



City of Sidney

**PARKS AND
RECREATION
MASTER PLAN**

2023

ACKNOWLEDGMENTS

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Content notes:

1. The park name for Jannides Park was changed from Plum Ridge Park during the planning process. This plan may contain references to the former name.

Prepared by:



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One

Introduction



One

Introduction

1.1 PROJECT OVERVIEW

Interweaving the mission of the City of Sidney Parks and Recreation department and the visions and goals of the city's Comprehensive Plan, Capital Improvements Plan, and 2009 Parks and Recreation Master Plan, the 2023 Parks and Recreation Master plan provides guidance for creating the 26-park system's best future. It is a dynamic and realistic strategic action plan for the development of unique level of service standards for the parks, recreation programs and facilities reflecting the city's strong commitment to providing diverse and high-quality recreational activities for the community, and for park visitors from across the region. It is also a road map to ensuring the long-term success and financial sustainability of the entire park system for the greatest community benefit.

The planning process included a robust mix of inputs to inform the final Parks and Recreation Master Plan ("the Plan"), including data collection, review of existing park conditions and whole-system park assessments, community input, market research, and open dialogue with local leadership, key stakeholders, and Sidney residents.



The Sidney Parks and Recreation Master Plan is a long-range plan that helps ensure system resources are used effectively, and priorities are based on the greatest community benefit.

1.2 PROCESS OVERVIEW

Who Was Involved

The City of Sidney

The City led the development of the Plan. This leadership came from both staff and elected and appointed officials. Throughout the process, staff worked with the project team to provide data and resources, management insight, and helped shape the engagement process and plan recommendations.

Local Stakeholders and Community

The community guided the development of the Plan. This included interviews with staff, local stakeholders, and elected and appointed officials as well as input from the community, which provided user experience feedback and vision for how users would like the system to evolve in the future, as well as information on the types of activities and programs they would like to see offered in the community.

The Consultant Team

The community advancement firm, OHM Advisors, an architecture, engineering and planning firm, partnered with PROS Consulting, a professional management consulting firm with extensive experience in parks and recreation planning, assessments, development and training, to develop the Plan for the City. It provides recommendations based upon publicly-driven input as obtained and analyzed throughout the second half of 2022 and early 2023.

Project Process



Phase One: Launch

At the project's kickoff, the team established a shared understanding of project objectives and set the stage for a successful project.



Phase Two: Discover

This phase included a technical analysis and inventory of the park's existing conditions as well as park, program and facility assessments, in order to create a technically informed master plan.



Phase Three: Engage

A robust community engagement process began with the first public forum, and continued through small group work, an open house, and community meetings.



Phase Four: Create

Building on the previous phases, the consultant team began to develop a plan framework as it continued to conduct engagement and evaluate important feedback.



Phase Five: Test and Refine

In this phase, the team created specific plan recommendations, then tested them with key stakeholders and refined.



Phase Six: Finalize and Adopt

The last phase included the finalization of the master plan and its action strategy for the next 10 years, and its adoption process through Sidney's city council.

1.3 BUILDING THE PLAN

Plan Inputs

The process of building the Plan included the primary inputs described below. The key findings from each of these inputs helped create the foundation for development of the Plan recommendations.

Technical Analysis & Inventory

Understanding the past and the present of the City's park system is the key to planning for the future. This input included a review and consideration of previous city and park system plans, and was critical to understanding how the park system was performing, the level of services it was providing, and how it was meeting the community profile.

Park, Program & Facility Assessments

The consultant team site-assessed all 26 parks as well as their programming offerings and facility infrastructures. The current characteristics of each played key roles in informing the master plan.

Community Engagement

At the heart of the planning process was community input from a robust engagement process. The public's attitudes and aspirations provided the intuitive local knowledge that shaped the Plan. The community provided input through a variety of methods including online, small group and individual interviews as well as survey and public forums.

Benchmarking & Best Practices

Looking outside the City park system to those in other communities offered a unique perspective and comparison for how to shape the Plan. This plan input provided a comparison to evaluate and shape Sidney's system and offerings, as well as inspiration for potential programs and facilities that have been successful in other communities.

Plan Outcomes

After analyzing all of the foundational inputs, the consultant team synthesized the information and created the following Plan outcomes.

Park Improvement Recommendations

Organized in a "need to do" and "dream to do" format, the team created an overall set of recommendations for each of Sidney's 26 parks, including a list of amenities and features needed for each park, along with a maintenance schedule to ensure that each can be kept up to the highest quality standards and concept design plans for these recommended improvements.

Operational & Financial Planning

The Plan is coupled with a Capital Improvement Schedule that indicates the recommended project, program, or policy, the associated opinion of cost, and the responsible party. The Plan includes funding options which can be pursued as the city begins to implement Plan recommendations, and an operational analysis and assessment aligning interdepartmental staff and operations to future plans for the park system.

Strategic Action Plan

The Plan includes a detailed strategic action plan recommending priority tasks for the park system which will effectively use system resources and provide the greatest community benefit.

Parks Mission Statement

To improve community services and facilities with regard to safety, education, recreation, and public health.



GOAL ONE

Utilize the Miami River corridor.



GOAL FIVE

Provide and promote high quality programs and education to all generations that foster nature awareness, fitness, life skills, and community cohesion.



GOAL TWO

Extend the non-motorized transportation links between parks and connect neighborhoods to parks.



GOAL SIX

Provide and promote a variety of multi-generational amenities and facilities for play, fitness, active recreation, and passive recreation.



GOAL THREE

Provide parkland within 1/2 mile walk of every city resident.



GOAL SEVEN

Incorporate a variety of funding tools to maintain and enhance the parks system.



GOAL FOUR

Maintain existing parkland and facilities to a high standard.



GOAL EIGHT

Utilize the parks system in support of city economic development and town planning initiatives.





Two

Community Profile

Two

Community Profile

2.1 INTRODUCTION

A key component of the Plan is a Demographic & Recreation Trends Analysis. The purpose of this analysis is to provide the Parks and Recreation Department (“the Department”) insight into the makeup of the population it serves and identify market trends in recreation. It also helps quantify the market in and around the City and assists in providing a better understanding of the types of parks, facilities, and services used to satisfy the needs of residents.

This analysis conducted by PROS is two-fold; it aims to answer the who and the what. First, it assesses the demographic characteristics and population projections of City residents to understand who the Department serves. Second, it examines recreational trends on a national and local level to understand what the population wants to do and what activities they trend toward. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.



2.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the City. This assessment is reflective of the City's total population and its key characteristics such as age, race, 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. Figure 1 provides an overview of the City's populace based on current estimates of the 2022 population. A further analysis of each of these demographic characteristics (population, age, race/ethnicity, and income) can be found in Section 1.1.3.

POPULATION

- 2022 Population: 20,403
- Annual Growth Rate: -.45%
- Total Households: 8,492

AGE

- Median age: 38.0
- Largest age segments: 18-34, 35-54
- Continued growth of 55+ pop. through 2037

RACE/ETHNICITY

- 86% White Alone
- 3% Black Alone
- 2% Asian Alone
- 2% Hispanic/Latino

INCOME

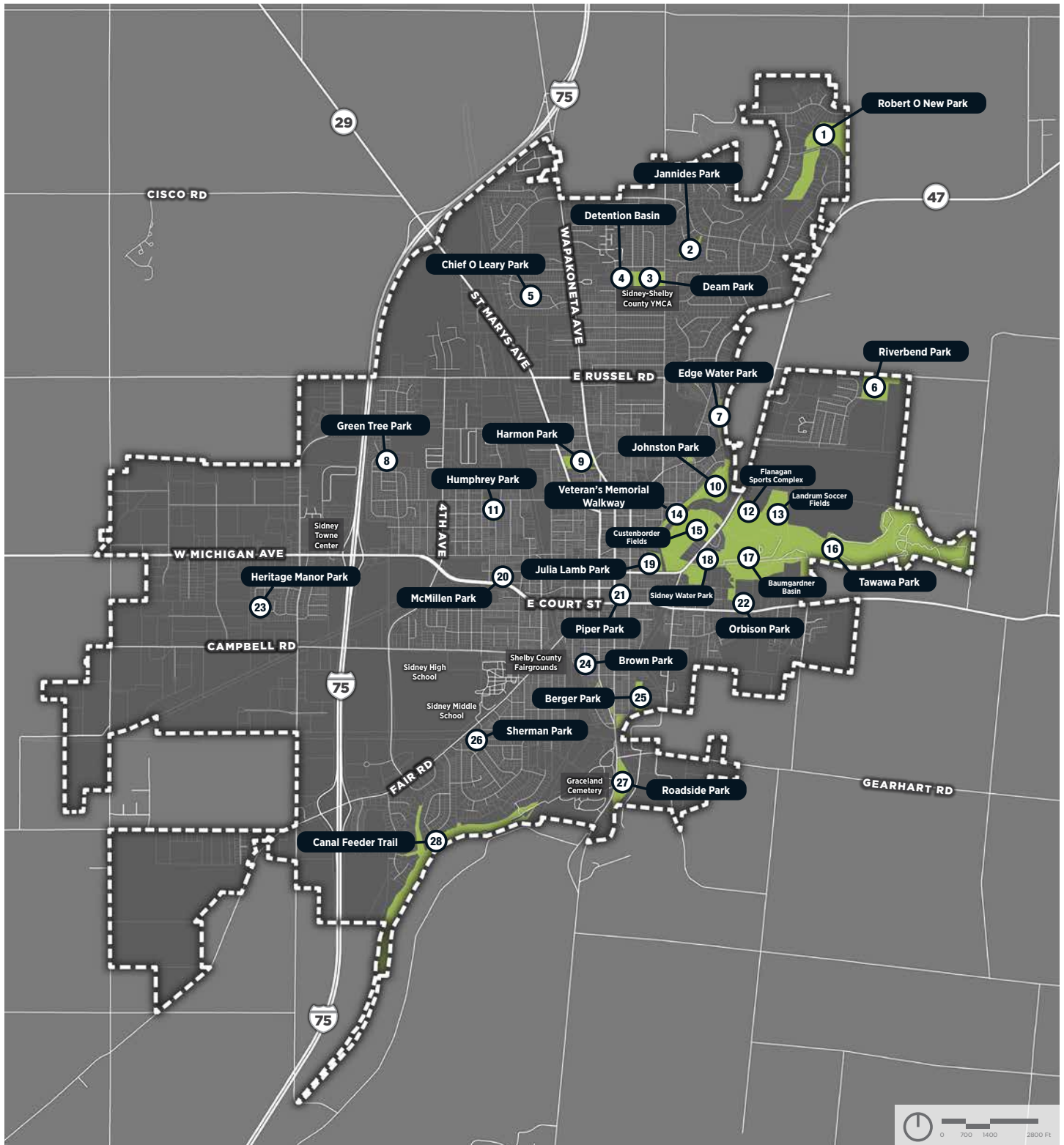
- Median household income: \$60,782
- Per capita income: \$32,337

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 May 2022 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). PROS then utilized straight line linear regression to forecast demographic characteristics for 10 and 15-year projections (2032 and 2037).

Demographic Analysis Boundary Map

The City boundaries shown below were utilized for this demographic analysis.



Demographic Implications

While it is important not to generalize recreation needs and priorities based solely on demographics, the analysis suggests some potential implications for Sidney:

- With the population predicted to continue decreasing slightly over time, the City will likely be able to focus on life-cycle replacement and repair and maintaining of existing amenities.
- Although the population is trending toward an older age, the City is still home to a significant segment of young people. With high concentrations of youth, there may be a need to focus on young adults and families. Adding more athletic fields or family-oriented parks could be beneficial to attract other young families to settle here. It might also be important to plan improvements for the older population as the community ages and looks for “Active Adult” recreational activities.
- Sidney’s household income characteristics suggest growth at both the personal and family level. While this may suggest an ability to increase fees and charges, this growth should be kept in mind when pricing out future programs and events. Currently, any increases in salary are covering the increased cost to families stemming from record-setting inflation.
- Finally, Sidney should ensure its diversifying population is reflected in its offerings, marketing/communications, and public outreach. Though the population is primarily white, it is steadily diversifying, making it important to ensure that each community is well represented and accounted for when creating amenities, programs, and services.

Demographic Key Findings

Below includes an overview of the demographic analysis findings:

- **Population:** Sidney’s population has declined slightly over the last decade and will continue to decrease to a figure of 19,537 by 2037
- **Age:** There is a slight aging trend with people over 55 making up 36% of the population by 2037
- **Income:** From 2022 to 2037, the median household income and per capita income are expected to grow by 35.1% and 40.1%, respectively
- **Race / Ethnicity:** Predictions for 2037 expect the population to become much more diverse, with a minor decrease in the White Alone population and minor increases to all other race categories as well as a 3% increase in Sidney’s Hispanic/Latino ethnicity

2.3 RECREATIONAL TRENDS ANALYSIS - MARKET POTENTIAL

Local Sport and Leisure Market Potential

The charts on the following page show sport and leisure market potential data for Sidney residents, as provided by ESRI. Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident 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.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.

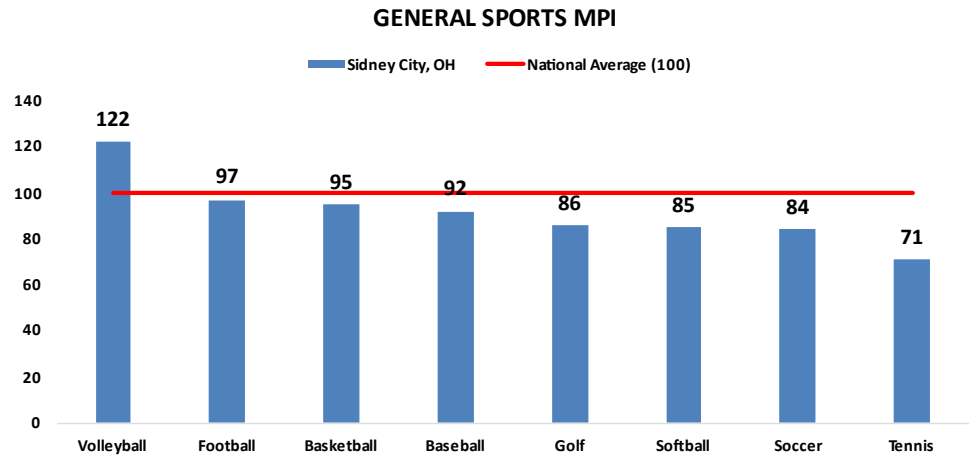
Overall, when analyzing the City's MPIs, the data demonstrates relatively below average market potential index (MPI) numbers. When assessing each category's market potential charts, most activities scored at or below the national average. However, there are some higher MPI scores that show that the City's residents have a strong participation presence when it comes to certain recreational offerings, like volleyball and fishing. This becomes significant when the Department considers starting new programs or building new facilities, giving them a strong tool to estimate resident attendance and participation.

The following charts compare MPI scores for 49 sport and leisure activities that are prevalent for residents within the City. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service area will actively participate in those offerings provided by the Department.



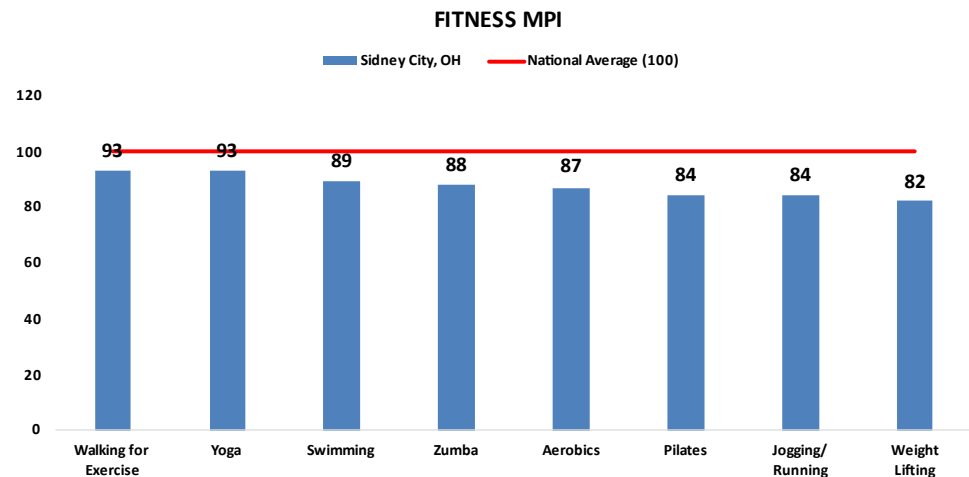
General Sports Market Potential

The General Sports chart shows that nearly all the recorded sports are below the national average regarding MPI. The overwhelmingly highest score belongs to Volleyball (122), while sports like Football (97) and Basketball (95) are a distant second. Sidney's General Sports scores are relatively low, with all but one sport being below the national average.



