

# PARKS AND RECREATION

# MASTER PLAN





## ACKNOWLEDGMENTS

### MAYOR

Tom McMasters (previous)

Jeff Gore (Current)

### CITY MANAGER

Robert Schommer

### ASSISTANT CITY MANAGER

Scott Falkowski

### CITY COUNCIL

#### **Previous (2017)**

Richard Shaw (Ward 1)

Janell Smith (Ward 2)

Tyler Starline (Ward 3)

Judy Blankenship (Ward 4)

Nancy Byrge (Ward 5)

Ed Lyons (Ward 6)

Mark Campbell (At Large)

Glenn Otto (At Large)

#### **Current (2018)**

Richard Shaw (Ward 1)

Don Webb (Ward 2)

Seth Morgan (Ward 3)

Andy Hill (Ward 4)

Mark Campbell (Ward 5)

Ed Lyons (Ward 6)

Nancy Byrge (At Large)

Glenn Otto (At Large)

### PARKS AND RECREATION BOARD

Vincent King (Chair)

Bryan Detty (Vice Chair)

Alexander Black

Michael Childress

Nina Deam

Christopher Gologanoff

Keith Hensley

Glenn Pottenger

Dennis Snider

Ron Eifert (Special Liaison)

### SPECIAL CONTRIBUTIONS

Victor Cobb

Chris Lindeman

Michael Gray

### CONSULTANT TEAM



# TABLE OF CONTENTS

CHAPTER ONE – INTRODUCTION.....	1
1.1 BACKGROUND.....	1
1.2 PARKS AND RECREATION MASTER PLAN.....	1
1.3 PLANNING PROCESS.....	2
1.4 PARK AND RECREATION MASTER PLAN 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 IMPLICATIONS.....	83
CHAPTER SEVEN – FINANCING, OPERATIONS, AND FUNDING .....	84
7.1 REVIEWED DATA.....	84
7.2 BUDGET DEVELOPMENT PROCESS .....	84
7.3 EXPENDITURES.....	84



7.4 REVENUES .....	87
7.5 CAPITAL EXPENDITURES.....	87
7.6 OPERATIONS AND MAINTENANCE (O&M).....	88
7.7 FINANCIAL AND OPERATIONS ASSESSMENT SUMMARY .....	89
7.8 FUNDING AND REVENUE STRATEGIES.....	90
7.9 KEY FUNDING AND REVENUE STRATEGIES .....	93
7.10 CAPITAL IMPROVEMENT PLAN (CIP).....	94
7.11 SYSTEM CONSIDERATIONS.....	97
<b>CHAPTER EIGHT – CONCLUSION .....</b>	<b>99</b>
<b>CHAPTER NINE – ACTION PLAN .....</b>	<b>100</b>
9.1 FINANCE .....	101
9.2 LAND AND FACILITIES.....	102
9.3 OPERATIONS.....	104
9.4 PROGRAMMING.....	106



## CHAPTER ONE – INTRODUCTION

### 1.1 BACKGROUND

Located in Montgomery and Miami Counties, 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 County 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 at the Heights, 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.

### 1.2 PARKS AND RECREATION MASTER PLAN

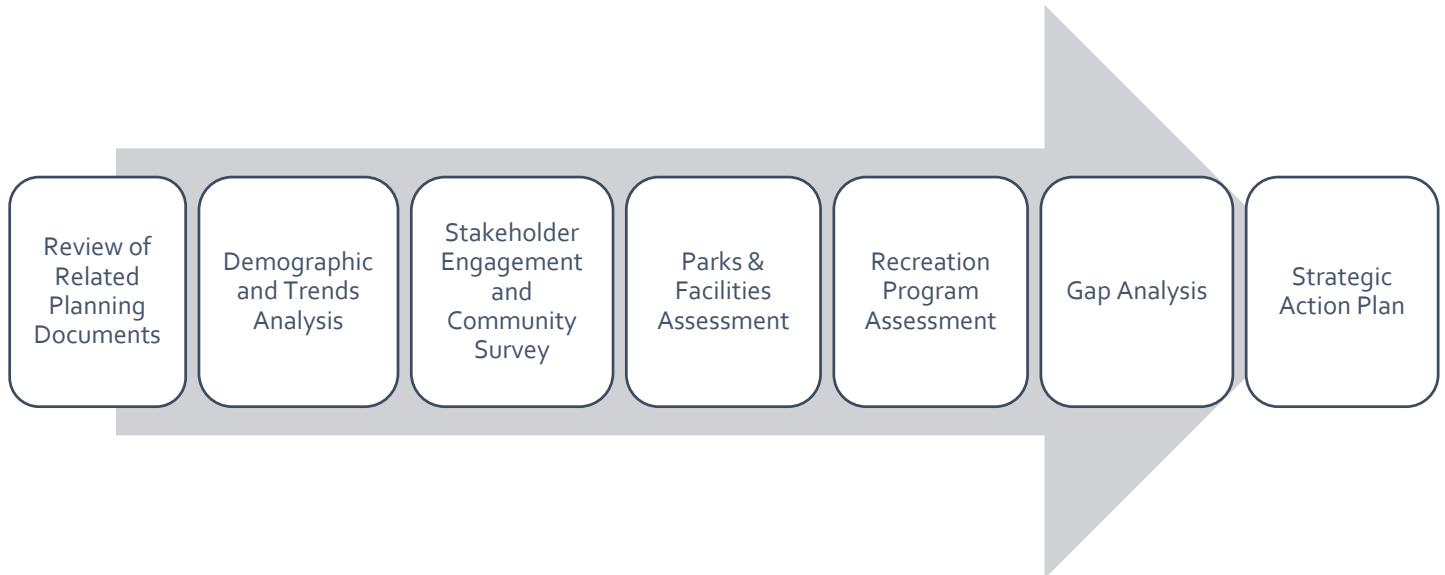
This Master Plan provides a comprehensive analysis of the extent the City is currently meeting citizen needs while discussing system-wide areas of future need focus. This Master Plan strives to strengthen the existing inventory of parkland, pathways, and amenities:

- 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



### 1.3 PLANNING PROCESS

The City of Huber Heights Parks and Recreation Master Plan 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-Master Plan Process**

The community was involved throughout the development of the Master Plan, 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 Master Plan.

The Master Plan 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 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 Master Plan is three fold:

- **First**, it puts into place a systematic and ongoing inventory, analysis, and assessment process that helps 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.



### 1.3.1 MASTER PLAN GOALS

The goals of this Master Plan 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 Master Plan report that allows the City to receive a full understanding of current supply and future demand for parks, recreation programs, and facilities.

### 1.4 PARK AND RECREATION MASTER PLAN KEY FINDINGS

After conducting a comprehensive research process, the following key focus areas were determined to be of utmost importance 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 3<sup>rd</sup> 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

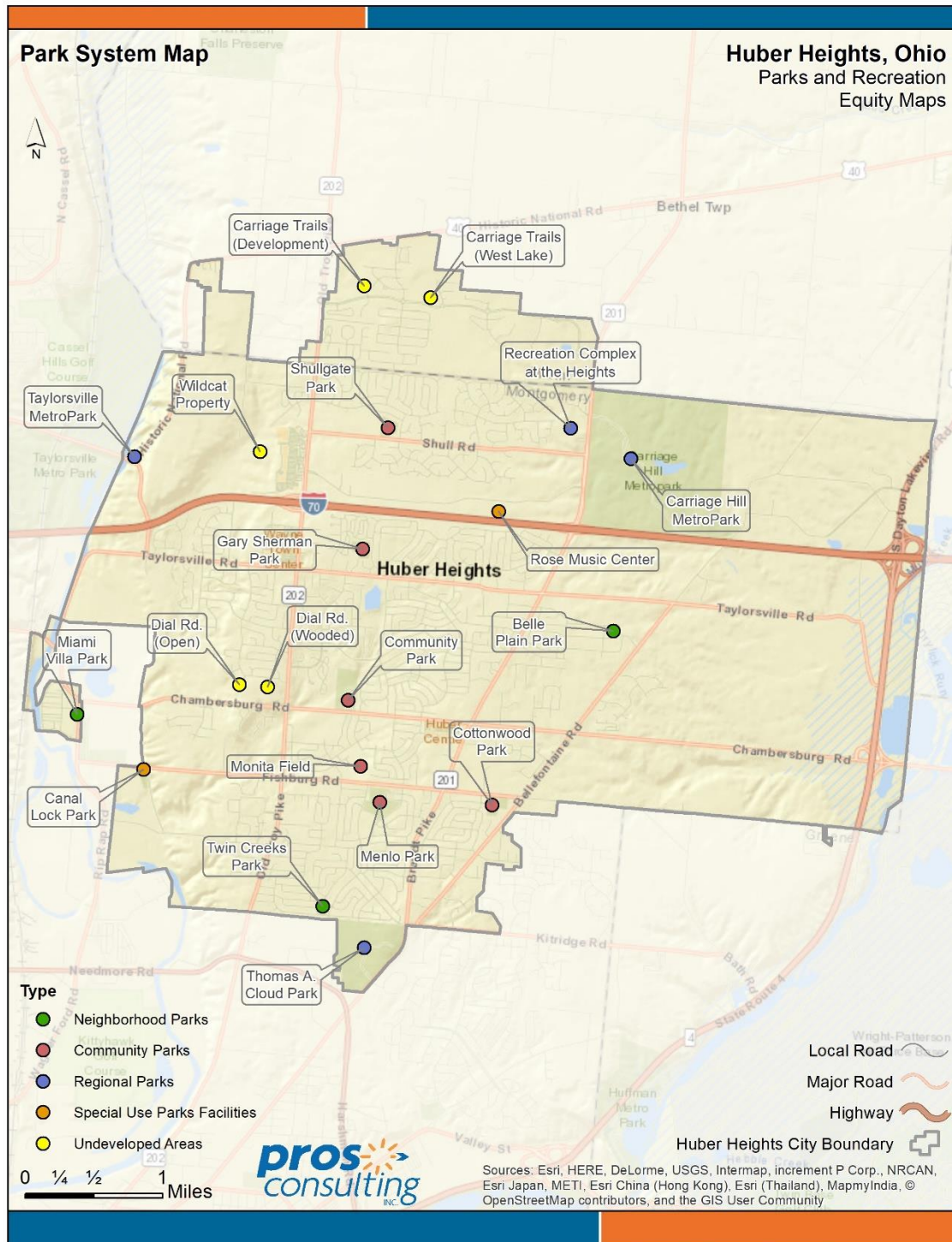


Figure 2-Park System Map



## 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.

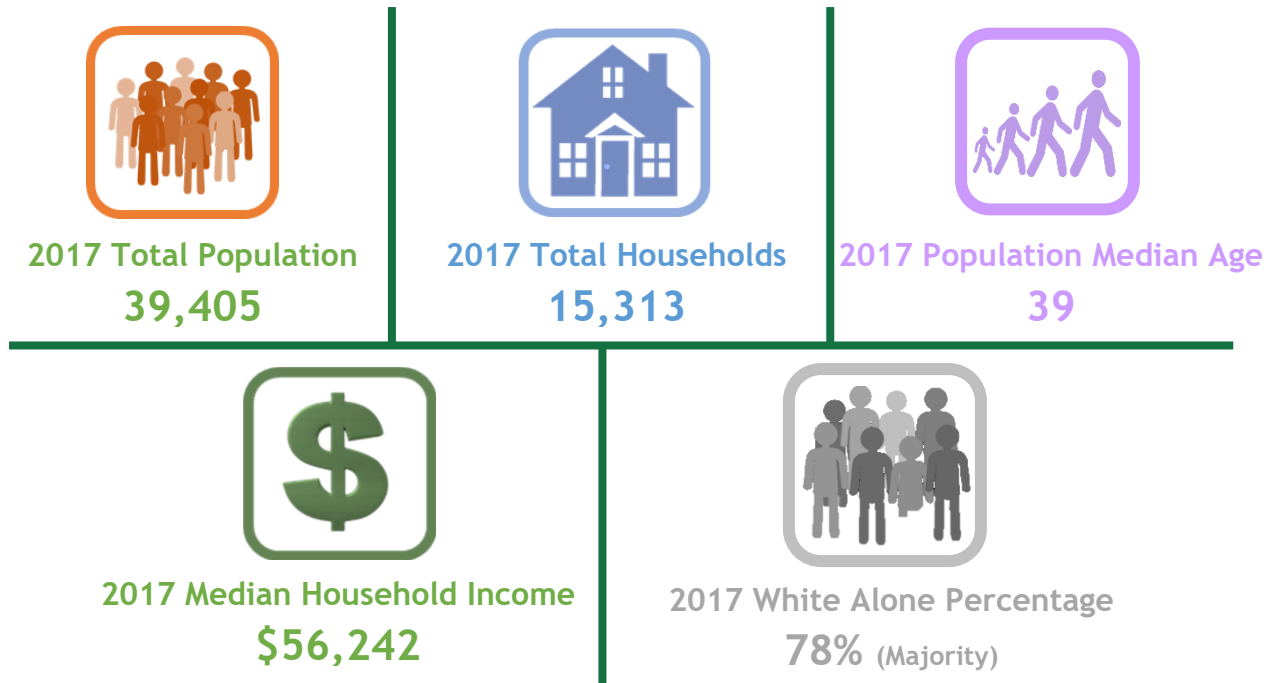
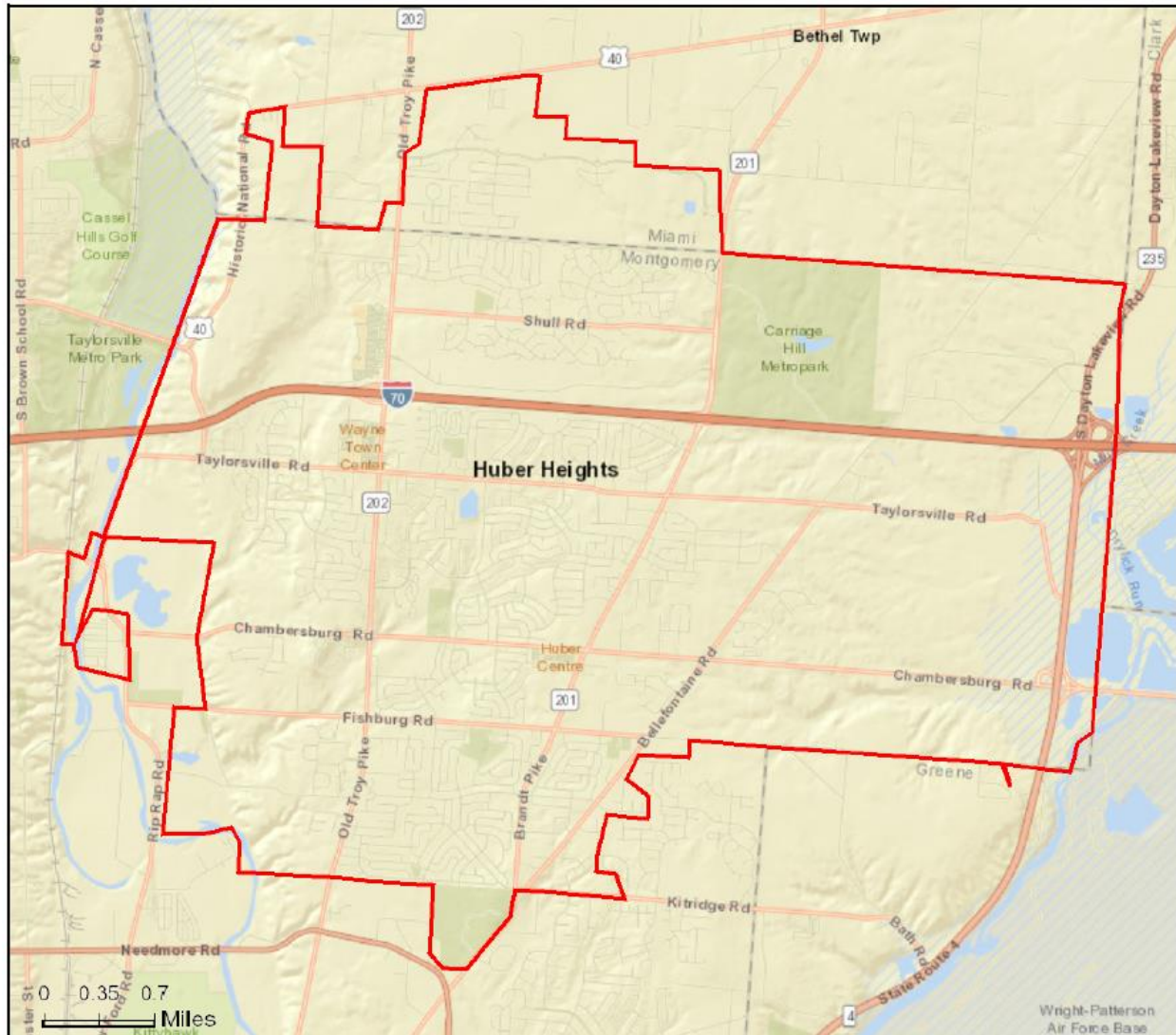


Figure 3-Demographic Overview



### 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)

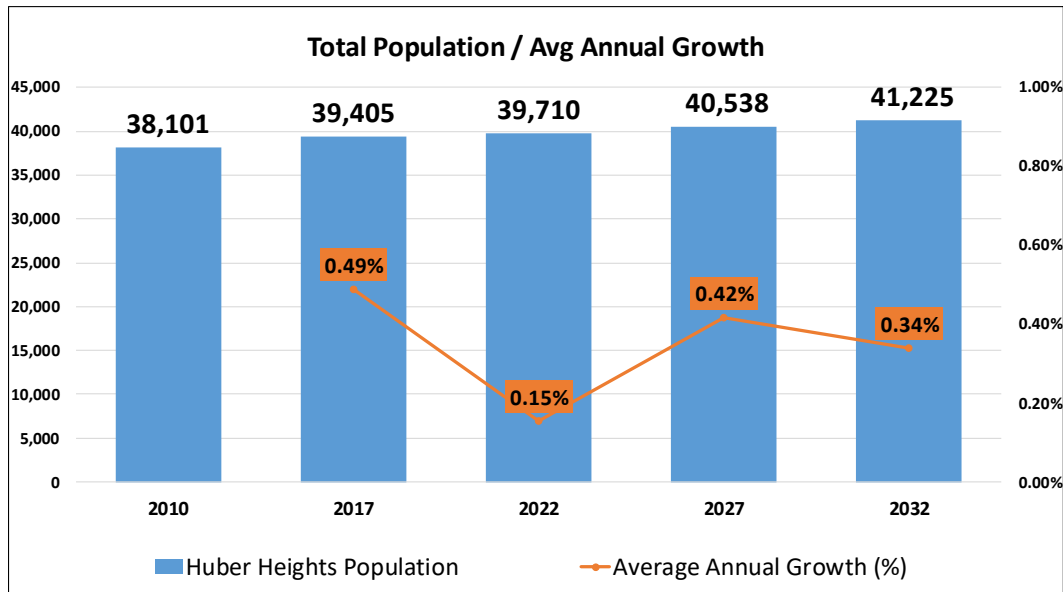


Figure 5: Huber Heights Total Population

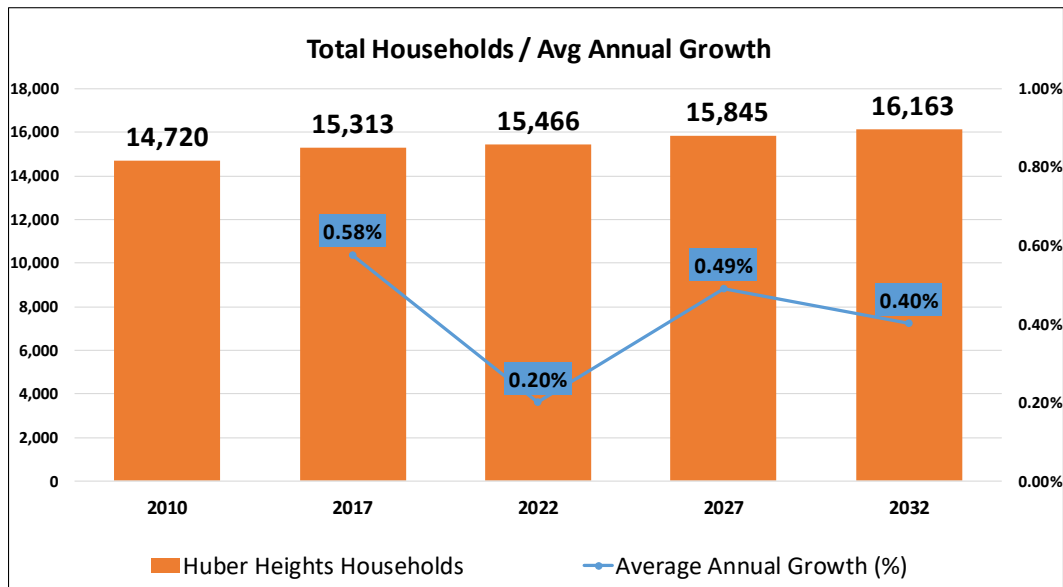


Figure 6: Huber Heights Total Number of Households



## 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.

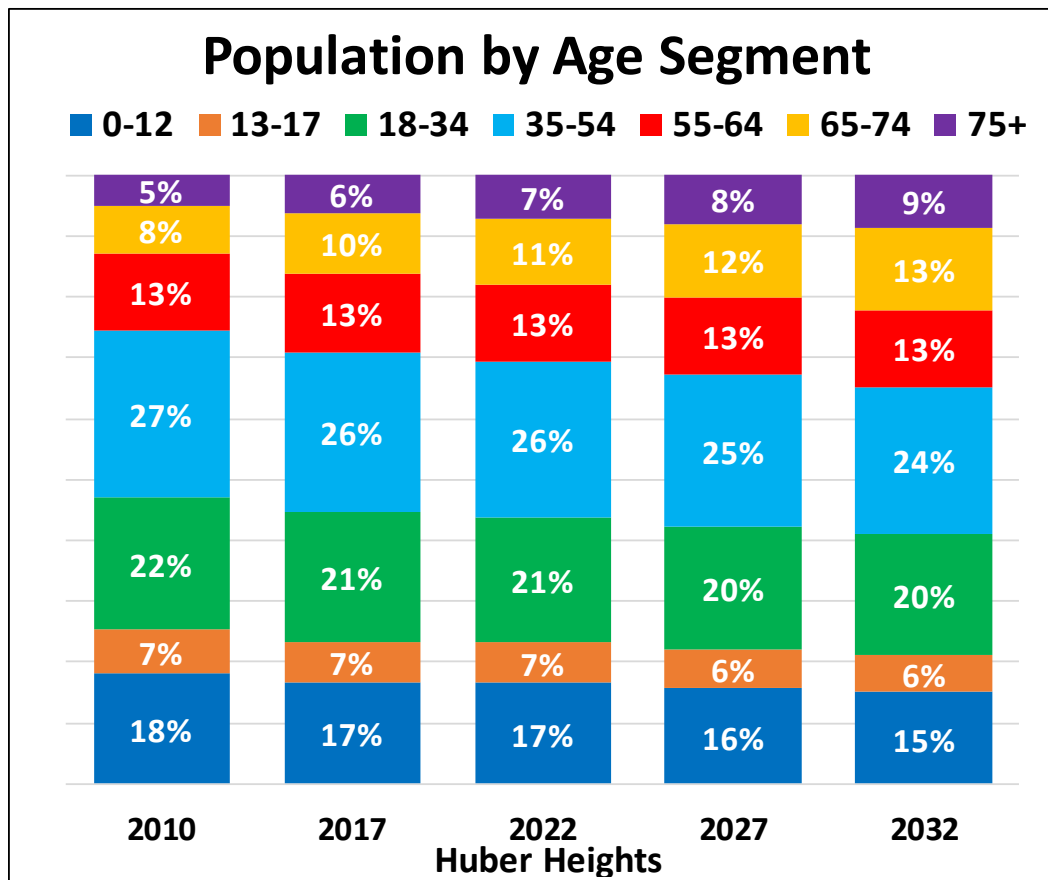


Figure 7: Huber Heights Population by Age Segments

## 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**).

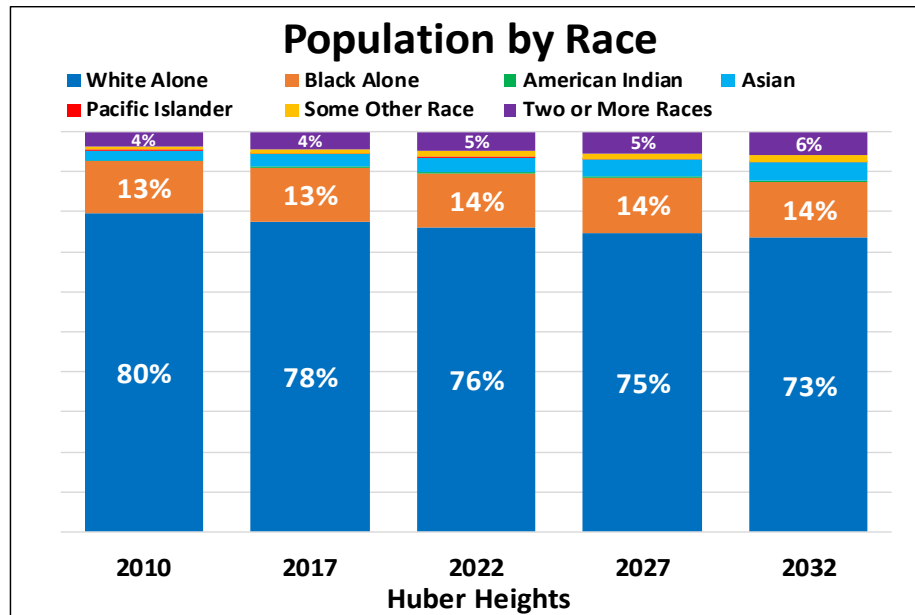


Figure 8: Huber Heights Population by Race

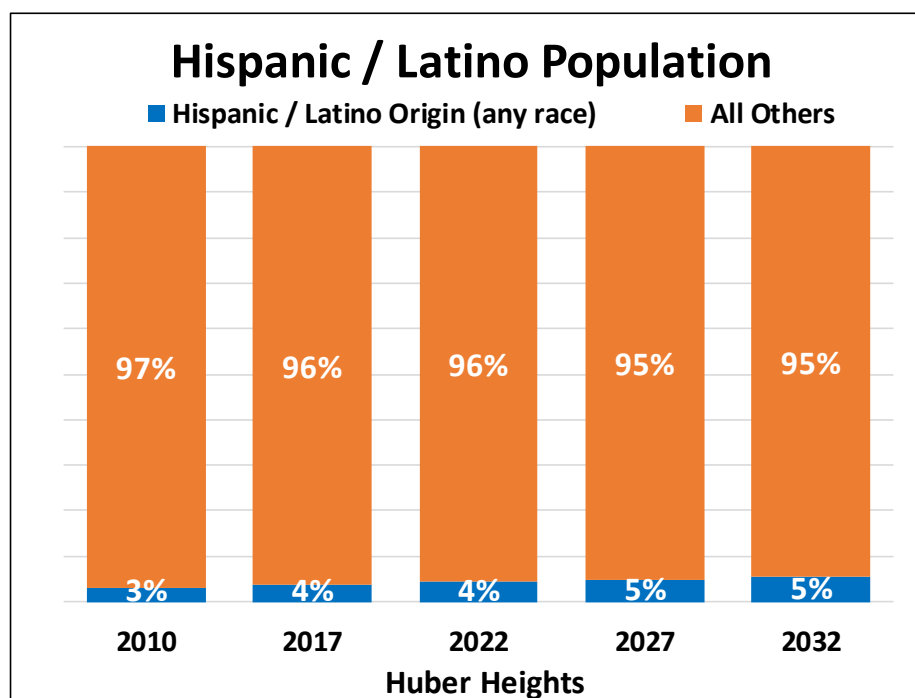


Figure 9: Huber Heights Population by Ethnicity

## 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.

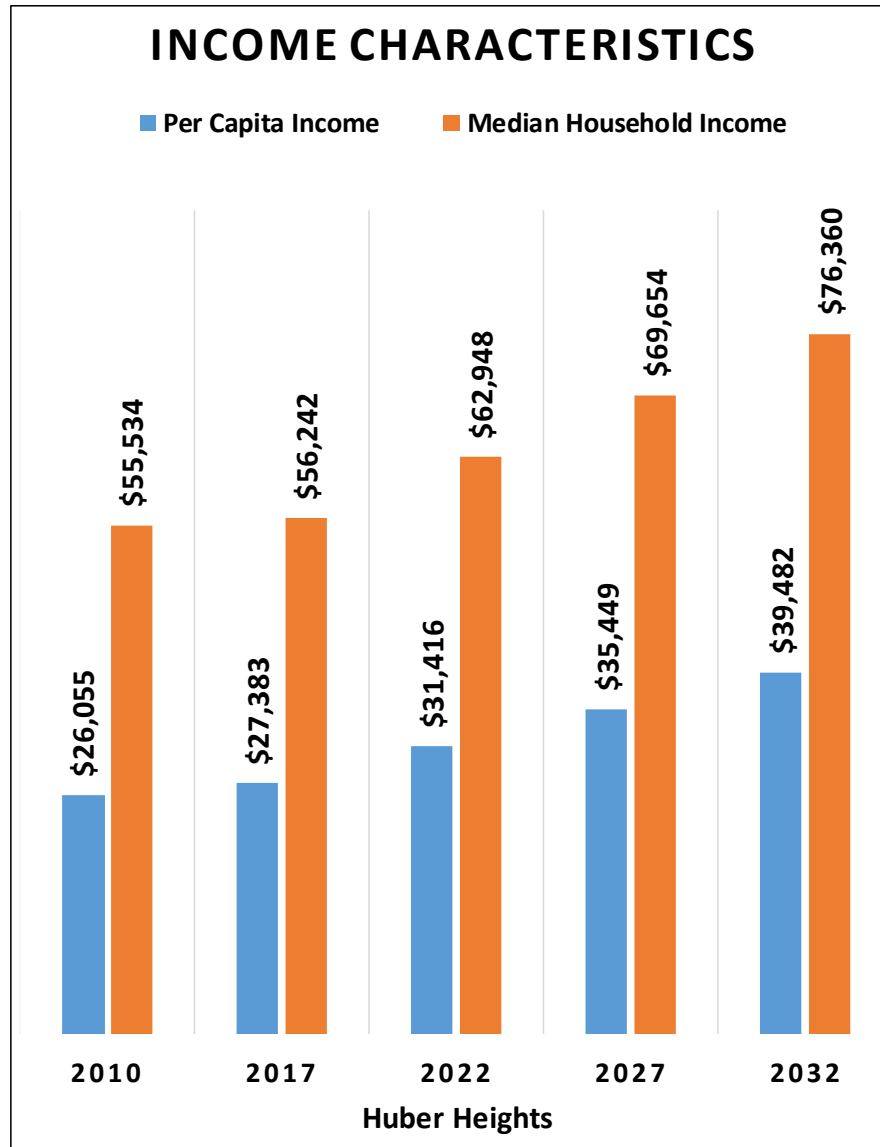


Figure 10: Huber Heights Income Characteristics

### 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
  - 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
  - a. Fitness Walking (107.9 million)
  - b. Treadmill (52 million)
  - c. Hand Weights (51.5 million)
3. Most participated in team sports
  - 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
  - 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
  - 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
  - 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 casual participants. For instance, the most popular activity in 2016, fitness walking, has twice the core participants than casual 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+

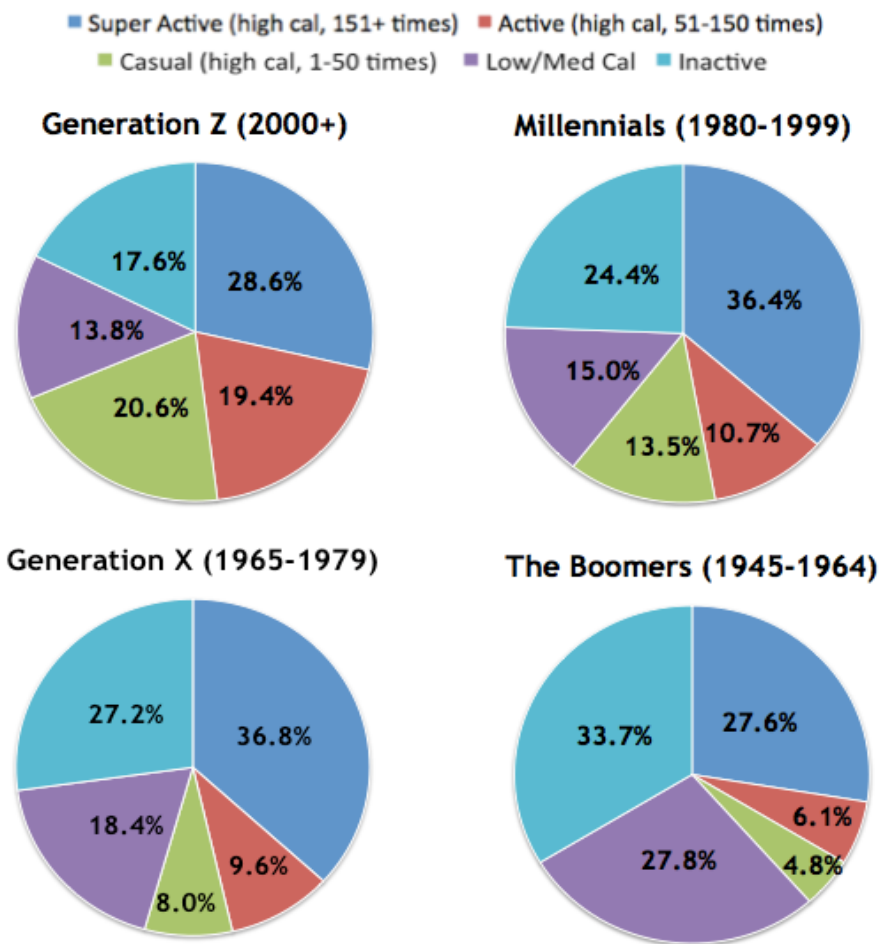


Figure 12: Participation Rates by Generation

---

### 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 casual 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.					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

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					
<b>Legend:</b>	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					
<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

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					
<b>Legend:</b> <span style="background-color: #28a745; padding: 2px;">Large Increase (greater than 25%)</span> <span style="background-color: #ffc107; padding: 2px;">Moderate Increase (0% to 25%)</span> <span style="background-color: #ffc107; padding: 2px;">Moderate Decrease (0% to -25%)</span> <span style="background-color: #dc3545; padding: 2px;">Large Decrease (less than -25%)</span>					

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					
<b>Legend:</b> <span style="background-color: #90EE90; padding: 2px;">Large Increase (greater than 25%)</span> <span style="background-color: #90EE90; padding: 2px;">Moderate Increase (0% to 25%)</span> <span style="background-color: #FFFF00; padding: 2px;">Moderate Decrease (0% to -25%)</span> <span style="background-color: #FF0000; padding: 2px;">Large Decrease (less than -25%)</span>					

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

**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 Master Plan 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.

