



Plain City Parks and Recreation Comprehensive Master Plan 2020



ACKNOWLEDGEMENTS

We would like to thank the many citizens, staff, and community groups who provided extensive community input for the development of this Parks and Recreation Strategic Master Plan. The efforts of this community will continue to ensure the success of Plain City Parks & Recreation.

Parks & Recreation Staff

Linda Granger, Director of Parks and Recreation

Administration Staff

Nathan Cahall, Village Administrator

Consulting Team

PROS Consulting INC.

Leon Younger, President and Principal
Brayton McClure, Senior Project Manager

TABLE OF CONTENTS

CHAPTER ONE - EXECUTIVE SUMMARY	1
1.1 INTRODUCTION.....	1
1.2 STRATEGIC PLAN OBJECTIVES.....	2
1.3 PLANNING PROCESS.....	2
1.4 PURPOSE, VISION, MISSION, AND ORGANIZATIONAL VALUES.....	3
1.5 KEY RECOMMENDATIONS.....	4
CHAPTER TWO - COMMUNITY PROFILE AND NEEDS ASSESSMENT	6
2.1 DEMOGRAPHIC ANALYSIS.....	6
2.2 RECREATIONAL TRENDS ANALYSIS.....	15
2.3 KEY LEADERSHIP/FOCUS GROUP INTERVIEWS.....	33
2.4 PUBLIC FORUM FEEDBACK.....	41
2.5 ELECTRONIC SURVEY	43
CHAPTER THREE - PARKS, FACILITIES AND RECREATION PROGRAMS ASSESSMENT	67
3.1 PARKS AND FACILITIES ASSESSMENT	67
3.2 SITE ASSESSMENT SUMMARIES	69
3.3 LEVEL OF SERVICE STANDARDS.....	77
3.4 EQUITY MAPPING	81
3.5 RECREATION PROGRAM ANALYSIS.....	92
3.6 PRIORITIZED PARK AND FACILITY / PROGRAM PRIORITY RANKINGS.....	102
3.7 CAPITAL IMPROVEMENT PLAN.....	105
CHAPTER FOUR - STRATEGIC ACTION PLAN	107
4.1 FUNDING AND REVENUE STRATEGIES.....	107
4.2 VISION, MISSION, AND GOALS	119
4.3 STRATEGIC ACTION PLAN.....	120
CHAPTER FIVE - APPENDIX.....	122
5.1 APPENDIX A- CORE VS. CASUAL PARTICIPATION TRENDS.....	122
5.2 APPENDIX B- ADDITIONAL SURVEY COMMENTS.....	128
5.3 APPENDIX C- FULL ACTION PLAN DETAILS	136

CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The Village of Plain City sought to complete a Comprehensive Parks and Recreation Master Plan. PROS Consulting INC. was chosen to help to complete this plan which would assess and prioritize community needs and thus guide the growth and development of the Village's parks and recreational facilities. This plan assumes even greater importance given the fast-paced population growth throughout the Village and, consequently, the ever-increasing need for a variety of parks and recreation opportunities in Plain City.

Having said that, this planning process was intended to build on the Village's Comprehensive Plan developed in 2018. This plan had established goals and strategies as well as design standards and classifications that have been incorporated or built upon in this plan as well.

The goal was to develop a plan that is:

- Community values-driven
- Prioritized
- Financially Feasible
- An effective way to communicate the impact that parks and recreation have on enhancing community livability and quality of life.



The following executive summary outlines the key findings, analysis, and recommendations outlined as a part of this plan to help shape the future of Plain City's parks and recreation.



1.2 STRATEGIC PLAN OBJECTIVES

The goals and objectives associated with this Master Plan include:

- Engage the community, leadership and stakeholders through innovative public input means to build a shared vision for parks, recreation programs and facilities in the Village of Plain City.
- Utilize a wide variety of data sources and best practices to predict trends and patterns of use and how to address unmet needs in Plain City.
- Determine unique Level of Service Standards to develop appropriate actions regarding parks, recreation programs and facilities that reflects the Village's strong commitment in providing high quality recreational activities for the community.
- Shape financial and operational preparedness through innovative and "next" practices to achieve the strategic objectives and recommended actions.
- Develop a dynamic and realistic strategic action plan that creates a road map to ensure long-term success and financial sustainability for the Village's parks, recreation programs and facilities, as well as action steps to support the family-oriented community and businesses that call Plain City home.

1.3 PLANNING PROCESS

The Master Plan will create a clear set of objectives that will provide direction to the Village, and the Village Council for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundation components.



1.4 PURPOSE, VISION, MISSION, AND ORGANIZATIONAL VALUES

1.4.1 VISION - WHAT WE WANT TO BE KNOWN FOR

“To enhance the quality of life in Plain City through the development and enhancement of parks and recreation facilities, programs and services that further its economic development goals to create a community of choice to live, work and play now and for future generations.”

1.4.2 MISSION - HOW WE PLAN TO GET THERE

“To maximize all available resources in providing beautiful parks, recreation facilities and quality programs to the Plain City community that enhance residents' health and promote economic vitality for long-term sustainability.”

1.4.3 CORE VALUES

- **Inclusion:** We embrace different ways of thinking to ensure we help build a community for everyone through parks and recreation services.
- **Growth:** We challenge ourselves to have a bigger impact on the community.
- **Integrity:** We strive to build the respect and trust of the community through effective parks, programs, facilities and services.
- **Relationships:** We build relationships to connect with our community that can help us achieve our vision and mission.
- **Wellness:** We improve our well-being so we can create opportunities for community members to live a healthy lifestyle.

1.4.4 CORE STRATEGIC PLANNING AREAS

Key findings identified from all facets of the planning process were considered in the development of the six core strategic planning areas: parks & trails, facilities, programs, finances, staffing, and marketing/ communication. These core areas serve as the focal points for developing the recommendations for the Master Plan.





1.5 KEY RECOMMENDATIONS

1.5.1 FOCUS AREA: PARKS & TRAILS

Goal: Develop and maintain quality parks and trails to create experiences for people of all ages in an equitable manner throughout the community to achieve 10 acres of parkland per 1,000 residents over the next ten years.

Strategy 1: Continue to develop a connected trail system that links the neighborhoods in Plain City so that it allows all residents to be able to access a park or trail within a 10-minute walk or within a half mile.

Strategy 2: Seek to acquire parkland on the south side of Plain City for a community park to give residents a quality community park in that area of the Village.

Strategy 3: Seek to acquire parkland or require developers to dedicate park land within new developments for neighborhood parks to give residents a walkable quality park experience.

Strategy 4: Partner and develop with Plain City Schools a recreation facility plan to meet community recreation needs of the Village residents and School District for the next ten years.

1.5.2 FOCUS AREA: FACILITIES

Goal: Enhance/update existing facilities including the Aquatic Center, Campgrounds, and Youth Building so residents and non-residents can access and utilize these facilities at a higher rate.

Strategy 1: Enhance Aquatic Center experience by adding safety features, increasing parking, and expanding amenities.

Strategy 2: Rehab existing Youth Building to better meet needs of users.

Strategy 3: Develop a campground Plan to enhance capacity and utilization.

1.5.3 FOCUS AREA: PROGRAMS

Goal: Develop and implement creative park and recreation programs that target all residents in the Village to maximize the community's appreciation for quality park and recreation experiences.

Strategy 1: Continue to build on existing program offered while focusing on creating new Core Program Areas including: special events and arts programs, fitness/wellness, youth sports, and senior programs across the Village.

Strategy 2: Partner with local health and wellness providers to provide fitness programs in parks and at nearby fitness centers.

Strategy 3: Improve park maintenance

1.5.4 FOCUS AREA: FINANCE

Goal: Seek dedicated funding sources to support parks and recreation in Plain City Parks for the next ten years.

Strategy 1: Create resilient, diverse, stable and predictable funding and earned income strategies for the next ten years for Plain City Parks.

Strategy 2: Identify new partners who can help bring capital and operating dollars to a program or recreation facility on the front end of a project.

1.5.5 FOCUS AREA: STAFFING

Goal: Hire and retain additional staff to assist in delivering quality parks, recreation facilities, and programs in the Village that demonstrate the best of public services.

Strategy 1: Create an innovative, efficient and effective organizational structure that is responsive to changing community needs.

Strategy 2: Recruit and retain qualified recreation program and facility management staff and invest in continued training and support.

Strategy 3: Develop a strong volunteer corps of community members to help deliver programs and events in the Village.

1.5.6 FOCUS AREA: MARKETING & COMMUNICATION

Goal: Create a Marketing and Communication Plan to drive the Department's marketing initiative and improve awareness of existing offerings.

Strategy 1: Create an online registration platform for residents to enroll in programs.

Strategy 2: Recruit a qualified volunteer/intern to oversee marketing efforts.



CHAPTER TWO - COMMUNITY PROFILE AND NEEDS ASSESSMENT

The Village of Plain City selected PROS Consulting to assist in completing a Comprehensive Parks and Recreation Master Plan. The purpose of the Plan is to provide a vision for the Village of Plain City. The outcome of the planning process will be a 5-year vision for parks, recreation, open space, and trails.

A key component of the master planning process is a Market Analysis. This analysis will help provide a thorough understanding of the demographic makeup of residents within the Village, while also identifying national, regional, and local recreational trends.



2.1 DEMOGRAPHIC ANALYSIS

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



2.1.1 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 April 2019 and reflects actual numbers as reported in the 2010 Census as well as estimates for 2018 and 2023 as obtained by ESRI. Straight line linear regression was utilized for 2028 and 2033 projections. The Village boundaries shown below were utilized for the demographic analysis. (See Figure 1)

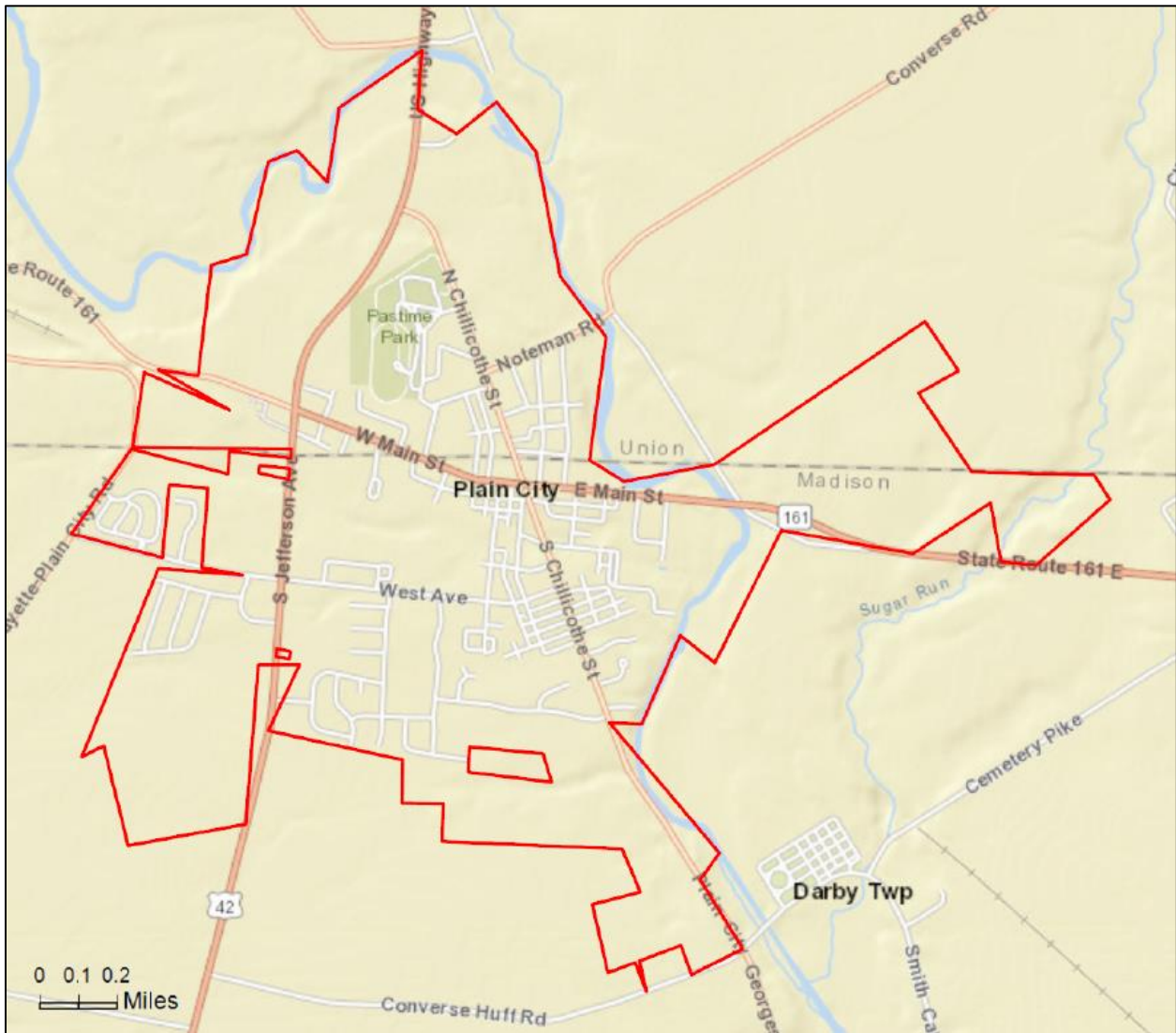


Figure 1: Village Boundaries



2.1.2 VILLAGE POPULACE

POPULATION

The Village's population experienced a growing trend in recent years, increasing 5.77% from 2010 to 2018 (0.72% per year). This is just below the national annual growth rate of 0.86% (from 2010-2018). Based on data from the 2010 Census and ESRI, the population is currently estimated at 4,473 individuals living within 1,684 households. Projecting ahead, the total population and total number of households are both expected to continue growing over the next 15 years. Based on 2033 predictions, the Village is expected to have just under 5,000 residents living within 1,847 households. (See Figures 2)

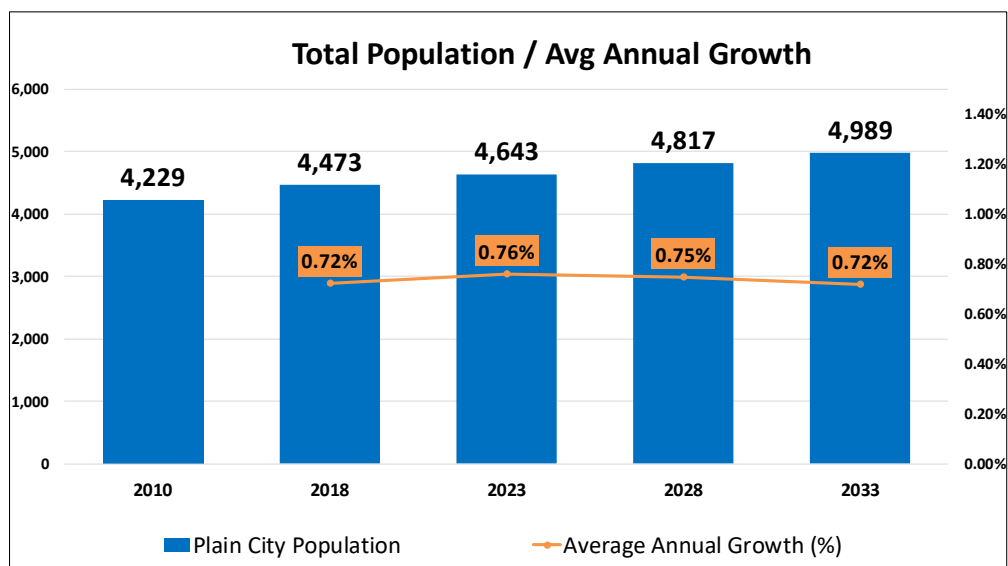


Figure 2: ESRI Total Population Projections

Based on recent conversations with Plain City's planning team, we have reason to believe that the Village will undergo a more rapid growing trend than projected by ESRI (above). Due to the construction of multiple new housing developments in addition to talks of annexing some surrounding farm land, the planning team has created their own population projections below. (See Figure 3)

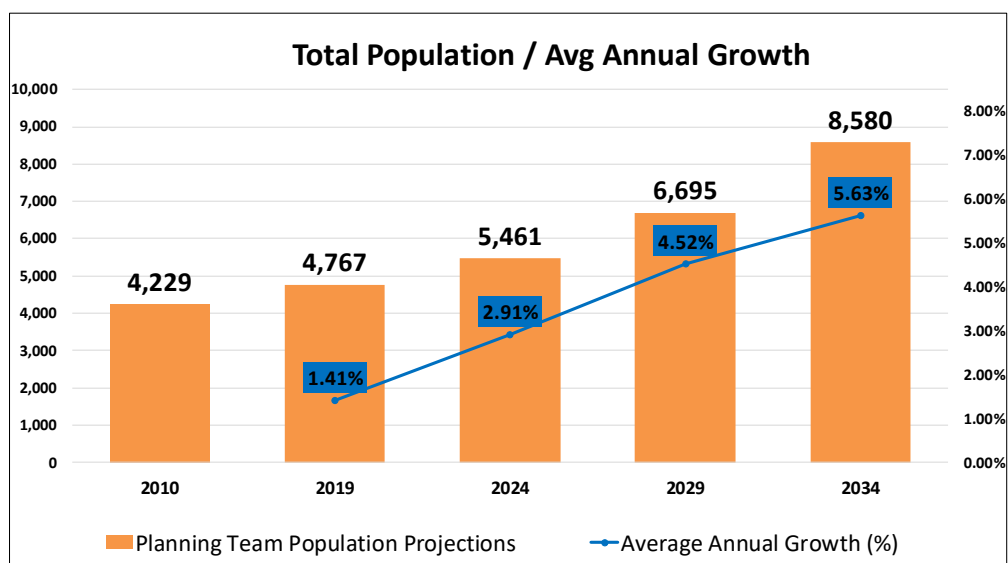


Figure 3: Planning Team's Total Population Projections

AGE SEGMENT

Evaluating the Village by age segments, Plain City is a younger community, with roughly half of population falling below the age of 35. The service area has a median age of 38.1 years old which is slightly below the U.S. median age of 38.3 years. Assessing the population as a whole, the Village is projected to continue its current aging trend. Over the next 15 years, the 55+ population is expected to grow to represent 30% of Plain City's total population. This is largely due to the increased life expectancies and the remainder of the Baby Boomer generation shifting into the senior age groups. (See Figure 4).

Due to the continued growth of the older age segments, it is useful to further segment the "Senior" population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used 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 engaged in programming, the variability of health and wellness can be a more relevant factor. For example, a 55-year-old may be struggling with rheumatoid arthritis and need different recreational 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.

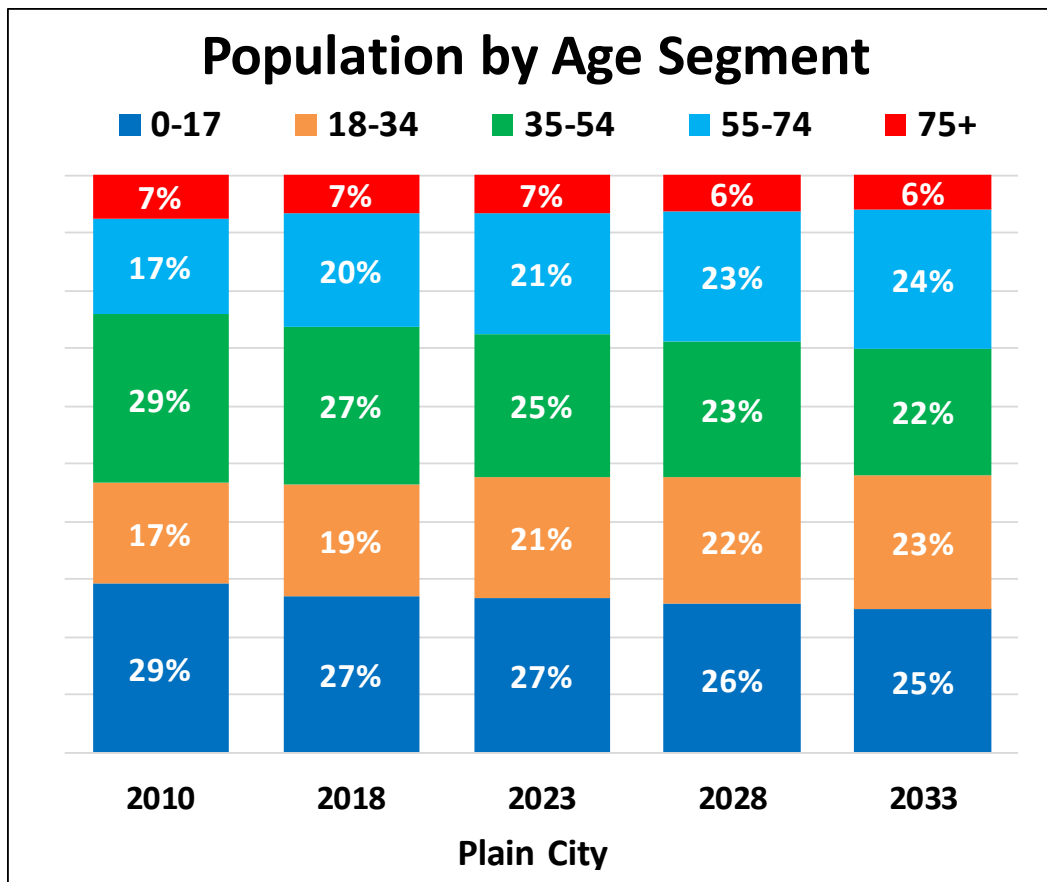


Figure 4: Population by Age Segments



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; therefore, 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

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

RACE

Analyzing race, Plain City's current population is predominantly White Alone. The 2018 estimate shows that 94% of the population falls into the White Alone category, with all minority race categories ranging from 0%-2%. The racial diversification of the Village is significantly less diverse than the national population, which is approximately 70% White Alone, 13% Black Alone, and 7% Some Other Race. The predictions for 2033 expect the Village's population to remain relatively unchanged, with just a minor decrease in the White Alone population. (Figure 5)

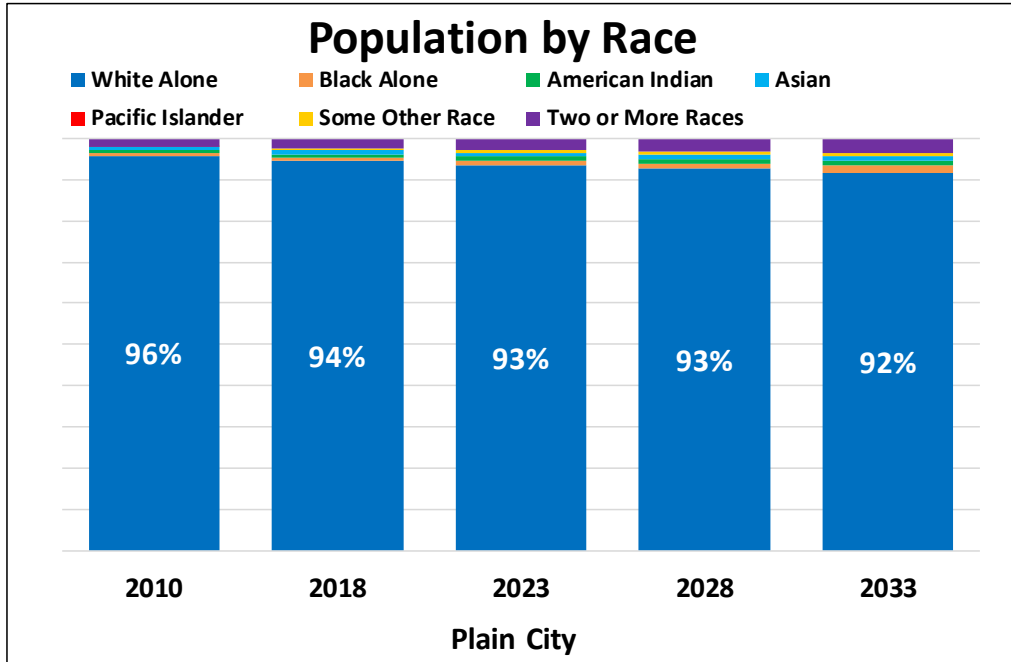


Figure 5: Population by Race

ETHNICITY

The Village's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any of the racial categories from above. Based on the 2010 Census, those of Hispanic/Latino origin represent just above 2% of the service area's current population, which is significantly lower than the national average (18% Hispanic/ Latino). The Hispanic/Latino population is expected to double over the next 15 years, increasing to 4% of the Village's total population by 2033. (Figure 6)

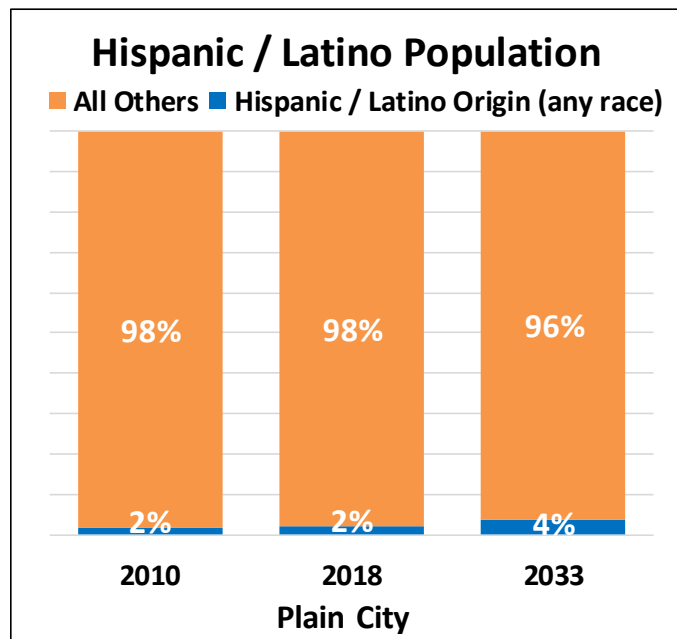


Figure 6: Population by Ethnicity



HOUSEHOLD INCOME

The Village's median household income (\$63,677) is well above both the current state and national averages (\$53,378 & \$58,100 respectively). When comparing per capita incomes, Plain City (\$31,853) is above Ohio (\$29,386) but slight below the U.S.'s per capita income (\$31,950).

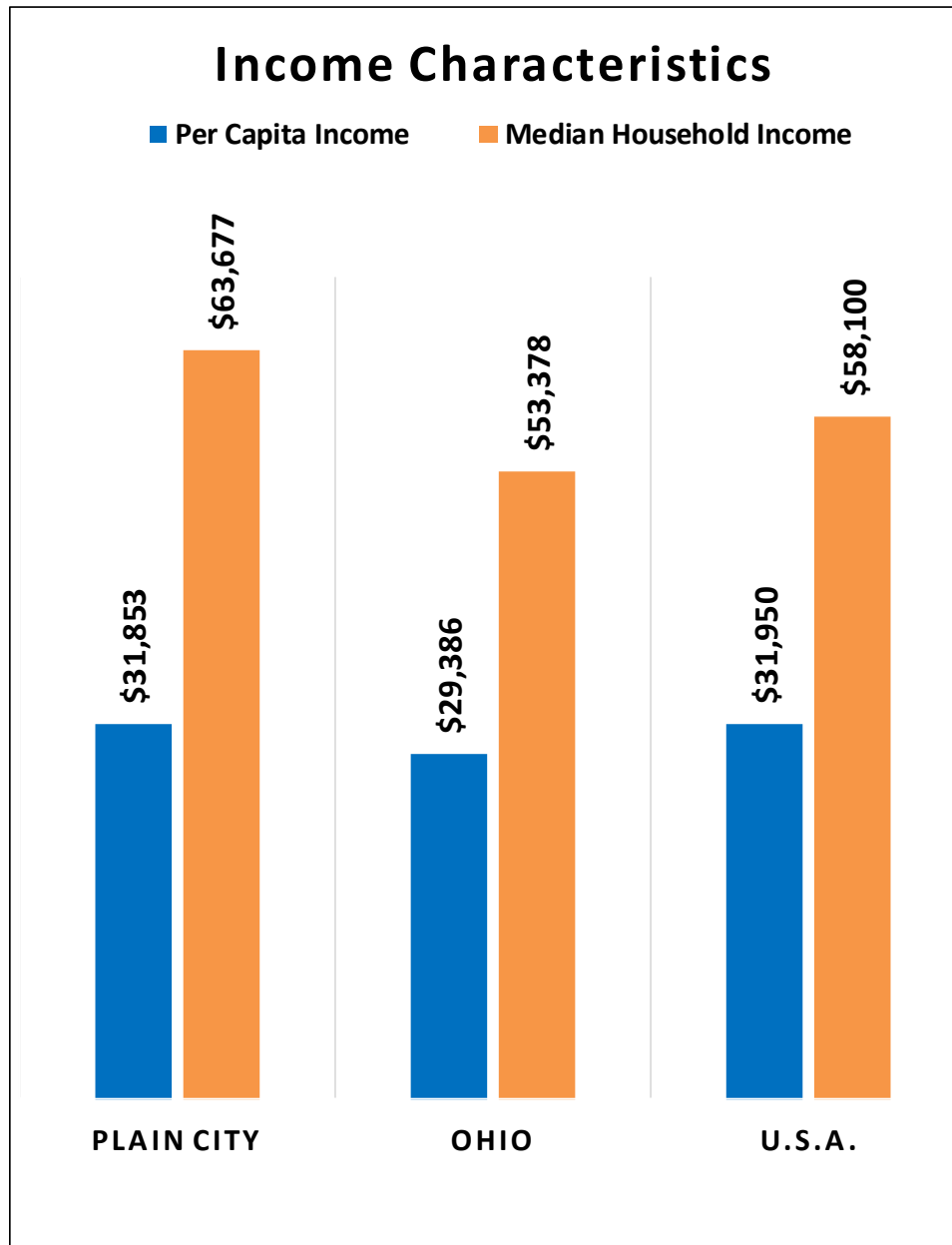


Figure 7: Income Characteristics

2.1.3 VILLAGE DEMOGRAPHIC COMPARATIVE SUMMARY

The table below is a summary of the Village's demographic figures. These figures are then compared to the state and U.S. populations. This type of analysis allows Plain City to see how their population compares on a local and national scale. The highlighted cells represent key takeaways from the comparison between the Village and the national population.

= Significantly higher than the National Average
 = Significantly lower than the National Average

2018 Demographic Comparison		Plain City	Ohio	U.S.A.
Population	Annual Growth Rate (2010-2018)	0.72%	0.26%	0.86%
	Projected Annual Growth Rate (2018-2033)	0.77%	0.27%	0.88%
Households	Annual Growth Rate (2010-2018)	0.57%	0.29%	0.79%
	Average Household Size	2.66	2.43	2.59
Age Segment Distribution	Ages 0-17	27%	22%	22%
	Ages 18-34	19%	22%	24%
	Ages 35-54	27%	25%	25%
	Ages 55-74	20%	24%	22%
	Ages 75+	7%	7%	7%
Race Distribution	White Alone	94.5%	80.7%	69.9%
	Black Alone	1.0%	12.7%	12.9%
	American Indian	0.7%	0.2%	1.0%
	Asian	0.9%	2.3%	5.7%
	Pacific Islander	0.0%	0.0%	0.2%
	Some other Race	0.5%	1.4%	6.9%
	Two or More Races	2.4%	2.6%	3.4%
Hispanic/Latino Population	Hispanic / Latino Origin (any race)	2.3%	3.9%	18.3%
	All Others	97.7%	96.1%	81.7%
Income Characteristics	Per Capita Income	\$31,853	\$29,386	\$31,950
	Median Household Income	\$63,677	\$53,378	\$58,100

Figure 8: Demographic Comparative Summary Table



DEMOGRAPHIC SUMMARY

- The Village's **population annual growth rate** (0.72%) is slightly lower than the U.S.'s (0.86%) growth rate.
- Plain City's **household annual growth rate** (0.57%) is also lower than the national (0.79%) average.
- When assessing **age segments**, the service area demonstrates a slightly younger population than the national age segment distribution.
- The Village's **racial distribution** has a significantly higher White Alone population, when compared to national percentage distribution.
- Plain City's percentage of **Hispanic/Latino population** (2.3%) is well below the national average (18.3%).
- The Village's **per capita income** (\$31,853) is slightly below average while the **median house income** (\$63,677) is well above average, when compared to the U.S.'s income characteristics (\$31,950 & \$58,100).



2.2 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as generational participation trends. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trends data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

2.2.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2019* was utilized in evaluating the following trends:

- National Sport and Fitness Participatory Trends
- Core vs. Casual Participation Trends
- Participation by Generation
- Non-Participant Interest by Age Segment



The study is based on findings from surveys carried out in 2018 by the Physical Activity Council (PAC), resulting in a total of 20,069 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 20,069 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 at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 300,652,039 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 U.S.

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 than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. 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.

In a given activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

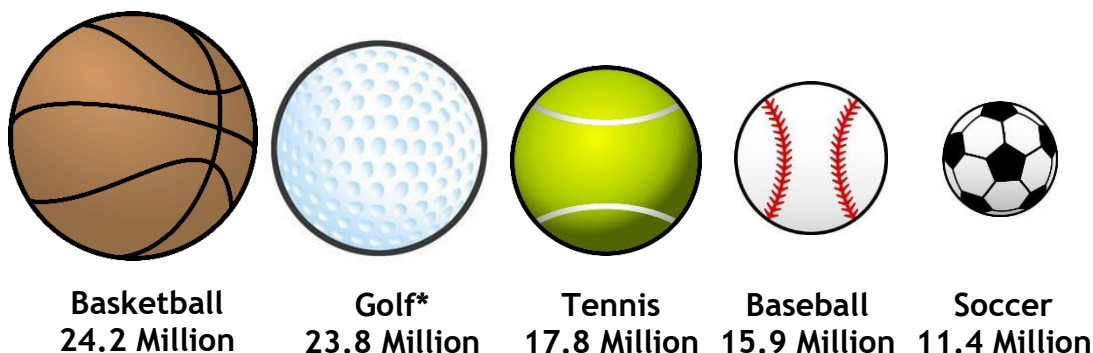
2.2.2 NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The sports most heavily participated in the United States were Basketball (24.2 million) and Golf (23.8 million in 2017), which have participation figures well in excess of the other activities within the general sports category. Followed by Tennis (17.8 million), Baseball (15.9 million), and Soccer (11.4 million).

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants. Even though Golf has experienced a recent decrease in participation, it still continues to benefit 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.



FIVE-YEAR TREND

Since 2013, Roller Hockey (33.6%) and Rugby (31.9%) have emerged as the overall fastest growing sports. During the last five-years, Baseball (19.5%), Cheerleading (18.7%), and Flag Football (17.1%) have also experienced significant growth. Based on the five-year trend, the sports that are most rapidly declining include Ultimate Frisbee (-46.6%), Touch Football (-22.7%), Tackle Football (-16.4%), Badminton (-11.4%), and Outdoor Soccer (-10.4%).

ONE-YEAR TREND

In general, the most recent year shares a similar pattern with the five-year trends; with Pickleball (5.4%), Basketball (3.5%), and Baseball (1.5%) experiencing the greatest increases in participation this past year. However, some sports that increased rapidly over the past five years have experienced recent decreases in participation, such as Roller Hockey (-5.5%). Other sports including Squash (-13.9%) and Ultimate Frisbee (-13.3%) have also seen a significant decrease in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball, have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). While less mainstream sports, such as Ultimate Frisbee, Roller Hockey, Squash, and Boxing for Competition have larger casual participation base. These participants may be more inclined to switch to other sports or fitness activities, which is likely why they have all experienced a decline in participation this past year. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Golf (9 or 18-Hole Course)	24,720	23,829	N/A	N/A	N/A
Basketball	23,669	23,401	24,225	2.3%	3.5%
Tennis	17,678	17,683	17,841	0.9%	0.9%
Baseball	13,284	15,642	15,877	19.5%	1.5%
Soccer (Outdoor)	12,726	11,924	11,405	-10.4%	-4.4%
Softball (Slow Pitch)	6,868	7,283	7,386	7.5%	1.4%
Football, Flag	5,610	6,551	6,572	17.1%	0.3%
Badminton	7,150	6,430	6,337	-11.4%	-1.4%
Volleyball (Court)	6,433	6,317	6,317	-1.8%	0.0%
Football, Touch	7,140	5,629	5,517	-22.7%	-2.0%
Soccer (Indoor)	4,803	5,399	5,233	9.0%	-3.1%
Football, Tackle	6,165	5,224	5,157	-16.4%	-1.3%
Volleyball (Sand/Beach)	4,769	4,947	4,770	0.0%	-3.6%
Gymnastics	4,972	4,805	4,770	-4.1%	-0.7%
Track and Field	4,071	4,161	4,143	1.8%	-0.4%
Cheerleading	3,235	3,816	3,841	18.7%	0.7%
Racquetball	3,824	3,526	3,480	-9.0%	-1.3%
Pickleball	N/A	3,132	3,301	N/A	5.4%
Ultimate Frisbee	5,077	3,126	2,710	-46.6%	-13.3%
Ice Hockey	2,393	2,544	2,447	2.3%	-3.8%
Softball (Fast Pitch)	2,498	2,309	2,303	-7.8%	-0.3%
Lacrosse	1,813	2,171	2,098	15.7%	-3.4%
Wrestling	1,829	1,896	1,908	4.3%	0.6%
Roller Hockey	1,298	1,834	1,734	33.6%	-5.5%
Rugby	1,183	1,621	1,560	31.9%	-3.8%
Squash	1,414	1,492	1,285	-9.1%	-13.9%
Boxing for Competition	1,134	1,368	1,310	15.5%	-4.2%
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 9: General Sports Participatory Trends



NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

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 Americans to improve their health and enhance quality of life by engaging in an active lifestyle. 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 most individuals. The most popular general fitness activities amongst the U.S. population include: Fitness Walking (111.1 million), Treadmill (53.7 million), Free Weights (51.3 million), Running/Jogging (49.5 million), and Stationary Cycling (36.7 million).



**Fitness
Walking
111.1 Million**



**Treadmill
53.7 Million**



**Dumbbell
Free Weights
51.3 Million**



**Running/
Jogging
49.5 Million**



**Stationary
Cycling
36.7 Million**

FIVE-YEAR TREND

Over the last five years (2013-2018), the activities growing most rapidly are Trail Running (47.4%), Aerobics (24.8%), Barre (21.8%), Stair Climbing Machine (18.8%), and Yoga (18.2%). Over the same time frame, the activities that have undergone the biggest decline include: Dumbbell Free Weights (-12.0%), Running/Jogging (-8.7%), Fitness Walking (-5.3%), Traditional Triathlon (-4.2%), and Boot Camps Style Cross Training (-3.1%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were Trail Running (9.4%), Yoga (5.1%), and Elliptical Motion Trainer (3.0%). From 2017-2018, the activities that had the largest decline in participation were Non-Traditional Triathlon (-15.5%), Running/Jogging (-2.6%), and Cross-Training Style Workout (-2.1%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

It should be noted that many of the activities that are rapidly growing 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. All of the top trending fitness activities, for the one-year and five-year trend, consist primarily of casual users. This is significant, as casual users are much more likely to switch to alternative activities compared to a core user. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Fitness Walking	117,351	110,805	111,101	-5.3%	0.3%
Treadmill	48,166	52,966	53,737	11.6%	1.5%
Free Weights (Dumbbells/Hand Weights)	58,267	52,217	51,291	-12.0%	-1.8%
Running/Jogging	54,188	50,770	49,459	-8.7%	-2.6%
Stationary Cycling (Recumbent/Upright)	35,247	36,035	36,668	4.0%	1.8%
Weight/Resistant Machines	36,267	36,291	36,372	0.3%	0.2%
Elliptical Motion Trainer	30,410	32,283	33,238	9.3%	3.0%
Yoga	24,310	27,354	28,745	18.2%	5.1%
Free Weights (Barbells)	25,641	27,444	27,834	8.6%	1.4%
Bodyweight Exercise	N/A	24,454	24,183	N/A	-1.1%
Dance, Step, & Choreographed Exercise	N/A	22,616	22,391	N/A	-1.0%
Aerobics (High Impact)	17,323	21,476	21,611	24.8%	0.6%
Stair Climbing Machine	12,642	14,948	15,025	18.8%	0.5%
Cross-Training Style Workout	N/A	13,622	13,338	N/A	-2.1%
Trail Running	6,792	9,149	10,010	47.4%	9.4%
Stationary Cycling (Group)	8,309	9,409	9,434	13.5%	0.3%
Pilates Training	8,069	9,047	9,084	12.6%	0.4%
Cardio Kickboxing	6,311	6,693	6,838	8.4%	2.2%
Boot Camp Style Cross-Training	6,911	6,651	6,695	-3.1%	0.7%
Martial Arts	5,314	5,838	5,821	9.5%	-0.3%
Boxing for Fitness	5,251	5,157	5,166	-1.6%	0.2%
Tai Chi	3,469	3,787	3,761	8.4%	-0.7%
Barre	2,901	3,436	3,532	21.8%	2.8%
Triathlon (Traditional/Road)	2,262	2,162	2,168	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	1,878	1,589	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend: <div> <div>Large Increase (greater than 25%)</div> <div>Moderate Increase (0% to 25%)</div> <div>Moderate Decrease (0% to -25%)</div> <div>Large Decrease (less than -25%)</div> </div>					

Figure 10: General Fitness National Participatory Trends



NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate a contrast of growth and decline in participation regarding 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 as limited by time constraints. In 2018, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (47.9 million), Road Bicycling (39.0 million), Freshwater Fishing (39.0 million), and Camping within ¼ mile of Vehicle/Home (27.4 million), and Recreational Vehicle Camping (16.0 million).