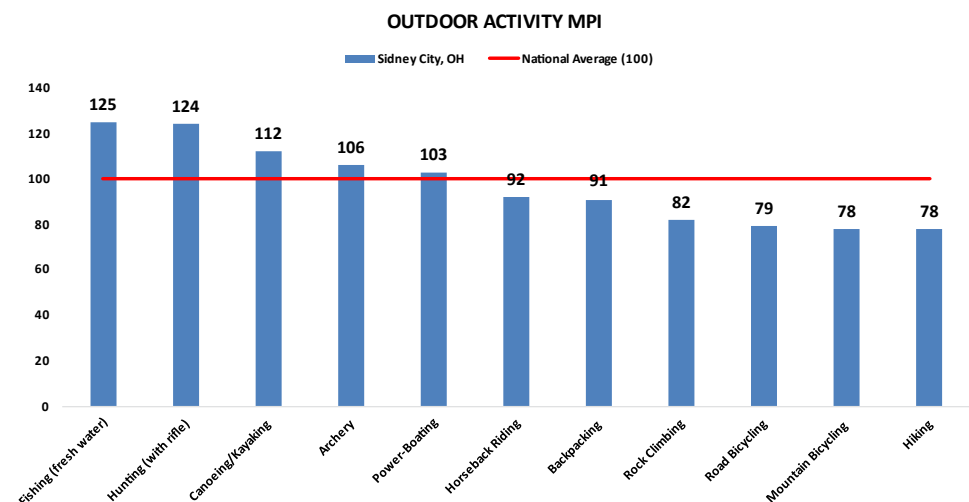
Fitness Market Potential

Assessing MPI scores for the Fitness Activity category reveals that all fitness activities in Sidney rank below the national average. The most popular activities are Walking for Exercise (93), Yoga (93), and Swimming (89).



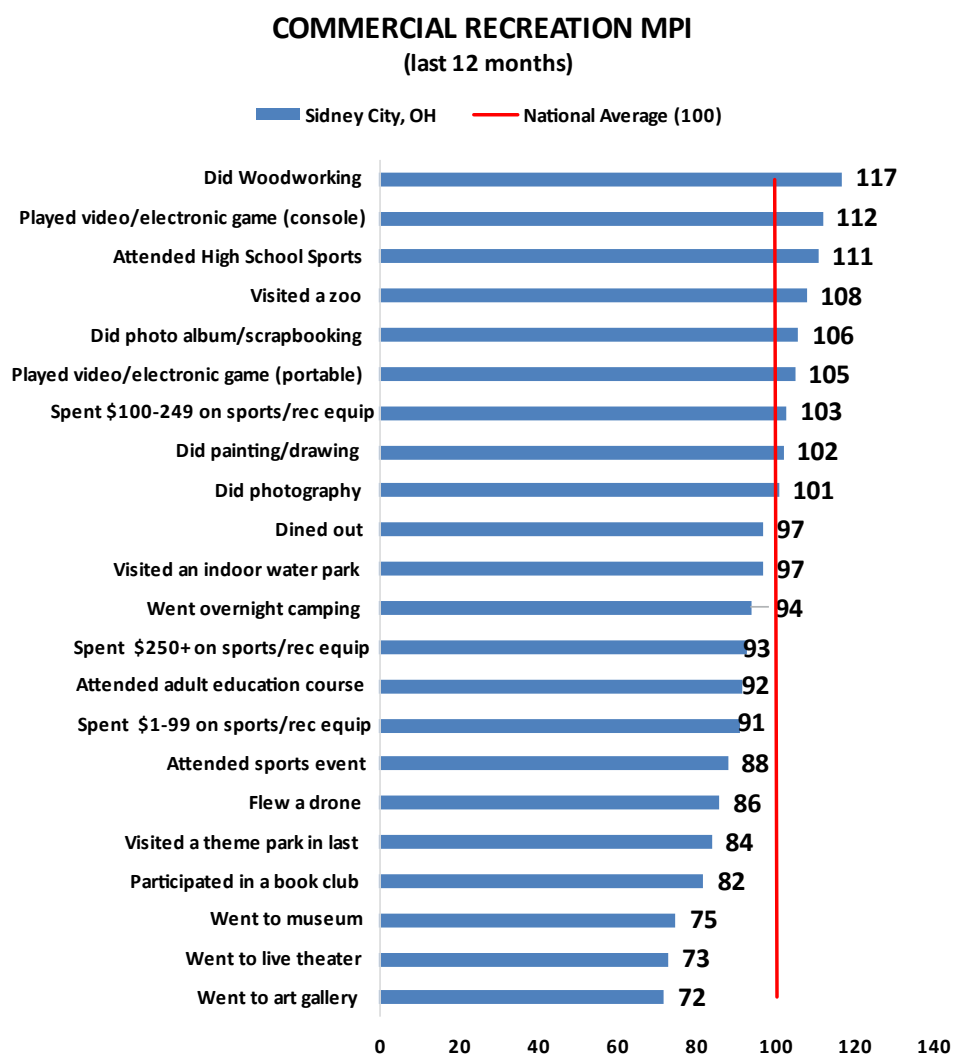
Outdoor Activity Market Potential

The Outdoor Activity MPI chart reflects scores that are a bit higher than Sidney's other MPI numbers. The City's highest scores belong to Freshwater Fishing (125) and Hunting with a rifle (124). Certain outdoor activities like backpacking, rock climbing, and hiking may be as low as they are due to a lack of proper terrain near the area or a lack of appropriate equipment and facilities for the sports.



Outdoor Activity Market Potential

The Commercial Recreation category reveals that only a few of the recorded activities are above the national average. The most popular activity in the service area was Did Woodworking at 117, with a small drop off compared to the next highest activity. Overall, the type of activities that are popular in Sidney are diverse; some artistic activities have higher ratings along with more active, sports-like activities. These activities could signal a potential target area for new facilities, funding, or programs.







Three

Public Engagement



Three

Public Engagement

3.1 INTRODUCTION

The success of master plans is built in large part on the inclusion of the public's ideas into the overall plan vision. Throughout the course of the planning for the future of Sidney's parks, an exhaustive public engagement effort solicited thousands of ideas and comments to help solidify the future vision. These ideas provide the foundation of this Plan's recommendations.

Through the outreach and engagement process, roughly 730 community members contributed their thoughts and ideas for the improvement of the parks system via in-person and online community meetings. Individual meetings with the Steering Committee comprised of local leaders, and User Groups comprised of local stakeholders and park users, provided the planning team a unique and nuanced perspective on the park system as a whole, along with specific recommendations for each park.



Engagement Overview Snapshot

PARTICIPANTS



STEERING COMMITTEE



USER GROUPS



RESIDENTS

ACTIVITIES



MAPPING



SURVEYS



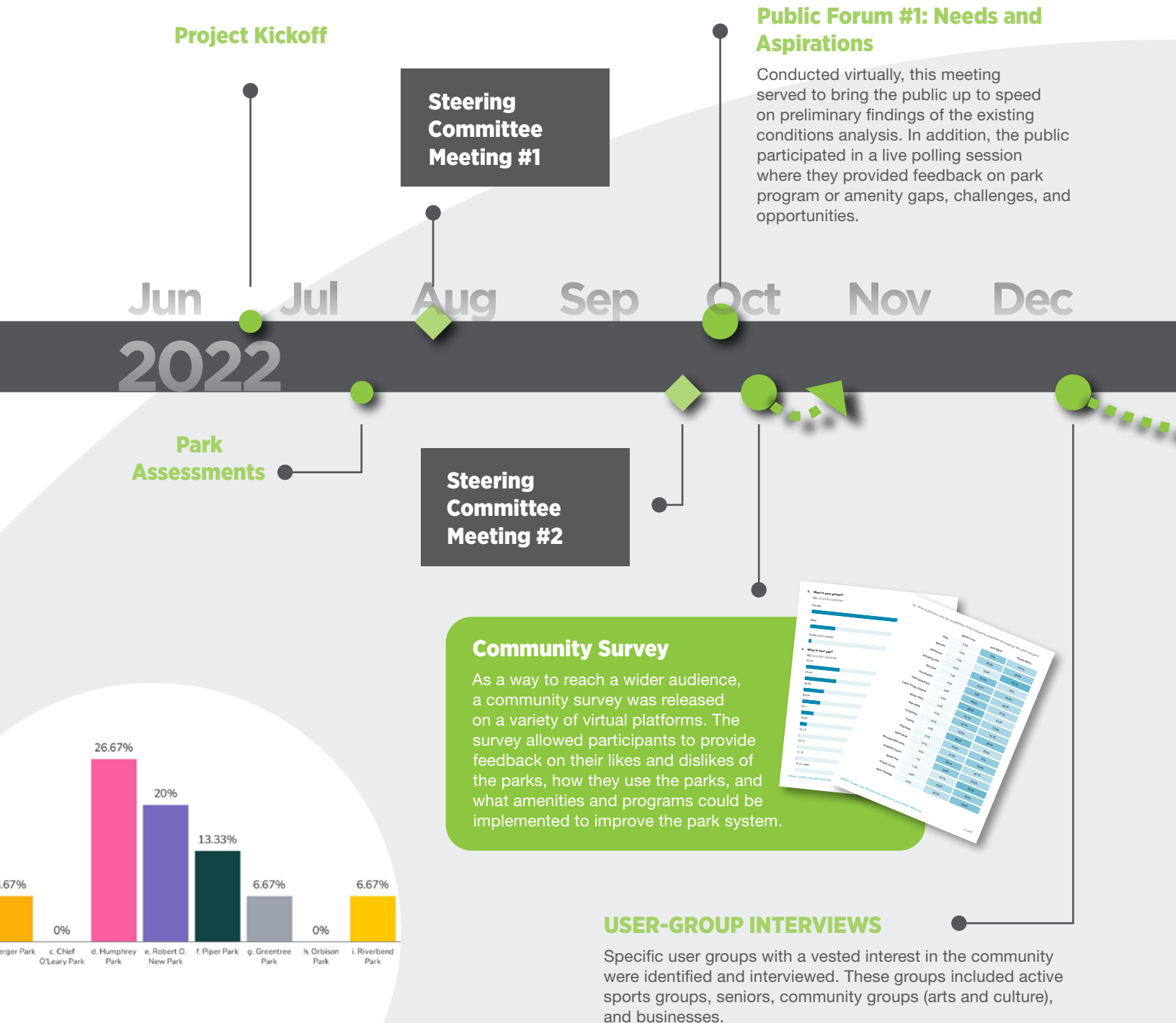
DISCUSSIONS

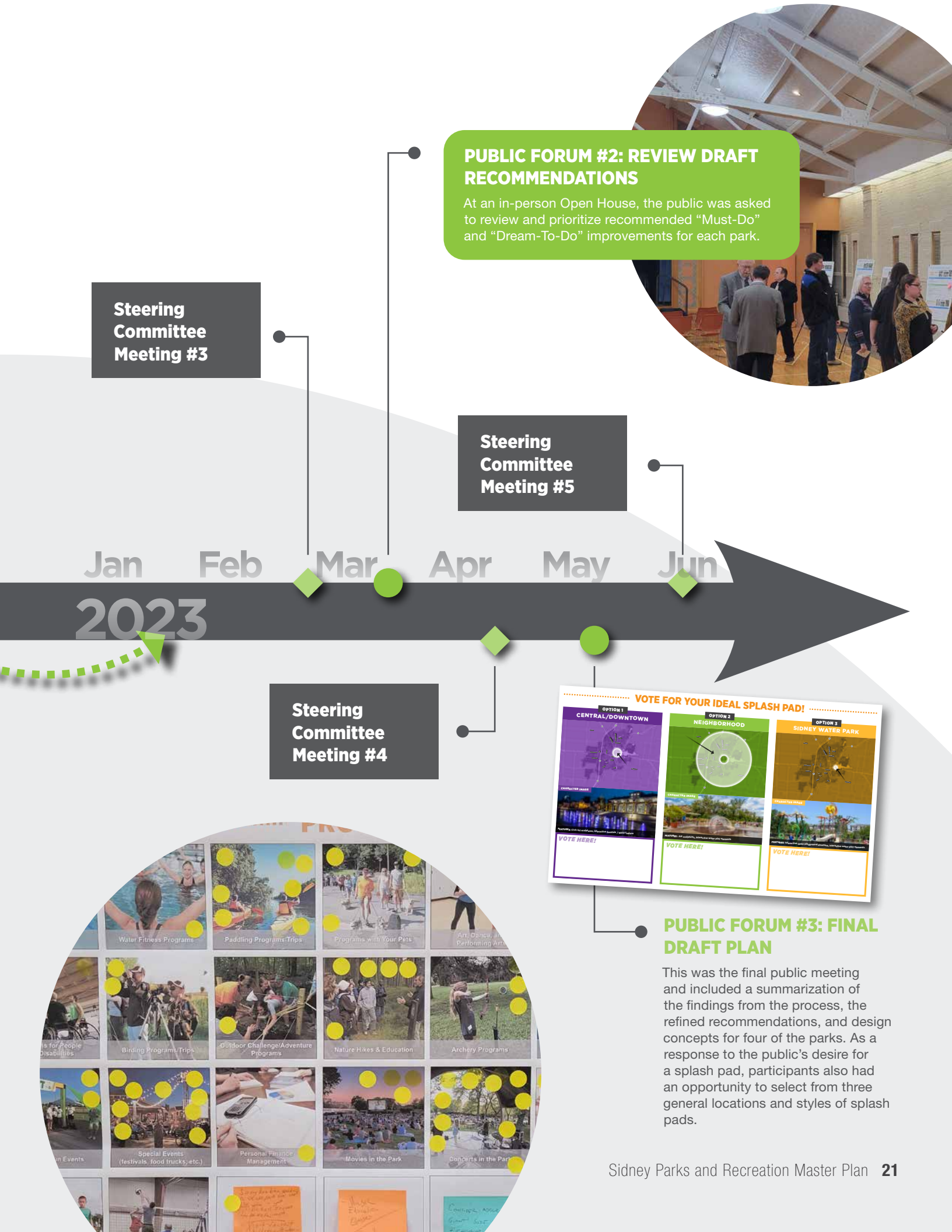
PARTICIPATION BY ENGAGEMENT TYPE



3.2 ENGAGEMENT TIMELINE

The project kicked off in June 2022 with the public engagement process commencing in the fall. The robust process took place over 12 months and included two public forums (one with a live survey), a virtual community survey, meetings with Small Groups consisting of local stakeholders and park user groups, and a well-attended open house.





3.3 STEERING COMMITTEE MEETINGS

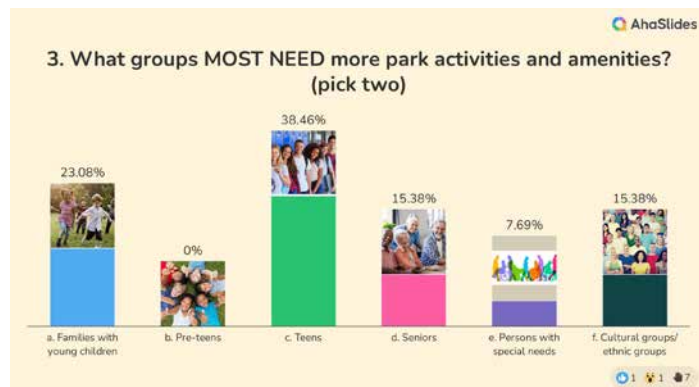
The Steering Committee was comprised of seven members and its valuable feedback drove the course of the Plan's engagement process. Building on the City's progress since the last Master Parks Plan in 2009, the committee stated its intention for the new plan to pursue the following objectives.



3.4 PUBLIC FORUM #1

In this virtual meeting, the planning team shared the existing conditions analysis preliminary findings with the public and engaged it in a live polling session, where they gave the following feedback on park program or amenity gaps, challenges, and opportunities.

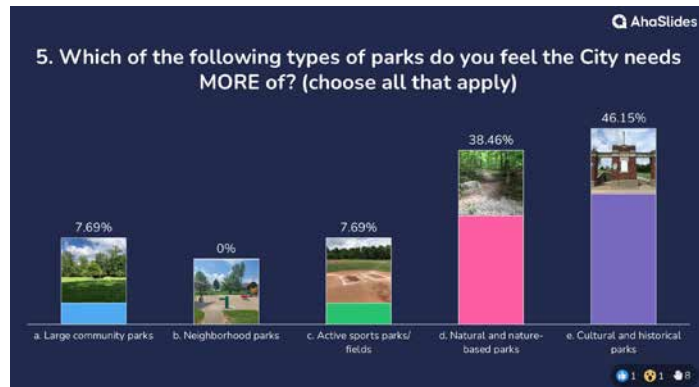
AGE-BASED PARK AMENITIES



PROGRAM / SERVICE GAPS



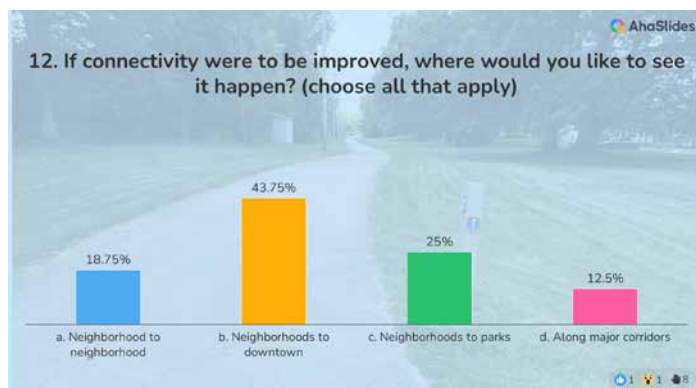
PARK TYPE GAPS



NEIGHBORHOOD PARK AMENITIES



NON-MOTORIZED CONNECTIVITY



3.5 COMMUNITY SURVEY

To reach a wider audience, the planning team released a community survey online. The survey allowed participants to provide feedback on their likes and dislikes of the parks, how they use the parks, and what amenities and programs could be implemented to improve the park system. Over 660 respondents completed the survey which was available over an 4 week period. Common themes and key takeaways from this feedback include:

PARK VISITATION AND FREQUENCY

High frequency
of use



52.7% of
respondents
visit the parks
weekly

81% of respondents visit
Tawawa Park the most



Availability for Programs

	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday		
	M	A	E	M	A	E	M	A	E	M	A	E	M	A	E	M	A	E	M	A	E
CHILDREN		★	★		★	★		★	★		★	★		★	★	★	★	★		★	★
ADULTS			★			★			★			★			★			★			★