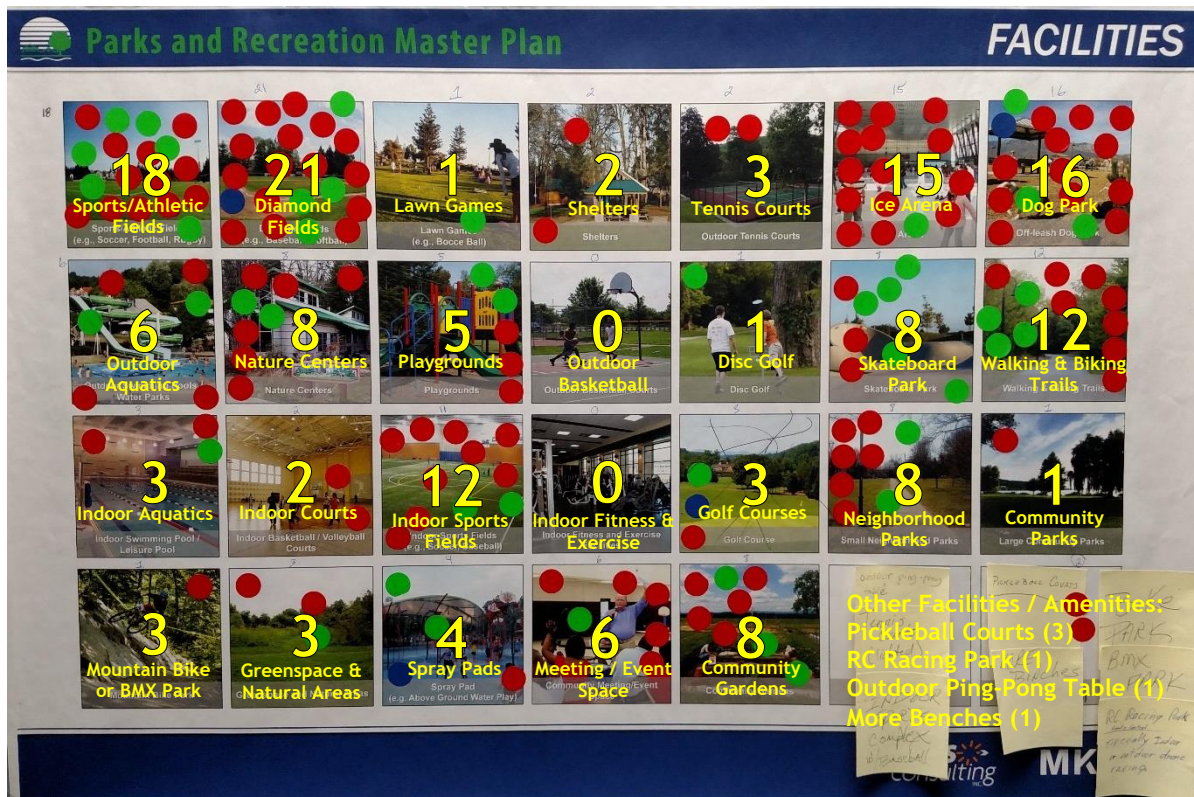


Figure 23: “Facilities Board” Dot Exercise Results



## 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 Master Plan 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. The 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](http://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 on-line 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.

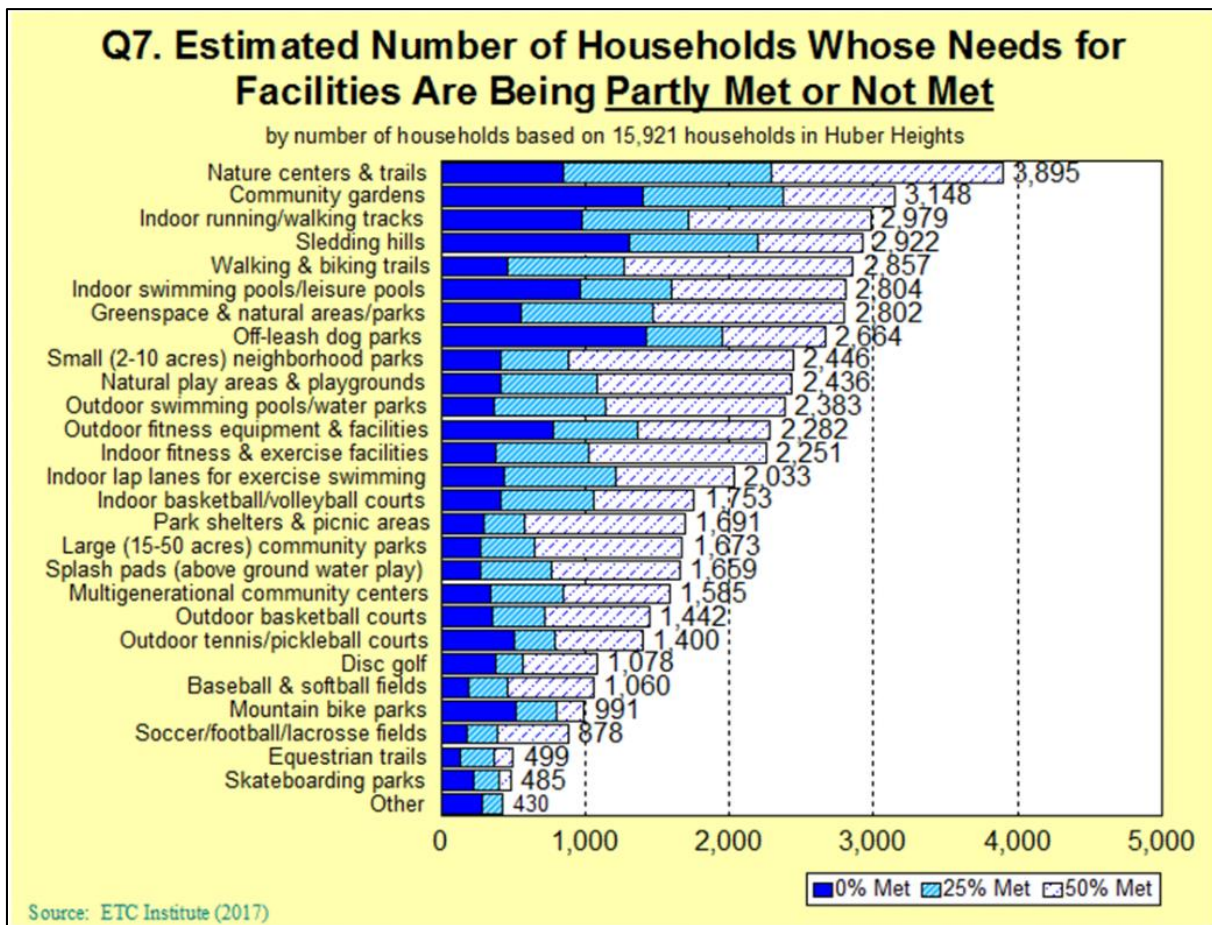


Figure 26: Estimated Number of Households Whose Needs for Facilities Are Being Partly Met or Not Met



## 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.

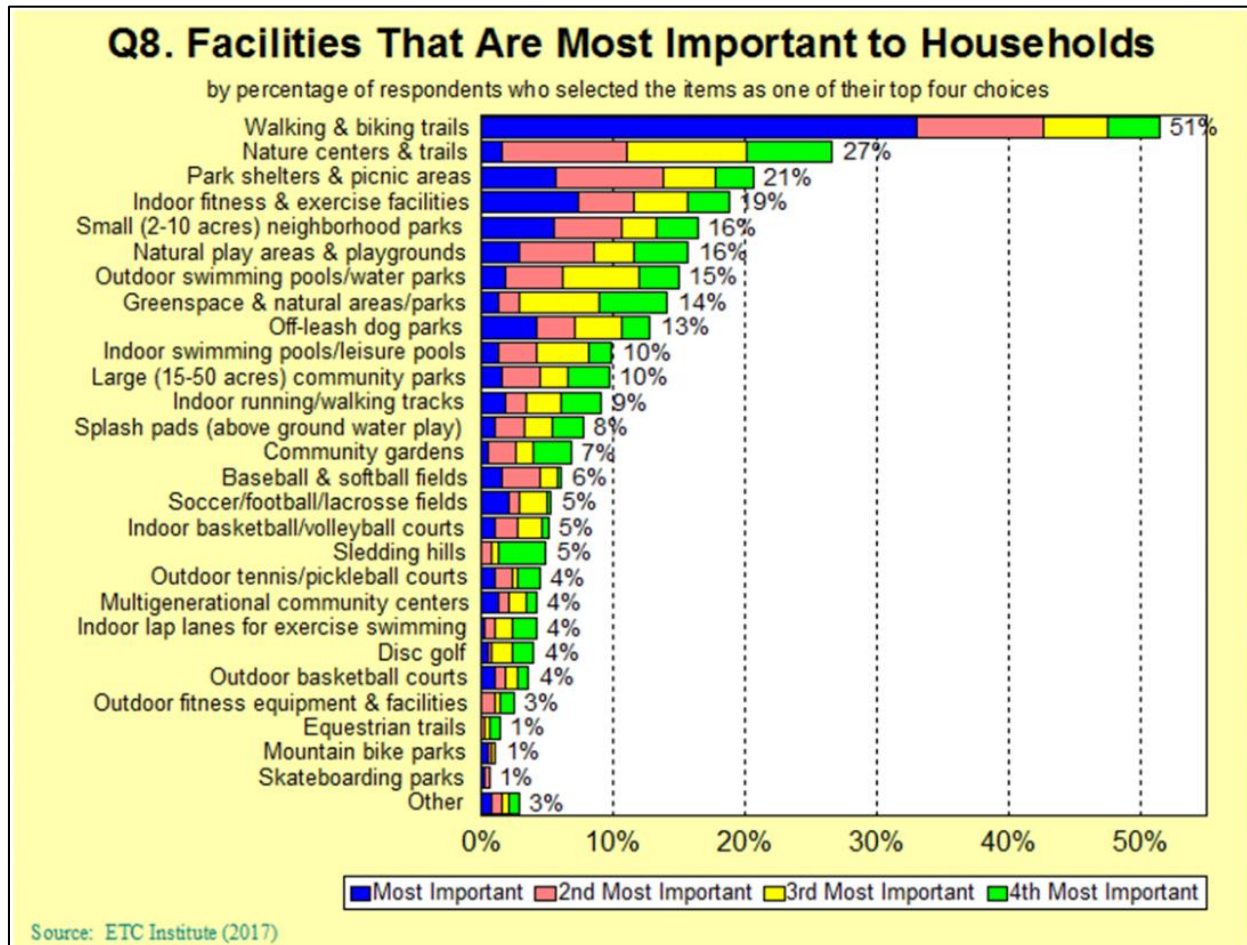


Figure 27: Facilities That Are Most Important to Households

## PRIORITIES FOR FACILITY INVESTEMENTS

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)

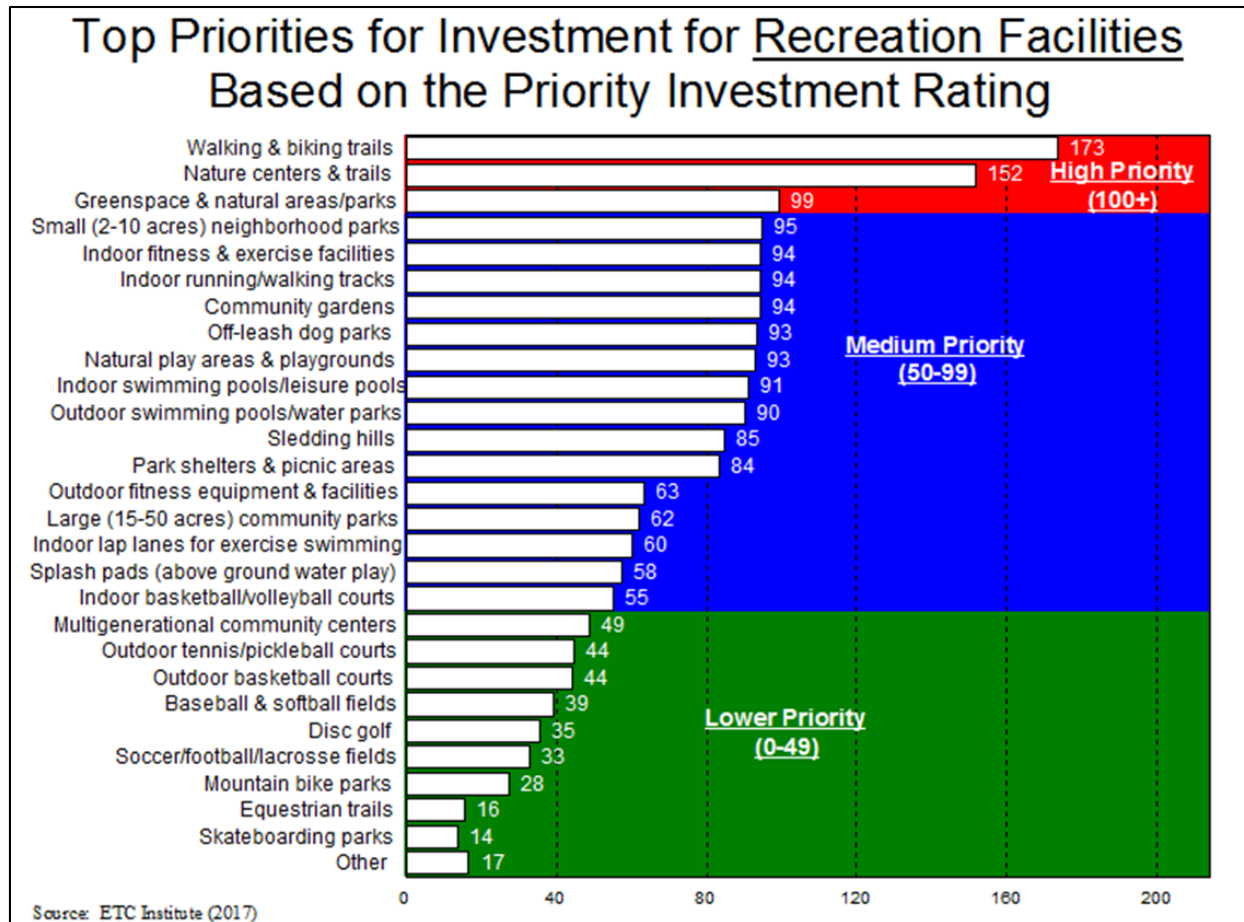


Figure 28: Recreation Facilities PIR Rankings

### 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.

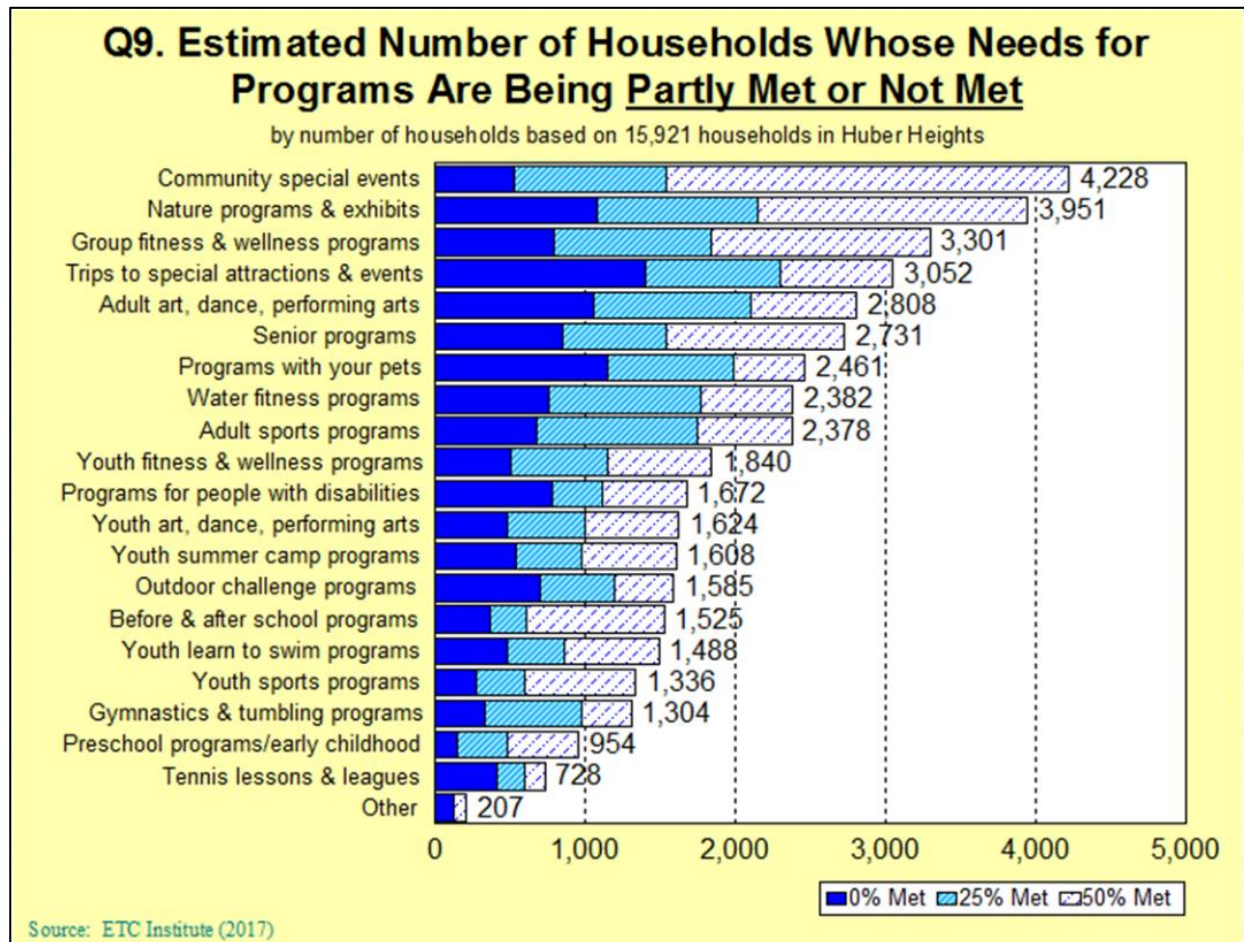


Figure 29: Estimated Number of Households Whose Needs for Programs Are Being Partly Met or Not Met

## 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%).

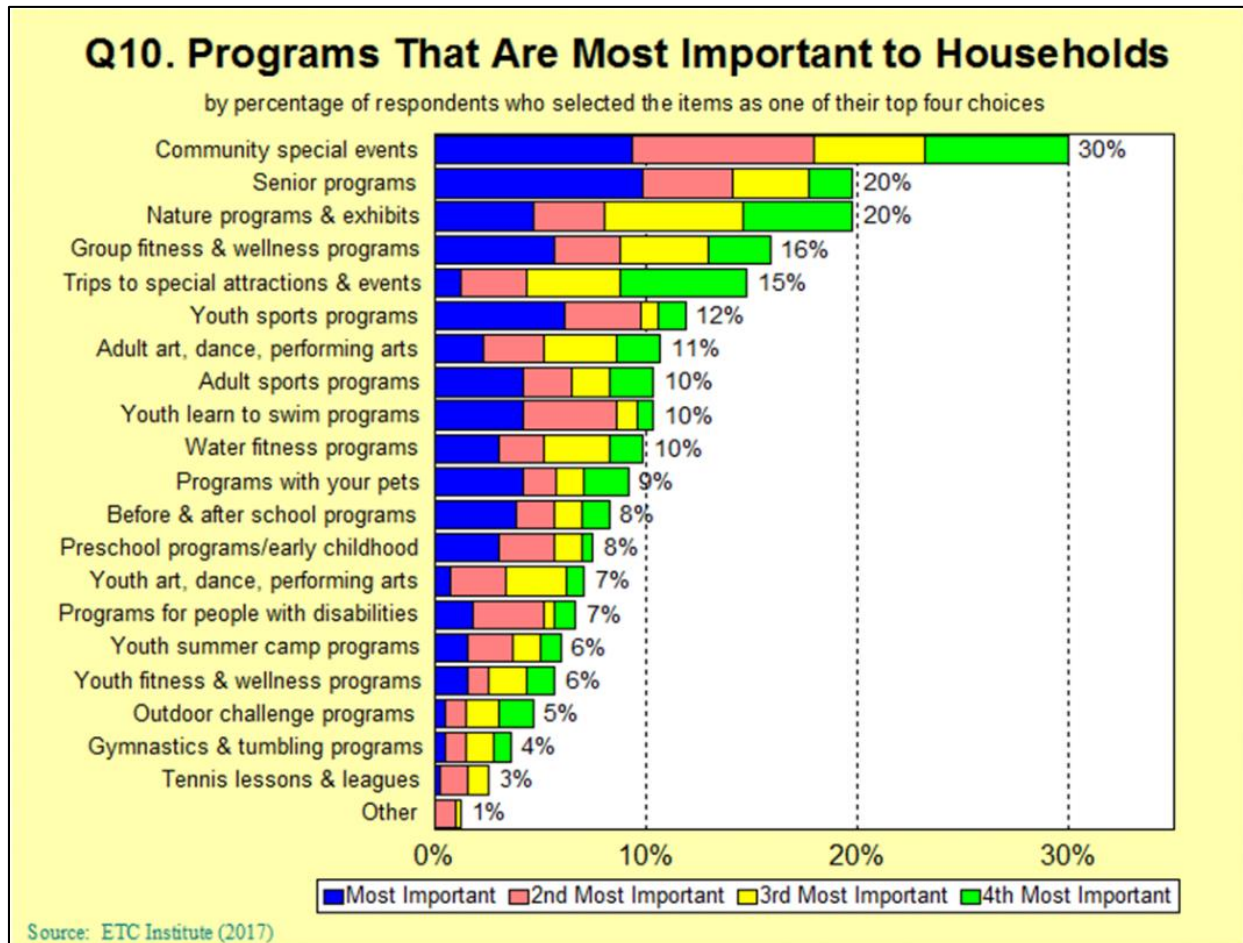


Figure 30: Programs That Are Most Important to Households



## 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)

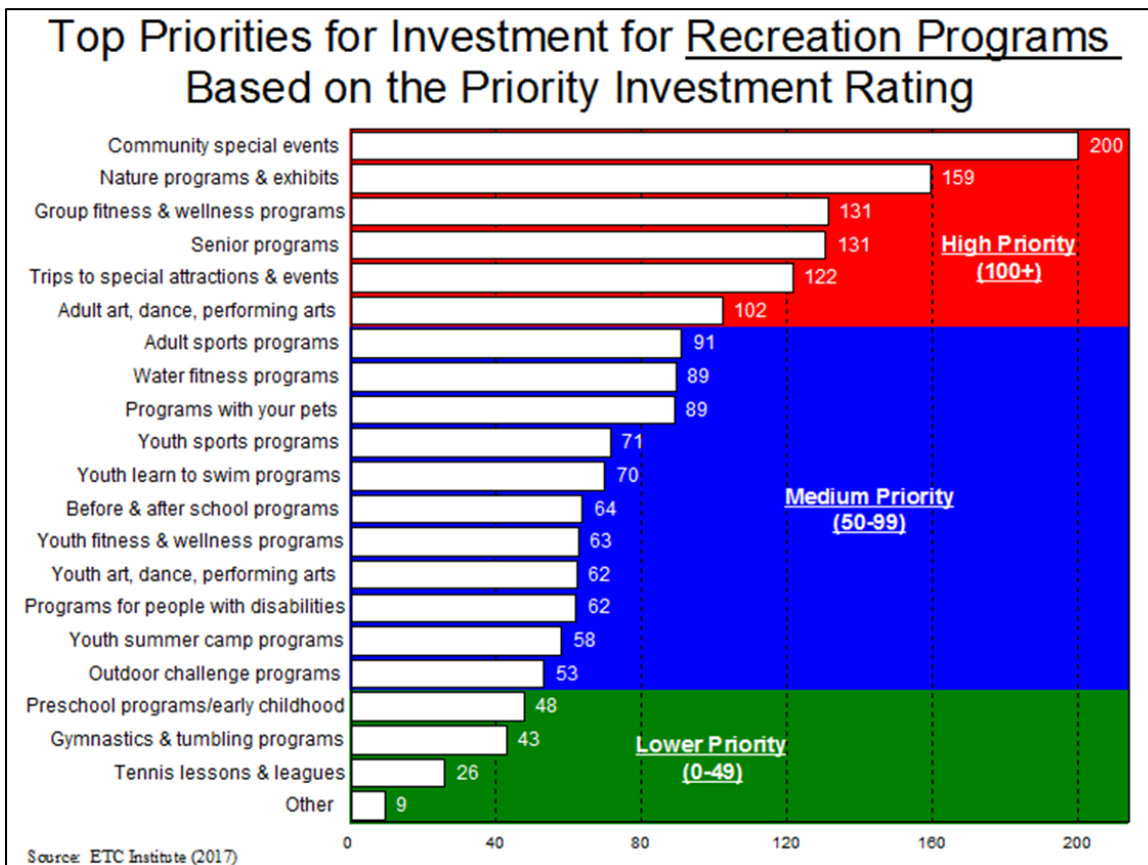


Figure 31: Recreation Programs PIR Rankings

### 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
<b>High Priority (IS .10-.20)</b>						
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
<b>Medium Priority (IS &lt;.10)</b>						
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 (Fiver 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 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 alder 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
<b>Introduction</b>	New program; modest participation	9%	49%	50-60%
<b>Take-off</b>	Rapid participation growth	6%		
<b>Growth</b>	Moderate, but consistent population growth	34%		
<b>Mature</b>	Slow participation growth	48%	48%	40%
<b>Saturated</b>	Minimal to no participation growth; extreme competition	8%	3%	0-10%
<b>Decline</b>	Declining participation	3%		

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 to 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.

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

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"> <li>• Swim Team</li> <li>• Swim Team Conditioning</li> <li>• Lifeguard Certification</li> <li>• Youth Basketball</li> <li>• Fall Youth Soccer</li> <li>• Spring Youth Soccer</li> <li>• Fall Youth Volleyball</li> <li>• Winter Youth Volleyball</li> <li>• Spring Youth Volleyball</li> <li>• Tumbling</li> <li>• Gymnastics</li> <li>• Holiday Mini Move 2 Lose</li> <li>• Fall Move 2 Lose</li> <li>• Winter Move 2 Lose</li> <li>• Women on Weights</li> <li>• Teens on Weights</li> <li>• Group Personal Training</li> <li>• Personal Training</li> <li>• Alex J Ritchie 5K</li> <li>• Color Run</li> </ul>	<ul style="list-style-type: none"> <li>• Preschool Swim</li> <li>• Teen/Adult Swim</li> <li>• Private Swim</li> <li>• Safety Around Water</li> <li>• Baseball</li> <li>• Fall Fencing</li> <li>• Winter Fencing</li> <li>• Spring Fencing</li> <li>• Fall Adult Volleyball</li> <li>• Winter Adult Volleyball</li> <li>• Spring Adult Volleyball</li> <li>• Tae Kwon Do</li> <li>• Indoor Tri</li> <li>• Senior Showcase</li> <li>• Mixed Doubles Pickleball</li> <li>• Parents Night Out</li> <li>• Huber Movie Night</li> </ul>	

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.

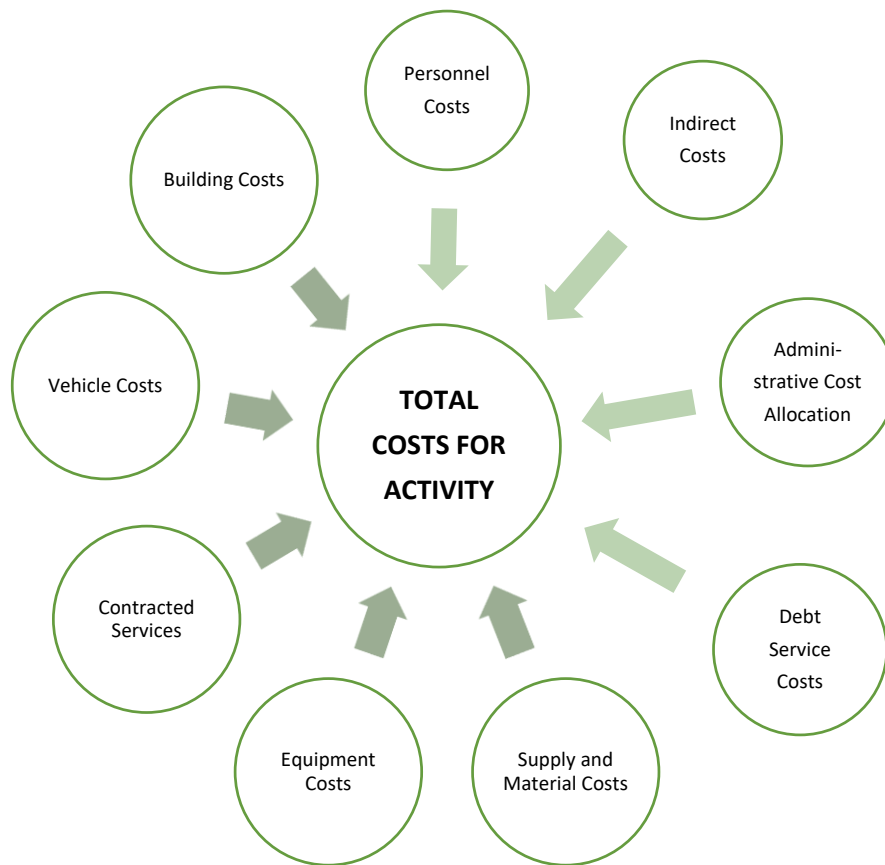


Figure 37: Cost of Service Model

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.

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

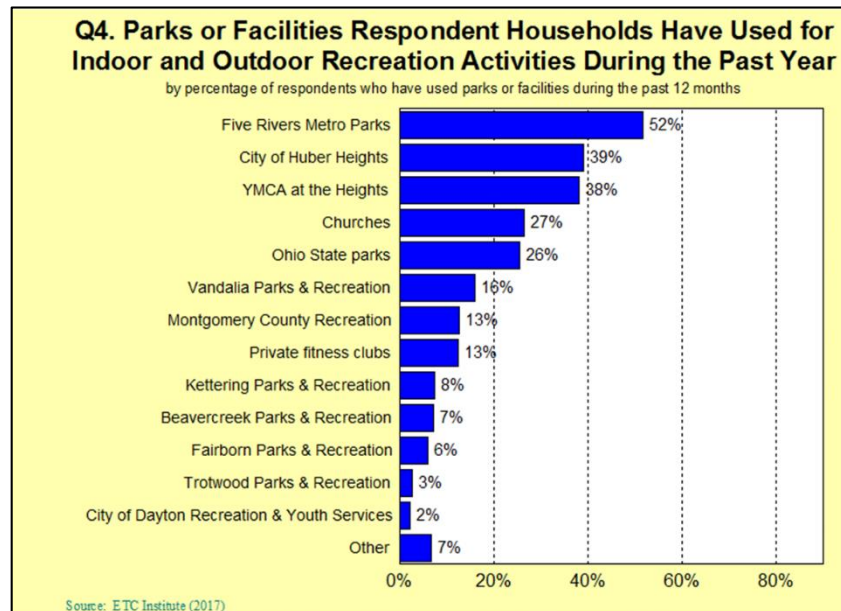
The table below details pricing methods currently in place by core program area.

