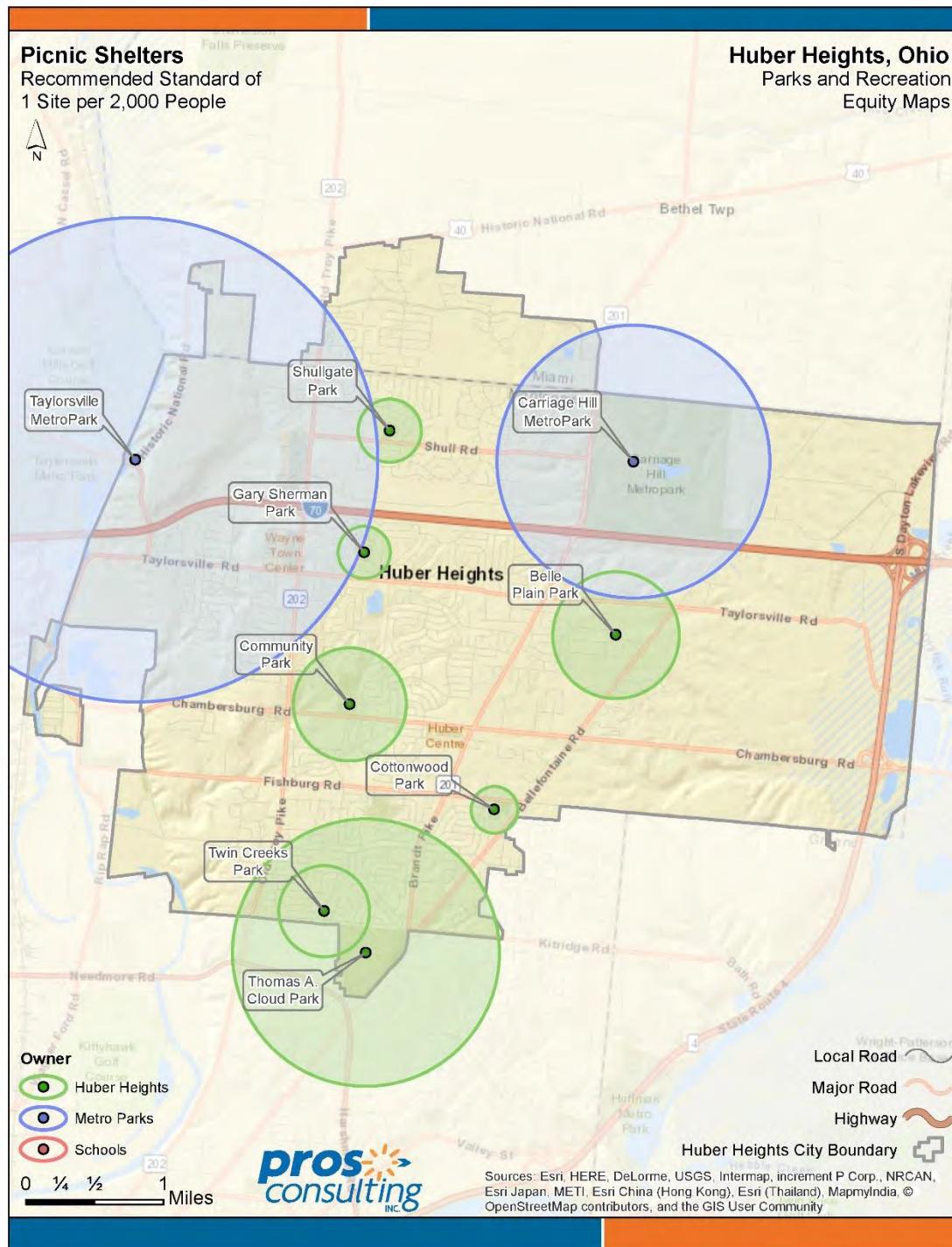


Figure 55- Picnic Shelters Equity Map

5.4.12 PLAYGROUNDS

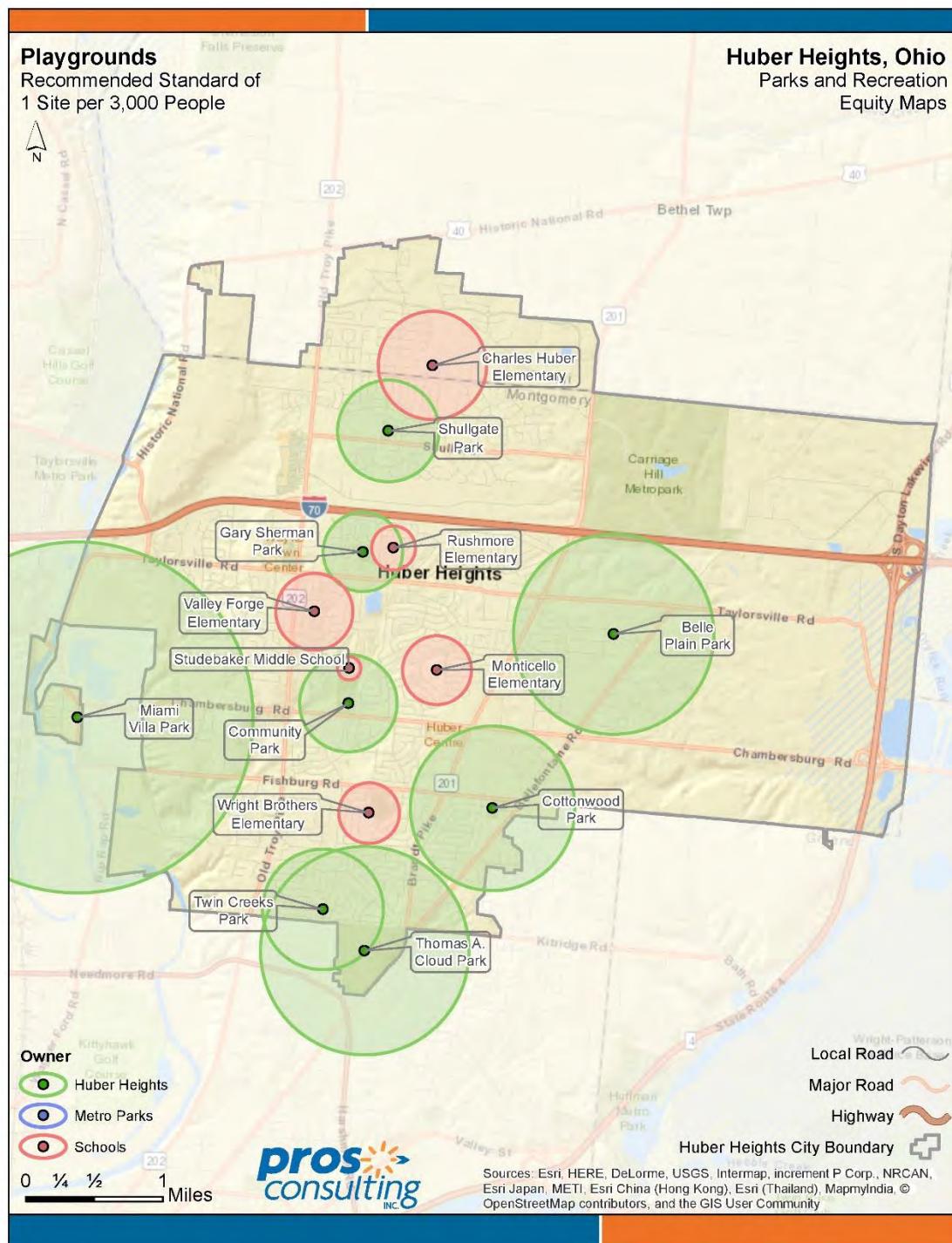


Figure 56- Playgrounds Equity Map

5.4.13 SAND VOLLEYBALL

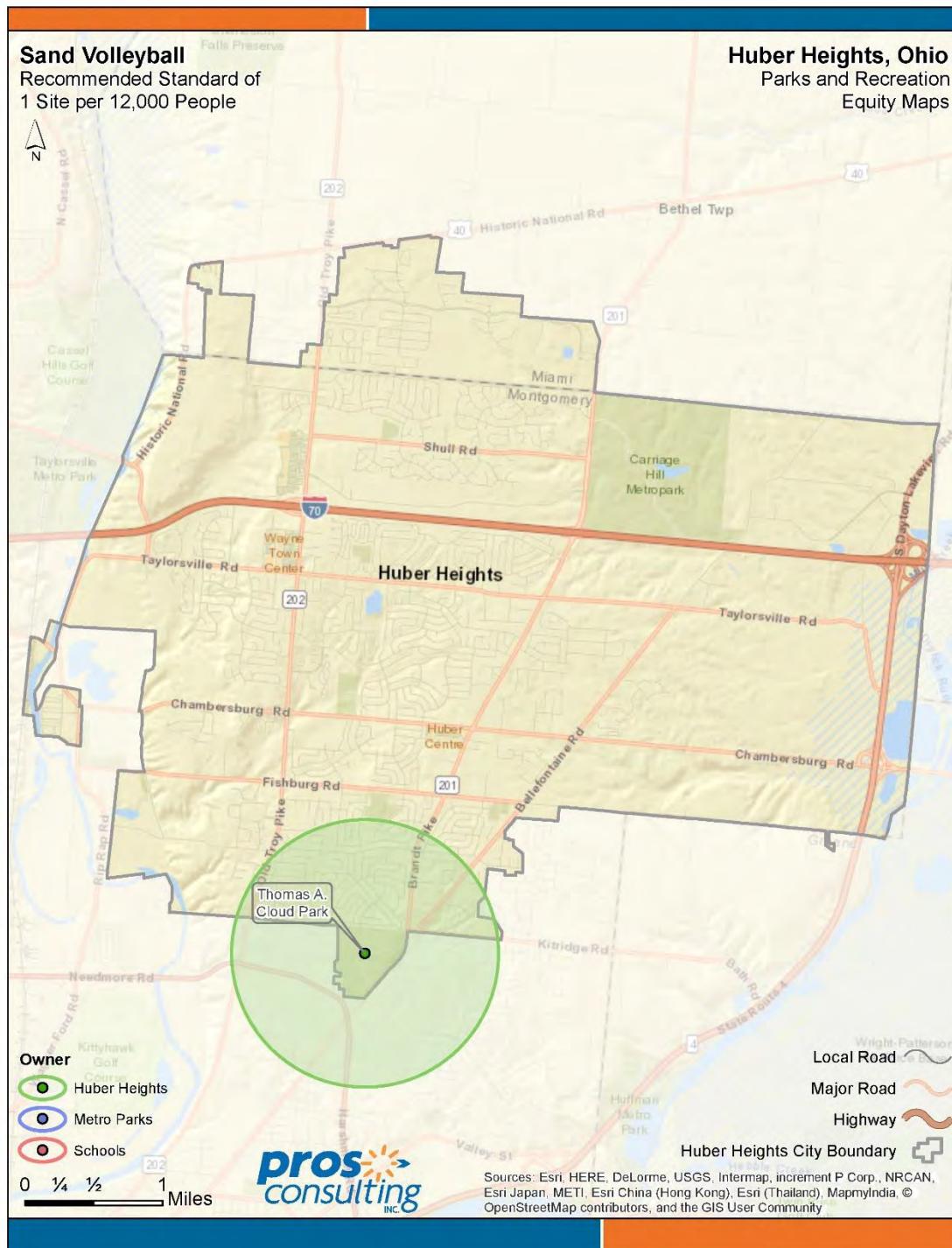


Figure 57- Sand Volleyball Equity Map

5.4.14 SOFTBALL FIELDS

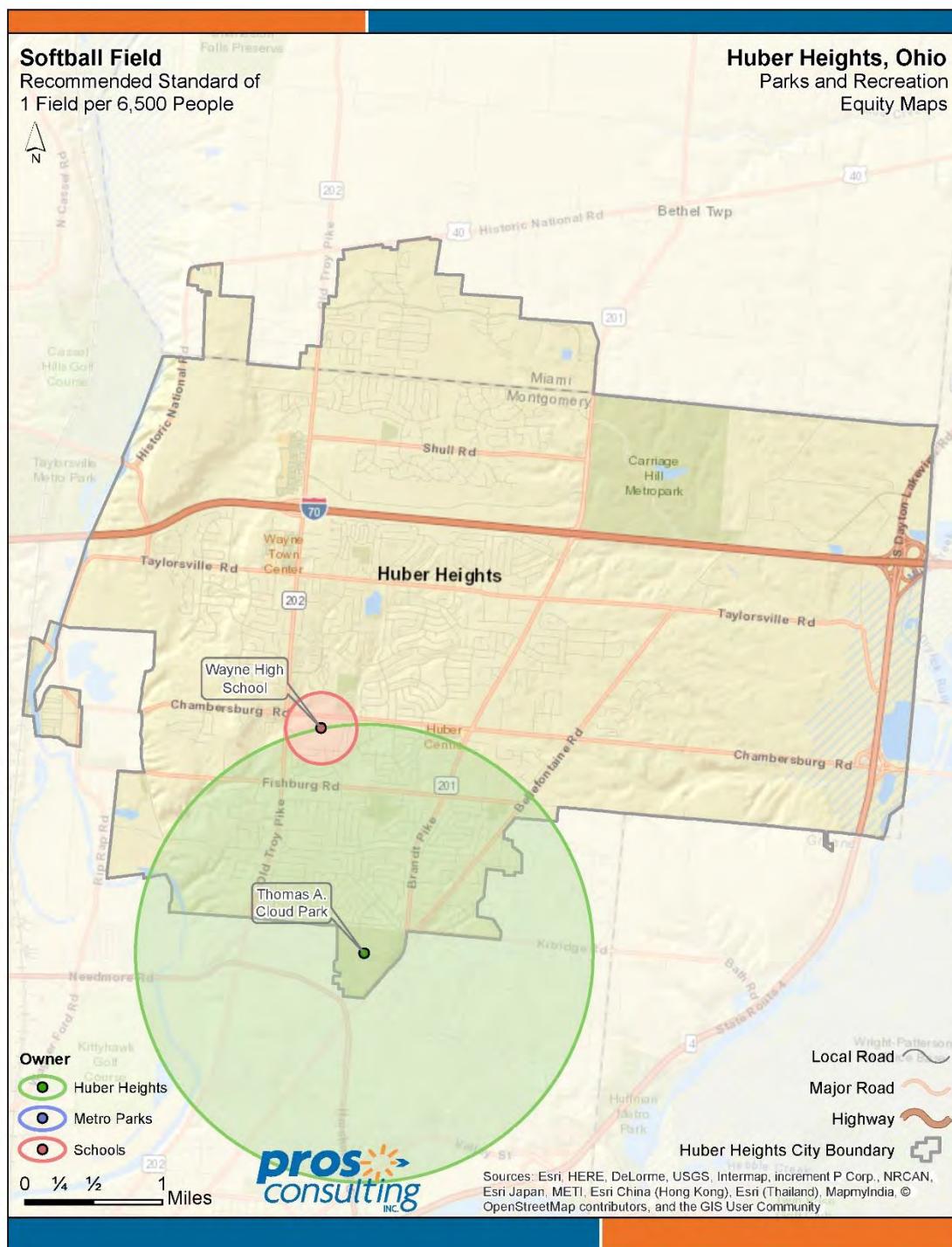


Figure 58- Softball Fields Equity Map

5.4.15 SPLASH PADS

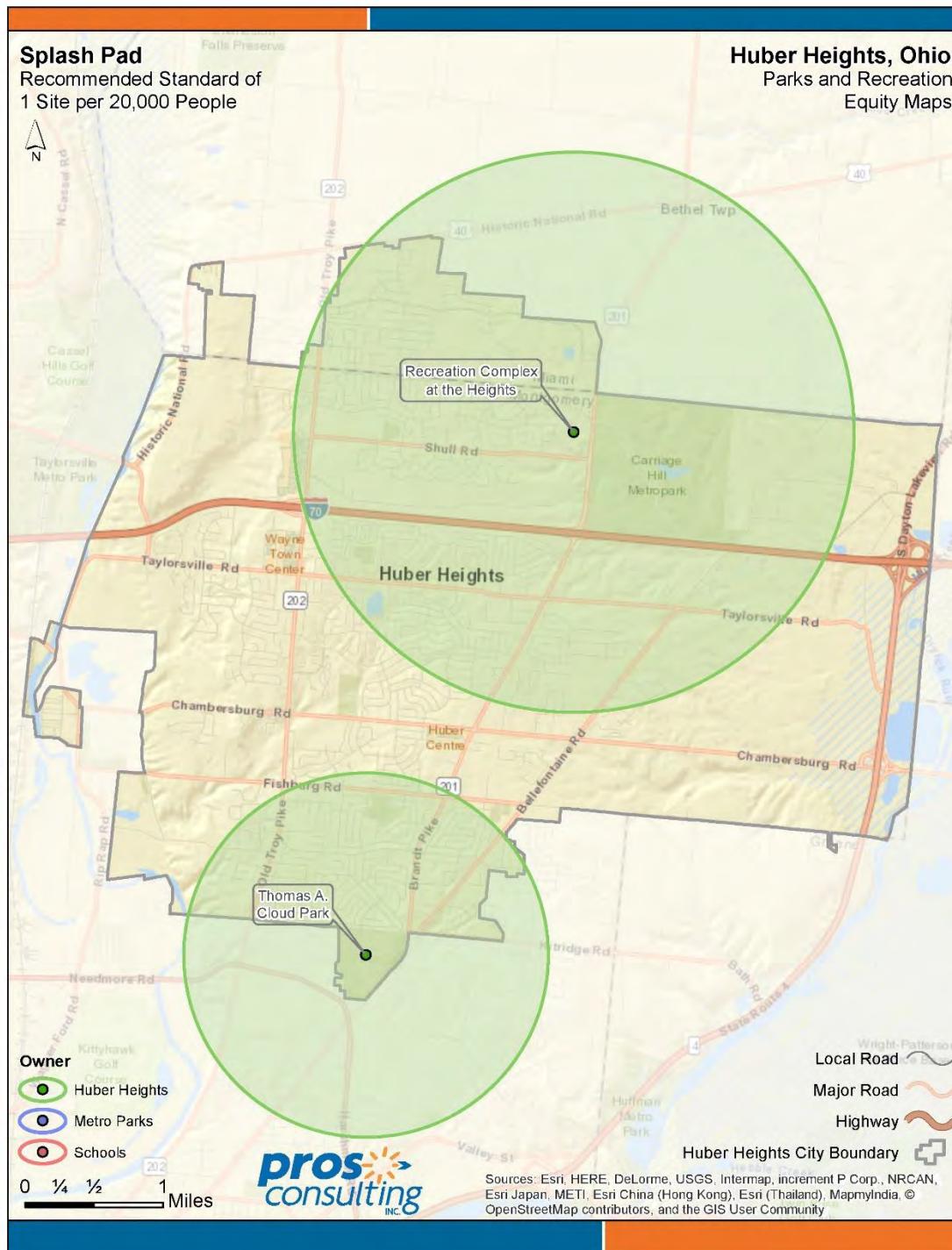


Figure 59- Splash Pads Equity Map

5.4.16 TENNIS COURTS

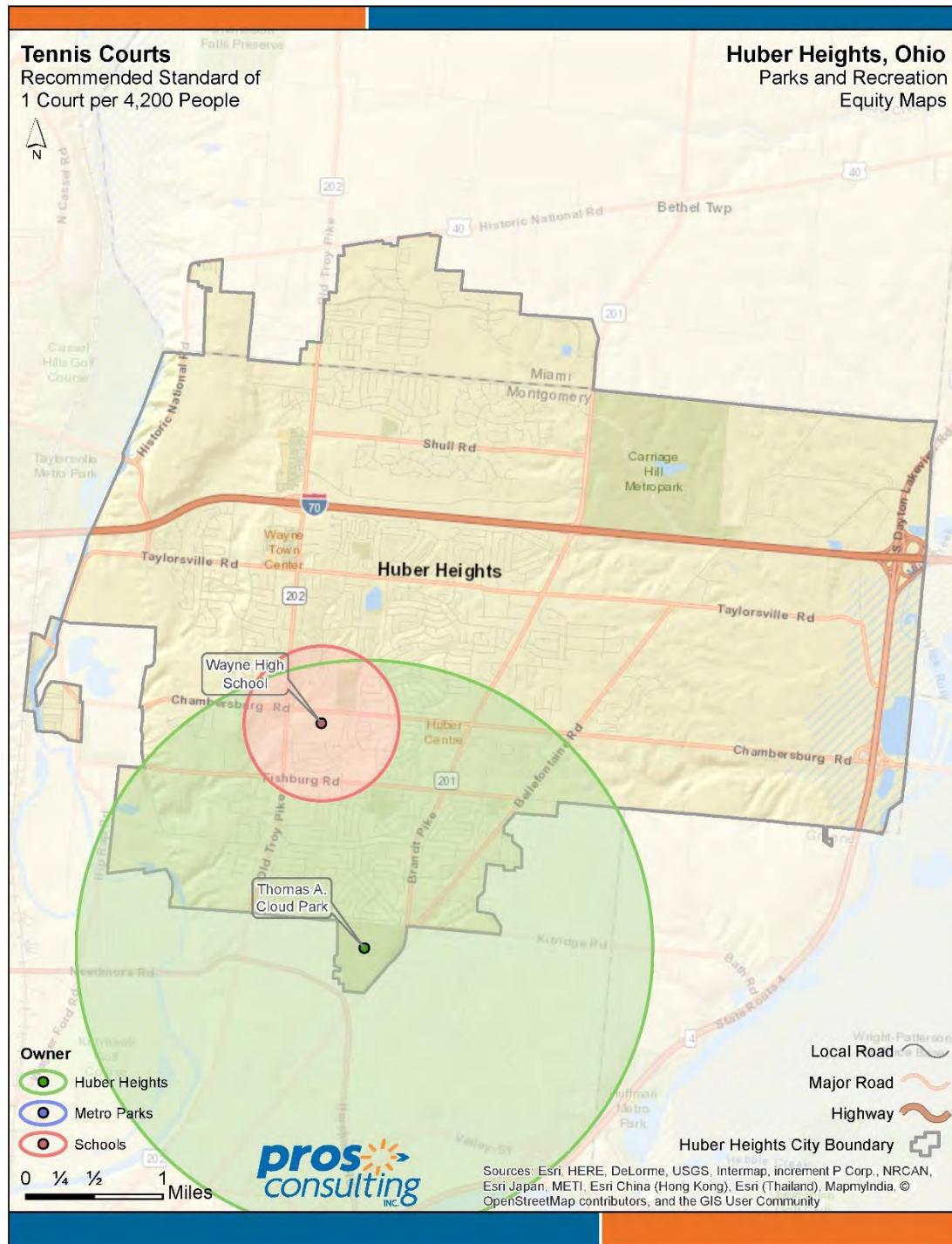


Figure 60- Tennis Courts Fields Equity Map

5.4.17 YOUTH BASEBALL FIELDS

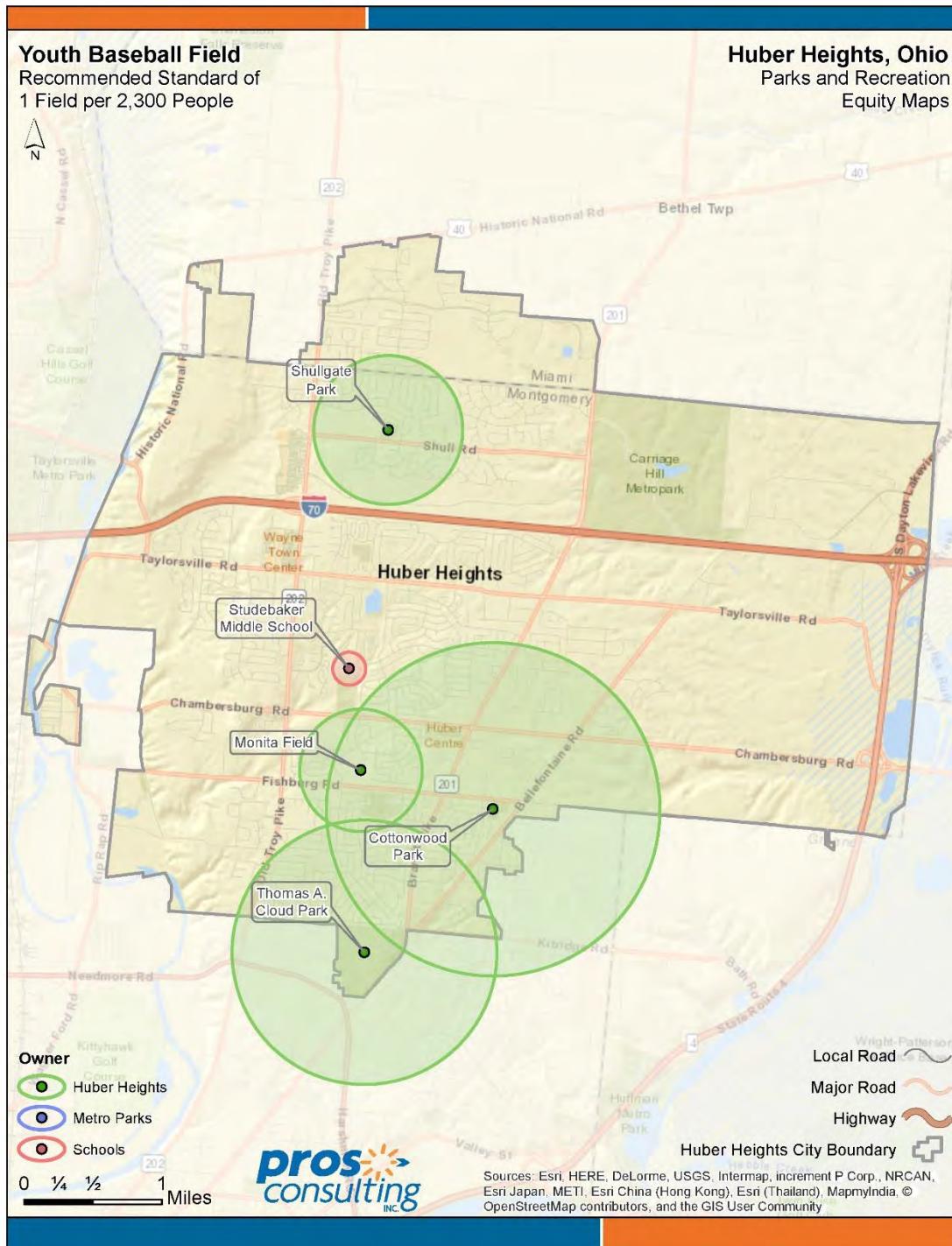


Figure 61- Youth Baseball Fields Equity Map

CHAPTER SIX – COMMUNITY NEEDS ANALYSIS