Hiking
(Day)
47.9 Million



Bicycling
(Road)
39.0 Million



Fishing
(Freshwater)
39.0 Million



Camping
(<¼mi. of Car/Home)
27.4 Million



Camping
(Recreational Vehicle)
16.0 Million

FIVE-YEAR TREND

From 2013-2018, BMX Bicycling (58.6%), Day Hiking (39.2%), Fly Fishing (18.1%), Backpacking Overnight (16.2%), and Recreational Vehicle Camping (9.8%) have undergone the largest increases in participation.

The five-year trend also shows activities such as In-Line Roller Skating (-17.8%), Birdwatching (-12.8%), Camping within ¼ mile of Home/Vehicle (-6.3%), and Road Bicycling (-4.5%) experiencing the largest decreases in participation.

ONE-YEAR TREND

The one-year trend shows activities growing most rapidly being Day Hiking (6.6%), Camping within ¼ mile of Home/Vehicle (4.4%), and Fly Fishing (2.2%). Over the last year, activities that underwent the largest decreases in participation include: Adventure Racing (-12.4%), In-Line Roller Skating (-4.3%), and Overnight Backpacking (-4.0%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

A large majority of outdoor activities have experienced participation growth in the last five- years, with In-Line Roller Skating, Birdwatching, Camping within ¼ mile of Home/Vehicle, and Road Bicycling being the only activities decreasing in participation. Although this a positive trend for outdoor activities, it should be noted that a large majority of participation growth came from an increase in casual users. This is likely why we see a lot more activities experiencing decreases in participation when assessing the one-year trend, as the casual users likely found alternative activities to participate in. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Hiking (Day)	34,378	44,900	47,860	39.2%	6.6%
Bicycling (Road)	40,888	38,866	39,041	-4.5%	0.5%
Fishing (Freshwater)	37,796	38,346	38,998	3.2%	1.7%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	26,262	27,416	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	16,159	15,980	9.8%	-1.1%
Fishing (Saltwater)	11,790	13,062	12,830	8.8%	-1.8%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	12,296	12,344	-12.8%	0.4%
Backpacking Overnight	9,069	10,975	10,540	16.2%	-4.0%
Bicycling (Mountain)	8,542	8,609	8,690	1.7%	0.9%
Archery	7,647	7,769	7,654	0.1%	-1.5%
Fishing (Fly)	5,878	6,791	6,939	18.1%	2.2%
Skateboarding	6,350	6,382	6,500	2.4%	1.8%
Roller Skating, In-Line	6,129	5,268	5,040	-17.8%	-4.3%
Bicycling (BMX)	2,168	3,413	3,439	58.6%	0.8%
Climbing (Traditional/Ice/Mountaineering)	2,319	2,527	2,541	9.6%	0.6%
Adventure Racing	2,095	2,529	2,215	5.7%	-12.4%
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 11: Outdoor / Adventure Recreation Participatory Trends

NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2018, Fitness Swimming was the absolute leader in overall participation (27.6 million) amongst aquatic activities, largely due to its broad, multigenerational appeal.



FIVE-YEAR TREND

Assessing the five-year trend, all aquatic activities have experienced growth. Aquatic Exercise stands out having increased 24.0% from 2013-2018, most likely due to the ongoing research that demonstrates the activity's great therapeutic benefit, followed by Competitive Swimming (15.4%) and Fitness Swimming (4.6%).

ONE-YEAR TREND

Similar to the five-year trend, all aquatic activities also experienced growth regarding the one-year trend. Fitness Swimming (1.6%) had the largest increase in 2018, with Competitive Swimming (1.3%) and Aquatic Exercise (0.6%) not far behind.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,354	27,135	27,575	4.6%	1.6%
Aquatic Exercise	8,483	10,459	10,518	24.0%	0.6%
Swimming (Competition)	2,638	3,007	3,045	15.4%	1.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 12: Aquatic Participatory Trends

CORE VS. CASUAL TRENDS IN AQUATICS

All aquatic activities have undergone increases in participation over the last five years, primarily due to large increases in casual participation (1-49 times per year). From 2013 to 2018, casual participants of Competition Swimming increased by 45.5%, Aquatic Exercise by 40.0%, and Fitness Swimming by 10.7%. However, all core participation (50+ times per year) for aquatic activities have decreased over the last five-years. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports / activities based on total participants in 2018 were Recreational Kayaking (11.0 million), Canoeing (9.1 million), and Snorkeling (7.8 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 is more likely to have a higher participation rate in water activities than a region that has long winter seasons or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



Kayaking
11.0 Million



Canoeing
9.1 Million



Snorkeling
7.8 Million



Jet Skiing
5.3 Million



Sailing
3.8 Million

FIVE-YEAR TREND

Over the last five years, Stand-Up Paddling (73.3%) was by far the fastest growing water activity, followed by Recreational Kayaking (26.4%), White Water Kayaking (19.4%), Boardsailing/Windsurfing (17.5%), and Sea/Tour Kayaking (4.1%). From 2013-2018, activities declining in participation most rapidly were Surfing (-21.4%), Water Skiing (-20.0%), Jet Skiing (-17.0%), Wakeboarding (-15.7%), and Rafting (-11.3%).

ONE-YEAR TREND

Contradicting the five-year trend, Surfing was the fastest growing of all water sports/activities increasing 7.2% in 2018. Recreational Kayaking (4.6%) and Stand-Up Paddling (3.8%) also had a spike in participation this past year. Activities which experienced the largest decreases in participation in the most recent year include: Wakeboarding (-7.0%), Snorkeling (-6.8), and Water Skiing (-5.9%)

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

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 all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why a majority of water sports/activities have experienced decreases in participation in recent years. *Please see Appendix A for full Core vs. Casual Participation breakdown.*



National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2013	2017	2018	5-Year Trend	1-Year Trend
Kayaking (Recreational)	8,716	10,533	11,017	26.4%	4.6%
Canoeing	10,153	9,220	9,129	-10.1%	-1.0%
Snorkeling	8,700	8,384	7,815	-10.2%	-6.8%
Jet Skiing	6,413	5,418	5,324	-17.0%	-1.7%
Sailing	3,915	3,974	3,754	-4.1%	-5.5%
Stand-Up Paddling	1,993	3,325	3,453	73.3%	3.8%
Rafting	3,836	3,479	3,404	-11.3%	-2.2%
Water Skiing	4,202	3,572	3,363	-20.0%	-5.9%
Surfing	3,658	2,680	2,874	-21.4%	7.2%
Scuba Diving	3,174	2,874	2,849	-10.2%	-0.9%
Kayaking (Sea/Touring)	2,694	2,955	2,805	4.1%	-5.1%
Wakeboarding	3,316	3,005	2,796	-15.7%	-7.0%
Kayaking (White Water)	2,146	2,500	2,562	19.4%	2.5%
Boardsailing/Windsurfing	1,324	1,573	1,556	17.5%	-1.1%
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 13: Water Sports / Activities Participatory Trends

2.2.3 PARTICIPATION 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.

2018 PARTICIPATION RATES BY GENERATION

U.S. population, Ages 6+

Active High
Calorie

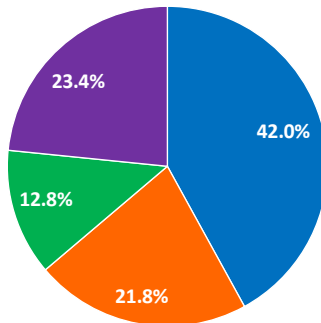
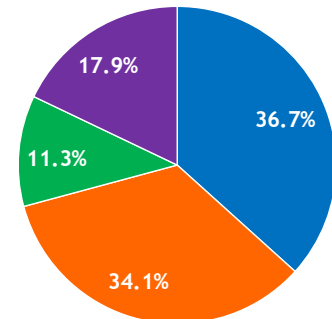
Casual High
Calorie

Low/Med
Calorie

Inactive

Generation Z (born 2000+)

Generation Z were the most active, with only 17.9% of the population identifying as inactive. Approximately 71% of individuals within this generation were deemed high calorie burning in 2018; with 36.7% being active high calorie and 34.1% being casual high calorie.

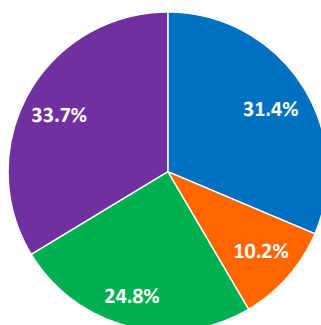
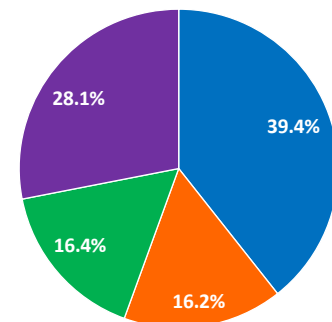


Millennials (born 1980-1999)

More than half (63.8%) of millennials were active high calorie (42.0%) or casual high calorie (21.8%), while 23.4% claimed they were inactive. Even though this inactive rate is much higher than Generation Z's (17.9%), it is still below the national inactive rate (28%).

Generation X (born 1965-1979)

Generation X has the second highest active high calorie percentage (39.4%) among all generations, only being 2.6% less than Millennials. At the same time, they also have the second highest inactive rate, with 28.1% claiming to not be active at all.



The Boomers (born 1945-1964)

The Boomers were the least active generation, with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. Approximately 24.8% claimed to engage in low/med calorie burning activities.

Definitions: Active (3+ times per week), Casual (1-2 times per week), High Calorie (20+ minutes of elevated heart rate), Low/Med Calorie (>20 minutes of elevated heart rate), Inactive (no physical activity in 2018)



2.2.4 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.

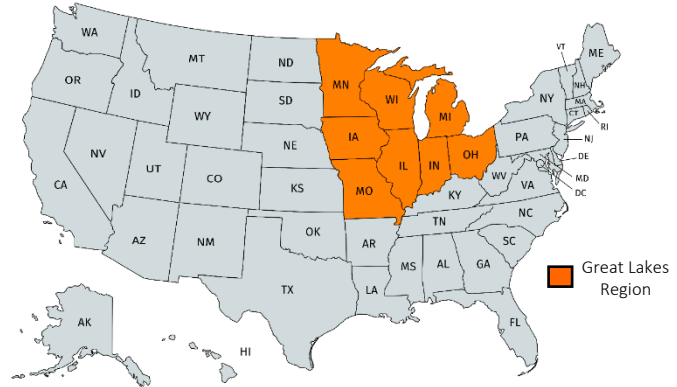


NATIONAL AND REGIONAL PROGRAMMING TRENDS

PROGRAMS OFFERED BY PARK AND RECREATION AGENCIES (GREAT LAKES REGION)

NRPA's *Agency Performance Review 2019* summarize key findings from NRPA Park Metrics, which is a benchmark tool that compares the management and planning of operating resources and capital facilities of park and recreation agencies. The report contains data from 1,075 park and recreation agencies across the U.S. as reported between 2016 and 2018.

Based on this year's report, the typical agency (i.e., those at the median values) offers 175 programs annually, with roughly 63% of those programs being fee-based activities/events.



According to the information reported to the NRPA, the top five programming activities most frequently offered by park and recreation agencies, both in the U.S. and regionally, are described in the table below (**Figure 14**). A complete comparison of regional and national programs offered by agencies can be found in **Figure 15**.

When comparing Great Lakes Region agencies to the U.S. average, themed special events, social recreation events, team sports, health & wellness education, and fitness enhancement classes were all identified as the top five most commonly provided program areas offered regionally and nationally.

Top 5 Most Offered Core Program Areas (Offered by Parks and Recreation Agencies)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> Themed Special Events (89%) 	<ul style="list-style-type: none"> Themed Special Events (87%)
<ul style="list-style-type: none"> Social Recreation Events (87%) 	<ul style="list-style-type: none"> Team Sports (87%)
<ul style="list-style-type: none"> Team Sports (84%) 	<ul style="list-style-type: none"> Social Recreation Events (86%)
<ul style="list-style-type: none"> Health & Wellness Education (81%) 	<ul style="list-style-type: none"> Health & Wellness Education (79%)
<ul style="list-style-type: none"> Fitness Enhancement Classes (79%) 	<ul style="list-style-type: none"> Fitness Enhancement Classes (77%)

Figure 14: Top 5 Core Program Areas



Department of Parks & Recreation

Overall, Great Lakes Region parks and recreation agencies are very similar to the U.S. average regarding program offerings. However, utilizing a discrepancy threshold of +/-5% (or more), Great Lakes agencies are currently offering Performing Arts and Golf programs at a higher rate than the national average.

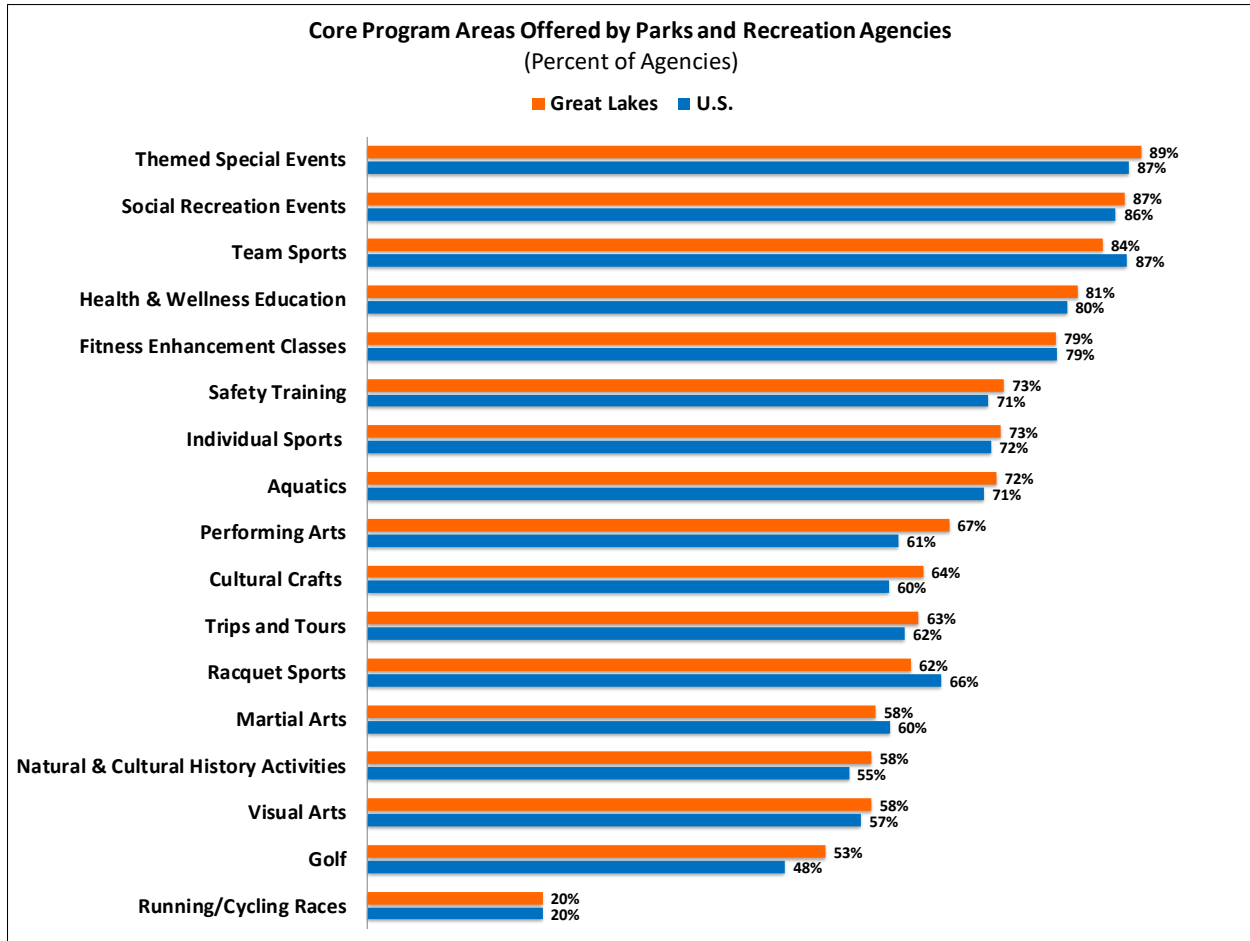


Figure 15: Programs Offered by Parks and Recreation Agencies

TARGETED PROGRAMS FOR CHILDREN, SENIORS, AND PEOPLE WITH DISABILITIES

For a better understanding of targeted programs (programs that cater to a specific age segment, demographic, etc.), NRPA also tracks program offerings that are dedicated specifically to children, seniors, and people with disabilities. This allows for further analysis of these commonly targeted populations on a national and regional basis.

Based on information reported to the NRPA, the top three targeted programs offered by park and recreation agencies, nationally and regionally, are described in the table below (Figure 16). A complete comparison of regional and national targeted program offerings can be found in Figure 17.

Top 3 Most Offered Core Program Areas (Targeting Children, Seniors, and/or People with Disabilities)	
Great Lakes (% of agencies offering)	U.S. (% of agencies offering)
<ul style="list-style-type: none"> Summer Camp (81%) 	<ul style="list-style-type: none"> Summer Camp (82%)
<ul style="list-style-type: none"> Senior Programs (76%) 	<ul style="list-style-type: none"> Senior Programs (78%)
<ul style="list-style-type: none"> Teen Programs (65%) 	<ul style="list-style-type: none"> After School Programs (77%)

Figure 16: Top 3 Core Target Program Areas

Overall, agencies in the Great Lakes Region tend to offer targeted programs at a similar rate as the national average. Great Lakes agencies are currently offering After School Programs at a significantly lower rate than the national average, but offering Preschool Programs and Before School Programs at a significantly higher rate than the national average.

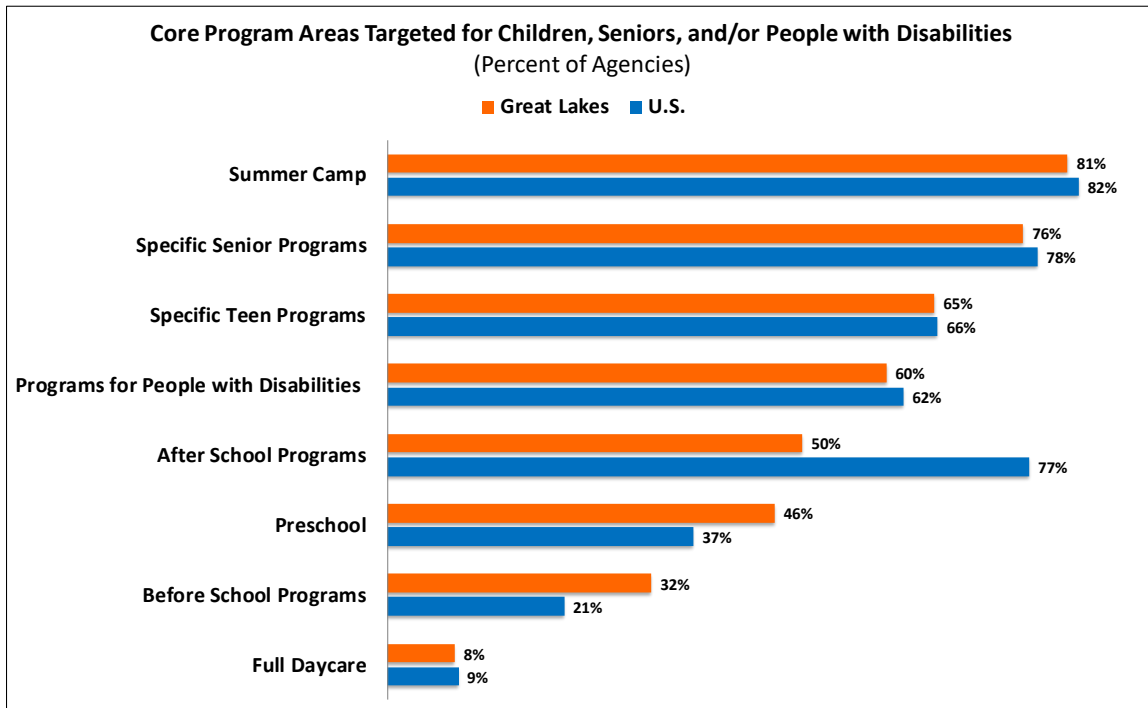


Figure 17: Targeted Programs for Children, Seniors, and People with Disabilities



2.2.5 LOCAL SPORT AND LEISURE MARKET POTENTIAL

MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for the Village's service area, as provided by ESRI. A Market Potential Index (MPI) measures the probable demand for a product or service within Plain City. The MPI shows the likelihood that an adult resident living within the target area will participate in certain activities when compared to the U.S. national average. The national average is 100; therefore, numbers below 100 would represent lower than average participation rates, and numbers above 100 would represent higher than average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

Overall, the Village demonstrates slightly below average market potential index (MPI) numbers. When analyzing the general sports, fitness, and commercial recreation charts, a majority of these activities fall below the national average (<100). However, when assessing the outdoor activities MPI chart, nearly all of these activities scored above the national average (>100).

These overall low MPI scores show that Plain City residents have a somewhat limited participation presence when it comes to recreational activities. This becomes significant when the Village considers starting up new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the Village. The activities are listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by Plain City's Parks and Recreation Department.

GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, volleyball (112 MPI), golf (102 MPI), and softball (99 MPI) are the most popular sports amongst Village residents when compared to the national average.

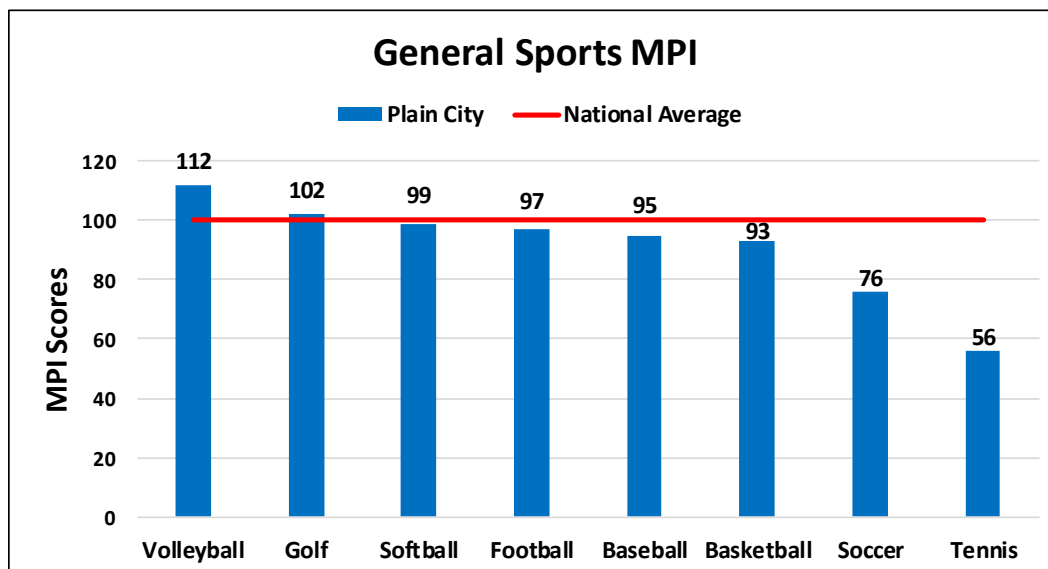


Figure 18: General Sports Participation Trends

FITNESS MARKET POTENTIAL

The fitness MPI chart shows walking for exercise (105 MPI), swimming (101 MPI), and aerobics (95 MPI) as the most popular activities amongst Plain City residents when compared to the national average.

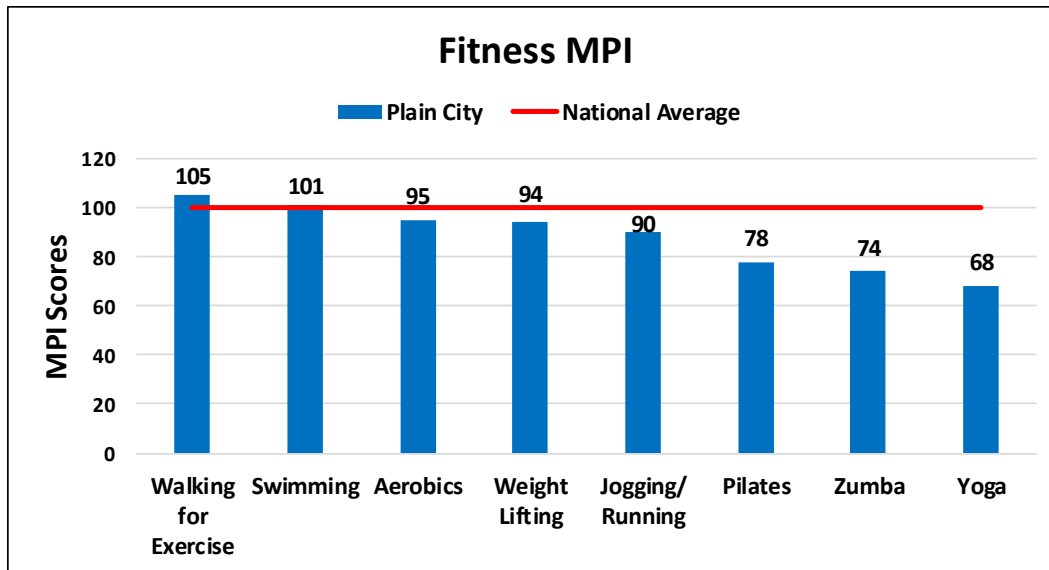


Figure 19: Fitness Participation Trends

OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, horseback riding (158 MPI), fishing (141 MPI), and boating (132 MPI) are the most popular activities amongst Village residents when compared to the national average.

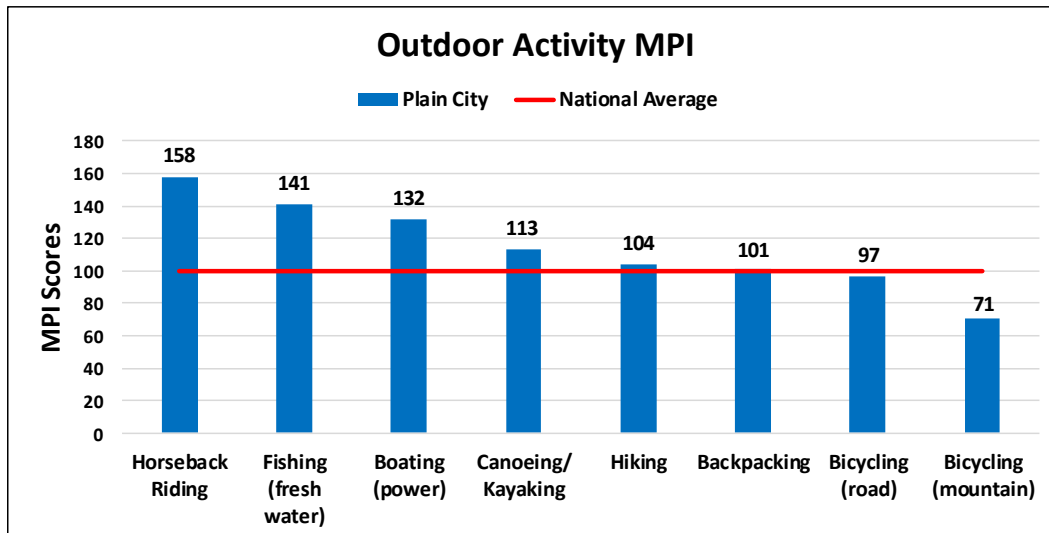


Figure 20: Outdoor Activity Participation Trends



COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows spent \$250+ on sports/rec equipment (124 MPI), went overnight camping (124 MPI), and attended a sports event (104 MPI) as the most popular activities amongst Plain City residents when compared to the national average.

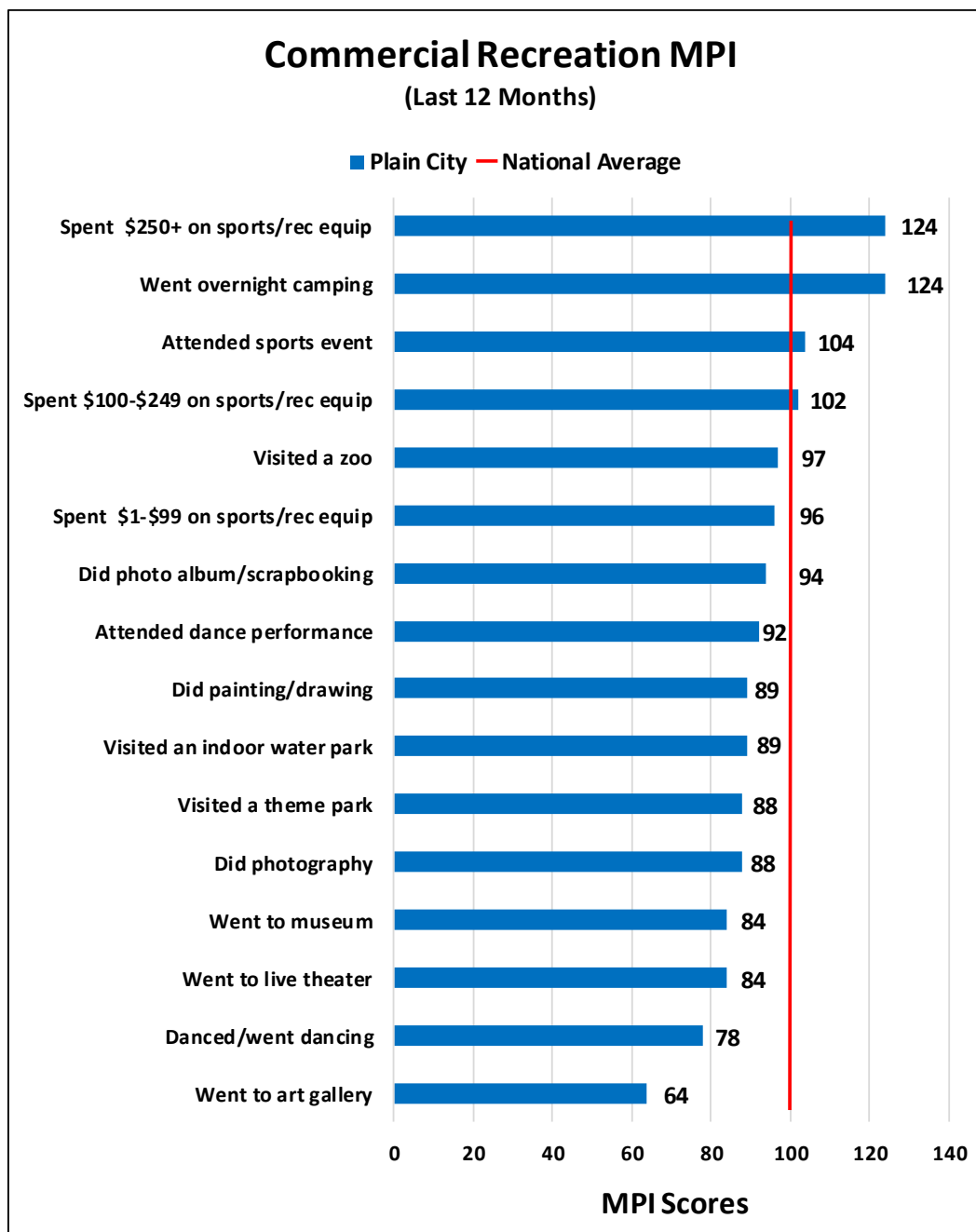


Figure 21: Commercial Recreation Participation Trends

2.3 KEY LEADERSHIP/FOCUS GROUP INTERVIEWS

2.3.1 INTRODUCTION

As a fundamental component of the planning process, the project team engaged residents through various community input methods. This included a series of stakeholder interviews, two focus groups, and a public forum. Questions asked throughout the community engage process were designed to better understand current strengths of the system, key opportunities, possible unmet needs, challenges the system faces, and desired outcomes from the Master Plan. The feedback received from community stakeholders is critical in understanding needs and interest of the community. Additionally, resident comments also assist in identifying department issues and key themes along with understanding key areas of relevance which then can be further explored through the online community survey.

The community engagement took place in May 2019. Approximately 70 individuals participated throughout the community input process, representing a variety of interests, influences, and perspectives within Plain City, including: Plain City elected officials and leadership, representatives from the school district, local business owners, potential strategic partners, youth sport associates, and various user groups. Participants also represented a variety of age segments, from millennials to seniors.

2.3.2 SYNTHESIS

After compiling all of the data and speaking with staff, sports association affiliates, park board members, HOA's and other key stakeholders, it is clear that Plain City residents are passionate about their community, particularly when it comes to parks and recreation within the Village. The community is rather small; however, its population is growing rapidly and is expected to continue for the foreseeable future. That being said, there is definitely a need to increase the existing level of parks and recreational offerings.

With the existing amenities/facilities, almost every stakeholder group indicated the desire to see them revamped or updated. A lot of the Village's amenities were developed around the same timeframe and are now in need of enhancement. However, the challenges associated with amenity/facility enhancement include capital cost and ensuring the appropriate spaces are updated (especially in light of maximizing existing facility spaces). A strategy will need to be put in place that prioritizes facility enhancements while matching them with the community's willingness to financially support.

There is a strong inclination that there is a lack of indoor recreation space, dedication sport facilities, and trail connectivity throughout the Village. All three of these unmet needs were brought up multiple times throughout the community engagement process. Moving forward, it is critical for the Department to begin addressing some of these amenity /facility deficiencies especially with the projected population growth expected in the near future.





Department of Parks & Recreation

The following key takeaways merged from the various focus groups and key leader interviews:

THEMES

What residents' **value most** about parks and recreation

1. Baseball diamonds
2. Community pool/water park
3. Special events/festivals
4. "Small town feel"
5. Walking trails & green space

What is the **general perception** of parks and recreation?

1. Lacking indoor recreation space (i.e. community center)
2. Outdated amenities
3. Lacking parkland/greenspace
4. Dedicated Staff
5. Needs more funding

Strengths of Plain City's Parks and Recreation System

1. Aquatic Center/pool
2. Highly utilized signature park (Pastime)
3. Hardworking staff
4. Highly attended special events
5. Popular campgrounds

Recreation facilities and/or amenities that are **most needed**

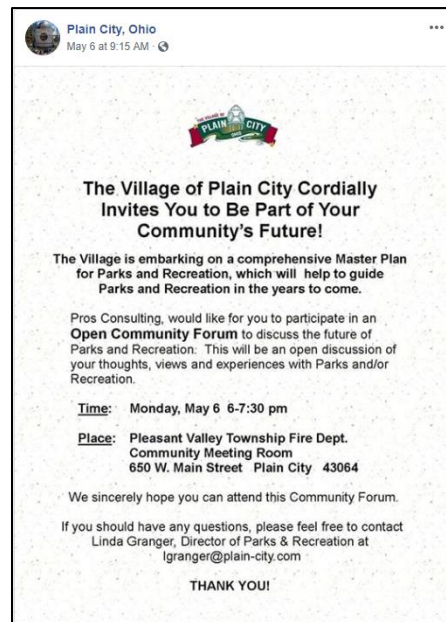
1. Indoor recreation space (i.e. community center)
2. Dedicated sports complex (i.e. athletic fields, ball diamonds)
3. More connectivity via trails and bike paths
4. Additional parking and restrooms at park
5. Dog park

Challenges that parks and recreation are facing

1. Lack of designated parks and recreation funding
2. Inadequacy amount of parkland
3. Old time residents vs. new residents
 - a. High sense of entitlement
4. Population growth
5. Lack of parking

Key outcomes desired from Master Plan

1. Acquire more parkland
2. An implementable road map with clear direction
3. Direction on how Pastime Park, and future parks, should be laid out
4. Build a community center
5. Build additional sport fields/ball diamonds



2.3.3 FOCUS GROUPS AND INTERVIEW SUMMARY

The following sections summarize the questions and responses from the all of the interviews and focus group sessions conducted in May 2019. At the beginning of each discussion, participants were told that their individual responses would not be attributed to them specifically in order to allow for more freedom and comfort in providing constructive feedback. To that end, the responses from participants are listed in summary form.

Note: It is important to recognize that the input is a reflection of the responses provided by the attendees and not a consultant recommendation or a statement of fact. Thus, what one respondent might consider to be a strength might very well be an area for improvement for another.

WHAT DO PEOPLE VALUE THE MOST ABOUT PARKS AND RECREATION SERVICES IN PLAIN CITY?

- Community pool
- Ball diamonds
- Old school charm/character of the park
- Camp grounds are heavily used
- Lots of community events
- Park has multiple purpose/uses
- Great partnership with schools
- Pastime Park is an asset
- Great water park
- Ball Diamonds are heavily used
- The locate of Pastime Park, walkability
- Special Events/festivals
 - Parades highly attended
- Aquatic Center
- Walking paths/trails
- Baseball diamonds
- Special events
- The versatility of Pastime Park
- Camping grounds



WHAT ARE YOUR GENERAL PERCEPTIONS OF THE PARKS AND RECREATION SERVICES PROVIDED BY THE CITY THAT NEED IMPROVEMENT?

- Needs to be a community center/building
 - Indoor meeting/event space
- Lack of indoor recreation space
- Youth Building doesn't have a kitchen
 - Current indoor space isn't up to par
- Need more restrooms
- Lack of parking
- Park roads need to be paved
 - Potholes
- Lack of trail connectivity
- Nature trail at park is uneven
 - Not a loop trail
- Lack of Signage
- Utilize current park land (e.g. along the river)
- No many purposes, not enough space
- Schools are double booked and don't have enough space
- Park is outdated
 - Space isn't
- Lack of all athletic facilities/fields
- Neighborhood/pocket parks
- New gravity roads/parking areas
- Connectivity throughout the park
- Better walking trails
- More restrooms
- Need a Dog park
- Update park amenities equipment (e.g. playgrounds)
- Need a community center
- Linda is doing a great job with the money she has
- Lacking funding
- Program offerings aren't diverse enough
- Lacking dedicated adult and senior programming
- The Village needs to start from ground up and build a proper parks and recreation department

WHAT ARE THE STRENGTHS OF THE PARK AND RECREATION SYSTEM THAT WE NEED TO BUILD ON FOR THIS MASTER PLAN? (WHAT THEY DO WELL)

- We have a good flagship park (Pastime Park)
- We have strong/dedicated staff (Linda)
- The aquatic center has been a good step for moving us forward
- What is working well and the areas that need improvement
- The new pool
- The pool and the campground are good

ARE THERE ANY KEY PROGRAMS AND SERVICE AREAS THAT SHOULD BE ADDRESSED AS PART OF THIS MASTER PLAN?

- Youth sports
- Meeting spaces
- Trails
- No space for the ARTS, theater, painting, etc.
- Senior Programs
- Need more a park land
- More Adult programs
- More youth/day camp programs
- Adult softball league
- I would like to see more programs for all age groups (kids, adults, and seniors)
 - E.g. More sport programs
- We need to offer men's softball and coed softball leagues
- Need more generational programs/events that bring the community to celebrate living in Plain City
- Community programs in general
- We need to offer more programs for adults and youth
- We should focus on the kids
- Anything is better than nothing so we are happy with anything

WHAT RECREATION FACILITIES AND/OR AMENITIES ARE MOST NEEDED IN PLAIN CITY?