<b>Core Program Area</b>	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:

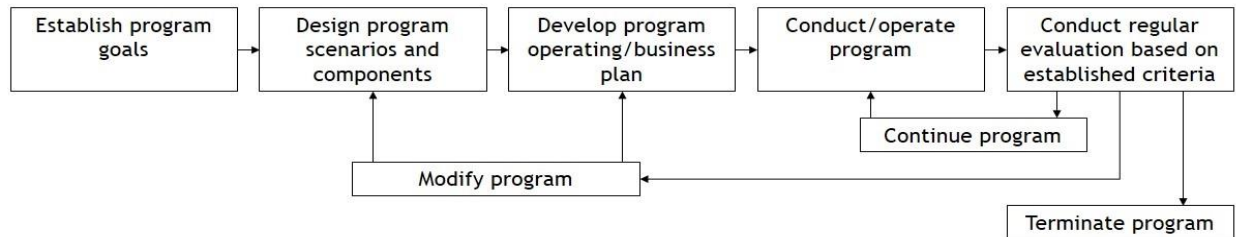


Figure 42: Program Evaluation Cycle

#### 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.<sup>2</sup> 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 Levels; Revised for Local Service Area	Meet Standard/ Need Exits	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exits	Additional Facilities/ Amenities Needed	
PARKLAND											
Neighborhood Parks	6.40			6.40	0.16 acres per	2.00 acres per	1,000	72 Acres(s)	Need Exits	73 Acres(s)	
Community Parks	66.80			66.80	1.70 acres per	3.00 acres per	1,000	51 Acres(s)	Need Exits	52 Acres(s)	
Regional Parks	147.00	2,277.56		2,424.56	61.53 acres per	4.00 acres per	1,000	- Acres(s)	Meets Standard	- Acres(s)	
Special Use Parks/Facilities	26.80			26.80	0.68 acres per	2.00 acres per	1,000	52 Acres(s)	Need Exits	53 Acres(s)	
Undeveloped Areas	83.40	133.00		216.40	5.49 acres per	1.00 acres per	1,000	- Acres(s)	Meets Standard	- Acres(s)	
Total Park Acres	330.40	2,410.56	-	2,740.96	69.56 acres per	15.00 acres per	1,000	- Acres(s)	Meets Standard	- Acres(s)	
TRAILS											
Paved Trails	5.30			5.30	0.13 miles per	0.40 miles per	1,000	10 Miles(s)	Need Exits	11 Miles(s)	
Unpaved Trails	-	18.00		18.00	0.46 miles per	0.10 miles per	1,000	- Miles(s)	Meets Standard	- Miles(s)	
Total Trail Miles	-	18.00	-	18.00	0.46 miles per	0.40 miles per	1,000	- Miles(s)	Meets Standard	- Miles(s)	
OUTDOOR FACILITIES											
Picnic Shelters	13.00	10.00		23.00	1.00 site per	1.713 site per	2,000	- Sites(s)	Meets Standard	- Sites(s)	
Adult Baseball Field	1.00		0.25	1.25	1.00 field per	31.524 field per	10,000	3 Field(s)	Need Exits	3 Field(s)	
Youth Baseball Field	17.00		0.50	17.50	1.00 field per	2.252 field per	2,300	- Field(s)	Meets Standard	- Field(s)	
Softball Field	4.00		0.25	4.25	1.00 field per	9.272 field per	2,000	2 Field(s)	Need Exits	2 Field(s)	
Multi-Purpose Field (Soccer, Lacrosse, Rugby, Football)	25.00		1.50	26.50	1.00 field per	1.487 field per	2,000	- Field(s)	Meets Standard	- Field(s)	
Basketball Courts	7.50		1.25	8.75	1.00 court per	4.503 court per	4,500	0 Court(s)	Need Exits	0 Court(s)	
Tennis Courts	8.00		1.50	9.50	1.00 court per	4.148 court per	4,200	- Court(s)	Meets Standard	- Court(s)	
Playgrounds	10.00		3.50	13.50	1.00 site per	2.919 site per	3,000	- Sites(s)	Meets Standard	- Sites(s)	
Dog Parks	-			-	1.00 site per	- site per	50,000	1 Sites(s)	Need Exits	1 Sites(s)	
State Park	-			-	1.00 site per	- site per	50,000	1 Sites(s)	Need Exits	1 Sites(s)	
Sand Volleyball	1.00			1.00	1.00 site per	39.405 site per	12,000	2 Sites(s)	Need Exits	2 Sites(s)	
Splash Pad	2.00			2.00	1.00 site per	19.703 site per	20,000	- Sites(s)	Meets Standard	- Sites(s)	
Outdoor Pool	1.00			1.00	1.00 site per	39.405 site per	40,000	- Sites(s)	Meets Standard	- Sites(s)	
INDOOR FACILITIES											
Indoor Recreation/Gymnasium (Square Feet)	40,450.00		15,376.50	55,826.50	1.42 SF per person	2.00 SF per person	person	22,984 Square Feet	Need Exits	23,594 Square Feet	
2017 Estimated Population 39,405											
2022 Estimated Population 39,710											

The School inventory was reduced to 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

- |                                      |                         |
|--------------------------------------|-------------------------|
| • Adult Baseball Fields              | • Sand Volleyball       |
| • Basketball Courts                  | • Softball Fields       |
| • Indoor Recreation Space/Gymnasiums | • Splash Pads           |
| • Multi-Purpose Fields               | • Tennis Courts         |
| • Outdoor Pools                      | • Youth Baseball Fields |
| • Picnic Shelters                    |                         |