After analyzing all the data gathered through the planning phase, there are emerging themes/priorities that the City of Huber Heights should consider for the future development and sustainability of the parks system.

6.1 FOCUS AREAS

The following focus areas depict the necessary issues the City of Huber Heights should address to continue providing recreational programs, services, and facilities to its residents.

6.1.1 ACCESSIBILITY

Accessibility can refer to more than one concept. Accessibility can refer to the quality of being able to be reached or entered. In this definition, accessibility is about the ability to physically enter a space or location. The Huber Heights system is in need of American with Disability Act (ADA) accessibility improvements. Specific improvements relate to:

- Park entrances
- Playground equipment
- Moving within the parks

Accessibility can also refer to the quality of being easy to obtain or use. This definition speaks to access of a quality parks system. The existing system is not in disrepair by any means; however, there has been an increasing strain on Public Works to provide operational and maintenance support for the system. Therefore, it is imperative to continue providing a high quality park system that includes many diverse experiences and amenities.

Additionally, connectivity throughout the system by a comprehensive pathways and trails system will contribute to achieving both accessibility definitions. The pathways and trails system should be improved within the existing system and from the existing system to regional and other arterial trails.

6.1.2 SYSTEM STANDARDS AND DESIGN

Park agencies across the country are adopting maintenance and design standards that maximize asset lifecycles, field playability and utilization, and efficient operations. Currently, the distribution of assets and attention given to all parks within Huber Heights is not equitable. After reviewing the sites, there is not an obvious asset/facility design standard or consistent maintenance standards. Additionally, many parks are missing key amenities and elements that would provide increased age segment appeal and would strengthen park use. Each park type (i.e., neighborhood, community, regional, special use, etc.) should have an adopted design standard, maintenance level, and key