- Dog Parks
- Better/ADA trails (loop trails)
- More Parking
- More athletic fields and ball diamonds
- Indoor recreation space
- Indoor recreation space is needed like a community program center
- Designated bike paths connected through the city and to be able to connect to regional trails
- Where do we need restroom facilities in the parks?
- A community program center that we can use year round
- Just offerings for the community to attend opportunities for the future
- More pocket parks in the community are needed
- We need a nice pocket park downtown on west avenue that we should look at
- Park land in development
- Need more fields
- We need a community recreation center for the whole community
- We need a walking track and an indoor facility
- We need some satellite parks
- Need some special events beyond the stream thrashers
- Need more ballfields
- Just enhance users experience in the park. Our infrastructure of the park needs a lot of improvement. It all starts
- Need to build a four-field diamond
- Need a better layout of the park design
- Need restrooms for the sports field area



WHAT ARE THE CHALLENGES YOU BELIEVE THE PARKS AND RECREATION WILL BE FACING IN THE FUTURE THAT WE NEED TO BE PREPARED TO ADDRESS IN THIS PLANNING PROCESS?

- Funding
- Rapid growth
- Lack of Park land
- Old Time residents vs. New Residents
- Designated funding
- Historical use of the current park will be a hang up
- Need a program plan for the park that is multifunctional versus
- Parking is an issue and we need to address
- Bathroom issues in the park at the ballfields need to address
- Modeler bathrooms
- Land for parks we need to get while we can
- High sense of entitlement
- We need more park land and finding the money to do that
- Change is not easy for a lot of people
- People who don't live her but have business here that want more, and we need to be more transparent and communicate with the public
- The financial system needs to be addressed for parks in the town
- Cooperating with Columbus Metro Parks for doing the connector to their trails
- The political will is not present to buy more land for parks
- We have camp programs area in the park that needs some direction
- We need more park lands for the future
- We need to buy park now and we can't make that mistakes

WHAT AREAS OF THE PARK AND RECREATION SYSTEM NEED MORE FOCUS (SUCH AS PARK MAINTENANCE, PROGRAMS, SERVICES, FACILITY DEVELOPMENT, TRAIL DEVELOPMENT, ETC.)?

- We need more and better maintenance
- Updating and painting facilities to make them more welcoming to the public
- Facility development and trail development
- Having a focal point
- Athletic fields
- Acquiring more fields for sports
- Saving Trees in the park we need to replant in the park
- Need more variety of trees in the parks
- Need events that serve the whole community
- Need to find money who can't pay for things
- Kids can't play travel ball because they can't afford
- Social ill programs are needed
- We need more volunteers in the community to help if someone would organize
- Park maintenance needs designated staff versus street staff
- We need to have dedicated staff for parks, and we need to train them well
- Infrastructure needs to improve for sure
- A special event stage for having events in the parks-amphitheater

WHAT ARE THE KEY OUTCOMES YOU DESIRE THAT YOU WOULD LIKE TO SEE COME FROM THIS MASTER PLAN PROCESS?

- A generational plan that presents opportunities/benefits for all age groups
- Parks are utilized, more activated
- Whatever they build, make them nice/high end
 - 1st class facilities
- Middle point between Dublin and Plain City
- Additional ball diamonds
- Seeing progress, have a plan and implement it
- Take care of low hanging fruit
- Funding strategies to help pay for new amenities
- Downtown pocket parks
- Where future park needs to be, general type and layout
- More areas in the Village and where should we purchase more property
- What should the developers do in provided parks and what do we need to do in impact
- A good layout of where things need to go in the park
- Need an updated design
- Need a designated camping space
- Designated spaces
- Move forward and keep the heritage of the park special like this sports fields and the trees
- Look at the across the street of 60 acres on the Darby
- Good communication of the process and after the plan is approved and the process is completed
- I would like to see us be more diverse in who we serve
- Get a community recreation center
- Develop a true parks and recreation department
- More park lands
- Find a good use for the river park
- Develop a dog park in that park
- Really the downtown pavilion in Maryville for getting people to enjoy the park
- It could be built with a patio around it for the Village with adequate area to park
- People like the history of the area but it needs to be transformed and make a pavilion area
- They have a covered.
- Identify parks and recreation needs and wants are as we move forward



ANY ADDITIONAL COMMENTS OR QUESTIONS THAT WE HAVE NOT ASKED?

- Add rental fees for shelters/floats in a parade
- The divide is between OLD Plain City and NEW Plain City
- Trails aren't ADA
- Facilities aren't ADA
- Challenge
 - Lack of funding
 - Lack of land
- Volunteer program- Day in the park
 - Great community, people
- Better connectivity to the parks
- Copy what other surrounding communities do well
- Having a plan in place that gives direction
- Find a way to bridge the generation gaps
-
- What types of parks are needed in the Village (neighborhood parks, community parks, greenways, sports fields?)
- Is there a need another sports complex?
- Development of small parks in the new developments, what do these neighborhoods want
- Year-round programming and having more family events at the park that are more festival driven
- We need neighborhood parks
- We don't tap into the schools and technical schools and we are starting from the ground up
-

2.4 PUBLIC FORUM FEEDBACK

In addition to the stakeholder interviews and focus groups, PROS also conducted an open public forum hosted on May 6th 2019. The public forum consisted of a presentation explaining the Master Plan process followed by a series of deliberate questions opened for public response. Below is the list of questions asked and their coinciding responses.

WHAT DO PEOPLE VALUE THE MOST ABOUT PARKS AND RECREATION SERVICES IN PLAIN CITY?

- Ball fields
- Walking Trails
- Tree/Greenspace
- Dog friendly areas
- Recreation areas for the kids (e.g. Playgrounds)
- Safety
- Free to community members
- Fishing area
- Quiet/small town feel
- Special event space
- Senior Walking club

WHAT ARE YOUR GENERAL PERCEPTIONS OF THE PARKS AND RECREATION SERVICES PROVIDED BY THE CITY THAT NEED IMPROVEMENT?

- Youth Building
- Picnic Shelters need updated
- Need a community center
- Restrooms in the parks
- Need more swings
- Take care of tree/landscaping
- Drainage
- Fence around the park
- Roadways need improved
- Maintain what we have
- Green space inside pool area

ARE THERE ANY KEY PROGRAMS AND SERVICE AREAS THAT SHOULD BE ADDRESSED AS PART OF THIS MASTER PLAN?

- More youth education/nature programs
- Expand the Park (e.g. Land North of the Park)
- Need more sport fields (e.g. Soccer, football, lacrosse)
 - New developments need to help with greenspace
- Need more parking
- Senior programs (e.g. cards, arts and crafts)



WHAT RECREATION FACILITIES AND/OR AMENITIES ARE MOST NEEDED IN PLAIN CITY?

- Sports Fields
- Dog Park
- Community Center
- More access point to the River
 - Use the river more for recreation purposes
- Lights for the swimming pool

WHAT ARE THE CHALLENGES YOU BELIEVE THE PARKS AND RECREATION WILL BE FACING IN THE FUTURE THAT WE NEED TO BE PREPARED TO ADDRESS IN THIS PLANNING PROCESS?

- Funding
- Ongoing maintenance of existing amenities
- Lack of park land
- Growing population
 - Parking
 - Too Crowded
- Lack of sidewalks throughout the Village
- Thinking outside of the box
- Need access to the River
- Getting \$\$ from non-residents who uses parks

WHAT ARE THE KEY OUTCOMES YOU DESIRE THAT YOU WOULD LIKE TO SEE COME FROM THIS MASTER PLAN PROCESS?

- Community Center
- Extend the heritage trail
- A park on the south side of the village
- Multiple parks, throughout community
- Segregate activities throughout Pastime Park
 - Buy dedicated land for athletic facility
- School system to build a Natatorium
- Convert large baseball diamond into two smaller diamonds
- More ball diamonds
- More park staff and maintenance to upkeep new facilities

ANY ADDITIONAL COMMENTS OR QUESTIONS THAT WE HAVE NOT ASKED?

- Do residents want camping?
- Trouble maintaining what we are already have, how are we going to maintain current land
- ONLY improve parks if we have the funding, no more debt

2.5 ELECTRONIC SURVEY

2.5.1 METHODOLOGY

PROS Consulting conducted an on-line survey (powered by SurveyMonkey) to obtain a better understanding of the characteristics, preferences, and satisfaction levels of Plain City's Parks and Recreation users. The survey was available to the public from August 8th through September 6th 2019 and throughout that time period received a total of 533 responses.

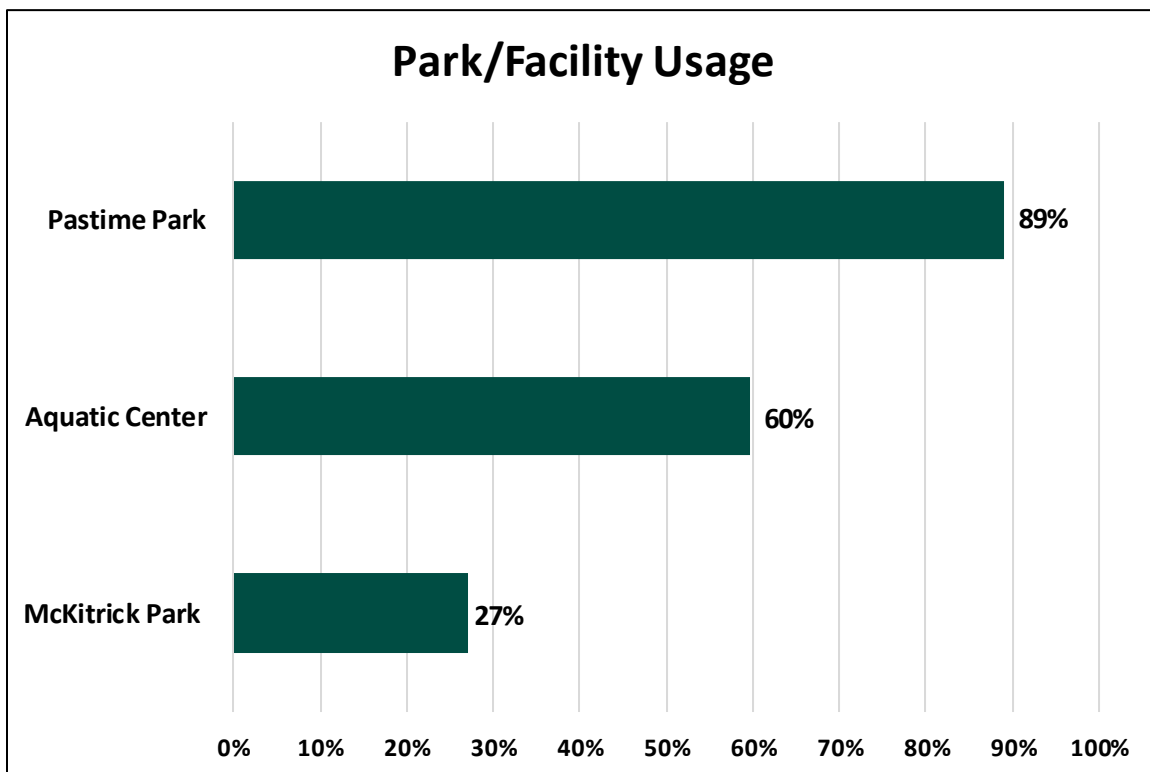


Responses from this survey were then utilized to assist in calculating the system's Priority Rankings found in Chapter 2.

2.5.2 FINDINGS

INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAVE USED ANY OF THE PARKS/FACILITIES LISTED BELOW.

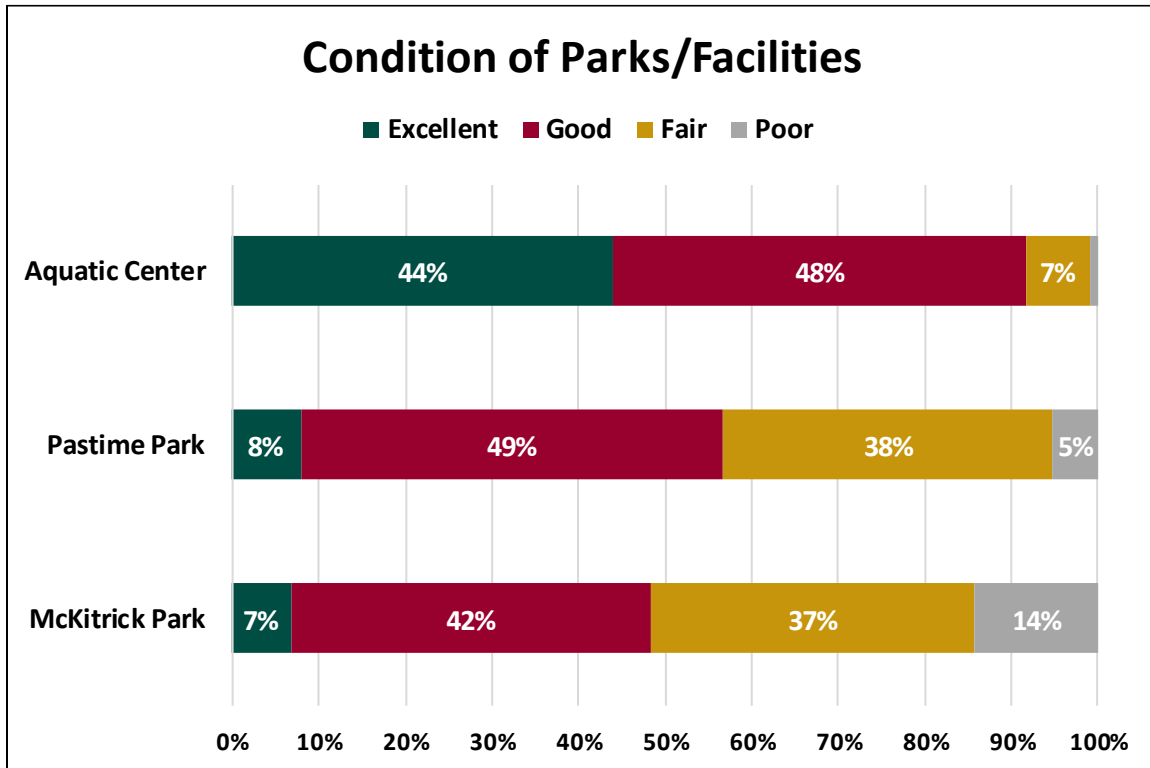
The top visited park/facility by respondents by far was Pastime Park. Approximately, 89% of all survey participants have utilized this park at least once. McKittrick Park was the least visited park, with roughly 1/4 of respondents answering "yes" to utilizing this facility.





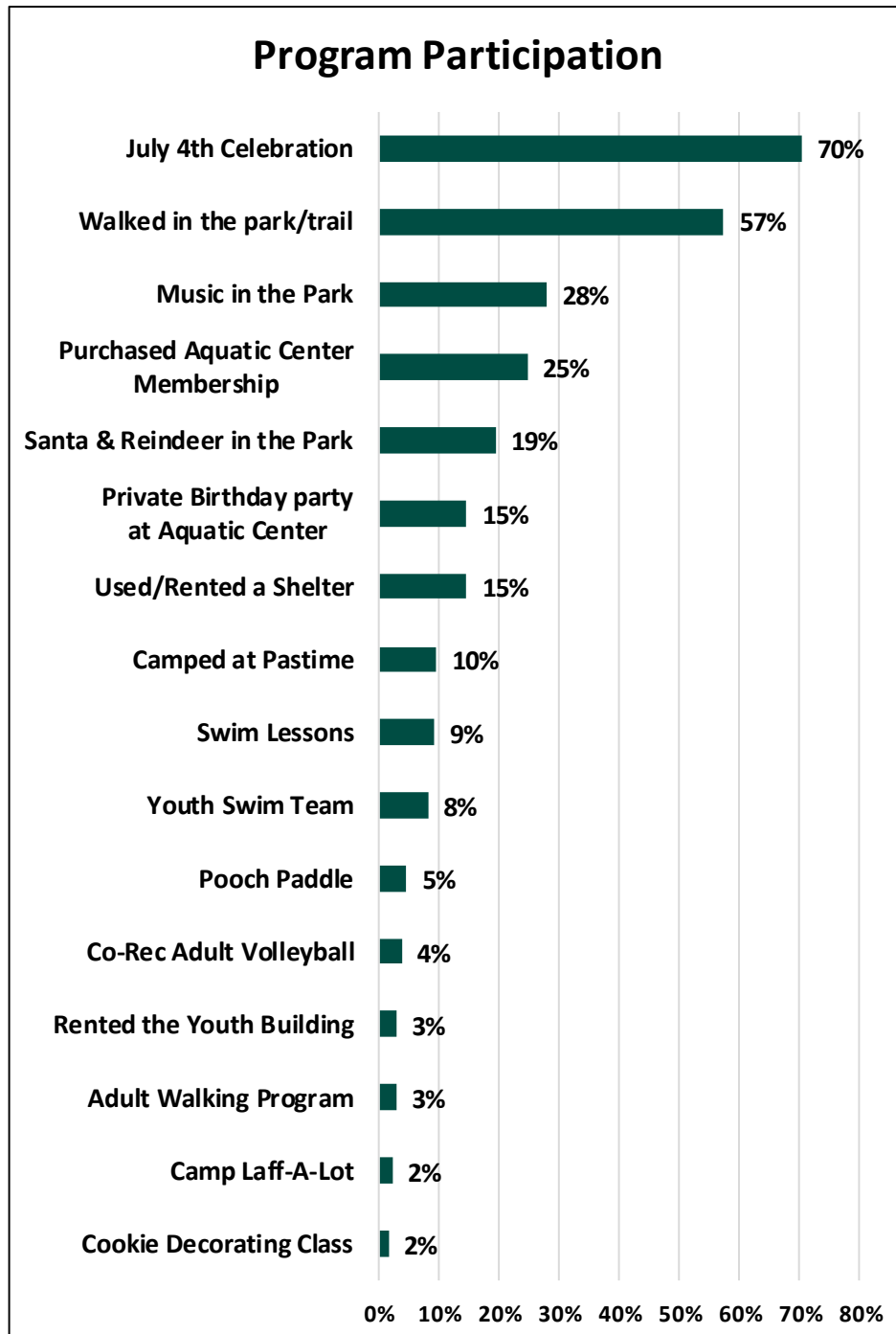
IF YOU ANSWERED “YES” TO QUESTION 1.2.1, PLEASE RATE THE CONDITION OF THE PLAIN CITY PARK/FACILITY YOU VISITED.

In combining ratings of Excellent and Good, respondents indicated the highest level of satisfaction with the Aquatic Center (92%). Pastime Park received a 57% satisfaction rating, followed by McKittrick which received a satisfactory percentage of 49%.



SELECT ALL THE PROGRAMS OR ACTIVITIES OFFERED BY THE VILLAGE OF PLAIN CITY THAT YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN DURING THE PAST 12 MONTHS.

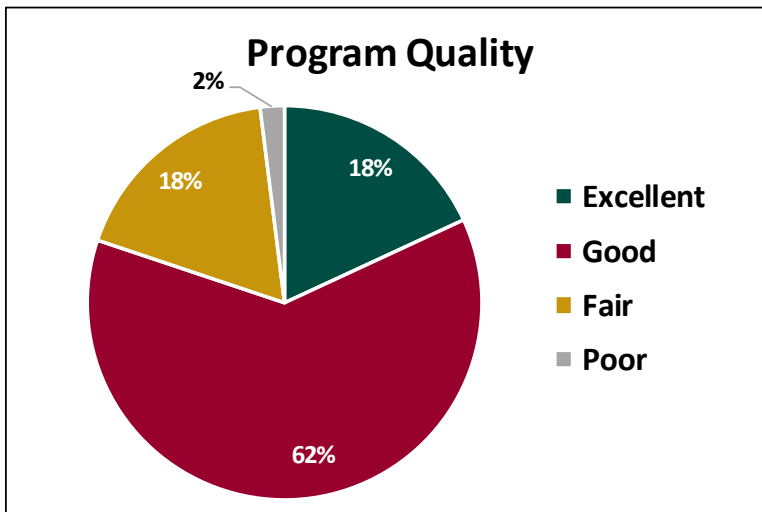
Approximately 91% of all respondent households have partook in at least one program offered by the Village of Plain City within the last 12 months. Of those programs, the July 4th Celebration had the highest participation of survey respondents with 70% of them indicating they attended this event. The next most popular activities/programs were walking in the park/trail (57%), Music in the Park (28%), and Purchased an Aquatic Center Membership (25%).





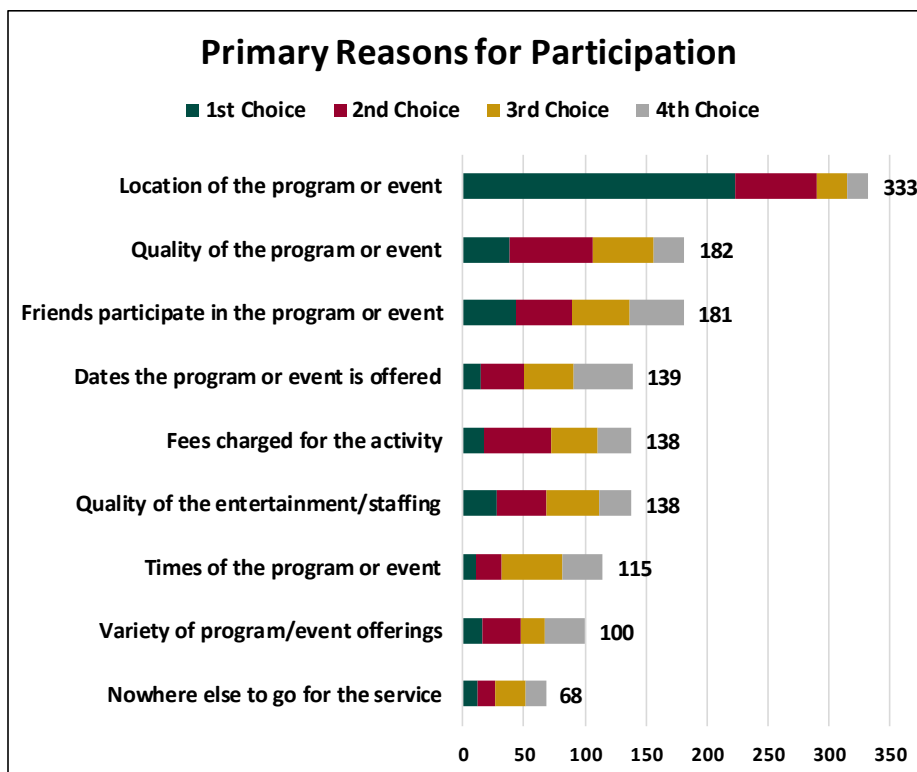
HOW WOULD YOU RATE THE OVERALL QUALITY OF PLAIN CITY'S PROGRAMS THAT YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE PARTICIPATED IN?

For those respondents who have participated in a program offered by the Village of Plain City 80% gave a satisfactory rating of either Excellent (18%) or Good (62%), while the remaining 20% rated the programs Fair (18%) or Poor (2%).



SELECT THE FOUR PRIMARY REASONS WHY YOUR HOUSEHOLD HAS PARTICIPATED IN PLAIN CITY'S PROGRAMS, RECREATIONAL ACTIVITIES, AND/OR EVENTS.

Survey respondents indicated that the primary reasons for participating in Plain City's programs are due to the location of program/event (333), quality of program/event (182), and because friends participate in that program/event. The least important reasons for participating include nowhere else to go for that service (68) and having a variety of program/event offerings.



INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH TYPE OF FACILITY/AMENITY LISTED BELOW BY SELECTING “YES” OR “NO”.

The chart below reveals the number of survey participants who answered “yes, my household has a need”. This helps to identify facilities/amenities with the highest level of community need. Walking/biking trails, greenspace/natural areas, nature center/trails, large community parks, and recreation center are ranked highest in terms of need. While skateboarding park, lacrosse fields, and adult softball fields ranked lowest in terms of need.

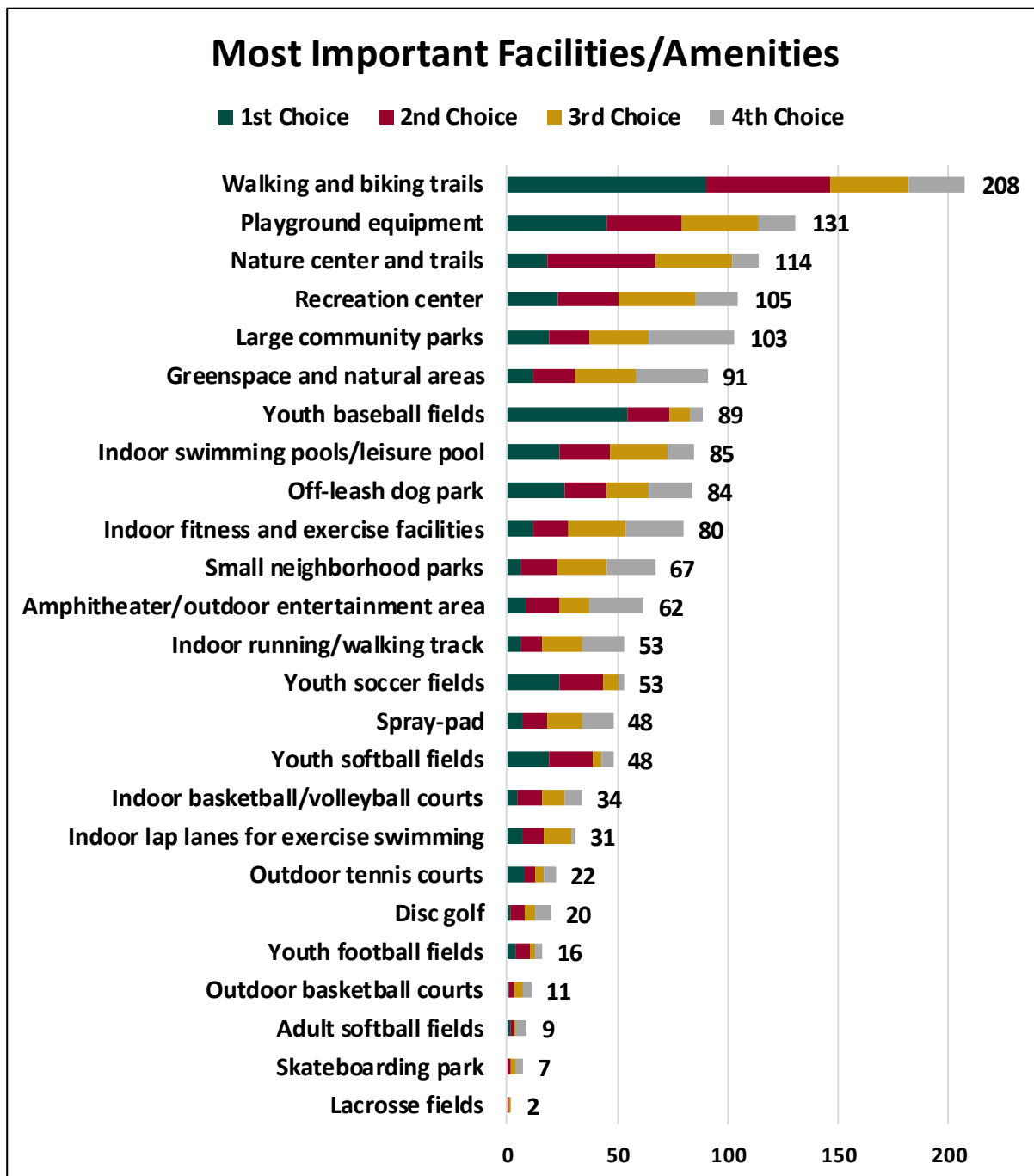
Facility/Amenity	Is there Need? Yes
Walking and biking trails	388
Greenspace and natural areas	374
Nature center and trails	352
Large community parks	348
Recreation center, e.g. gym, fitness space	316
Small neighborhood parks	314
Amphitheater/outdoor entertainment area	312
Playground equipment	300
Indoor fitness and exercise facilities	299
Indoor running/walking track	282
Indoor swimming pools/leisure pool	267
Spray-pad (above ground water play)	246
Outdoor basketball courts	197
Off-leash dog park	183
Youth baseball fields	178
Indoor lap lanes for exercise swimming	176
Indoor basketball/volleyball courts	164
Outdoor tennis courts	145
Youth softball fields	143
Youth soccer fields	137
Disc golf	124
Youth football fields	101
Adult softball fields	87
Lacrosse fields	62
Skateboarding park	60

Total Responses: 435



WHICH FOUR OF THE FACILITIES LISTED IN QUESTION 1.2.6 DO YOU THINK ARE MOST IMPORTANT TO MEMBERS OF YOUR HOUSEHOLD?

When asked which facilities/amenities are most important to their households, survey respondents indicated that walking/biking trails, playground equipment, nature center/trails, a recreation center, and large community parks were their highest priorities. The least important facilities/amenities indicated were lacrosse fields, skateboarding park, and adult softball fields.



INDICATE IF YOU OR ANY MEMBER OF YOUR HOUSEHOLD HAS A NEED FOR EACH TYPE OF RECREATION PROGRAM LISTED BELOW BY SELECTING “YES” OR “NO”.

The chart below reveals the number of survey participants who answered “yes, my household has a need”. This helps to identify recreational programs with the highest level of community need. Community special events, adult fitness/wellness programs, nature programs/exhibits, youth sport programs, and water fitness programs were ranked highest in terms of need. While programs for people with disabilities, adult arts/dance/performing arts, and martial arts programs ranked lowest in terms of need.

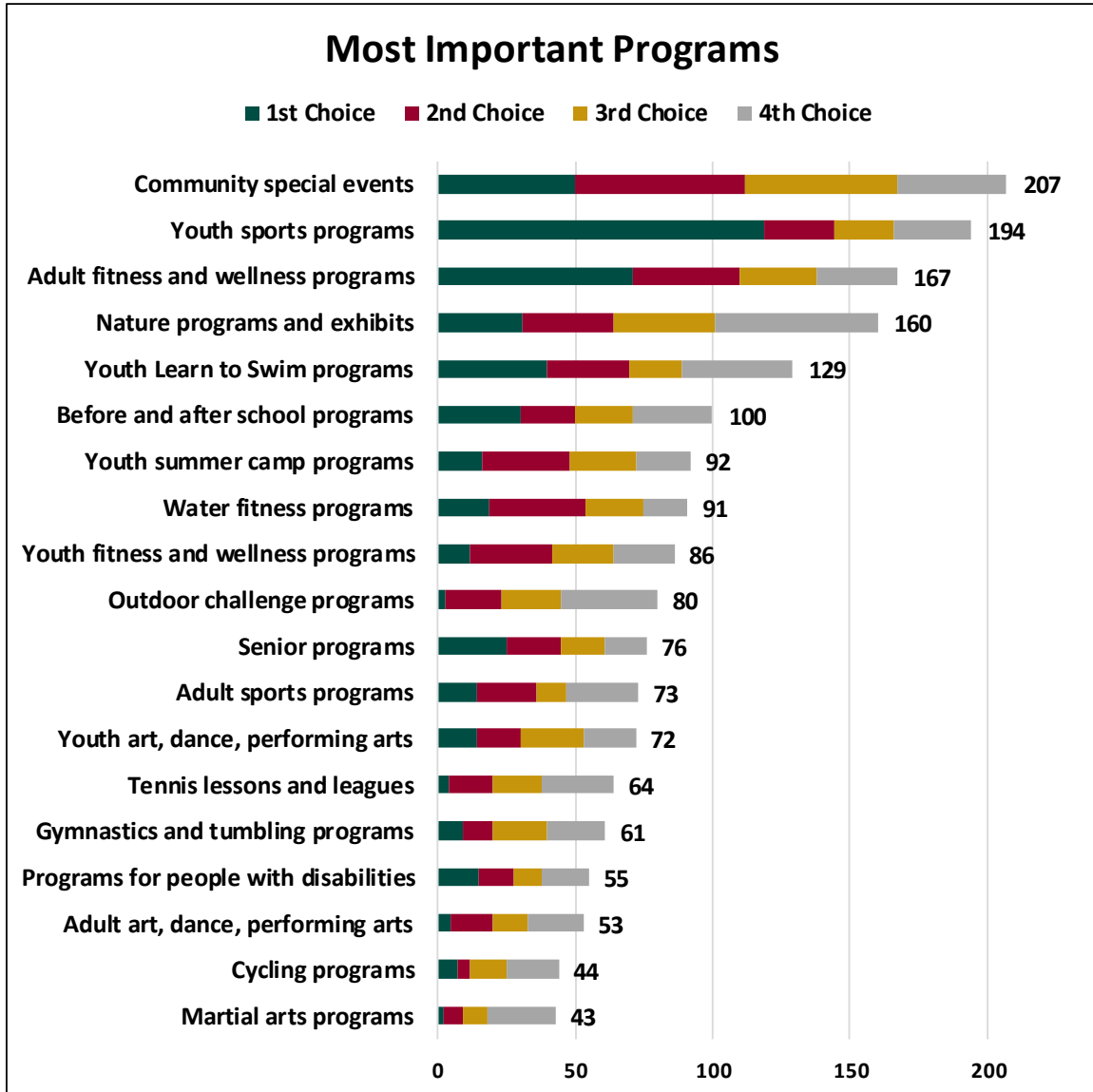
Recreation Programs	Is there Need? Yes
Community special events	314
Adult fitness and wellness programs	276
Nature programs and exhibits	276
Youth sports programs	227
Water fitness programs	190
Youth Learn to Swim programs	171
Youth fitness and wellness programs	171
Youth summer camp programs	163
Outdoor challenge programs	155
Youth art, dance, performing arts	148
Gymnastics and tumbling programs	139
Adult sports programs	123
Senior programs	123
Before and after school programs	108
Tennis lessons and leagues	102
Cycling programs	97
Martial arts programs	93
Adult art, dance, performing arts	88
Programs for people with disabilities	84

Total Responses: 406



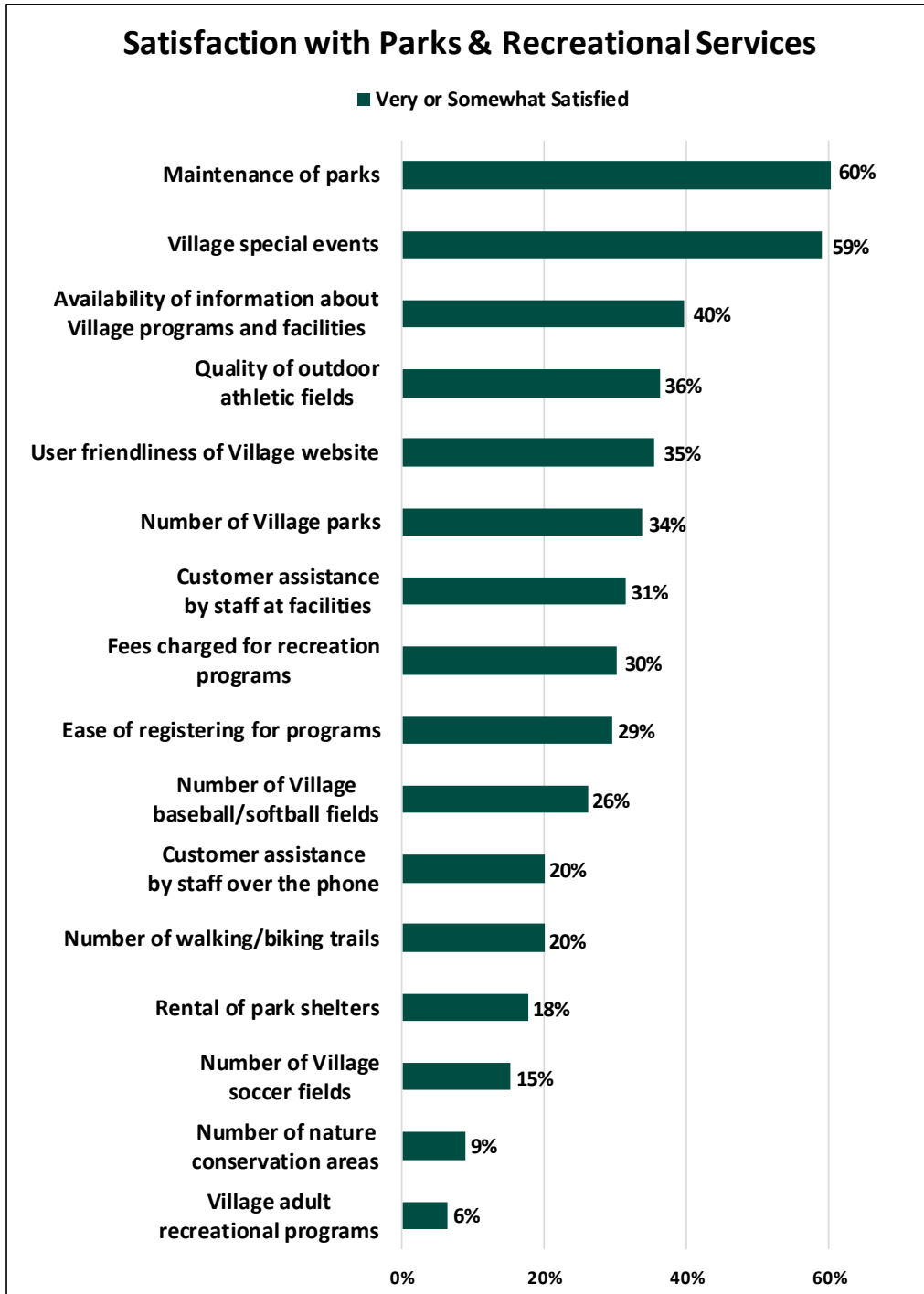
WHICH FOUR TYPES OF PROGRAMS LISTED IN QUESTION 1.2.8 DO YOU THINK ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

When asked which recreational programs are most important to their households, survey respondents indicated that community special events, youth sport programs, adult fitness/wellness programs, nature programs/exhibits, and youth learn to swim programs were their highest priorities. The least recreational programs indicated were martial arts programs, cycling programs, and adult arts/dance/performing arts programs.



RATE YOUR SATISFACTION ON A SCALE OF “VERY SATISFIED” TO “VERY DISSATISFIED”, WITH THE FOLLOWING PARKS AND RECREATION SERVICES PROVIDED BY PLAIN CITY.

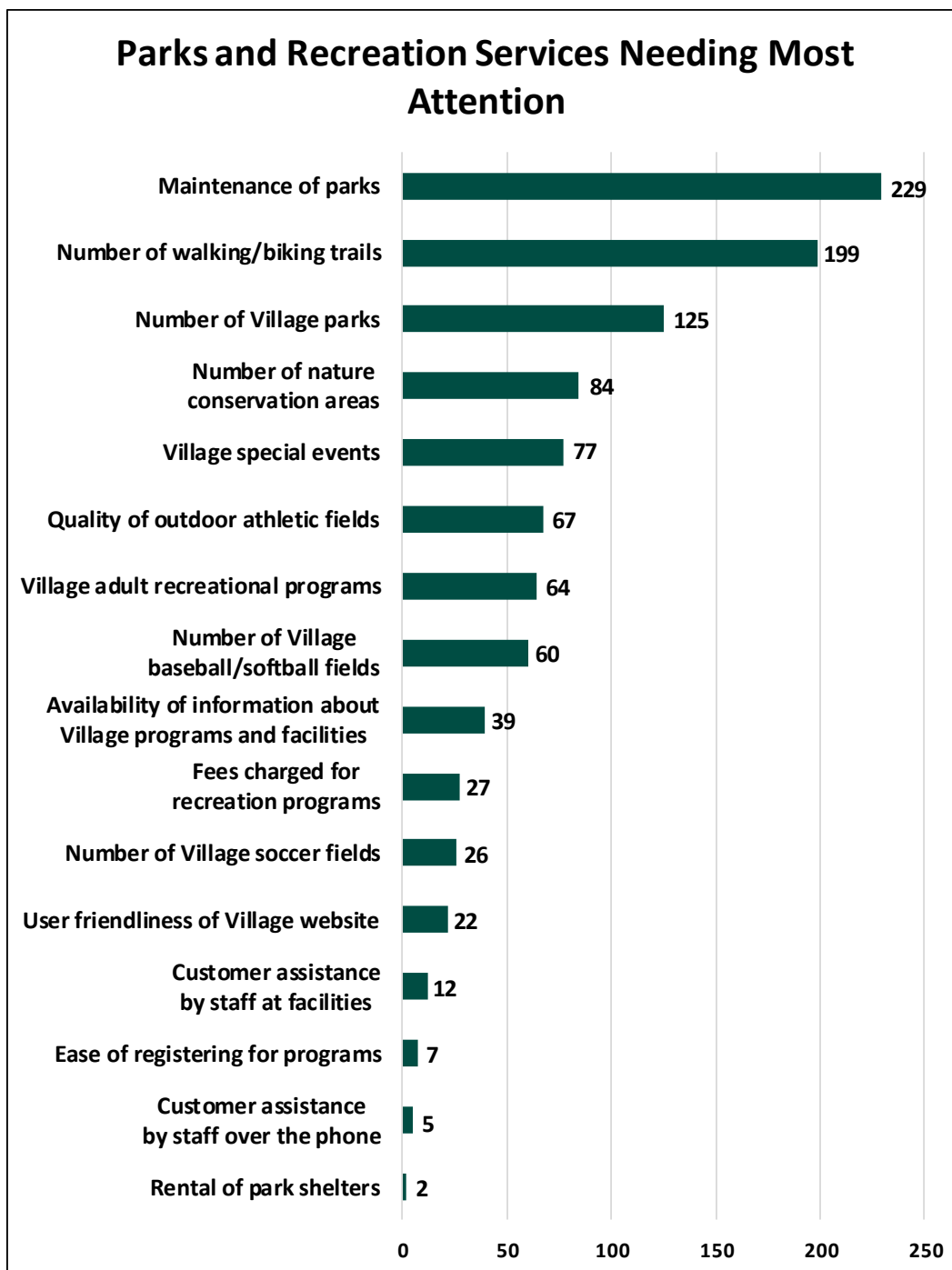
In combining ratings of Very Satisfied and Satisfied, respondents indicated the highest level of satisfaction with maintenance of parks (60%), Village special events (59%), and availability of information about Village programs/facilities (40%). In combining ratings of Somewhat Dissatisfied and Very Dissatisfied, respondents indicated the highest level of dissatisfaction with the number of walking/biking trails (56%), the number of nature conservation areas (43%), and the number of Village parks (42%).