### 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

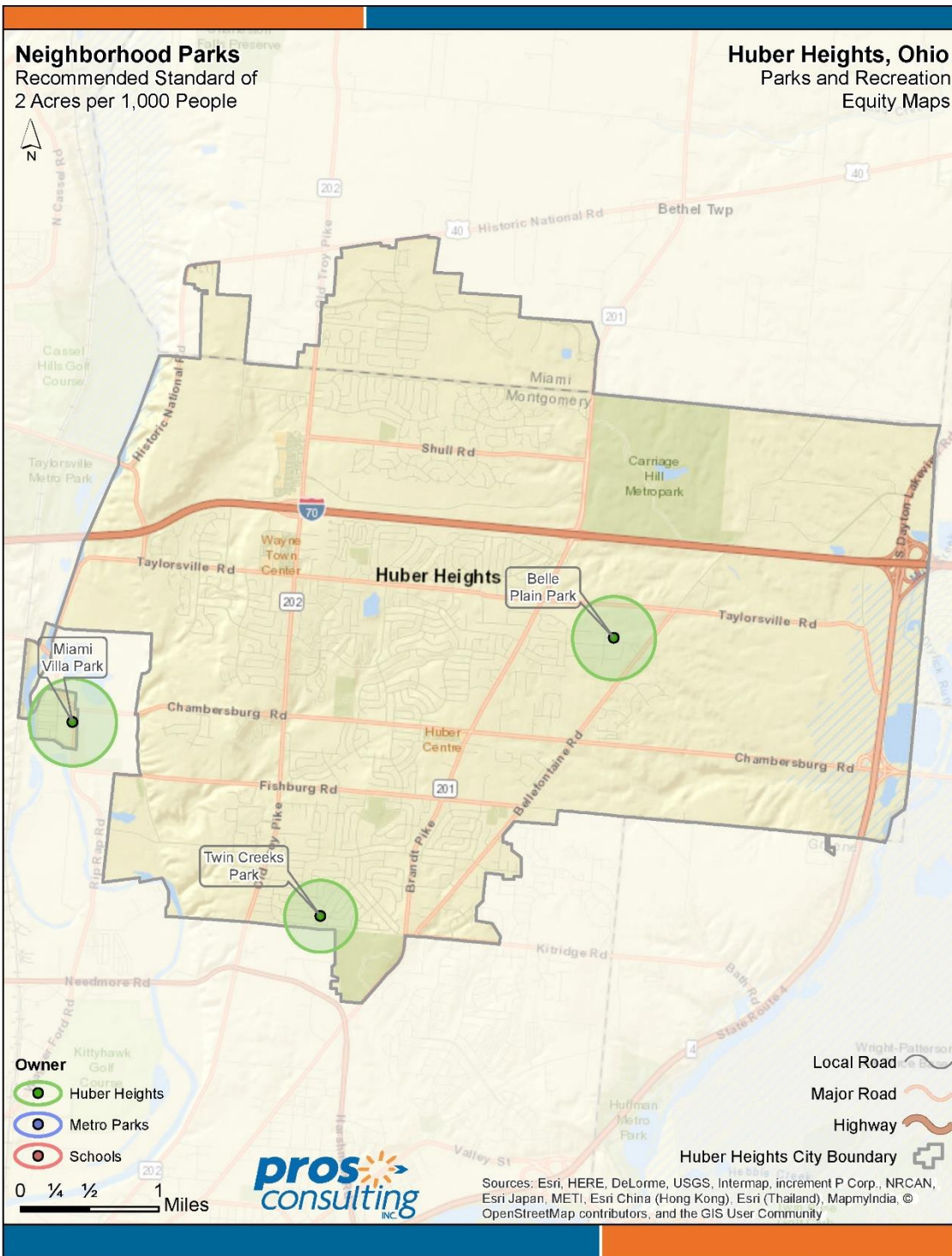


Figure 45- Neighborhood Parks Equity Map



5.4.2 COMMUNITY PARKS

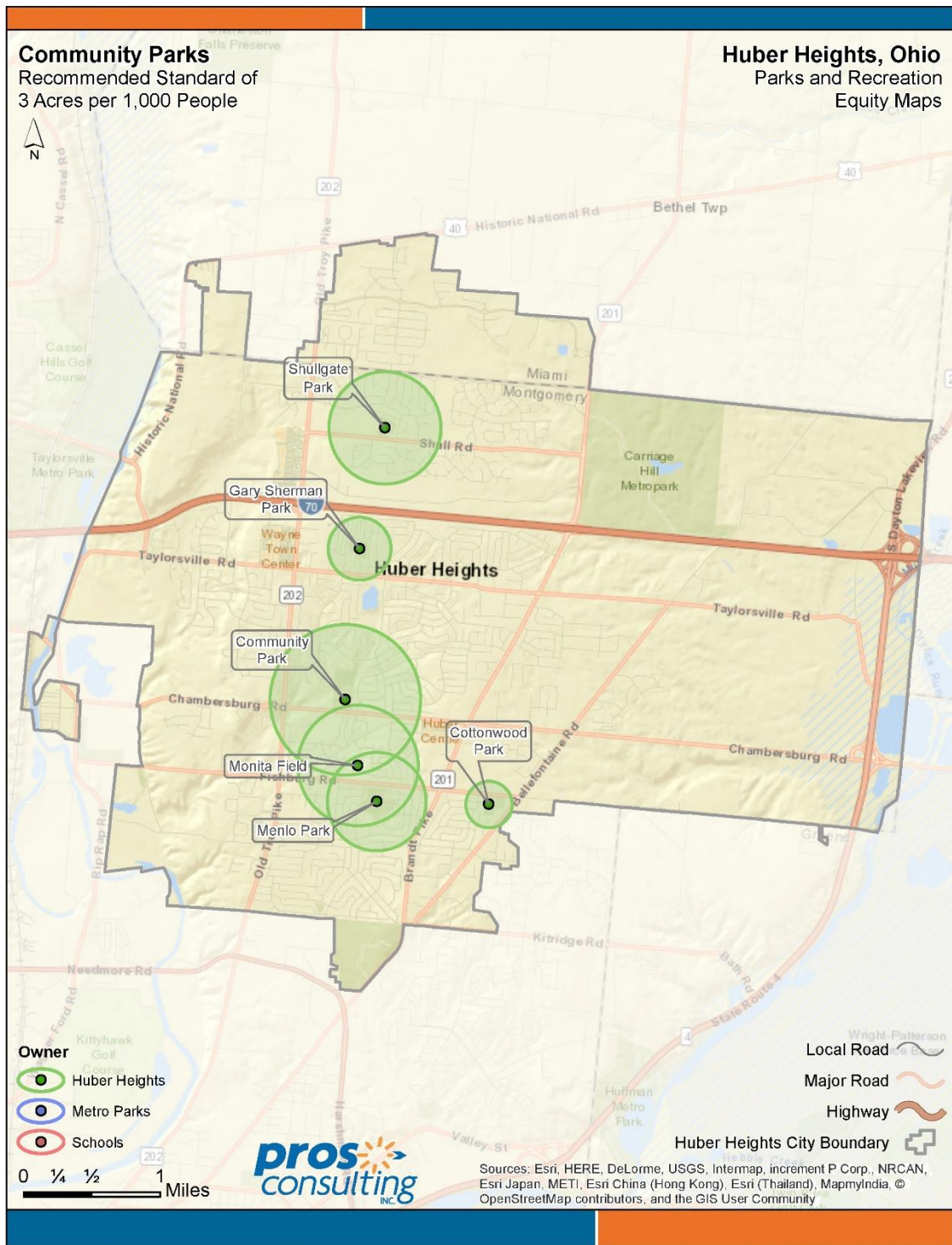


Figure 46- Community Parks Equity Map

### 5.4.3 REGIONAL PARKS

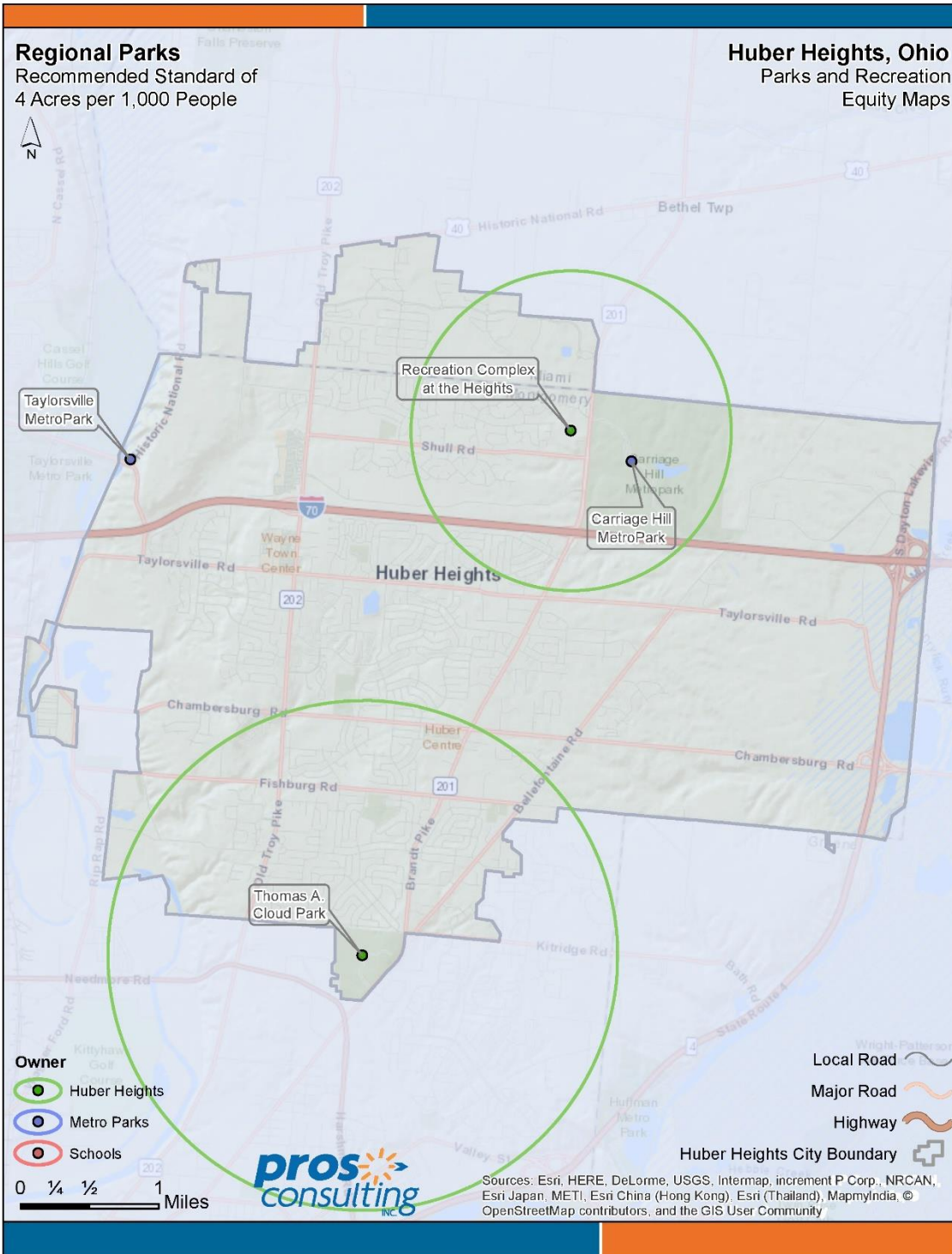


Figure 47- Regional Parks Equity Map



5.4.4 SPECIAL USE FACILITIES

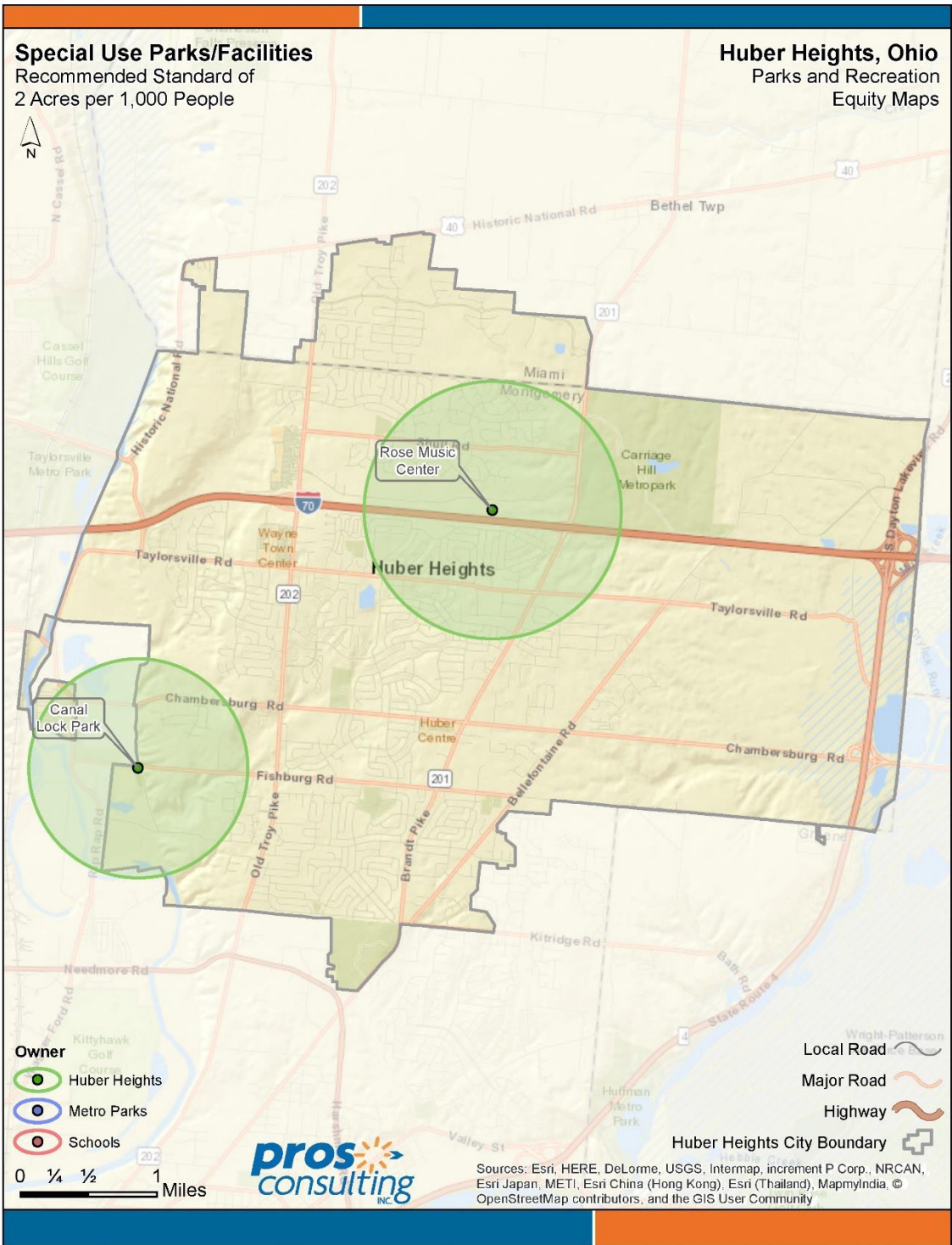


Figure 48- Special Use Facilities Equity Map

## 5.4.5 PAVED TRAILS

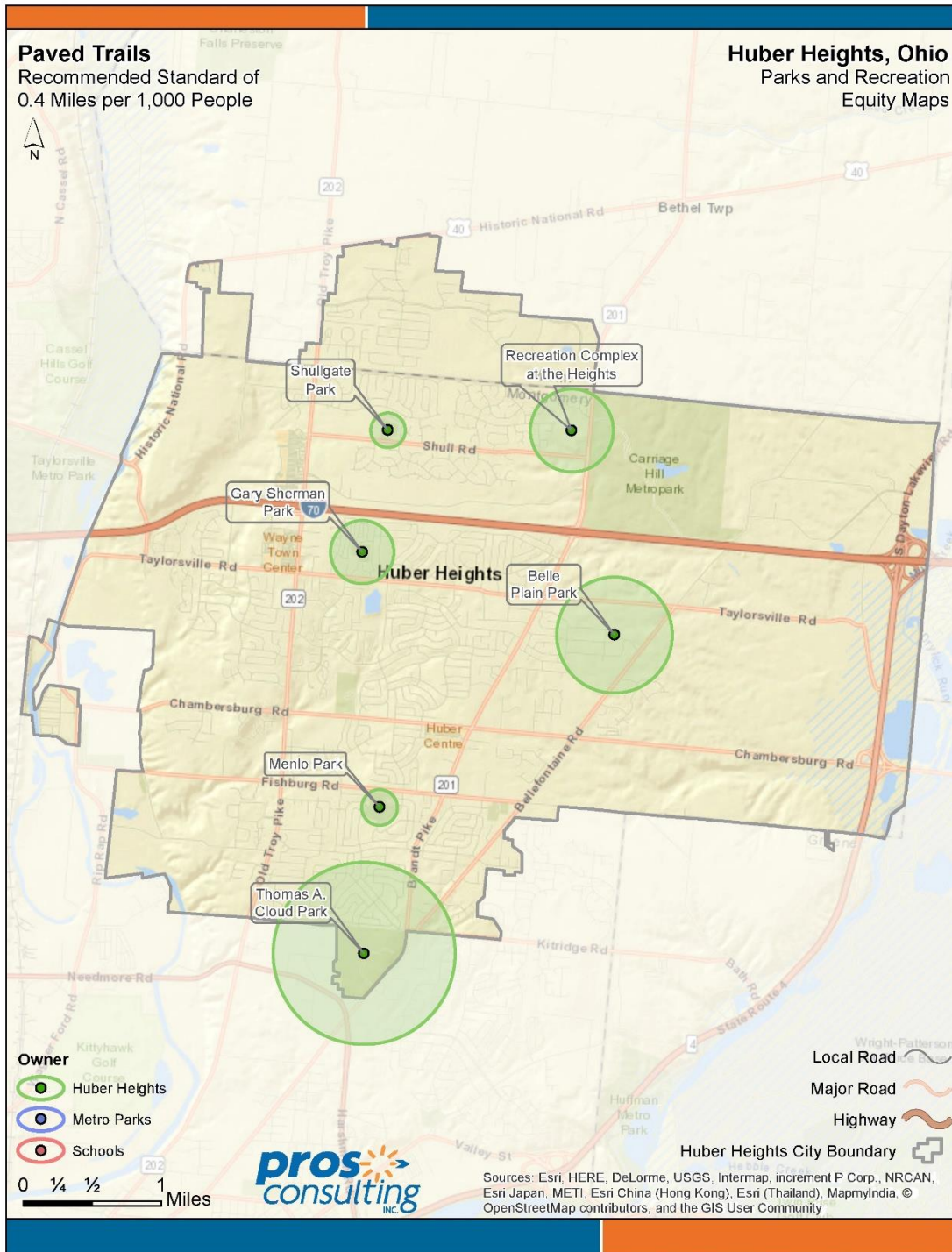


Figure 49- Paved Trails Equity Map



5.4.6 ADULT BASEBALL FIELDS

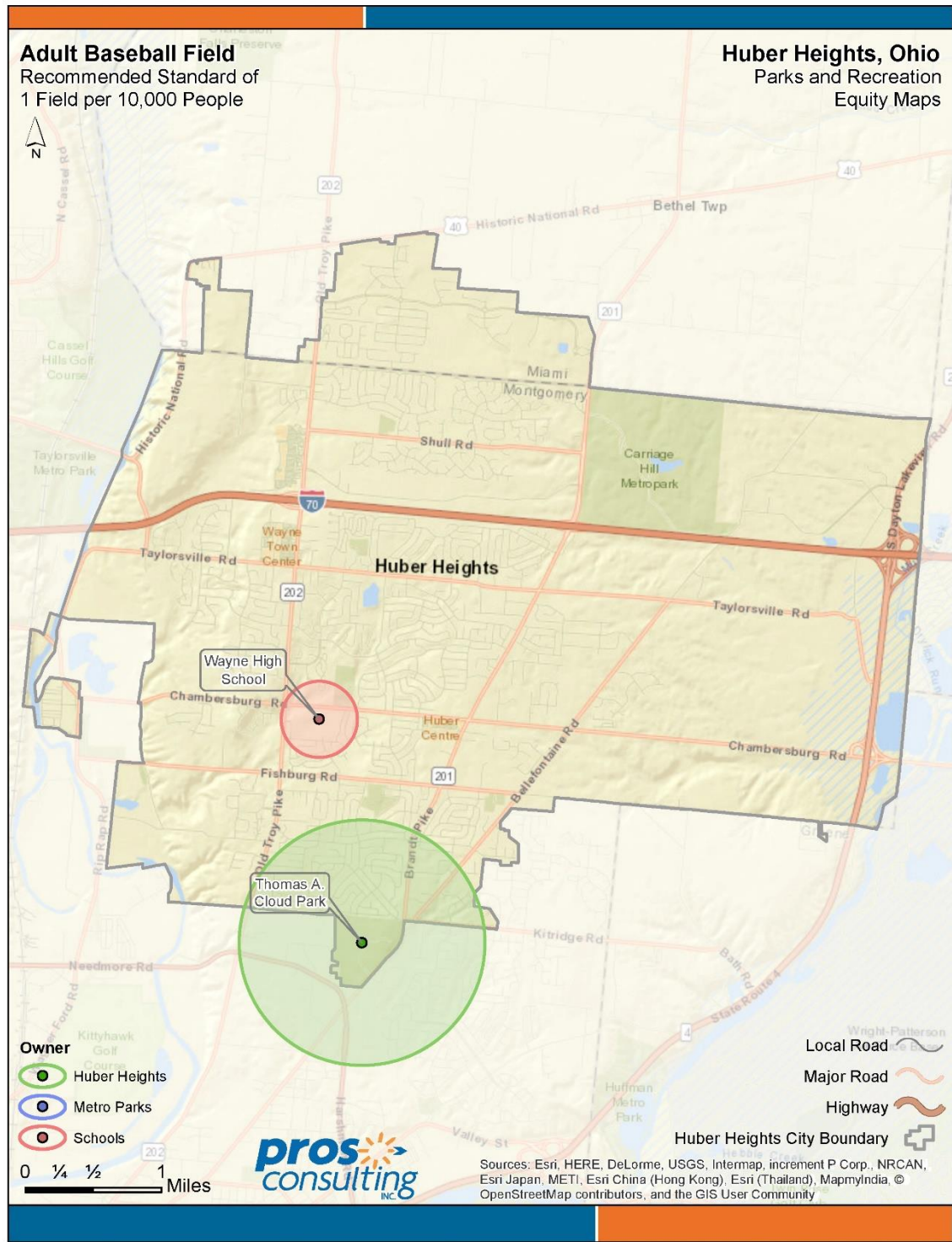


Figure 50- Adult Baseball Fields Equity Map



## 5.4.7 BASKETBALL COURTS

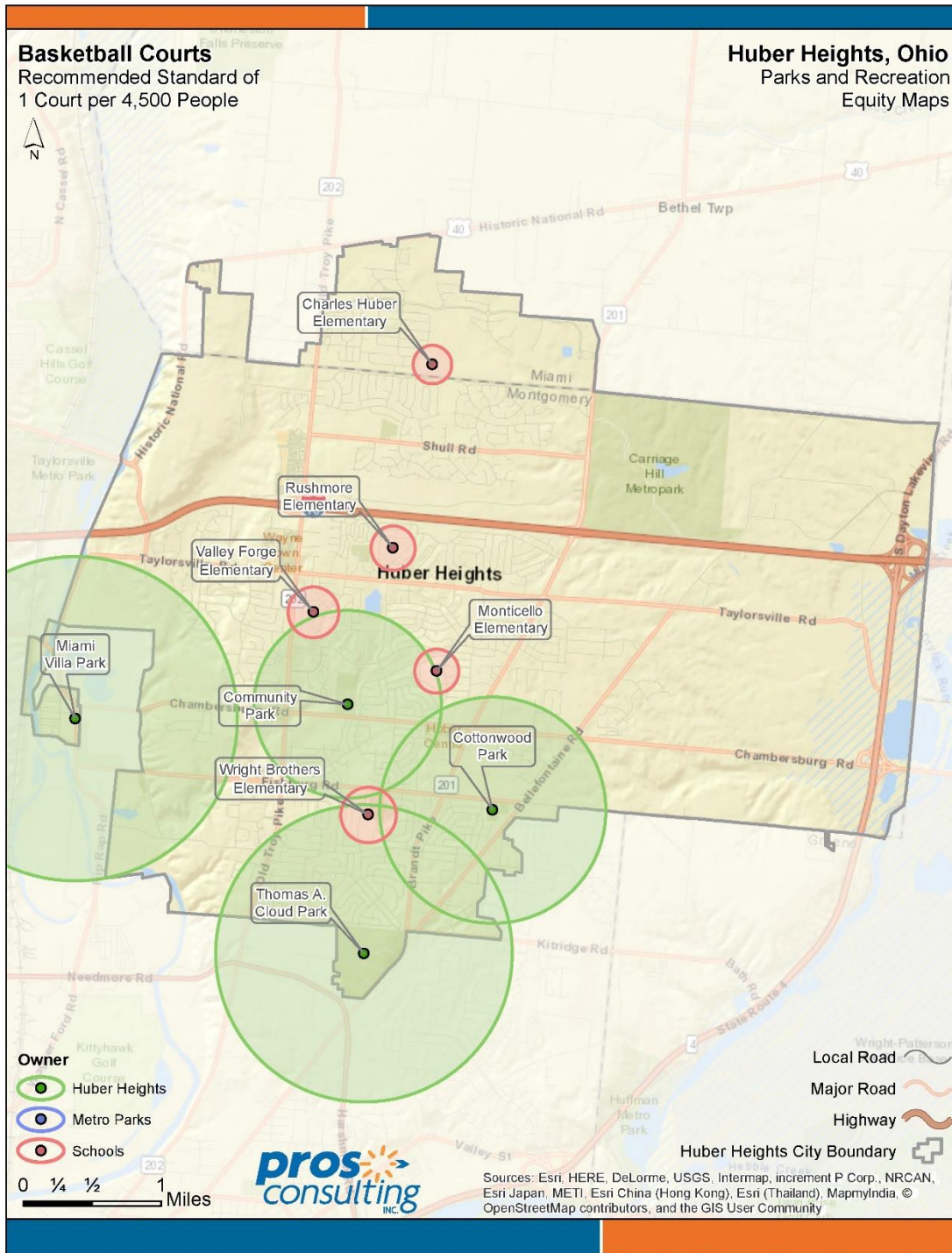


Figure 51- Basketball Courts Equity Map

5.4.8 INDOOR RECREATION SPACE

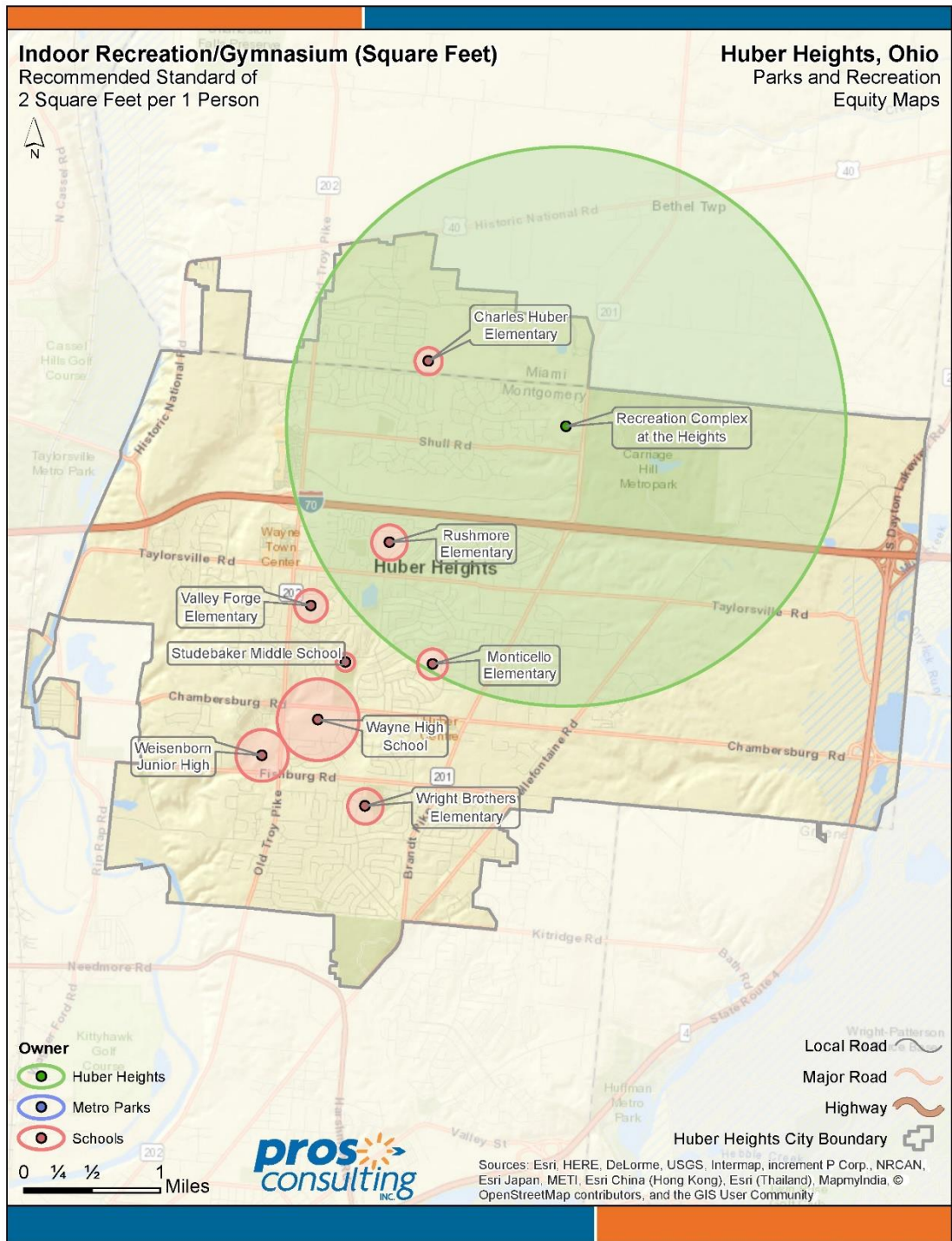


Figure 52- Indoor Recreation Space Equity Map



## 5.4.9 MULTI-PURPOSE FIELDS

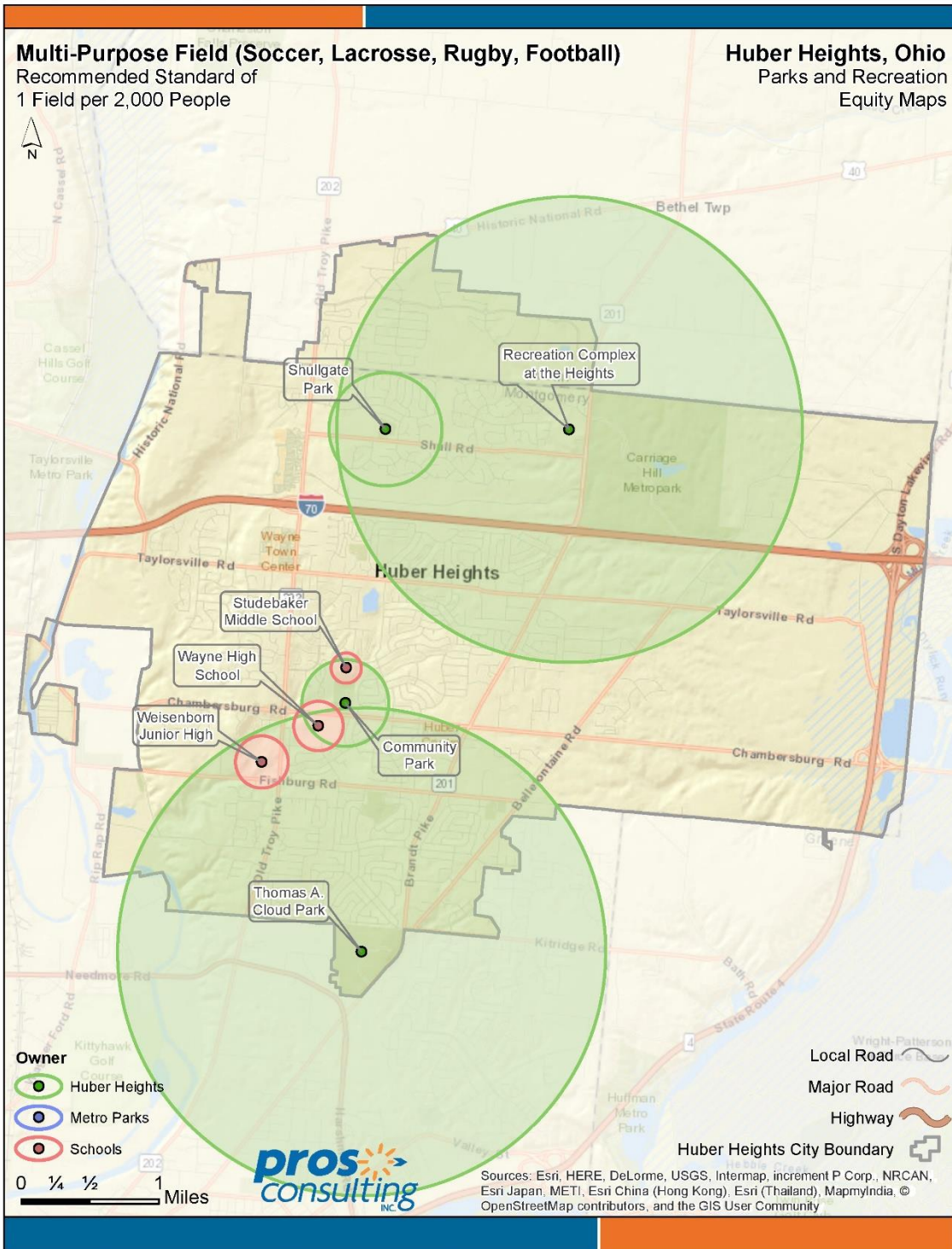


Figure 53- Multi-Purpose Fields Equity Map

5.4.10 OUTDOOR POOLS

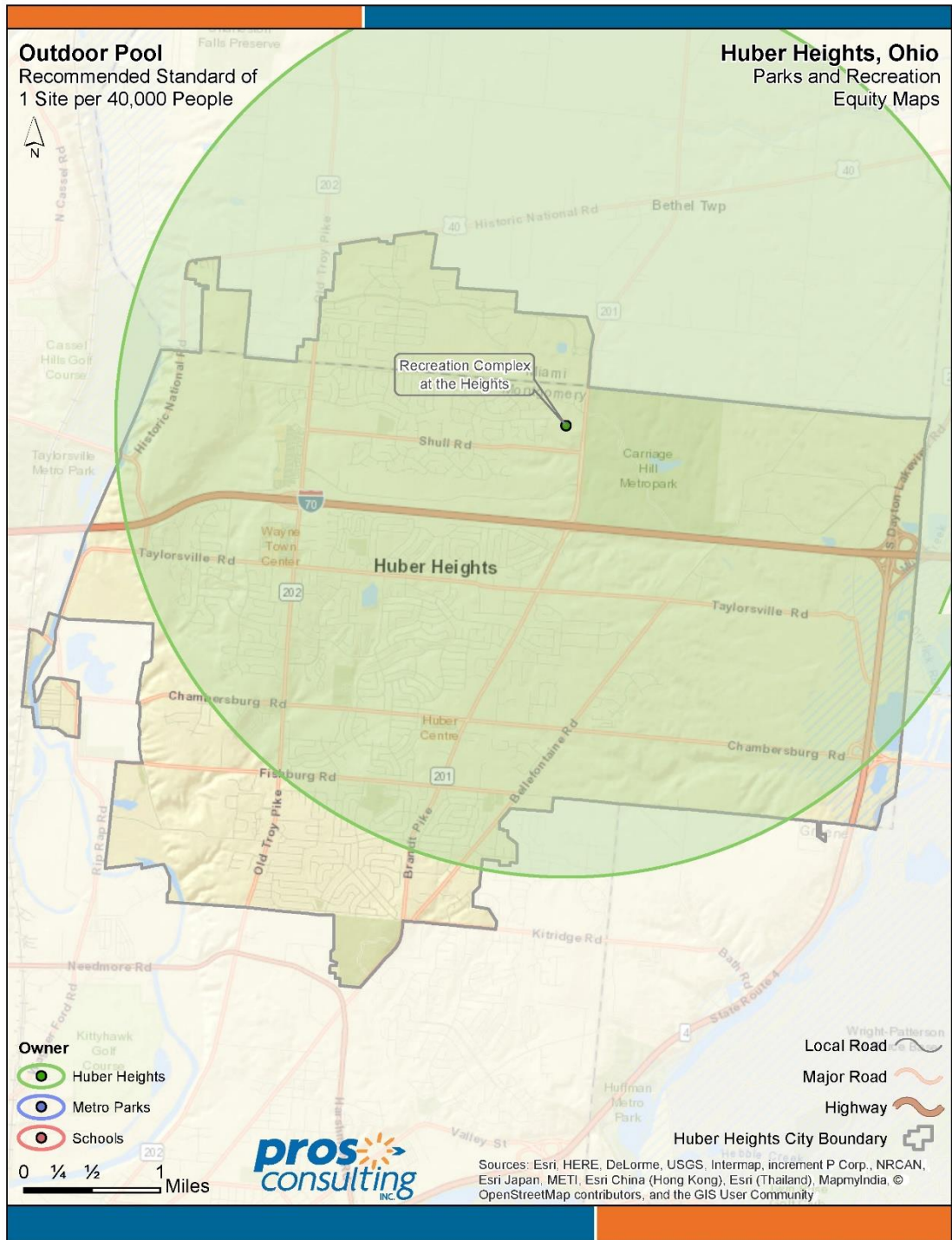


Figure 54- Outdoor Pools Equity Map



## 5.4.11 PICNIC SHELTERS

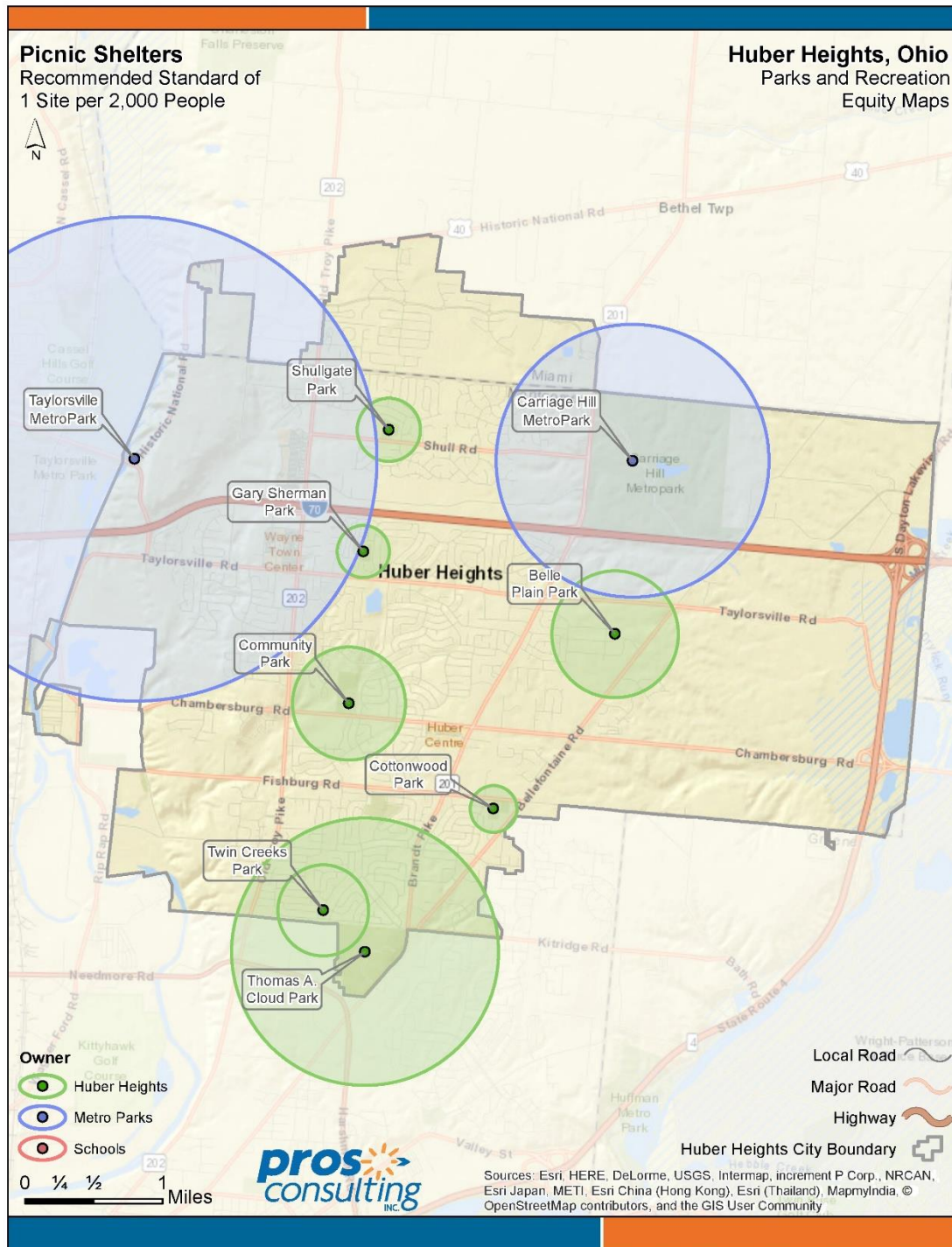


Figure 55- Picnic Shelters Equity Map



5.4.12 PLAYGROUNDS

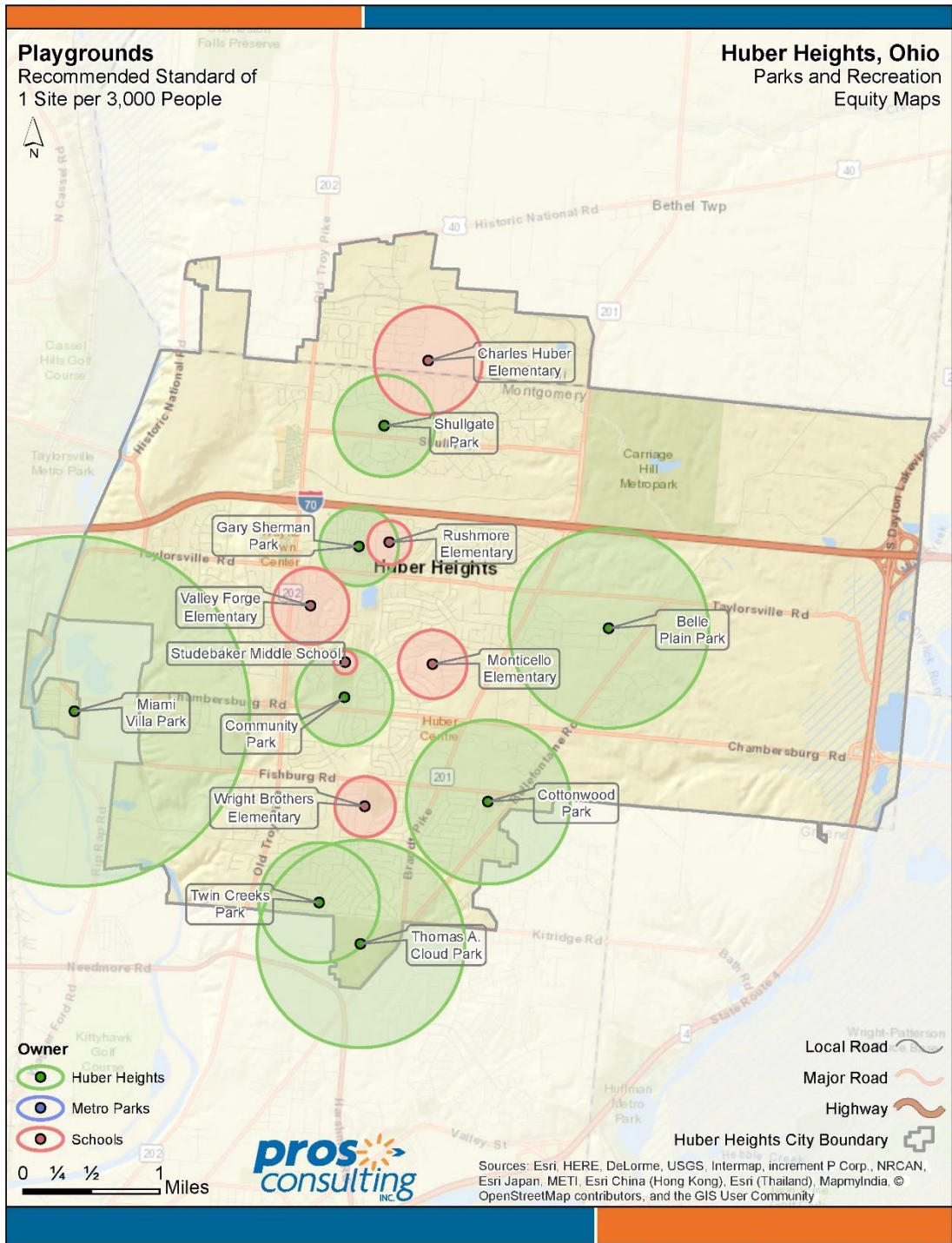


Figure 56- Playgrounds Equity Map

### 5.4.13 SAND VOLLEYBALL

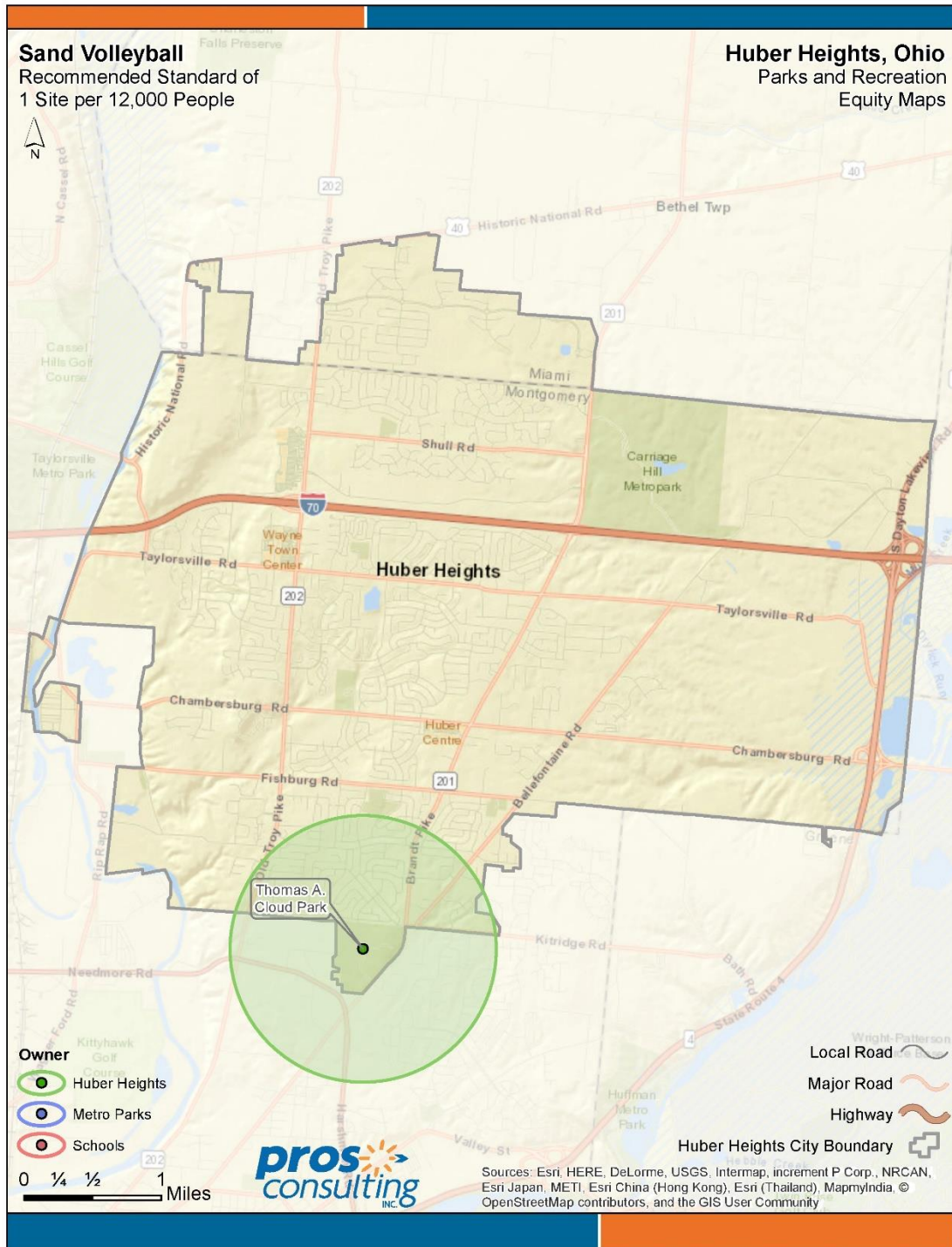


Figure 57- Sand Volleyball Equity Map



5.4.14 SOFTBALL FIELDS

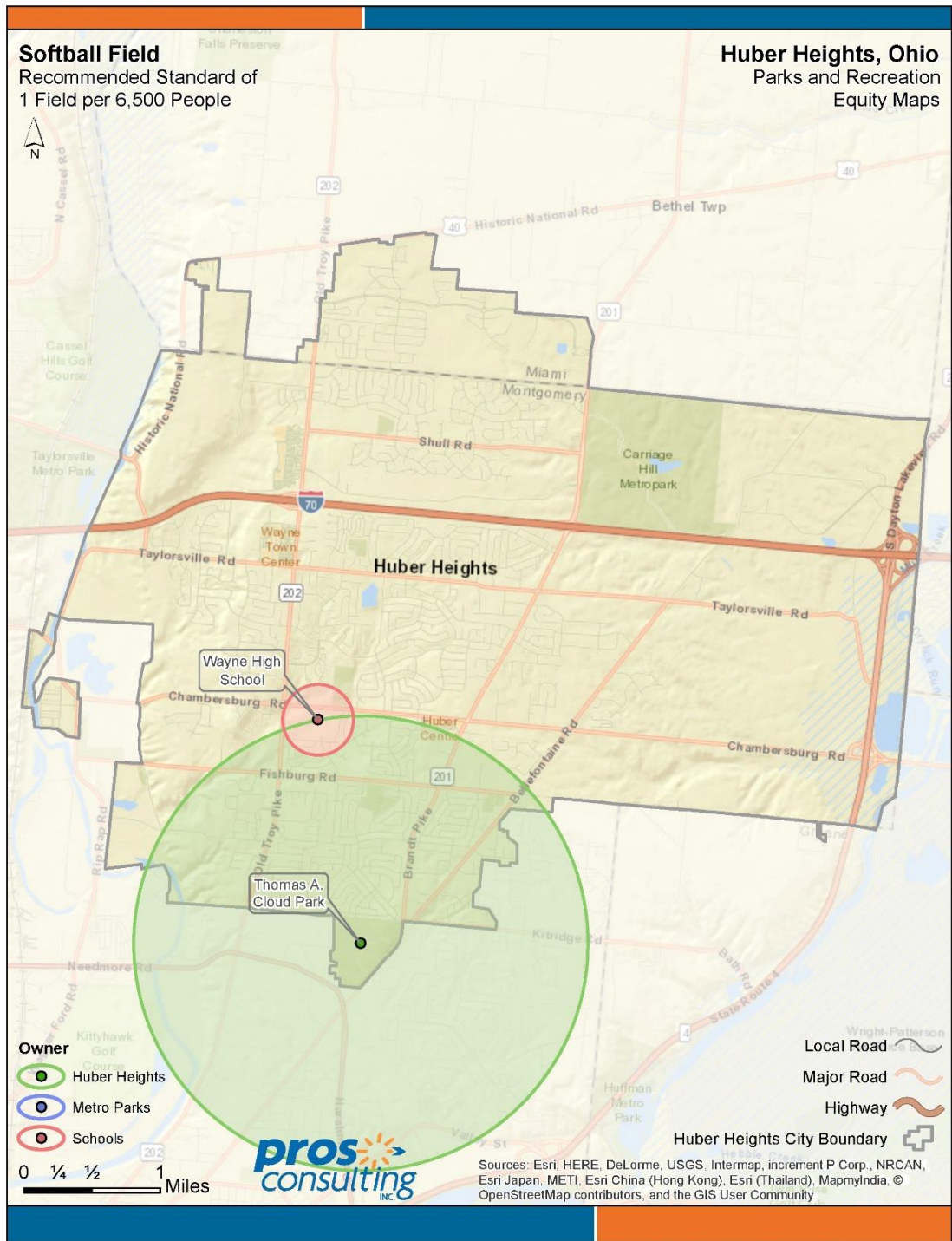


Figure 58- Softball Fields Equity Map

## 5.4.15 SPLASH PADS

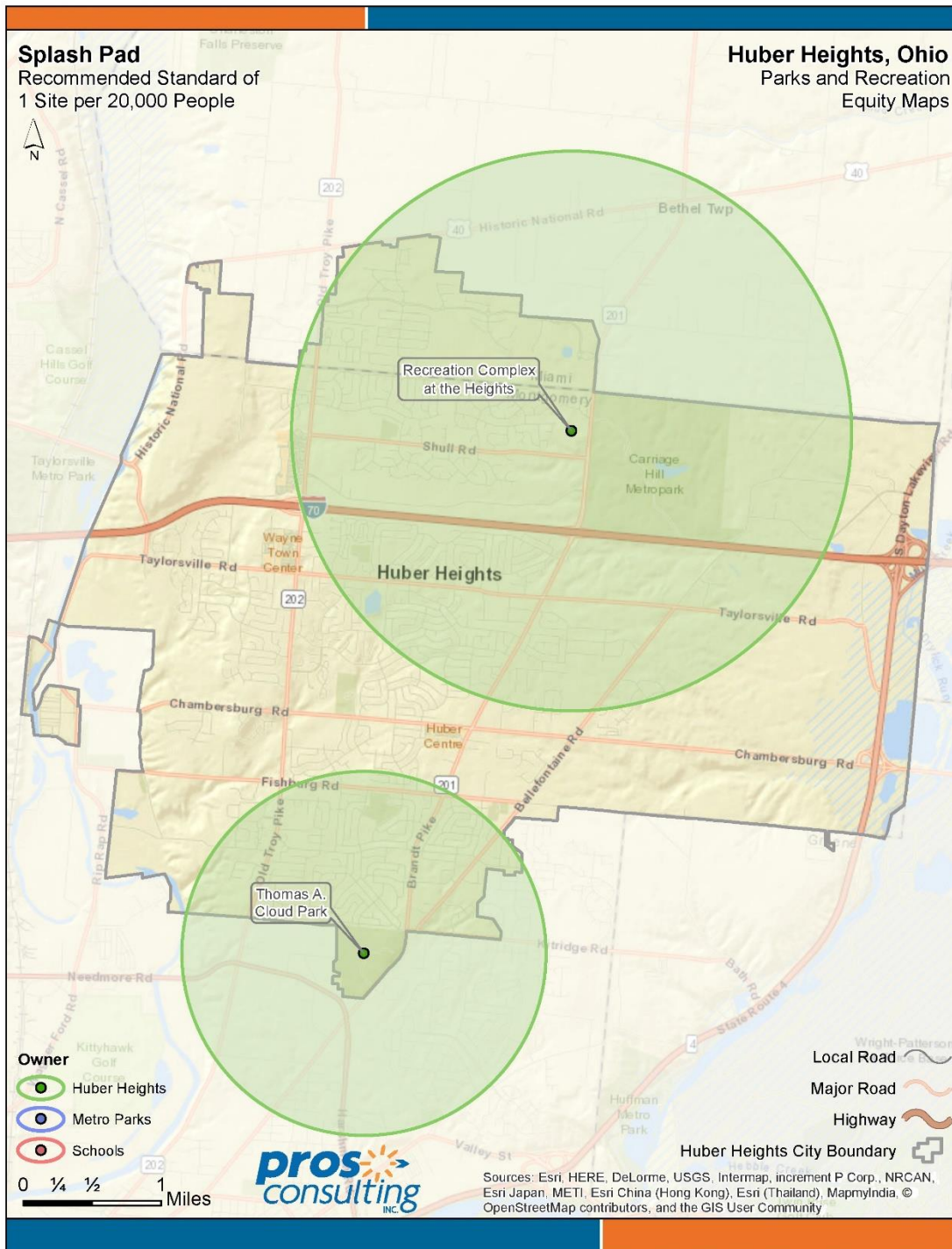


Figure 59- Splash Pads Equity Map



5.4.16 TENNIS COURTS

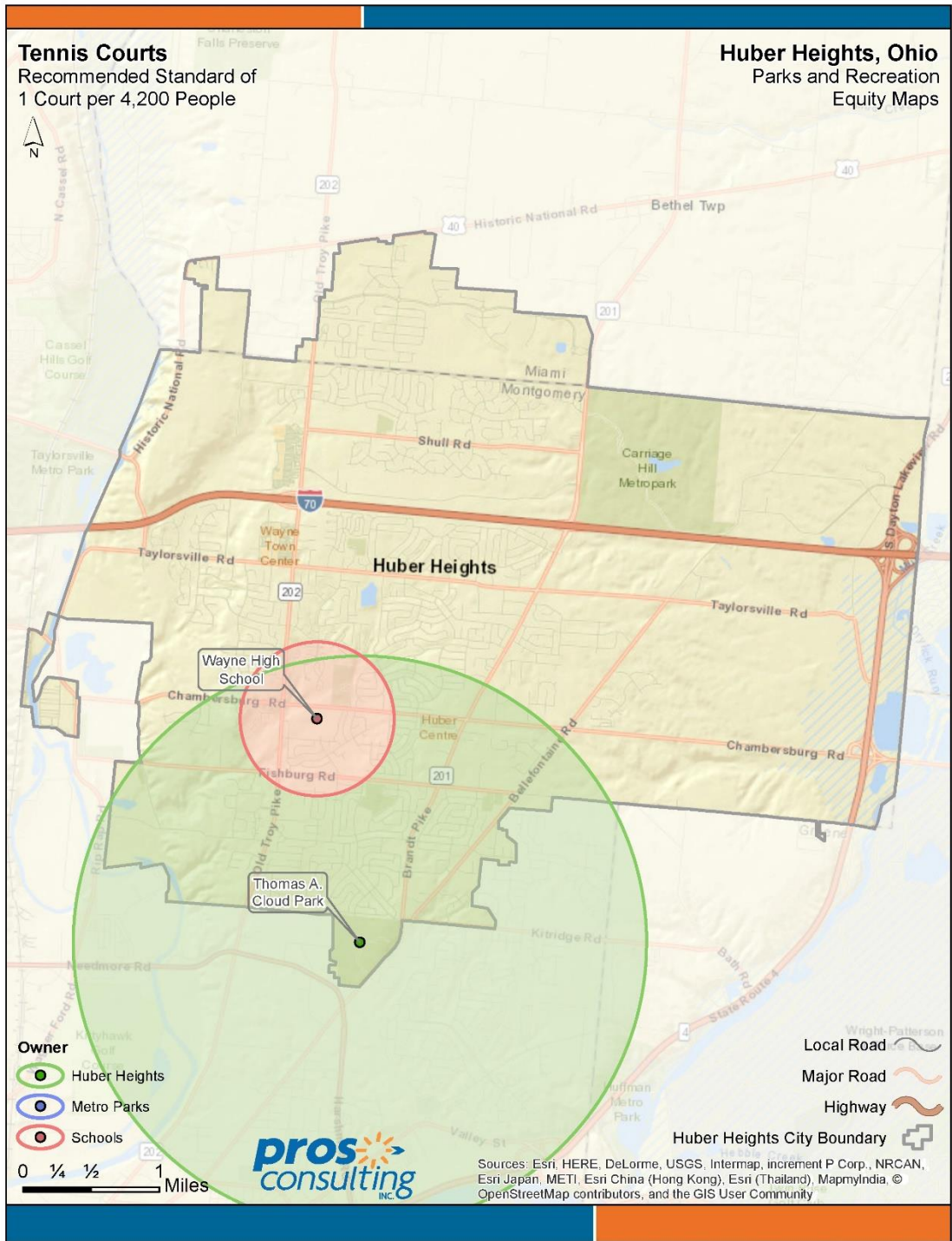


Figure 60- Tennis Courts Fields Equity Map



## 5.4.17 YOUTH BASEBALL FIELDS

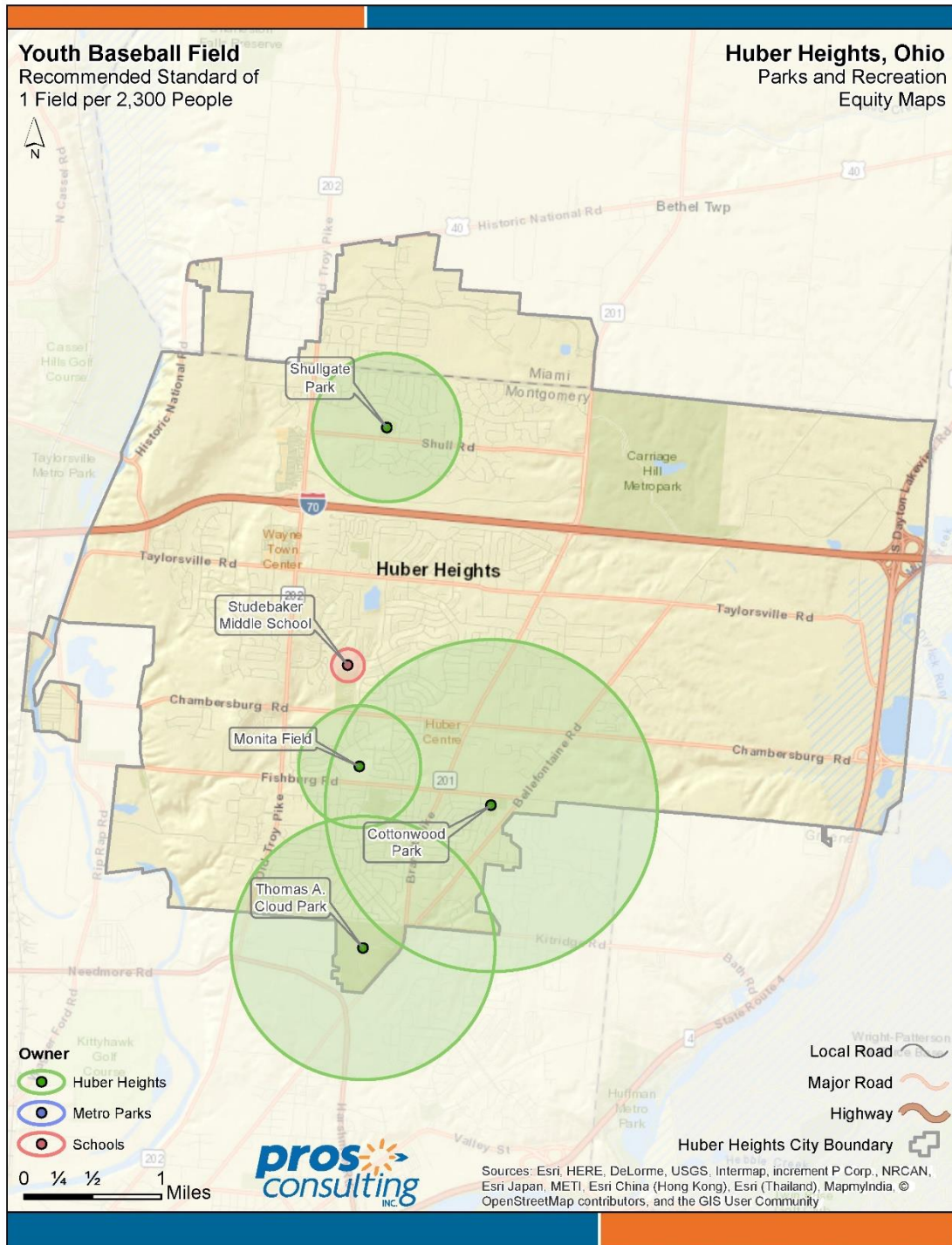


Figure 61- Youth Baseball Fields Equity Map

## 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. These areas will be included in the **Action Plan**.

#### 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 and Recreation Facilities Manager* 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; however, this idea is more of a long-term strategy.