Most activity during weekday evenings + weekend afternoons

PARK SAFETY

10% Feel Unsafe

- Drug use
- Homelessness
- Uncomfortable around strangers in isolated areas
- Lack of patrol presence
- Poor cell phone service
- Lack of emergency call boxes



90% Feel Safe

BARRIERS TO PARTICIPATION

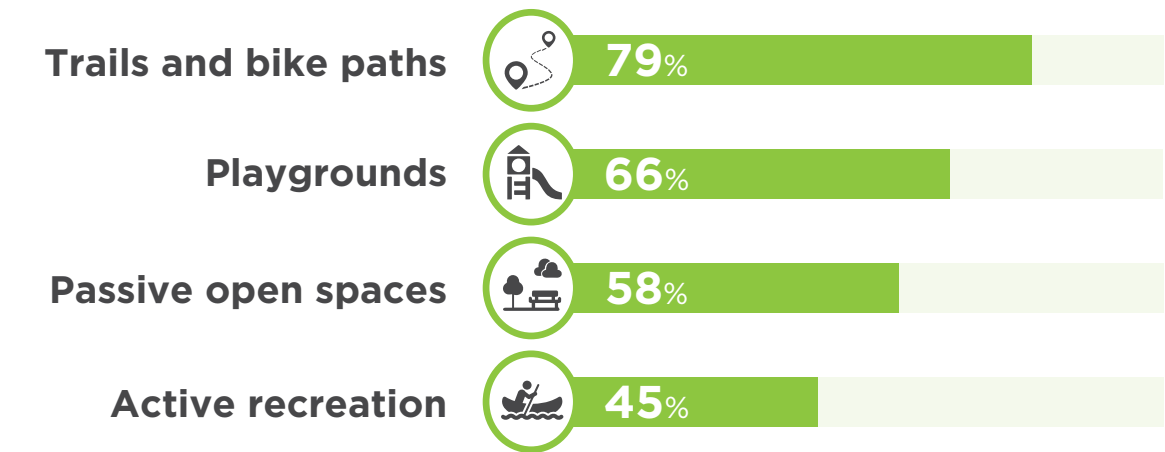
- **Conflict with work and school schedules; time availability**
- Lack of information
- Limited accessibility
- No fenced-in playgrounds
- Pool closed more than open, lack of rule enforcement for family atmosphere



PARK IMPROVEMENT SUGGESTIONS




RESPONDENTS MOST PREFERRED:




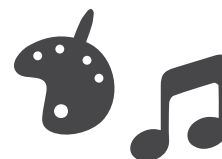
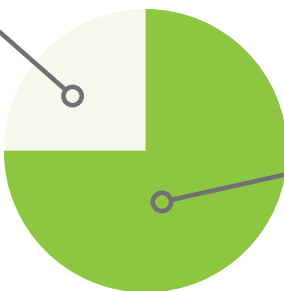
PARK EVENTS AND PROGRAMS SUGGESTIONS

MOST POPULAR SUGGESTED EVENTS

25% Other
Suggestions

 **Sports:** clinics, coordinated games, disc golf, 5Ks/races/triathlon for kids

 **Festivals:** carnivals, craft shows, car shows, food truck rally



75% in support of **music/art performances**

PROGRAM SUGGESTIONS

SPORTS

- Pickle-ball
- Obstacle course park / ninja warrior park
- Pool and staff improvements
- Accessible play
- Kayak
- Skate/ bike park



NATURE

- Guided nature hikes
- Birding
- Camping (ie. Columbus Metro Parks has a lead family camp night at one of its parks)
- Lecture series with expert (trees, mushrooms, spring reptile/ bug hatching, birding) vary for age groups



LIFE SKILLS

- Personal finance management
- Art class
- Park safety (outdoor safety education)



EVENTS

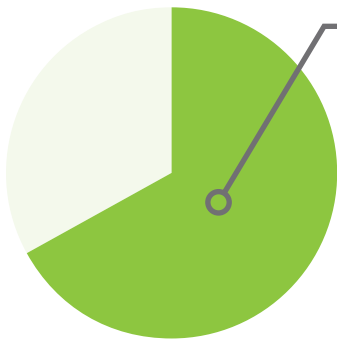
- Movie night
- Concerts
- Community night – food trucks
- Kids events, field day



ABOUT SIDNEY WATER PARK



VISITING THE POOL



67% report **never visiting** or only **visiting once** per season

Reasons preventing respondents from using the pool:

- Crowded
- Inconsistent hours/staffing
- Cost - too expensive vs. family income
- Lack of rule enforcement
- Doesn't include amenities for babies or seniors

IMPROVEMENTS FOR THE POOL

• Better hours and more staff/lifeguards

- Range of times / age groups
- Splash pad
- Warm water for small kids
- Furnishings
- More shade areas
- Party rental; member-only times



3.6 USER GROUP MEETINGS

The planning team conducted a series of small group meetings throughout the engagement process which included stakeholders and those with a vested interest in the community. Small group meetings were conducted in 1-hour virtual sessions with business stakeholders, active sports groups, community / arts & culture groups, and seniors. Common themes and key takeaways from these groups’ feedback include:

PARK IMPROVEMENT SUGGESTIONS



Certain neighborhood parks could support a variety of activities



Improve park shelter accessibility from the parking lot



Develop a disc-golf course



Improve river access for kayaking




Offer a splash pad



Offer a multi-generational/ multi-activity space (skate park, pickle-ball, and concession/ restroom)


MAINTENANCE IMPROVEMENTS



Designate **volunteer field crew**

Trained in proper field preparation

Used for game days and park staff shortages




Designate **field coordinators**

One coordinator per sport

Acts as liaison between park staff and sports clubs

Helps to determine field availability or cancellations



Improve fields for **tournament certification**

Field condition is key to tournament use

BRANDING AND AWARENESS



Get the
word out!

Provide information about upcoming events and programs to the business community

- Staff Wellness Coordinators
- Senior Center and Senior Community Coordinators
- Youth Organizations

PROGRAM SUGGESTIONS



Develop "**Corporate Challenge**" Program

Year-long, multi-sport tournament of local businesses

Support smaller businesses by combining into complete teams or offering small-team divisions



Designate volunteer **senior community leaders/assistants**

Organize those with particular skills or knowledge base as **education resources**



Education trails



Geocaching city tour

3.8 PUBLIC FORUM #3

The final in-person open house, attendees reviewed the results of the previous public forum ranking of recommendations. The project team presented conceptual designs of various parks to illustrate how some of the public-supported recommendations could be implemented through physical park improvements. Attendees were asked to share any comments, concerns and ideas.



Public Engagement Key Findings

PARK IMPROVEMENTS

- Create more cultural/historical and nature-based parks
- Diversify programming at various neighborhood area parks
- Improve the Sidney Water Park with consistent staffing and open hours, added amenities for babies and seniors, added furnishing and shade areas, and a new splash pad
- Create a multi-generational, multi-activity park space
- Improve safety

PROGRAM IMPROVEMENTS

- Create more programming for teens and families young children
- Offer more music and arts performances
- Offer more interactive and educational programming
- Involve the community in volunteering to help administer programming

INFRASTRUCTURE IMPROVEMENTS

- Improve trail connectivity between the parks and downtown
- Improve river access for kayaking





Four

Parks, Facilities, and Program Assessments

Four

Parks, Facilities, and Program Assessments

4.1 PROGRAM ASSESSMENT

Overview

Introduction

As part of the Parks and Recreation Master Plan, the consulting team conducted a Recreation Program Assessment of the services offered by the City of Sidney's Parks and Recreation Department ("Department"). This assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, ancillary services, key system-wide issues, areas of improvement, future programs and services for residents and visitors.

The consulting team based these program findings and comments from a review of information provided by the Department including program descriptions, website content, and discussions with staff. This report addresses the entire portfolio of programs offered through the Department.

Framework

The Department provides a variety of educational and recreation programs and services, neighborhood and community parks, community facilities and museums, social service programs, and special events throughout the year. It strives to create community through people, parks, and programs.

The variety of offerings range from 18 City-maintained parks with sports fields, shelter houses, playgrounds and various programs and services for individuals, families, youth, and seniors (50+). Offerings include healthy lifestyle options, recreational and educational classes, trips and tours, youth and adult sports, and more.



Core Program Areas

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. In the current pandemic and uncertain financial situation, as the Department looks to prioritize the community's needs and its spending, it is even more important to identify and focus on Core Programs. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to 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

In consultation with the Department staff, the planning team identified nine (9) Core Program Areas that are currently offered. These Core Program Areas serve as a framework for assessing the current program offerings of the Department.

CORE PROGRAM AREAS		
Concession Stand	Free Summer Clinics	Senior Citizens Chair Exercise
Shelter Houses	Sporting Fields	Summer Backpack Program
Summer Lunch Program	Swimming Lessons	Water Park

Core Program Area Recommendations

The existing Core Program Areas provide a foundation of program opportunities for residents. It will be important to reassess all offerings on a regular basis to ensure they are effectively engaging the community and that programming is aligned with the mission and vision of the Department. It may be necessary to adjust the Core Program Areas or introduce new ones as the interests, needs, and demographics of the community evolve over time.

One potential adjustment that could help streamline the Core Program lineup is to create a Out-of-School Core Program Area and the Summer Lunch Program with the Summer Backpack Program would be individual programs within it. As explained in further detail later in this assessment, these areas also serve narrow age segments and have similar cost recovery goals. This combination would provide a broader, but still homogeneous (i.e., youth), target audience with similar performance goals that designates a more robust and cohesive Core Program Area.

An emerging area of programming that the Department could capitalize and expand upon is Virtual Recreation. In the midst of the pandemic, many Parks and Recreation Departments launched some form of Virtual

Recreation to meet the pent-up demand for recreation at home through virtual programming. Seniors have become a group that embraced virtual programming across the United States during the pandemic and have continued to benefit from virtual programming, especially those who have mobility challenges. It will be important in the near term to continue to develop and formalize this as a Core Program and explore ways to grow and innovate these offerings. Recreation trends nationally suggest Esports may be a potential market for the Department to bolster its virtual offerings. Esports presents an opportunity for remote programming that can generate revenue and engage an untapped regional audience interested in gaming.

It is recommended that all Core Program Areas are reevaluated at least once a year for their effectiveness in serving the Sidney community and to keep up with recreational trends and best practices. The remainder of this assessment provides a variety of techniques and tools for evaluating the management and delivery of key programs and services offered through the Department.

Program Strategy Recommendations


In general, the Department program staff should adhere to a cyclical process for evaluating programs on both individual merits, as well as the entire program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is evaluated at least once per year. The following tools and strategies can help facilitate this evaluation process:


Program Development & 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. Life-cycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program

decision-making. Community input can help staff focus on specific program areas to develop new opportunities in what group of citizens to target including the best marketing methods to use.

A simple, easy-to-use tool, like the examples below, will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions the next step is to determine the marketing methods using the template below.

Marketing & Promotion Methods			
 Program Idea (Name or Concept): _____	Marketing Methods	Content Developed	Contact Information
	Start Date		
	Activity Guide		
	Billboard/Digital Sign		
	Email Notification		
	Event Website		
	Flyers - Public Places		
	Friends & Neighbors Groups		
	Newspaper Ad		
	Newspaper Article		
	Radio		
	School Flyer/Newsletter		
	Sidney Alive		
	Social Media		
	Staff Promotion @ Events		
	Television		
Website			

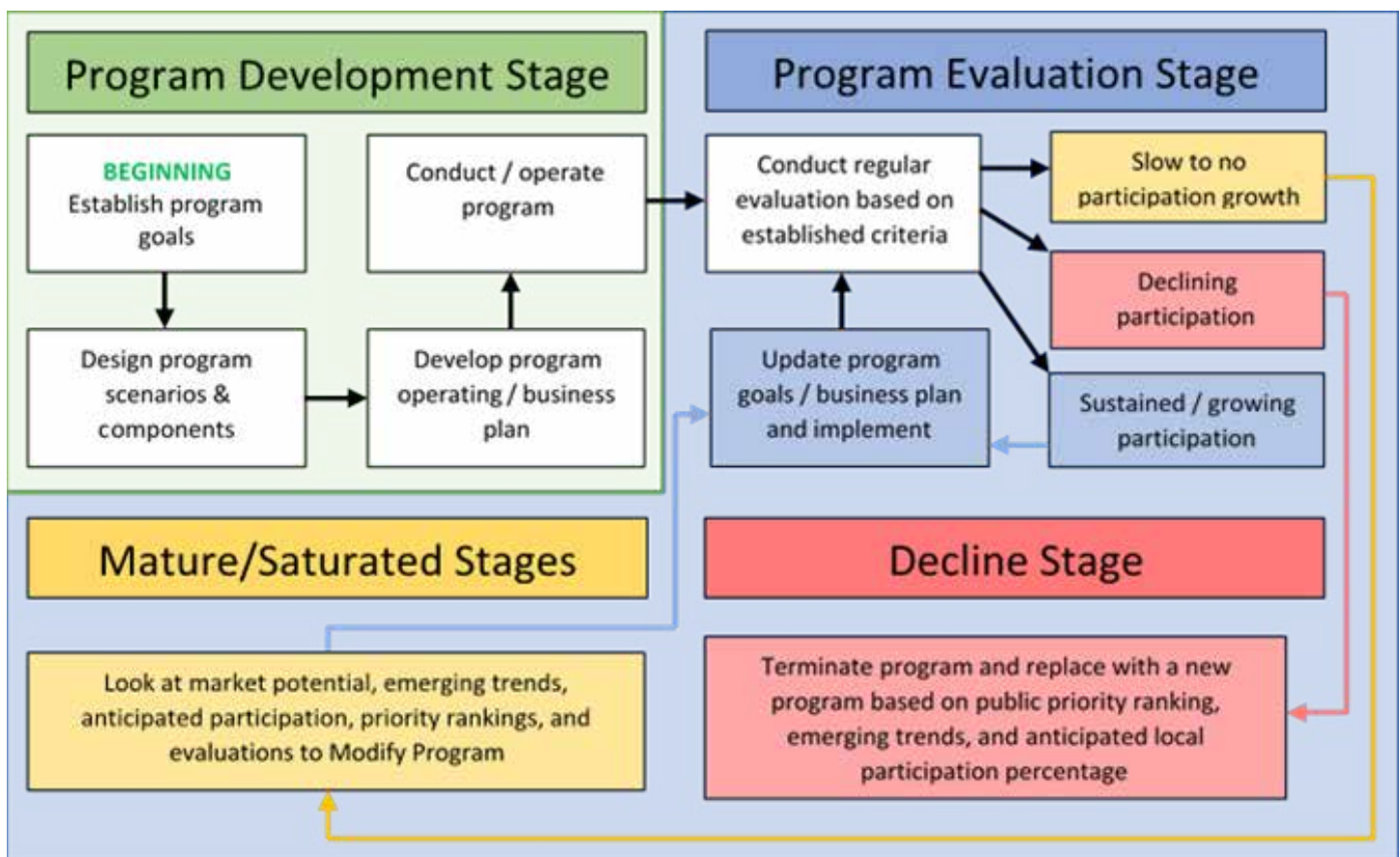
Program Development Worksheet				
 Program Idea (Name or Concept): _____	Internal Factors			
	Age Segment	Primary	Secondary	
	Classification	Essential	Important	Value-Added
	Cost Recovery Range	0-40%	60-80%	80+%
	Priority Ranking:	High	Medium	Low
	Program Area:	Core	Non-core	
	Sponsorship/Partnership			
	Potential Partnerships	Monetary	Volunteers	Partner Skill
	Potential Sponsors	Monetary	Volunteers	Sponsor Skill
	Market Competition			
	Number of Competitors	_____		
	Competitiveness	High	Medium	Low
	Growth Potential	High	Low	

Program Evaluation Cycle (With Life-cycle Stages)

Using the Age Segment and Life-cycle analysis, and other established criteria, program staff should evaluate programs on an annual basis to determine the appropriate program mix. This can be incorporated into the program evaluation process in order to determine the relevancy of programs and better understand participation levels for offerings.

A diagram of the program evaluation cycle and program life-cycle is found below. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) 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 terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.



Marketing, Volunteers, and Partnerships

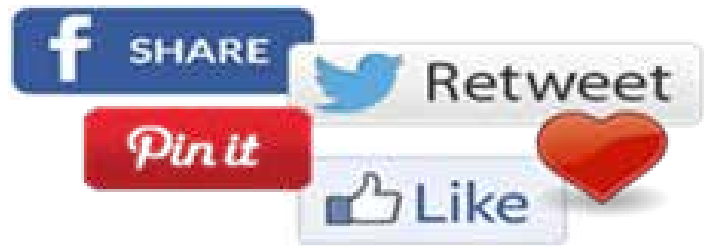
Marketing and Communications

The Department communicates through a wide variety of marketing methods when promoting programs and services, including: printed and online program guides, the Department’s website, apps, direct email and blasts, PSAs and TV ads, newsletters, social media, and QR codes. The Department would benefit from determining the Return on Investment (ROI) for all marketing initiatives to identify which methods are most effective and discontinue those that aren’t.

Effective communication strategies require striking an appropriate balance between the content and the volume of messaging while utilizing the “right” methods of delivery. Although the Department has a broad range of delivery methods for promoting programs, it is imperative to update the Marketing Plan annually to adjust to evolving community needs, demographic shifts, and recreation trends.

Social Media

Social media is an outreach tool that is growing yearly, and should be considered when moving forward with a marketing plan. The Department itself has little to no social media presence, however, the City does have a Facebook account with 11,000 followers, a Twitter account with 800 followers, and a YouTube channel with 60 subscribers. The key to successful implementation of a social network is to move the participants from awareness to action and creating greater user engagement.