WHICH PARKS AND RECREATION SERVICES LISTED IN QUESTION 1.2.10 DO YOU THINK SHOULD RECEIVE THE MOST ATTENTION FROM THE VILLAGE OF PLAIN CITY OFFICIALS OVER THE NEXT TWO YEARS?

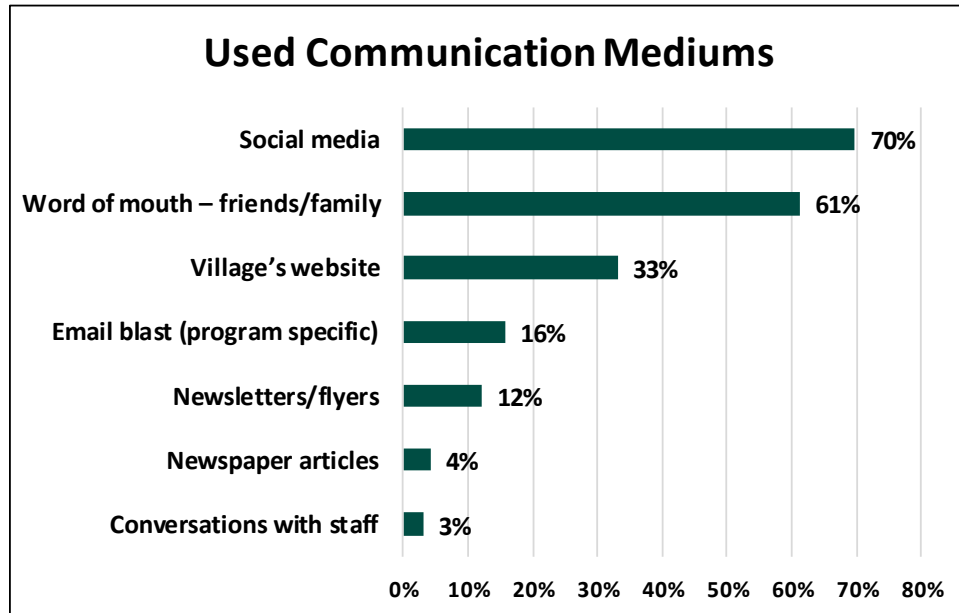
Of the services listed below, survey participants voted maintenance of parks (229) as needing the most attention over the next two years, followed by the number of walking/biking trails (199), and the number of Village parks (125).



Note: Each survey participant selected their Top 3 choices

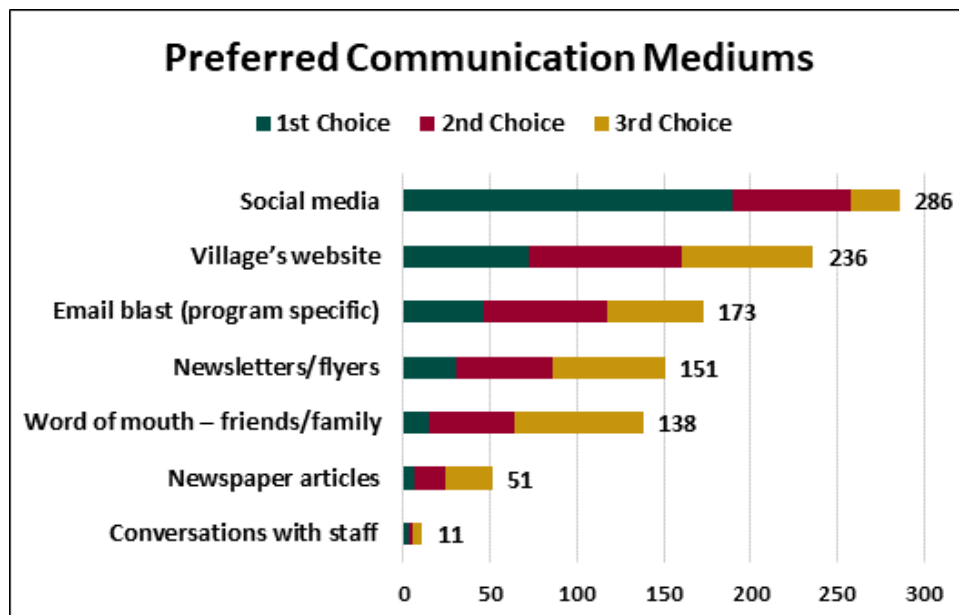
HOW DOES YOUR HOUSEHOLD CURRENTLY LEARN ABOUT PLAIN CITY RECREATION PROGRAMS, FACILITIES, AND SERVICES?

The most effective marketing methods for survey participants are social media (70%), word of mouth (61%), and the Village's website (33%). The least effective mediums currently are conversations with staff (3%) and newspaper article (4%).



WHICH THREE OF THE METHODS FROM QUESTION 1.2.12 ARE YOUR MOST PREFERRED WAYS OF LEARNING ABOUT VILLAGE RECREATION PROGRAMS, FACILITIES AND SERVICES?

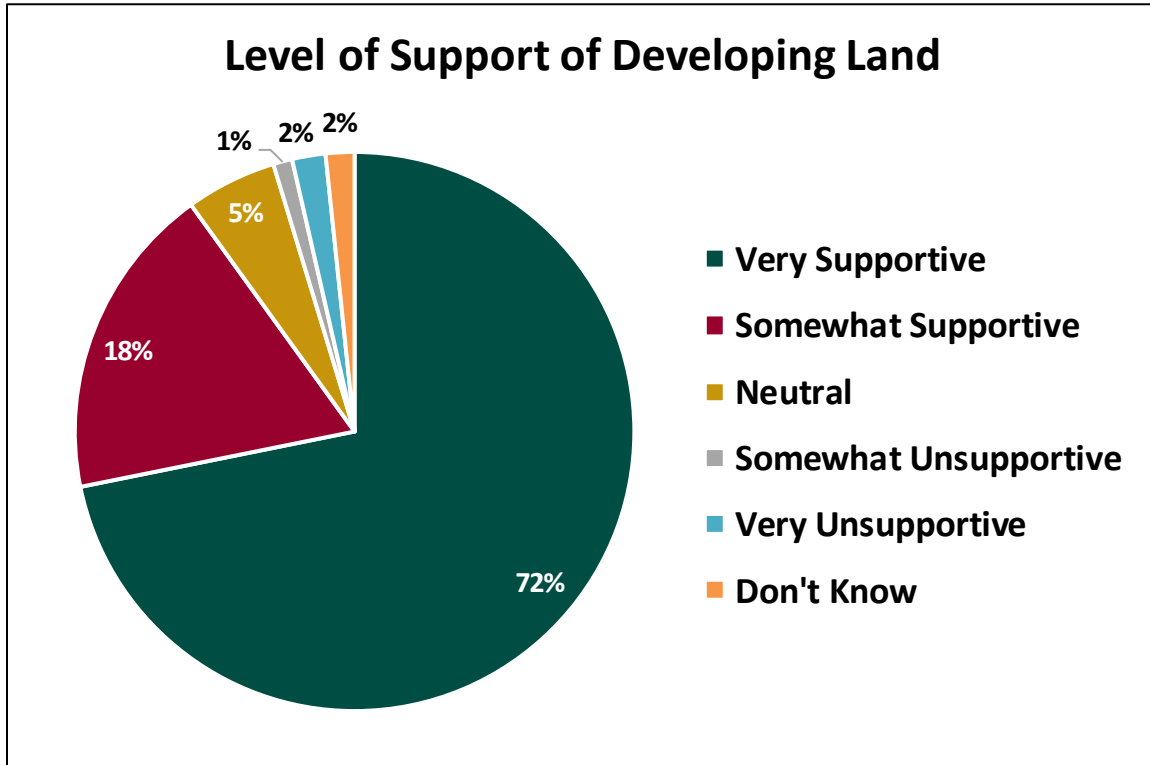
When asked which marketing methods are most preferred, survey respondents selected social media (286), the Village's website (236), and program specific email blast (173). The least preferred mediums are conversations with staff (11) and newspaper articles (51).





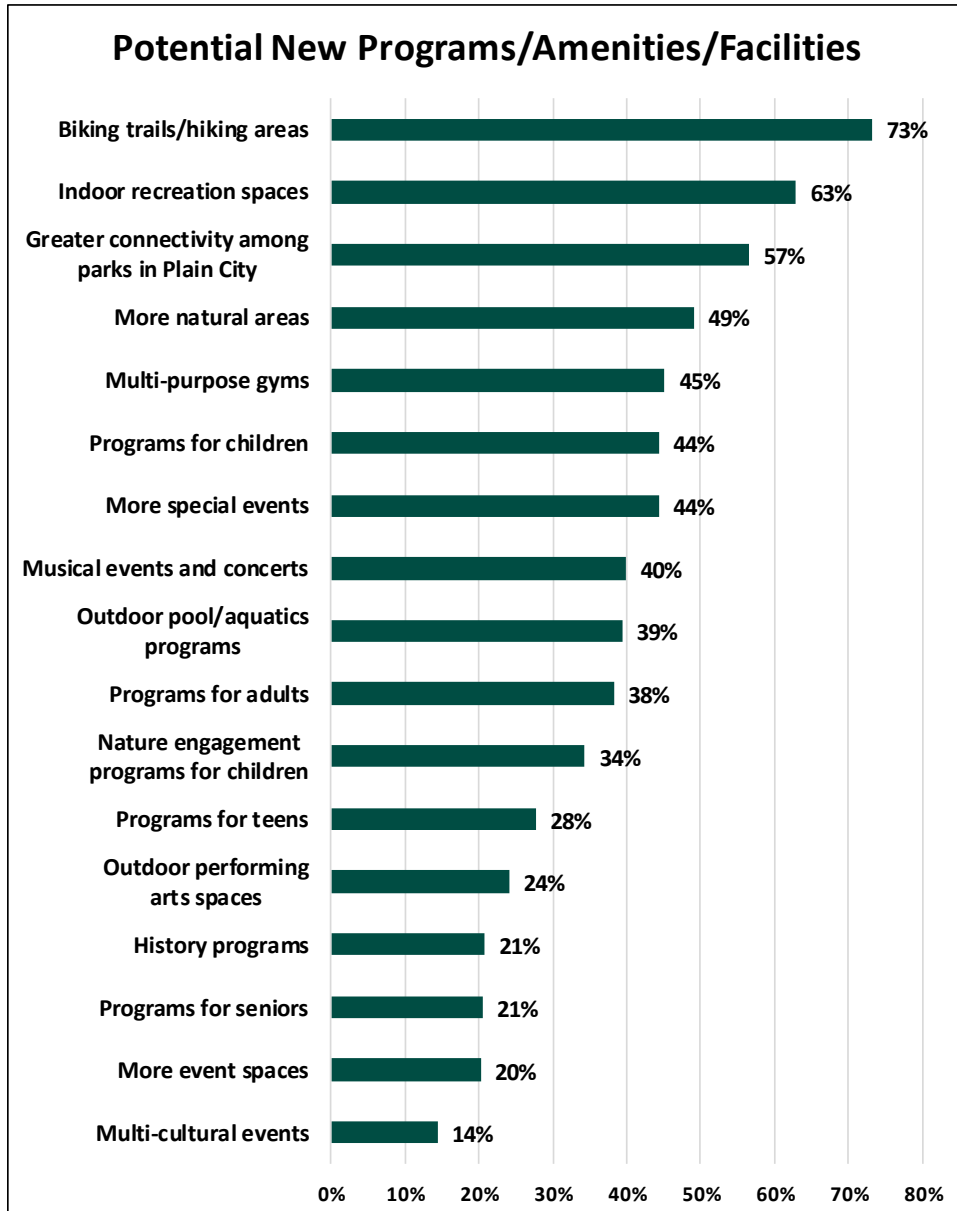
HOW SUPPORTIVE WOULD YOU BE OF THE VILLAGE DEVELOPING UNUSED/UNDEVELOPED LAND FOR RECREATION PURPOSES?

Approximately, 90% of respondents are either very supportive (72%) or somewhat supportive (18%) of the Village developing unused/undeveloped land for recreation purposes. Only 3% of survey participants are unsupportive of this idea (1% - somewhat unsupportive and 2% - very unsupportive). The remaining 7% are either neutral (5%) or didn't know (2%) when asked for their level of support.



THE VILLAGE COULD CONSIDER THE POSSIBILITY OF DEVELOPING NEW PROGRAMS, AMENITIES, AND FACILITIES. FROM THE FOLLOWING LIST OF POTENTIAL ITEMS THE VILLAGE COULD DEVELOP, PLEASE CHECK ALL OF THE ITEMS YOU OR MEMBERS OF YOUR HOUSEHOLD WOULD USE.

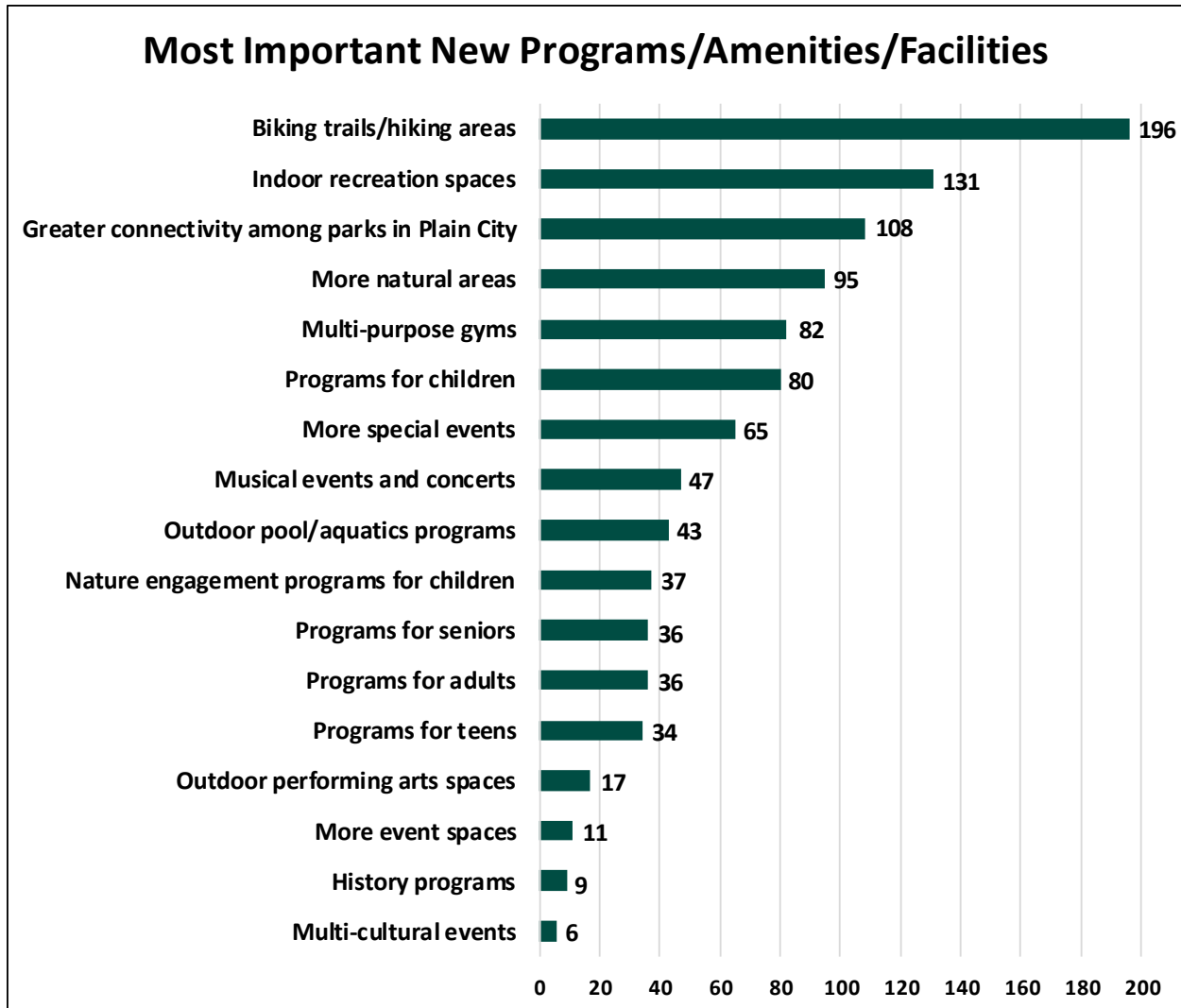
Of the items listed below, respondent households indicated that they are most likely to utilize biking trails/hiking areas (73%), indoor recreation space (63%), and greater connectivity among parks in Plain City (57%). The items survey participants are least likely to utilize include multi-cultural events (14%), more event space (20%), programs for seniors (21%), and history programs (21%).





WHICH THREE OF THE POTENTIAL PROGRAMS, AMENITIES, AND FACILITIES THAT THE VILLAGE COULD DEVELOP FROM THE LIST IN QUESTION 1.2.15 ARE MOST IMPORTANT TO YOUR HOUSEHOLD?

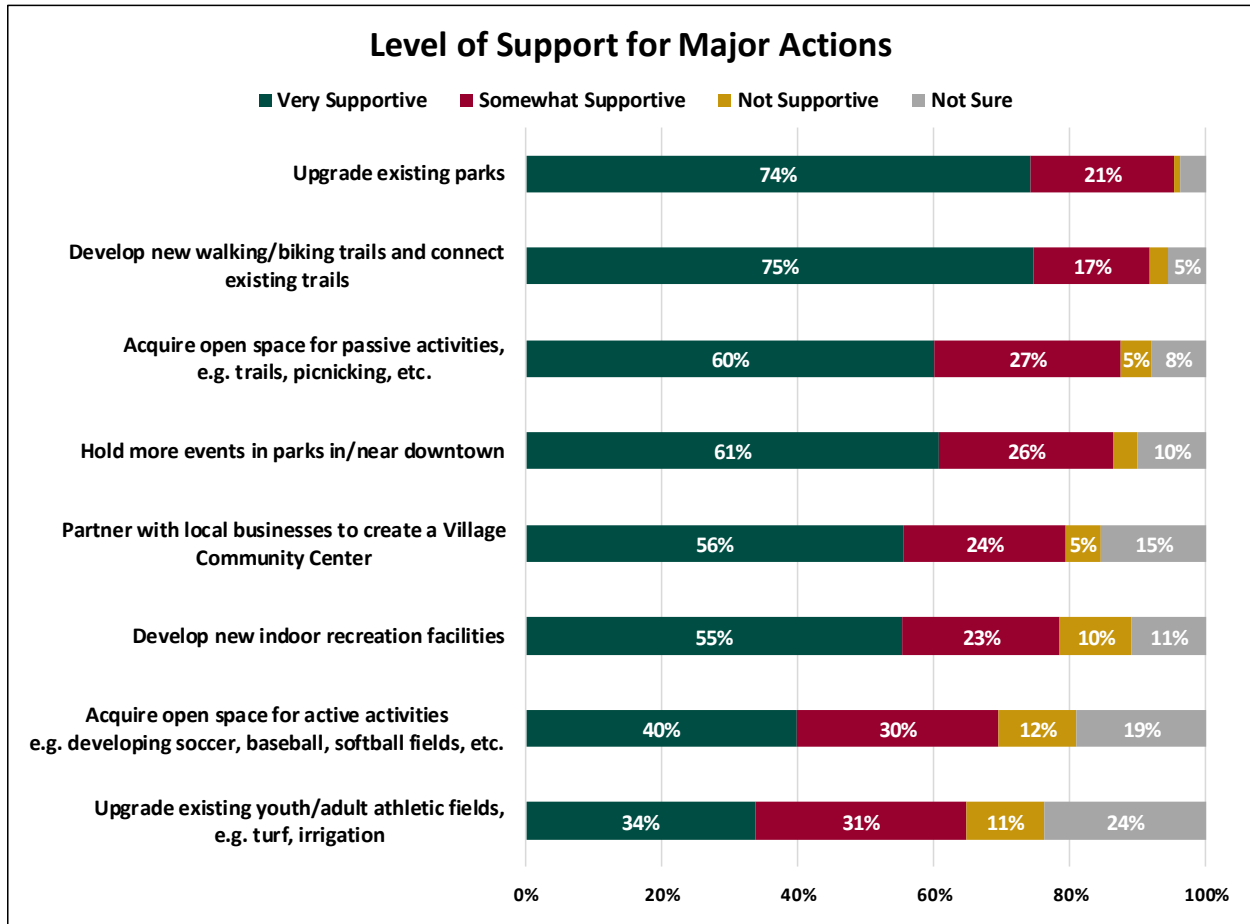
When asked which new potential programs/amenities/facilities are most important to their households, respondents selected biking trails/hiking areas (196), indoor recreation space (131), and greater connectivity among parks (108) as their top three choices. While multi-cultural events (6), history programs (9), and more event space (11) received the fewest votes.



Note: Each survey participant selected their Top 3 choices

THE FOLLOWING ARE MAJOR ACTIONS THAT THE VILLAGE OF PLAIN CITY COULD TAKE TO IMPROVE THE PARK SYSTEM. PLEASE INDICATE WHETHER YOU WOULD BE VERY SUPPORTIVE, SOMEWHAT SUPPORTIVE, OR NOT SUPPORTIVE OF EACH ACTION.

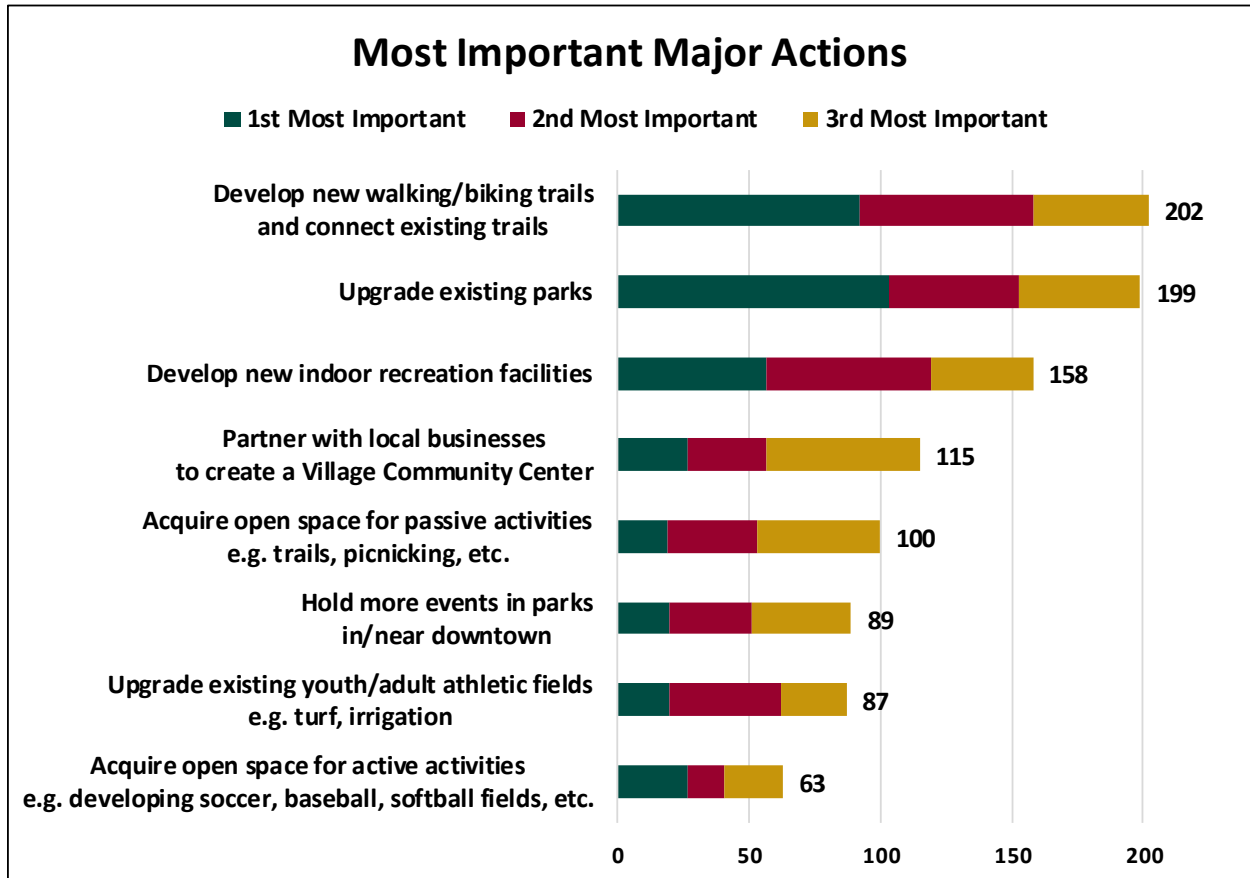
In combining ratings of very supportive and somewhat supportive, respondents indicated their highest level of support for upgrading existing parks (95%), followed by developing new walking/biking trails in addition to connecting existing trails (92%) and acquiring open space for passive activities (87%). Major actions with the lowest support are upgrading existing youth/adult athletic fields (65%) and acquiring open space for active activities (70%).





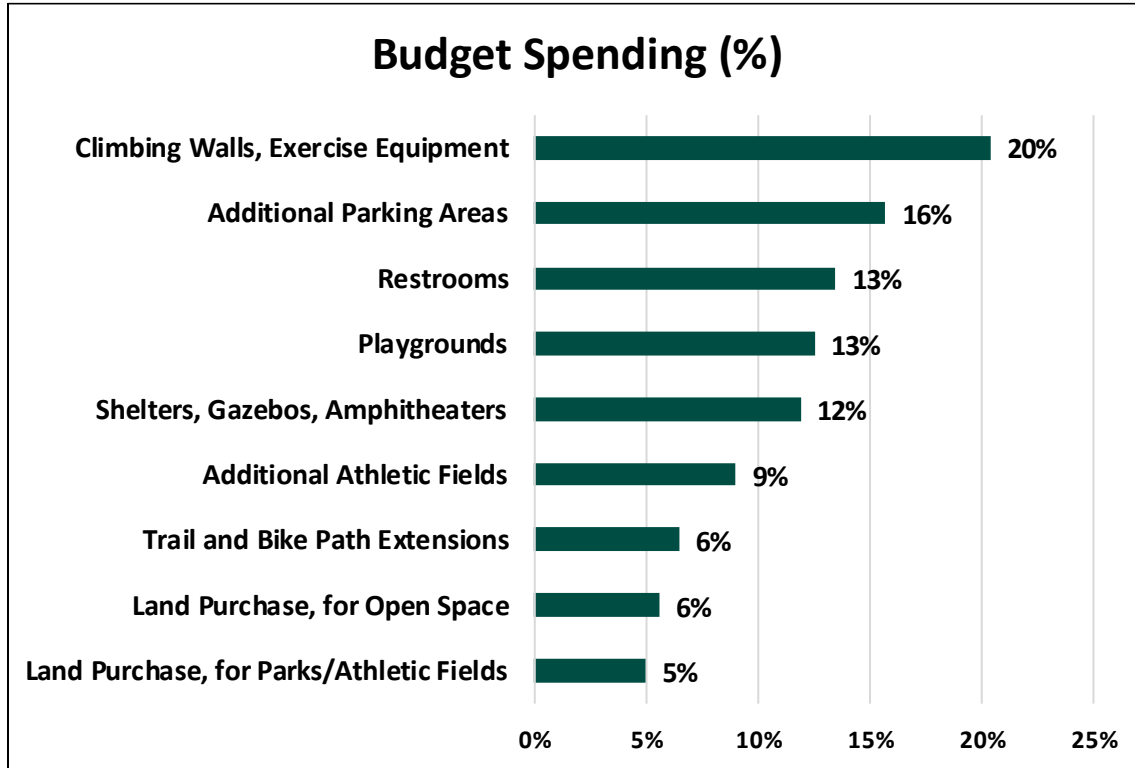
WHICH THREE OF THE ITEMS FROM THE LIST IN QUESTION 1.2.17 ARE MOST IMPORTANT TO YOUR HOUSEHOLD FOR THE VILLAGE OF PLAIN CITY TO DEVELOP?

When asked which action items are most important to their households, survey participants identified developing new walking/biking trails in addition to connecting existing trails (202), upgrading existing parks (199), and develop new indoor recreation facilities (158) as their top three choices. Major action items considered least important include acquiring open space for active activities (63) and upgrading existing youth/adult athletic fields (87).



OUT OF A TOTAL OF 100%, INDICATE WHAT PERCENTAGE OF THE BUDGET SHOULD BE SPENT ON THE FOLLOWING IMPROVEMENTS TO OUR PARKS SYSTEM.

Of the improvements listed below, survey participants were most supportive of allocating the budget towards climbing walls/exercise equipment (20%), additional parking areas (16%), restrooms (13%), and playgrounds (13%). While land purchase, for parks/athletic fields (5%) received the smallest percent of the allocated budget.

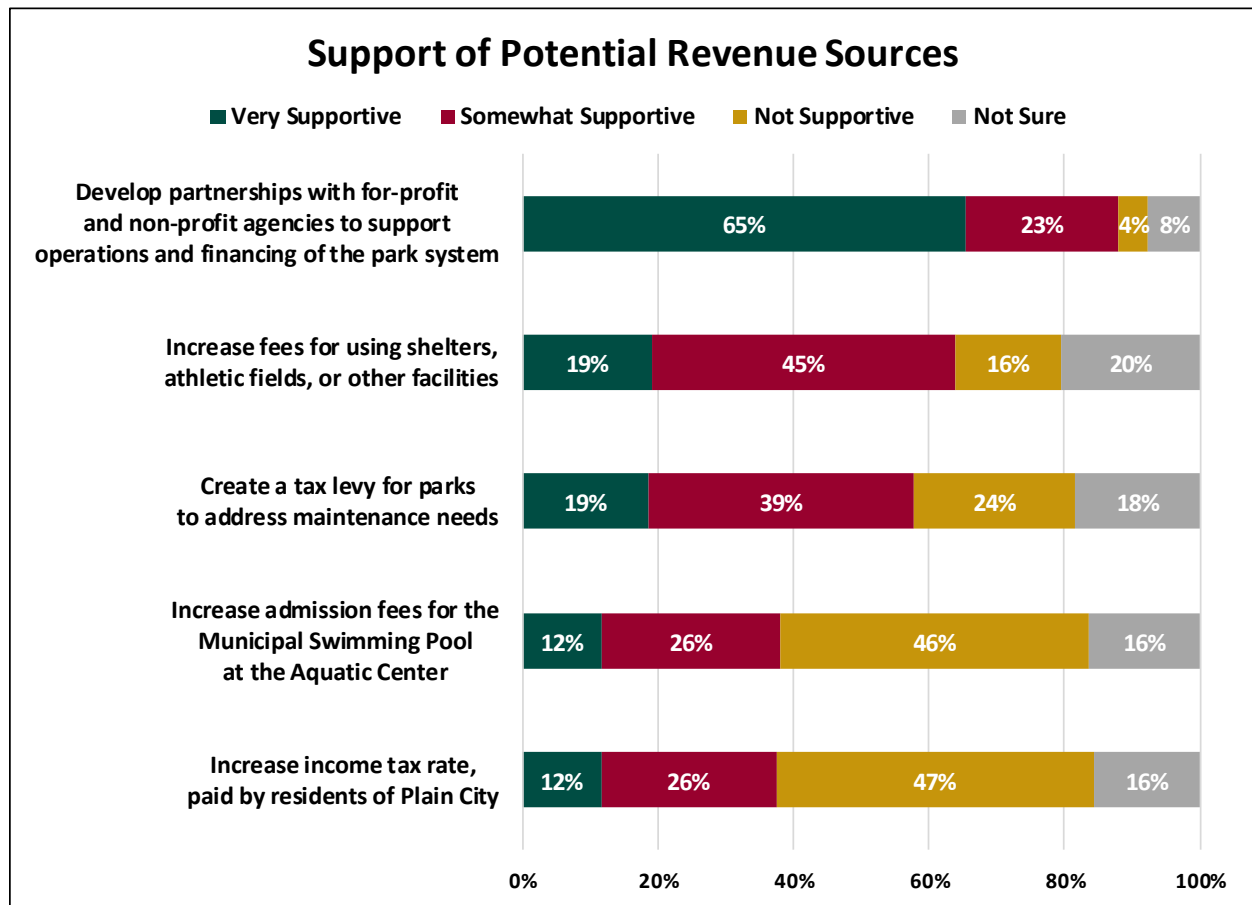




Department of Parks & Recreation

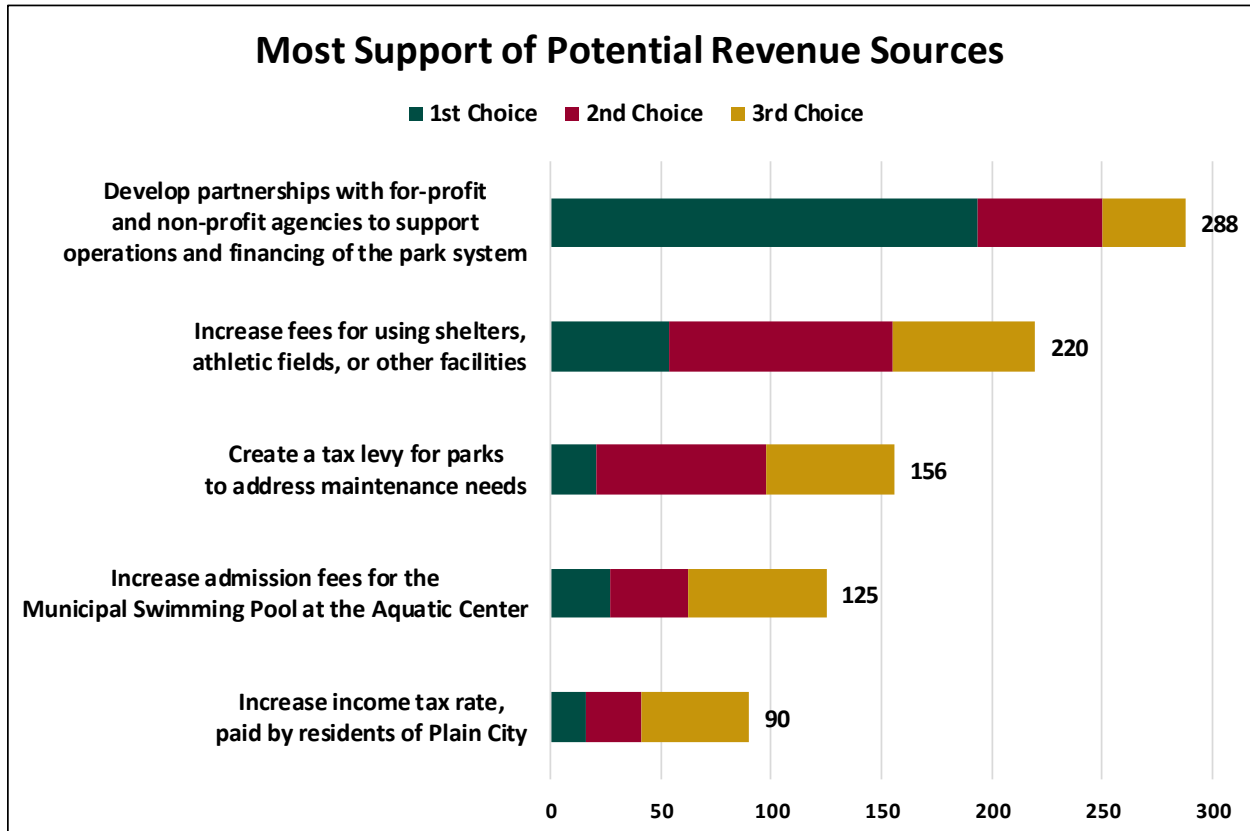
THE VILLAGE OF PLAIN CITY'S PARKS AND FACILITIES ARE AGING AND WILL REQUIRE MORE ATTENTION AND DOLLARS TO KEEP THEM SAFE AND APPEALING. HOWEVER, PARKS ARE JUST ONE OF MANY PRIORITIES THE VILLAGE MUST BUDGET FOR. THE FOLLOWING ARE POTENTIAL SOURCES OF FUNDING TO HELP REPAIR AND IMPROVE THE PARK SYSTEM IN PLAIN CITY. PLEASE INDICATE HOW SUPPORTIVE YOU ARE OF EACH POTENTIAL SOURCE OF REVENUE.

In combining ratings of very supportive and somewhat supportive, respondents indicated their highest level of support for developing partnerships with for-profit and non-profit agencies to support operations and financing of the park system (88%) and increasing fees for using shelters, athletic fields, or other facilities (64%). Potential revenue sources which received the least support from survey participants are increasing income tax rate, paid by residents of Plain City (38%) and increasing admission fees for the Municipal Swimming Pool at the Aquatic Center (38%).



WHICH THREE OF THE POTENTIAL SOURCES OF REVENUES LISTED IN QUESTION 1.2.20 WOULD YOU MOST SUPPORT TO HELP PAY FOR DEFERRED MAINTENANCE AND REPAIR COSTS FOR VILLAGE OF PLAIN CITY PARKS?

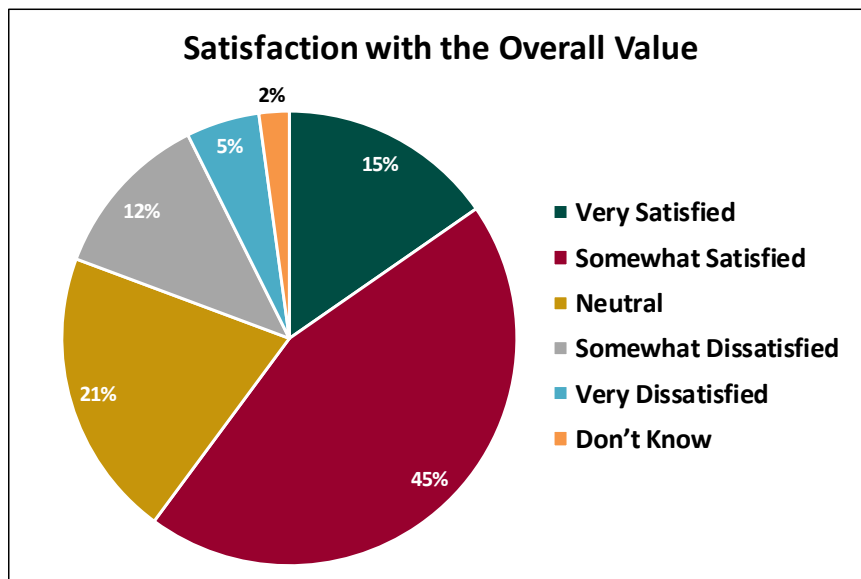
When asked which potential revenue sources they would support most, those who partook in the survey identified developing partnerships with for-profit and non-profit agencies to support operations and financing of the park system (288) as their top choice, followed by increasing fees for using shelters, athletic fields, or other facilities (220). While increasing income tax rate, paid by residents of plain City (90) received the fewest votes.