### 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.

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**

**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 Master Plan 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

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 Master Plan 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 IMPLICATIONS

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 Master Plan 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.

## CHAPTER SEVEN – FINANCING, OPERATIONS, AND FUNDING

A financial analysis was conducted for the City of Huber Heights as it relates to parks and recreation services. Available information was reviewed to assess the financial situation for the City. The expenditures, revenues, and capital funds were analyzed to identify trends. This information will be vital for the City for two reasons:

1. Projections can be made based on historical data
2. The City can use the information to better inform the parks and recreation roles and responsibilities they believe will be in their best interest moving forward

### 7.1 REVIEWED DATA

The consultant team reviewed the following information for the financial analysis:

- Comprehensive expense report with actuals (2012-2016)
- Revenue report with actuals (2012-2016)
- Parks maintenance and improvements priority list (2018)

### 7.2 BUDGET DEVELOPMENT PROCESS

The parks and recreation budget is created from several different items. First, previously approved maintenance contracts are reviewed and tallied. Second, City staff estimate the work they will complete for parks and recreation related items. Time estimates are then compiled and calculated (including benefits). Third, utility costs are estimated based on historical usage. Fourth, identified equipment needs are reviewed and estimates are developed and included. Last, the maintenance areas project priority list is reviewed and projects are selected (with estimated costs) that can be reasonably done within the next budget year. After compiling all the costs, City staff analyze the total budget and then present it to City Council for discussion and approval.

### 7.3 EXPENDITURES

City of Huber Heights parks and recreation expenditures are attributed to Fund 218. Within the fund, expenses are broken into two categories:

1. Aquatic center
2. Parks and recreation

The City of Huber Heights has a unique agreement with the YMCA at the Heights (Greater Dayton YMCA branch) to be the official “parks and recreation director.” The City pays the YMCA \$150,000 annually to be the parks and recreation director while also reimbursing an additional \$25,000 annually to provide the aquatic facility for the community. Therefore, two categories are presented for budget expenses.

---

#### 7.3.1 AQUATIC CENTER

The Aquatic Center expenditures increased by 21% from 2012 to 2016. However, there were major fluctuations annually between 2013 and 2015. A large expense was attributed to account 5590 Miscellaneous Expense. Another category that has experienced a lot of fluctuation over recent years is account 5219 Other Professional which includes both professional consulting services along with contracted services such as mowing and landscaping.



218 Aquatic Center						
Account	Account Description	2012	2013	2014	2015	2016
5210	Accounting and Auditing	\$0	\$5,200	\$10,400	\$5,500	\$5,500
5219	Other Professional	\$78,807	\$105,327	\$130,327	\$45,000	\$45,000
5247	Marketing - Recreation	\$19,959	\$38,000	\$23,000	\$31,906	\$20,000
5253	Equip. Maintenance	\$0	\$0	\$7,144	\$0	\$0
5260	Liability Insurance	\$0	\$25,000	\$25,000	\$25,000	\$25,000
5301	Power and Light - Rec	\$547	\$2,000	\$1,790	\$1,453	\$1,825
5590	Misc. Expense	\$0	\$0	\$167,036	\$18,381	\$7,852
5740	Equipment	\$0	\$0	\$9,924	\$0	\$14,700
<b>Total Other Expenditures</b>		<b>\$99,313</b>	<b>\$175,527</b>	<b>\$374,621</b>	<b>\$127,240</b>	<b>\$119,877</b>
<b>Total Aquatic Center</b>		<b>\$99,313</b>	<b>\$175,527</b>	<b>\$374,621</b>	<b>\$127,240</b>	<b>\$119,877</b>
Annual Expenditure Increase		-	77%	113%	-66%	-6%
Cumulative Expenditure Increase		-	77%	277%	28%	21%

Figure 64- Aquatic Center Expenditures

### 7.3.2 PARKS AND RECREATION

The City of Huber Heights does not have a dedicated parks and recreation department. As a result, personnel expenditures are derived from estimates of hours spent by Public Works (and other people) conducting park and recreation related functions. As denoted by the figures below, all expenditures for parks and recreation have increased steadily since 2012. Personal services has increased by 22% and all other expenditures have increased by 74%, leading to an overall increase of 61% in terms of expenditures.

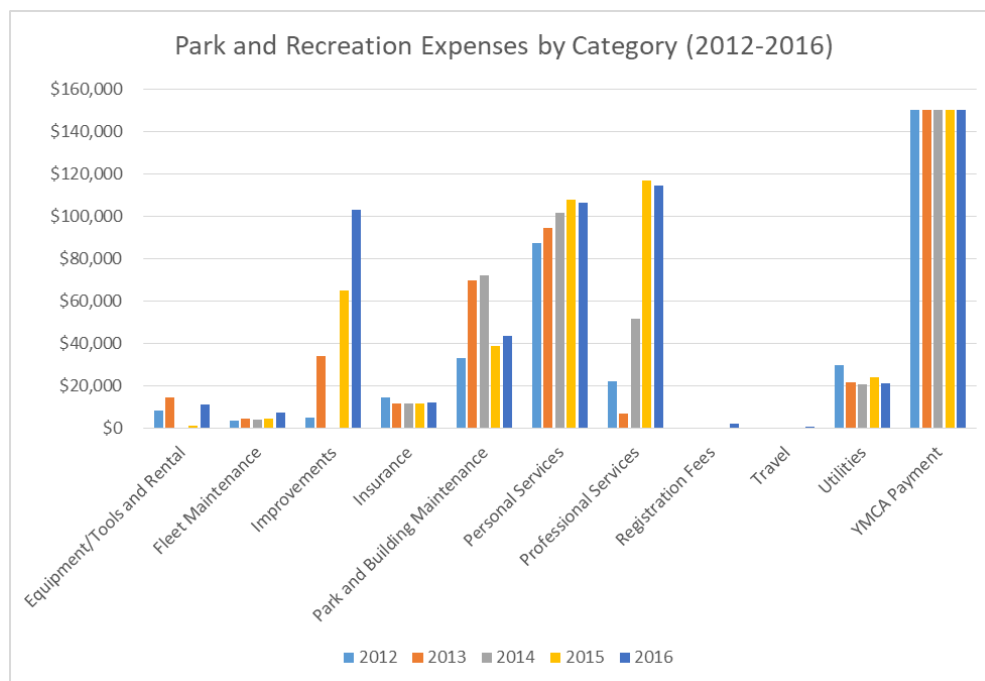
218 Park and Recreation						
Account	Account Description	2012	2013	2014	2015	2016
5110	Regular	\$53,378	\$53,173	\$54,446	\$57,587	\$56,736
5112	Seasonal	\$3,537	\$10,561	\$15,323	\$18,082	\$14,102
5113	Overtime	\$0	\$0	\$0	\$0	\$0
5120	Pension	\$9,300	\$10,600	\$10,069	\$11,516	\$0
5121	FICA/Medicare	\$821	\$924	\$1,010	\$1,091	\$1,022
5122	Workers Comp	\$2,268	\$1,759	\$1,417	\$1,522	\$3,837
5124	Health Insurance	\$17,843	\$17,348	\$19,106	\$17,785	\$19,884
5125	Life Insurance	\$62	\$62	\$62	\$70	\$103
5126	Opers - Accrual	\$0	\$0	\$0	\$0	\$10,020
5127	Opers - Pickup	\$0	\$0	\$0	\$0	\$583
<b>Total Personal Services</b>		<b>\$87,209</b>	<b>\$94,427</b>	<b>\$101,433</b>	<b>\$107,653</b>	<b>\$106,287</b>
Annual Personal Services Expenditure Increase		-	8%	7%	6%	-1%
Cumulative Personal Services Expenditure Increase		-	8%	16%	23%	22%

Figure 65- Parks and Recreation Expenditures Part 1

218 Park and Recreation						
Account	Account Description	2012	2013	2014	2015	2016
5203	Equipment and Tool Rental	\$234	\$2,294	\$0	\$0	\$1,723
5210	Accounting and Auditing	\$0	\$500	\$0	\$0	\$0
5219	Other Professional	\$22,291	\$6,474	\$51,544	\$116,830	\$114,600
5230	Registration Fees	\$0	\$0	\$0	\$0	\$2,325
5231	Travel	\$0	\$0	\$0	\$0	\$950
5234	Licenses and Certification	\$530	\$530	\$530	\$530	\$643
5250	Building and Maintenance	\$0	\$196	\$27,103	\$0	\$0
5251	Park Maintenance	\$33,429	\$69,674	\$45,011	\$38,895	\$43,845
5260	Liability Insurance	\$14,237	\$11,420	\$11,420	\$11,420	\$11,420
5270	YMCA Payment	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
5301	Power and Light - Rec	\$15,125	\$12,200	\$12,570	\$14,677	\$12,742
5302	Communications	\$942	\$331	\$392	\$526	\$326
5303	Water and Sewer	\$3,514	\$0	\$0	\$0	\$0
5305	Trash Disposal	\$4,130	\$2,732	\$1,630	\$430	\$430
5306	Solid Waste Disposal	\$6,103	\$6,500	\$6,100	\$8,730	\$7,730
5413	Vehicle Parts and Supplies	\$3,512	\$4,500	\$4,129	\$4,500	\$7,493
5730	Improvements	\$5,403	\$34,374	\$0	\$65,179	\$103,114
5740	Equipment	\$8,239	\$12,518	\$0	\$1,202	\$9,500
<b>Total Other Expenditures</b>		<b>\$267,689</b>	<b>\$314,243</b>	<b>\$310,429</b>	<b>\$412,919</b>	<b>\$466,841</b>
Annual Other Expenditures Increase		-	17%	-1%	33%	13%
Cumulative Other Expenditures Increase		-	17%	16%	54%	74%
<b>Total Parks and Recreation</b>		<b>\$354,898</b>	<b>\$408,670</b>	<b>\$411,862</b>	<b>\$520,572</b>	<b>\$573,128</b>
Annual Other Expenditures Increase		-	15%	1%	26%	10%
Cumulative Other Expenditures Increase		-	15%	16%	47%	61%

**Figure 66- Parks and Recreation Expenditures Part 2**

When examining the categorical breakdown for park and recreation expenses, there are several consistency areas such as the YMCA payment, personal services, insurance, utilities, and fleet maintenance. However, there are several areas that seem to be more dynamic on a year-to-year basis such as equipment/tools and rental, improvements, park and building maintenance, and professional services.



**Figure 67- Parks and Recreation Expenditures by Category**

## 7.4 REVENUES

As mentioned previously, there is not a dedicated parks and recreation department. Consequently, there is also not a dedicated funding source for parks and recreation and services. There is a general fund allocation that is set each year and earned income via parks and recreation services is minimal and is produced via park shelter rentals and park user group fees. Since 2012, shelter reservations has experienced a 28% increase in revenue from \$4,281 to \$5,463. Park user group fees are less stable over the same timeframe. Since 2012, park user group fees have experienced a decrease in revenue of 47% from \$18,831 to \$10,035. Some of this volatility is due to the number of events specific user groups' host. Another reason is the inconsistency of the user base itself and the overall fee schedule. There is not a clear consistent pricing mechanism used for user fees due to events and field reservations/rentals.

YMCA of Greater Dayton - Huber Heights Park System						
Revenue Source	2012	2013	2014	2015	2016	2017
City of Huber Heights Shelter Rentals	\$ 4,281	\$ 4,375	\$ 8,238	\$ 4,913	\$ 5,788	\$ 5,463
Park User Group Fees	\$ 14,550	\$ 11,400	\$ 5,513	\$ 9,600	\$ 13,497	\$ 4,572
Brick City Baseball	\$ 1,800	\$ -	\$ 1,575	\$ 1,500	\$ -	\$ -
Carroll High School	\$ 150	\$ -	\$ 225	\$ 75	\$ 75	\$ -
Dayton Amateur Soccer	\$ 150	\$ -	\$ 188	\$ -	\$ -	\$ -
Huber Heights Girls Softball	\$ -	\$ -	\$ -	\$ -	\$ 525	\$ -
Huber Heights Little League	\$ -	\$ -	\$ 1,275	\$ -	\$ 1,500	\$ -
Huber Heights Soccer	\$ 1,875	\$ 1,875	\$ 1,950	\$ 2,100	\$ 2,100	\$ -
Huber Heights Youth Football	\$ 525	\$ 450	\$ -	\$ -	\$ -	\$ 450
Ohio Hurricanes	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -
Southwestern Buckeye League	\$ 375	\$ 375	\$ 300	\$ 300	\$ 300	\$ 150
Strive Soccer Camp	\$ -	\$ -	\$ -	\$ -	\$ 72	\$ 72
US Quidditch	\$ -	\$ -	\$ -	\$ -	\$ 1,950	\$ -
Warrior Soccer Club	\$ 9,675	\$ 8,700	\$ -	\$ 5,625	\$ 6,825	\$ 3,900
<b>Total Revenues</b>	<b>\$ 18,831</b>	<b>\$ 15,775</b>	<b>\$ 13,750</b>	<b>\$ 14,513</b>	<b>\$ 19,285</b>	<b>\$ 10,035</b>
Annual Revenues Increase	-	-16%	-13%	6%	33%	-48%
Cumulative Revenues Increase	-	-16%	-27%	-23%	2%	-47%

**Notes:**

Warrior Soccer Club: 2012, 2013, 2015 - 4 events

Carroll High School: 2014 - 2 events

US Quidditch: 2017 - Great Lakes Championship was canceled

**Figure 68- Parks and Recreation Revenues**

## 7.5 CAPITAL EXPENDITURES

Funding for capital improvements is on a project by project basis and this directly affects the operational dollars associated with parks and recreation each year. A five-year capital improvement plan (CIP) is not formalized for parks and recreation; instead, Public Works staff develop a parks maintenance and improvements priority list that is reviewed and updated regularly.

For 2017, approximately \$106,425 was funded and completed for the parks system. An estimated \$573,500 is identified in unfunded park improvement projects. Many of the unfunded projects consist of resurfacing (courts, parking lots, and walking paths), landscaping enhancements, amenity replacement, and adding new facilities to the system. Additionally, the City uses a three-tiered priority system to assist with project timeline. Of all the priority 1 items, all but four (91% completion) were implemented or at least funded and started in 2017. Of priority 2 and 3 items, 17% were funded and completed.

Park/Location	Completed	Unfunded
All	-	\$38,700
Belle Plaine	-	\$10,000
Community	\$24,000	\$25,000
Cottonwood	\$200	\$3,500
Eichelberger	\$450	\$10,000
Kroger Aquatic Center	\$1,000	\$500
Monita Fields	\$25	-
NEP Building	-	\$500
Rip Rap	\$25	\$30,000
Shullgate	\$300	-
Tom Cloud	\$80,400	\$455,300
Twin Creeks	\$25	-
<b>Total</b>	<b>\$106,425</b>	<b>\$573,500</b>

Figure 69- Identified Capital Expenditures

## 7.6 OPERATIONS AND MAINTENANCE (O&M)

With the unique set-up of the Huber Heights parks and recreation system, there are challenges with understanding and interpreting the exact expenses and effort associated with maintaining the existing system.

### 7.6.1 EXISTING O&M STAFFING LEVELS

Since 2015, Public Works has increased its dedicated hours to park-related services by 24% annually. Although the parks system has not grown per se (that is, in terms of acreage), more and more responsibilities have been put on Public Works due to aging infrastructure and the amount of funded park improvements each year that do not require an outside contractor. In 2017, approximately 7,656 hours (or 3.68 FTE) were attributed to the parks system (both regular and seasonal labor hours). This figure is projected to increase by approximately 24% for 2018 based on data trends which will require almost 9,500 labor hours, or 4.56 FTE.

Public Works Hours Attributed to Parks and Recreation Functions							
	2015		2016		2017		2018 (Projected)
Position	Regular	Seasonal	Regular	Seasonal	Regular	Seasonal	
Hours	2,691	1,738	5,498	933	6,122	1,534	
Total Hours	4,429		6,431		7,656		
FTEs	2.13		3.09		3.68		4.56

Figure 70- Public Works Hours Attributed to the Park System



### 7.6.2 CONTRACTED SERVICES

In addition to public works support for the park system, the City also contracts some landscaping services with a private landscape management company. In total, 11 locations are under contract through 2020 for a total of \$59,682. Specific maintenance activities include a 26-cycle mowing schedule, turf application (pre-emergence and fertilizer, pavement vegetation (spring/fall cleanup and pre-emergence), flower beds (edging, mulching, and irrigation), and trees and shrubs (pruning and spraying).

For park purposes, a total of 69.17 acres are contracted. The total contracted service equates to approximately \$863/acre.

Park	Mowing		Turf Application	Pavement Vegetation	Flower Beds	Trees/Shrubs	Total
	Occurrence Cost*	Total Cost					
Belle Plain	\$ 81	\$ 2,106					\$ 2,106
Community	\$ 328	\$ 8,528					\$ 8,528
Cottonwood	\$ 133	\$ 3,458					\$ 3,458
Eichelburger and KAC	\$ 333	\$ 8,658	\$ 2,910	\$ 300	\$ 3,877	\$ 690	\$ 16,435
Gary Sherman	\$ 167	\$ 4,342					\$ 4,342
Menlo	\$ 170	\$ 4,420					\$ 4,420
Monita Fields	\$ 187	\$ 4,862					\$ 4,862
Rip Rap	\$ 300	\$ 7,800					\$ 7,800
Shullgate	\$ 185	\$ 4,810					\$ 4,810
Tom Cloud	-	-	-	\$ 155	\$ 1,436	\$ 160	\$ 1,751
Twin Creeks	\$ 45	\$ 1,170					\$ 1,170
<b>Total</b>	-	<b>\$ 50,154</b>	<b>\$ 2,910</b>	<b>\$ 455</b>	<b>\$ 5,313</b>	<b>\$ 850</b>	<b>\$ 59,682</b>

\*All park locations are contracted for 26 mowings

Figure 71- Contracted Services

## 7.7 FINANCIAL AND OPERATIONS ASSESSMENT SUMMARY

With an increased focus on parks and recreation services by community residents over the years, Huber Heights is in need of financial and operational consistency. As indicated by the data analyzed, expenditures will continue to increase but there is not a dedicated, reliable funding source for parks and recreation services. At current levels, a gap is widening between the money brought in by parks and recreation and the money expended. This disconnect should be addressed via:

- Formalization of a Huber Heights Parks and Recreation Department
- Identification and adoption of a dedicated funding source(s) for parks and recreation
- Enhancement of existing fee collection philosophy and subsequent policies/protocols

With a concentrated focus on parks and recreation sustainability, greater efficiencies can be realized through the formalization of a Department (or a different governance model from the current one employed), personnel dedicated to both parks and recreation *and* public works, a pricing and fee philosophy commensurate with an overall revenue strategy, and a more measured approach to capital development.

Additionally, a philosophical shift is warranted to fully implement a Total Cost of Facility Ownership (TCFO) concept for the Huber Heights parks system. Approximately 80% of an asset's total lifecycle costs are attributed to routine operations and maintenance. This means the remaining 20% stem from capital expenditures. Therefore, it is imperative to concentrate on a focused strategy for consistent and applied operational dollars to

maximize facility and asset life expectancies which, in turn, will ultimately reduce unnecessary capital costs in the future.

Huber Heights can continue down the existing financial and operational path but as the park system expands and more oversight is needed for the developing system, the community's expectation of the City for maintaining the system while adding new features will expand as well. This will increase the financial pressure on the City so adjustments must be made.

## 7.8 FUNDING AND REVENUE STRATEGIES

The following financial options outline opportunities for the City of Huber Heights to consider in supporting the capital improvements outlined in this Master Plan as well as operational costs associated with managing the system for the future. Some of these funding sources may not be currently allowed by the municipality, or have never been used, but should be pursued through legislative means should the City of Huber Heights agree with the value in pursuing these funding sources.

**General Obligation Bond:** A general obligation bond is a municipal bond secured by a taxing authority to improve public assets that benefits the municipality involved that oversee some of the parks and recreation facilities in the city. General Obligation Bonds are a tool used by local governments to borrow money. The bonds are guaranteed by the governing body's full faith and credit and backed by property tax revenues. The municipality can use revenue generated from the sale of general obligation bonds to fund a park project and repay the bonds and interest with future property tax revenue.

General Obligation Bonds should be considered for park and recreation facility projects; such as an update to parks, trails, and new facilities such as indoor recreation spaces and sports complexes. Improvements to parks should also be covered by these funding sources because there are very little operational revenues associated with these parks to draw from and some of the municipal parks improvements are in need of upgrades and renovations limiting the uses of other revenue sources. These parks help frame the municipality's image and benefit to a wide age segment of users and updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas of the city. This has to be viewed as an economic impact improvement to stabilize neighborhoods and invite people to live in these neighborhoods because of the quality of parks. If the parks are maintained to a higher level than the neighborhood it raises the value of property. If parks are maintained below the level of existing homes in the neighborhood it will bring the property values down.

**EDIT Funds:** These funds are used to support economic impact projects in parks in many cities.

**Enterprise Funding:** Park agencies are utilizing enterprise funds as a mechanism to retain program and facility revenues. This philosophical shift (and accounting shift) incentivizes facilities and programs to increase revenue. The intent of the fund is for that facility or program to operate without the benefit of tax revenues. Expenses, including capitals, directly attribute to the fund supported by the revenues generated by the fund. These funds are a creative way to inform the taxpayer that if he/she does not want to pay for specialized services through taxes, he/she would have to pay through user fees.

**Levy on Property Tax:** Public agencies around the country receive funding through property tax revenues. State laws vary on how these funds can be used, rather applied, to operating costs or capital investments.

**Special Purpose Levies:** Public agencies, including parks can receive funding through a tax levy designated to a specific purpose and generally for a limited period of time.

**Internal Park Improvement Fund:** This funding source is created from a percentage of the overall park admissions or fees to use the attractions such as the Kroger Aquatics Center, the Rose, or special events in a park and would allow a percentage (usually 3-5% of gross revenues) to be dedicated to the park or recreation facility for existing and future capital improvements. This type of user fee does not require voter approval but is set up in a dedicated fund to support the existing park for future capital, maintenance, and improvements.

**Tax Increment Finance District:** Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered Quality of Life improvements that capture increases in property tax revenue within a designated geographic area and allocates it for a specific public purpose. TIF revenue has been used towards park acquisition, maintenance, and improvements in certain cities. As redevelopment occurs in the city, the “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TIFs can be used to fund park improvements and development as an essential infrastructure cost.

**Developer Cash-in-Lieu of meeting the Open Space Requirement:** Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

**Park Land Dedication Fee:** A park land dedication fee requires that a portion of any housing or commercial/industrial development be dedicated to public use, in the form of parks, recreation facilities, playgrounds, etc. Alternatively, the development may pay cash in lieu of a land dedication, which would be put in a special fund and used for future park acquisition.

**Business Improvement District:** The public private partnership collects additional taxes from business within a designated area. The fees are used for public projects, based on the notion that a well maintained public space will increase commerce for local businesses. Generally used in downtown areas, a Business Improvement District (BID) is a useful strategy for pooling revenue to support a common goal. BID funding is managed by a nonprofit corporation created through the municipality. This BID district can help support downtown park areas as well.

**Facility Authority:** A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A Facility Authority could oversee improvements for large facilities; such as a community center or sports field complex. The City of Huber Heights could seek a private developer to build a future facility and, in turn, the municipality would pay back these costs over a 20-year period through the facility authority. The Facility Authority could include representation from the schools, the City of Huber Heights, and private developers.

**Utility Lease Fee:** Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property own by the municipality based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future.

**Capital Improvement Fee:** A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing or updating the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop or redevelop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

**Capitalizing Maintenance Costs:** Levies and bonds for new projects do not always account for the ongoing maintenance and operations funding that will be needed by those projects. By capitalizing maintenance costs, cities include those anticipated costs into the specific levy or bond proposal and then set the funding aside in an endowment to cover the future costs.

**License Back:** License backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or licenses the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30-year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, civic buildings, and fire stations.

**Park and Recreation Capital Improvement Fund:** Fees, donations, and revenue from vending machines established. Fees may be established and collected by the Parks Board for particular special events held on park property as the Board may deem necessary for that specific event. Private organizations who hold their event on park property and who charge admission for the event shall donate a portion of those charges to The Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

**Partnerships:** Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships with measureable outcomes for each partner involved will help the City of Huber Heights to gain a lot of operational monies back to the system by managing their partnerships in a more equitable manner.

**Land Licenses/Concessions:** Land licenses and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations to retail operations on municipal-owned property. Licenses usually pay back to the municipality a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or retail attraction. They also pay sales tax and employee income taxes to the municipality which supports the overall local government system.

**Admission to the Park:** The City of Huber Heights currently does not charge a vehicle entrance fee to their regional parks and doing so can help support operational costs. This fee should continue to be studied and if deemed feasible, implemented.

**Parking Fee:** Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 dollars a day. This funding source could work for helping to support special events, festivals, and tournaments.

**User Fees:** User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the City of Huber Heights in operating a park, a recreation facility, or in delivering programs and services. A perception of “value” has to be instilled in the community for what benefits the system is providing

to the user. As the municipality continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for the City of Huber Heights. For services where the municipality feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a non-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

**Corporate Naming Rights:** In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the city.

**Corporate Sponsorships:** Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

**Advertising Sales:** Typical amenities and facilities that lend well to advertising sales include sports complexes, scoreboards, gym floors, trash cans, playgrounds, locker rooms, dog parks, along trails, flower pots, and as part of special events held in the city. Advertising sales help support operational costs and have been an acceptable practice in parks and recreation systems for many years.

**Maintenance Endowment Fund:** This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

**Park and Recreation Revenue Revolving Fund:** This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the parks system. The City of Huber Heights could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund.

**Permit Fees:** This fee is incorporated for exclusive reservations for picnic shelters, sports fields, and special events that are provided by the City of Huber Heights and for competitive tournaments held in the city by other organizations (that utilize municipal-owned facilities). Permit fees include a base fee for all direct and indirect costs for the municipality to provide the space on an exclusive basis in addition to a percentage of the gross for major special events and tournaments held on park-owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more income for the City of Huber Heights for these special use areas. This money could be applied to a Recreation and Park Revolving Fund to help support park improvements and operations in the future.

## 7.9 KEY FUNDING AND REVENUE STRATEGIES

After reviewing the funding and revenue strategies above, the City of Huber Heights and consulting team have identified the following funding and revenue strategies as key elements of implementing the recommendations in this Master Plan:



- User fees
- Dedicated tax levy
- Grants
- Internal Park Improvement Funds
- Tax Increment Financing (TIF) and Business Improvement Districts (BIDs)
- Impact fees
- Capitalizing operational costs

### 7.10 CAPITAL IMPROVEMENT PLAN (CIP)

This section of the plan reflects the capital improvement recommendations that are necessary to fulfill the facility needs of the community. In order to plan and prioritize capital investments, the consulting team recommends that the City of Huber Heights applies specific guiding principles that balances the maintenance of current assets over the development of new facilities. The framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These criteria (e.g., safety compliance, commitment, efficiency, revenue) and priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities.

The community, through this planning process, has indicated strong support for this concept of prioritization. Even with the indications of a modest economic turnaround, funding is not sufficient to take care of all existing assets and build new facilities. The result is the recommendation to develop a three-tier plan that acknowledges a stark fiscal reality, leading to the continuous rebalancing of priorities and their associated expenditures. Each tier reflects different assumptions about available resources.

- **The Critical Alternative** has plans for prioritized spending within existing budget targets. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being for the municipality to maintain services. The actions associated with these projects address deferred maintenance, accessibility issues, and other critical needs at existing facilities and is funded through existing tax dollars. These projects are typically prioritized for years 1-2; however, they are spread out over years 1-5 due to the expense.
- The **Sustainable Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing existing programs, beginning new alternative programs, adding new positions, or making other strategic changes that would require additional operational or capital funding. In coordination with the Mayor's Office, City Council, and Public Works, the City of Huber Heights would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, program income, grants, and existing or new taxes. These projects are typically prioritized for years 3-5.
- The **Visionary Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the community and by providing a long-range look to address future needs and deficiencies. In this Master Plan, the Vision Alternative addresses aging facilities to make improvements in operational effectiveness and the overall sustainability of the park and recreation system. Funding for visionary projects would be derived from partnerships, private investments, and new tax dollars or bonds. These projects are typically prioritized for year 5 and beyond.

**Figure 72** shows the CIP breakdown by category. In total, approximately \$2.1 million has been identified by the Consultant Team as CIP projects. An additional \$14.5 million (**Figure 73**) is identified as Visionary CIP needs based on the amenity shortages as indicated in the Level of Service (LOS) analysis.

Category	Total
Critical	\$ 512,500
Sustainable	\$ 859,350
Visionary	\$ 742,000
<b>Total</b>	<b>\$ 2,113,850</b>

\*Figures above do not include a contingency or fees for planning and design work

**Figure 72- CIP Breakdown by Category**

Additional Needs (LOS)	
Park land	\$ 2,500,000
Paved trails	\$ 5,000,000
3 Adult baseball fields	\$ 600,000
2 Softball fields	\$ 400,000
Skate park	\$ 250,000
2 sand volleyball courts	\$ 50,000
23,000sf indoor space	\$ 5,750,000
<b>Total</b>	<b>\$ 14,550,000</b>

\*Figures above do not include a contingency or fees for planning and design work

**Figure 73- Additional Visionary CIP Needs**

The following chart (**Figure 74**) depicts the summary CIP tabulations by park. All individual breakdowns are located in the **Appendix**. It should be noted that Huber Heights should have leeway for addressing Sustainable or Visionary projects before completing Critical projects if project funding becomes suddenly available. Additionally, all costs in **Figure 74** include contingency costs along with estimated planning and design fees.