Marketing and Communications Recommendations

Ensure the public's understanding of parks and recreation parks, facilities, programs and services is strong and supported through a Department specific marketing plan that includes the components and strategies identified in this section.

- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regular performance measures for marketing; performance measures can be tracked through increased use of customer surveys, as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.
- Evaluate and consider redesign of the web page to enhance visual appeal, better connect with users, and align program offerings with the Core Program Areas
- Consider creating a Departmental social media presence by establishing a content calendar to maintain a consistent stream of relevant content.

Volunteer and Partnership Management

A search of the City website, yielded results for the residents to volunteer for commissions and boards. Department volunteer opportunities were not found within the City website. While volunteer opportunities were not observed within the City website, the consulting team observed volunteers constructing a new park sign for Tawawa Park. Most years the Department has volunteer projects in the parks. These are coordinated with the Director and staff to schedule volunteering as

individuals or groups. The City has also established an Adopt-A-Park Program where organizations can adopt a specific park and provide general care and maintenance. The Department should continue to have a list of potential projects that could be volunteer opportunities. Eventually, the Department will benefit more from a formal volunteer and recognition program.

Recreation Partnerships

The Department and the City remain open to opportunities to partner with similar organizations to collaboratively provide needed services to the community. The School District and the Senior Center of Sidney-Shelby County are a couple of examples where partnerships benefit the two age segments of the community that need services the most.

Volunteer Recommendations

The planning team recommends the following regarding volunteers and partnerships:

- Develop a formal volunteer and recognition program. Have opportunities posted on the City website and identify how the Department can be the best host of citizen workers that makes volunteering a great experience. Incorporate opportunities for volunteers to post on social media their experience and information about the parks department that is developed by staff to specifically increase the reach of social media posts and increase volunteerism.
- Continue to partner with organizations on social needs of the community such as backpack and summer lunch program. Look at the opportunity to contain costs by partnering with organizations that have similar missions.

Program Analysis Key Findings

STRENGTHS

- Core Program areas are designed to serve essential needs within the community
- Programs and services are offered to all age segments of the population
- Social programming is offered to help address needs in the community
- Valuable partnerships exist to help in providing services to community
- Robust digital marketing
- City has a focus on cost containment
- Community investment in the park system

OPPORTUNITIES

- Develop additional programming for youth, families, and seniors
- Ensure sustainable programming (subsidy vs. fees and charges)
- Monitor economic impacts and make adjustments as necessary
- Redesign the Department web page within the current framework.
- Develop a formal volunteer and recognition program.
- Continue to partner with organizations on social needs and develop new partnership

4.2 PARKS AND FACILITIES INVENTORY ASSESSMENT

The park assessment process was kicked-off with a driving tour with park staff to provide an introduction to the various parks and amenities offered across the city. An on-the-ground assessment of the parks was performed in July and August of 2022. The assessment consisted of a walking and/ or biking tour of each park while photographing key features at each park. Forms were used to guide observations and to evaluate maintenance conditions and potential upgrades or improvements. The following is a summary of observed maintenance deficiencies, and recommendations for improvements at each visited park. The individual park assessment forms and photo sets are provided for reference in the appendix.





Baumgardner Basin

Must-Do Improvements

- Repair 2 swings missing at playground.
- Add shade trees along south edge of soccer fields for spectators
- Add benches around soccer fields.
- Improve parking awareness of parking availability, proximity, and wayfinding from Custenborder Fields.

Dream-To-Do Improvements

- East lawn may be usable for additional programming.
- Expand parking and improve circulation.
- Add accessible restroom at Geib Pavilion/ Playground area
- Screen dumpster with enclosure
- Add mounding, fence, or hedge between soccer fields and parking.



Berger Park

Must-Do Improvements

- Add park identity sign and wayfinding signage from Miami Avenue.
- Add benches to basketball court
- Add shade around playground and baseball south and west sides

Dream-To-Do Improvements

- Develop a canoe/ kayak access to river. Study vehicle access or parking for canoe/ kayak vehicles from Columbia Blvd.
- Build walking path from Columbia Boulevard and north along the levee.
- Upgrade play-ground surface.
- Add accessible parking and walks to the shelter, drinking fountain, and other amenities.





Brown Park

Must-Do Improvements

- Add park identity sign and wayfinding signs from main streets.
- Repaint bench

Dream-To-Do Improvements

- Relocate storage and maintenance from building and repurpose as community center.
- Improve pedestrian access and accessibility with sidewalks to main streets. Add sidewalks within the site to provide accessibility to the amenities.
- Upgrade play-ground surface.
- Add walks/ patio surface to replace heavy-worn lawn areas.
- Upgrade signage on building, consider mural on building.





Canal Feeder Trail

Must-Do Improvements

- Repair crumbling rocks and washout at cemetery trailhead rail overpass.
- Upgrade identity sign and wayfinding signage through Graceland Cemetery.
- Repair broken split-rail fence sections; evaluate sustainability of fence and ongoing maintenance; consider locations where fencing can be reduced or eliminated, especially in areas prone to recurring damage.
- Introduce bike-related amenities: bike repair stations, water bottle fillers.

Dream-To-Do Improvements

- Upgrade benches to more durable type.
- Develop canal trail history signage and markers along the trail.
- Develop trail connections to adjacent neighborhoods, into downtown, and require connection with any new adjacent development.





Chief O'Leary Park

Must-Do Improvements

- Upgrade identity sign; Add wayfinding sign in neighborhood.
- Add benches at softball field and basketball court.
- Replace dead tree.
- Add accessible parking and walks to amenities, and connect to street sidewalks.

Dream-To-Do Improvements

- Add tree and shrub plantings around edge with neighborhood.
- Improve connection with HOA open space with walk into site and nature trail to Heatherway Court.
- Upgrade play-ground surface.





Custenborder Fields

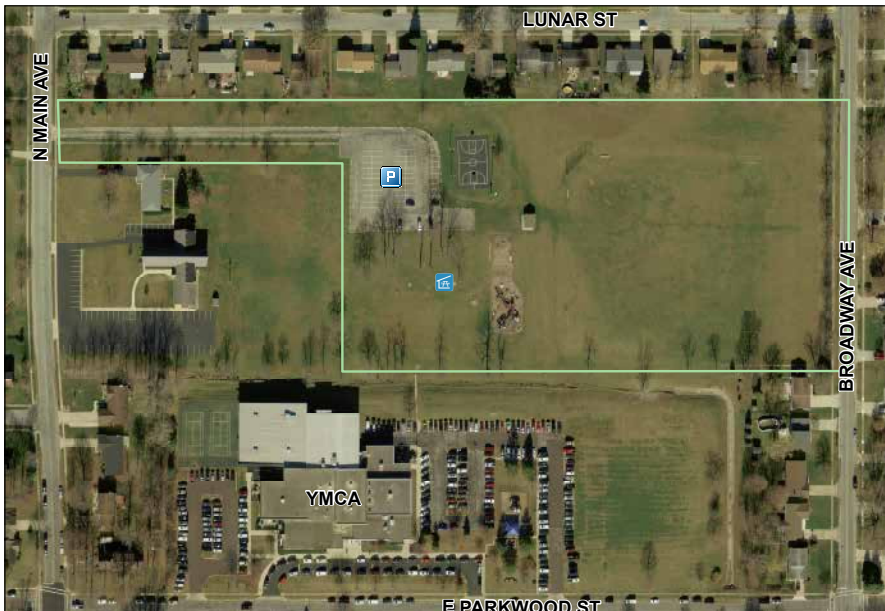
Must-Do Improvements

- Internal wayfinding signage
- Add concrete surface to dugouts
- Complete pickle-ball courts

Dream-To-Do Improvements

- Utilize river frontage for picnic area/ plaza integrated with Veteran's Memorial Walkway.
- Add canoe/ kayak access point
- Add covered seating at concessions area (such as a structure, shade sails, or umbrella tables).
- Upgrade play-ground surface.
- Replace score keeper boxes with spectator pavilions.





Deam Park

Must-Do Improvements

- Add benches at basketball court
- Add bike parking
- Repair erosion at footbridge
- Provide accessible walks from parking to pavilion and restroom
- Add nets to soccer goals.

Dream-To-Do Improvements

- Improve baseball outfield drainage



Detention Basin Park

Must-Do Improvements

- Name park and provide identity sign. Replace fading regulatory signage (or eliminate if unnecessary).
- Near-term program as nature park - establish meadow / low-mow areas with grass nature trails. Reduce resource demand for mowing.
- Introduce buffer plantings along neighborhood edge
- Engage adjacent property owners for partnership opportunities to share parking.

Dream-To-Do Improvements

- Reserve for future amenities and related infrastructure, such as parking, and utility services.
- Develop skate park





Flanagan Sports Complex

Must-Do Improvements

- Repair parking surface
- Add shade trees to spectator areas
- Repair outfield netting

Dream-To-Do Improvements

- Relocate or otherwise screen electrical equipment in spectator areas.
- Build dumpster screen enclosure and pad
- Add creature comforts, such as benches, picnic tables with umbrellas, bike racks
- Add field directory at parking area
- Improve site appearance with landscaping, arrival pick-up/ drop off zone
- Add shade to dugouts





Green Tree Park

Must-Do Improvements

- Add neighborhood wayfinding signs, including at pedestrian entries
- Add benches and shade trees at basketball and play ground
- Extend accessible walk to shelter
- Update identity sign to new standard brand

Dream-To-Do Improvements

- Add street trees
- Upgrade play-ground surface.
- Add plantings around perimeter with neighborhood
- Upgrade aesthetics at pedestrian entries - landscaping, signage, ornamental fence.





Harmon Field

Must-Do Improvements

- Add standard brand identity sign at St. Mary's Ave. entry; (preserve historic sign)
- Relocate dumpster away from dedication rock and flagpole and provide enclosure screen.
- Repair stream channel erosion and exposed pipe; repair broken invert grate and lock grate down to prevent unauthorized access/ entrapment.

Dream-To-Do Improvements

- Add seat steps on Wapakoneta Ave. hill.
- Repair concrete retaining wall at basketball court
- Stream restoration
- Add street trees, shade trees around playground.
- Upgrade area around concession/ restroom to a plaza space focused on the dedication monument/ flagpole.
- Upgrade play-ground surface.





Heritage Manor Park

Must-Do Improvements

- Replace broken trash receptacle cover
- Monitor lawn establishment and revisit as needed.

Dream-To-Do Improvements

- Upgrade play-ground surface.
- Replace chain link fence with decorative fence and landscaping.
- Add street trees





Humphrey Park

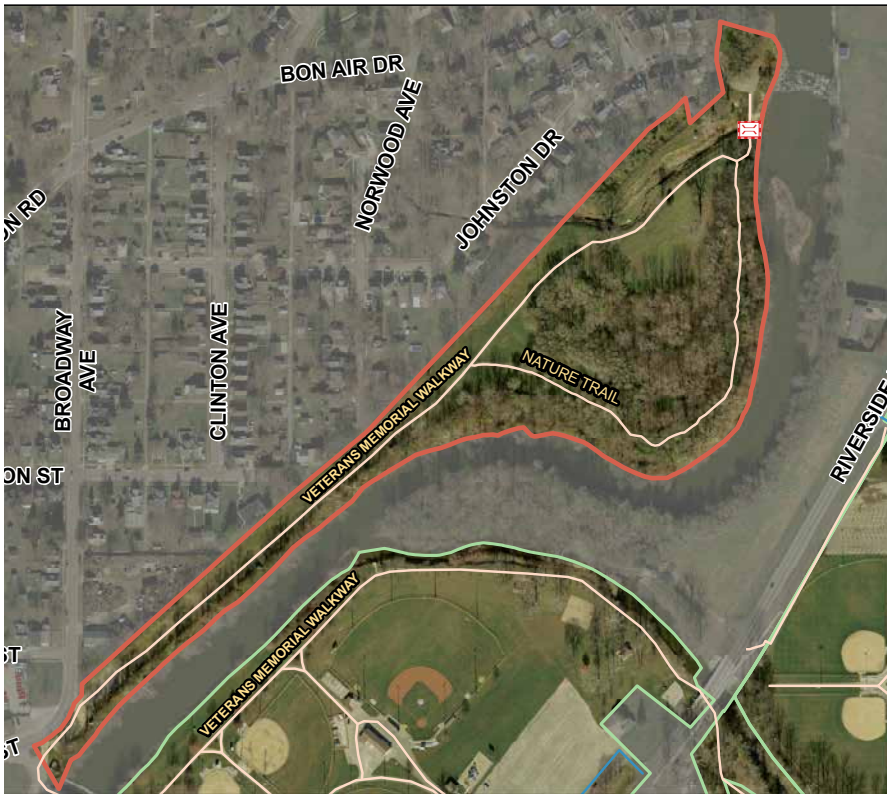
Must-Do Improvements

- Upgrade to standard brand identity sign
- Repair rutted areas in baseball field

Dream-To-Do Improvements

- Repair parking surface and improve signage to identify as parking for Humphrey Park
- Upgrade chain link fence to decorative fence, add landscaping.
- Upgrade play-ground surface.





Johnston Park

Must-Do Improvements

- Add standard brand identity sign at park entry points; add trail map.
- Add neighborhood connection sidewalk from Jefferson Street
- Identify view locations along bike path and selectively clear vegetation to open views to river
- Repair buckled bike path sections

Dream-To-Do Improvements

- Coordinate canoe/ kayak portage route with Sidney Boat Club, and develop put-in at north end of the park below the dam
- Add wayfinding signs within the park (at nature trail spur)
- Add picnic shelter in green space south of the dam
- Reduce cut lawn areas in low-use areas; recondition as meadow or riparian zones





Julia Lamb Field

Must-Do Improvements

- Upgrade to standard brand identity sign at North Street and site entry from Lane Street
- Repair erosion around bottom of stairs from Lane Street
- Open views through vegetation to river at seating areas

Dream-To-Do Improvements

- Develop a park master plan to redesign the park: incorporating a civic amphitheater for performing arts and associated infrastructure, off-street parking, integration of historic entry gate, streetscape, reconfiguration of football field, playground, and pavilion, and walking path.
- Upgrade play-ground surface.





Landrum Soccer Fields

Must-Do Improvements

- Resurface parking area
- Add directional signage at downhill side of access drive.
- Soccer goal frames were missing nets at time of review.
- Reset and repaint bollards around parking; expand barrier to prevent vandalism by vehicles

Dream-To-Do Improvements

- Add trail maps at trail-heads; include overall park map illustrating proximity and connections to Tawawa and Custenborder
- Improve spectator viewing area at top of hill - terrace slope to accommodate chairs, add shade trees and benches





McMillen Park

Must-Do Improvements

- Drinking fountain water pressure needs corrected.
- Update stairs from apartment site with handrails.
- Add wayfinding on primary streets
- Add shade trees around play area
- Add bench at basketball court; add trash nearer to shelter
- Clean up graffiti and staining on shelter slab.

Dream-To-Do Improvements

- Connection to hospital and marquee location – could be a gateway feature park.
- Rain garden in drain basin, with boardwalk, habitat, and education signage.
- Potential site for exercise stations
- Upgrade playground surface; pea gravel is nuisance on sidewalks, perhaps to mowers too.



Orbison Park

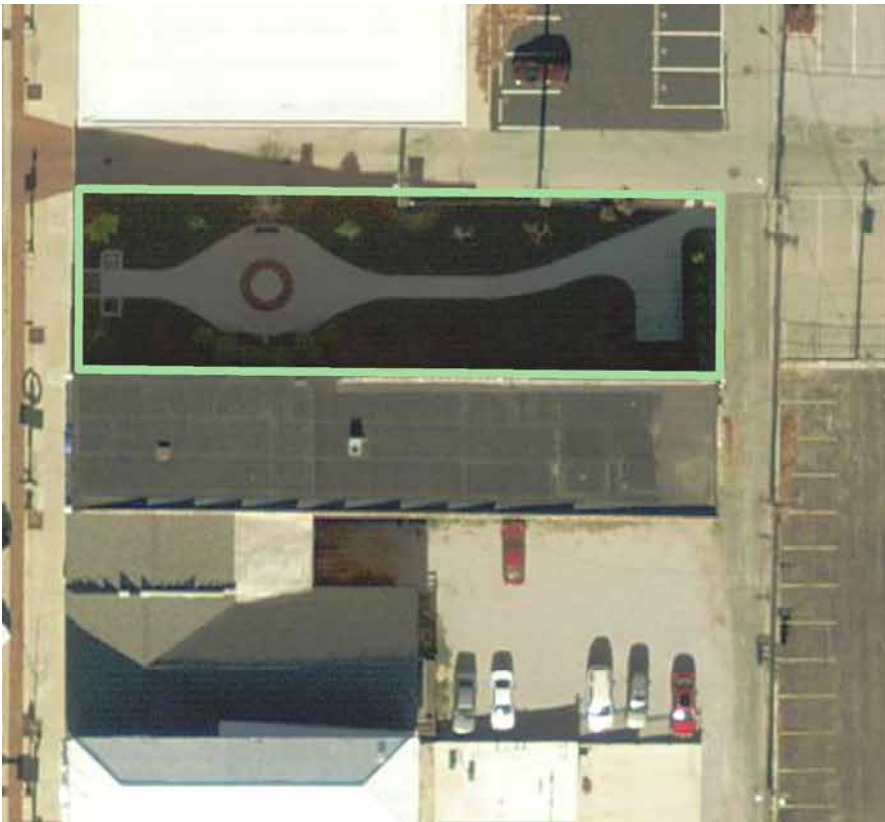
Must-Do Improvements

- Improve map and wayfinding signage to emphasize connection to Tawawa; consider as parking alternative for Baumgardner Basin.
- Trail connection from Tawawa should be extended along Water Plant access drive to Court Street.
- Add accessible walk from parking to shelter and drinking fountain.
- Softball field and basketball court need benches
- Replace deteriorating concrete aprons at curb-cuts.