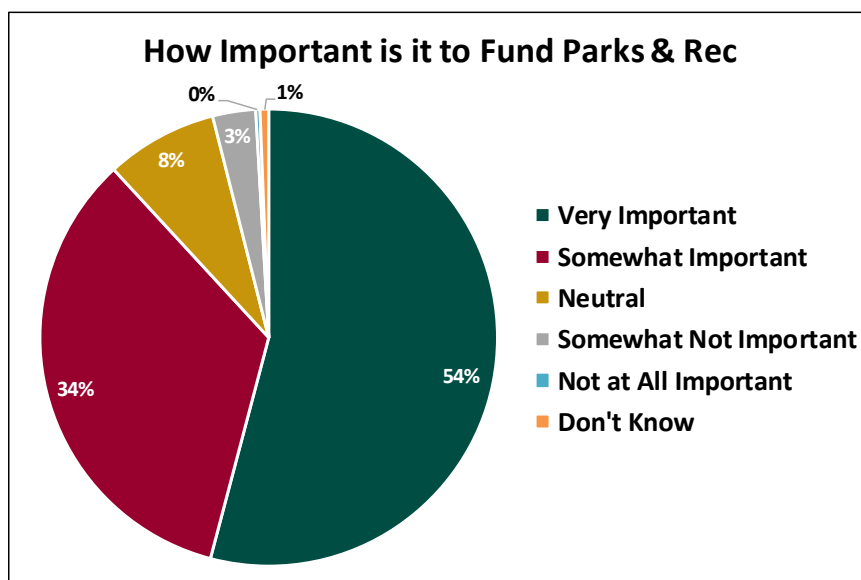
RATE YOUR LEVEL OF SATISFACTION WITH THE OVERALL VALUE THAT YOUR HOUSEHOLD RECEIVES FROM THE VILLAGE OF PLAIN CITY PARKS AND RECREATION OFFERINGS.

Overall, 60% of survey respondents indicated that they are either very satisfied (15%) or somewhat satisfied (45%) with the value their household receives from the Village of Plain City's Parks and Recreation Department. Approximately, 17% specified some level of dissatisfaction (12% - somewhat dissatisfied and 5% - very dissatisfied), while the remaining 23% were either neutral (21%) or didn't know (2%).



COMPARED TO OTHER PRIORITIES FOR THE VILLAGE OF PLAIN CITY, HOW IMPORTANT DO YOU THINK IT IS TO FUND PARKS AND RECREATION SERVICES?

Approximately, 88% of respondents identified funding parks and recreation services as either very important (54%) or somewhat important (34%). Only 3% of individuals answered somewhat not important, while the remaining 9% are either neutral (8%) or didn't know (1%).

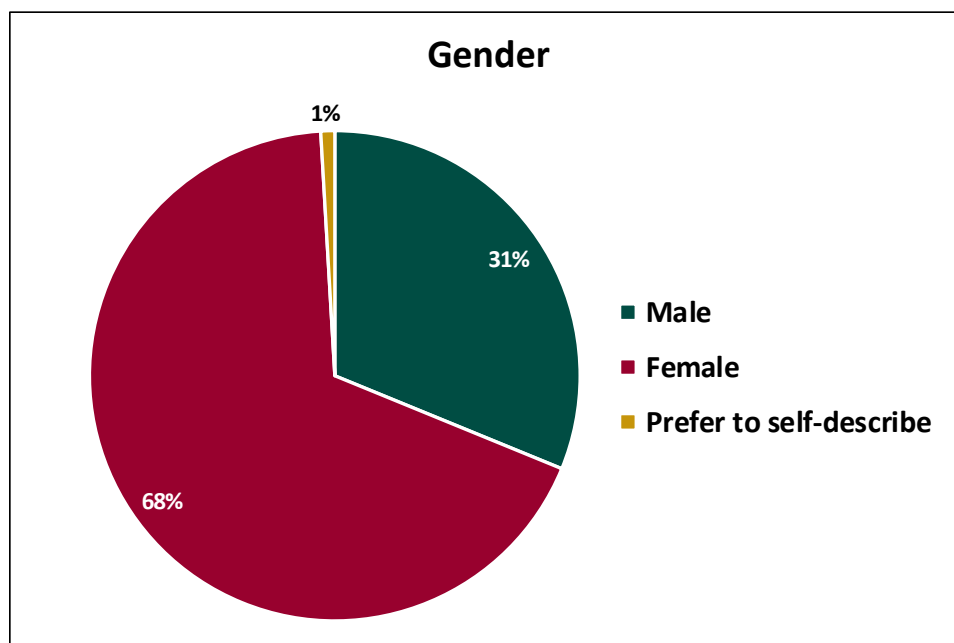


2.5.3 DEMOGRAPHICS

COUNTING YOURSELF, HOW MANY PEOPLE IN YOUR HOUSEHOLD ARE...

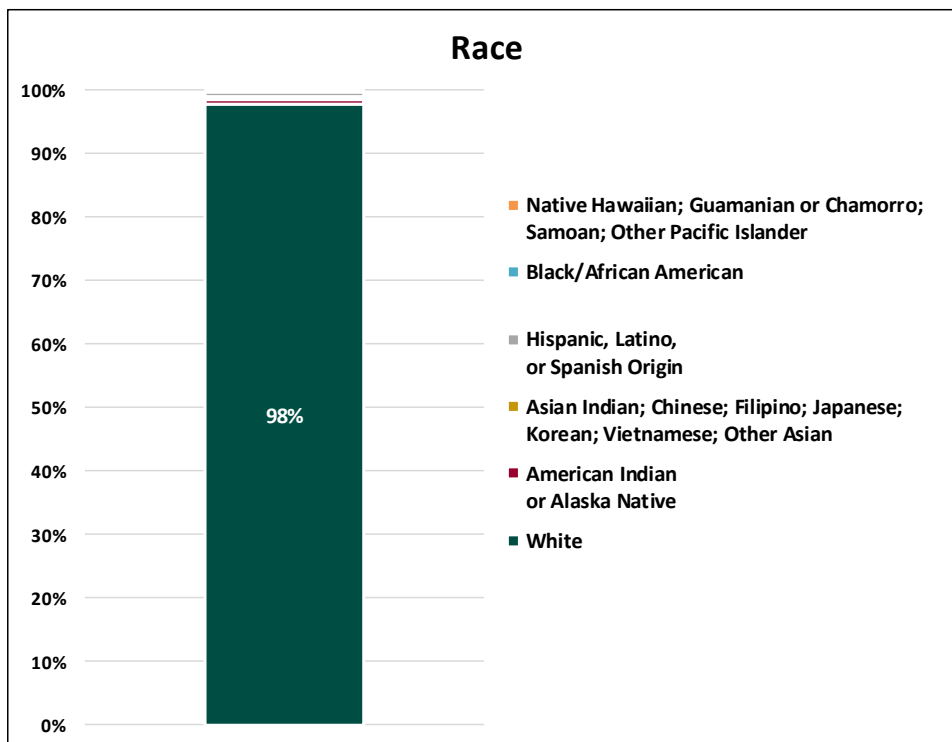
Participating Household Composition	
Age Segments	Household Breakdown
Under 5 years	124
5-9 years	147
10-14 years	123
15-19 years	91
20-24 years	33
25-34 years	98
35-44 years	225
45-54 years	159
55-64 years	90
65-74 years	62
75+ years	33

WHAT IS YOUR GENDER?

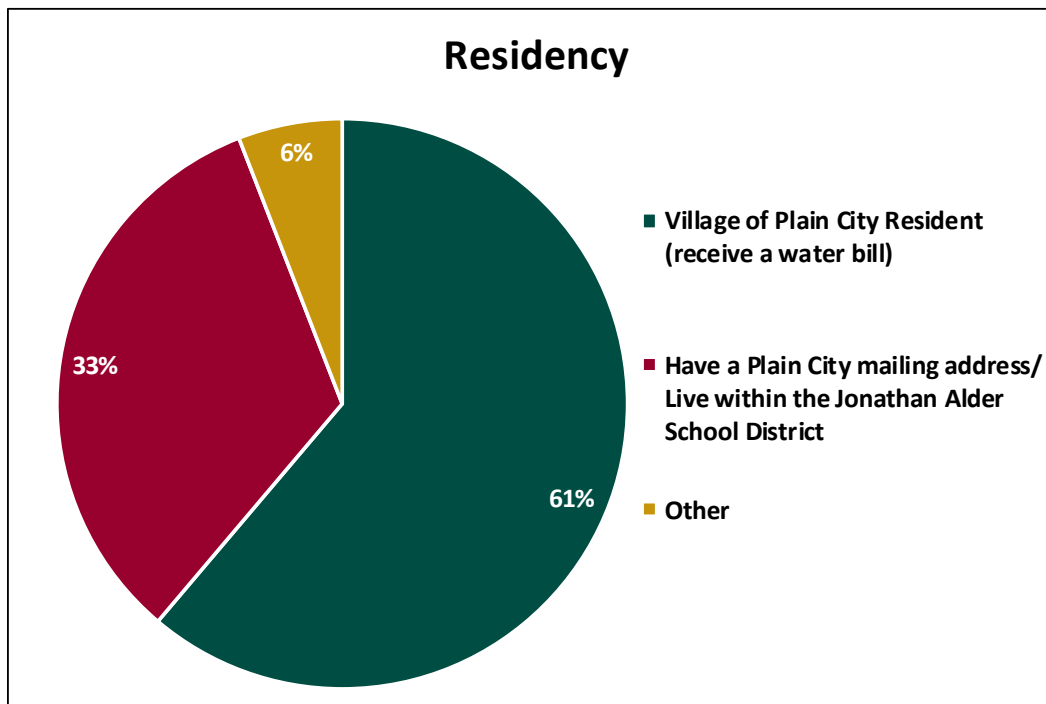




WHICH OF THE FOLLOWING BEST DESCRIBES YOUR RACE/ETHNICITY?



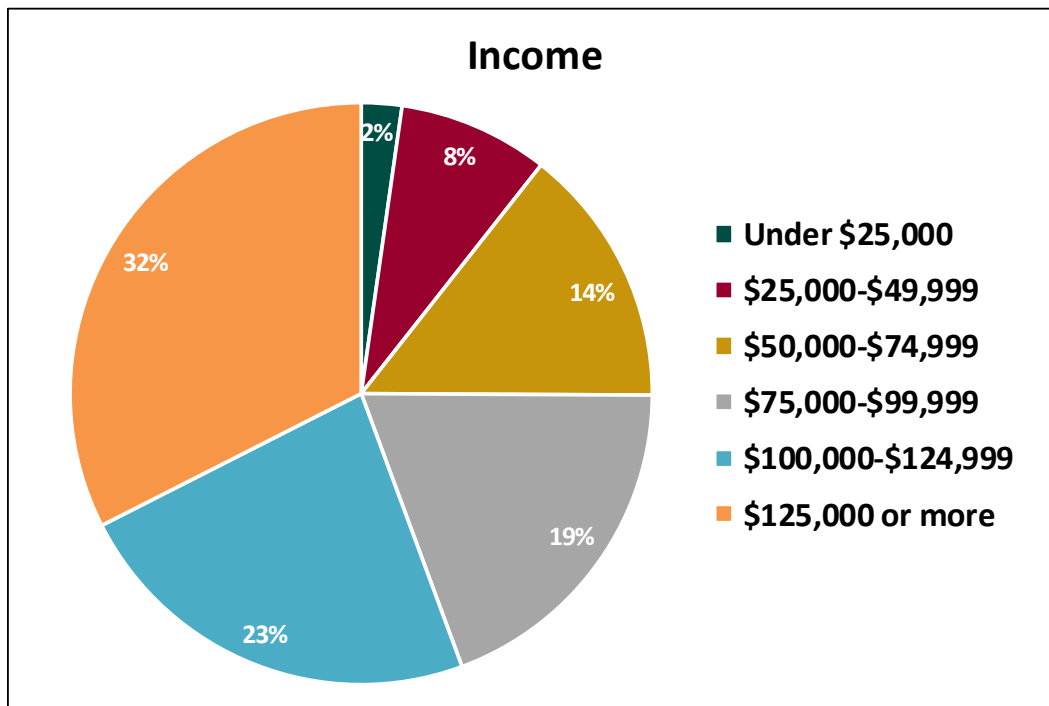
WHICH OF THE FOLLOWING OPTIONS BEST DESCRIBES YOUR CURRENT RESIDENCY?



HOW LONG HAVE YOU LIVED IN YOUR CURRENT RESIDENCY?

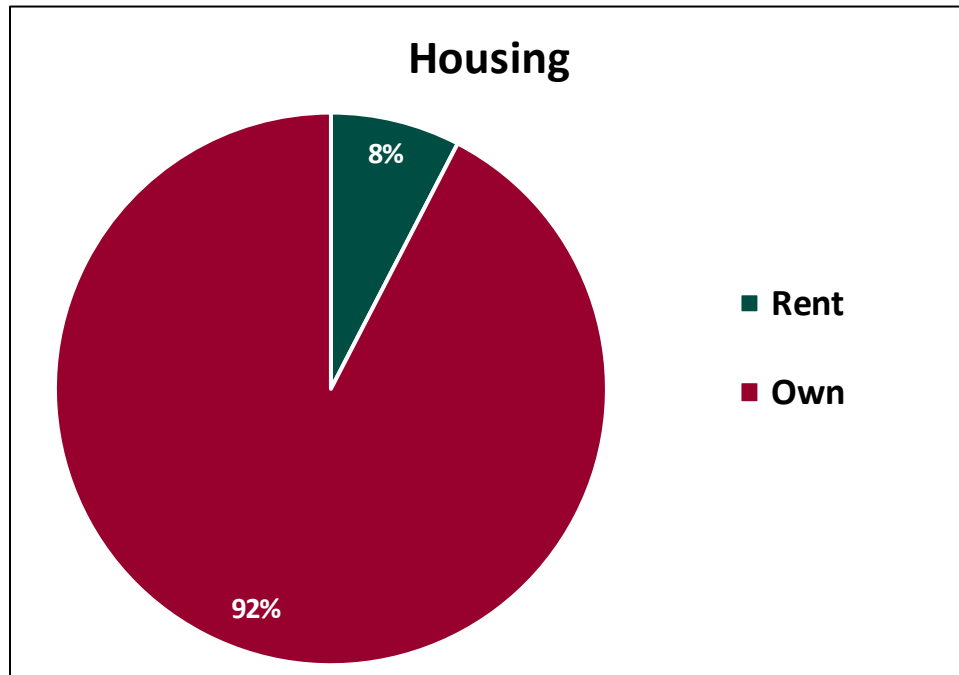
How long have you lived there (years)	
Years lived in current residency	Percent of Those Surveyed
Less than 1 year	5%
1-5 years	12%
6-10 years	17%
11-15 years	21%
16-20 years	13%
21-30 years	10%
31-40 years	12%
41-50 years	4%
50+ years	6%

WHAT IS YOUR ANNUAL HOUSEHOLD INCOME?





DO YOU OWN OR RENT YOUR HOME?



CHAPTER THREE - PARKS, FACILITIES AND RECREATION PROGRAMS ASSESSMENT

3.1 PARKS AND FACILITIES ASSESSMENT

3.1.1 INTRODUCTION

As part of the Comprehensive Parks and Recreation Master Plan, the Plain City Parks and Recreation Department desired an inventory and assessment of the park system. In May 2019, PROS Consulting visited the Village's Pastime Park and Aquatic Center. This assessment establishes a base-line understanding and "snapshot" of the system's existing conditions and amenities. This assessment, along with the other technical components jointly assisted in forming the recommendations and action strategies for this Master Plan.

3.1.2 METHODOLOGY

The consultant team used a site assessment form to document observations. The assessment form includes:

- General description
- Park classification & observed use
- First Impressions
- Access & visibility
- Site structures & amenities
- Site/amenity conditions
- Site furnishing conditions
- General landscape/hardscape
- Signage
- NRPA 3 Pillars (National Recreation & Park Association 3 Pillars: Health/Wellness, Conservation, and Social Equity)
- Any identified corrective actions needed
- Planned capital improvements
- Strengths, challenges, and opportunities

Park conditions were rated using a differential scale of excellent, good, fair, or poor. The table below provides the condition descriptions utilized in this analysis.

Scale of Conditions	
Assessment Finding	General Description
Excellent	Facilities/amenities are in excellent condition and feature little or no maintenance problems noted. Facilities do not feature any major design issues that contribute to diminished use or maintenance.
Good	Facilities/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and/or heavy use. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Fair	Facilities/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these facilities appear to be the result of age and heavy use. Some maintenance issues may be compounding over time due to being deferred because of budget and/or resource limitations. Facilities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.)
Poor	Facilities/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these facilities are the result of age and heavy use, and generally are compounding over time due to being deferred because of budget and/or resource limitations. Facilities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

The following sites were assessed during PROS onsite visit:

PASTIME PARK



PLAIN CITY AQUATIC CENTER



3.2 SITE ASSESSMENT SUMMARIES

<p>Pastime Park</p> <p>370 N. Chillicothe Street Size: 44 Acres</p>		<p>Fair</p> <p>Park Rating</p>
--	---	---------------------------------------

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Fair	Fair	Fair	Poor	Fair

STRENGTHS:

- Recently renovated Youth Building
- Very large and open park, approximately 44 acres
- A campground which brings in revenue for the Department
- Newly added gravel camping sites
- Restroom facility on north side of the park (near the campgrounds)
- Pastime's Gazebo is in excellent shape and utilized for various special events
- Small shelter on north side of park
- Baseball diamonds and concession area



Department of Parks & Recreation



14: Youth Building



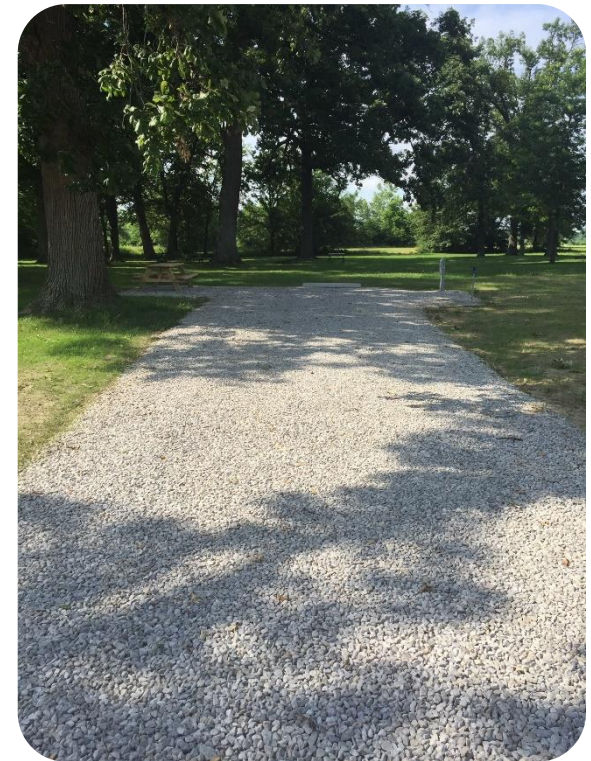
2: Youth Building



3: Gazebo



5: Restroom Facility



4: Gravel Camp Sites



6: Baseball Diamonds

CHALLENGES:

- Layout of park is not ideal for maximum utilization
- Lack of uniformity and consistency throughout the park
- Limited amount of wayfinding signage
- Areas within the park are dedicated to special events, restricting public use/programmability of spaces
- Special interest groups have strong sense of entitlement regarding Pastime Park
- Pastime is the only true park within the Village
- Limited parking, especially for special events
- The Village has limited parkland
- No restroom facilities on the south end of the park



15: Special Event Space



2: South Side of Park

OPPORTUNITIES:

- Pave/resurface medium and large shelter slabs.
- Resurface basketball courts
- Improve drainage to assist with flooding
- Update all playground equipment at north and south playgrounds
- Add an additional restroom facility on the south end of the park
- Tear down the house barn and repurpose space
- Replace sand on volleyball courts with proper sand
- Pave roads throughout the park
- Add additional parking at park
- Repurpose or tear down empty storage buildings
- Finish and pave walking trail throughout the park
- Increase signage throughout the park



16: Basketball Court



2: Basketball Court



3: North Side Playground



4: North Side Playground



5: Medium Shelter



6: Medium Shelter



7: Horse Barn



8: Horse Barn



9: Large Shelter



10: Park Roads



Pastime Park Aquatic Center

160 W 2nd Street



Excellent

Facility Rating

Category Ratings				
First Impressions	Structures & Amenities	Site Furnishings	Landscape & Hardscape	NRPA 3 Pillars
Excellent	Excellent	Excellent	Good	Good

STRENGTHS:

- Infrastructure is relatively new and in good shape
- Heavy utilized by residents and non-residents
- Well-maintained water play equipment/amenities (E.g. water slide, splash pad, etc.)
- Concessions available for Aquatic Center guests
- Strong revenue generator for the Department
- Entire facility is extremely clean



17: Concession Stand



2: Picnic Tables



3: Splash Pad



4: Water Slide



5: Splash Pad



CHALLENGES:

- Community is outgrown existing space, not much room to expand facility
- Existing layout of pool doesn't allow for optimal utilization (E.g. doesn't allow for swim team practice and public usage at the same time)
- Limited parking for the Aquatic Center

OPPORTUNITIES:

- Increase signage to improve visibility and awareness
- Resurface floor of pool
- Add additional parking



18: Pool Floor



2: Aquatic Center Parking

3.3 LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards is a matrix displaying inventory for Plain City Parks and Recreation as well as other similar providers. By totaling the inventory and applying Plain City's total population projections, we can understand the current level of service.

The LOS can help support investment decisions related to parks, facilities, and amenities. The LOS can and will change over time as the program lifecycles change and demographics of a community change.

The recommended standards were evaluated using a combination of resources. These resources included: National Recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports & Fitness Industry Association's (SFIA) 2019 Study of Sports, Fitness, and Leisure Participation as it applies to activities that occur in the United States and in the Plain City area, community and stakeholder input, findings from the prioritized needs assessment report and general observations. This information allowed standards to be customized for Plain City.

These standards should be viewed as a guide for future planning purposes. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these facility standards to the service area, gaps and surpluses in park and facility/amenity types are identified.

It is important to note, particularly when assessing Pastime Park, the difference between open greenspace versus nonprogrammable space. Though Pastime Park consists of 44-acres, approximately 20-acres of that land is dedicated to camping and special events. Due to the large amount of space that is not available for public consumption and/or cannot be programmed, the amount of usable land is more limited than the level of service for parkland would suggest.

Note: The standards that follow are based upon population figures for 2019.





Department of Parks & Recreation



Plain City Level of Standards

2019 Inventory - Developed Facilities											Current Facility Needs		
Inventory:	Plain City Inventory	Plain City Elementary School	Other Provider	Total Inventory	Current Service Level based upon population			Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARKS:													
Neighborhood Parks	-			-	-	acres per	1,000	2.00	acres per	1,000	Need Exists	10	Acre(s)
Community Parks	44.00			44.00	9.23	acres per	1,000	10.00	acres per	1,000	Need Exists	4	Acre(s)
Total Developed Park Acres	44.00			44.00	9.23	acres per	1,000	12.00	acres per	1,000	Need Exists	13	Acre(s)
Natural Resource Land	5.18			5.18	1.09	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)
Total Park Acres	49.18			49.18	10.32	acres per	1,000	12.00	acres per	1,000	Need Exists	8	Acre(s)
TRAILS:													
Paved Trails	-		1.15	1.15	0.24	miles per	1,000	0.50	miles per	1,000	Need Exists	1	Mile(s)
Unpaved Trails	0.50			0.50	0.10	miles per	1,000	0.25	miles per	1,000	Need Exists	1	Mile(s)
OUTDOOR AMENITIES:													
Shelters	3.00			3.00	1.00	site per	1,589	1.00	site per	2,000	Meets Standard	-	Sites(s)
Ball Fields	3.00			3.00	1.00	field per	1,589	1.00	field per	4,000	Meets Standard	-	Field(s)
Multi-Use Field (Soccer/Lacrosse/Football/Rugby)	-			-	1.00	field per	#DIV/0!	1.00	field per	4,000	Need Exists	1	Field(s)
Basketball Courts	2.00			2.00	1.00	court per	2,384	1.00	court per	2,500	Meets Standard	-	Court(s)
Tennis Courts	-			-	1.00	court per	#DIV/0!	1.00	court per	4,000	Need Exists	1	Court(s)
Pickleball Courts	-			-	1.00	court per	#DIV/0!	1.00	court per	4,000	Need Exists	1	Court(s)
Playground	2.00	0.25		2.25	1.00	site per	2,119	1.00	site per	2,500	Meets Standard	-	Site(s)
Dog Park	-			-	1.00	site per	#DIV/0!	1.00	site per	20,000	Need Exists	-	Site(s)
Sand Volleyball	4.00			4.00	1.00	site per	1,192	1.00	site per	5,000	Meets Standard	-	Site(s)
Outdoor Pool	1.00			1.00	1.00	site per	4,767	1.00	site per	15,000	Meets Standard	-	Site(s)
RECREATION SPACE:													
Indoor Recreation/ Aquatic Space	-			-	-	SF per	person	2.00	SF per	person	Need Exists	9,534	Square Feet
2019 Estimated Population	4,767												

Notes: School inventory has been reduced to 25% of the total due to the availability to the general public



Plain City Level of Standards

2019 Inventory - Developed Facilities					Future Facility Needs: 5,000 Population			Future Facility Needs: 7,000 Population			Future Facility Needs: 10,000 Population		
Inventory:	Plain City Inventory	Plain City Elementary School	Other Provider	Total Inventory	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
PARKS:													
Neighborhood Parks	-			-	Need Exists	10	Acre(s)	Need Exists	14	Acre(s)	Need Exists	20	Acre(s)
Community Parks	44.00			44.00	Need Exists	6	Acre(s)	Need Exists	26	Acre(s)	Need Exists	56	Acre(s)
Total Developed Park Acres	44.00			44.00	Need Exists	16	Acre(s)	Need Exists	40	Acre(s)	Need Exists	76	Acre(s)
Natural Resource Land	5.18			5.18	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Park Acres	49.18			49.18	Need Exists	11	Acre(s)	Need Exists	35	Acre(s)	Need Exists	71	Acre(s)
TRAILS:													
Paved Trails	-		1.15	1.15	Need Exists	1	Mile(s)	Need Exists	2	Mile(s)	Need Exists	4	Mile(s)
Unpaved Trails	0.50			0.50	Need Exists	1	Mile(s)	Need Exists	1	Mile(s)	Need Exists	2	Mile(s)
OUTDOOR AMENITIES:													
Shelters	3.00			3.00	Meets Standard	-	Sites(s)	Need Exists	1	Sites(s)	Need Exists	2	Sites(s)
Ball Fields	3.00			3.00	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Multi-Use Field (Soccer/Lacrosse/Football/Rugby)	-			-	Need Exists	1	Field(s)	Need Exists	2	Field(s)	Need Exists	3	Field(s)
Basketball Courts	2.00			2.00	Meets Standard	-	Court(s)	Need Exists	1	Court(s)	Need Exists	2	Court(s)
Tennis Courts	-			-	Need Exists	1	Court(s)	Need Exists	2	Court(s)	Need Exists	3	Court(s)
Pickleball Courts	-			-	Need Exists	1	Court(s)	Need Exists	2	Court(s)	Need Exists	3	Court(s)
Playground	2.00	0.25		2.25	Meets Standard	-	Site(s)	Need Exists	1	Site(s)	Need Exists	2	Site(s)
Dog Park	-			-	Need Exists	-	Site(s)	Need Exists	-	Site(s)	Need Exists	1	Site(s)
Sand Volleyball	4.00			4.00	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Outdoor Pool	1.00			1.00	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
RECREATION SPACE:													
Indoor Recreation/ Aquatic Space	-			-	Need Exists	10,000	Square Feet	Need Exists	14,000	Square Feet	Need Exists	20,000	Square Feet

3.4 EQUITY MAPPING

Service area maps (equity maps) and standards assist staff and key leadership when: assessing where services are offered; determining equitable service distribution and delivery across the Plain City service area; the effectiveness of the service as it compares to the demographic densities.

In addition, guideline reviews with reference to population enables Plain City to assess gaps in services and overlaps with respect to a specific facility or amenity. This examination allows the Department to make appropriate capital improvement/development decisions based upon need for a system as a whole and the consequences that may have on a specific area. Service area maps were developed for each of the following major assets:

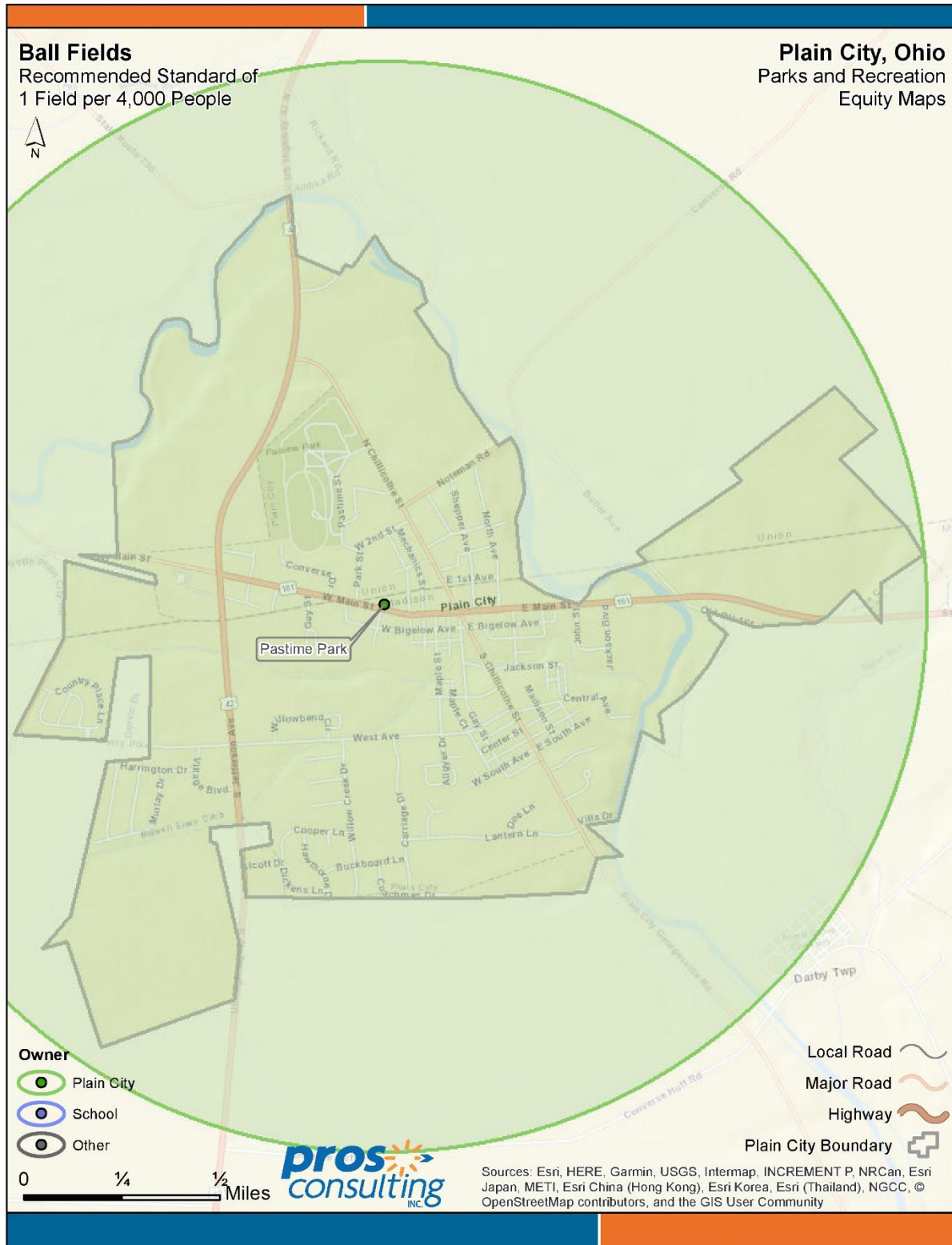
- Ball Fields
- Basketball Courts
- Community Parks
- Natural Resource Land
- Outdoor Pools
- Paved Trails
- Playgrounds
- Sand Volleyball
- Shelters
- Unpaved Trails

The shaded areas in the equity maps indicate the service level (e.g. the population being served by that park type/amenity) as outlined in the facility/amenity levels of service matrix. Thus, the central point inside the ring indicates the location of the facility or amenity. The ring extends to how far that amenity serves the population. This is based on the number of amenities at that location, the levels of established service standards, and the density of the population.

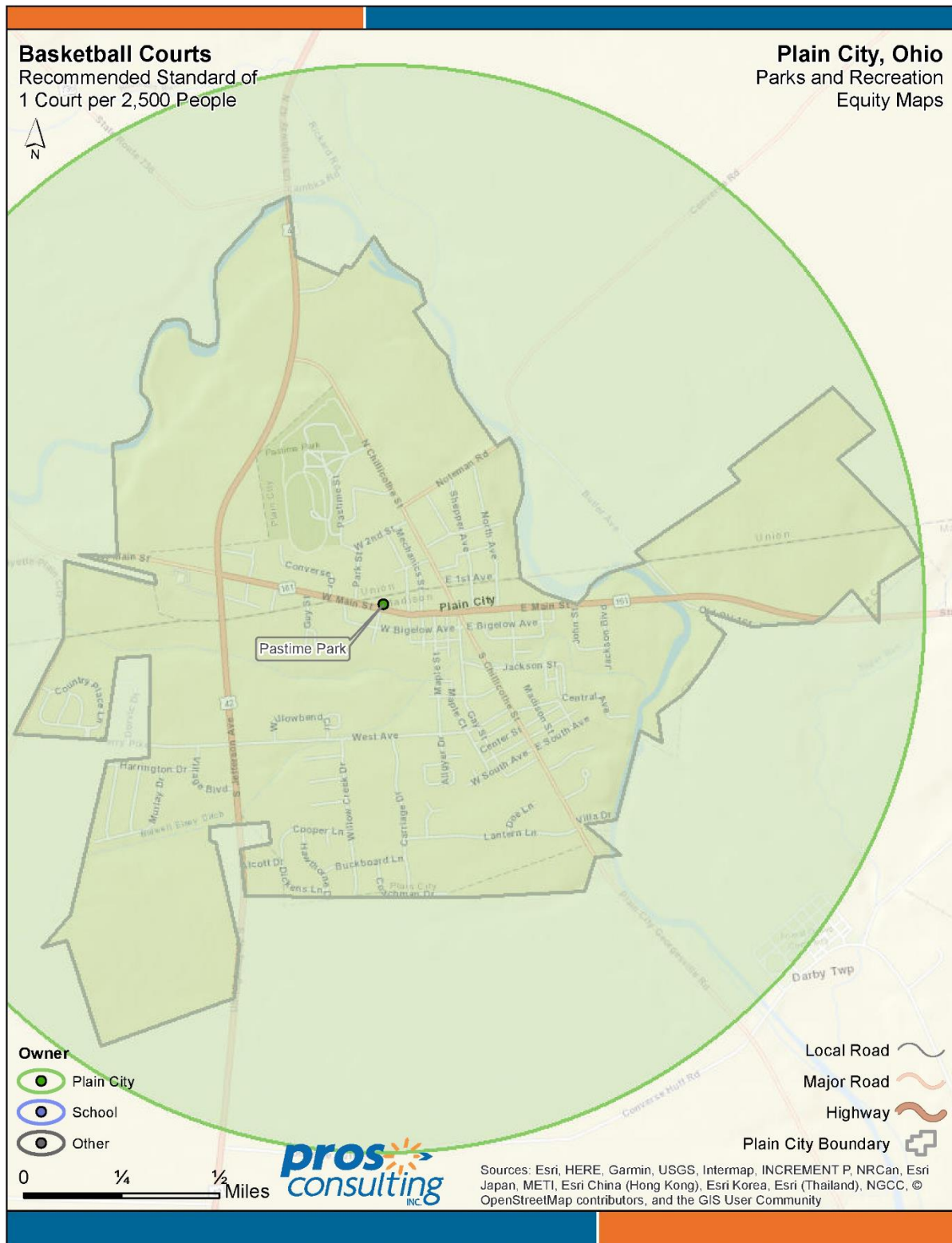
Note: The 2019 estimated population was formulated based on conversation's with Plain City's planning team with regards to newly constructed housing developments that weren't accounted for by ESRI. Estimated population for 2019 is 4,767.