	Belle Plain	Canal Lock	Community	Cottonwood	Gary Sherman	Menlo	Miami Villa	Monita Field	Rec Complex	Rose Music	Shullgate	Thomas Cloud	Twins Creek	Amount
<b>IMPROVE FIELD AND GRASS CONDITIONS</b>														\$ 170,000.00
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	\$ -	\$ -	\$ 50,000.00	\$ 60,000.00	\$ 50,000.00	
<b>REPAIR / INCREASE WALKING PATHS</b>														\$ 271,000.00
	\$ 12,000.00	\$ 9,000.00	\$ 20,000.00	\$ 45,000.00	\$ 30,000.00	\$ 15,000.00	\$ 15,000.00	\$ 50,000.00	\$ 25,000.00	\$ -	\$ 15,000.00	\$ 10,000.00	\$ 25,000.00	
<b>REPAIR / INSTALL RESTROOMS</b>														\$ 250,000.00
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000.00	\$ -	
<b>ADD / REPAIR PLAYGROUND EQUIPMENT</b>														\$ 118,500.00
	\$ 45,000.00	\$ -	\$ 50,000.00	\$ 45,000.00	\$ 12,500.00	\$ 85,000.00	\$ 45,000.00	\$ 8,000.00	\$ -	\$ -	\$ 5,000.00	\$ 142,000.00	\$ 25,000.00	
<b>EXERCISE PAD / SURFACE EXERCISE</b>														\$ 118,500.00
	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 23,500.00	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 30,000.00	\$ 5,000.00	
<b>DOG PARK</b>														\$ 140,000.00
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>RESURFACE TENNIS / BASKETBALL COURTS</b>														\$ 10,000.00
	\$ -	\$ -	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>ADD ADDITIONAL COURTS</b>														\$ 25,000.00
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	
<b>LANDSCAPE / BEAUTIFICATION PLAN</b>														\$ 162,850.00
	\$ 13,100.00	\$ 39,500.00	\$ 25,000.00	\$ 9,200.00	\$ 14,400.00	\$ 6,700.00	\$ 10,000.00	\$ 9,450.00	\$ -	\$ -	\$ 25,000.00	\$ 8,400.00	\$ 2,100.00	
<b>OTHER PARK NEEDS</b>														\$ 504,000.00
	\$ 38,000.00	\$ -	\$ 25,000.00	\$ 45,000.00	\$ 33,500.00	\$ 75,000.00	\$ 75,000.00	\$ 52,500.00	\$ -	\$ 45,000.00	\$ 55,000.00	\$ 10,000.00	\$ 50,000.00	
<b>SUBTOTAL</b>	\$ 128,100.00	\$ 48,500.00	\$ 130,000.00	\$ 144,200.00	\$ 113,900.00	\$ 341,700.00	\$ 145,000.00	\$ 149,950.00	\$ 25,000.00	\$ 45,000.00	\$ 150,000.00	\$ 535,400.00	\$ 157,100.00	\$ 2,113,850.00
<b>30% ESTIMATE CONTINGENCY</b>	\$ 38,430.00	\$ 14,550.00	\$ 39,000.00	\$ 43,260.00	\$ 34,170.00	\$ 102,510.00	\$ 43,500.00	\$ 44,985.00	\$ 7,500.00	\$ 13,500.00	\$ 45,000.00	\$ 160,620.00	\$ 47,130.00	\$ 634,155.00
<b>CONST. COST TOTAL WITH CONTINGENCY</b>	\$ 166,530.00	\$ 63,050.00	\$ 169,000.00	\$ 187,460.00	\$ 148,070.00	\$ 444,210.00	\$ 188,500.00	\$ 194,935.00	\$ 32,500.00	\$ 58,500.00	\$ 195,000.00	\$ 696,020.00	\$ 204,230.00	\$ 2,748,005.00
<b>8% PROFESSIONAL PLANNING &amp; DESIGN</b>	\$ 13,322.40	\$ 5,044.00	\$ 13,520.00	\$ 14,996.80	\$ 11,845.60	\$ 35,536.80	\$ 15,080.00	\$ 15,594.80	\$ 2,600.00	\$ 4,680.00	\$ 15,600.00	\$ 55,681.60	\$ 16,338.40	\$ 219,840.40
<b>GRAND TOTAL:</b>	\$ 179,852.40	\$ 68,094.00	\$ 182,520.00	\$ 202,456.80	\$ 159,915.60	\$ 479,746.80	\$ 203,580.00	\$ 210,529.80	\$ 35,100.00	\$ 63,180.00	\$ 210,600.00	\$ 751,701.60	\$ 220,568.40	\$ 2,967,845.40

Figure 74- CIP Breakdown by Park

## 7.11 SYSTEM CONSIDERATIONS

### 7.11.1 LAND ACQUISITION STRATEGIES

The following definitions should be used to rank and prioritize potential land acquisitions for Huber Heights. These criteria should be assessed on a 10-point scale (1 being the most restrictive and 10 being the least) and weighted by the project design team and City staff to prioritize land acquisitions.

- **Adequate Size:** Property is evaluated for its size to accommodate park uses.
- **Availability of Utilities:** Property is evaluated for proximity of existing City utilities to the sites (i.e., water, sanitary, and storm sewer).
- **Cost/Availability of Acquisitions:** Property is evaluated based on initial cost to the City.
- **Impacts (soils, earthwork, etc.):** Property is evaluated based on GIS information on soils, topography, drainage, and wetlands that may impact park development.
- **Major Arterial Access:** Property is evaluated based on its general proximity to major arterial roadways in Huber Heights.
- **Pedestrian/Bike Access:** Property is evaluated based on its general proximity to existing and proposed pathways in Huber Heights.
- **Population (5, 10, 15 minute drive time):** Property is evaluated based on its general proximity to existing population densities of the City.

Additionally, the City should consider the following items as potential additions to its land acquisition criteria:

- Scenically unique and diverse land use/vegetation cover with parklike character or qualities.
- Preservation/protection emphasis on irreplaceable natural resources, systems or areas (i.e., stream corridors, forested woodlots, wetland flood zones) that addresses environmental issues and development balance within the community.
- To minimize park site development costs and maximize recreation budget efficiency, the proposed park facility development program must inform the site selection process with regards to:
  - Topography & drainage
  - Vegetation cover
  - Vehicular accessibility
  - Visibility
  - Existing infrastructure
  - Existing and/or proposed adjacent land use zoning/development compatibility

### 7.11.2 PARK PEDESTRIAN TRAIL SYSTEM HIERARCHY

As recommended in the individual park assessment and recommended capital improvements/park enhancement exhibits (**see Appendix**), internal walk paths or trails should be a consistent recreation element in all of the parks. Additional site evaluation regarding improving park trail connectivity and points of access with adjacent surrounding residential neighborhoods should be conducted. Likewise, a more concerted, cooperative, and collaborative effort will be needed to address both local and regional trail system connectivity which would facilitate critically important pedestrian linkages to the two (2) surrounding Metro Park facilities. Connectivity interests should include the following entities/people:

- MVRPC
- Five Rivers Metro Park
- Montgomery County Engineer

- City Engineer
- Other Government Agencies

---

### 7.11.3 PLAYGROUND AREAS

Renovations, enhancements and or replacements should address the following:

- ADA accessibility and maximum or optimum usability
- Industry child play safety guidelines or standards
- Appropriate apparatus layout based upon age groups
- Existing layouts and curbing relative to maintenance/operations does not promote or encourage an interactive play experience

The goal of providing a more “play inclusive environment” should try to be achieved as existing and future play area designs are assessed and improved upon and implemented. This should take into consideration not just a child’s disabilities, but also a child’s abilities, challenges, and differences (i.e., sight, audio, ethnicity, mental/psychological limitations, etc.).

---

### 7.11.4 A DIVERSE AND UNIQUE PARK SYSTEM

The following key directives are offered to Huber Heights to move the City toward a truly diverse and unique park system:

1. Encourage, celebrate, reinforce and enhance the unique qualities, character, and attributes of individual parkland spaces and facilities.
2. Insure that all existing and proposed park spaces provide both passive and active recreation opportunities for all age groups (multi-generational) with the community.
3. Future CIP implementation can re-envision, reshape existing park spaces, and subtly repurpose.
4. Existing, underutilized park spaces can and should provide greater recreation opportunities and enjoyment to nearby residential neighborhoods and the entire Huber Heights community.
5. Operations/management costs need to be balanced with an appropriate increased public utilization and appreciation of the park spaces and facilities.

---

### 7.11.5 PARK IMPROVEMENT PROCESS CONSIDERATIONS

The Consultant Team highly recommends that individual park schematic master plans be done before capital improvement funds are expended. The site master planning process:

- Allows park personnel an opportunity to be engaged
- Provides an opportunity to conduct a public/neighborhood stakeholder forum to further inform and solicit comments and recommendations
- Verifies (with additional planning/design study) the adjusted park improvement/development cost estimate
- Identifies potential alternative funding sources that may be time/schedule sensitive
- Establishes an individual park improvement prioritization



## CHAPTER EIGHT – CONCLUSION

The City of Huber Heights is expanding and to leverage/stimulate economic growth, the City will be required to invest in parks and recreation. The recommendations outlined in this Master Plan (and detailed in the following chapter's Action Plan) are designed to give the City a roadmap for the next 10 years. There are critical, sustainable, and visionary tactics that the City can choose to support. At the end of the day, a combination of all three of these strategies will most likely be a good foundation for the City to build upon. However, taking care of critical actions would benefit the City before moving on to other items. But as financial realities exist, and as mentioned earlier, there should be some leeway given to act on certain items when/if funding becomes immediately available.

Adopting a formalized capital improvement plan (CIP) and focusing on dedicated funding sources for the parks and recreation system is paramount for the City. And to support those actions, it is strongly recommended to pursue and hire a *Parks and Recreation Facilities Manager* position to serve as a conduit between the YMCA and the City while also focusing on day-to-day parks and recreation operations. The partnership with the YMCA is a great benefit to the community and the City should continue to invest and support the partnership at least through the duration of the existing contract. There should then be a formal and comprehensive review performed that will indicate if an extension is warranted. If not, a formalized parks and recreation department should be created. If so, continued support should be given by the City to ensure the partnership continues to meet the needs of Huber Heights residents.

This is a critical time for the City to enact a future for the parks and recreation system. There are many directions the City can take and this Master Plan will enable the City to take a concentrated, measured approach to the system's development and future.



## CHAPTER NINE – ACTION PLAN

The Action Plan provides a summary of the key action items recommended throughout the Parks and Recreation Master Plan. Items are organized into four major sections:

- Finance
- Land and Facilities
- Operations
- Programming

**Vision Statements** specific to Finance, Land and Facilities, Operations, and Programming are provided to assist with prioritization and decision-making.

Within each section, key **Strategies** for implementation are listed. These strategies represent the major ideas or philosophies recommended by the Consultant Team that are required by Huber Heights to implement the *Parks and Recreation Master Plan*. To help achieve each Strategy, Tactics are identified along with recommendations for the **Group Responsible**, **Start Date** (i.e., when to initiate the tactic, not necessarily complete it), and **Performance Measures**.

The Action Plan is intended to serve as a dynamic document, reviewed on a regular basis by the City Council and City of Huber Heights staff, to plan work tasks and support decision-making in order to carry out the *Parks and Recreation Master Plan*. By reviewing the Action Plan quarterly or annually, accomplishments can be noted, adjustments can be made, and new items can be added.

The following acronyms are used in the “Group Responsible” column:

- ACM: Assistance City Manager
- CM: City Manager
- PFM: Parks Facilities Manager
- PW: Public Works
- YMCA: The Y at the Heights



## 9.1 FINANCE

Vision: "The City of Huber Heights will enact fiscally responsible financial practices to ensure a sustainable park and recreation system exists for current and future residents."						
Strategy		Timeframe	Tactics	Group Responsible	Performance Measure	Start Date
F1	Develop a consistent approach to financing the system.	Short-Term (now through 2021)	Adopt a 5-year Capital Improvement Plan (CIP) based on prioritized/order of magnitude (essential, sustainable, and visionary) projects and review and update annually.	CM	*CIP developed and reviewed and updated annually *CIP is used as an annual reporting tool	2019
			Ensure financial stability through short and long-range financial forecasting that uses a Total Cost of Ownership (TCO) approach.	PFM	*Monthly budget numbers are tracked	2019
			Ensure the annual operating budget will project and produce a balanced budget for each fiscal year.	PFM ACM	*Balanced budget produced and adopted	2020
			Set and achieve an overall system cost recovery goal and reflect it in the budget.	CM	*Cost recovery goal identified *Cost recovery increase each year until goal is met	2020
			Continue to expand the ability to track revenues and expenses by both core program area and facility.	PFM	*Core program and facility budgets numbers published	2021
			Commit to financial transparency by providing easy access to the City's financial data and reports.	ACM	*Standardized and accessible reports produced	2022
		Mid-Term (now through 2023)	Consider creating a Parks Foundation.	CM ACM	*Feasibility study conducted	2022
			Develop a long-term financial strategy that includes implementing a five-year budget worksheet that is reviewed and updated annually.	PFM	*Budget worksheet created, adopted, and used	2022
F2	Incorporate different funding strategies to finance the system.	Short-Term (now through 2021)	Adopt an overall fee collection philosophy and framework for user groups, reservations, and rentals based on a classification of services model (essential/core, important, and value-added).	ACM PFM	*Fee collection framework published	2019
			Designate one City of Huber Heights staff member to review grant research listing technical report and apply for at least 1 new grant each year for park system funding.	ACM	*Grant(s) identified and application(s) submitted	Annually
		Mid-Term (now through 2023)	In lieu of General Obligation Bonds, explore the possibility of adding a new parks and recreation levy for dedicated system funding.	CM	*Recreation levy studied and voted upon	2021
			Establish mechanisms to capture revenues from future development such as through Business Improvement Districts (BIDs), tax increment financing (TIF), and Internal Park Improvement Funds for revenue-generating facilities and parks.	CM	*Park Improvement Fund created	2021
		Long-Term (now through 2028)	Consider impact fees for park system improvements.	CM	*Food and beverage tax researched and voted upon.	2025
F3	Develop a consistent per capita and/or per acre funding strategy	Short-Term (now through 2021)	Benchmark local and regional agencies to identify per capita and/or per acre costs.	PFM	*Benchmark analysis report published	2019
			Establish a per capita and/or per acre cost goal/policy for the City of Huber Heights park land.	ACM PFM	*Per capita/per acre policy established and adopted	2019

## 9.2 LAND AND FACILITIES

Vision: "The City of Huber Heights will adopt Total Cost of Ownership (TCO) concepts for land and facilities to achieve a sustainable parks system."					
Strategy	Timeframe	Tactics	Group Responsible	Performance Measure	Start Date
L1 Ensure the growth of the parks and trails system keeps pace with the needs of the community, but does not outpace the financial or organizational resources of the City of Huber Heights.	<b>Short-Term</b> (now through 2021)	Annually assess progress towards Level of Service (LOS) recommendations and update Capital Improvement Plan (CIP) accordingly.	CM ACM PFM PW	*LOS spreadsheet revision *CIP updated	Annually
		Continue to enhance connectivity to regional trail systems and within the existing City limits by adopting design standards for pathways that detail on-street and off-street pathway construction/development guidelines.	CM ACM PFM PW	*Pathways and greenways standards adopted for primary, secondary, and tertiary corridors	2019
	<b>Mid-Term</b> (now through 2023)	Acquire land to reduce the identified neighborhood park acre shortage.	CM	*Funded in CIP	2021
		Acquire land to reduce the identified community park acre shortage.	CM	*Funded in CIP	2022
		Add 10 miles of paved trails.	CM	*Funded in CIP	2023
L2 Ensure the development of recreation facilities keeps pace with the needs of the community, but does not outpace the financial or organizational resources of the City of Huber Heights.	<b>Short-Term</b> (now through 2021)	Annually assess progress towards Level of Service (LOS) recommendations and update Capital Improvement Plan (CIP) accordingly.	CM ACM PFM PW	*LOS spreadsheet revision *CIP updated	Annually
		Conduct a utilization analysis to calculate all park facility annual use to identify best use of those spaces.	PFM PW	*Methodology identified and utilization calculated and published	2022
		Establish utilization productivity goals for each facility (e.g., ratio of utilized hours to available hours).	PFM PW	*Goals established	2019
		Develop a business plan and pro forma to inform operations and use when developing a new facility or completing major improvements.	PFM PW	*Policy established for new facilities	2019
		Adopt a function-based park and facility classification system.	PFM	*Park classifications adopted and reviewed annually	2019
		Utilize equity mapping to assist with geographic spacing of future amenities.	CM	*Increased geospatial distribution of park system	2019
	<b>Mid-Term</b> (now through 2023)	Develop site Master Plans for parks that include how to best expand/utilize existing functional space as funding and land use accommodates, starting with Thomas A. Cloud Park.	PFM	*Site Master Plan(s) funded and developed	2021
		Design facilities with the priority to meet the existing and future needs of core programs first.	PFM	*Core programs identified via market assessment	2021
		Add 3 additional adult baseball fields to the system.	CM	*Funded in CIP	2021
		Add 2 additional softball fields to the system.	CM	*Funded in CIP	2022
		Add 2 additional sand volleyball courts to the system.	CM	*Funded in CIP	2022
		Add an additional 23,000 square feet of indoor recreation space to the system either through partnerships or new facility construction.	CM	*Funded in CIP	2023
	<b>Long-Term</b> (now through 2028)	Add 1 skate park to the system.	CM	*Funded in CIP	2028



Vision: "The City of Huber Heights will adopt Total Cost of Ownership (TCO) concepts for land and facilities to achieve a sustainable parks system."					
Strategy	Timeframe	Tactics	Group Responsible	Performance Measure	Start Date
L3	Short-Term (now through 2021)	Identify and prioritize ADA accessibility concerns throughout the system.	CM ACM PFM PW	*ADA project list identified and prioritization plan associated	2019
		Create a signature brand for the City of Huber Heights Parks System and incorporate it into a comprehensive signing and wayfinding system.	ACM PFM	*City of Huber Heights park system color scheme, signage, and wayfinding developed and approved	2019
		Adopt and implement Crime Prevention Through Environmental Design (CPTED) standards.	PFM PW	*Maintenance standards document published	2019
L4	Short-Term (now through 2021)	Develop and adopt a Natural Resources Plan for the City of Huber Heights.	ACM	*Natural Resources Plan adopted	2019
		Seek system enhancements that include bioswales, rain gardens, corridor "greening," and overall tree canopy improvements.	PFM PW	*"Green" system enhancements adopted as part of CIP	2020
		Formalize (document) all existing maintenance standards and keep them in one place.	PW PFM	*Maintenance standards document published	2019
L5	Short-Term (now through 2021)	Develop a maintenance management plan for the park system.	PFM PW	*Funded in CIP	2020
L6	Short-Term (now through 2021)	Adopt park classification design standards that included: appropriate age segment appeal through amenities/park elements, defined land usage, defined programming, defined maintenance standards, and defined intended service radius.	PFM	*Developer ordinances enforced	2019
		Adopt a formalized criteria-based land acquisition strategy.	CM ACM	*Land acquisition criteria published	2019
		Develop design criteria that relates to "SMART" parks and integrating technological and energy efficiencies into the design and enhancement of current and future facilities.	CM ACM PFM PW	*SMART park protocols identified and published	2020
		Develop a park land encroachment policy.	CM ACM	*Encroachment policy published	2021
		Establish an "Adopt-a-Park" program that allows residents to assist with the management and/or development of local parks.	ACM	*Adopt-a-park program established and marketed	2021



## 9.3 OPERATIONS

Vision: "The City of Huber Heights will functionally align itself to best deliver parks and recreation services to current and future residents."					
Strategy	Timeframe	Tactics	Group Responsible	Performance Measure	Start Date
O1 Strengthen and enhance the YMCA and City recreation partnership.	<b>Short-Term</b> (now through 2021)	Outline and articulate the authority the YMCA has regarding recreation services delivery, management, and overall processes.	CM ACM YMCA	*Authority outlined and established	2019
		Determine and outline the necessary City resources available to the YMCA to support recreation functions within the City and within parks.	CM ACM	*City commitment outlined and established	2019
		Establish (at least) a quarterly progress review and goal setting meeting between the City and the YMCA to organize priorities and goals for recreation services.	CM ACM YMCA	*Meetings held	2019
O2 Invest in a sustainable organizational structure to meet existing and future demand.	<b>Short-Term</b> (now through 2021)	Create and hire a Parks and Recreation Facilities Manager to oversee the day-to-day park system operations while overseeing/supervising facilities management.	CM	*Job description created *Position hired *Person onboarded	2019
		As core program and facility areas expand, ensure personnel resources are expanded commensurate with the growth.	CM	*Personnel costs maintain with system growth	2020
	<b>Long-Term</b> (now through 2028)	Upon completion of the current YMCA-City contract, perform a comprehensive evaluation/review to see if contract renewal is warranted. If not, consider transitioning into a Park District or a formalized Parks and Recreation Department (with appropriate dedicated staffing).	CM ACM	*Evaluation tool created *Review completed	2025
O3 Invest in human capital to help functionally align the City to meet community needs.	<b>Short-Term</b> (now through 2021)	Assess what a functional organizational structure would look like for the City's park maintenance; that is, examine how many hours are associated with various operational functions to ensure the appropriate attention/maintenance level is provided on an ongoing basis.	CM ACM	*Staffing calculated, tracked, and based upon adopted maintenance standards/levels	2019
		As park maintenance responsibilities are attributed to Public Works, ensure adequate staffing support is provided for ongoing maintenance and Total Cost of Ownership (TCO) principles (for all existing and future park amenities/facilities).	PFM ACM PW	*Maintenance standards adhered to	2019
O4 Strengthen the system advocacy through a Park Board development focus.	<b>Short-Term</b> (now through 2021)	Create a formalized Park Board member onboarding process.	ACM	*Onboarding packet and process established	2019
		Create an annual Park Board workplan.	ACM	*Work plan established	2019
		Conduct annual Park Board training that includes bringing in an outside resource(s) for assistance.	ACM	*Training program identified and implemented	2020
	<b>Mid-Term</b> (now through 2023)	Develop a Park Board recruitment process and succession plan that reflects diverse disciplines and needed knowledge, skills, and abilities (KSAs) for the park system.	ACM	*Park Board member needs identified and succession plan established	2020
		Conduct at least one joint Park Board-City Council worksession annually.	ACM PFM	*Joint meeting(s) held	2020

Vision: "The City of Huber Heights will functionally align itself to best deliver parks and recreation services to current and future residents."					
Strategy	Timeframe	Tactics	Group Responsible	Performance Measure	Start Date
O5 Clarify partnerships, leasing, and agreements in terms of roles and responsibilities.	<b>Short-Term</b> (now through 2020)	Establish a formal partnership policy/statement for: public/public, public/non-profit, and public-private.	PFM	*Statement/policies created and adopted	2019
		Implement different "service contracts" based on established criteria, this will help with determining what level of contract and investment is necessary from both parties.	PFM	*Service contract tiers and criteria established	2019
		Focus on streamlining the permitting/reservation process by establishing one point of contact from the City's behalf.	PFM	*Point person identified	2019
O6 Update policies and procedures on an annual basis. Ensure all appropriate staff have access to them, and that they create maximum flexibility for staff in the field to do their work in a timely manner.	<b>Short-Term</b> (now through 2020)	Formalize the lead and supporting roles (functions) as they currently exist to maintain the parks system and organize into one document (i.e., who is doing what, where, how, and why).	PFM	*System document developed and implemented	2019
		Review all planning documents annually for relevancy and direction. Hold collaborative review and discussion annually.	PFM	*Staff meeting held *Plan(s) implementation completion percentage identified	Annually
O7 Develop a stronger and more organized volunteer system that builds advocacy and support for the City of Huber Heights parks system.	<b>Mid-Term</b> (now through 2023)	Create more exposure and enhance cross marketing for volunteer opportunities.	PFM	*Increase of volunteer individuals and hours	Ongoing
		Ensure volunteer record keeping systems are coordinated so that it is easy to determine who is volunteering and where.	PFM	*Use of consistent system	2020
		Keep volunteers fully informed of park activities to gain support and advocacy from this important pool of park representatives.	PFM	*Number of volunteer communications	Ongoing
		Increase volunteer use to augment staffing levels; additionally, explore the opportunity to establish "Friends Groups" for specific parks or the system in general.	PFM	*Volunteer use approaches the best practice range of 20-30% of total park work force hours	Ongoing
		Track the annual costs saved due to volunteer hours donated.	PFM	*Hours/costs donated published	Ongoing
O8 Promote financial sustainability through facility management practices.	<b>Mid-Term</b> (now through 2023)	Consider purchasing a work order management system to assist with calculating and tracking operations and maintenance costs.	ACM PFM PW	*Work order system purchased *Data manager selection and training	2020
		Develop policy-supported criteria for contracting operations and maintenance services. The policy should support the guidelines for what work should be done in-house and what can be outsourced. Criteria and key performance indicators (KPIs) should be developed to trigger an automatic review.	ACM PFM PW	*Development of criteria *Adoption of policy	2020

## 9.4 PROGRAMMING

Vision: "The City of Huber Heights will activate the parks system through recreational programming that is commensurate with community need."					
Strategy	Timeframe	Tactics	Group Responsible	Performance Measure	Start Date
P1 Align program offerings with community needs and priorities.	<b>Short-Term</b> (now through 2021)	Work with the YMCA to expand/enhance programming as appropriate to meet "high priority" areas such as: community special events, nature programs & exhibits, senior programs, group fitness & wellness programs, trips to special attractions & events, adult art, dance, & performing arts, and programs with pets.	PFM YMCA	*Programming expanded in "high priority" areas	2019
		Annually assess relevance of selected Core Program Areas and determine if changes need to be made based on current trends, demographics, and community surveys.	YMCA	*Annual comprehensive review of program inventory to adjust program mix	Annually
		Track the lifecycle of all programs to ensure they match the distribution recommended in the Program Assessment.	YMCA	*Annual revision of lifecycle analysis	Annually
		Sunset programs that fall into the decline and or saturation phase.	YMCA	*Number of programs terminated *Lifecycle distribution aligns with best practices	Annually
		Through collaboration, partnership, or rental agreement, work with other service providers to bring programming to appropriate park sites.	PFM	*Increase in park utilization	Annually
P2 Enhance the overall recreation program strategy for the City of Huber Heights.	<b>Short-Term</b> (now through 2021)	Identify Key Performance Indicators (KPIs) the City will use to demonstrate the level of success within the partnership with the YMCA such as participation numbers, cancelation rate, summary of evaluations from participants, new programs offered, customer retention rates, and number of parks actively programmed.	PFM YMCA	*KPIs adopted, tracked, and published	2019
		Strengthen the relationship between the City and the Convention and Visitor's Bureau as part of the overall program services strategy for the City.	PFM	*Meetings held	2019
		Collaboratively develop a program plan with the YMCA with a goal to increase youth, adult, senior, and family programming within City parks including individual programs and special events.	PFM YMCA	*Program plan developed and published	2019
	<b>Mid-Term</b> (now through 2023)	Consider an advisory committee consisting of City and YMCA appointees that would represent larger community values to guide overall program services as part of the partnership.	ACM	*Committee established	2021
		Examine the feasibility of creating a formalized sports commission to strengthen and enhance field allocations/scheduling, utilization rates, operations and maintenance, capital funding, and tournament attainment.	CM ACM	*Feasibility study completed	2022

Vision: "The City of Huber Heights will activate the parks system through recreational programming that is commensurate with community need."					
Strategy	Timeframe	Tactics	Group Responsible	Performance Measure	Start Date
P3 Enhance facility use partnership policies.	<b>Short-Term</b> (now through 2021)	Formalize all existing partnership agreements (i.e., transition verbal agreements to written) and include performance measures and partner responsibilities.	PFM	*All agreements written and documented	2019
		Establish consistent field rental/facility reservation fees based on identified cost recovery goals, actual cost of service, and market rate(s).	PFM	*Fees established	2019
		Establish consistent facility improvement protocols that outline what ability user groups have for site enhancements and investments.	PFM	*Facility enhancement protocol published	2019
		Develop priority use schedules with indoor and outdoor recreation space providers to solidify time(s) available for both parties.	PFM YMCA	*Priority use schedule created	2019
P4 Enhance marketing and promotion practices.	<b>Mid-Term</b> (now through 2023)	Develop a strategic marketing plan specifically for the YMCA programs within the recreation partnership that articulates to residents benefits, offerings, and the impact the partnership has on the community.	PFM YMCA	*Strategic marketing plan created and adopted	2020
		Assign one staff member from each partner to coordinate marketing efforts.	PFM YMCA	*Marketing coordinator duties assigned	2020
		Establish priority segments to target in terms of new program/service development and communication tactics.	PFM YMCA	*Priority programs/services targeted	2020
		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.	PFM YMCA	*Marketing performance measures identified *Surveys implemented	2021
		Leverage relationships with partners to enhance marketing efforts through cross-promotion.	PFM	*Partners utilized for marketing	2021
P5 Enhance special events capabilities pertaining to: infrastructure and staff support, partnership agreements (accountability and financially), and investing back into the space/facility.	<b>Long-Term</b> (now through 2028)	Determine the City of Huber Heights role in providing special/community events within City parks.	PFM	*Summit meeting organized and held	2022
		Convene a meeting of regional event providers to determine the types of events that satisfy a regional market demand and are appropriate for City of Huber Heights facilities.	PFM	*Summit meeting organized and held	2023
		Track the economic impact of special/community events.	PFM	*Methodology to track identified *Annual report developed	2023



# BELLE PLAIN PARK

7715 Belle Plain Drive

# SITE ASSESSMENT

Good Condition

# PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 3 Acres

PARK CLASSIFICATION: Neighborhood

FEATURES:

- 1. Fitness course - 1/4 mile
- 2. Grill
- 3. Playground
- 4. Walking trail
- 5. Small shelter with picnic tables (seating up to 16 people)



CORRECTIVE ACTION NEEDED:

- 1. Main sign area flower bed cleaning (Maintenance)
- 2. Shelter support beams replacement
- 3. Rubber mulch replenishment (N/A, replace swings)

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Aesthetically pleasing due to beautiful setting and surroundings
- Good amount of open space in relation to active play
- There is a walking trail within the park

WEAKNESSES

- Adjacent to a narrow, busy road potentially creating parking congestion (consider landscape buffer)
- The loop trail does not connect to outside the park (Cul-du-sac Park Entrance)
- No playground structure
- Lack of lighting

OPPORTUNITIES

- Trail signage along the path highlighting health information or used for interpretation (relocate park sign with new plantings to Cul-du-sac entry)
- Playground feature (new structure at park NE corner)
- Vegetation Enhancement of Park
- Access Vehicular Parking
- Park - Site furniture
- Site Electric / Park Security Lighting



Park Access

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 12,000.00
Loop trail connection to outside park (Cul-Du-Sac)	\$ 12,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ 45,000.00
Playground Structure - New	\$ 45,000.00
EXERCISE PAD / SURFACE EXERCISE	\$ 20,000.00
New Exercise Pad & Equipment	\$ 20,000.00
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ 13,100.00
Shade Trees (6 trees)	\$ 2,100.00
Ornamental Trees (6 trees)	\$ 1,800.00
Evergreen Tree Screening (12 trees)	\$ 4,200.00
Naturalization	\$ 5,000.00
OTHER PARK NEEDS	\$ 38,000.00
Shelter Support Beam Replacement / New Shelter	\$ 8,000.00
Park Lighting (Electric & 4 Pedestrian Fixtures)	\$ 25,000.00
Park Signage/Health Info. (Relocate to Cul-du-Sac)	\$ 5,000.00
Pull-off Parking (TBD)	\$ -
SUBTOTAL	\$ 128,100.00
30% ESTIMATE CONTINGENCY	\$ 38,430.00
CONST. COST TOTAL WITH CONTINGENCY	\$ 166,530.00
PROFESSIONAL PLANNING & DESIGN	\$ 13,322.40
GRAND TOTAL:	\$ 179,852.40
LEVEL OF IMPORTANCE	
CRITICAL	
SUSTAINABLE	
VISIONARY	

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1. Full replacement of play structure to address ADA compliance and age-specific use.
- 2. Full replacement of park shelter.
- 3. Parking for non-local resident use.