Dream-To-Do Improvements

- Area west of water plant could be a passive use opportunity or additional parking.
- If trees along parking need replaced, consider opportunity to expand parking and introduce screening and new shade trees.
- Upgrade play-ground surface.





Piper Park

Must-Do Improvements

- Adjust bike parking to best-practice orientation (rotate 90 degrees).

Dream-To-Do Improvements

- Consider addition of water for white noise effect.
- Opportunity for additional furnishings – movable chairs





Jannides Park

Must-Do Improvements

- Update to new standard identity sign
- Offering more shade around the seating/play area could maximize comfort.
- Provide walk to basketball court, add benches and shade trees.

Dream-To-Do Improvements

- Stream restoration
- Upgrade play-ground surface.





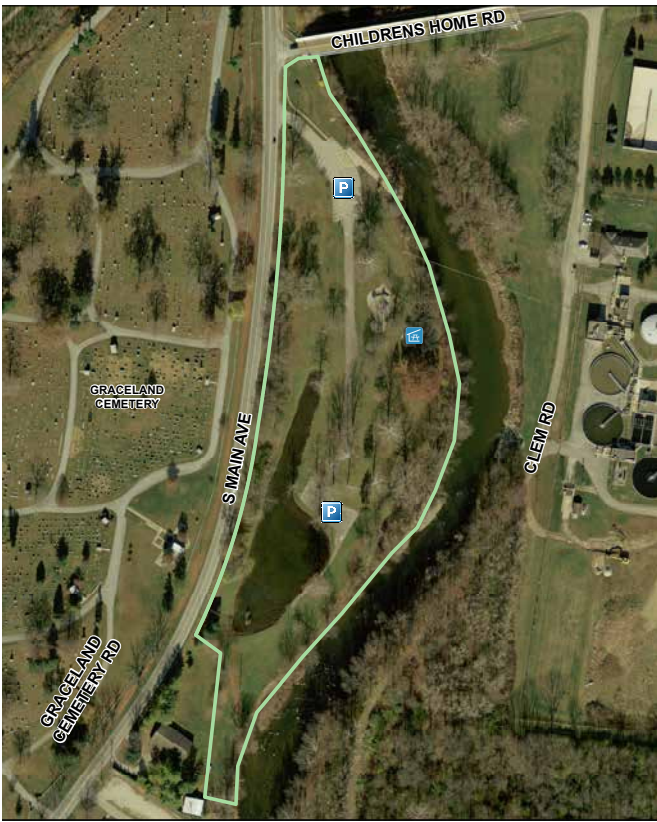
Riverbend Park

Must-Do Improvements

- Resurface parking pavement
- Improve wayfinding in neighborhood and identity signage at street entrance.
- Add benches at basketball court
- Maintain baseball field

Dream-To-Do Improvements

- Upgrade play-ground surface.
- Repair damage a shelter
- Develop nature trail through woods.
- Plan for future connectivity with adjacent development.
- Introduce plantings as windbreaks on exposed site.



Roadside Park

Must-Do Improvements

- Add trash receptacles at fishing pond
- Add picnic table or bench to shade tree at pond
- Pond appears stagnant - consider a bubbler for circulation, or determine best-practice for fish/ wildlife habitat

Dream-To-Do Improvements

- Restripe parking to change angled spaces to 90 degree to improve circulation
- Create a termination point for the pond path, such as a pavilion that looks back over the pond.





Robert O. New Park

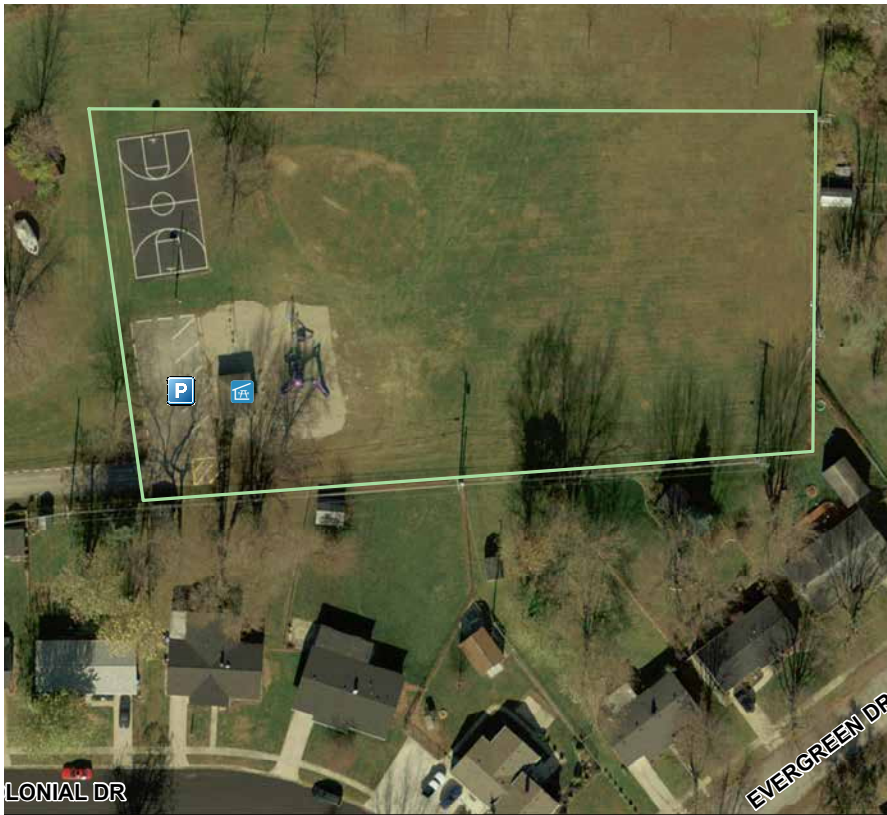
Must-Do Improvements

- Add wayfinding signage to the park
- Add drinking fountain
- Add more shade and seating near the play ground

Dream-To-Do Improvements

- Develop a walking path circuit and connect to nature trail in wooded area.
- Develop Plum Creek education signage (history, geology, wildlife).
- Upgrade play-ground surface.
- Introduce natural meadow areas to add variety of experiences and to reduce underutilized mown area.





Sherman Park

Must-Do Improvements

- Add benches to basketball court and baseball field
- Limb up trees near baseball field where may be in field of play
- Improve entry aesthetic

Dream-To-Do Improvements

- Upgrade play-ground surface.
- Train-theme play equipment





Sidney Water Park

Must-Do Improvements

- Provide standard identity sign
- Update bike racks with best-practice style, and new aesthetic, better location near entry points.
- Add benches at basketball court.
- Building repairs and updates: roofing, downspouts, drainage around buildings

Dream-To-Do Improvements

- Study curb cuts and parking striping to simplify parking circulation and arrival/ drop-off area. Add wayfinding signage to help.
- Upgrade chain link fence and turnstiles to more decorative style.
- Update lighting fixtures to LED, new design/ style, replace deteriorating concrete bases; update furnishings and family of details.
- Add decorative landscaping for buffering, area delineation, building softening, shade, and aesthetics as gateway into Tawawa Park.
- Redesign people-spaces around pools, focus on creature-comforts: sun-shade choice, comfortable seating, etc.
- Repair or replace pool deck where pavement is deteriorating.
- Add new water-play amenities: splash pad features, climbing wall



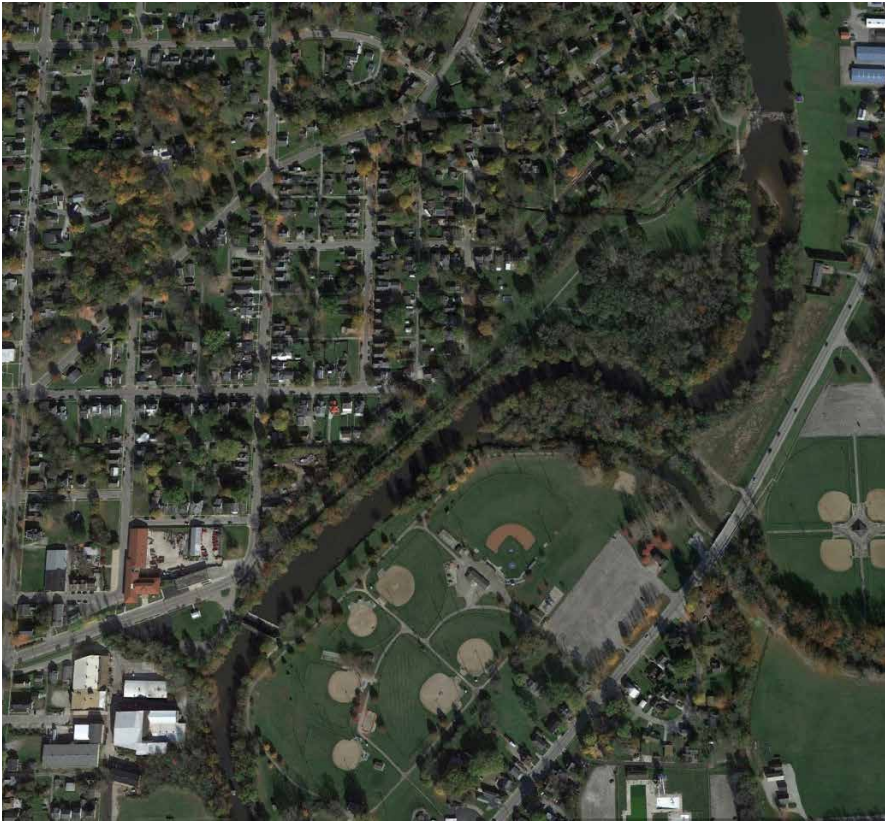
Tawawa Park

Must-Do Improvements

- Easy to decipher park map and area directional signage for internal vehicular circulation and wayfinding.
- External wayfinding from adjacent parks and parts of town, emphasize alternative parking locations and pedestrian routes between parks.
- Extend accessible walks from parking to shelters, drinking fountains, and play grounds; maintain surfaces from deterioration and debris to maintain accessibility.

Dream-To-Do Improvements

- Add vehicular access to Brookside area - for access, for safety, for visibility. This could be a smaller limited entry from Knoop Johnston Road.
- Extend electric service into the park and study the variety of means to do so: overhead, underground, consider easements to shorten distances from off-site, study alternative energy.
- Improve communications availability - cell service, emergency call-boxes, particularly in the least-visible areas.
- Utilize Brookside area for bridle trails, disc-golf, mountain bike trails, nature play, adventure course.
- Upgrade playground surfaces; begin upgrading outdated play equipment, introduce variety of features and provide inclusive features at all playgrounds



Veterans Memorial Walkway

Must-Do Improvements

- Indicate mileage markers on the trail maps.
- Add benches along the walk at key views and points of interest, and where other park activities are watched.
- Introduce public art along the path

Dream-To-Do Improvements

- Develop a story-walk, incorporating stories of Sidney's veterans and areas of service.
 - » Markers or sculptures for each service branch
 - » Sidney Honor Roll
 - » Individual service member recognition: stories from family, letters to/from home, photographs, etc.



General Park-wide Recommendations

Must-Do Improvements

- Determine park-specific family of details and furnishings
 - » Signs: Identity, neighborhood wayfinding, in-park directional
 - » Bench, trash receptacle, light pole, bollard, fence, bike rack
- Reduce under-used mowed lawn areas in parks; develop a park-by-park plan to focus mown areas on the best, most usable spaces and transition other areas to meadow/ low-mow or succession areas. Reallocate staff hours to other maintenance or programming tasks.
- Coordinate with other city departments to for first right-of-refusal of equipment scheduled for decommissioning prior to auction (fleet vehicles, maintenance equipment, construction equipment, tools)
- Develop an app-based teams/ sports/ activity coordination tool to link interested people together for sports (pickle ball game times, group singles together to form a volley ball team, etc)
- Develop a “corporate challenge” program for year-long Sidney business staff sports
- Reach out to Sidney area seniors to gauge interest and skill set/ knowledge base in volunteering as program leaders or technical assistants
- Link parking, shelters and drinking fountains with ADA accessible walks. Link other amenities where possible.
- Playgrounds: eliminate pea gravel from the standard materials and replace with a best-practice surface; incorporate accessible play features and access at each playground.

Dream-To-Do Improvements

- Explore communications partnerships in Tawawa park area (cell-tower, add cell antennae to water tower)

Desired program Opportunities

- Guided kayak/ canoe practice in the mill race
- Grandparent’s Day Festival

4.3 WALKSHED ANALYSIS

A walkshed analysis was conducted to determine the accessibility of city parks for Sidney residents to find 1) the percentage of residents within a 10 minute walk of a park, and 2) to better understand the populations each park serves within that 10 minute walk. These groups were categorized by income, age, and race/ethnicity. The 10-minute walkshed is equivalent to approximately a half-mile for an average person, and is the average distance most people are willing to walk to reach a destination. This metric is nationally recognized by various organizations and has been identified as a goal by the Sidney City Council to provide appropriate access to green space, recreation, and natural areas to residents. By identifying the accessibility and current amenities of each park compared to the populations it serves, implementation of the Plan's recommendations can be tested and adjusted to ensure equitable access and programming throughout the city parks and recreation system.

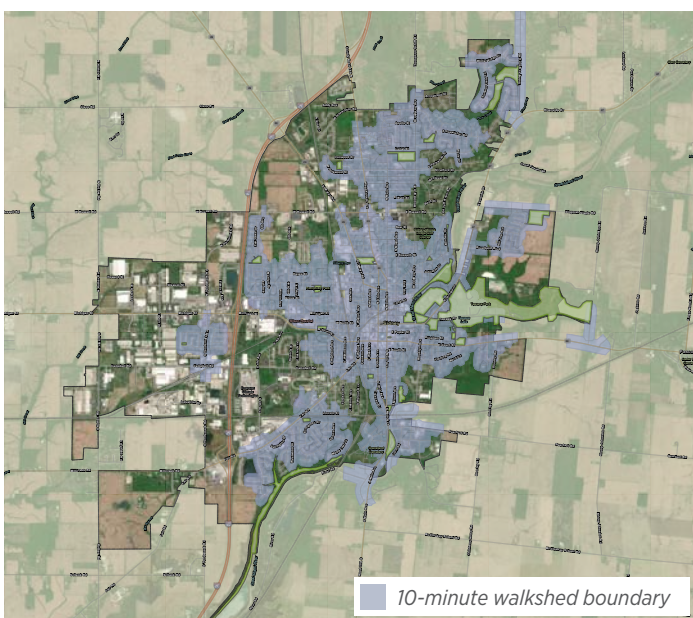
10-Minute Walkshed Analysis

The 10 minute walkshed of each park is overlaid on the city map and illustrates significant coverage across the city. The city's development standards require parkland dedication for new development. City Park and Planning departments staff can use the map to identify areas of the city that should be considered for potential parkland acquisition to fill gaps in the network.

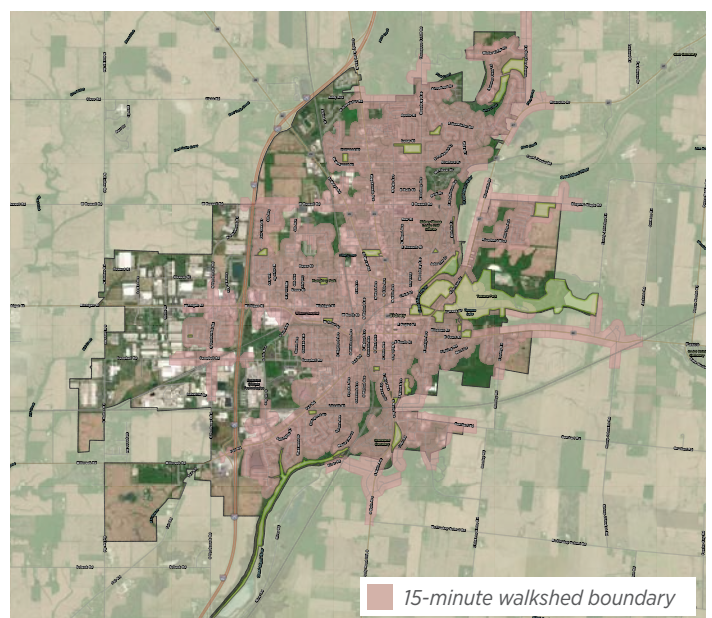
15-Minute Walkshed Analysis

The 15-minute walkshed is equivalent to an approximate 8 minute bike ride for an average person. The map illustrates the importance of providing non-motorized access throughout the city to support access goals and broaden the reach of each park. Development of bike path networks with new development and future roadway improvements is encouraged.