3.4.1 BALL FIELDS

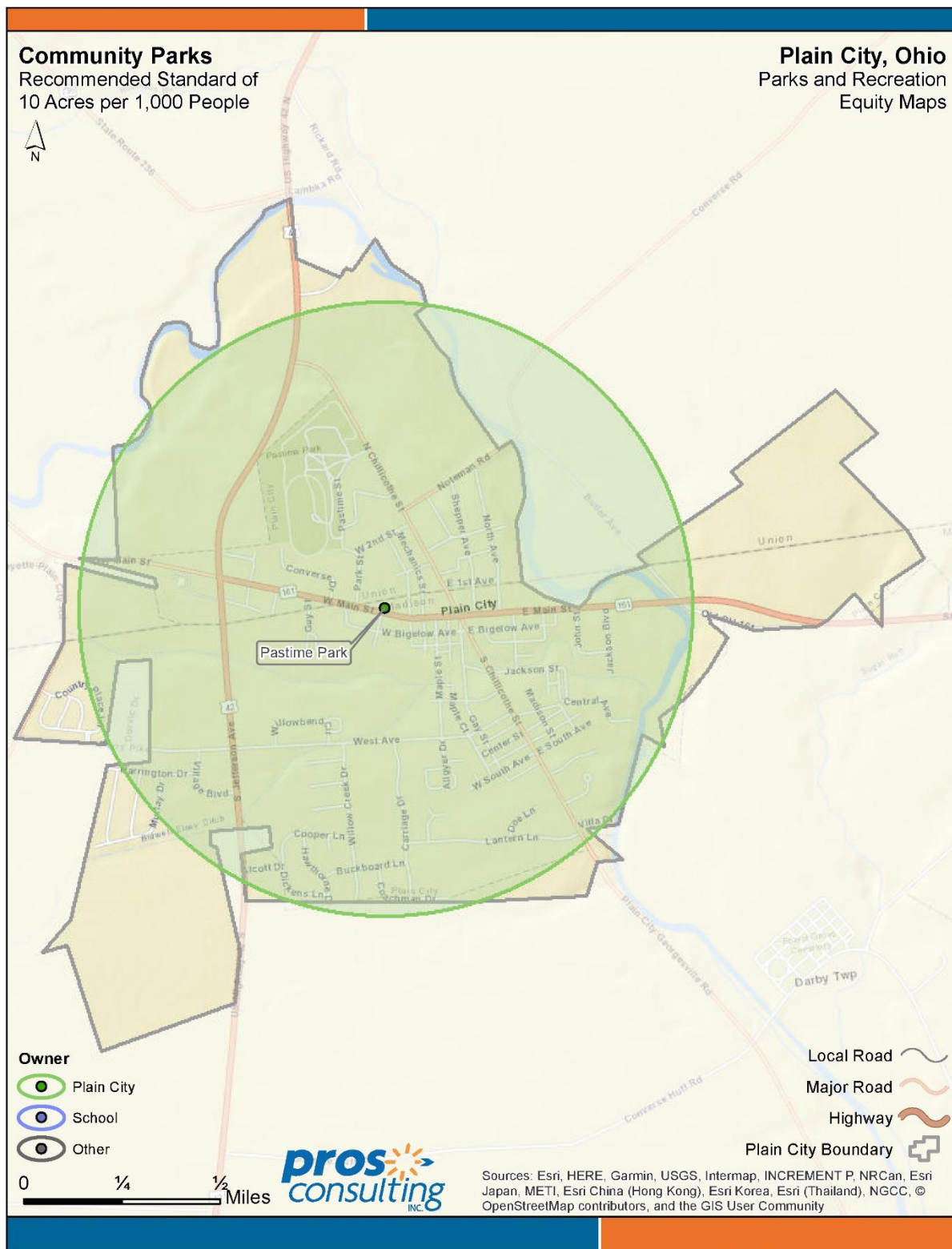


3.4.2 BASKETBALL COURTS

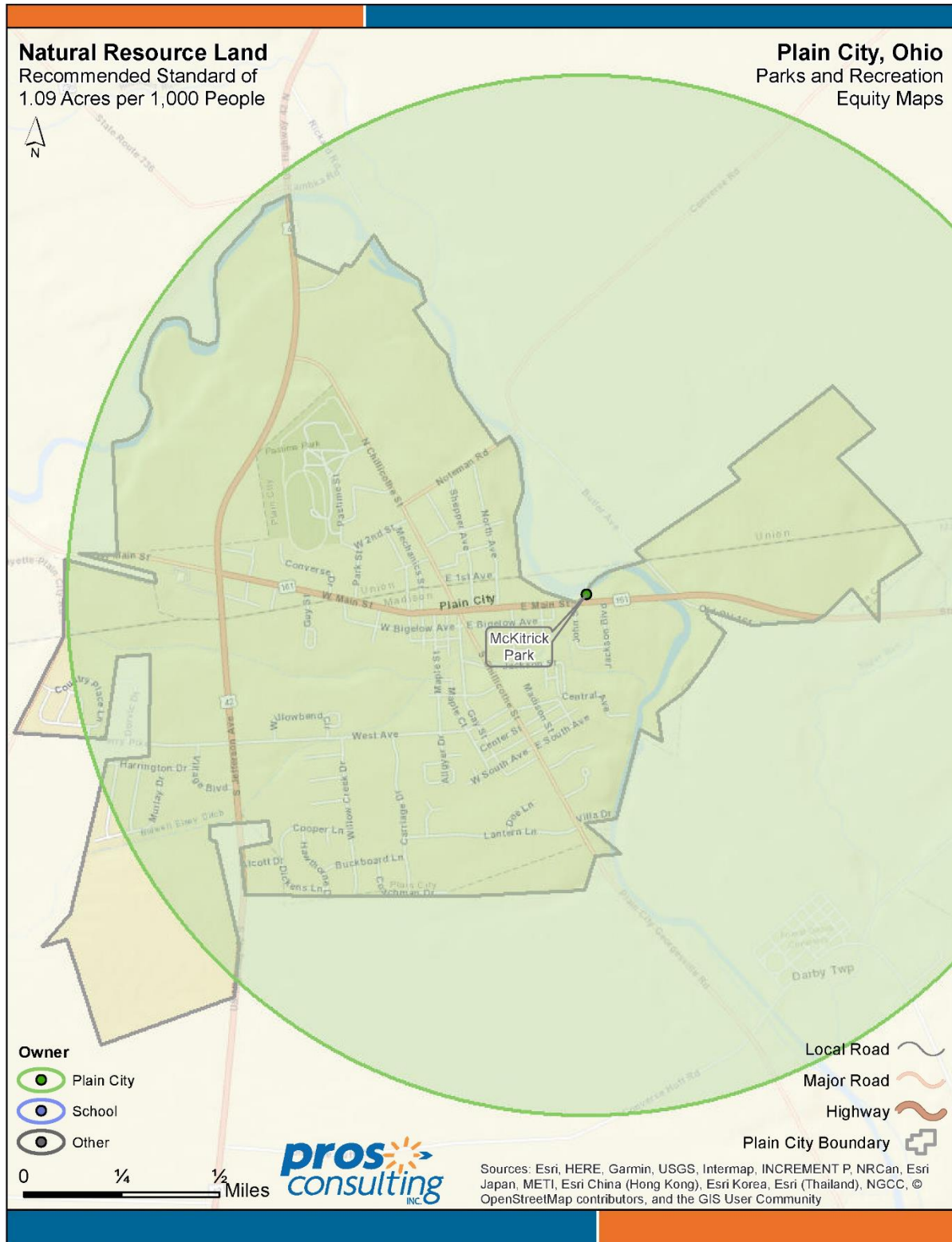




3.4.3 COMMUNITY PARKS

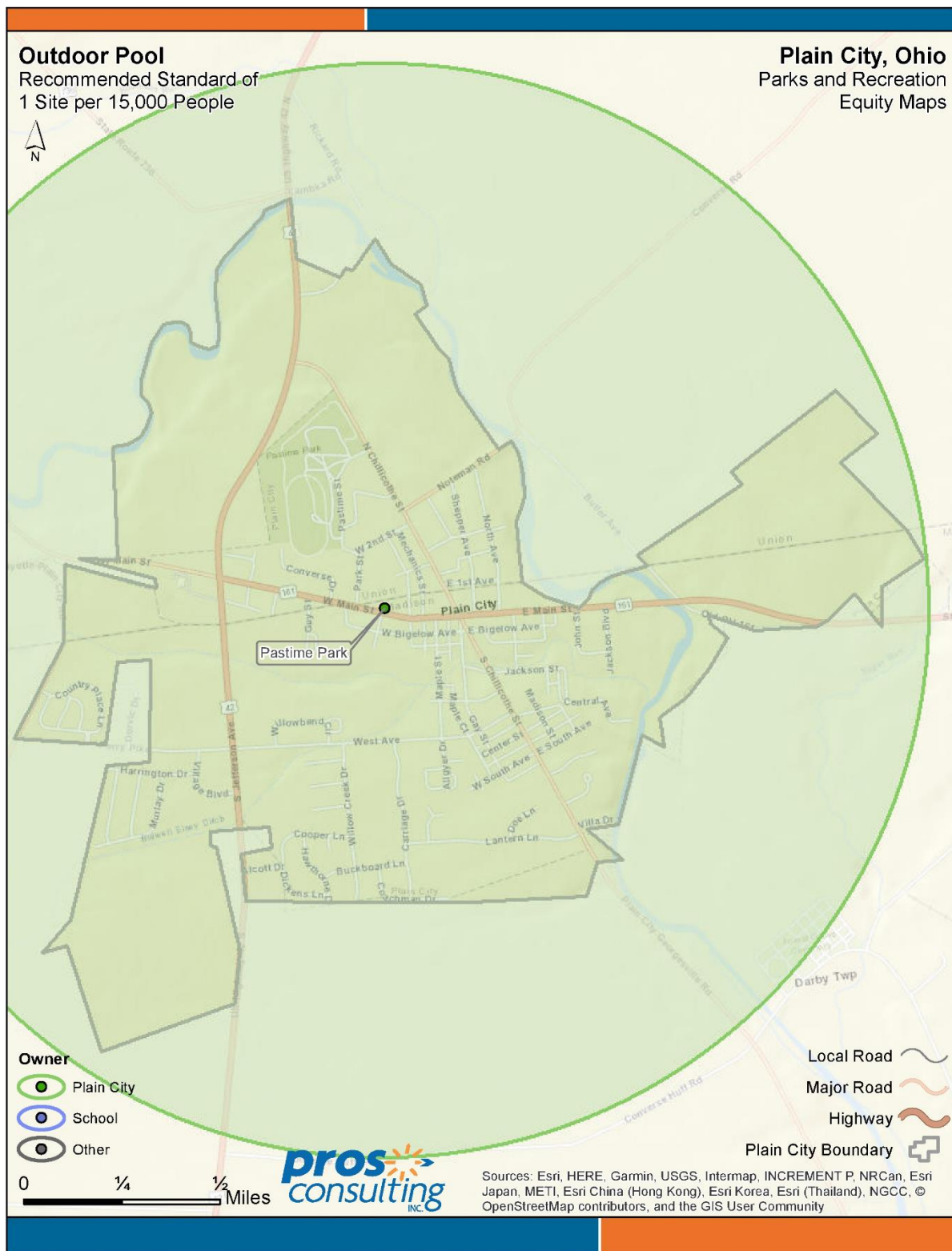


3.4.4 NATURAL RESOURCE LAND

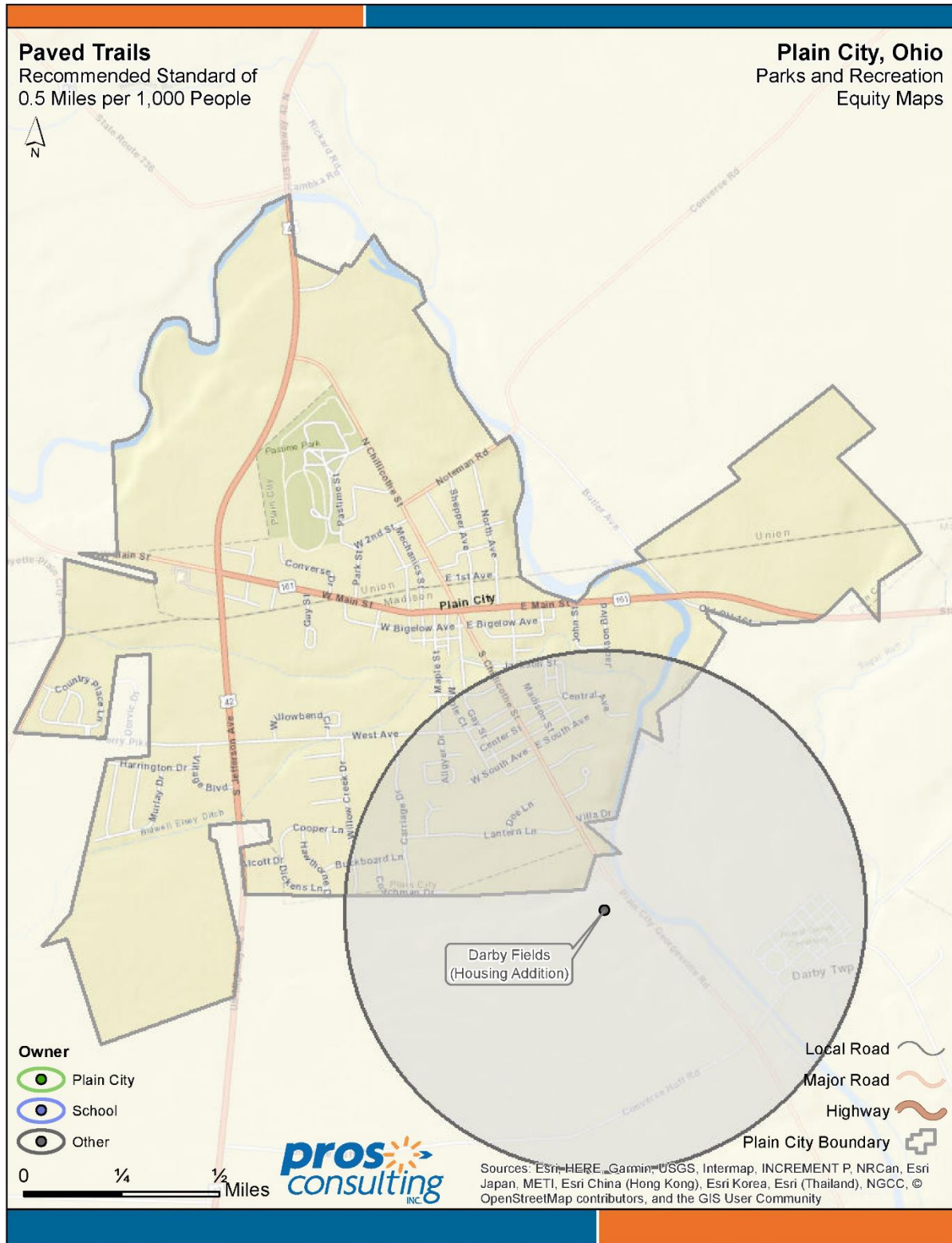




3.4.5 OUTDOOR POOL

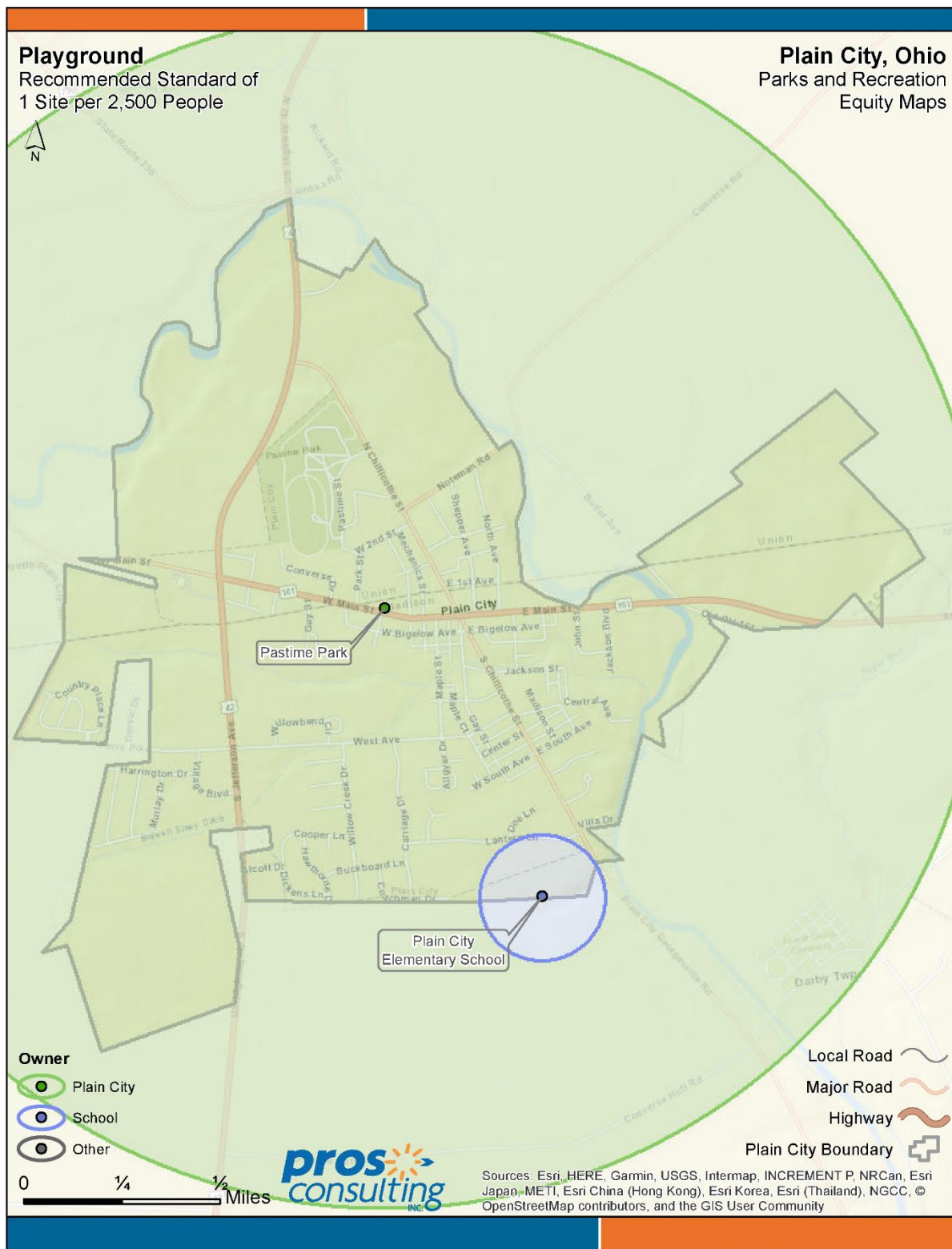


3.4.6 PAVED TRAILS

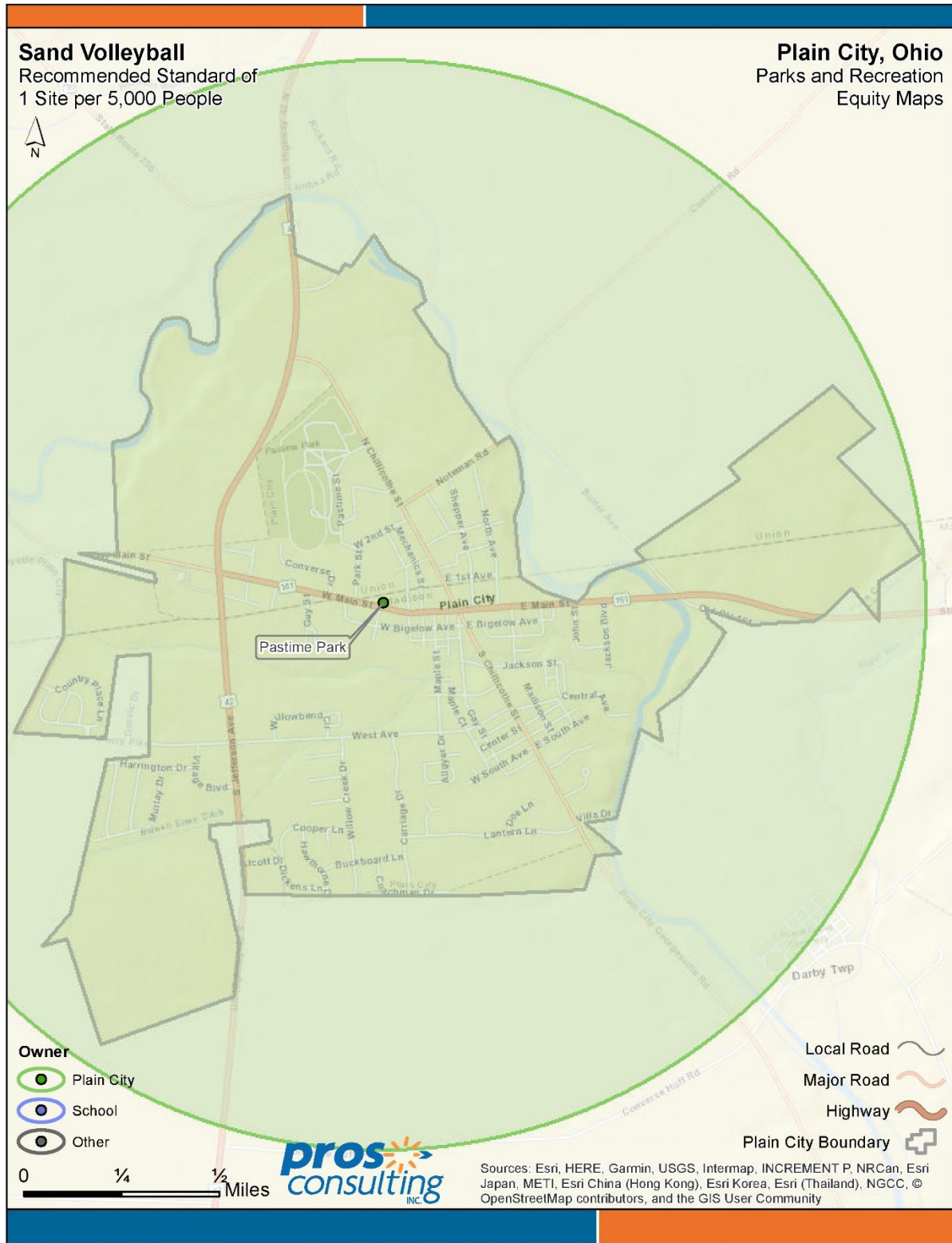




3.4.7 PLAYGROUND

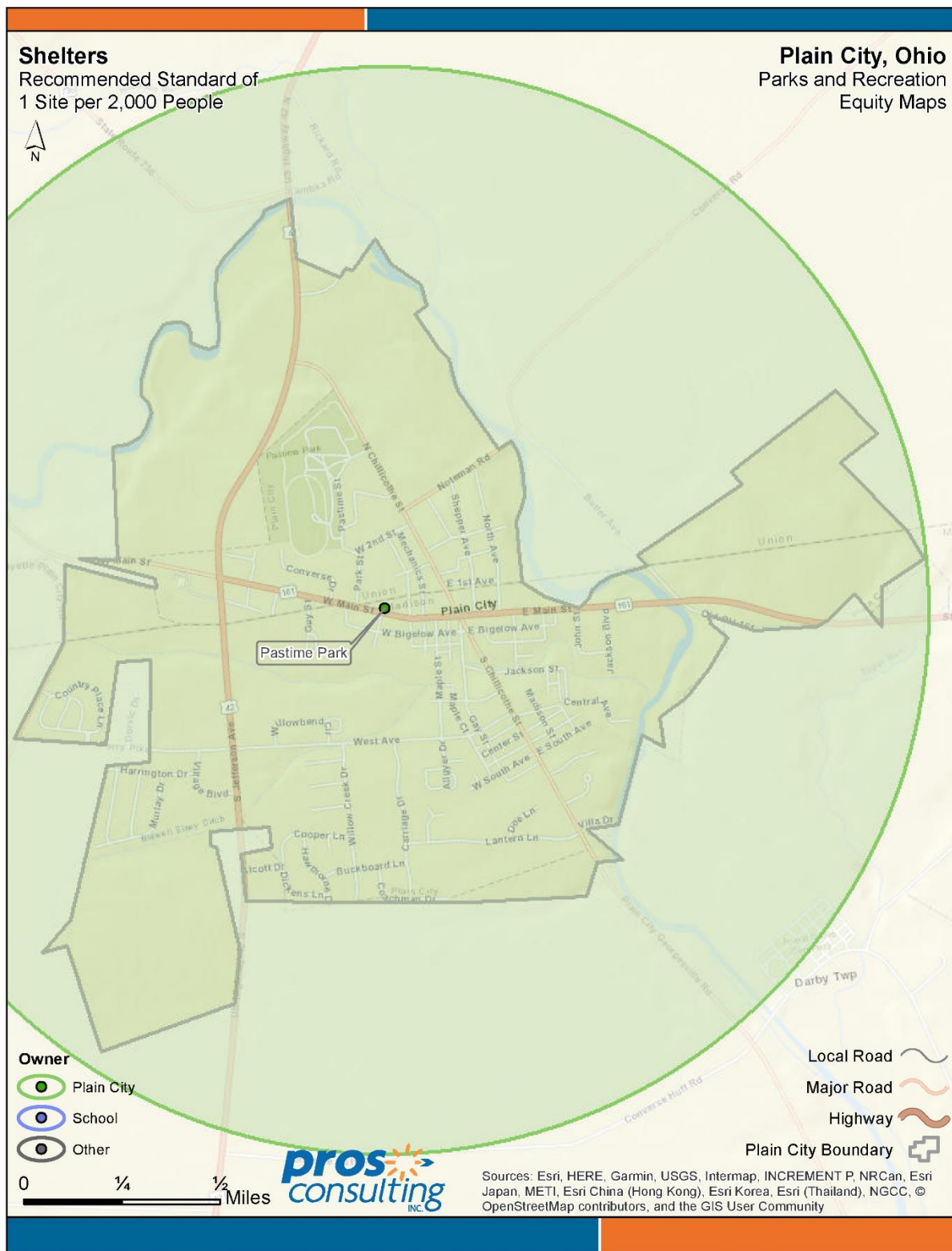


3.4.8 SAND VOLLEYBALL

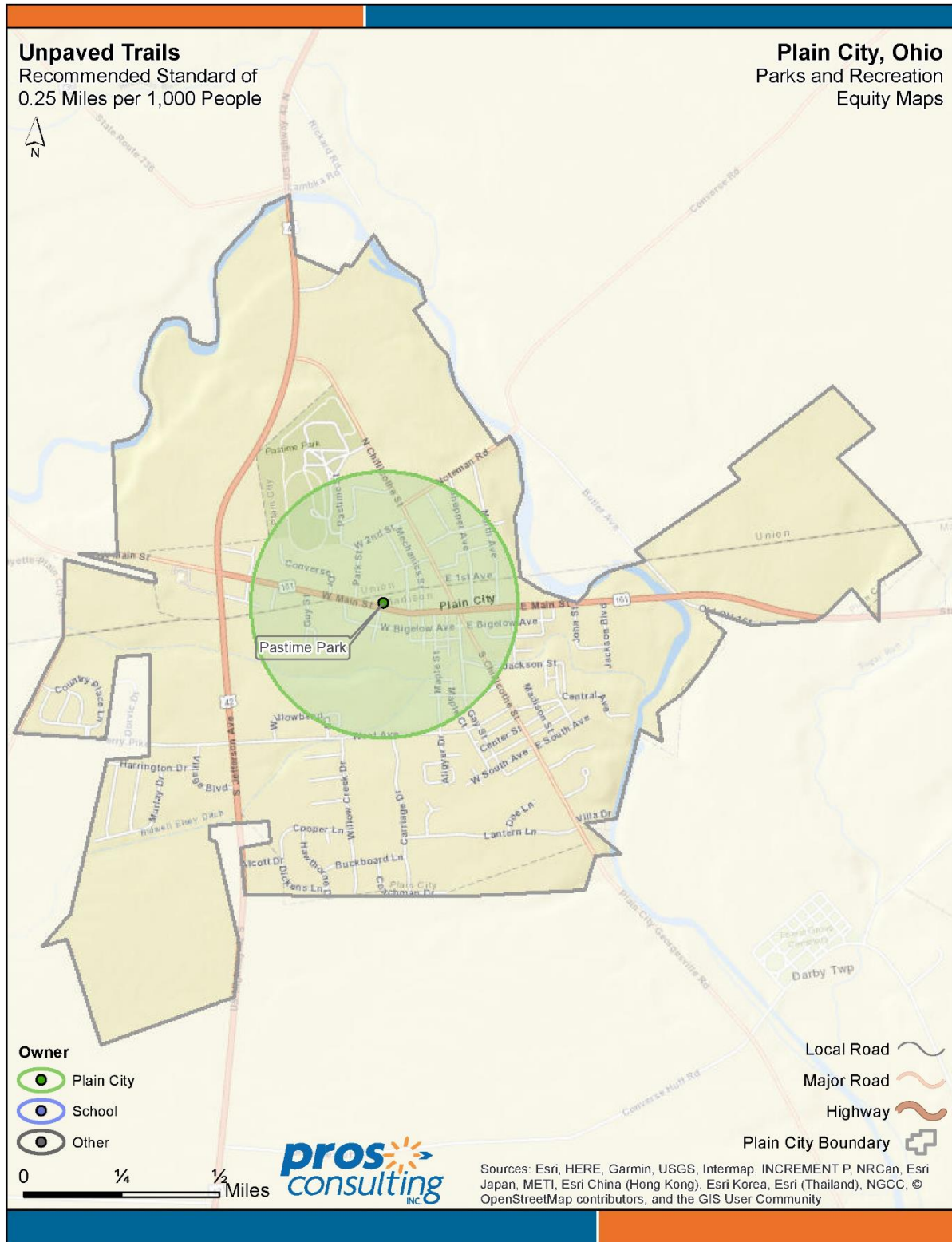




3.4.9 SHELTERS



3.4.10 UNPAVED TRAILS





3.5 RECREATION PROGRAM ANALYSIS

3.5.1 OVERVIEW

Currently, Plain City's Program Assessment is limited due to a lack of program staff within the Department. The Department currently consists of one full-time employee, the Parks & Recreation Director, who is responsible for all park and recreation duties. This includes providing programs and services to all of the Village's residents. The programming responsibilities of the Director currently involve, but are not limited to, the following:

- Registration of residents in programs
- Coordinate some special events and organize volunteers to help support events
- Contract negotiation and management and communication with entities who rent the Park
- Coordinate/manage the Village's youth swim team
- Contract negotiation, management, and communication -all projects at the Aquatic Center & Pastime Park
- Organize adult softball leagues

3.5.2 CORE PROGRAM AREAS

To help achieve the Department's mission, outlined in section 4.1 of this Plan, 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 Areas 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 program 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.

EXISTING CORE PROGRAM AREAS

Currently, Plain City does not have any specified core program areas but does provide various types of programs on a limited bases in areas such as, aquatics, adult sports, and special events.

Below is a list of existing programs currently provided by the Plain City Parks and Recreation Department.

- | | | |
|---------------------------------|-----------------------|-----------------------------|
| • Active Agers Walking Programs | • Pooch Paddle | • 4th of July Bounce Houses |
| • Adult Co Rec Volleyball | • Santa & Reindeer | • 4th of July Fireworks |
| • Bee keeping Class | • Swim Lessons | • 4th of July Parade |
| • Cookie Decorating Class | • Swim Team | • 4th of July Vendors |
| • Music in the Park | • Volunteer Work Days | |

Additionally, there are several other programs/events that the Department helps coordinate through partnering with outside organizations including:

- All Ohio Ford Show
- Boy Scout Camp
- Buckeye Rod Builders Car Show
- Camp Laff-A-Lot
- Camping Rallies held at the park
- Community Play held at the park
- Elite Volleyball- Youth
- Honda Goldwings Rally
- Miami Valley Steam Threshers

3.5.3 AGE SEGMENT ANALYSIS

Based on data from the Market Analysis, Plain City's community is slightly younger when compared to the national average. Plain City's current median age is 38.1 while the U.S. median age is 38.3 years old. The table below shows the percent of Plain City's population broken up by age segments.

Program Age Segment Distribution			
17 & Under	18-34	35-54	55 & Older
27%	19%	27%	27%

It is crucial for the Department to ensure core programs are aligned with demographics of the Village and should be reevaluated yearly as demographics can and will change over time.

Teenagers can make up a critical user group for parks and recreation departments. This age segment tends to be one of the most elusive in terms of overall participation in programs. It is important to engage teens in recreation offerings to ensure that youth have an opportunity to pose a positive impact in the community. Furthermore, a department that is effective in capturing the teenager segment is potentially tapping into a strong volunteer resource to aid in the development of future leaders.

With the American population living longer and being more active than ever before, there are two different ways to partition the 55+ 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.

It would also be best practice to establish a plan including what age segment to target, establish the message, which marketing methods to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort. An example of this would be a youth fair in the core program area of Community/Special Events. This would have youth focused activities, as well as a specific message geared towards youth and their parents to entice participation.

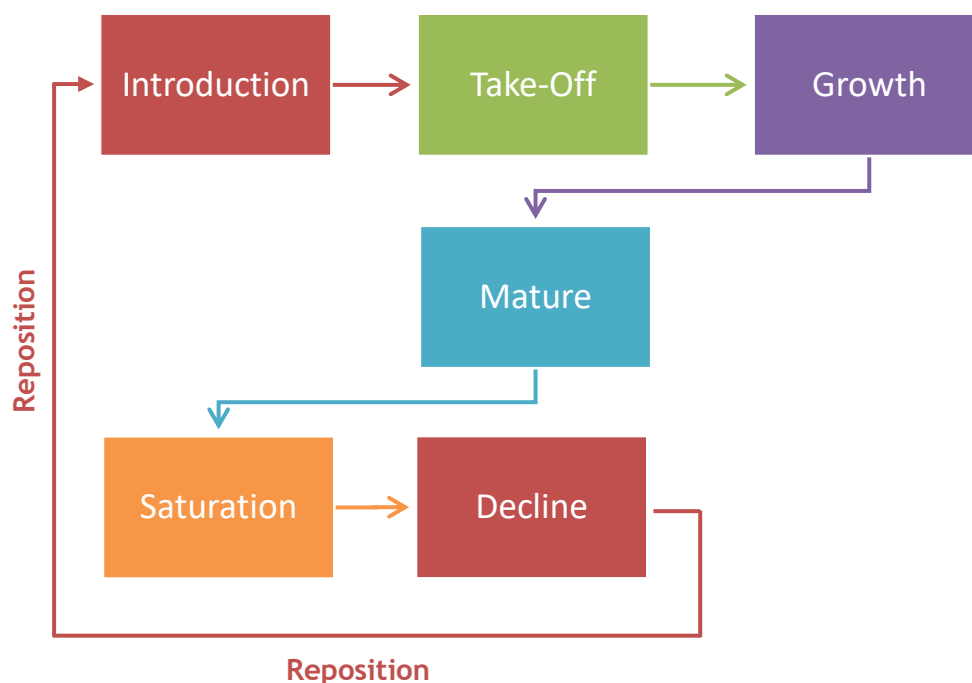


3.5.4 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Village 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 Department to ensure that an appropriate number of programs are “fresh” and that declining programs, if any, are discontinued or repositioned. 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 best practice distribution for each lifecycle stage.

Program Lifecycle Distribution		
Life Cycle Stage	Description	Best Practice Distribution
Introduction	New programs, modest participation	50-60%
Take-off	Rapid participation growth	
Growth	Moderate, but consistent population growth	
Mature	Slow participation growth	40%
Saturated	Minimal to no participation growth; extreme competition	0-10%
Decline	Declining participation	

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department 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.



3.5.5 PROGRAM CLASSIFICATION

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 uses 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 program classifications.

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

3.5.6 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. 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 provide 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's program staff should be trained on this process.

A Cost of Service Analysis should 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.



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 Village 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 should be undertaken on a regular basis.

COST RECOVERY BEST PRACTICES

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 by the Village; while programs providing private benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

	Essential Programs	Important Programs	Value-Added Programs
Description	<ul style="list-style-type: none"> • Part of the organizational mission • Serves a majority of the community • “We must offer this program” 	<ul style="list-style-type: none"> • Important to the community • Serves large portions of the community • “We should offer this program” 	<ul style="list-style-type: none"> • Enhance community offerings • Serves niche groups • “It is nice to offer this program”
Desired Cost Recovery	None to moderate	Moderate	High to complete
Desired Subsidy	High to complete	Moderate	Little to none

Programs in the Essential category are critical to achieving the organizational 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%.



3.5.7 PROGRAM STRATEGY RECOMMENDATIONS

Once core programs have been established, the Department's staff should begin a cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed all at once 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:

PRICING POLICY

The Department should consider a written formal pricing policy to help achieve financial sustainability. A pricing policy will provide staff with consistent guidelines in pricing admissions to the aquatic center, use of facilities, and establishing program/service fees based on the individual benefits a user receives above a general taxpayer. The policy will help address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs, facilities and services. A pricing policy with cost recovery goals allows the participants, staff, and general taxpayers to better understand the philosophy behind pricing of a program or service.

MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be developed and updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for specific metrics, such as participation rates, cost recovery, and/or market capture rates. These plans should also determine the true cost of service for program offerings to develop the appropriate marketing and pricing strategy for each program area moving forward. If updated regularly and consistently, the Mini Business Plans can be effective tools for the budgeting process and provide the agency with justification for making programmatic decisions.

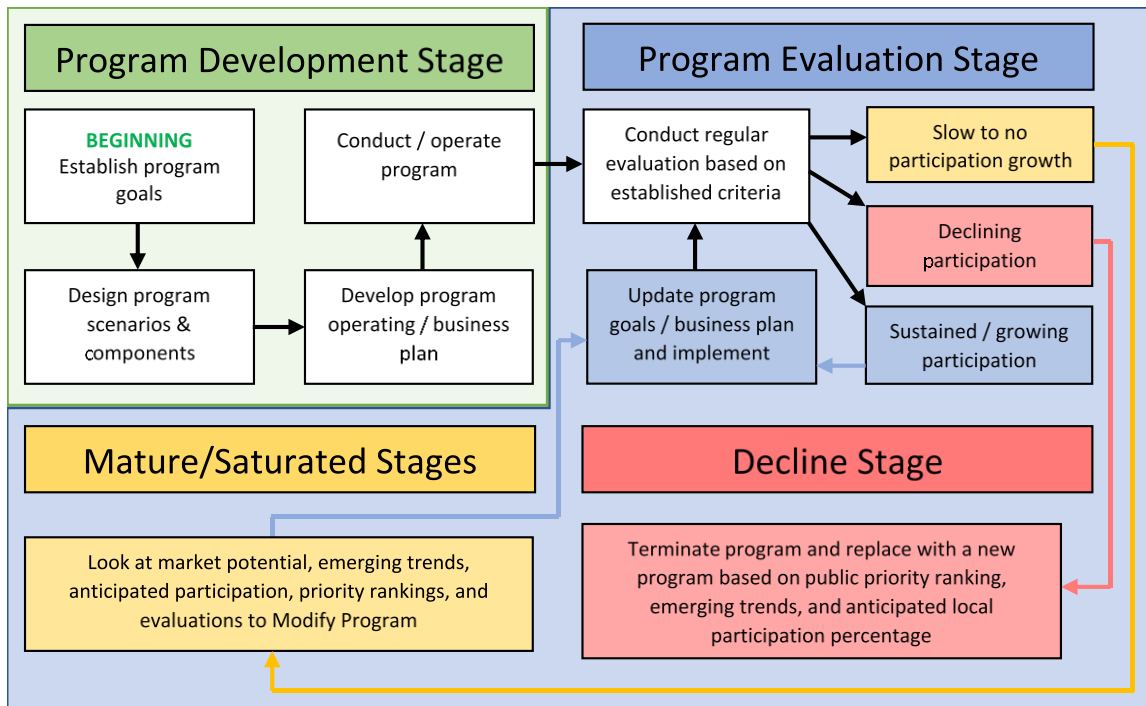
PROGRAM DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas 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 demographics, recreational trends, and community input should be factors that lead to program decision-making.

3.5.8 PROGRAM EVALUATION LIFECYCLE

Using the Age Segment and Lifecycle Analyses, in addition to other established criteria, staff should evaluate programs on an annual basis to determine the program mix. This can be incorporated into the Program Operating/Business Plan process. The diagram below illustrates the Program Evaluation Lifecycle Matrix.

During the Program Development Stage, program staff should establish program goals, design program scenarios/components, and develop the program operating/business plan. After the initial implementation, programs then undergo the Program Evaluation Stage. Here, regular evaluations are conducted to determine the future of the program. If participation levels are still growing, the Department should continue to provide the program. When participation growth is slow to no growth, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should consider terminating the program and replacing it with a new program based on the public's priority rankings, recreational trends, and anticipated local participation.





3.5.9 MARKETING AND PROMOTION RECOMMENDATIONS

The strategic marketing plan for the Department's parks, recreation, programs, services, and events should integrate with and complement the Agency's efforts in all areas of operations. Marketing efforts must build upon and integrate with supporting plans (E.g. master plan, comprehensive plan, capital improvements plan, financial plan) and directly coordinate with organization priorities. Every priority the Department has, needs a strategic communication component to it in order to stay ahead of misinformation. This requires an investment to achieve a better level of communication with the Village's customers. The following are potential opportunities to create an appropriate balance of resources to improve marketing and image:

- It is important ensure that future plans of the Department include marketing/messaging/communication of the plan, its goals, its priorities, and the implementation of them.
- Make marketing a priority by dedicating staff, resources, time, money to get out in front of operations proactively rather than reactively. Best practice for allocating funds for marketing investment is 3%-4% of Agency's overall budget (excluding salary dollars).
- Create college internships to help with the workload. There are three internship seasons a year, January - May, May - August, and August - December. Reach out to nearby colleges to get into their program and career centers. It cost students money to intern with you, so create a compensation package for them so they are focused on your agency and not how to pay for their internship.
- Build a branding style guide that clearly articulates the way Plain City does things for all aspects of external communication (i.e. logo, colors, fonts, size, emails, tone, language, social media, and customer service).
- Where there are gaps in expertise, contract out. For example, there are firms that can keep Plain City Parks and Recreation with up-to-date market research, build a baseline content calendar, and design templates to give the agency a jump start.
- Provide ongoing training and development for staff to learn and as refresher on marketing.
- Make sure marketing has a seat at the table for all key decision-making meetings. Allow them to ask thought-provoking questions in order to dive deeper into potential bad publicity and possible misinformation. This will help them develop talking points to minimize the spread of misinformation that could damage the good that the Department is doing. Make sure the talking points are distributed in advance of external actions being taken, so the right message is released at the beginning.
- The Department should be documenting the marketing decisions being made in order to track the key performance indicators (KPI) to ensure that the Department's objectives are being achieved.

3.5.10 PLAIN CITY PROGRAM NEEDS:

Municipalities, like Plain City, who serve a local recreation need for its population and surrounding residents require an ongoing needs assessment which should be completed every five-years. A needs assessment consist of a community survey taken by residents and visitor users on what types of programs, facilities, and services are most needed in Plain City.

Commonly offered Core Programs for residents throughout the year might include the following, even with limited resources:

- Youth sports for baseball, softball, soccer, flag football, basketball, and volleyball for recreational and/or competitive teams. These could include leagues, tournaments, and/or clinics.
- Summer aquatics programs that include open swim, swim lessons, family swim, and aquatic special events.
- Special events for holidays such as Memorial Day, 4th of July, Labor Day, and Christmas as well as specialty events like car shows, and fairs. Special events like these typically include activities such as parades, fireworks, music, food, and entertainment.
- Senior programs for active seniors could potentially include group fitness, pickleball, walking clubs, site seeing, educational trips, and holiday dances.
- Fitness programs such as yoga in the park, and running/walking competitive events (E.g. 5k, color run, mud run, etc.).
- Performing art programs like art shows, theater, and dance classes.





3.6 PRIORITIZED PARK AND FACILITY / PROGRAM PRIORITY RANKINGS

3.6.1 METHODOLOGY

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by the Village of Plain City Parks and Recreation Department.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the Community Survey (Electronic), which asked residents to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained throughout the community input process and demographics and trends analysis.

A weighted scoring system was utilized to determine the priorities for parks and recreation facilities/amenities and recreation programs. This scoring system considers the following:

- Community Survey (Electronic)
 - Unmet needs for facilities and recreation programs - This is used as a factor from the total number of households mentioning whether they have a need for a particular facility/program. Survey participants were asked to identify this for 25 different facilities/ amenities and 19 recreation programs.
 - Importance ranking for facilities - This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs for their household.
- Consultant Evaluation
 - Factor derived from the consultant's evaluation of program and facility priority based on survey results, demographics, trends and overall community input.

The weighted scores were as follows:

- 60% from the electronic community survey results.
- 40% from consultant evaluation using demographic and trends data, community focus groups/public meeting feedback, and levels of service.