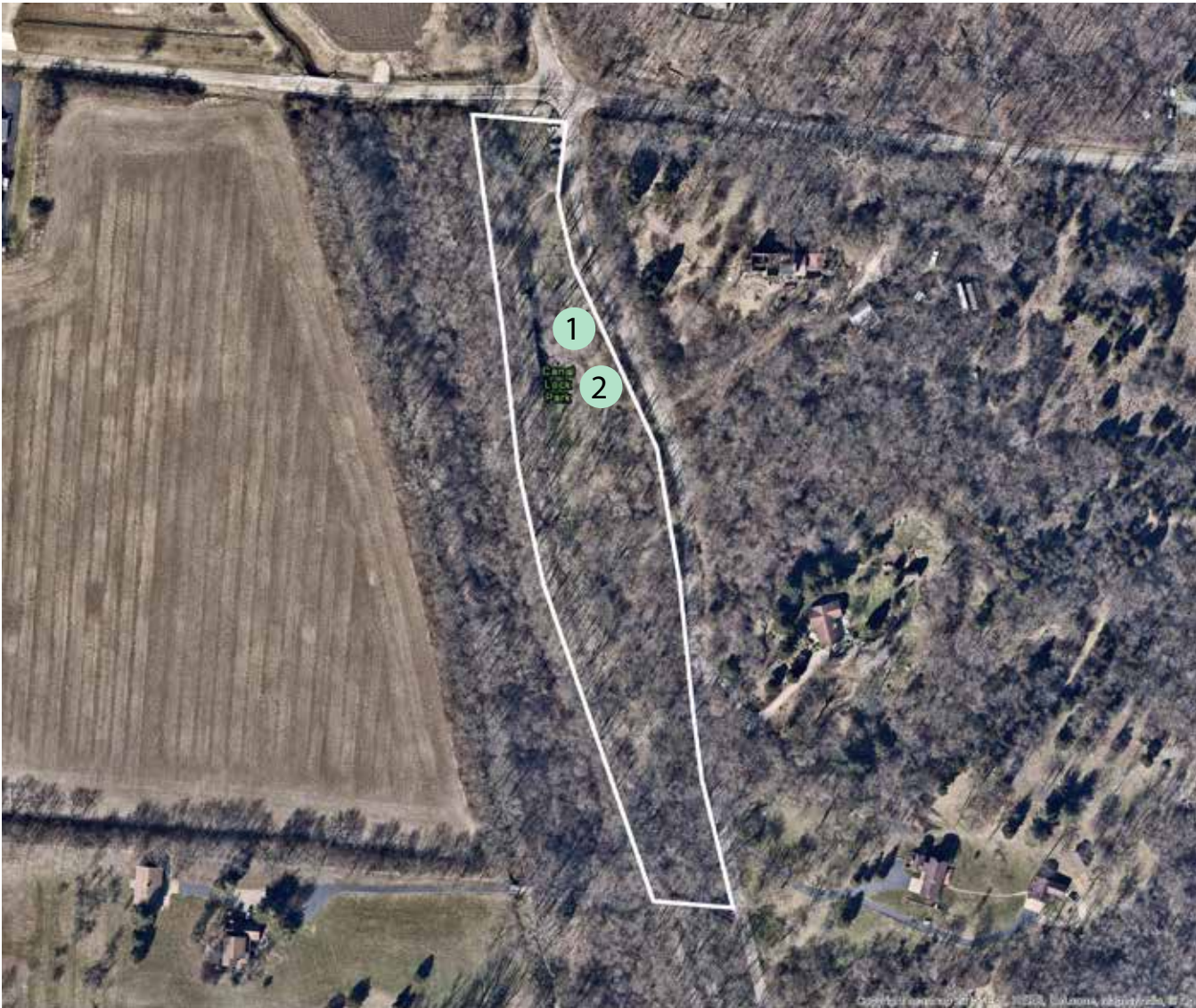
# CANAL LOCK PARK

5951 Endicott Road

# SITE ASSESSMENT

Good Condition

# PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 5 Acres

PARK CLASSIFICATION: Linear/Riparian

FEATURES:

- 1. Historic lock
- 2. Tow path
- 3. Trailhead



CORRECTIVE ACTION NEEDED:

- 1. Graffiti removal
- 2. Concrete replacement/support
- 3. Interpretive signage replacement

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Historic feature and local significance to the area
- Established parking area
- Informational signage available on-site
- Linear pathway corridor established

WEAKNESSES

- Not actively programmed
- Lack of preservation management approaches in place (Conduct an independent historical site preservation management protocol study document)

OPPORTUNITIES

- Increased interpretive signage
- Local historical register significance (if applicable)
- Trailhead development and connection to local and regional trail system
- More special park use permits to take advantage of the neighboring property's potential reception venue

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 9,000.00
Concrete Replacement / Support	\$ 1,000.00
Renovate / Improve Pathways	\$ 8,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ -
	\$ -
EXERCISE PAD / SURFACE EXERCISE	\$ -
	\$ -
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ -
	\$ -
OTHER PARK NEEDS	\$ 39,500.00
Graffiti Removal	\$ 500.00
Interpretive Signage Replacement	\$ 1,500.00
Increase Interpretive Signage	\$ 7,500.00
Expand Parking Area	\$ 20,000.00
Trailhead Enhancement	\$ 10,000.00
SUBTOTAL	\$ 48,500.00
30% ESTIMATE CONTINGENCY	\$ 14,550.00
CONST. COST TOTAL WITH CONTINGENCY	\$ 63,050.00
8% PROFESSIONAL PLANNING & DESIGN	\$ 5,044.00
GRAND TOTAL:	\$ 68,094.00
LEVEL OF IMPORTANCE	
CRITICAL	
SUSTAINABLE	
VISIONARY	

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1. Trailhead Development & Connection to Regional Trail System
- 2. Trailhead Enhancements: (expanded parking, kiosks, seating, trash receptacles, lighting)



Historic Canal Lock Access





# COMMUNITY PARK

5401 Chambersburg Road

# SITE ASSESSMENT

Good Condition

# PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 20 Acres

PARK CLASSIFICATION: Community

FEATURES:

- 1. Shelter and grill
- 2. Gazebo
- 3. Basketball courts (2)
- 4. Pickleball courts (6)
- 5. Football field
- 6. Playground
- 7. 9-hole disc golf course



CORRECTIVE ACTION NEEDED:

- 1. Tree removals
- 2. Stump removal/grinding
- 3. Outdoor basketball court surface replacement
- 4. Park trail surface replenishment
- 5. Rubber mulch replenishment

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Tree canopy which provides ample shade to the park
- Diverse vegetation
- Many park amenities/activities which allows for differential length of stays
- New pickleball courts (layout, safe play issues, reposition as necessary)
- Dedicated parking

WEAKNESSES

- Insufficient parking due to park length of stays and the fact that it is home to a youth football organization
- Many debris areas due to dying trees/fallen branches
- Differential maintenance standards for park amenities

OPPORTUNITIES

- Repurpose basketball area into a more usable space such as an interactive water feature or skate park; however, adding a new attraction would necessitate additional parking (Access pavement integrity)
- Utilize the park as a special event space (e.g., summer concert series); however, adding a new attraction would necessitate additional parking (Street Oriented Skate Facility Development)



	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 20,000.00
Park Trail Surface (Grind & Resurface)	\$ 20,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ 50,000.00
Rubber Mulch Replenishment	\$ 5,000.00
New Play Structure	\$ 45,000.00
EXERCISE PAD / SURFACE EXERCISE	\$ -
	\$ -
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ 10,000.00
Outdoor Basketball Surface Replacement	\$ 10,000.00
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ 25,000.00
Tree Removal / Stump Grinding	\$ 25,000.00
OTHER PARK NEEDS	\$ 25,000.00
Park Security Lighting	\$ 25,000.00
	SUBTOTAL \$ 130,000.00
	30% ESTIMATE CONTINGENCY \$ 39,000.00
	CONST. COST TOTAL WITH CONTINGENCY \$ 169,000.00
	8% PROFESSIONAL PLANNING & DESIGN \$ 13,520.00
	GRAND TOTAL: \$ 182,520.00

LEVEL OF IMPORTANCE

CRITICAL  
SUSTAINABLE  
VISIONARY

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1. Conduct a Tree Assessment / Vegetation Management Survey
- 2. Assess parking needs & specific location to meet park user program needs
- 3. Site Electrical / Lighting: assess safety/security issues, future lighting needs
- 4. Park Access Road & Exist'g Trail Resoration Project: assess, quantify & address
- 5. Introduce additional pedestrian Pathways to facilitate ADA accessibility.
- 6. New exercise pad & equipment.





# COTTONWOOD PARK

6000 Fishburg Road

## SITE ASSESSMENT

Good Condition

## PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 7 Acres

PARK CLASSIFICATION: Community

### FEATURES:

- 1. Large picnic shelter with metal roof (seating up to 40 people)
- 2. Grills (2)
- 3. Restrooms
- 4. Playground equipment
- 5. Ball fields (8)
- 6. Basketball courts (2)



### CORRECTIVE ACTION NEEDED:

- 1. Repair playground area edging
- 2. Rubber mulch replenishment
- 3. Sidewalk edging

### STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

#### STRENGTHS

- Park contains a lot of natural greenspace
- Adjacent to neighborhood with access
- Park is plumbed for utilities

#### WEAKNESSES

- Lack of lighting
- Older playground equipment (Remove & Replace)
- Not ADA accessible
- Restrooms are available for reservations only

#### OPPORTUNITIES

- An interactive water play feature, since the park is plumbed for water already
- A longer loop trail would benefit the park (along with signage) as that amenity is found in many other Huber Heights parks (8' Wide Asphalt Loop Trail)
- The large open space areas would be a candidate for a dog park addition if desired
- With the different features available on-site, this park would be a good candidate for naming right opportunities to increase park funding



Playground Access

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 45,000.00
Sidewalk Edging	\$ 5,000.00
Park Loop Trail Extension	\$ 40,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ 45,000.00
Repair playground area edging	\$ 5,000.00
Rubber mulch replenishment	\$ 5,000.00
New Play Structure	\$ 35,000.00
EXERCISE PAD / SURFACE EXERCISE	\$ -
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ 9,200.00
Shade Trees (12)	\$ 4,200.00
Naturalization	\$ 5,000.00
OTHER PARK NEEDS	\$ 45,000.00
Park Security Lighting	\$ 25,000.00
Park Site Furniture	\$ 20,000.00
	SUBTOTAL \$ 144,200.00
	30% ESTIMATE CONTINGENCY \$ 43,260.00
	CONST. COST TOTAL WITH CONTINGENCY \$ 187,460.00
	8% PROFESSIONAL PLANNING & DESIGN \$ 14,996.80
	GRAND TOTAL: \$ 202,456.80

#### LEVEL OF IMPORTANCE

CRITICAL  
SUSTAINABLE  
VISIONARY

### ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

### CONSIDERATIONS:

- 1. Study & Implement alternative naturalized landscape
- 2. Four-Season landscaping, Vegetation Enhancement on Northern edge of park.
- 3. Neighborhood (pedestrian) Park Entrance
- 4. Existing fields: Assess current & future demands/ needs along with Operational Management Concerns





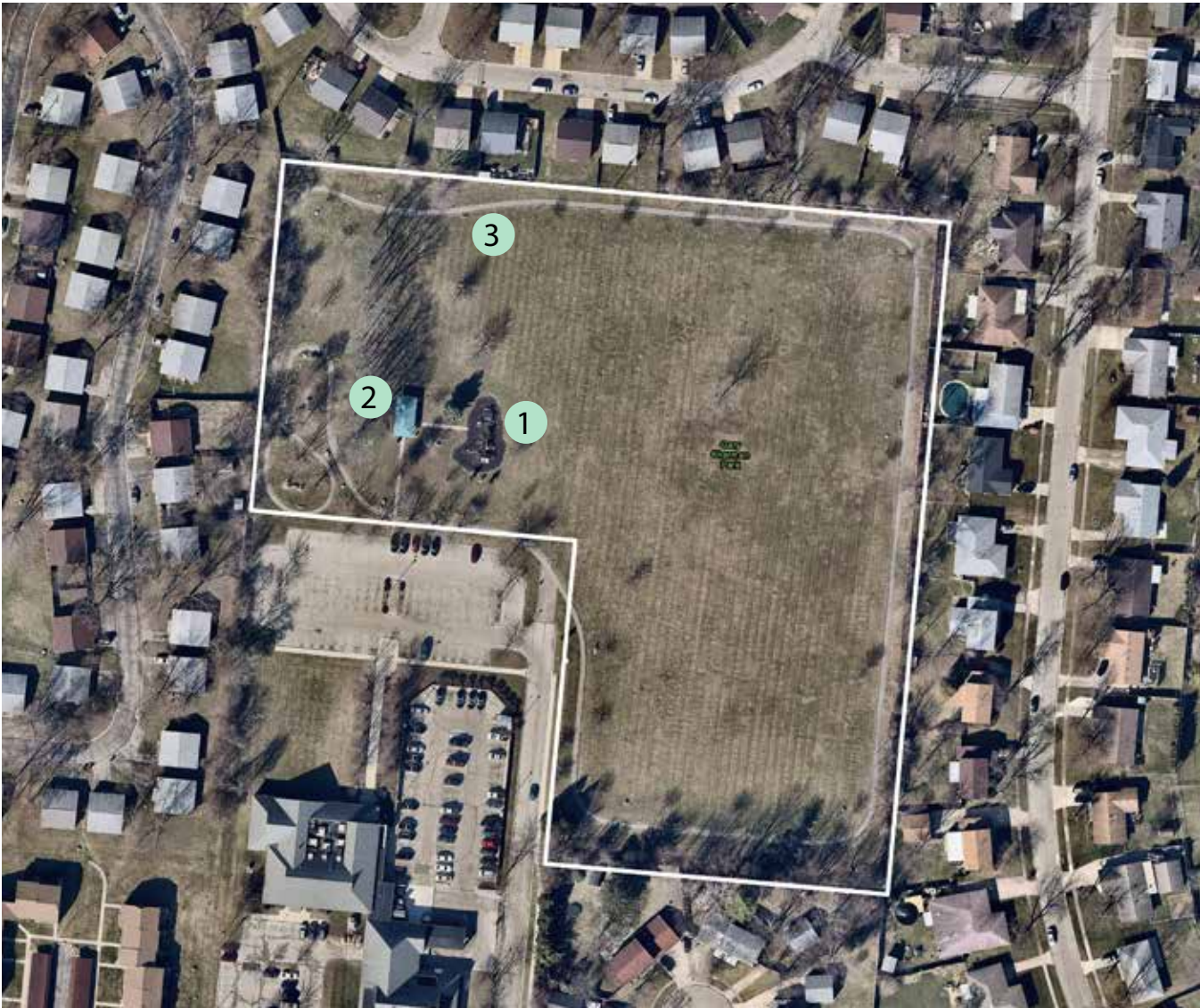
# GARY SHERMAN PARK

6109 Taylorsville Road

## SITE ASSESSMENT

Good Condition

## PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 8 Acres

PARK CLASSIFICATION: Community

FEATURES:

- 1. Playground
- 2. Picnic shelter
- 3. Walking track



CORRECTIVE ACTION NEEDED:

- 1. Rubber mulch replenishment
- 2. Introduce / install rubber safety to address ADA accessibility
- 3. Tree stump removal/grinding (playground areas)
- 4. Tree debris removal

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Park contains a lot of natural greenspace
- Adjacent to neighborhood
- Large dedicated parking lot
- Playgrounds for different age segments
- Loop trail within the park

WEAKNESSES

- Park shelters lack reservation details/information
- No swing sets on-site
- Shelter reservation clean-up schedule is inconsistent
- Parts of the loop trail do not connect to the parking lot
- Lack of ADA accessibility

OPPORTUNITIES

- An interactive water play feature could benefit the park; especially with the parking lot already there N/A
- Trail signage (interpretive or health related) would benefit the loop trail
- The large open space areas would be a candidate for a dog park addition if desired
- \*Maintenance



Access and Walking Paths



Park Entrance Sign

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 30,000.00
Park walkway connections to parking areas	\$ 5,000.00
Increase ADA accessibility to park amenities	\$ 25,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ 12,500.00
Rubber Mulch Replenishment	\$ 5,000.00
Alternative Swing Structures	\$ 7,500.00
EXERCISE PAD / SURFACE EXERCISE	\$ 23,500.00
New Exercise Pad & Equipment	\$ 20,000.00
New Rubber Safety Surface - ADA accessibility	\$ 3,500.00
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ 14,400.00
Tree Removal / Stump Grinding	\$ 1,000.00
Tree Debris Removal	\$ 2,500.00
Shade Trees (24)	\$ 8,400.00
Naturalized Areas	\$ 2,500.00
OTHER PARK NEEDS	\$ 33,500.00
Trail Signage (interpretive and health related)	\$ 1,000.00
Park Security Lighting	\$ 25,000.00
Kiosk	\$ 1,500.00
Site Furniture	\$ 6,000.00
SUBTOTAL	\$ 113,900.00
30% ESTIMATE CONTINGENCY	\$ 34,170.00
CONST. COST TOTAL WITH CONTINGENCY	\$ 148,070.00
8% PROFESSIONAL PLANNING & DESIGN	\$ 11,845.60
GRAND TOTAL:	\$ 159,915.60

LEVEL OF IMPORTANCE

CRITICAL  
SUSTAINABLE  
VISIONARY

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1.





MENLO PARK  
5768 Harshmanville Road

SITE ASSESSMENT  
Fair Condition

PRELIMINARY COST  
ANALYSIS



EXISTING SITE AREA: 9 Acres

PARK CLASSIFICATION: Community/School

- FEATURES:
- 1. Walking path



- CORRECTIVE ACTION NEEDED:
- 1. Parking lot resurfacing and striping
  - 2. Curb repairs
  - 3. Sidewalk edging

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Adjacent to school
- Adjacent to neighborhoods
- There is a lot of natural greenspace

WEAKNESSES

- Lack of park amenities
- No strong sense of security and safety
- Poor lighting
- One park access point does not have parking associated with it

OPPORTUNITIES

- The site would benefit from a stronger connection to the school and its amenities
- Due to the large open space, disc golf would be a good option to implement on-site
- Benches, shade structures, and water fountains would assist the passive nature of the park



Walking Paths



Park Access

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 15,000.00
Sidewalk Edging	\$ 5,000.00
Park sidewalk connections to the school	\$ 10,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ 85,000.00
New Playground Structure - Inclusive ADA accessible	\$ 45,000.00
Park Picnic Shelter / Gazebo	\$ 30,000.00
Site Furniture	\$ 10,000.00
EXERCISE PAD / SURFACE EXERCISE	\$ 20,000.00
New Exercise Pad & Equipment	\$ 20,000.00
DOG PARK	\$ 140,000.00
New Dog Park	\$ 140,000.00
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ 6,700.00
Shade Trees (12)	\$ 4,200.00
Naturalized areas	\$ 2,500.00
OTHER PARK NEEDS	\$ 75,000.00
Parking Lot Resurfacing and Striping	\$ 25,000.00
Concrete Curb Repairs	\$ 10,000.00
Park Security Lighting	\$ 25,000.00
Park Signage / Identity	\$ 15,000.00
SUBTOTAL	\$ 341,700.00
30% ESTIMATE CONTINGENCY	\$ 102,510.00
CONST. COST TOTAL WITH CONTINGENCY	\$ 444,210.00
8% PROFESSIONAL PLANNING & DESIGN	\$ 35,536.80
GRAND TOTAL:	\$ 479,746.80

LEVEL OF IMPORTANCE  
CRITICAL  
SUSTAINABLE  
VISIONARY

ACKNOWLEDGEMENTS:

1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
2. Total cost includes a 30% construction contingency.
3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1.





# MIAMI VILLA PARK

6275 Rip Rap Road

## SITE ASSESSMENT

Fair Condition

## PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 0.5 Acres

PARK CLASSIFICATION: Neighborhood

FEATURES:

- 1. Old fire station building
- 2. Basketball court
- 3. Playground
- 4. Swing set



CORRECTIVE ACTION NEEDED:

- 1. Rubber mulch replenishment (interim maintenance item)

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Adjacent to neighborhood with access

WEAKNESSES

- Lack of lighting
- Older playground equipment (needs replacement)
- Not ADA accessible
- For the proximity to a major road, there is a lack of parking on-site

OPPORTUNITIES

- There is an old firehouse building on-site that could be re-purposed and made usable again (conduct a separate building / structure assessment of renovation needs, viable public use programs & market research relative to the cost benefits associated with retaining & maintaining the structure. Potential for Historical Grant Funding opportunity.



Basketball Court

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 15,000.00
ADA Accessible Walking Path	\$ 15,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ 45,000.00
Add Playground Structure - Advanced Ages	\$ 45,000.00
EXERCISE PAD / SURFACE EXERCISE	\$ -
	\$ -
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ 10,000.00
Roadway Vegetation / Buffer	\$ 10,000.00
OTHER PARK NEEDS	\$ 75,000.00
Park Lighting	\$ 25,000.00
Parking Area (Vehicular Access, Parking Area Definition & Re-surfacing)	\$ 50,000.00
SUBTOTAL	\$ 145,000.00
30% ESTIMATE CONTINGENCY	\$ 43,500.00
CONST. COST TOTAL WITH CONTINGENCY	\$ 188,500.00
8% PROFESSIONAL PLANNING & DESIGN	\$ 15,080.00
GRAND TOTAL:	\$ 203,580.00
LEVEL OF IMPORTANCE	
CRITICAL	
SUSTAINABLE	
VISIONARY	

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

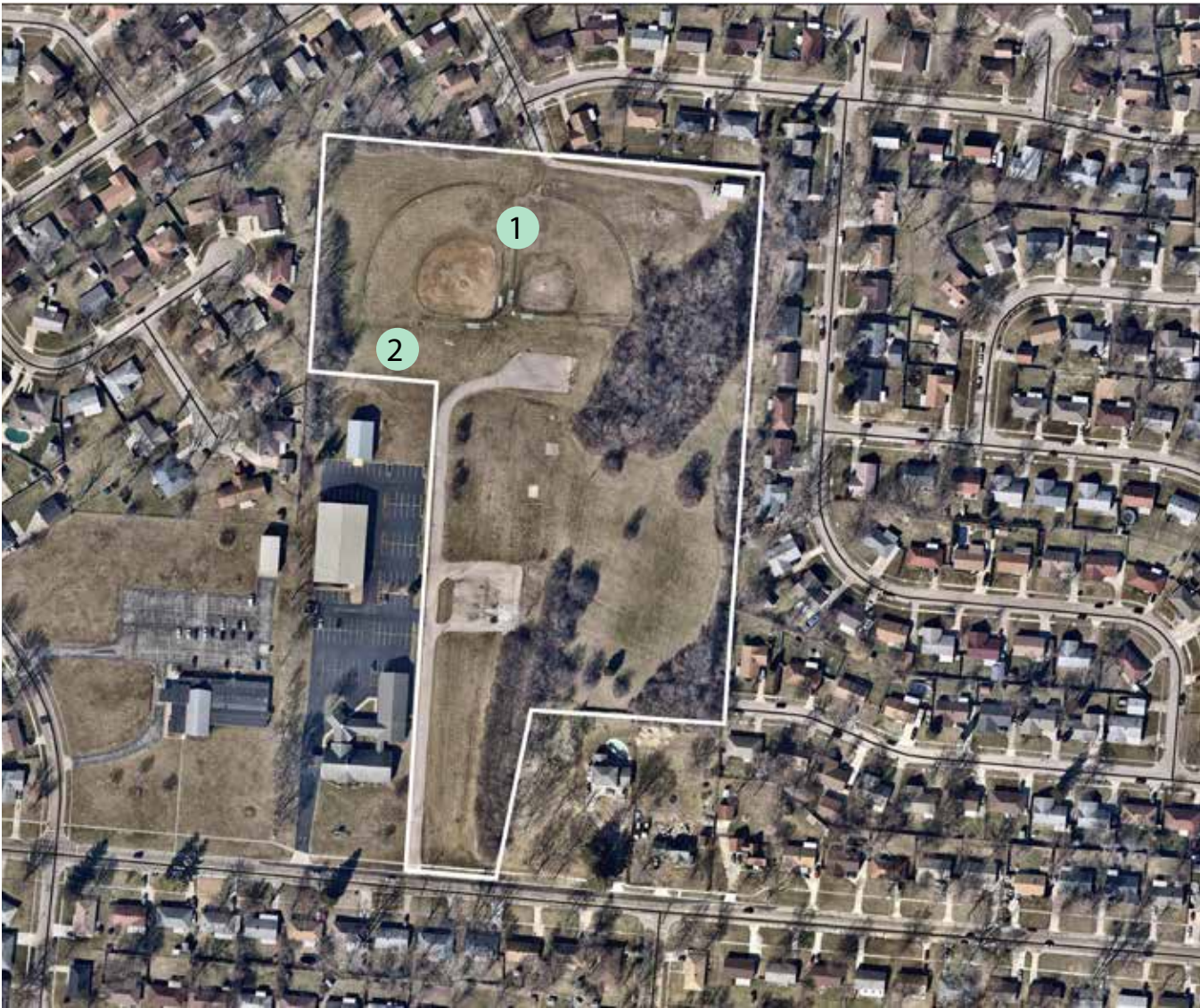
- 1. Future of park shelter.
- 2. Full replacement of play structure to resolve ADA compliance and age-specific use.
- 3. Parking for non-local resident use.





# MONITA FIELD

5001 Fishburg Road



EXISTING SITE AREA: 13.5 Acres

PARK CLASSIFICATION: Neighborhood

FEATURES:

- 1. Ball fields (2)
- 2. Bleacher seating
- 3. Former public pool site



## SITE ASSESSMENT

Fair Condition

CORRECTIVE ACTION NEEDED:

- 1. Infields skin maintenance
- 2. Parking lot lining
- 3. Drainage issues along site entry

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Dedicated parking lot
- Nice exterior fencing
- Bleachers available on-site

WEAKNESSES

- Small parking lot
- The fields are currently not being used, so maintenance is reduced
- No shading for players or spectators

OPPORTUNITIES

- This site could be used for Little League play which could reduce the demand for Cloud Park
- The green space on the other side of the parking lot could be used for a larger park amenity (such as a skate park or something similar in size); however, dedicated parking would need to be increased
- **Ballfield Program / Operations Ammenities**
  - \* concession trailer pad
  - \* players dug-out upgrades
  - \* signage / kiosk
  - \* potential backstop fencing upgrades
  - \* Warning track delineation



Seating and Ball Diamond



Entrance Sign

## PRELIMINARY COST ANALYSIS

	Amount
<b>IMPROVE FIELD AND GRASS CONDITIONS</b>	<b>\$ 10,000.00</b>
Ballfield Infield Improvements	\$ 10,000.00
<b>REPAIR / INCREASE WALKING PATHS</b>	<b>\$ 50,000.00</b>
Loop Trail System / Residential Connections	\$ 50,000.00
<b>REPAIR / INSTALL RESTROOMS</b>	<b>\$ -</b>
	\$ -
<b>ADD / REPAIR PLAYGROUND EQUIPMENT</b>	<b>\$ 8,000.00</b>
Site furniture	\$ 8,000.00
<b>EXERCISE PAD / SURFACE EXERCISE</b>	<b>\$ 20,000.00</b>
New Exercise Pad & Equipment	\$ 20,000.00
<b>DOG PARK</b>	<b>\$ -</b>
	\$ -
<b>RESURFACE TENNIS / BASKETBALL COURTS</b>	<b>\$ -</b>
	\$ -
<b>ADD ADDITIONAL COURTS</b>	<b>\$ -</b>
	\$ -
<b>LANDSCAPE / BEAUTIFICATION PLAN</b>	<b>\$ 9,450.00</b>
Shade Trees (15)	\$ 5,250.00
Naturalization	\$ 4,200.00
<b>OTHER PARK NEEDS</b>	<b>\$ 52,500.00</b>
Entry drainage improvements	\$ 5,000.00
Parking Lot Striping	\$ 2,500.00
Site Lighting	\$ 25,000.00
Parking Lot Expansion	\$ 20,000.00
<b>SUBTOTAL</b>	<b>\$ 149,950.00</b>
<b>30% ESTIMATE CONTINGENCY</b>	<b>\$ 44,985.00</b>
<b>CONST. COST TOTAL WITH CONTINGENCY</b>	<b>\$ 194,935.00</b>
<b>8% PROFESSIONAL PLANNING &amp; DESIGN</b>	<b>\$ 15,594.80</b>
<b>GRAND TOTAL:</b>	<b>\$ 210,529.80</b>

LEVEL OF IMPORTANCE  
CRITICAL  
SUSTAINABLE  
VISIONARY

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/18.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1. Play structure to resolve ADA compliance and age-specific use.
- 2. Park shelter, reservable and picnic area development.
- 3. Parking for non-local resident use.





# RECREATION COMPLEX AT THE HEIGHTS

8625 Brandt Pike



EXISTING SITE AREA: 28 Acres

PARK CLASSIFICATION: Regional

FEATURES:

- 1. Lazy river
- 2. Waterslides
- 3. Zero depth entry pools
- 4. Sprayground
- 5. Lap pool
- 6. Community amphitheater
- 7. Restrooms
- 8. Community recreation center



## SITE ASSESSMENT

Excellent Condition

CORRECTIVE ACTION NEEDED: n/a

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Ample parking available on-site
- YMCA building is shared with a health organization and a local community college
- The facility is highlighted by a recreation center, outdoor amphitheater, water park, and open greenspace/multi-purpose fields

WEAKNESSES

- This facility is not centrally located within the community, which may hinder community use; however, this is a destination facility so driving is usually required

OPPORTUNITIES

- Better connectivity to the surrounding neighborhoods & Carriage Hill Metro Park.
- More utilization of the outdoor amphitheater for programming



Water Park Access

## PRELIMINARY COST ANALYSIS

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ 25,000.00
Walking Path Connections to Neighborhoods	\$ 25,000.00
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ -
	\$ -
EXERCISE PAD / SURFACE EXERCISE	\$ -
	\$ -
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ -
	\$ -
OTHER PARK NEEDS	\$ -
	\$ -
	SUBTOTAL \$ 25,000.00
	30% ESTIMATE CONTINGENCY \$ 7,500.00
	CONST. COST TOTAL WITH CONTINGENCY \$ 32,500.00
	8% PROFESSIONAL PLANNING & DESIGN \$ 2,600.00
	GRAND TOTAL: \$ 35,100.00
LEVEL OF IMPORTANCE	
CRITICAL	
SUSTAINABLE	
VISIONARY	

ACKNOWLEDGEMENTS:

1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
2. Total cost includes a 30% construction contingency.
3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1.





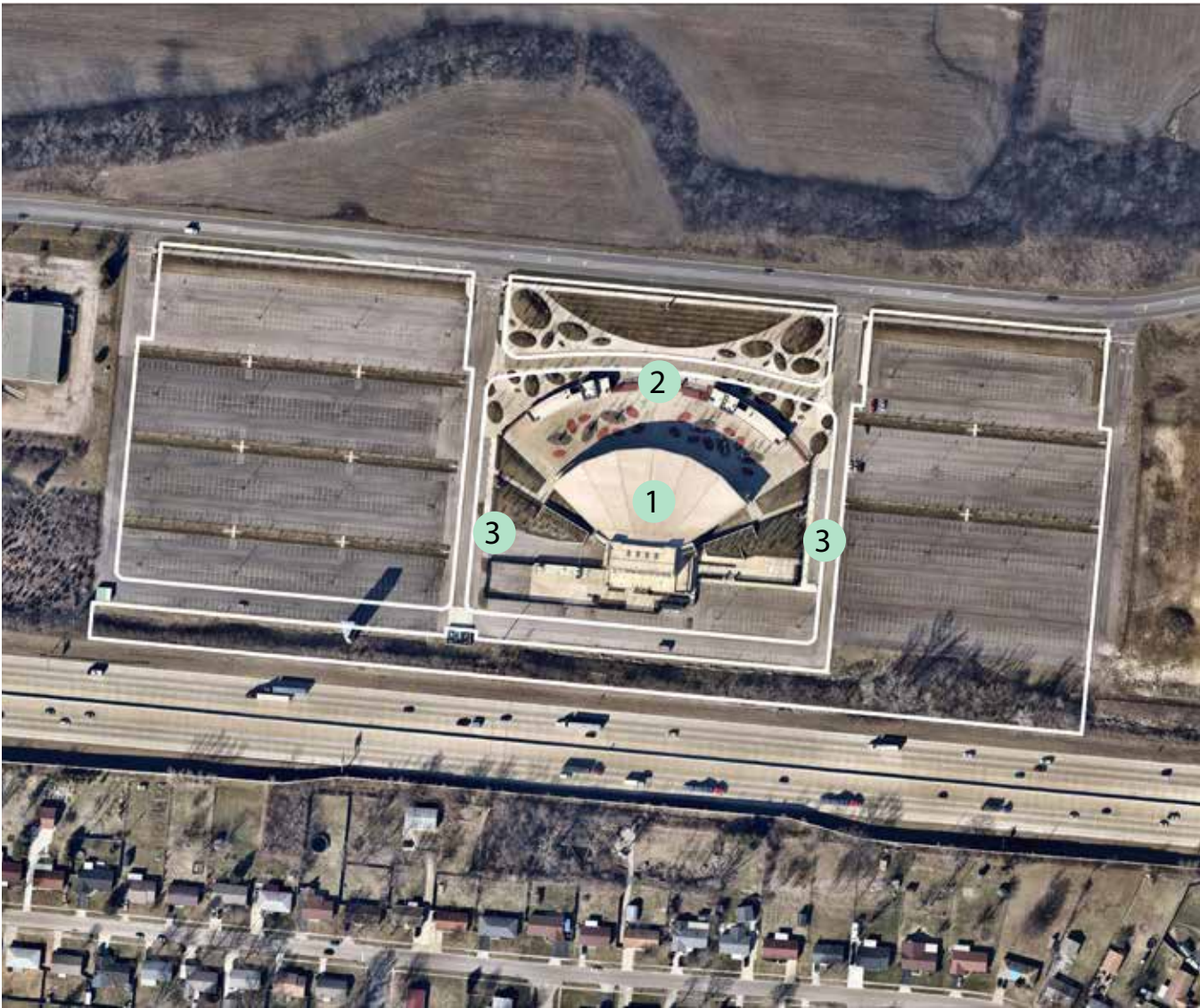
# ROSE MUSIC CENTER

6800 Executive Boulevard

# SITE ASSESSMENT

Excellent Condition

# PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 22 Acres

PARK CLASSIFICATION: Special Use Facility

FEATURES:

- 1. Covered outdoor amphitheater (seating up to 4200 people)
- 2. Concessions
- 3. Outdoor seating



CORRECTIVE ACTION NEEDED:  
1. Concrete surface repairs around outdoor light poles

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Ample parking for entertainment venue
- Concession contract in-place
- Separate areas for event space
- Sponsorships are utilized well
- Updated irrigation system

WEAKNESSES

- Due to close proximity to the interstate, quieter events can be disturbed by vehicle noise
- Certain times of the year will result in more sunlight disturbance for events

OPPORTUNITIES

- Facility expansion can occur due to the surrounding property
- In lieu of facility expansion, some land can be sold to developers interested to be in close proximity to the music center
- Sound barrier options (need to be studied)
- More sun barrier options (need to be studied)



Entry Plaza

	Amount
IMPROVE FIELD AND GRASS CONDITIONS	\$ -
	\$ -
REPAIR / INCREASE WALKING PATHS	\$ -
	\$ -
REPAIR / INSTALL RESTROOMS	\$ -
	\$ -
ADD / REPAIR PLAYGROUND EQUIPMENT	\$ -
	\$ -
EXERCISE PAD / SURFACE EXERCISE	\$ -
	\$ -
DOG PARK	\$ -
	\$ -
RESURFACE TENNIS / BASKETBALL COURTS	\$ -
	\$ -
ADD ADDITIONAL COURTS	\$ -
	\$ -
LANDSCAPE / BEAUTIFICATION PLAN	\$ -
	\$ -
OTHER PARK NEEDS	\$ 45,000.00
Concrete Repairs - Light Pole Bases	\$ 10,000.00
Sun Barrier - Protections	\$ 35,000.00
	SUBTOTAL \$ 45,000.00
	30% ESTIMATE CONTINGENCY \$ 13,500.00
	CONST. COST TOTAL WITH CONTINGENCY \$ 58,500.00
	8% PROFESSIONAL PLANNING & DESIGN \$ 4,680.00
	GRAND TOTAL: \$ 63,180.00

LEVEL OF IMPORTANCE

CRITICAL

SUSTAINABLE

VISIONARY

ACKNOWLEDGEMENTS:

1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
2. Total cost includes a 30% construction contingency.
3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

1. Study & insure future pedestrian multi-purpose trail connectivity to the preserve / stream corridor & residential development to the north.