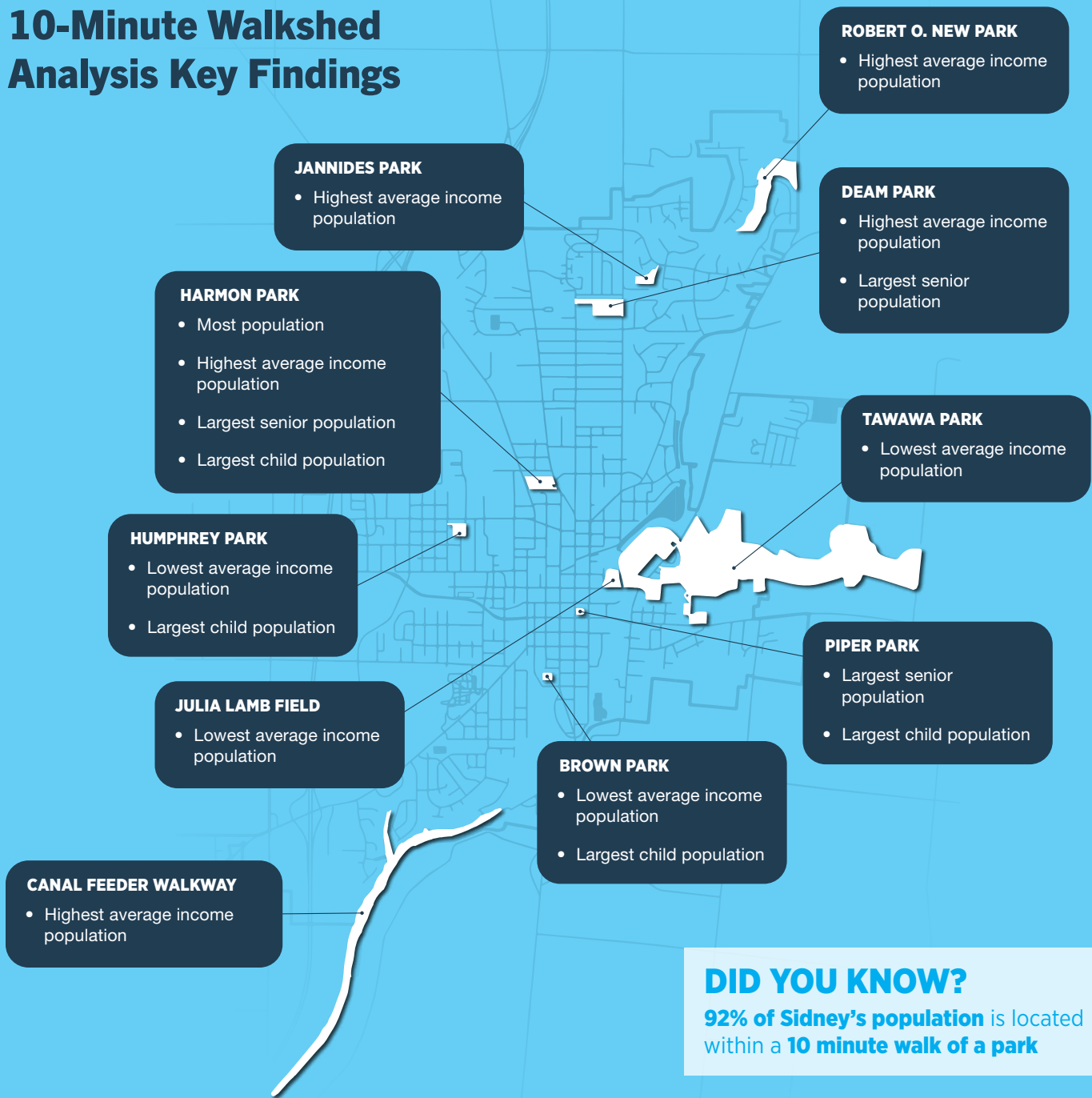
10-MINUTE WALKSHED MAP



15-MINUTE WALKSHED MAP



10-Minute Walkshed Analysis Key Findings



10-Minute Walkshed Analysis Key Findings

1. The city goal is to provide parkland within a 10 minute walk of every resident. Existing parks provide park access within a 10 minute walk to 92% of Sidney's residents.
2. Walkshed gaps should be targeted for potential land acquisition or donation. Future developments should be planned so that the parkland is provided and located to meet the 10 minute walk standard. Walkshed gaps can also be filled by creative access solutions, such as bike path and sidewalk connections and access easements.
3. Of the parks observed, there was no observable differences in levels of maintenance or qualities of amenities at parks that serve lower income or different populations within the City.





Five

Operational and Financial Plan



Five

Operational and Financial Plan

5.1 FUNDING AND REVENUE STRATEGIES

City parks and recreation departments across the United States today have learned to develop a clear understanding of how to optimize revenue generation options, where appropriate, to support parks and recreation services with limited tax dollars available. They no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

The following sources are financial options that the City currently implements and alternative sources to consider in supporting the recommendations outlined in the Parks and Recreation Master Plan. This list is intended to serve as a resource to fit a variety of projects, operational needs, or partner-specific initiatives as well as provide inspiration in considering other strategies beyond these suggestions.

Below is a list of funding sources that the City has used or is currently using:

Sidney, OH Funding Sources Used or Currently Using					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Corporate Sponsorship	Dedication/Development Fees	Admissions / Ticket Sales	Nature Works	Property Tax	Concession Management
Partnerships	Impact Fees	Reservations	Land & Water Conservation Fund		Interlocal Agreements
Foundations/Gifts			Clean Ohio Trails Fund		
Private Donations			Recreational Trail Program		
Volunteerism			CDBG Funding		
			Navigational Aids		
			STORYBOOK TRAIL GRANT APPLICATION		
			URBAN CANOPY RESTORATION GRANT		

External Funding Sources

External Funding Sources are revenue from outside of municipally established taxes, fees and charges. External funding sources include; corporate sponsorships, crowdfunding websites, partnerships, foundation gifts, private donations, trusts, and volunteerism as a form of cost containment.

Additional information on external funding sources can be found in the Appendix.

Capital Funding Sources

Capital Funding Sources are specifically for capital development projects. The opportunity identified as P3 – Public Private Partnership is to assist local governmental entities into partnerships that can help projects be completed sooner and contain costs.

Additional information on capital funding sources can be found in the Appendix.

User Fees

User Fees are recreational services fees and charges that are needed to help operate facilities and offset costs for services that are seen as an added value. User Fees include: recreation service fees, program fees and charges, Admissions, ticket sales, and reservations.

Additional information on user fees can be found in the Appendix.

Franchise and Licenses

Franchise and Licenses are contractual agreements to have exclusive products, named facilities, and partnering organizations help with operations of recreational facilities. Franchise and Licenses include; beverage pouring rights, concession management, private concessionaires, naming rights, and interlocal agreements.

Additional information on user fees can be found in the Appendix.

Grants

Grants can be a great funding source as part of a greater overall funding strategy for capital projects and some for specific services. For most grants are seen as, an opportunity of free money, increased credibility of fiscal stewardship, increased access to valuable data, and the ability to point to past grants awarded in future applications.

Implications for Sidney: The City and Department have been awarded several grants in the past. It is important for the City to understand each grant's requirements. In many instances, municipalities look at the pros and cons of each individual grant to understand the cost-benefit ratio. Consider the following to determine the City's potential level of success:

- The overall time commitment
- Level of competition
- How well the City project or service meets the application requirements
- Opportunity to renew the grant or will the City fund long-term
- What are the reporting requirements and length of time to continue, if a service

Additional information on grants can be found in the Appendix.

Conclusion

Funding Sources

The city should consider the following:

- Conduct a cost benefit analysis of grants before applications are submitted to determine the amount of reporting compared to the overall value.
- Develop a capital improvement strategy to enhance existing park areas and life-cycle replacement.
- Annually review fee structure and actual expenditures making incremental adjustments as needed

Explore the following funding sources:

Sidney Funding Sources To Explore			
External Funding Sources	Capital Funding Sources	User Fees	Franchise/Licenses
Corporate Sponsorship	P3 - Public Private Partnership	Ticket Sales/Admissions	Pouring Rights
Partnerships		Reservations	Concession Management
Crowdfunding		Recreation Service Fees	Private Concessionaires
Foundations/Gifts		Fees and Charges	Naming Rights
Private Donations			Inter-Local Agreements
Trusts			
Volunteerism			



Six

Implementation



Six

Implementation

6.1 VISION, MISSION, AND GOALS

Introduction

Interweaving the mission of the City of Sidney Parks and Recreation Department and its previously stated goals for the park system (refined during this master planning process) with the visions and goals of the city's Comprehensive Plan, Capital Improvements Plan, and 2009 Parks and Recreation Master Plan, the consultant team offers the following strategic action plan. The action and implementation plan has been the culmination of several months of research, public engagement, community-wide survey, system operations analysis, observations, and workshops with city staff to formulate an implementation plan that prioritizes strategies, identifies tactics in sequential order, and ultimately provides a road map for Department staff to implement and achieve a high level of success. The consulting team focused on the following factors when determining priority strategies:

- Meeting identified community needs
- Supporting positive economic impact
- Supporting sustainability goals
- The cost to develop/implement
- The cost to operate/maintain
- Partnership opportunities



Parks Mission Statement

To improve community services and facilities with regard to safety, education, recreation, and public health.



GOAL ONE

Utilize the Miami River corridor.



GOAL TWO

Extend the non-motorized transportation links between parks and connect neighborhoods to parks.



GOAL THREE

Provide parkland within 1/2 mile walk of every city resident.



GOAL FOUR

Maintain existing parkland and facilities to a high standard.



GOAL FIVE

Provide and promote high quality programs and education to all generations that foster nature awareness, fitness, life skills, and community cohesion.



GOAL SIX

Provide and promote a variety of multi-generational amenities and facilities for play, fitness, active recreation, and passive recreation.



GOAL SEVEN

Incorporate a variety of funding tools to maintain and enhance the parks system.



GOAL EIGHT

Utilize the parks system in support of city economic development and town planning initiatives.

6.2 STRATEGIC ACTION PLAN

The following charts outline the actions, timeline, responsible groups, and cost of the plan recommendations. Implementation items should be confirmed to support the Plan goals as projects are designed. Improvements should also be evaluated for appropriateness to serve user groups within a park's 10-minute walkshed, such as seniors, or youth. Responsibilities are subject to change and coordination. Costs provided are approximations to aid in prioritization and budgeting. Each action item will require cost estimation at time of implementation, and large projects will require a feasibility study to define the actual scope, level of quality, and cost at time of implementation.

ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
BAUMGARDNER BASIN					
1.	Improve awareness of parking availability, proximity, and wayfinding from Custenborder Fields	4	Short-Term	P&R, CC, VC	\$2,000
2.	Add shade trees along south edge of soccer fields for spectators	4	Short-Term	P&R, VC	\$11,000
3.	Repair two swings missing at playground	4	Short-Term	P&R	Overhead
4.	Add benches around soccer fields	4	Short-Term	P&R	\$18,000
1.	Expand parking and improve circulation	4	Long-Term	P&R, PW	\$370,000
2.	East lawn may be usable for additional programming	4,5	Long-Term	P&R, CC, VC	-
3.	Add accessible restroom at Geib Pavilion/ Playground area	4	Long-Term	P&R, PW	\$200,000
4.	Screen dumpster with enclosure	4	Long-Term	P&R	\$10,000
5.	Add mounding, fence, or hedge between soccer fields and parking	4	Long-Term	P&R	\$22,000
BERGER PARK					
1.	Add park identity signage and wayfinding signage from Main Street	4	Short-Term	P&R, CC, VC	\$2,500
2.	Add benches to basketball court	4	Short-Term	P&R	\$6,000
3.	Add shade around playground and baseball south and west sides	4	Short-Term	P&R	\$3,000
1.	Develop a canoe/ kayak access to river. Study vehicle access or parking for canoe/ kayak vehicles from Columbia Blvd.	1,4	Long-Term	P&R, PW	\$25,000
2.	Build walking path from Columbia Boulevard and north along the levee.	2	Long-Term	P&R, PW, CC	\$16,000
3.	Upgrade playground surface	4	Long-Term	P&R, PW	\$23,000
4.	Add accessible parking and walks to the shelter, drinking fountain, and other amenities.	4	Long-Term	P&R, PW, CC	\$4,000

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ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
BROWN PARK					
1.	Add park identity sign and wayfinding signs from main streets	4	Short-Term	P&R, CC, VC	\$2,600
2.	Repaint bench	4	Short-Term	P&R, VC	Overhead
1.	Improve pedestrian access and accessibility with sidewalks to main streets. Add sidewalks within the site to provide accessibility to the amenities	2,4	Long-Term	P&R, PW, CC	\$10,000
2.	Upgrade playground surface	4	Long-Term	P&R, PW	40,000
3.	Upgrade signage on building, consider mural on building	4	Long-Term	P&R, CC, VC	\$8,000-15,000
4.	Relocate storage and maintenance from building and repurpose as community center	4	Long-Term	P&R, PW, CC	Feasibility study req.
5.	Add walks/patio surface to replace heavy-worn lawn areas	4	Long-Term	P&R, PW, CC	\$7,500
CANAL FEEDER TRAIL					
1.	Introduce bike-related amenities: bike repair stations, water bottle fillers	4	Short-Term	P&R, VC	\$8,000
2.	Upgrade identity signage and wayfinding signage through Graceland Cemetery	4	Short-Term	P&R, CC, VC	\$2,600
3.	Repair crumbling rocks and washout at cemetery trailhead rail overpass	4	Short-Term	P&R, PW	Overhead
4.	Repair broken split-rail fence sections; evaluate sustainability of fence and ongoing maintenance; consider locations where fencing can be reduced or eliminated, especially in areas prone to recurring damage	4	Short-Term	P&R, CC	Overhead
1.	Implement the proposed bike path extensions north into downtown, and the east-west connector from SR 47 to Stolle Bridge	2,3,4,6	LongTerm	P&R, PW, CC	Feasibility study req.
2.	Develop trail connections to adjacent neighborhoods, into downtown, and require connection with any new adjacent development	2	Long-Term	P&R, PW, CC	Feasibility study req.
3.	Develop canal trail history signage and markers along the trail	4	Long-Term	P&R, CC	\$5,000 - \$15,000
4.	Upgrade benches to more durable type	4	Long-Term	P&R	\$30,000

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Implementation

ACTION	GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
CHIEF O'LEARY PARK				
1. Upgrade identity signage; add wayfinding sign in neighborhood	4	Short-Term	P&R, CC	\$2,600
2. Replace dead tree	4	Short-Term	P&R	Overhead
3. Add benches at softball field and basketball court	4	Short-Term	P&R, VC	\$12,000
4. Add accessible parking and walks to amenities, and connect to street sidewalks	2,4	Short-Term	P&R, PW, CC	\$5,000
1. Improve connection with HOA open space with walk into site and nature trail to Heatherway Court; add loop path around north meadow	2	Long-Term	P&R, PW, CC	Overhead
2. Add tree and shrub plantings around edge with neighborhood	4	Long-Term	P&R, VC	\$7,000
3. Upgrade playground surface	4	Long-Term	P&R	\$38,000
CUSTENBORDER FIELDS				
1. Complete pickle-ball courts	4,6	Short-Term	P&R, VC	Funded
2. Internal wayfinding signage	4	Short-Term	P&R, CC	\$3,000
3. Add concrete surface to dugouts	4	Short-Term	P&R, PW	\$28,000
1. Improve canoe/ kayak access and parking proximity	2	Long-Term	P&R, CC, VC	\$110,000
2. Utilize river frontage for picnic area/plaza integrated with Veteran's Memorial Walkway	2,4	Long-Term	P&R, CC, VC	\$200,000
3. Replace score keeper boxes with spectator pavilions	4	Long-Term	P&R, PW, CC	\$245,000
4. Add covered seating at concessions area (such as a structure, shade sails, or umbrella tables)	4	Long-Term	P&R	\$24,000
5. Upgrade playground surface	4	Long-Term	P&R, PW	\$38,000
6. Develop skate park at flood plain area across from Julia Lamb	6	Long-Term	P&R, PW, CC	\$2-300,000
7. Develop canoe livery area	6	Long-Term	P&R, CC	Feasibility study req.
8. Develop canoe/kayak take-out at Vandermark Rd.; partner with livery vendor to provide shuttling pack to Custenborder Park as starting point	4	Long-Term	P&R, PW, CC	\$50,000

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ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
DEAM PARK					
1.	Add bike parking	4	Short-Term	P&R, PW, CC	\$6,000
2.	Add benches at basketball court	4	Short-Term	P&R	\$6,000
3.	Repair erosion at footbridge	4	Short-Term	P&R, PW	Overhead
4.	Provide accessible walks from parking to pavilion and restroom	2,4	Short-Term	P&R, PW, CC	\$7,000
5.	Add nets to soccer goals	4	Short-Term	P&R, VC	Overhead
6.	Add shade trees	4	Short-Term	P&R	\$6,000
1.	Improve baseball outfield drainage	4	Long-Term	P&R, PW	\$15,000
2.	Develop park master plan incorporating a splashpad, playground, sitting areas, and access improvements.	4,5,6	Long-term	P&R, CC	Feasibility study req.
DETENTION BASIN PARK					
1.	Near-term program as nature park - establish meadow / low-mow areas with grass nature trails. Reduce resource demand for mowing	4,5	Short-Term	P&R, VC	\$47,000
2.	Name park and provide identity sign. Replace fading regulatory signage (or eliminate if unnecessary)	4	Short-Term	P&R, CC	\$2,500
3.	Introduce buffer plantings along neighborhood edge	4	Short-Term	P&R	\$14,000
4.	Engage nearby business/ civic property owners for partnership opportunities to share parking or future land acquisition	4,7	Short-Term	P&R	-