amenities/components required within. This attention to standards will ultimately help operations and maintenance while also providing an expectation to the park user. Specifically, all parks should have:

- Appropriate age segment appeal through amenities/park elements
- Defined land usage
- Defined programming
- Defined maintenance standards
- Defined service radius

6.1.3 FORMALIZING HUBER HEIGHTS SPORTS

There are many different leagues, clubs, and organizations that contribute to the Huber Heights sports scene. Many park agencies are taking advantage of sport commissions. Having a formalized entity that takes the lead

on securing and growing sports tourism locally and regionally (and sometimes nationally) can help bolster the existing system by injecting more revenue. Additionally, this can result in a stronger local/community sports scene. With the existing sports structure within the system, a formalized sports commission would help with field allocations, utilization rates, operations and maintenance, and capital funding. This concept may be vital for re-designing the City's current field layouts.

6.1.4 FORMALIZING HUBER HEIGHTS PARKS AND RECREATION

The current parks and recreation department role is fulfilled by the local YMCA. Additionally, maintenance duties are fulfilled by Public Works. Since these two entities also have other focus areas, it hinders the park system's oversight by creating gaps.

The first gap involves branding and awareness. It is hard for Huber Heights residents to know who to talk to with any issues, concerns, or comments they may have regarding the park system. The second gap involves system development. With the YMCA providing programming and public works providing maintenance, there is a challenge to capital planning and a unified direction for what the park system is and should be.

The relationship with the YMCA is good, but it could be strengthened by the hiring of a parks professional to serve as a liaison on behalf of the City. This would help the YMCA by reducing some burdens and would help the City by having a dedicated person(s) to parks and recreation. In an ideal setting, a formal City of Huber Heights Parks and Recreation Department would be formed that would eventually include programming, facilities, and maintenance all together.