# SHULLGATE PARK

6045 Shull Road



EXISTING SITE AREA: 11 Acres

PARK CLASSIFICATION: Community

FEATURES:

- 1. Large shelter (seating up to 48 people)
- 2. Barbecue grill
- 3. Baseball fields (2)
- 4. Football/soccer fields
- 5. Walking trails - 1/2 mile
- 6. Restrooms
- 7. Playground equipment
- 8. Maintenance shed



## SITE ASSESSMENT

Good Condition

CORRECTIVE ACTION NEEDED:

- 1. Rubber mulch replenishment
- 2. Sidewalk edging
- 3. Parking lot resurfacing and striping

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Park contains a lot of natural greenspace
- Adjacent to neighborhood
- Dedicated parking lot
- Storage building on-site
- Loop trail
- Water fountain

WEAKNESSES

- Not ADA accessible
- Restrooms are available for reservations only (address facilities management and operations)
- Invasive Bradford Pear trees

OPPORTUNITIES

- This park would benefit from having formalized sports fields
- Trail signage would enhance the user experience



Play Area Access

## PRELIMINARY COST ANALYSIS

	Amount
<b>IMPROVE FIELD AND GRASS CONDITIONS</b>	<b>\$ 50,000.00</b>
Lawn areas conversion to sports fields	\$ 50,000.00
<b>REPAIR / INCREASE WALKING PATHS</b>	<b>\$ 15,000.00</b>
Sidewalk Edging Repair	\$ 5,000.00
ADA accessible routes	\$ 10,000.00
<b>REPAIR / INSTALL RESTROOMS</b>	<b>\$ -</b>
	\$ -
<b>ADD / REPAIR PLAYGROUND EQUIPMENT</b>	<b>\$ 5,000.00</b>
Rubber Mulch Replenishment	\$ 5,000.00
<b>EXERCISE PAD / SURFACE EXERCISE</b>	<b>\$ -</b>
	\$ -
<b>DOG PARK</b>	<b>\$ -</b>
	\$ -
<b>RESURFACE TENNIS / BASKETBALL COURTS</b>	<b>\$ -</b>
	\$ -
<b>ADD ADDITIONAL COURTS</b>	<b>\$ -</b>
	\$ -
<b>LANDSCAPE / BEAUTIFICATION PLAN</b>	<b>\$ 25,000.00</b>
Vegetation Roadway Buffer	\$ 10,000.00
Naturalization & Vegetation Enhancement	\$ 15,000.00
<b>OTHER PARK NEEDS</b>	<b>\$ 55,000.00</b>
Parking Lot Resurfacing and Striping	\$ 25,000.00
Site Lighting (parking areas, shelter, playground)	\$ 25,000.00
Trail Signage Enhancement	\$ 5,000.00
<b>SUBTOTAL</b>	<b>\$ 150,000.00</b>
<b>30% ESTIMATE CONTINGENCY</b>	<b>\$ 45,000.00</b>
<b>CONST. COST TOTAL WITH CONTINGENCY</b>	<b>\$ 195,000.00</b>
<b>8% PROFESSIONAL PLANNING &amp; DESIGN</b>	<b>\$ 15,600.00</b>
<b>GRAND TOTAL:</b>	<b>\$ 210,600.00</b>
<b>LEVEL OF IMPORTANCE</b>	
<b>CRITICAL</b>	
<b>SUSTAINABLE</b>	
<b>VISIONARY</b>	

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1.





# THOMAS A. CLOUD PARK

4707 Brandt Pike

## SITE ASSESSMENT

Good Condition

## PRELIMINARY COST ANALYSIS



EXISTING SITE AREA: 124 Acres

PARK CLASSIFICATION: Regional

### FEATURES:

1. Tennis courts
2. Ball diamonds (10)
3. Sand volleyball court
4. Soccer fields
5. Basketball courts
6. Shelters (6)
7. Splash pad
8. Walking trails
9. Restrooms



### CORRECTIVE ACTION NEEDED:

1. Playground equipment replacement
2. Swing set replacement

### STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

#### STRENGTHS

- Park contains a lot of natural greenspace
- Many diverse recreation experiences can be had within the park
- Large dedicated parking lots
- The park is split into two sections and they are well-connected to each other
- There is a large trail system within the park
- Digital entry sign

#### WEAKNESSES

- Older/broken playground equipment
- Not ADA accessible
- Adequate number of restroom facilities
- Little to no field "rest" time during the year

#### OPPORTUNITIES

- Updated/enhanced outdoor fitness equipment along the trail system
- Signage along the trail system
- Better field layout for the various sport activities
- Increased restroom facilities availability
- During sport off-seasons, this park would be a good candidate for special events

	Amount
<b>IMPROVE FIELD AND GRASS CONDITIONS</b>	<b>\$ 60,000.00</b>
Field Turfgrass Improvement	\$ 50,000.00
In-Field Renovation	\$ 10,000.00
<b>REPAIR / INCREASE WALKING PATHS</b>	<b>\$ 10,000.00</b>
ADA accessible routes	\$ 10,000.00
<b>REPAIR / INSTALL RESTROOMS</b>	<b>\$ 250,000.00</b>
New Restroom Facility	\$ 250,000.00
<b>ADD / REPAIR PLAYGROUND EQUIPMENT</b>	<b>\$ 142,000.00</b>
Add Playground Structure	\$ 142,000.00
<b>EXERCISE PAD / SURFACE EXERCISE</b>	<b>\$ 30,000.00</b>
Update outdoor fitness Equipment	\$ 30,000.00
<b>DOG PARK</b>	<b>\$ -</b>
	\$ -
<b>RESURFACE TENNIS / BASKETBALL COURTS</b>	<b>\$ -</b>
	\$ -
<b>ADD ADDITIONAL COURTS</b>	<b>\$ 25,000.00</b>
New Sand Volleyball Court	\$ 25,000.00
<b>LANDSCAPE / BEAUTIFICATION PLAN</b>	<b>\$ 8,400.00</b>
Shade Trees (24)	\$ 8,400.00
<b>OTHER PARK NEEDS</b>	<b>\$ 10,000.00</b>
Trail Signage Enhancement	\$ 10,000.00
<b>SUBTOTAL</b>	<b>\$ 535,400.00</b>
<b>30% ESTIMATE CONTINGENCY</b>	<b>\$ 160,620.00</b>
<b>CONST. COST TOTAL WITH CONTINGENCY</b>	<b>\$ 696,020.00</b>
<b>8% PROFESSIONAL PLANNING &amp; DESIGN</b>	<b>\$ 55,681.60</b>
<b>GRAND TOTAL:</b>	<b>\$ 751,701.60</b>

#### LEVEL OF IMPORTANCE

CRITICAL  
SUSTAINABLE  
VISIONARY

### ACKNOWLEDGEMENTS:

1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
2. Total cost includes a 30% construction contingency.
3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

### CONSIDERATIONS:

- 1.



Wooden Bridge Over Creek



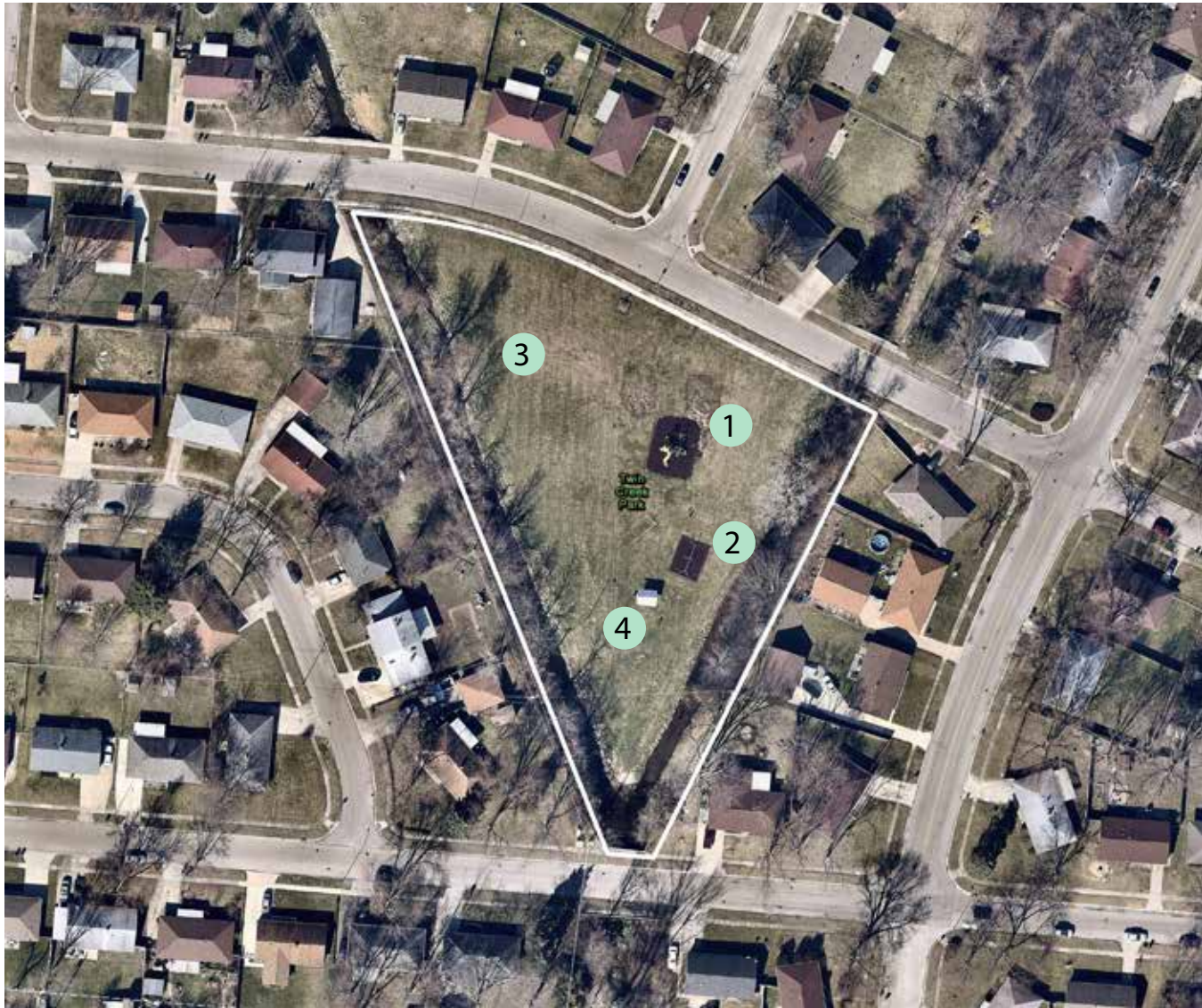
Splash Pad





# TWIN CREEKS PARK

4480 Leston Drive

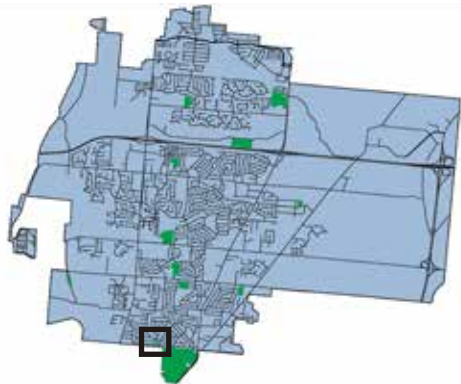


EXISTING SITE AREA: 3 Acres

PARK CLASSIFICATION: Neighborhood

FEATURES:

- 1. Playground
- 2. Swings
- 3. Lawn
- 4. Small shelter



## SITE ASSESSMENT

Fair Condition

CORRECTIVE ACTION NEEDED:

- 1. Rubber mulch replenishment
- 2. Shelter roof replacement/enhancement
- 3. Drainage and turf repairs
- 4. Swing set pole replacement
- 5. Grill replacement
- 6. Bench alteration
- 7. Main park entrance sign support repair

STRENGTHS, WEAKNESSES, & OPPORTUNITIES:

STRENGTHS

- Rather large neighborhood park
- Newer playground equipment
- Open space

WEAKNESSES

- Lack of lighting
- Not ADA accessible
- Shelter is not reservable and there is not picnic table present
- No access from the neighborhood behind the park

OPPORTUNITIES

- Lawn game courts would enhance the visitor experience
- A formalized pathway into the park would help increase neighborhood access
- Signage along the main road would help with wayfinding
- Increased lighting and security cameras would help curb negligent behavior and activities



Playground

## PRELIMINARY COST ANALYSIS

	Amount
<b>IMPROVE FIELD AND GRASS CONDITIONS</b>	<b>\$ 50,000.00</b>
Turfgrass Enhancement	\$ 25,000.00
Lawn Game Court Improvements	\$ 25,000.00
<b>REPAIR / INCREASE WALKING PATHS</b>	<b>\$ 25,000.00</b>
Park Path Connection from neighborhoods	\$ 25,000.00
<b>REPAIR / INSTALL RESTROOMS</b>	<b>\$ -</b>
	\$ -
<b>ADD / REPAIR PLAYGROUND EQUIPMENT</b>	<b>\$ 25,000.00</b>
Rubber Mulch Replenishment	\$ 5,000.00
Benches and Grills	\$ 20,000.00
<b>EXERCISE PAD / SURFACE EXERCISE</b>	<b>\$ 5,000.00</b>
Replace Existing Swing Set	\$ 5,000.00
<b>DOG PARK</b>	<b>\$ -</b>
	\$ -
<b>RESURFACE TENNIS / BASKETBALL COURTS</b>	<b>\$ -</b>
	\$ -
<b>ADD ADDITIONAL COURTS</b>	<b>\$ -</b>
	\$ -
<b>LANDSCAPE / BEAUTIFICATION PLAN</b>	<b>\$ 2,100.00</b>
Shade Trees (6)	\$ 2,100.00
<b>OTHER PARK NEEDS</b>	<b>\$ 50,000.00</b>
Site Drainage	\$ 5,000.00
Shelter Roof Replacement	\$ 10,000.00
Park Security Lighting	\$ 25,000.00
Park Entry Sign Renovations	\$ 10,000.00
<b>SUBTOTAL</b>	<b>\$ 157,100.00</b>
<b>30% ESTIMATE CONTINGENCY</b>	<b>\$ 47,130.00</b>
<b>CONST. COST TOTAL WITH CONTINGENCY</b>	<b>\$ 204,230.00</b>
<b>8% PROFESSIONAL PLANNING &amp; DESIGN</b>	<b>\$ 16,338.40</b>
<b>GRAND TOTAL:</b>	<b>\$ 220,568.40</b>

LEVEL OF IMPORTANCE

CRITICAL  
SUSTAINABLE  
VISIONARY

ACKNOWLEDGEMENTS:

- 1. Preliminary Cost Analysis based upon general inventory & analysis of existing park conditions from the Phase 1 Study dated 01/2018.
- 2. Total cost includes a 30% construction contingency.
- 3. Professional fees for final park planning / design estimated at 8% of anticipated costs.

CONSIDERATIONS:

- 1.





HUBER  
HEIGHTS  
*Come Grow With Us!*

COMPREHENSIVE  
PARKS MASTER PLAN

**PARK DESIGN DEVELOPMENT STANDARDS**



## INTRODUCTION

The purpose in assembling and presenting the following park design development standards is that the recommendations put forth be implemented or introduced for the restoration or upgrade of an existing park facility or a new parkland development.

These design development standards are intended to accomplish the following:

- To capture and/or reflect the Huber Heights community identity or character.
- To reinforce a recognizable and consistent visual park development image.
- To establish a baseline for high performance and quality park elements. Elements that are durable, attractive and cost competitive.
- To lessen or reduce park facility maintenance or operation expenditures or obligations.
- To always improve upon the public's safety and security within all park spaces.
- To be a respected, good neighbors to existing, adjacent residential developments / neighborhoods.
- To incrementally enhance and transform an existing park facility and space to maximize their individual park's recreation useability or capability.
- To attract and retain the public's proper or intended use of park lands.
- To strive to heighten the multi-generational park user's experience, opportunities and appreciation of the City's ongoing park maintenance, improvements and efficient recreation programming initiative or focused efforts.

## IMPLEMENTATION

The following park design development standards and individual park site elements should be introduced or implemented per this Comprehensive Parks Master Plan document and the City's Park Board of Commissioners.

Furthermore, park standards should be incrementally incorporated in proposed park restoration or replacement projects and / or should be used to guide a future new park development strategically located to meet the park's recreation program, facilities and proximity needs of the community.

Maintaining and enhancing the unique qualities, attributes or park like character is paramount. The following design development standards are to provide an organized common thread or appearance that appropriately and proudly represents the City of Huber Heights.

From a competitive bidding position, it is understood that "or equal" substitutions will be considered within the park design development context or that address materiality, color, scale and overall visual appearance or continuity and quality of product.



Every park restoration, improvement or development project should strive to follow green LEED principle standards regarding the following:

- stormwater management (pervious pavements, rain gardens and bioswales)
- overall best practices and sustainability
- energy and water efficiency (alternatives - solar, grey water, irrigation, maintenance (mowing) best practices and reductions, etc.)
- recycled content of materials
- preservation and protection of existing vegetation, land cover habitat and proactive restoration whenever possible.

## SITE AMENITIES



### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

DUMOR 470& 471-60H, 6FT or 8FT,  
with or without back

**COLOR/FINISH:** Black powder  
coated metal

#### APPLICATIONS:

City standard to be used at urban  
parks. In other locations, alternate  
model may be substituted upon  
approval by City.

## BENCH



Internal Park Fixture



Parking Lot Fixture

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

HOLOPHANE Washington Post II LED

HOLOPHANE D-Series Area Size 2 LED

**COLOR/FINISH:** Black powder coated  
metal pole

#### APPLICATIONS:

City standard to be used at urban parks.  
In other locations, alternate model may  
be substituted upon approval by City.

(CONSIDER SOLAR FOR LEAD  
CONSIDERATION)

## PEDESTRIAN / PARK LIGHT



Accent Landscape Fixture



Building Mounted Fixture

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

UNIQUE LIGHTING Transmittance  
fixture

HOLOPHANE Wallpack Full Cutoff  
LED

**COLOR/FINISH:** Bronze powder  
coated metal

#### APPLICATIONS:

To match City standard to be  
used at urban parks. In other  
locations, alternate model may be  
substituted upon approval by City.

## SITE SIGNAGE / ARCHITECTURAL LIGHTING

## SITE AMENITIES



LITTER/RECYCLING RECEPTACLE



### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

DUMOR 84-32-FTO or FORMS +  
SURFACES SLDIS-216/ SLDIS-136

**COLOR/FINISH:** Black powder  
coated metal, black polyethylene  
liner or split stream recycling liner

#### APPLICATIONS:

City standard to be used at  
urban parks. In other locations, a  
different model may be substituted  
upon approval by City.



BIKE RACK

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

DuMor 83-00G Embedded

**COLOR/FINISH:** Galvanized Steel

#### APPLICATIONS:

City standard to be used at urban  
parks. In other locations, alternate  
model may be substituted upon  
approval by City.



DRINKING FOUNTAIN



### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

ELKAY Outdoor Fountain Tri-Level  
Pedestal Non-Filtered, Non-  
Refrigerated; with Locking Hose Bib

**COLOR/FINISH:** Black powder  
coated exterior over corrosion  
resistant stainless steel.

#### APPLICATIONS:

To be used at all parks.

## SITE AMENITIES



ORNAMENTAL FENCE / PARK ENTRY / PERIMETER FENCING



### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

AMERISTAR Montage Plus  
Ornamental Steel Fence with vertical  
pickets, double top rail and flush top.

Painted wood, three rail fence.

**COLOR/FINISH:** Black powder  
coated metal. Wood - white

**HEIGHT:** 4' height for edge  
establishment; 8' height for  
security

#### APPLICATIONS:

Park entries and edges



CHAIN LINK FENCE



### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

AMERISTAR PermaCoat Chain Link  
Fence or equivalent product.

**COLOR/FINISH:** Black Vinyl Coated

#### APPLICATIONS:

Chain link fence only to be used  
for low visibility areas requiring  
security.



PICNIC TABLE

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

Wabash Valley SY116 (D)

**COLOR/FINISH:** Charcoal

#### APPLICATIONS:

To match City standard to be  
used at urban parks. In other  
locations, alternate model may be  
substituted upon approval by City.



## SITE AMENITIES



BIKE REPAIR STATION



### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

DERO Fixit Station Air Kit 3;  
Surface Mounted

**COLOR/FINISH:** Black powder  
coated metal

#### APPLICATIONS:

Along bike trails or at trail access  
sites.



ASPHALT CONVERSION TO GRAVEL PATHWAY SURFACES

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

Stabilized limestone gravel w/  
flush edges

#### APPLICATIONS:

Walking paths and bike trails



EMERGENCY PHONE LOCATIONS

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

CASE Emergency Systems

#### APPLICATIONS:

Along bike trails, parking lots or at  
trail access sites.

## SITE STRUCTURES



SHADE SHELTER

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

POLIGON MSX cantilevered monoslope shelter; 26'x30' rectangular.

**COLOR/FINISH:** Black powder coated metal.

#### APPLICATIONS:

To be used at all parks. Alternative model may be substituted upon approval by City.



PICNIC SHELTER

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

POLIGON RAM hip roof shelter; 20'x34' rectangular.

**COLOR/FINISH:** Classic Product Rustic Shake Shingle in Caramel and Limestone post veneer.

#### APPLICATIONS:

To be used at all parks. Alternative model may be substituted upon approval by City.

(CONSIDER ROOF SKLIGHTS FOR LEAD CONSIDERATION)



TENSILE STRUCTURE

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

TBD

**COLOR/FINISH:** TBD.

#### APPLICATIONS:

To be used at all parks. Alternative model may be substituted upon approval by City.



## SITE STRUCTURES



PLAY EQUIPMENT - LARGE SCALE

### PRODUCT DESCRIPTION:

BASIS OF DESIGN:

PLAYWORLD

Playground Equipment for 2-12 age group

**COLOR/FINISH:** TBD.

### APPLICATIONS:

To be used at all parks. Alternative model may be substituted upon approval by City.



PLAY EQUIPMENT - ROPE CLIMBING

### PRODUCT DESCRIPTION:

BASIS OF DESIGN:

DYNAMO Playgrounds, Meteor Large with Fort and Slide

**COLOR/FINISH:**

Per manufacturer's options

### APPLICATIONS:

To be used at all parks. Alternative model may be substituted upon approval by City.



PLAY EQUIPMENT - SMALL SCALE

### PRODUCT DESCRIPTION:

BASIS OF DESIGN:

PLAYWORLD Bambino

**COLOR/FINISH:**

Per manufacturer's options

### APPLICATIONS:

To be used at all parks. Alternative model may be substituted upon approval by City.



## PLAY COMPONENTS



SWING ALONG

**PRODUCT DESCRIPTION:**

BASIS OF DESIGN:

PLAYWORLD

**COLOR/FINISH:**

Per manufacturer's options.



SKY RAIL

**PRODUCT DESCRIPTION:**

BASIS OF DESIGN:

PLAYWORLD

**COLOR/FINISH:**

Per manufacturer's options.



SPINAMI

**PRODUCT DESCRIPTION:**

BASIS OF DESIGN:

PLAYWORLD

**COLOR/FINISH:**

Per manufacturer's options.

CONT.



PLAY EQUIPMENT - LARGE SCALE

**PRODUCT DESCRIPTION:**

BASIS OF DESIGN:

PLAYWORLD

**COLOR/FINISH:**

Per manufacturer's options.



TEETER TUNNEL

**PRODUCT DESCRIPTION:**

BASIS OF DESIGN:

PLAYWORLD

**COLOR/FINISH:**

Per manufacturer's options.



ZOOMTRAX

**PRODUCT DESCRIPTION:**

BASIS OF DESIGN:

PLAYWORLD

**COLOR/FINISH:**

Per manufacturer's options.

## MATERIALS/FINISHES



CONCRETE

### PRODUCT DESCRIPTION

#### BASIS OF DESIGN:

Medium-to-Fine-Textured Broom  
Finish: Draw a soft-bristle broom  
across float-finished concrete  
surface perpendicular to line of  
traffic to provide a uniform, fine-line  
texture. No edge tooling.

#### APPLICATION

Citywide standard concrete  
applications; see individual site plans  
for location(s) of specialty concrete.



PAVERS

### PRODUCT DESCRIPTION

#### BASIS OF DESIGN:

READING ROCK HalfmarkPavers

#### COLOR / FINISH:

Heritage Buff

#### APPLICATION

Specialty entries subject to light/  
moderate pedestrian traffic only.  
See specific site plan(s) for specific  
layout, face dimensions, and  
applications



RETAINING WALLS

### PRODUCT DESCRIPTION

#### BASIS OF DESIGN:

READING ROCK AultWall

#### COLOR / FINISH: Hickory

#### APPLICATION:

Retaining walls, base of pavilions and  
other park architecture.



## MATERIALS/FINISHES



PLAY SURFACING



### PRODUCT DESCRIPTION

#### BASIS OF DESIGN:

FIBAR Engineered Wood Fiber  
Mulch accessible playground safety surface.

#### APPLICATIONS:

All playgrounds.



PLAYGROUND CURBING

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

TUFF-TIMBER

#### APPLICATIONS:

All playgrounds.



POURED IN PLACE RUBBER SURFACE / RUBBERIZED ADA MAT

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

AMEX Poured-in-place  
SOF SURFACES

#### APPLICATIONS:

All playgrounds.

## TREE PALETTE

BOTANICAL NAME	COMMON NAME	USE
SMALL TREES		
<i>Acer campestre</i>	Hedge Maple	Naturalized edges, tree masses
<i>Acer buergerianum</i>	Trident Maple	Naturalized edges, tree masses
<i>Acer tataricum</i>	Tatarian Maple	Naturalized edges, tree masses
<i>Crataegus lavalleyi</i>	Lavelle Hawthorn	Naturalized edges, tree masses
<i>Crataegus phaenopyrum</i>	Washington Hawthorn	Naturalized edges, tree masses
<i>Crataegus virdis</i>	Winter King Hawthorn	Naturalized edges, tree masses
<i>Crataegus oxycantha pauli</i>	Paul's Scarlet Hawthorn	Naturalized edges, tree masses
<i>Carpinus caroliniana</i>	American Hornbeam	Naturalized edges, tree masses, hedges
<i>Koelreuteria paniculata</i>	Golden-Rain Tree	Naturalized edges, tree masses
<i>Amelanchier grandiflora</i>	Autumn Brilliance Serviceberry	Park entrances, ornamental groupings, specimen plantings
<i>Syringa reticulata</i>	Japanese Tree Lilac	Park entrances, ornamental groupings, specimen plantings
<i>Crataegus crusgalli</i> var. <i>inermis</i>	Thornless Hawthorn	Naturalized edges, masses
<i>Malus</i>	Flowering Crabapple	Naturalized edges, masses

MEDIUM TREES		
<i>Acer platanoides</i>	Norway Maple	Park edges, shade tree groupings, specimen plantings
<i>Acer platanoides columnare</i>	Columnar Maple	Ornamental groupings
<i>Acer platanoides erectum</i>	Erect Norway Maple	Ornamental groupings
<i>Aesculus x carnea</i>	Ruby Horsechestnut	Park entrances, ornamental groupings, specimen plantings
<i>Carpinus betulus</i>	European Hornbeam	Park entrances, ornamental groupings, hedges
<i>Cladrastis lutea</i>	Yellowwood	Park edges, shade tree groupings, specimen plantings
<i>Phellodendron amurense</i>	Amur Cork Tree	Park edges, shade tree groupings, specimen plantings

BOTANICAL NAME	COMMON NAME	USE
MEDIUM TREES (Continued)		
<i>Prunus sargentii columnare</i>	Columnar Sargent Cherry	Park entrances, ornamental groupings, hedges
<i>Quercus phellos</i>	Willow Oak	Park edges, shade tree groupings, specimen plantings
<i>Sophora japonico</i>	Japanese Pagoda Tree	Park edges, shade tree groupings, specimen plantings
<i>Tilia euchlora</i>	Crimean Linden	Park edges, shade tree groupings, specimen plantings
<i>Acer rubrum</i>	Red Maple	Park edges, shade tree groupings, specimen plantings

LARGE TREES		
<i>Ginkgo biloba</i>	Ginkgo	Park edges, street trees, shade tree groupings, specimen plantings
<i>Quercus borealis</i>	Red Oak	Park edges, shade tree groupings, specimen plantings
<i>Quercus palustris</i>	Pin Oak	Park edges, shade tree groupings, specimen plantings
<i>Quercus robur fastigata</i>	Pyramidal English Oak	Park edges, shade tree groupings, specimen plantings
<i>Tilia cordata</i>	Littleleaf Linden	Park edges, street trees, shade tree groupings, specimen plantings
<i>Tilia tomentosa</i>	Silver Linden	Park edges, shade tree groupings, specimen plantings
<i>Zelkova serrata</i>	Zelkova	Park edges, street trees, shade tree groupings, specimen plantings
<i>Acer freemanii</i>	Autumn Blaze Maple	Park edges, street trees, shade tree groupings, specimen plantings
<i>Quercus bicolor</i>	Swamp White Oak	Park edges, shade tree groupings, specimen plantings
<i>Quercus rubra</i>	Northern Red Oak	Park edges, shade tree groupings, specimen plantings



## PLANT PALETTE



### PLANT PALETTE DESCRIPTION:

Groundcover or perennial bed highlighting entry, ornamental or other multi-stem trees may be used to frame entry. Plant palette should be simple, using only one type of ground cover or a few types of perennials and one type of tree.

### APPLICATIONS:

Park entrances and gateways.

## GATEWAYS



### PLANT PALETTE DESCRIPTION:

Mixed Border Screens using a mixture of deciduous tree sizes, evergreens and deciduous shrubs

### APPLICATIONS:

Park edges with adjacent land uses that conflict with park experience such as parking lots, residential housing, commercial businesses (non-urban parks) or undesirable views.

## SCREENING

## PLANT PALETTE



GENERAL PARK AESTHETIC



### PLANT PALETTE DESCRIPTION:

Dotted deciduous shade trees framing mostly open lawn.

### APPLICATIONS:

Parks with areas of lawn open space.



BIOSWALE / DRAINAGE TREATMENT



### PLANT PALETTE DESCRIPTION:

Bioswales along paved areas and park edges.

### APPLICATIONS:

Parks spaces with large paved areas or drainage challenges.

## ATHLETIC FACILITIES



DUGOUT

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

POLIGON Linkup Dugout integrated with chain link fencing

**COLOR/FINISH:** Black powder coated metal frame, black vinyl coated chain link fence.

#### APPLICATIONS:

All baseball/softball fields.



FIELD FENCING AND PROTECTION MEASURES

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

AMERISTAR PermaCoat Chain Link Fence or equivalent product.

**COLOR/FINISH:** Black Vinyl Coated

#### APPLICATIONS:

All athletic fields.

(REVIEW FENCE TOP PROTECTIONS FOR NEW AND EXISTING BALL FIELDS)



FIELD CONFIGURATION

### PRODUCT DESCRIPTION:

#### TYPICAL CONFIGURATION

#### APPLICATIONS:

All baseball/softball fields.

(REVIEW WARNING TRACK NEEDS PER EXISTING BALL FIELD)



## ATHLETIC FACILITIES



FIELD LIGHT POLE AND FIXTURE

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

MUSCO Sports Lighting Light-Structure System or equivalent product; LED luminaire on black metal pole.

**COLOR/FINISH:** Black powder coated metal pole.

#### APPLICATIONS:

Select athletic fields to meet program need requirements.



SCOREBOARD

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

DAKTRONICS FB-2018 Scoreboard.

**COLOR/FINISH:** Black powder coated metal frame.

#### APPLICATIONS:

All athletic fields.



BLEACHERS

### PRODUCT DESCRIPTION:

#### BASIS OF DESIGN:

BELSON BLR Basic Aluminum Bleachers

#### APPLICATIONS:

All athletic fields.

# PROJECT APPROVAL WORKFLOW