These weighted scores were then summed to provide an overall score and priority ranking for the system as a whole. The results of the priority ranking were tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

The combined total of the weighted scores for Community Survey Unmet Needs, Community Survey Importance, and Consultant Evaluation is the total score based on which the Facility/Amenity and Program Priority is determined.

3.6.2 FACILITY/AMENITY PRIORITY RANKINGS

As seen below, Walking and biking fitness trails, Greenspace and natural areas, Nature center and trails, Recreation center, and Playground equipment rank as the top five highest facility/amenity priorities in Plain City.

Facility/Amenity Priority Rankings	Overall Ranking
Walking and biking trails	1
Greenspace and natural areas	2
Nature center and trails	3
Recreation center	4
Playground equipment	5
Small neighborhood parks	6
Indoor fitness and exercise facilities	7
Large community parks	8
Amphitheater/outdoor entertainment area	9
Indoor swimming pools/leisure pool	10
Indoor running/walking track	11
Spray-pad	12
Off-leash dog park	13
Youth baseball fields	14
Outdoor basketball courts	15
Indoor lap lanes for exercise swimming	16
Indoor basketball/volleyball courts	17
Youth softball fields	18
Youth soccer fields	19
Outdoor tennis courts	20
Disc golf	21
Youth football fields	22
Adult softball fields	23
Skateboarding park	24
Lacrosse fields	25



3.6.3 RECREATION PROGRAM PRIORITY RANKINGS

The table below has Community special events, Adult fitness and wellness programs, Youth sports programs, Nature programs and exhibits, and Youth Learn to Swim programs rounding out the top five highest program priorities in Plain City.

Recreation Program Priority Rankings	Overall Ranking
Community special events	1
Adult fitness and wellness programs	2
Youth sports programs	3
Nature programs and exhibits	4
Youth Learn to Swim programs	5
Youth summer camp programs	6
Before and after school programs	7
Water fitness programs	8
Youth fitness and wellness programs	9
Outdoor challenge programs	10
Senior programs	11
Adult sports programs	12
Youth art, dance, performing arts	13
Gymnastics and tumbling programs	14
Tennis lessons and leagues	15
Programs for people with disabilities	16
Adult art, dance, performing arts	17
Cycling programs	18
Martial arts programs	19

3.7 CAPITAL IMPROVEMENT PLAN

This capital improvement plan reflects community needs identified in the staff and stakeholder meetings, the public input process, household survey, demographics, prioritized facility and program needs analysis, and physical analysis. The capital improvement plan focuses on two specific types of capital costs: new parks and recreation facilities needed to satisfy recommended Levels of Service; and renovation or improvements to existing parks and facilities. All cost estimates provided here are based on 2019 costs.

In addition to providing information associated with the budgetary capital costs, this plan also provides priorities based on the online community survey results and from consultant evaluation using demographics and trend data, community focus groups, and public meetings. For this reason, action items have been placed in order from highest priority to lowest based on the Priority Rankings found in section 3.7.

3.7.1 ACTION PLAN – FACILITIES/AMENITIES COST SUMMARY

Note: Cost data was derived by average market prices determined during the development of this Master Plan. Prices may vary due to local market conditions.

Plain City CIP - Estimated Costs				2019
Existing Park Improvements				
Pastime Park				\$ 1,542,000
1	Complete/pave walking trail	1 LS		\$ 200,000
2	Replace play equipment (north playground)	1 LS	-	\$ 175,000
3	Replace play equipment (south playground)	1 LS	-	\$ 100,000
4	Reroof south shelter/park office	1 LS	-	\$ 15,000
5	Replace medium size shelter	1 LS	-	\$ 30,000
6	Pour concrete slab for large shelter	1 LS		\$ 12,000
7	Resurface basketball courts	2 COURT	10,000.00	\$ 20,000
8	Add correct sand to volleyball courts	1 LS	-	\$ 20,000
9	Youth building re-hab	1 LS	-	\$ 20,000
10	Restore park office	1 LS	-	\$ 30,000
11	Add lighting to pool facility (safety issue)	1 LS	-	\$ 5,000
12	Upgrade trash can receptacles	1 LS	-	\$ 5,000
13	Electronic park sign	1 LS	-	\$ 25,000
14	Paint exterior of pool facilities	1 LS	-	\$ 30,000
15	Computers for pool/park	1 LS	-	\$ 5,000
16	Repair horse barn OR Tear down horse barn/replace with new storage building	1 LS		\$ 100,000
17	Add restroom facilities to south end of park	1 LS		\$ 120,000
18	Add concrete and umbrellas to side yard of pool	1 LS		\$ 80,000
19	Expand pool/volleyball parking lot	1 LS		\$ 200,000
20	Fencing for park	1 LS		\$ 100,000
21	Pave park roads	1 LS		\$ 250,000



Department of Parks & Recreation

LEVEL OF SERVICE NEEDS - Population 7,000				TOTAL	\$ 14,670,000
1	Paved Trails	2 MILES	\$ 500,000	\$ 1,000,000	
2	Unpaved Trails	1 MILES	\$ 250,000	\$ 250,000	
3	Indoor Recreation Space	14,000 SF	\$ 300	\$ 4,200,000	
4	Playground	1 LS		\$ 220,000	
5	Neighborhood Parks	14 AC	\$ 120,000	\$ 1,680,000	
6	Community Parks	26 AC	\$ 240,000	\$ 6,240,000	
7	Shelter	1 LS		\$ 30,000	
8	Dog Park	1 LS		\$ 20,000	
9	Basketball Courts	1 COURT	\$ 50,000	\$ 50,000	
10	Multi-Use Field w/ parking and restroom	2 FIELD	\$ 400,000	\$ 800,000	
11	Tennis Court	2 COURT	\$ 60,000	\$ 120,000	
12	Pickleball Court	2 COURT	\$ 30,000	\$ 60,000	
TOTAL COST					\$ 16,212,000

CHAPTER FOUR - STRATEGIC ACTION PLAN

4.1 FUNDING AND REVENUE STRATEGIES

The following sources are financial options for the community of Plain City to consider in identifying funds to support the recommendations outlined in the Master Plan. Some of these funding sources may already be in use. Conversely, some may not have precedence in the state of Ohio, but could be pursued through legislative means should the community see the value in accessing these funding sources. Regardless, this list is intended to serve as a resource to fit a variety of project-, operational-, or partner-specific initiatives as well as provide inspiration in considering other strategies beyond these suggestions.

4.1.1 REVENUE AND FUNDING OPTIONS TO CONSIDER FOR GREENWAYS AND TRAILS

The greenway funding opportunities cited below are applicable to organizations and agencies throughout the U.S. that are seeking funding that include the Village of Plain City. The most common method for funding greenways is to combine local, public sector, and private sector funds with funds from state, federal, and additional private-sector sources. Many communities involved with greenway implementation are choosing to leverage local money as a match for outside funding sources, in essence multiplying their resources.

Local advocates and Village staff should pursue a variety of funding sources for land acquisition and greenway construction as well as funding opportunities for operations and maintenance costs. A greenway program that relies on limited funding sources may one day come to a grinding halt should these sources dry up. The following list of sources is divided into:

LOCAL AND STATE FUNDING SOURCES

Land Leases: Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land lease look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions and small restaurants, ice cream shops, bicycle shops, farmers markets, and small local businesses. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

Tax Increment Financing (TIF Funds): The concept behind the tax increment financing is that taxes in a designated area are frozen and the redevelopment that occurs in the blighted, conservation, or economic development area will increase the assessed valuation of the property and generate new property tax revenues. The increase can be used on an annual basis to retire revenue bonds issued to finance redevelopment costs. A great deal of development is required to generate sufficient revenues to make this funding source work.

Sale of Development Rights below the Ground: Some public agencies have sold their development rights next to greenways below ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis. This has occurred in King County, Washington.

Special Recognition License Tag: In Indianapolis, IN, the Greenways Foundation has a special Greenways designation car tag that provides income to the Greenways Foundation to provide matching grant monies for the City of Indianapolis greenways program. The tag provides \$45 per tag sold back to the foundation.

Greenway Foundations: Greenway Foundations have been developing across the United States over the last 15-years to support greenway matching monies for cities and counties. Greenway Foundations raise money for capital improvements and operational costs.



Floodway Funding Sources: Many cities and counties have used floodway funding sources to support development and operations of greenways. This funding source is used extensively in Houston, TX and in Cleveland, OH.

Greenway Trust Fund: Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants, and gifts.

Greenway Fundraising Programs: Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets \$2-\$5 per participant who participates in the events to go back to support the operations and maintenance costs.

Greenways Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenways corridors. These groups raise needed money for designated greenways for capital and operations costs.

Local Private-Sector Funding: Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment
- Donations of services by large corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development

Adopt-A-Foot Program: These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is similar to adopt a mile of highway program. Citizens are encouraged to purchase an engraved foot plaque that is displayed along the trail system. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.

State Cities of Transportation: Many states are the local administrators of federal funding from the Transportation Equity Act for the 21st Century (TEA-21) - see more info under Federal Funding Sources.

Community Development Block Grants: Through its State CDBG Program, the U.S. City of Housing and Urban Development (HUD) provides States with annual direct grants, which they in turn award to smaller communities and rural areas for use in revitalizing neighborhoods, expanding affordable housing and economic opportunities, and/or improving community facilities and services, especially in low to moderate income areas.

Safe-Routes to Schools Program: The federal government provides safe-routes to school funding for greenways to promote youth walking to school. Grants are 100% federally funded.

State Water Management Funds: Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include: purchase critical strips of land along rivers and streams for protection which could then also be used for greenways; develop educational materials, displays; or for storm water management.

NatureWorks: The NatureWorks grant program provides up to 75% reimbursement assistance for local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas.

Clean Ohio Trails Fund: Local governments, park and joint recreation districts, conservancy districts, soil and water conservation districts, and non-profit organizations are eligible. The Clean Ohio Trails Fund works to improve outdoor recreational opportunities for Ohioans by funding trails for outdoor pursuits of all kinds. Up to 75% matching State of Ohio funds are reimbursed under Clean Ohio Trails Fund. All projects must be completed within 15-months from the date that they are signed into contract. Eligible projects include: land acquisition for a trail, trail development, trailhead facilities, engineering, and design.

Recreational Trails Program: Cities, villages, counties, townships, special districts, state and federal agencies, and nonprofit organizations in Ohio are eligible. Up to 80% matching federal funds is reimbursed. Eligible projects include development of urban trail linkages, trail head and trailside facilities; maintenance of existing trails; restoration of trail areas damaged by usage; improving access for people with disabilities; acquisition of easements and property; development and construction of new trails; purchase and lease of recreational trail construction and maintenance equipment; environment and safety education programs related to trails.

VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

Greenway Sponsors: A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Volunteer Work: Community volunteers may help with greenway construction, as well as conduct fundraisers. Organizations which might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

Estate Donations: Wills, estates and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the greenway system.



FEDERAL GOVERNMENT FUNDING SOURCES

Some Federal programs offer financial aid for projects that aim to improve community infrastructure, transportation, and housing and recreation programs. Some of the Federal programs that can be used to support the development of greenway systems include:

The Transportation Equity Act for the 21st Century (TEA-21): The primary source of federal funding for greenways is through the Transportation Equity Act for the 21st Century (TEA-21). There are many sections of the Act that support the development of bicycle and pedestrian transportation corridors.

Transportation Alternatives Program (Formerly Transportation Enhancement Program): The Transportation Alternatives Program (TAP) can be used to expand travel choice, strengthen the local economy, improve the quality of life, and protect the environment. The program provides federal funds for projects that advance non-motorized transportation and recreational facilities, included historic transportation preservation. Transportation Alternatives may fund 80% of eligible costs for construction and/or eligible acquisition activities. Toll Revenue Credit may be available to cover up to 15% of the required 20% local match. Eligible projects may include: bicycle & pedestrian facilities, safe routes for non-drivers, conversion and use of abandoned railroad corridors, construction of turnouts, overlooks and viewing areas, environmental mitigation, and preservation of historic transportation facilities and archaeological sites.

Land and Water Conservation Fund (LWCF) Grants: The Land and Water Conservation Fund (LWCF) grant program provides up to 50% reimbursement assistance for state and local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas. Funding is issued to the state and it is at the state's discretion how much of that funding will be made available for local government. Since the Land and Water Conservation Fund grant program became effective, the State of Ohio has received over \$150 million. The applicant must own the property being developed or rehabilitated. Unless leased from the federal government or another political subdivision for a 25-year term (not revocable at will), leased property is ineligible

More info can be found here: <http://realestate.ohiodnr.gov/outdoor-recreation-facility-grants>

Conservation Reserve Program: The U. S. City of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15-year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways, along bodies of water and ridgelines.

Wetlands Reserve Program: The U.S. City of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or non-profit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50% local match for public recreation, and fish and wildlife projects.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along Village streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or City, and an urban forestry-management plan.

Small Business Tree-Planting Program: The Small Business Administration provides small grants of up to \$10,000 to purchase trees for planting along streets and within parks or greenways. Grants are used to develop contracts with local businesses for the plantings.

Economic Development Grants for Public Works and Development of Facilities: The US City of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where federal contribution can reach 80%.

National Recreational Trails Program: These grants are available to government and non-profit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program, with an application deadline at the end of January. The available funds are split such that 30% goes towards motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals, and non-profit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50% local contribution. Agencies can receive up to \$50,000.

Community Forest and Open Space Program: Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.



GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited greenway funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

American Greenways Eastman Kodak Awards: The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2,000) to stimulate the planning, design, and development of greenways.

REI Environmental Grants: Recreational Equipment Incorporated awards grants to non-profit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people
- Better utilize or preserve natural resources for recreation
- Increase access to outdoor activities
- Encourage involvement in muscle-powered recreation
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources

Coors Pure Water 2000 Grants: Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional, and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation, and fisheries.

World Wildlife Fund Innovative Grants Program: This organization awards small grants to local, regional, and statewide non-profit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and/or (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

Bikes Belong: Bikes Belong Coalition is sponsored by members of the American Bicycle Industry. The grant program is a national discretionary program with a small budget, to help communities build TEA-21-funded projects. They like to fund high-profile projects and like regional coalitions. An application must be supported by the local bicycle dealers (letters of support should be attached). Bikes Belong also offers advice and information on how to get more people on bikes. Government and non-profit agencies are eligible and no match is required. The maximum amount for a grant proposal is \$10,000. Applications may be submitted at any time and are reviewed as they are received.

Wal-Mart Foundation: This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

4.1.2 PARKS & RECREATION FUNDING SOURCES THAT FUND OPERATIONAL AND CAPITAL COSTS

The following funding sources can provide revenue opportunities for the Village, but it will take a dedicated staff person to investigate and pursue the source and manage for the future. The following are funding sources that can be developed for the Village.

Redevelopment Money: Redevelopment money from the County or the State to promote economic development in the area. Redevelopment agencies are typically located as part of cities and counties in most states.

Bed Tax (transient occupancy tax): A Bed Tax (transient occupancy tax) is money from hotels and motels in the Village who would directly benefit from the attractions or special events held at the Village's park sites. Counties usually manage this funding source, which would require the County to support the funding source. This could be one or two percent added to the existing bed tax to support the development of a specific facility or park.

Local, Regional, or National Foundations: Many communities have turned to the local, regional, and national foundations in their area to support the development of an element of the park system.

Park Income Tax Issue or Levy: This would require local residents to vote on an additional income tax issue or property tax levy to develop or enhance existing and new parks.

Lease Back Option: The agency would enter into a lease back option with a private finance company to provide the financing for the project. The agency, along with their partners, would agree to pay the development costs back over a 30-year period from the revenues earned from the site or from general fund dollars dedicated to the project.

Partnership Development Agreement: Each partner would develop their respective facilities based on set design guidelines with the Village managing all the site elements. Partners would work collectively to promote the site as a whole versus individual amenities. This process was successful for Papago Park, located in the City of Phoenix, AZ. The site included a Major League Spring Training facility and Minor League Baseball Complex, Zoo, Botanical Gardens, History Museum, and other attractions on site.

Naming Rights: Private fundraising could be developed to fund a portion or all of it through naming rights for a park site and through individual amenity naming rights. Naming rights are calculated by the number of impression points by visitors to the site. A park could raise 20%-30% of the development costs from naming rights. Individual naming rights could support the development of sports fields, a dog park, skate park, ice rink, BMX track, winter sports area, children's play area, hockey rink, and golf course.

Community Facilities Grant and Loan Program: This source is established to assist communities with grant and loan funding for the expansion, renovation, and/or remodeling of former school facilities and/or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, child care, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to \$250,000 are 10% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

American Hiking Society: Fund on a national basis for promoting and protecting foot trails and the hiking experience.



The Helen R. Buck Foundation: This foundation provides funding for playground equipment and recreational activities.

Deupree Family Foundation: The Deupree Family Foundation provides grants for Recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports: building/renovation, equipment, general/operating support, program development and seed money.

4.1.3 OPERATIONAL FUNDING COSTS OPPORTUNITIES

The Village has a variety of revenue sources to draw from to support operational and management costs, including long term capital replacement costs. The following are funding options to consider with regard to operations of the system:

User fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Village of Plain City 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 Village of Plain City. 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.

Concessions: Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could be expected.

Parking Fees: During major tournaments, the Village could charge a \$5 parking fee for parking in the park lot.

Field Permits: The Village can issue field permits for practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the Village should provide a permit fee plus a percentage of gross sales the event for the exclusive use of the fields.

Admission Fee: An admission fee to an event in a park can be utilized.

Walking and Running Event Fees: Fees for walking and running events in the parks can be assessed for to cover safety staff managing the event.

Food and Equipment Sponsors: Official drink and food sponsors can be utilized for the Village. Each official drink and food sponsor pays back to the Village a set percentage of gross revenues. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise, official equipment sponsors work well for trucks, mowers, and tractors.

Advertising Revenue: Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trash cans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms.

Wi-Fi Revenue: The Village can set up Wi-Fi areas whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site.

Cell Tower: Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if a cell tower can be placed in the park.

Program Fees: Program Fees to support existing programs can be employed in the form of lessons, clinics, camps, life skill programs, and wellness and fitness. These types of programs help support the operations of the park and recreation system as a whole.

Special Event Sponsors: Special Events provide a great venue for event sponsors as it applies to a concert, stage, or entertainment.

Capital Improvement Fee: A Capital Improvement Fee on all programs and events can be added. A fee of \$2-\$3 on each person who participates in a class, event, or program can be incorporated into the total cost of the program or event. This fee can then be used 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.

Room Reservations: Rental of rooms in the parks system can provide operational revenues. Revenue from these amenities typically range from \$200 to \$500 a day for exclusive rental reservations.

Volunteerism: This revenue source is indirect in that volunteers donate time to the Village to assist in providing a product or service on an hourly basis. This reduces the Village's cost in providing the service plus it builds advocacy for the Village.

Special Fundraiser: Many agencies hold special fundraisers on an annual basis to help cover the cost of specific programs and capital projects. The funds can be dedicated to a specific facility or the Village as a whole.

Catering: The City has many sites, such as Partners Park, that set up well to have high, medium and low-level caterers on contract that groups can use. Caterers usually provide the parks with a fixed gross rate on food and beverage at 12%-15% of the cost of food and 18% of drink back to the City.

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.

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 measurable 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.

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.



Department of Parks & Recreation

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.

4.2 VISION, MISSION, AND GOALS

4.2.1 VISION: WHAT WE WANT TO BE KNOWN FOR

“To enhance the quality of life in Plain City through the development and enhancement of parks and recreation facilities, programs and services that further its economic development goals to create a community of choice to live, work and play now and for future generations.”

4.2.2 MISSION: HOW WE PLAN TO GET THERE

“To maximize all available resources in providing beautiful parks, recreation facilities and quality programs to the Plain City community that enhance residents' health and promote economic vitality for long-term sustainability.”

4.2.3 CORE VALUES

- **Inclusion:** We embrace different ways of thinking to ensure we help build a community for everyone through parks and recreation services.
- **Growth:** We challenge ourselves to have a bigger impact on the community.
- **Integrity:** We strive to build the respect and trust of the community through effective parks, programs, facilities and services.
- **Relationships:** We build relationships to connect with our community that can help us achieve our vision and mission.
- **Wellness:** We improve our well-being so we can create opportunities for community members to live a healthy lifestyle.

4.2.4 PILLARS TO BUILD ON

- **Sustainability:** We will be fiscally responsible and stewards of entrusted funds and always look for ways to reduce any dependence on tax dollars where possible.
- **Placemaking:** We will create great park spaces and experiences that inspire our community to take pride in their parks and use them.
- **Health, Wellness:** We will build health and wellness opportunities into our park design and the programs we deliver to create a healthy community of users.
- **Conservation:** We will respect our natural lands and preserve the value of our flora and fauna in our parks.
- **Performance excellence:** We will focus on measurable outcomes to demonstrate efficiency and effectiveness in our work.
- **Outstanding Customer Service:** We will treat all customers with respect and provide the best experience as possible.
- **Creativity and Innovation:** We will seek to be creative and innovative in our work to maximize the resources we have.
- **Accountability and Integrity:** We will hold ourselves to the highest standard of accountability and integrity in everything we do.



4.2.5 OUR BIG MOVES TO IMPLEMENT: KEY AREAS OF FOCUS IN THIS PLANNING PERIOD

- Develop a connected trail system.
- Develop a new community park in the Village.
- Develop neighborhood parks (2) throughout the community.
- Enhance/update existing facilities including Aquatic Center and Youth Building.
- Create a dedicated funding source for park land acquisition and development.
- Find new funding sources to help move the park and recreation system forward.
- Improve existing Infrastructure to make all parks and recreation facilities safe, attractive and programable.

4.3 STRATEGIC ACTION PLAN

It is important to note, the following strategies, tactics, and performance measures are recommendations developed for the Parks and Recreation Master Plan. These recommendations will require optimal funding, staffing levels, and support with the understanding that limited resources may hinder implementation.

4.3.1 FOCUS AREA: PARKS & TRAILS

Goal: Develop and maintain quality parks and trails to create experiences for people of all ages in an equitable manner throughout the community to achieve 10 acres of parkland per 1,000 residents over the next ten years.

Strategy 1: Continue to develop a connected trail system that links the neighborhoods in Plain City so that it allows all residents to be able to access a park or trail within a 10-minute walk or within a half mile.

Strategy 2: Seek to acquire parkland on the south side of Plain City for a community park to give residents a quality community park in that area of the Village.

Strategy 3: Seek to acquire parkland or require developers to dedicate park land within new developments for neighborhood parks to give residents a walkable quality park experience.

Strategy 4: Partner and develop with Plain City Schools a recreation facility plan to meet community recreation needs of the Village residents and School District for the next ten years.

4.3.2 FOCUS AREA: FACILITIES

Goal: Enhance/update existing facilities including the Aquatic Center, Campgrounds, and Youth Building so residents and non-residents can access and utilize these facilities at a higher rate.

Strategy 1: Enhance Aquatic Center experience by adding safety features, increasing parking, and expanding amenities.

Strategy 2: Rehab existing Youth Building to better meet needs of users.

Strategy 3: Develop a campground Plan to enhance capacity and utilization.

4.3.3 FOCUS AREA: PROGRAMS

Goal: Develop and implement creative park and recreation programs that target all residents in the Village to maximize the community's appreciation for quality park and recreation experiences.

Strategy 1: Continue to build on existing program offered while focusing on creating new Core Program Areas including: special events and arts programs, fitness/wellness, youth sports, and senior programs across the Village.

Strategy 2: Partner with local health and wellness providers to provide fitness programs in parks and at nearby fitness centers.

Strategy 3: Improve park maintenance

4.3.4 FOCUS AREA: FINANCE

Goal: Seek dedicated funding sources to support parks and recreation in Plain City Parks for the next ten years.

Strategy 1: Create resilient, diverse, stable and predictable funding and earned income strategies for the next ten years for Plain City Parks.

Strategy 2: Identify new partners who can help bring capital and operating dollars to a program or recreation facility on the front end of a project.

4.3.5 FOCUS AREA: STAFFING

Goal: Hire and retain additional staff to assist in delivering quality parks, recreation facilities, and programs in the Village that demonstrate the best of public services.

Strategy 1: Create an innovative, efficient and effective organizational structure that is responsive to changing community needs.

Strategy 2: Recruit and retain qualified recreation program and facility management staff and invest in continued training and support.

Strategy 3: Develop a strong volunteer corps of community members to help deliver programs and events in the Village.

4.3.6 FOCUS AREA: MARKETING & COMMUNICATION

Goal: Create a Marketing and Communication Plan to drive the Department's marketing initiative and improve awareness of existing offerings.

Strategy 1: Create an online registration platform for residents to enroll in programs.

Strategy 2: Recruit a qualified volunteer/intern to oversee marketing efforts.



CHAPTER FIVE - APPENDIX

5.1 APPENDIX A- CORE VS. CASUAL PARTICIPATION TRENDS

5.1.1 GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Golf (9 or 18-Hole Course)	24,720	100%	23,829	100%	N/A	100%	N/A	N/A
Basketball	23,669	100%	23,401	100%	24,225	100%	2.3%	3.5%
<i>Casual (1-12 times)</i>	6,998	30%	8,546	37%	9,335	39%	33.4%	9.2%
<i>Core(13+ times)</i>	16,671	70%	14,856	63%	14,890	61%	-10.7%	0.2%
Tennis	17,678	100%	17,683	100%	17,841	100%	0.9%	0.9%
Baseball	13,284	100%	15,642	100%	15,877	100%	19.5%	1.5%
<i>Casual (1-12 times)</i>	4,201	32%	6,405	41%	6,563	41%	56.2%	2.5%
<i>Core (13+ times)</i>	9,083	68%	9,238	59%	9,314	59%	2.5%	0.8%
Soccer (Outdoor)	12,726	100%	11,924	100%	11,405	100%	-10.4%	-4.4%
<i>Casual (1-25 times)</i>	6,532	51%	6,665	56%	6,430	56%	-1.6%	-3.5%
<i>Core (26+ times)</i>	6,194	49%	5,259	44%	4,975	44%	-19.7%	-5.4%
Softball (Slow Pitch)	6,868	100%	7,283	100%	7,386	100%	7.5%	1.4%
<i>Casual (1-12 times)</i>	2,685	39%	3,060	42%	3,281	44%	22.2%	7.2%
<i>Core(13+ times)</i>	4,183	61%	4,223	58%	4,105	56%	-1.9%	-2.8%
Badminton	7,150	100%	6,430	100%	6,337	100%	-11.4%	-1.4%
<i>Casual (1-12 times)</i>	4,834	68%	4,564	71%	4,555	72%	-5.8%	-0.2%
<i>Core(13+ times)</i>	2,316	32%	1,867	29%	1,782	28%	-23.1%	-4.6%
Volleyball (Court)	6,433	100%	6,317	100%	6,317	100%	-1.8%	0.0%
<i>Casual (1-12 times)</i>	2,715	42%	2,939	47%	2,867	45%	5.6%	-2.4%
<i>Core(13+ times)</i>	3,718	58%	3,378	53%	3,450	55%	-7.2%	2.1%
Football, Flag	5,610	100%	6,551	100%	6,572	100%	17.1%	0.3%
<i>Casual (1-12 times)</i>	2,813	50%	3,572	55%	3,573	54%	27.0%	0.0%
<i>Core(13+ times)</i>	2,797	50%	2,979	45%	2,999	46%	7.2%	0.7%
<i>Core Age 6 to 17 (13+ times)</i>	1,363	50%	1,565	55%	1,578	54%	15.8%	0.8%
Football, Touch	7,140	100%	5,629	100%	5,517	100%	-22.7%	-2.0%
<i>Casual (1-12 times)</i>	3,952	55%	3,332	59%	3,313	60%	-16.2%	-0.6%
<i>Core(13+ times)</i>	3,188	45%	2,297	41%	2,204	40%	-30.9%	-4.0%
Volleyball (Sand/Beach)	4,769	100%	4,947	100%	4,770	100%	0.0%	-3.6%
<i>Casual (1-12 times)</i>	3,261	68%	3,544	72%	3,261	68%	0.0%	-8.0%
<i>Core(13+ times)</i>	1,509	32%	1,403	28%	1,509	32%	0.0%	7.6%
Football, Tackle	6,165	100%	5,224	100%	5,157	100%	-16.4%	-1.3%
<i>Casual (1-25 times)</i>	2,601	42%	2,145	41%	2,258	44%	-13.2%	5.3%
<i>Core(26+ times)</i>	3,564	58%	3,078	59%	2,898	56%	-18.7%	-5.8%
<i>Core Age 6 to 17 (26+ times)</i>	2,586	42%	2,427	41%	2,353	44%	-9.0%	-3.0%
Gymnastics	4,972	100%	4,805	100%	4,770	100%	-4.1%	-0.7%
<i>Casual (1-49 times)</i>	3,209	65%	3,139	65%	3,047	64%	-5.0%	-2.9%
<i>Core(50+ times)</i>	1,763	35%	1,666	35%	1,723	36%	-2.3%	3.4%
Soccer (Indoor)	4,803	100%	5,399	100%	5,233	100%	9.0%	-3.1%
<i>Casual (1-12 times)</i>	1,967	41%	2,657	49%	2,452	47%	24.7%	-7.7%
<i>Core(13+ times)</i>	2,836	59%	2,742	51%	2,782	53%	-1.9%	1.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

5.1.2 GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Track and Field	4,071	100%	4,161	100%	4,143	100%	1.8%	-0.4%
Casual (1-25 times)	1,808	44%	2,040	49%	2,071	50%	14.5%	1.5%
Core(26+ times)	2,263	56%	2,121	51%	2,072	50%	-8.4%	-2.3%
Cheerleading	3,235	100%	3,816	100%	3,841	100%	18.7%	0.7%
Casual (1-25 times)	1,669	52%	2,164	57%	2,039	53%	22.2%	-5.8%
Core(26+ times)	1,566	48%	1,653	43%	1,802	47%	15.1%	9.0%
Ultimate Frisbee	5,077	100%	3,126	100%	2,710	100%	-46.6%	-13.3%
Casual (1-12 times)	3,715	73%	2,270	73%	1,852	68%	-50.1%	-18.4%
Core(13+ times)	1,363	27%	856	27%	858	32%	-37.1%	0.2%
Racquetball	3,824	100%	3,526	100%	3,480	100%	-9.0%	-1.3%
Casual (1-12 times)	2,569	67%	2,451	70%	2,407	69%	-6.3%	-1.8%
Core(13+ times)	1,255	33%	1,075	30%	1,073	31%	-14.5%	-0.2%
Pickleball	N/A	100%	3,132	100%	3,301	100%	N/A	5.4%
Ice Hockey	2,393	100%	2,544	100%	2,447	100%	2.3%	-3.8%
Casual (1-12 times)	1,093	46%	1,227	48%	1,105	45%	1.1%	-9.9%
Core(13+ times)	1,300	54%	1,317	52%	1,342	55%	3.2%	1.9%
Softball (Fast Pitch)	2,498	100%	2,309	100%	2,303	100%	-7.8%	-0.3%
Casual (1-25 times)	1,117	45%	1,077	47%	1,084	47%	-3.0%	0.6%
Core(26+ times)	1,381	55%	1,232	53%	1,219	53%	-11.7%	-1.1%
Lacrosse	1,813	100%	2,171	100%	2,098	100%	15.7%	-3.4%
Casual (1-12 times)	914	50%	1,142	53%	1,036	49%	13.3%	-9.3%
Core(13+ times)	899	50%	1,030	47%	1,061	51%	18.0%	3.0%
Roller Hockey	1,298	100%	1,834	100%	1,734	100%	33.6%	-5.5%
Casual (1-12 times)	841	65%	1,419	77%	1,296	75%	54.1%	-8.7%
Core(13+ times)	457	35%	415	23%	437	25%	-4.4%	5.3%
Wrestling	1,829	100%	1,896	100%	1,908	100%	4.3%	0.6%
Casual (1-25 times)	948	52%	1,179	62%	1,160	61%	22.4%	-1.6%
Core(26+ times)	881	48%	717	38%	748	39%	-15.1%	4.3%
Rugby	1,183	100%	1,621	100%	1,560	100%	31.9%	-3.8%
Casual (1-7 times)	756	64%	1,097	68%	998	64%	32.0%	-9.0%
Core(8+ times)	427	36%	524	32%	562	36%	31.6%	7.3%
Squash	1,414	100%	1,492	100%	1,285	100%	-9.1%	-13.9%
Casual (1-7 times)	1,082	77%	1,044	70%	796	62%	-26.4%	-23.8%
Core(8+ times)	332	23%	447	30%	489	38%	47.3%	9.4%
Field Hockey		100%	1,596	100%		100%	#DIV/0!	-100.0%
Casual (1-7 times)		#DIV/0!	897	56%		#DIV/0!	#DIV/0!	-100.0%
Core(8+ times)		#DIV/0!	700	44%		#DIV/0!	#DIV/0!	-100.0%
Boxing for Competition	1,134	100%	1,368	100%	1,310	100%	15.5%	-4.2%
Casual (1-12 times)	982	87%	1,168	85%	1,118	85%	13.8%	-4.3%
Core(13+ times)	152	13%	199	15%	192	15%	26.3%	-3.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



Department of Parks & Recreation

5.1.3 GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	117,351	100%	110,805	100%	111,001	100%	-5.4%	0.2%
<i>Casual (1-49 times)</i>	37,538	32%	35,326	32%	36,139	33%	-3.7%	2.3%
<i>Core(50+ times)</i>	79,813	68%	75,479	68%	74,862	67%	-6.2%	-0.8%
Treadmill	48,166	100%	52,966	100%	53,737	100%	11.6%	1.5%
<i>Casual (1-49 times)</i>	21,747	45%	24,444	46%	25,826	48%	18.8%	5.7%
<i>Core(50+ times)</i>	26,419	55%	28,523	54%	27,911	52%	5.6%	-2.1%
Free Weights (Dumbbells/Hand Weights)	58,267	100%	52,217	100%	51,291	100%	-12.0%	-1.8%
<i>Casual (1-49 times)</i>	18,891	32%	18,866	36%	18,702	36%	-1.0%	-0.9%
<i>Core(50+ times)</i>	39,376	68%	33,351	64%	32,589	64%	-17.2%	-2.3%
Running/Jogging	54,188	100%	50,770	100%	49,459	100%	-8.7%	-2.6%
<i>Casual (1-49 times)</i>	24,345	45%	24,004	47%	24,399	49%	0.2%	1.6%
<i>Core(50+ times)</i>	29,843	55%	26,766	53%	25,061	51%	-16.0%	-6.4%
Stationary Cycling (Recumbent/Upright)	35,247	100%	36,035	100%	36,668	100%	4.0%	1.8%
<i>Casual (1-49 times)</i>	18,311	52%	18,447	51%	19,282	53%	5.3%	4.5%
<i>Core(50+ times)</i>	16,936	48%	17,588	49%	17,387	47%	2.7%	-1.1%
Weight/Resistant Machines	36,267	100%	36,291	100%	36,372	100%	0.3%	0.2%
<i>Casual (1-49 times)</i>	14,857	41%	14,496	40%	14,893	41%	0.2%	2.7%
<i>Core(50+ times)</i>	21,410	59%	21,795	60%	21,479	59%	0.3%	-1.4%
Stretching	N/A	N/A	33,195	100%	N/A	N/A	N/A	N/A
<i>Casual (1-49 times)</i>	N/A	N/A	10,095	30%	N/A	N/A	N/A	N/A
<i>Core(50+ times)</i>	N/A	N/A	23,100	70%	N/A	N/A	N/A	N/A
Elliptical Motion Trainer*	30,410	100%	32,283	100%	33,238	100%	9.3%	3.0%
<i>Casual (1-49 times)</i>	14,770	49%	15,854	49%	16,889	51%	14.3%	6.5%
<i>Core(50+ times)</i>	15,640	51%	16,430	51%	16,349	49%	4.5%	-0.5%
Free Weights (Barbells)	25,641	100%	27,444	100%	27,834	100%	8.6%	1.4%
<i>Casual (1-49 times)</i>	9,613	37%	10,868	40%	11,355	41%	18.1%	4.5%
<i>Core(50+ times)</i>	16,028	63%	16,576	60%	16,479	59%	2.8%	-0.6%
Yoga	24,310	100%	27,354	100%	28,745	100%	18.2%	5.1%
<i>Casual (1-49 times)</i>	14,129	58%	16,454	60%	17,553	61%	24.2%	6.7%
<i>Core(50+ times)</i>	10,182	42%	10,900	40%	11,193	39%	9.9%	2.7%
Calisthenics/Bodyweight Exercise	N/A	N/A	24,454	100%	24,183	100%	N/A	-1.1%
<i>Casual (1-49 times)</i>	N/A	N/A	10,095	41%	9,674	40%	N/A	-4.2%
<i>Core(50+ times)</i>	N/A	N/A	14,359	59%	14,509	60%	N/A	1.0%
Choreographed Exercise	N/A	N/A	22,616	100%	22,391	100%	N/A	-1.0%
<i>Casual (1-49 times)</i>	N/A	N/A	14,867	66%	14,503	65%	N/A	-2.4%
<i>Core(50+ times)</i>	N/A	N/A	7,748	34%	7,888	35%	N/A	1.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

*Cardio Cross Trainer is merged to Elliptical Motion Trainer

5.1.4 GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Aerobics (High Impact)	17,323	100%	21,476	100%	21,611	100%	24.8%	0.6%
Casual (1-49 times)	8,986	52%	12,105	56%	11,828	55%	31.6%	-2.3%
Core(50+ times)	8,337	48%	9,370	44%	9,783	45%	17.3%	4.4%
Stair Climbing Machine	12,642	100%	14,948	100%	15,025	100%	18.8%	0.5%
Casual (1-49 times)	7,365	58%	9,501	64%	9,643	64%	30.9%	1.5%
Core(50+ times)	5,277	42%	5,447	36%	5,382	36%	2.0%	-1.2%
Cross-Training Style Workout	N/A	100%	13,622	100%	13,338	100%	N/A	-2.1%
Casual (1-49 times)	N/A	N/A	6,890	51%	6,594	49%	N/A	-4.3%
Core(50+ times)	N/A	N/A	6,732	49%	6,744	51%	N/A	0.2%
Stationary Cycling (Group)	8,309	100%	9,409	100%	9,434	100%	13.5%	0.3%
Casual (1-49 times)	5,253	63%	6,023	64%	6,097	65%	16.1%	1.2%
Core(50+ times)	3,056	37%	3,386	36%	3,337	35%	9.2%	-1.4%
Pilates Training	8,069	100%	9,047	100%	9,084	100%	12.6%	0.4%
Casual (1-49 times)	4,782	59%	5,698	63%	5,845	64%	22.2%	2.6%
Core(50+ times)	3,287	41%	3,348	37%	3,238	36%	-1.5%	-3.3%
Trail Running	6,792	100%	9,149	100%	10,010	100%	47.4%	9.4%
Cardio Kickboxing	6,311	100%	6,693	100%	6,838	100%	8.4%	2.2%
Casual (1-49 times)	4,088	65%	4,671	70%	4,712	69%	15.3%	0.9%
Core(50+ times)	2,223	35%	2,022	30%	2,126	31%	-4.4%	5.1%
Boot Camp Style Training	6,911	100%	6,651	100%	6,695	100%	-3.1%	0.7%
Casual (1-49 times)	4,490	65%	4,637	70%	4,780	71%	6.5%	3.1%
Core(50+ times)	2,421	35%	2,014	30%	1,915	29%	-20.9%	-4.9%
Martial Arts	5,314	100%	5,838	100%	5,821	100%	9.5%	-0.3%
Casual (1-12 times)	1,533	29%	2,021	35%	1,991	34%	29.9%	-1.5%
Core(13+ times)	3,781	71%	3,816	65%	3,830	66%	1.3%	0.4%
Boxing for Fitness	5,251	100%	5,157	100%	5,166	100%	-1.6%	0.2%
Casual (1-12 times)	2,538	48%	2,738	53%	2,714	53%	6.9%	-0.9%
Core(13+ times)	2,713	52%	2,419	47%	2,452	47%	-9.6%	1.4%
Tai Chi	3,469	100%	3,787	100%	3,761	100%	8.4%	-0.7%
Casual (1-49 times)	2,019	58%	2,329	61%	2,360	63%	16.9%	1.3%
Core(50+ times)	1,450	42%	1,458	39%	1,400	37%	-3.4%	-4.0%
Barre	2,901	100%	3,436	100%	3,532	100%	21.8%	2.8%
Casual (1-49 times)	2,276	78%	2,701	79%	2,750	78%	20.8%	1.8%
Core(50+ times)	625	22%	735	21%	782	22%	25.1%	6.4%
Triathlon (Traditional/Road)	2,262	100%	2,162	100%	2,168	100%	-4.2%	0.3%
Triathlon (Non-Traditional/Off Road)	1,390	100%	1,878	100%	1,589	100%	14.3%	-15.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	