Implementation

ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
FLANAGAN SPORTS COMPLEX					
1.	Repair parking surface	4	Short-Term	P&R, PW	\$175,000
2.	Add shade trees to spectator areas	4	Short-Term	P&R	\$4,000
3.	Repair outfield netting	4	Short-Term	P&R	Overhead
4.	Add nets at other fields	4	Short-Term	P&R	
5.	Improve playing surface of fields	4	Short-Term	P&R, VC	Overhead
1.	Add creature comforts, such as benches, picnic tables with umbrellas, bike racks	4	Long-Term	P&R	\$30,000
2.	Add field directory at parking area	4	Long-Term	P&R	\$500
3.	Improve site appearance with landscaping, arrival pick-up/ drop off zone	4	Long-Term	P&R, PW, CC	\$5,000
4.	Add shade to dugouts	4	Long-Term	P&R	\$4,000
5.	Relocate or otherwise screen electrical equipment in spectator areas	4	Long-Term	P&R	Feasibility study req.
6.	Build dumpster screen enclosure and pad	4	Long-Term	P&R, PW	\$15,000
GREEN TREE PARK					
1.	Add neighborhood wayfinding signs, including at pedestrian entries	4	Short-Term	P&R, CC	\$700
2.	Extend accessible walk to shelter	2,4	Short-Term	P&R, PW, CC	\$2,500
3.	Add benches and shade trees at basketball and play ground	4	Short-Term	P&R	\$15,000
4.	Update identity signage to new standard brand	4	Short-Term	P&R, CC	\$5,000
1.	Upgrade aesthetics at pedestrian entries - landscaping, signage, ornamental fence	4	Long-Term	P&R, CC	\$20,000
2.	Add street trees	4	Long-Term	P&R	\$5,000
3.	Add plantings around perimeter with neighborhood	4	Long-Term	P&R	\$14,000
4.	Upgrade playground surface	4	Long-Term	P&R, PW	\$48,000

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ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
HARMON FIELD					
1.	Repair stream channel erosion and exposed pipe; repair broken invert grate and lock grate down to prevent unauthorized access/ entrapment	4	Short-Term	P&R, PW	\$50,000
2.	Relocate dumpster away from dedication rock and flagpole and provide enclosure screen	4	Short-Term	P&R	\$15,000
3.	Add standard brand identity sign at St. Mary's Ave. entry; (preserve historic sign)	4	Short-Term	P&R, CC	\$2,000
1.	Add street trees, shade trees around playground	4	Long-Term	P&R	\$15,000
2.	Add seat steps on Wapakoneta Ave. hill	4	Long-Term	P&R, PW, CC	\$50,000
3.	Stream restoration	4	Long-Term	P&R	Feasibility study req.
4.	Repair concrete retaining wall at basketball court	4	Long-Term	P&R, PW	\$5,000
5.	Upgrade area around concession/ restroom to a plaza space focused on the dedication monument/ flagpole	4	Long-Term	P&R	\$50,000
6.	Upgrade playground surface	4	Long-Term	P&R, PW	\$20,000
HERITAGE MANOR PARK					
1.	Monitor lawn establishment	4	Short-Term	P&R, VC	Overhead
2.	Repair trash receptacle cover	4	Short-Term	P&R	Overhead
1.	Add street trees	4	Long-Term	P&R	\$8,000
2.	Replace chain link fence with decorative fence and landscaping	4	Long-Term	P&R	\$35,000
3.	Upgrade playground surface	4	Long-Term	P&R, PW	\$36,000
HUMPHREY PARK					
1.	Upgrade to standard brand identity sign	4	Short-Term	P&R, CC	\$5,000
2.	Repair rutted areas in baseball field	4	Short-Term	P&R	Overhead
1.	Repair parking surface and improve signage to identify as parking for Humphrey Park	4	Long-Term	P&R, PW, CC	\$20,000
2.	Upgrade chain link fence to decorative fence, add landscaping	4	Long-Term	P&R	\$54,000
3.	Upgrade playground surface	4	Long-Term	P&R, PW	\$30,000

Implementation

ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
JOHNSTON PARK					
1.	Identify view locations along bike path and selectively clear vegetation to open views to river	1	Short-Term	P&R	Overhead
2.	Add neighborhood connection sidewalk from Jefferson Street	2	Short-Term	P&R, PW, CC	\$3,500
3.	Add standard brand identity sign at park entry points; add trail map	4	Short-Term	P&R, CC	\$4,500
4.	Repair buckled bike path sections	4	Short-Term	P&R, PW	\$14,000
1.	Coordinate canoe/ kayak portage route with Sidney Boat Club, and develop put-in at north end of the park below the dam	1	Long-Term	P&R, CC	\$30,000
2.	Add picnic shelter in green space south of the dam	4	Long-Term	P&R, CC	\$33,000
3.	Reduce cut lawn areas in low-use areas; recondition as meadow or riparian zones	4	Long-Term	P&R	\$8,000
4.	Add wayfinding signs within the park (at nature trail spur)	4	Long-Term	P&R, CC	\$500
5.	Raise the bridge from the parking off Bon Air	4	Long-Term	P&R, PW, CC	Feasibility study req.
JULIA LAMB FIELD					
1.	Open views through vegetation to river at seating areas	1	Short-Term	P&R	Overhead
2.	Upgrade to standard brand identity sign at North Street and site entry from Lane Street	4	Short-Term	P&R, CC	\$2,000
3.	Repair erosion around bottom of stairs from Lane Street	4	Short-Term	P&R, PW	Overhead
1.	Develop a park master plan to redesign the park: incorporating a civic amphitheater for performing arts and associated infrastructure, off-street parking, integration of historic entry gate, streetscape, reconfiguration of football field, playground, splashpad, pavilion, and walking path	8	Long-Term	P&R, PW, CC	Feasibility study req.
2.	Upgrade playground surface	4	Long-Term	P&R, PW	\$13,000
3.	Add Sidney Honor Roll	4	Long-Term	P&R, VC	Feasibility study req.

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ACTION	GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
LANDRUM SOCCER FIELDS				
1. Resurface parking area	4	Short-Term	P&R, PW	\$150,000
2. Reset and repaint bollards around parking; expand barrier to prevent vandalism by vehicles	4	Short-Term	P&R, PW, CC	Overhead
3. Replace missing soccer nets	4	Short-Term	P&R, VC	Overhead
4. Add directional signage at downhill side of access drive	4	Short-Term	P&R, CC	\$500
1. Add trail maps at trail-heads; include overall park map illustrating proximity and connections to Tawawa and Custenborder	4	Long-Term	P&R, CC	\$2,000
2. Improve spectator viewing area at top of hill - terrace slope to accommodate chairs, add shade trees and benches	4	Long-Term	P&R, PW	\$25,000
MCMILLEN PARK				
1. Clean up graffiti and staining on shelter slab	4	Short-Term	P&R, VC	Overhead
2. Add shade trees around play area	4	Short-Term	P&R	\$4,000
3. Update stairs from apartment site with handrails	4	Short-Term	P&R	\$10,000
4. Add wayfinding on primary streets	4	Short-Term	P&R, CC	\$500
5. Drinking fountain water pressure needs corrected	4	Short-Term	P&R, PW	Overhead
6. Add bench at basketball court; add trash nearer to shelter	4	Short-Term	P&R	\$5,000
1. Rain garden in drain basin, with boardwalk, habitat, and education signage	4	Long-Term	P&R, PW, CC	\$120,000
2. Connection to hospital and marquee location – could be a gateway feature park	2	Long-Term	P&R, PW, CC	\$8,000
3. Potential site for exercise stations	4	Long-Term	P&R, PW, CC	\$25,000
4. Upgrade playground surface; pea gravel is nuisance on sidewalks, perhaps to mowers too	4	Long-Term	P&R, PW	\$52,000

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ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
ORBISON PARK					
1.	Improve map and wayfinding signage to emphasize connection to Tawawa; consider as parking alternative for Baumgardner Basin	4	Short-Term	P&R, PW, CC	\$500
2.	Trail connection from Tawawa should be extended along Water Plant access drive to Court Street	2	Short-Term	P&R, PW, CC	\$5,500
3.	Add accessible walk from parking to shelter and drinking fountain	4	Short-Term	P&R, PW, CC	\$3,000
4.	Softball field and basketball court need benches	4	Short-Term	P&R	\$12,000
5.	Replace deteriorating concrete aprons at curb-cuts	4	Short-Term	P&R, PW	\$6,000
1.	Area west of water plant could be a passive use opportunity or additional parking	4	Long-Term	P&R, PW, CC	-
2.	If trees along parking need replaced, consider opportunity to expand parking and introduce screening and new shade trees	4	Long-Term	P&R, PW, CC	\$130,000
3.	Upgrade playground surface	4	Long-Term	P&R, PW	\$23,500
PIPER PARK					
1.	Adjust bike parking to best-practice orientation (rotate 90 degrees)	4	Short-Term	P&R, PW, CC	Overhead
1.	Consider addition of water for white noise effect	4	Long-Term	P&R, PW, CC	\$10,000
2.	Opportunity for additional furnishings – movable chairs	4	Long-Term	P&R	\$2-6,000
JANNIDES PARK					
1.	Offering more shade around the seating/play area could maximize comfort	4	Short-Term	P&R	\$5,000
2.	Update to new standard identity signage	4	Short-Term	P&R, CC	\$2,000
3.	Provide walk to basketball court, add benches and shade trees	4	Short-Term	P&R, PW, CC	\$22,000
1.	Stream restoration	4	Long-Term	P&R	Feasibility study req.
2.	Upgrade playground surface	4	Long-Term	P&R, PW	\$28,000

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ACTION	GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
RIVERBEND PARK				
1. Resurface parking pavement	4	Short-Term	P&R, PW	\$78,000
2. Improve wayfinding in neighborhood and identity signage at street entrance	4	Short-Term	P&R, PW, CC	\$1,000
3. Maintain baseball field	4	Short-Term	P&R, VC	Overhead
4. Add benches at basketball court	4	Short-Term	P&R	\$6,000
1. Develop nature trail through woods	2	Long-Term	P&R, PW, CC	\$8,000
2. Plan for future connectivity with adjacent development	2	Long-Term	P&R, PW, CC	-
3. Introduce plantings as windbreaks on exposed site	4	Long-Term	P&R	\$10,000
4. Upgrade playground surface	4	Long-Term	P&R, PW	\$33,000
5. Repair damage to shelter	4	Long-Term	P&R, PW	Overhead
ROADSIDE PARK				
1. Pond appears stagnant - consider a bubbler for circulation, or determine best-practice for fish/ wildlife habitat	4	Short-Term	P&R, PW, CC	\$10,000
2. Add trash receptacles at fishing pond	4	Short-Term	P&R	\$5,000
3. Add picnic table or bench to shade tree at pond	4	Short-Term	P&R	\$3,000
1. Create a termination point for the pond path, such as a pavilion that looks back over the pond	4	Long-Term	P&R, CC	\$25,000
2. Restripe parking to change angled spaces to 90 degree to improve circulation	4	Long-Term	P&R, PW, CC	Overhead
ROBERT O. NEW PARK				
1. Add wayfinding signage to the park	4	Short-Term	P&R, CC	\$500
2. Add drinking fountain	4	Short-Term	P&R, PW, CC	\$10,000
3. Add more shade and seating near the play ground	4	Short-Term	P&R	\$4,000
4. Convert underutilized lawn areas to meadow/ low-mow areas	4,6	Short-Term	P&R	\$60,000
1. Develop a walking path circuit and connect to nature trail in wooded area	2	Long-Term	P&R, PW, CC	\$55,000
2. Develop Plum Creek education signage (history, geology, wildlife)	4	Long-Term	P&R, CC	\$2,500
3. Upgrade playground surface	4	Long-Term	P&R, PW	\$27,000

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ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
SHERMAN PARK					
1.	Improve entry aesthetic	4	Short-Term	P&R, CC	\$10,000
2.	Limb up trees near baseball field where may be in field of play	4	Short-Term	P&R	Overhead
3.	Add benches to basketball court and baseball field	4	Short-Term	P&R	\$12,000
1.	Train-theme play equipment	4,6	Long-Term	P&R, CC	\$15,000
2.	Upgrade playground surface	4	Long-Term	P&R, CC	\$32,000
SIDNEY WATER PARK					
1.	Provide standard identity sign	4	Short-Term	P&R, CC	\$2,000
2.	Building repairs and updates: roofing, downspouts, drainage around buildings	4	Short-Term	P&R, PW, CC	Overhead
3.	Update bike racks with best-practice style, and new aesthetic, better location near entry points	4	Short-Term	P&R	\$10,000
4.	Add benches at basketball court	4	Short-Term	P&R	\$6,000
1.	Update lighting fixtures to LED, new design/ style, replace deteriorating concrete bases; update furnishings and family of details	4	Long-Term	P&R, PW, CC	\$80,000
2.	Repair or replace pool deck where pavement is deteriorating	4	Long-Term	P&R, PW	Overhead
3.	Add new water-play amenities: splash pad features, climbing wall	4,6	Long-Term	P&R, PW, CC	\$200,000
4.	Add decorative landscaping for buffering, area delineation, building softening, shade, and aesthetics as gateway into Tawawa Park	4	Long-Term	P&R	\$50,000
5.	Redesign people-spaces around pools, focus on creature-comforts: sun-shade choice, comfortable seating, etc	4,6	Long-Term	P&R, PW, CC	Feasibility study req.
6.	Study curbcuts and parking striping to simplify parking circulation and arrival/ drop-off area. Add wayfinding signage to help navigation	4	Long-Term	P&R, PW, CC	\$120,000
7.	Upgrade chain link fence and turnstiles to more decorative style	4	Long-Term	P&R	\$35,000

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ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE	COST
TAWAWA PARK					
1.	Extend accessible walks from parking to shelters, drinking fountains, and play grounds; extend accessible walking trails with seating; maintain surfaces from deterioration and debris to maintain accessibility	2,4	Short-Term	P&R, PW, CC	Feasibility study req.
2.	External wayfinding from adjacent parks and parts of town, emphasize alternative parking locations and pedestrian routes between parks	2,4	Short-Term	P&R, PW, CC	\$2,000
3.	Easy to decipher park map and area directional signage for internal vehicular circulation and wayfinding	4	Short-Term	P&R, CC	\$1,500
1.	Improve communications availability - cell service, emergency call-boxes, particularly in the least-visible areas	4	Long-Term	P&R, PW	Feasibility study req.
2.	Extend electric service into the park and study the variety of means to do so: overhead, underground, consider easements to shorten distances from off-site, study alternative energy	4	Long-Term	P&R, PW, CC	Feasibility study req.
3.	Upgrade playground surfaces; begin upgrading outdated play equipment, introduce variety of features and provide inclusive features at all playgrounds	4	Long-Term	P&R, PW, CC	Feasibility study req.
4.	Develop primitive camping area	6	Long-Term	P&R, CC	\$30,000
5.	Balance opportunities for additional park access and amenities with park department funding and ability to monitor and patrol expanded areas.	4,6	Long-Term	P&R, CC	Feasibility study req.
TENNIS COURTS (SIDNEY HIGH SCHOOL AND LEHMAN CATHOLIC HIGH SCHOOL)					
1.	Evaluate and update maintenance and use agreements to clearly define maintenance responsibilities, level of maintenance/ standard of care, cost sharing, and periods of use for each party.	4, 5, 6	Short-Term	P&R, CC	-
2.	Coordinate court repairs with schools to improve playability.	4, 5, 6	Short-Term	P&R	\$230,000
VETERANS MEMORIAL WALKWAY					
1.	Add benches along the walk at key views and point's of interest, and where other park activities and be watched	4	Short-Term	P&R	\$18,000
2.	Indicate mileage markers on the trail maps	4	Short-Term	P&R	Overhead
3.	Introduce public art along the path	4	Short-Term	P&R, CC, VC	Feasibility study req.
1.	Develop a story-walk, incorporating stories of Sidney's veterans and areas of service <ul style="list-style-type: none"> Markers or sculptures for each service branch Sidney Honor Roll (*could instead be part of an amphitheater) Individual service member recognition: stories from family, letters to/from home, photographs, etc. 	4,6	Long-Term	P&R, CC, VC	Feasibility study req.