6.1.5 ACTIVATING THE SYSTEM THROUGH RECREATIONAL PROGRAMMING

Currently, recreational programming happens almost exclusively at the YMCA facilities and not within the parks. Great park and recreation systems rely on recreational programming to energize the system and activate park facilities. In general, recreation programming should drive facility design and functionality. Many systems rely on signature park programming to drive people into their facilities while also contributing to the social fabric of the community. With most of the programming located at either Cloud Park or the YMCA facility, there is a need to expand programming to other areas to ensure equitability. Additionally, new programming can be injected into the system to help solidify the Huber Heights brand, increase participation rates in City programs, and broaden the current user base of the system.

Figure 62 presents the Priority Rankings for Huber Heights recreation programming. Priority rankings provide a hierarchical analysis of recreation programs based on community need and importance as identified through the needs assessment process.

Huber Heights residents report a strong desire for more community special events. Special events are perfect for activating park spaces and they can come in the form of many different types of activities including:

- Holiday-themed events
- Concert series
- Movies in the parks
- Races

Program	Overall Rank
Community special events	1
Nature programs & exhibits	2
Senior programs	3
Group fitness & wellness programs	4
Trips to special attractions & events	5
Adult art, dance, performing arts	6
Programs with your pets	7
Adult sports programs	8
Water fitness programs	9
Youth sports programs	10
Youth learn to swim programs	11
Programs for people with disabilities	12
Before & after school programs	13
Youth art, dance, performing arts	14
Youth fitness & wellness programs	15
Youth summer camp programs	16
Outdoor challenge programs	17
Preschool programs/early childhood	18
Gymnastics & tumbling programs	19
Tennis lessons & leagues	20

Figure 62- Recreation Program Priority Rankings

However, other programming opportunities exist to activate park spaces including nature programs, senior programming, fitness and wellness, and performing arts.

6.1.6 PLANNING FOR THE FUTURE PARK SYSTEM

Communities will always face the inherent dichotomy of taking care of what they have versus building new and adapting to future needs. Huber Heights is no exception to this challenge. There are existing operations and maintenance needs along with challenges to facility design and layouts. Regardless, it is imperative to align with changing community needs. Needs evolve over time along with the residents that make up the community.

Figure 63 presents the Priority Rankings for Huber Heights recreation facilities. Priority rankings provide a hierarchical analysis of recreation facilities based on community need and importance as identified through the needs assessment process.

Huber Heights residents report a strong desire for more nature amenities and access such as walking and biking trails, nature centers, natural play areas, and greenspace. Not to be forgotten, citizens also indicate a strong emphasis on the system's neighborhood parks along with developing new facilities such as an off-leash dog park.

Facility	Overall Rank
Walking & biking trails	1
Nature centers & trails	2
Indoor fitness & exercise facilities	3
Small (2-10 acres) neighborhood parks	4
Park shelters & picnic areas	5
Off-leash dog parks	6
Natural play areas & playgrounds	7
Outdoor swimming pools/water parks	8
Greenspace & natural areas/parks	9
Indoor swimming pools/leisure pools	10
Community gardens	11
Indoor running/walking tracks	12
Sledding hills	13
Large (15-50 acres) community parks	14
Splash pads (above ground water play)	15
Indoor basketball/volleyball courts	16
Outdoor fitness equipment & facilities	17
Indoor lap lanes for exercise swimming	18
Baseball & softball fields	19
Outdoor tennis/Pickleball courts	20
Multigenerational community centers	21
Soccer/football/lacrosse fields	22
Outdoor basketball courts	23
Disc golf	24
Mountain bike parks	25
Skateboarding parks	26
Equestrian trails	27

Figure 63- Recreation Facility Priority Rankings

6.2 CONCLUSION

It will be imperative for the City of Huber Heights to keep a keen eye toward the future while strengthening its current park system. This needs assessment identifies several focus areas and it is up to the City to identify the “wins” it will achieve. Much like communities as a whole, park systems do not change overnight and it takes a concerted effort for park system development and growth to be sustainable.

It is clear that residents value the existing system and want to see its future expand beyond what it is today. With a more concentrated focus and the ability to grow with community needs in mind, the parks system can and will become a catalyst for enhancing the quality of life for residents and strengthening the City of Huber Heights.