Department of Parks & Recreation

5.1.5 OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	34,378	100%	44,900	100%	47,860	100%	39.2%	6.6%
Bicycling (Road)	40,888	100%	38,866	100%	39,041	100%	-4.5%	0.5%
<i>Casual (1-25 times)</i>	19,470	48%	20,212	52%	20,777	53%	6.7%	2.8%
<i>Core(26+ times)</i>	21,417	52%	18,654	48%	18,264	47%	-14.7%	-2.1%
Fishing (Freshwater)	37,796	100%	38,346	100%	38,998	100%	3.2%	1.7%
<i>Casual (1-7 times)</i>	20,067	53%	19,977	52%	21,099	54%	5.1%	5.6%
<i>Core(8+ times)</i>	17,729	47%	18,369	48%	17,899	46%	1.0%	-2.6%
Camping (< 1/4 Mile of Vehicle/Home)	29,269	100%	26,262	100%	27,416	100%	-6.3%	4.4%
Camping (Recreational Vehicle)	14,556	100%	16,159	100%	15,980	100%	9.8%	-1.1%
<i>Casual (1-7 times)</i>	7,895	54%	9,332	58%	9,103	57%	15.3%	-2.5%
<i>Core(8+ times)</i>	6,661	46%	6,826	42%	6,877	43%	3.2%	0.7%
Fishing (Saltwater)	11,790	100%	13,062	100%	12,830	100%	8.8%	-1.8%
<i>Casual (1-7 times)</i>	7,060	60%	7,625	58%	7,636	60%	8.2%	0.1%
<i>Core(8+ times)</i>	4,730	40%	5,437	42%	5,194	40%	9.8%	-4.5%
Birdwatching (>1/4 mile of Vehicle/Home)	14,152	100%	12,296	100%	12,344	100%	-12.8%	0.4%
Backpacking Overnight	9,069	100%	10,975	100%	10,540	100%	16.2%	-4.0%
Bicycling (Mountain)	8,542	100%	8,609	100%	8,690	100%	1.7%	0.9%
<i>Casual (1-12 times)</i>	3,751	44%	4,389	51%	4,294	49%	14.5%	-2.2%
<i>Core(13+ times)</i>	4,791	56%	4,220	49%	4,396	51%	-8.2%	4.2%
Archery	7,647	100%	7,769	100%	7,654	100%	0.1%	-1.5%
<i>Casual (1-25 times)</i>	6,337	83%	6,602	85%	6,514	85%	2.8%	-1.3%
<i>Core(26+ times)</i>	1,310	17%	1,167	15%	1,140	15%	-13.0%	-2.3%
Fishing (Fly)	5,878	100%	6,791	100%	6,939	100%	18.1%	2.2%
<i>Casual (1-7 times)</i>	3,761	64%	4,448	65%	4,460	64%	18.6%	0.3%
<i>Core(8+ times)</i>	2,117	36%	2,344	35%	2,479	36%	17.1%	5.8%
Skateboarding	6,350	100%	6,382	100%	6,500	100%	2.4%	1.8%
<i>Casual (1-25 times)</i>	3,702	58%	3,970	62%	3,989	61%	7.8%	0.5%
<i>Core(26+ times)</i>	2,648	42%	2,411	38%	2,511	39%	-5.2%	4.1%
Roller Skating (In-Line)	6,129	100%	5,268	100%	5,040	100%	-17.8%	-4.3%
<i>Casual (1-12 times)</i>	4,249	69%	3,853	73%	3,680	73%	-13.4%	-4.5%
<i>Core(13+ times)</i>	1,880	31%	1,415	27%	1,359	27%	-27.7%	-4.0%
Bicycling (BMX)	2,168	100%	3,413	100%	3,439	100%	58.6%	0.8%
<i>Casual (1-12 times)</i>	1,129	52%	2,039	60%	2,052	60%	81.8%	0.6%
<i>Core(13+ times)</i>	1,039	48%	1,374	40%	1,387	40%	33.5%	0.9%
Adventure Racing	2,095	100%	2,529	100%	2,215	100%	5.7%	-12.4%
<i>Casual (1 times)</i>	901	43%	899	36%	581	26%	-35.5%	-35.4%
<i>Core(2+ times)</i>	1,194	57%	1,630	64%	1,634	74%	36.9%	0.2%
Climbing (Traditional/Ice/Mountaineering)	2,319	100%	2,527	100%	2,541	100%	9.6%	0.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
	Mostly Casual Participants (greater than 75%)							

5.1.6 AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,354	100%	27,135	100%	27,575	100%	4.6%	1.6%
<i>Casual (1-49 times)</i>	16,912	64%	18,319	68%	18,728	68%	10.7%	2.2%
<i>Core(50+ times)</i>	9,442	36%	8,815	32%	8,847	32%	-6.3%	0.4%
Aquatic Exercise	8,483	100%	10,459	100%	10,518	100%	24.0%	0.6%
<i>Casual (1-49 times)</i>	5,281	62%	7,222	69%	7,391	70%	40.0%	2.3%
<i>Core(50+ times)</i>	3,202	38%	3,237	31%	3,127	30%	-2.3%	-3.4%
Swimming (Competition)	2,638	100%	3,007	100%	3,045	100%	15.4%	1.3%
<i>Casual (1-49 times)</i>	1,153	44%	1,664	55%	1,678	55%	45.5%	0.8%
<i>Core(50+ times)</i>	1,485	56%	1,343	45%	1,367	45%	-7.9%	1.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)

5.1.7 WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2013		2017		2018		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Canoeing	10,153	100%	9,220	100%	9,129	100%	-10.1%	-1.0%
Kayaking (Recreational)	8,716	100%	10,533	100%	11,017	100%	26.4%	4.6%
Snorkeling	8,700	100%	8,384	100%	7,815	100%	-10.2%	-6.8%
<i>Casual (1-7 times)</i>	6,893	79%	6,721	80%	6,321	81%	-8.3%	-6.0%
<i>Core(8+ times)</i>	1,807	21%	1,663	20%	1,493	19%	-17.4%	-10.2%
Jet Skiing	6,413	100%	5,418	100%	5,324	100%	-17.0%	-1.7%
<i>Casual (1-7 times)</i>	4,407	69%	3,928	72%	3,900	73%	-11.5%	-0.7%
<i>Core(8+ times)</i>	2,006	31%	1,490	28%	1,425	27%	-29.0%	-4.4%
Sailing	3,915	100%	3,974	100%	3,754	100%	-4.1%	-5.5%
<i>Casual (1-7 times)</i>	2,682	69%	2,720	68%	2,596	69%	-3.2%	-4.6%
<i>Core(8+ times)</i>	1,233	31%	1,254	32%	1,159	31%	-6.0%	-7.6%
Water Skiing	4,202	100%	3,572	100%	3,363	100%	-20.0%	-5.9%
<i>Casual (1-7 times)</i>	3,069	73%	2,575	72%	2,499	74%	-18.6%	-3.0%
<i>Core(8+ times)</i>	1,133	27%	997	28%	863	26%	-23.8%	-13.4%
Rafting	3,836	100%	3,479	100%	3,754	100%	-2.1%	7.9%
Stand-Up Paddling	1,993	100%	3,325	100%	3,453	100%	73.3%	3.8%
Kayaking (Sea/Touring)	2,694	100%	2,955	100%	2,805	100%	4.1%	-5.1%
Scuba Diving	3,174	100%	2,874	100%	2,849	100%	-10.2%	-0.9%
<i>Casual (1-7 times)</i>	2,351	74%	2,113	74%	2,133	75%	-9.3%	0.9%
<i>Core(8+ times)</i>	823	26%	761	26%	716	25%	-13.0%	-5.9%
Wakeboarding	3,316	100%	3,005	100%	2,796	100%	-15.7%	-7.0%
<i>Casual (1-7 times)</i>	2,306	70%	2,101	70%	1,900	68%	-17.6%	-9.6%
<i>Core(8+ times)</i>	1,010	30%	903	30%	896	32%	-11.3%	-0.8%
Surfing	2,658	100%	2,680	100%	2,874	100%	8.1%	7.2%
<i>Casual (1-7 times)</i>	1,629	61%	1,705	64%	1,971	69%	21.0%	15.6%
<i>Core(8+ times)</i>	1,029	39%	975	36%	904	31%	-12.1%	-7.3%
Kayaking (White Water)	2,146	100%	2,500	100%	2,562	100%	19.4%	2.5%
Boardsailing/Windsurfing	1,324	100%	1,573	100%	1,556	100%	17.5%	-1.1%
<i>Casual (1-7 times)</i>	10,960	828%	1,289	82%	1,245	80%	-88.6%	-3.4%
<i>Core(8+ times)</i>	234	-728%	284	18%	310	20%	32.5%	9.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	Mostly Casual Participants (greater than 75%)



5.2 APPENDIX B- ADDITIONAL SURVEY COMMENTS

5.2.1 PLEASE SHARE ANY ADDITIONAL COMMENTS THAT COULD ASSIST THE VILLAGE OF PLAIN CITY IN IMPROVING PARKS, TRAILS, OPEN SPACE OR RECREATION FACILITIES AND SERVICES.

1	Volunteer opportunities for individuals & organizations should be looked at as a resource, also.
2	It's disappointing that no questions were asked about the campground. Pastime Park was donated as a place for use by the residents, not for money-making via campers.
3	If the village has the money to build itself a brand-new municipal building which benefits no one except the people who work there, it has zero reasons to impose new taxes on residents to fund Parks & Recreation. I'm also upset that there was no mention of preference of campers at our park anywhere within this survey - you can't get the true feedback on the park if you skip over this issue.
4	It would be great to have programs that develop sports for toddlers on up, as well as have a better website that has up-to-date information on how and when to sign up for those programs.
5	The camping facilities at the park don't seem well organized or attractive with regards to fitting into the park. I'd like to see less camping and develop that area naturally for other purposes. The facilities in Pastime Park as a whole are not well organized or maintained.
6	Would like to see the Village invest in what we currently have, by improving it. Not making new and leaving the other area looking "crappy", i.e. camping.
7	<p>I know there is a lot that can be done to improve the parks infrastructures and that does take a lot of time and money, but after looking at the vision for the town future I think it is an investment worth starting as soon as possible. I think improving this will only help the town image and bring people together even more. I might be in the minority but I'm for increasing taxes or doing something to lure more businesses here to help with the costs.</p> <p>I think once there are some plans in place you might be able to get local citizens to pitch in and volunteer with cleaning up parks space or setting up playground equipment. I would gladly volunteer my time to help improve this city and its park offerings. I think if people were presented with how an area was going to be transformed and it was easy to sign up, I think people would come help. That could help offset some of the cost and time. Maybe have local organizations organize their employees for volunteer days.</p> <p>The spaces are just so spread out with no easy way to get anywhere without driving. A bike path to the high school track would be great. State route 42 is just a pedestrian nightmare. The speed limit changes too early and there are no good sidewalks plus there is no crosswalk by the Der Dutchman light. I have to walk my son across that road to get to the Der Dutchman park and it terrifies me. People are going 50 at that light with no crosswalk. There just needs to be better, easier connectivity throughout all the parks without having to drive everywhere.</p>

8	As a young family who interacts constantly with other young families, there is a consistent thread of conversation about the lack of places to get together within Plain City with young children. We feel we need to drive elsewhere.
9	I appreciate the fact that you care enough to submit a survey to the community. Thank you for your diligence and hard work.
10	Invest in your parks & green space. The environment your surrounded by is important, and taking care of it will bring more people, promote mental and physical health, and will overall create a happier town of people!!
11	I personally don't care for the camping I think that green space could be better utilized for the Village Inn for the taxpayers there can't be enough Revenue being brought in from that too pay for all the infrastructure it takes to handle the camping concrete pad gravel driveways electricity dumping of their waste I would love to see that green space utilized for all the village
12	Unfortunately, my family and I find ourselves going to Dublin's parks and Marysville to attend events or activities-especially fitness related. We have gone to the pool several times (good experience-more shade needed), our church rents a shelter house every year, and I enjoy walking the .5-mile trail. However, it is not conducive for young children under 5. Restrooms would be helpful as well.
13	Need youth athletic facility
14	Please include a dog park in the planning.
15	Better communication from the pool during the summer would be key. It's been quite frustrating communicating about swim lessons etc. Also, honestly, we were underwhelmed the last couple years by the swim instructors. I've gone there because it's cheaper than some and close. But won't go back. I feel my kids have made very little progress during swim lessons.
16	An active park and recreational system will encourage growth of the community, promote health, longevity & reduce crime
17	Jerome township should also be providing more park and recreation, their population is exploding, these expensive homes and high-income people can also contribute to parks and recreation services, can the village of plain city and Jerome township work together?
18	Partner with other local communities and businesses to connect bike and walking trails
19	<p>I feel it is very important to improve our athletic fields.</p> <p>We are out of room on our baseball fields to the point that teams can no longer practice during the week because of the amount of games.</p> <p>The football program is also outgrowing the Junior High Field and will need additional fields as soon as next year to play games. Especially flag football.</p> <p>I feel that as the community grows these needs will grow exponentially. Please provide youth sports for our youth instead of forcing them to go to Dublin or Hilliard for sports.</p>



Department of Parks & Recreation

20	<p>A park, especially one like Pastime, was never meant to make money. Pastime Park is for village residents and community members to enjoy. The amount of camping spots being added to the park is outrageous. It is NOT supposed to be a campground.</p> <p>The village tore down one set of restrooms and has to rely on port-o-johns for park events instead of building a new one. The village also tore down the grandstand that should have been repaired, or at least replaced. Now events have to rent bleachers for spectators to use.</p> <p>Maintain/repair what we currently have, replace what was torn down (grandstand, restroom), and stop treating the park as a way to make money. Let the people enjoy the green space that we still have.</p>
21	Please pave the roads in the park
22	We don't need new. We just need to make what we have nice again. Fix the walking trails and track, give us access to the creek again, and install swings at the pool end of the park. We're building up the camp ground for revenue, but not for resident use... our parks should be focused on serving the residents.
23	We have attended the events uptown and really enjoyed them... Auto show, concerts. The aquatic center (as you call it) is a major disappointment. We went there the first year and decided it was an absolute waste of money. My daughter goes to see her friends. It's only good for small children! No place to actually swim. I'm angry our money went to an expense limited to such a small population. I thought it would be an asset to Plain city like what Hilliard and Dublin has to offer. Instead many residents prefer going outside the city to have a better experience!
24	Not in favor of anything that raises taxes.
25	It's horrible to see the park used for camping.
26	Staffing
27	Please leave the current ball diamonds alone. We do not need a sports arena. Purchase land for walking and nature hiking as our park now is full of campers and cannot be enjoyed by the town people.
28	More community events to include park activities, like a fair, car meets, food truck festivals, and the like ... attempts to attract more vendors to such events
29	Would really like to see the bike trail extended to reach the village. This would make it more accessible for residents. I would also love to see the baseball/softball fields updated. The concession stand could double if not triple business to help the programs if the concession stand was accessible to all 3 fields.
30	I understand funds need to come from somewhere but we already pay a pretty high tax and we don't have anything really to show for it. I would be highly disappointed if a tax was enforced.
31	access to a water fountain at Pastime would be incredibly important to me as a parent and as a person who utilizes the park for recreational purposes almost weekly year-round.

32	Love Daree fields park as far as the dog park, covered playground and cleanliness. Would love an indoor rec/aquatic center to keep families busy during colder months.
33	I think we have all that we need if we would simply get out of the campground business. That should be a business that a private entity could provide. Our park should be for the community to play and enjoy. I have stopped walking up there during the summer due to all the campers. I don't want to walk through a campground. I want to walk through a quiet park.
34	Please try first to get partnerships. Increase transparency of how our monies are spent to increase willingness to increase funding. Increase visibility of village leaders. Safe walking trails are extremely important. Increased green space is very important. A community recreation center would be great, but will require more residents. Keeping our old-fashioned theme and "field of dreams" feel of the park, with old fashioned looking shelters, etc. is so important--I can drive to 20 copycat parks right now, primarily in Dublin, but cannot find a Pastime Park anywhere in Central Ohio but right here in Plain City. We are so unique. PAY ATTENTION TO THE BUSINESSES THAT MAKE THE MOST MONEY AND HAVE THE BIGGEST TRAFFIC FLOW. Some people think we want businesses like Jeni's ice cream, but that is not what people come to Plain City to find. They come to find Lil E's old-fashioned ice cream shack, Der Dutchman, Car Shows, Steam Threshers, Tractor pulls, Anchored Arrow rustic clothes, Willow and Twine rustic decor, Miller Amish furniture, ASE Seed, Perry's old-fashioned hardware. They go to Dublin to find J Lui's, Jeni's, copycat parks, etc. People are overwhelmed and overfed with the same suburbs--why do they drive to Plain City? Why do they drive to Holmes county? Why do people keep buying houses here? Because we have small town, rural American values that people are afraid we are losing, a neighborly feel, great schools that are not pretentious or unrealistic, old fashioned fun and food, safety, support, and corn fields. We will move if that disappears.
35	Again, highly political flags at the Steam Threshers event turned me off big time. It's makes the whole thing seem very unfriendly to a certain swath of the population.
36	Develop a dog park and decent indoor affordable rec center for adults, no YMCA affiliation.
37	The village has been short on many improvements all around and the parks is just 1 of the areas that need to be improved. While streets and utilities infrastructure need to be updated, so does the parks to keep up with the standards of cities.
38	Keep the park and trails clean and well kept. Recently they removed a few of the holes for frisbee golf, taking our half course to about a 1/4 of a course. I was very dissatisfied with that decision as it substantially downgraded one of the few in park recreational options.
39	Parks and Recreation is run by one person. The director needs more help in programming and running events, also it seems that the director has no control over the maintenance staff to update the park properly. I don't know of any youth programs that are run by our parks and recreation department. It seems that a private organization runs everything regarding youth programs and they charge a high fee that some of the families can't afford or don't have time to donate to their organization. Also, what happened to the adult sports programs that use to play at the park? When are they coming back? The entire parks and recreation department needs a serious update.
40	We really want more option at pastime park or use some land by the new police Bldg. for a skate park and walking path. Just more stuff to do.



Department of Parks & Recreation

41	Need for a northern park area, maybe west of new elementary to take pressure off all the activities of Past Time park and bring together the areas of new growth
42	Create a youth CCC-type program during summer to maintain and construct parks, trails, etc. with pay equivalent to fast food and similar employment.
43	I feel a Community Center would be a great asset to PC
44	I think it is crazy to think that village residents should fund this work with more taxes when many people outside the city limits use the facilities as well. If here is a tax put in place then all programs should be tiered like the pool pass fees.
45	We need to do what the high school and committee just did to find raise and partner with new and exciting businesses to develop new facilities and amenities for the community that can both generate revenue and serve the community. We also need people or a board of people/committee (maybe consisting of some of the folks that have done this type of work before) to run with this and utilize all opportunities over the next few years to get this done. It doesn't have to be an overnight thing; it can be a will thought or progressive thing over the next few years. We NEED quality facilities and we need them now.
46	Men's Softball leagues
47	I think it is important to build more football and baseball fields. Closely followed by connecting the bike path to a parking lot so that it can be used.
48	You are doing an awesome job
49	Parking
50	Extend Heritage Trail into Town
51	Would like to see some things for winter activities or ice hockey, cross country skiing, etc.
52	Please first take care of what we have before considering acquiring anything new.
53	I see a need for improved youth sport field that being said I think it would be a shame not to preserve and continue the use of our existing youth baseball fields. They are some of the best youth fields we've ever visited and mean a lot to the longtime residents.
54	I strongly encourage the village to show greater ability to maintain to a high standard its existing parks before attempting to create or sell funding for new parks. If you demonstrate high quality with current funds you will receive approval for approval funds.
55	Fundraising!
56	Need more biking trails!
57	Please please please connect the heritage bike trail to Plain City!!! More walking tracks!!!
58	I think restrooms and grandstands at Past Time should be top priority for Parks and Rec.
59	Please stop turning Pastime Park into a camp ground.
60	Keep getting better.

Comprehensive Parks and Recreation Master Plan

61	Would like to see a larger playground next to the swimming pool with shaded sitting areas. Playground that's infested with wasps needs to go, urgently. Would like a sidewalk to connect Darby fields to elementary school along 142. Currently go to the YMCA Hilliard 5 days a week. If Plain City had a similar facility, we would definitely join/pay membership fee. New stage for live music WITH lights would be nice. Would be nice if someone would run a canoe livery, at least on the weekends, and some revenue could support Parks and Rec.
62	We're growing at a pretty good pace. The pool is already starting to be over crowded. You guys do nothing with the baseball fields we have now. It is all done by pcaba. We have no soccer fields. I think sports and parks will attract people to our town.
63	Absolutely no increase in taxes. ESPECIALLY the income tax.
64	Important to make people using the facilities and making a hefty profit to pay a reasonable fee for that use like Elite Volleyball.
65	Support more than baseball for kids' athletic opportunities.
66	Provide more development such as the bicentennial plaza uptown with a splash pad.
67	A tax levy would be a horrible idea for town residents as the residents are overtaxed as it is (since many of us work on Columbus and receive no credit). There is plenty of capital money available since the village isn't spending it on the water plant. Parks and campgrounds do not make money, so stop trying to make it a revenue generator. You have a village resident who works for ODNR, budgets, and the parks and you have never asked her for any advice or info (and age knows her stuff and can help you)
68	Building on what we have is important. We don't need any fancy rec center or a zillion ball field. We are a small city and other services are close by.
69	Have more accessible facilities for those with disabilities should be a priority. There are many people who are members of this community and are unable to access any park equipment. Please check out London's amazing, and inclusive, green park near the hospital. Tons of kids spend far too much time at PCES after hours and on the weekends because there aren't many swings and basketball hoops to play on. Maybe developing a park within a landlocked space (off West Ave?) could be an option?
70	We need an YMCA!!!! With children programs, indoor pool, indoor exercise or multi-purpose complex for our growing community for all ages that offers things like YMCA does (Plain City Recreation Center)
71	Don't raise taxes
72	Don't raise taxes!
73	Most cities don't have RVs parked in them. It should have been green space or a playground. The shelter house should have had a new roof.
74	We would LOVE an indoor, year-round community center/pool/gym/etc.! This and more summer programs I think would mean the most of our family. We support as many local events as possible and would love to see more local events and entertainment options that we would continue to support!



Department of Parks & Recreation

75	Turn the campground into soccer/ sport fields
76	We need a new playground at the park. It needs to be handicap accessible and shaded. It doesn't have to be enormous, just safe, attractive, and appealing to children.
77	We're fortunate to have easy access to several metro parks nearby. I would focus the current dollars not on open green space, but active space that serves our growing and increasingly younger demographic. Youth/adult sports also pulls in families and guests from Fairbanks, West Jeff, Mechanicsburg, where there is no other alternative more convenient than plain city.
78	I hate parking lots, I like the idea of kind of parking wherever at the park now, I don't see issues with it and the grass is functional to park on and other things. I see why people would want parking lots but I don't think they're very functional. Where I come from there is a huge sports park with huge shelters and play equipment and everyone just knows to park on the outside of the driving path.
79	A side walk and cross walk to get from the meadows to the other side of 42
80	Limit the aquatic center to PC residents. The facility is the perfect size for our community, opening it to surrounding areas makes it overcrowded and there is always a lack of chairs and space that my family isn't able to stay/go.
81	Please fix the disc golf course that we already have so the last four holes can be playable again.
82	We would love to see more options for trails and paths out in the park as well as bringing back the Frisbee golf course that was taken down due to creating more camp ground space.
83	More people who use the park / fields do bring business into our village. Your investments will have rewards as you plan your long-term goals. Some people are willing to pay a little more but some are strapped so tread cautiously as you make plans.
84	Understand that this is a large project and appreciate the village taking the time, energy and funds to ask for residents' opinions.
85	We need sidewalks on rt 42 between shell and downtown. Also, a bridge or underpass tunnel to be able to safely cross 42. With all of the growth on the other side of 42 we need to be able to get to town by foot or bike. It is too dangerous now and cuts a lot of people off from activities.
86	The field behind the elementary school would be perfect for a second youth sports complex! You would have room for multiple soccer fields as well as baseball softball fields. Five of the largest subdivisions are attached to this location via sidewalks and bike trails! There's also a playground already in place at the school.
87	As our town continues to grow, it should be a high priority to provide space for kids/teens that do not have the financial means to participate in expensive athletic/artistic/extracurricular activities. Giving that group of youth a place to belong and participate in activities that will keep them out of trouble and hopefully help them grow to be positive, contributing members of our community.
88	Our family loves the PC Aquatic Center. I definitely think that the parks could use improvement, and our town could benefit from more parks. I also think we could benefit from a better

	walking/biking trail system. I love to see an active, healthy community. Thanks for being interested in making our community rec services better!
89	Steam Threshers needs to be a priority. Connecting to the bike path is a matter of life/injury to the biking community. I will not vote for an increase or anything to do with taxes for the parks due to lack of trust with past increases. We are still being charged for sewer tax that should have stopped by now. I hope the Village Admin. reads this and changes it before the Village gets sued. Good luck.
90	I see a glaring omission in all survey areas: camping
91	Connecting the bike trail to Hilliard would bring bikers/people/income to our community.
92	As a parent of young children, I would really love to put out money towards new playground equipment and splash pads.



5.3 APPENDIX C- FULL ACTION PLAN DETAILS

5.3.1 PARKS & TRAILS

GOAL 1: DEVELOP AND MAINTAIN QUALITY PARKS AND TRAILS TO CREATE EXPERIENCES FOR PEOPLE OF ALL AGES IN AN EQUITABLE MANNER THROUGHOUT THE COMMUNITY TO ACHIEVE 10 ACRES OF PARKLAND PER 1,000 RESIDENTS OVER THE NEXT TEN YEARS.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.1 Continue to develop a connected trail system that links the neighborhoods in Plain City so that it allows all residents to be able to access a park or trail within a 10-minute walk or within a half mile.	1.1.1 Complete and pave the existing walking trail in Pastime Park.	Director	2021	Park Trail is enhanced to allow for multiple uses that promote positive use.
	1.1.2 Require developers to build a connected trail throughout new developments, linking neighborhoods together to parks and schools where possible.	Director, Village Administrator	Ongoing	Developers will provide the paved trail links to existing and future planned trails as part of a negotiated agreements with the Village
	1.1.3 Begin developing trails by connecting them to existing neighborhoods.	Director, Village Administrator	2022	Continue designing trails throughout the Village that link neighborhoods to spine trails.
	1.1.4 Build walking trails within any and all new parks to give users an opportunity to strengthen their health and wellness.	Director	2023	Develop loop trails through impact fee dollars as a site amenity in all new parks
	1.1.5 Link trails to Downtown Plain City to support the center of the Village businesses.	Director, Village Administrator	2023	Develop the trial plan as outlined in the comprehensive plan with a focus of all trails running through the center of Downtown

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.2 Seek to acquire parkland on the south side of Plain City for a community park to give residents a quality community park in that area of the Village.	1.2.1 Design and develop a community park that is accessible, convenient, safe, beautiful and provide multifunctional public spaces and recreation experiences that creates a sense of place for residents in that part of the Village.	Director	2023	Acquire property and develop Site Master Plans with community input as each park is brought online
	1.2.2 Tie the future community park to a future trail so all residents can access the park in a safe manner.	Director	2024	Acquire property via a land dedication ordinance and then design the trails for people to access the park to meet the needs of the community over a five-year period.
	1.2.3 Develop the community park to support residents needs for quality park amenities that are not provided to that area of the Village.	Director	2023	Acquire property and a develop Site Master Plan with community input and incorporate unmet amenity needs in the park
	1.2.4 Develop conservation plans for all community parks and stream corridor parks with natural areas in them.	Director	2022	Develop Natural Resources Management Plan for all park areas in the stream corridor areas working with other conservation groups in the area.

Comprehensive Parks and Recreation Master Plan

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.3 Seek to acquire parkland or require developers to dedicate park land within new developments for neighborhood parks to give residents a walkable quality park experience.	1.3.1 Work with developers to establish a land dedication ordinance and impact fee that is fair and implementable.	Director, Village Administrator	2020	Land Dedication Ordinance and Impact Fee Ordinance is developed in 2020.
	1.3.2 Demonstrate to developers the value of a land dedication ordinance and impact fee to the sale of the homes and update every three years.	Director	2020	Work with the Village Administration in crafting a well thought out land dedication ordinance and impact fee to allow parks to be developed as part of the growth of the Village
	1.3.3 Develop neighborhood parks to support residents' needs for quality park amenities that are not provided to that area of the Village.	Director	2020	As on 2020, strategy is ongoing

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
1.4 Partner and develop with Plain City Schools a recreation facility plan to meet community recreation needs of the Village residents and School District for the next ten years.	1.4.1 Work with the School District and youth sports organizations to identify sports fields needs in the Village to meet the growing demand for youth sports as the Village continues to grow.	Director, Village Administrator, Park Board, Village Council, JALSD Superintendent & Board	2021	Youth Sports advisory group consisting of representatives from all youth sports to help identify needs.
	1.4.2 Jointly develop facilities that can be shared and used by the school district and the Village to maximize the value of public dollars for sports fields in the Village.	Director, Village Administrator, Park Board, Village Council, JALSD Superintendent & Board	2022	Share the results of the Park and Recreation Master Plan with the school district administration and determine what the school's needs are for sport related facilities that can be jointly developed with the Village and the school district.
	1.4.3 Develop a joint use agreement with the School District on how to better maximize the use of existing and future school and park fields in the Village to grow sports in baseball, football and soccer.	Director, Village Administrator, Park Board, Village Council, JALSD Superintendent & Board	2022	As part of future school and Village sport field development create an effective joint use agreement that allows for the proper level of sharing of the resource and the sharing of the cost to maintain.

5.3.2 FACILITIES

GOAL 2: ENHANCE/UPDATE EXISTING FACILITIES INCLUDING THE AQUATIC CENTER, CAMPGROUNDS, AND YOUTH BUILDING SO RESIDENTS AND NON-RESIDENTS CAN ACCESS AND UTILIZE THESE FACILITIES AT A HIGHER RATE.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.1 Enhance Aquatic Center experience by adding safety features, increasing parking, and expanding amenities.	2.1.1 Add a lighting system to pool.	Director	2020	Develop an updated site plan for the aquatic center with a costing and funding mechanism in place to enhance the site by the end of 2021
	2.1.2 Add additional parking for Aquatic Center guests.	Director	2021-2023	New parking added in 2022-2024.
	2.1.3 Expand pool deck area to allow for more seating (beach chairs/umbrellas).	Director	2022	Pool deck expanded in 2023.



Department of Parks & Recreation

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.2 Rehab existing Youth Building to better meet needs of users.	2.2.1 Rehab building infrastructure including replacing roof, chimney, and doors.	Director	Ongoing	Enhance the basic infrastructure in 2020 if capital dollars are available.
	2.2.2 Develop a program plan for the building for year-round use.	Director	2021	Program plan developed in 2020 for the site and put into place in 2021.
	2.2.3 Determine if the building can support the programs desired.	Director	2020	Develop a program plan prior to improvements being made to make sure the improvements will support the new programs on site.
	2.2.4 Enhance the facility to accommodate the programs to be placed in the building.	Director	2021	Improvements are made in early 2021 for use by summer of 2021.
	2.2.5 Determine how the program will be delivered by the Village as it applies to a part-time staff person or a contractor.	Director	2020	Through the 2021 budget process develop a program plan with cost and revenue estimates for the site with implementation in 2021 budget year.
	2.2.6 Develop a finance plan for the facility to maximize it value and use.	Director	2021	Develop a mini business plan for the facility of how it will be operated, maintained, programmed and managed for the future.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
2.3 Develop a campground Plan to enhance capacity and utilization.	2.3.1 Develop a campground plan that includes upgrades to electricity, water and waste disposal dump site.	Director	2020	Phase 1 Completed, Phase 2 Ongoing
	2.3.2 Develop a comparative pricing plan for those services at the site.	Director	Ongoing	New pricing structure for updated campsites completed.
	2.3.3 Enhance the amenities in the campground for people of all ages to include a paved walking trail, pull-through sites, lighting, and play features.	Director	Ongoing	Constructed in 2020 for use in 2021.
	2.3.4 Market the campground for an 8-month season with a campground host.	Director	2020	Develop a marketing plan for the campground and add a campground host to manage the site for the Village in 2021.
	2.3.5 Remove unattractive features around the campground.	Director	2020	Establish a demolition schedule with the Village Administration and contract for demolition and removal after the 2020 season.
	2.3.6 Establish a small camp store during the season.	Director	2020	Create a small camp store to provide camp retail items.

5.3.3 PROGRAMS

GOAL 3: DEVELOP AND IMPLEMENT CREATIVE PARK AND RECREATION PROGRAMS THAT TARGET ALL RESIDENTS IN THE VILLAGE TO MAXIMIZE THE COMMUNITY'S APPRECIATION FOR QUALITY PARK AND RECREATION EXPERIENCES.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
3.1 Continue to build on existing program offered while focusing on creating new Core Program Areas including: special events and arts programs, fitness/wellness, youth sports, and senior programs across the Village.	3.1.1 Seek to find park and recreation type facilities through use of school sites, existing park sites, the library, and private providers spaces to host programs for all age groups in the Village.	Director	2020	Establish partnerships, co-sponsorships and contracts. Program inventory of current services.
	3.1.2 Look to partner with other providers to provide rentable space, host new core programs and resources for seniors, arts, people with disabilities and fitness related activities.	Director	2020	Annual program lifecycle assessment.
	3.1.3 Continue to not compete with other service providers in the Village but compliment their efforts through planned coordination.	Director	2020	Assess program gaps and overlaps annually.
	3.1.4 Implement a needs-based approach to community recreation programming across the Village.	Director	2020 - 2023	2024 Recreation Needs Assessment
	3.1.5 Attain two full-time staff or four part-time staff that are dedicated specifically to programing and overseeing Core Program Areas.	Director	2020 - 2023	In the 2020 budget begin to hire part-time staff that can assist the director in delivering programs and managing facilities.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
3.2 Partner with local health and wellness providers to provide fitness programs in parks and at nearby fitness centers.	3.2.1 Develop programs with local fitness gym providers to support group fitness programs such a Pilates, yoga, senior fitness, and youth fitness type programs.	Director	2021	Develop programs to provide in the spring, summer and fall in the parks that are fitness based for adults and youth
	3.2.2 Develop fitness related events in the Village to include walk/fun runs, yoga in the parks, health fairs, and other type of group gathering competitions within the Village.	Director	2021	Work towards creating fun runs experiences in the parks and through the Village and incorporate health fairs in conjunction with the fun runs
	3.2.3 Develop outdoor fitness equipment in parks for people to use along trails or around playgrounds to encourage more fitness related opportunities for people in the parks.	Director	2022	Implement in new design of undeveloped properties



5.3.4 FINANCE

GOAL 4: SEEK DEDICATED FUNDING SOURCES TO SUPPORT PARKS AND RECREATION IN PLAIN CITY PARKS FOR THE NEXT TEN YEARS.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.1 Create resilient, diverse, stable and predictable funding and earned income strategies for the next ten years for Plain City Parks.	4.1.1 Update the park impact fee every three-five years.	Director, Village Administrator	2020	Update Zone Improvement Plan
	4.1.2 Update the pricing policy every three years against a cost recovery goal.	Director	2020	Develop a new pricing policy that follow the updating of the campground, pool, program building and any use of school sites with the goal of being at least 50% self-supporting by the users of the program.
	4.1.3 Develop business plans for every core program area and park facility to maximize its value and use.	Director	2023	As programs are tested and based on public response develop mini business plans for how to activate the core programs in other available facilities to maximize its use and value.
	4.1.4 Design parks and facilities to produce operational revenue to broaden the types of programs provided.	Director	2021	When developing site plans determine the true cost to operate and maintain the site and then how to program it to support meeting those cost through site-based programs.
	4.1.5 Ensure all partnership agreements are equitable to both parties and updated every two years.	Director	2020	Begin updating partnership agreements as renewals come up to ensure that the partnership is fair and equitable.
	4.1.6 Establish a Capital Improvement Fund to allow for certain revenue to be set aside for the purpose of future land acquisition or specific capital improvements.	Director	2021	Develop asset replacement schedule that details savings needed for Capital Improvement Fund

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
4.2 Identify new partners who can help bring capital and operating dollars to a program or recreation facility on the front end of a project.	4.2.1 List out all for profit potential partners and not-for-profit partners to determine where they can provide opportunities in the parks to serve a larger audience of users.	Director	2020	Evaluate and Seek out potential partners who have resources to help develop a more comprehensive approach to delivering parks, recreation facilities and programs to Village residents in the most equitable manner.
	4.2.2 Develop a grant funding process to help seek new grant funding sources that match the park and recreation needs in the Village.	Director	2021	Consider hiring a contracted grant writer to help the Village achieve its capital and program needs where viable.

5.3.5 STAFFING

GOAL 5: HIRE AND RETAIN ADDITIONAL STAFF TO ASSIST IN DELIVERING QUALITY PARKS, RECREATION FACILITIES, AND PROGRAMS IN THE VILLAGE THAT DEMONSTRATE THE BEST OF PUBLIC SERVICES.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.1 Create an innovative, efficient and effective organizational structure that is responsive to changing community needs.	5.1.1 Functionally align Village staffing resources to deliver recreation programs and services in the Village as well as maintain existing and future parks in a cohesive manner.	Director	2020	Update Organizational Chart
	5.1.2 Develop staffing standards for number of park acres that the Department manages as well as facilities and programs the Department manages for the future.	Director	2020	Develop a Standard Operational Manual for maintaining parks, developing programs and managing facilities as a training tool for future employees to follow to make a smooth transition into parks and recreation management elements.
	5.1.3 Keep a balance of FTEs so that staff turnover does not put stress on the system.	Director	2021	Build into the budget process staffing requirements based on future development of park sites and as new programs are created using other partnership sites.
	5.1.4 Add park and recreation staff to support the community needs and service expectations of residents as needed as the Village grows and the commitment to parks and recreation grows.	Director	2020-2023	Seek to hire a minimum one new person to support parks and recreation services over the next several years.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.2 Recruit and retain qualified recreation program and facility management staff and invest in continued training and support.	5.2.1 Foster appropriate staffing levels, development and training to support recreation programs and services for the future.	Director	2020	In the 2021 budget seek to achieve one additional fulltime staff person and add at least four part time staff in the 2021 budget year (excluding aquatic center staff).
	5.2.2 Foster organizational development through relationships with local universities to hire the best seasonal staff possible.	Director	2020	Establish recruitment plan and partnerships.
	5.2.3 Enhance opportunities for recognition for all levels of staff and volunteers working in the system.	Director	2020	Establish a parks employee and volunteer recognition program and recognize those who have helped move the department along in a positive manner each year.
	5.2.4 Create team building opportunities (e.g. Motivational Speakers, Group Outings) to grow the work culture that is funded privately by sponsors or the foundation.	Director	2022	Find sponsors who would be willing to assist the Department in funding training and staff trainers to grow the value of working for a parks and recreation department in the Village.



Department of Parks & Recreation

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
5.3 Develop a strong volunteer corps of community members to help deliver programs and events in the Village.	5.3.1 Seek to recruit train and place volunteers in the system to help supplement staff needs for the future.	Director	2021	Develop a volunteer training guide and have the Volunteer Coordinator train all the volunteers helping the system move forward.
	5.3.2 Establish best practices in volunteer recruitment, placement and training.	Director	2020	Seek to have the volunteer coordinator certified by the United Way in Volunteer Administration.

5.3.6 MARKETING & COMMUNICATION

GOAL 6: CREATE A MARKETING AND COMMUNICATION PLAN TO DRIVE THE DEPARTMENT'S MARKETING INITIATIVE AND IMPROVE AWARENESS OF EXISTING OFFERINGS.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
6.1 Create an online registration platform for residents to enroll in programs.	6.1.1 Acquire an online registration system that is simple for users to access.	Director	2020	Online registration is in place by the end of 2020.
	6.1.2 Establish instructions for how to access programs via online registration and coordinate with a bank for direct deposit.	Director	2022	Creating an online module for residents to access to learn how to access the system.

Strategy	Tactics	Group Responsible	Start Date	Performance Measure
6.2 Recruit a qualified volunteer/intern to oversee marketing efforts.	6.2.1 Recruit a Volunteer Coordinator for the Village to manage and train volunteers.	Director	2021	Volunteer Coordinator is in place by the end of 2022.
	6.2.2 Provide them with training for recruitment and management of volunteers as part of their responsibility.	Director	2021	Training completed by the spring of 2021.