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Implementation

ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE
GENERAL PARK-WIDE RECOMMENDATIONS				
1.	Improve park patrols for safety and visibility: train park staff for safety awareness, expand ranger patrols and staff, explore partnerships with city police and citizen safety patrol groups	4	Short-Term	P&R, CC, VC
2.	Develop an app-based teams/ sports/ activity coordination tool to link interested people together for sports (pickle-ball game times, group singles together to form a volleyball team, etc)	4	Short-Term	P&R, CC, VC
3.	Reduce under-used mowed lawn areas in parks; develop a park-by-park plan to focus mown areas on the best, most usable spaces and transition other areas to meadow/ low-mow or succession areas. Reallocate staff hours to other maintenance or programming tasks	4	Short-Term	P&R, CC, VC
4.	Link parking, shelters and drinking fountains with ADA accessible walks. Link other amenities where possible	2,4	Short-Term	P&R, PW, CC
5.	Develop consistent outreach strategies to youth and business communities to build awareness of available programs and amenities	4,5	Short-Term	P&R, CC, VC
6.	Determine park-specific family of details and furnishings <ul style="list-style-type: none"> Signs: Identity, neighborhood wayfinding, in-park directional Bench, trash receptacle, light pole, bollard, fence, bike rack 	4	Short-Term	P&R, CC
7.	Coordinate with other city departments for right-of-first-refusal of equipment scheduled for decommissioning prior to auction (fleet vehicles, maintenance equipment, construction equipment, tools)	4,7	Short-Term	P&R, CC, VC
8.	For each active sport, designate a sport representative to serve as a field coordinator that has direct communication with park leadership and can supervise game-day field preparation and operations	5	Short-Term	P&R, CC, VC
1.	Playgrounds: eliminate pea gravel from the standard materials and replace with a best-practice surface; incorporate accessible play features and access at each playground	4	Long-Term	P&R, CC
2.	Coordinate potential communications expansion with other city agency infrastructure or tools, or leverage private development to improve infrastructure; and coordinate with city comprehensive plan efforts	7,8	Long-Term	P&R
3.	Continuation of adding historic structures to the parks and recreation departments inventory as they are identified and funding sources are found	6,7,8	Long-Term	P&R, CC

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ACTION	GOAL	TIMELINE	GROUP(S) RESPONSIBLE
PROGRAM ASSESSMENT RECOMMENDATIONS			
1. Consider amending the Core Program Areas to include Ancillary services, Aquatics, General Recreation, and Special Events. Expand to include Fitness if demand increases.	5	Short-Term	P&R
2. Utilize the program development process from the program assessment to document new programming during research to determine feasibility of implementation.	5	Short-Term	P&R
3. Coordinate and develop new programs in Sports, Nature, Life skills, and events with partners and contractors until additional recreation staff can be added to offer new programs through the Department.	5	Short-Term	P&R
4. Seek to incorporate more of the Miami River into programming, including dry land training on river safety and paddling. Potential partnership with area outfitters.	1	Short-Term	P&R
5. Seek to implement fees and charges using the pricing strategies for new programming developed, including; residency, comparing competition, cost recovery goals, and customer's ability to pay.	7	Mid-Term	P&R
6. Develop additional special events focused on cultural heritage, arts, and music performances.	5	Mid-Term	P&R
7. Conduct an updated parks and recreation needs assessment for program priorities.	5	Long-Term	P&R
8. Annually conduct a program assessment using the developed process and key performance indicators (KPI) from the Program Assessment.	5	Ongoing	P&R
9. Continue to monitor demographic shifts along with program offerings to ensure that the needs of each age group are being met.	5	Ongoing	P&R
10. Track hours & manpower helping other organization use the parks for special events and document to recruit volunteers and other department assistance, where needed.	7	Ongoing	P&R
11. Evaluate programming on an annual basis using the Program Evaluation Cycle from the Program Assessment.	5	Ongoing	P&R

Implementation

ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE
OPERATIONAL RECOMMENDATIONS				
1.	Review existing partnerships for delivery on terms and equity.	5	Short-Term	P&R
2.	Enhance existing partnerships and develop new partnerships for new programming and to contain costs in operations.	5	Short-Term	P&R
3.	Develop partnership and sponsorship policy to include best practices from the Program Assessment.	5	Short-Term	P&R
4.	Develop an earned income policy including pricing philosophy, cost recovery model, and program classifications.	5	Short-Term	P&R
5.	Add staff to as assets are added to the park system and new programs are developed to support activating newly developed spaces and maintain all new assets.	4,5	Mid-Term	P&R
MARKETING				
1.	Develop a social media content calendar including parks and recreation program promotions, social media engagement, holiday posts, important dates in Sidney Parks history, featured parks, and featured programs.	5	Short-Term	P&R
2.	Evaluate and consider redesign of the web page to enhance visual appeal, better connect with users, and align program offerings with the Core Program Areas (within the current City layout).	5	Short-Term	P&R
3.	Develop a Marketing and Communication Plan to help tell the Department's story.	5	Mid-Term	P&R
4.	Leverage relationships with partners to enhance marketing efforts through cross-promotion for newly developed programming.	5	Mid-Term	P&R
5.	Update website content more frequently and routinely look for broken links to enhance the visitor's experience.	5	Ongoing	P&R
6.	Update Marketing Plan annually capturing changes in markets and incorporating new approaches.	5	Ongoing	P&R

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ACTION		GOAL	TIMELINE	GROUP(S) RESPONSIBLE
FUNDING THE SYSTEM				
1.	Review ancillary services fees and charges and increase pricing where current costs have increased including Concession Stand and Reservations.	7	Short-Term	P&R
2.	Explore establishing a dedicated funding source for the long-term Department capital improvements.	7	Short-Term	P&R
3.	Develop a funding strategy to develop two canoe/ kayak access points to the river (Berger Park, Custenborder Fields) and portage at Boat Club Dam (Johnston Park), including; Paddling Enhancement Grant, partnership with paddling clubs, Foundation/Gifts, Corporate Sponsorship, Naming Rights, and appropriate level of City funds.	7	Mid-Term	P&R
4.	Develop a formal volunteer and recognition program.	7	Mid-Term	P&R
5.	Develop funding strategy to develop Julia Lamb Field, including; Corporate Sponsorship, Partnerships, Foundation/Gifts, Land and Water Conservation Fund, Naming Rights, Create a Friends of Julia Lamb Fields for fundraising, fees and charges, Public/Private Partnership (P3), and an appropriate level of City Capital Funds. Consider capital bond.	7	Long-Term	P&R
6.	Develop funding strategy to develop a skate park, Including; Corporate Sponsorship, Foundation/Gifts (Tony Hawk Foundation), partnerships, Land and Water Conservation Fund, Public/Private Partnership (P3), and an appropriate level of City funds.	7	Long-Term	P&R
7.	Conduct feasibility studies for all new facilities and parks incorporating revenue generating opportunities, economic impact, and funding strategies to achieve the appropriate level of financial sustainability.	6, 7, 8	Ongoing	P&R

6.3 DESIGN CONCEPTS

Conceptual park plans were developed for select parks to illustrate how some of the amenities desired by residents, as indicated in the public engagement work, could be applied to an actual location. These concepts are not intended to be a final design, but can be used as a starting point for future planning, budgeting, and to inform feasibility studies that will determine an actual scope of park improvements, subject to City Council approval. The designs are conceptual in nature and subject to review and approval by city officials prior to any implementation.

JULIA LAMB AND CUSTENBORDER FIELDS DESIGN CONCEPT



Julia Lamb and Custenborder Fields Design Concept

The site of the historic Sidney school football stadium, this concept returns the park to use as a civic gathering space. An amphitheater uses the large slope for terraced seating for concerts, theater, or rental events, and incorporates the ruins of the old ticket booth. The football field shifts toward the river, and the scoreboard remains. The field should be developed for multipurpose use, as event lawn for vendor shows, food trucks, car shows, and fireworks. The site includes a play ground, accessible walks, restroom, and ramps to the seating areas. Off-street parking is provided at the north end of the park.

At Custenborder Fields, the floodplain area is proposed for use as a skate park, central to the city, visible from the street, and highly active. Parking is added which can support Julia Lamb and Custenborder. A drive extends toward the river to provide parking closer to the existing canoe/ kayak put-in.

Deam Park and Detention Basin Design Concept

Deam Park is central to many neighborhoods and serves one of the largest populations in the city within its 10-minute walkshed. The concept includes expanded amenities to serve more people. A splash-pad becomes a main feature of the park. The splash pad is flanked by a playground and a variety of seating areas - pavilions, sunny lawns, shady patios, to create a hub of playful activity. The design incorporates the existing basketball, baseball, and soccer fields. Expanded parking supports additional visitors, and walks extend to Main and Broadway to support those arriving on foot or bike.

The Detention Basin is currently an underutilized lawn area. This concept envisions the site as a nature park. Any improvements must be made to be flood resilient, since the site is designed for stormwater detention. Lawn area is replaced with low-mow and meadow plantings, becoming a habitat area. A mown path serves as access around the park for birding and walking. The plan includes stream restoration to handle the smaller storm events. Plantings around the perimeter buffer the neighboring residents, striking a balance between buffering views into the back yards, while allowing views out into the park. An pavilion is proposed along Main Ave., above the basin for an overlook of the entire park.

DEAM PARK AND DETENTION BASIN DESIGN CONCEPT



This plan is conceptual and for master planning purposes only. Illustrated amenities are subject to change with final design, engineering, and subject to feasibility study, funding, and city selection for implementation.



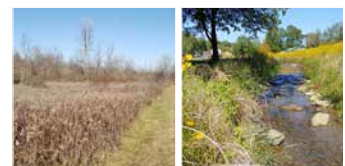
Splashpad



Playground



Pavilion



Meadow

Stream Restoration

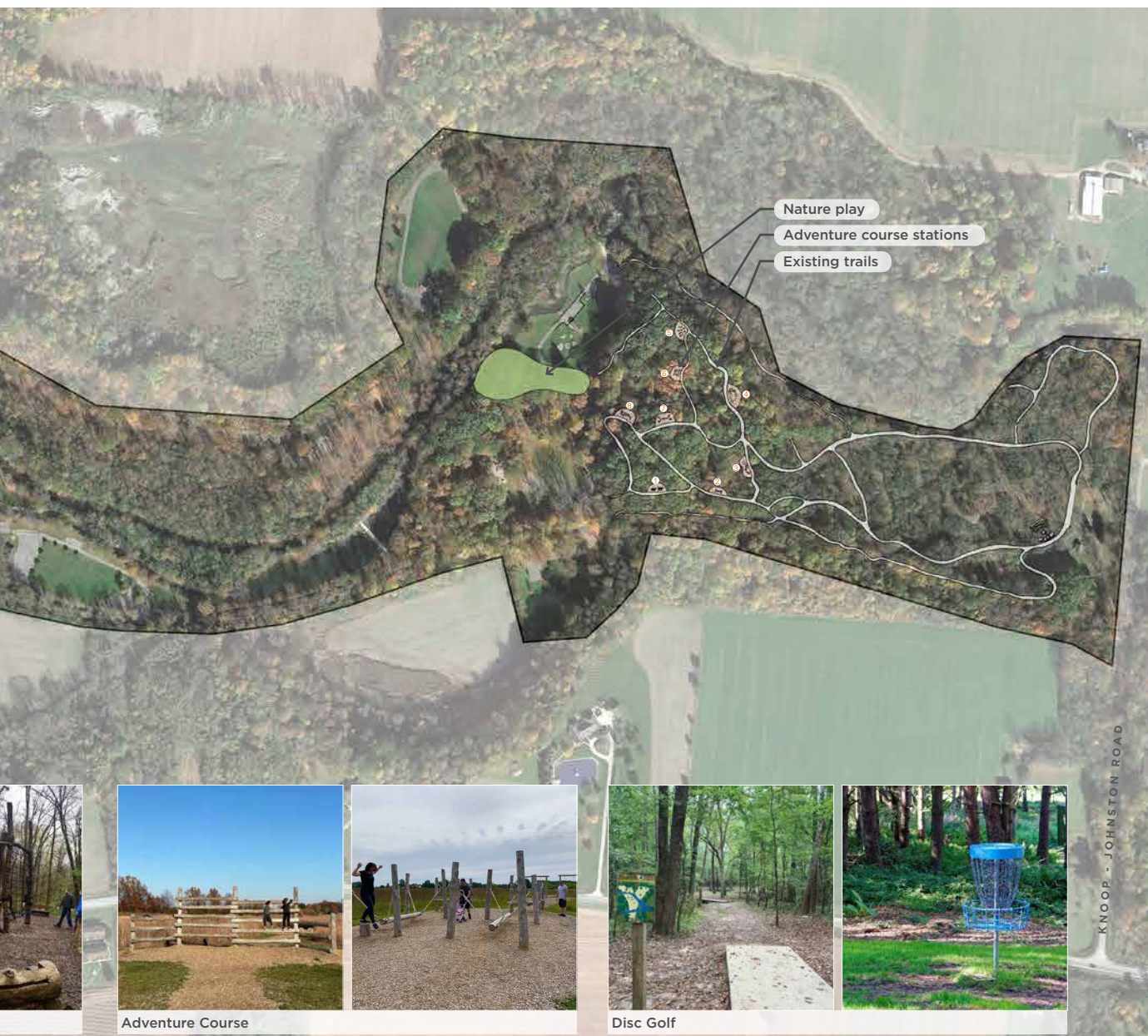
TAWAWA PARK DESIGN CONCEPT



Tawawa Park Design Concept

The concept studies modifications to circulation and access for the higher-use water park and soccer fields area, and introducing additional play amenities in the natural areas of the park.

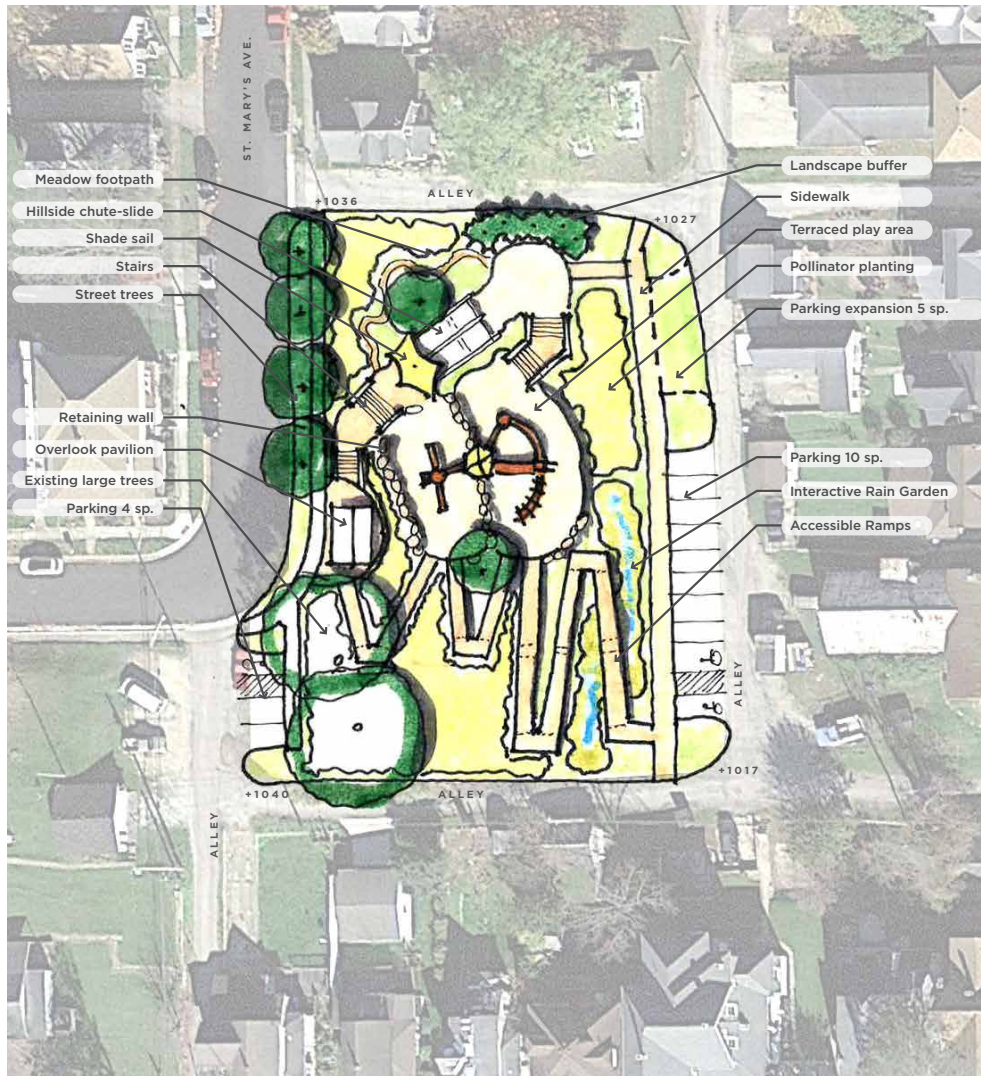
The water park west parking lot is proposed to be changed to 90 degree parking instead of the angled parking, and to utilize 2-way drive aisles. The three curb cuts onto Tawawa Drive are proposed to be reduced to one larger cut that includes an enlarged arrival and drop-off zone.



Additional parking is proposed south of the soccer fields. Angled parking conserves space for the fields, and simplifies navigation where kids and balls may be on the loose. Planting and mounding slightly buffer the fields from the parking area, and provide a shady seat to watch the action.

The concept introduces disc-golf to the area around Geib Pavilion and extending east into the park. A natural play area is proposed in the wooded space at the Watkins Woods area. The big-kid/ adult version of the natural play - the Adventure Course - is proposed in the uplands portion of the Brookside area.

SAINT MARYS AVENUE GREEN SPACE DESIGN CONCEPT



Hillside Play



Playground



Overlook Pavilion



Saint Marys Avenue Green space Design Concept

A newly acquired park space, the site is currently vacant and in the middle of a neighborhood. The site has about 20 feet of grade change across its width and offers the opportunity for a multi-level design. The concept includes a top-level overlook with a pavilion. Stairs and ramps provide access to the lower terraces. A playground serves as the centerpiece of the park, and the play structure can be multi tiered to take full, creative advantage of the changes from one terrace to the next. A “chute” style slide offers a quick descent down the hill. The concept incorporates a rain garden for stormwater management, and off-street parking.

ROBERT O' NEW DESIGN CONCEPT



Meadow



Path through meadow

Creekside sitting area

Robert O. New Park Design Concept

This concept introduces meadow area to replace some of the larger lawn space in the park. The meadow plantings will improve habitat, adding to the variety provided by the creek and the wooded areas. An accessible paved walking trail loops the meadow and connects to the wooded areas and playground, providing access to active play and passive nature spaces.



Appendix



Appendix

The following pages contain:

APPENDIX A - PARK ASSESSMENTS
APPENDIX B - PUBLIC FORUM #1 POLLING RESULTS
APPENDIX C - ONLINE SURVEY RESULTS
APPENDIX D - MEMO OF SMALL GROUP MEETINGS RESULTS
APPENDIX E - PUBLIC FORUM #2 VOTING BOARDS
APPENDIX F - PUBLIC FORUM #3 VOTING BOARDS
APPENDIX G - EXISTING FLOODWAYS AND FLOODPLAINS
APPENDIX H - EXISTING WATER BODIES AND WATERWAYS
APPENDIX I - 5, 10, AND 15 MINUTE WALKSHED MAPS
APPENDIX J - DEMOGRAPHICS AND TRENDS ANALYSIS
APPENDIX K - PROGRAM ASSESSMENT REPORT
APPENDIX L - FUNDING STRATEGIES REPORT
APPENDIX M - TENNIS COURT AGREEMENTS
APPENDIX N - PROPOSED BIKEWAY PLAN
APPENDIX O - PARK CONCEPT PLANS
APPENDIX P - BENCHMARK ANALYSIS

